

2025

Laporan Tahunan & Laporan Keberlanjutan
Annual Report & Sustainability Report

PT AirAsia Indonesia Tbk



CONNECTING DREAMS
EXPANDING HORIZONS



Sanggahan dan Batasan Tanggung Jawab

Disclaimer and Limitation of Liability

Laporan Tahunan dan Laporan Keberlanjutan 2025 PT AirAsia Indonesia Tbk menyajikan gambaran menyeluruh mengenai kinerja keuangan, capaian operasional, serta arah strategi dan target usaha Perseroan, yang disusun dengan mengacu pada ketentuan peraturan perundang-undangan yang berlaku. Informasi dan pernyataan dalam laporan ini, termasuk proyeksi dan pandangan ke depan, didasarkan pada asumsi atas kondisi terkini, estimasi perkembangan di masa mendatang, serta dinamika lingkungan bisnis tempat Perseroan beroperasi.

Data yang disampaikan merupakan data konsolidasian Perseroan bersama entitas anak dengan kepemilikan langsung, yaitu PT Indonesia AirAsia, kecuali untuk bagian Laporan Keuangan Konsolidasian yang disajikan secara tersendiri sesuai standar yang berlaku. Realisasi kinerja aktual dapat berbeda dari proyeksi yang disampaikan, antara lain sebagai akibat perubahan kondisi ekonomi dan politik, baik domestik maupun regional, fluktuasi nilai tukar, dinamika harga serta permintaan dan penawaran komoditas, tingkat persaingan usaha, perubahan regulasi dan standar akuntansi, maupun penyesuaian kebijakan dan asumsi yang digunakan dalam penyusunan informasi berwawasan ke depan.

Istilah "Rupiah" atau "Rp" merujuk pada mata uang resmi Republik Indonesia, sedangkan "Dolar AS" atau "USD" merujuk pada mata uang resmi Amerika Serikat. Seluruh informasi keuangan dalam laporan ini disajikan dalam Rupiah sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia.

Penyebutan "Perseroan" dalam laporan ini mengacu pada PT AirAsia Indonesia Tbk sedangkan "IAA" mengacu pada PT Indonesia AirAsia secara keseluruhan. Laporan Tahunan dan Laporan Keberlanjutan Tahun 2025 diterbitkan dalam Bahasa Indonesia dan Bahasa Inggris dengan format dan ukuran huruf yang dirancang agar mudah dibaca serta dicetak dengan kualitas yang baik. Apabila terdapat perbedaan penafsiran antara versi Bahasa Inggris dan Bahasa Indonesia, maka yang berlaku adalah versi Bahasa Indonesia. Laporan ini tersedia dan dapat diunduh melalui situs resmi Perseroan di <https://ir.aaid.co.id>.

The 2025 Annual Report and Sustainability Report of PT AirAsia Indonesia Tbk provides a comprehensive overview of the Company's financial performance, operational achievements, strategic direction, and business targets, which are prepared in accordance with applicable laws and regulations. The information and statements in this report, including projections and forward-looking statements, are based on assumptions of current conditions, estimates of future developments, and the dynamics of the business environment in which the Company operates.

The data presented is a consolidation of the Company and its directly owned subsidiaries, PT Indonesia AirAsia, except for the Consolidated Financial Statements section, which is presented separately in accordance with applicable standards. Actual performance may differ from the projections presented due to changes in economic and political conditions, both domestic and regional, exchange rate fluctuations, price dynamics and commodity supply and demand, the level of business competition, changes in regulations and accounting standards, as well as adjustments to the policies and assumptions used in preparing forward-looking information.

The term "Rupiah" or 'Rp' refers to the official currency of the Republic of Indonesia, while "US Dollar" or "USD" refers to the official currency of the United States. All financial information in this report is presented in Rupiah in accordance with the applicable Financial Accounting Standards in Indonesia.

The term "the Company" in this report refers to PT AirAsia Indonesia Tbk, while "IAA" refers to PT Indonesia AirAsia as a whole. The 2025 Annual Report and Sustainability Report are published in Bahasa Indonesia and English with a format and font size that are designed to be easy to read and printed with good quality. In the event of any discrepancy between the English and Indonesian versions, please refer to the Indonesian version. This report is available and can be downloaded from the Company's official website at <https://ir.aaid.co.id>.





Penjelasan Tema

Theme Explanation



CONNECTING DREAMS EXPANDING HORIZONS

Tema Laporan Tahunan Tahun Buku 2025 Perseroan, *"Connecting Dreams, Expanding Horizons"*, merepresentasikan arah strategis Perseroan dalam memperkuat peran sebagai penyedia layanan transportasi udara yang menghubungkan berbagai potensi ekonomi dan sosial, sekaligus memperluas cakupan bisnis secara berkelanjutan.

"Connecting Dreams" mencerminkan komitmen Perseroan dalam menyediakan akses konektivitas yang andal, terjangkau, dan bernilai tambah bagi masyarakat. Melalui pengelolaan jaringan rute yang terukur, peningkatan kualitas layanan, serta optimalisasi kapabilitas operasional, Perseroan berupaya mendukung mobilitas individu dan dunia usaha sebagai bagian dari kontribusi terhadap pertumbuhan ekonomi nasional.

Sementara itu, *"Expanding Horizons"* menegaskan fokus Perseroan pada penguatan fundamental bisnis melalui ekspansi yang selektif dan berbasis prinsip kehati-hatian. Perluasan cakupan usaha dilakukan secara terencana, dengan tetap menjaga disiplin keuangan, meningkatkan efisiensi operasional, memperkuat tata kelola perusahaan, serta mengintegrasikan aspek keberlanjutan dalam proses pengambilan keputusan strategis.

Melalui tema ini, Perseroan menegaskan komitmennya untuk menciptakan nilai jangka panjang bagi pemegang saham dan pemangku kepentingan, serta memastikan pertumbuhan usaha yang tangguh di tengah dinamika industri penerbangan yang kompetitif dan terus berkembang.

The theme of the Company's 2025 Annual Report, *"Connecting Dreams, Expanding Horizons"*, represents the Company's strategic direction in strengthening its role as an air transportation service provider that connects various economic and social potentials, whilst expanding its scope of business sustainably.

"Connecting Dreams" reflects the Company's commitment to providing reliable, affordable, and value-added connectivity access to the community. Through measured route network management, service quality improvement, and operational capability optimization, the Company strives to support individual and business mobility as part of its contribution to national economic growth.

Meanwhile, *"Expanding Horizons"* emphasizes the Company's focus on strengthening business fundamentals through selective and prudent expansion. Business expansion is carried out systematically, while maintaining financial discipline, improving operational efficiency, strengthening corporate governance, and integrating sustainability aspects into the strategic decision-making process.

Through this theme, the Company emphasizes its commitment to creating long-term value for shareholders and stakeholders, as well as ensuring robust business growth amid the competitive and ever-evolving dynamics of the aviation industry.

Kesinambungan Tema

Theme Continuity



20
24

Opening New Horizons with Endless Explorations

Tahun 2024 merupakan tahun perbaikan bagi pertumbuhan industri aviasi seiring dengan adanya pemulihan pada sektor pariwisata serta tumbuhnya mobilitas masyarakat. Melihat kondisi ini, Perseroan memanfaatkan momentum ini untuk memperluas layanan dengan menghadirkan rute penerbangan baru, baik nasional dan internasional, melalui IAA selaku entitas anak.

Langkah strategis ini terbukti mampu membawa Perseroan mencatatkan kinerja keuangan dan operasional yang positif sekaligus memperluas konektivitas global. Perluasan jangkauan ini juga membuka peluang pertumbuhan ekonomi nasional yang dapat meningkatkan kunjungan wisatawan mancanegara. Dengan demikian, Perseroan dapat membuka peluang pertumbuhan baru dan menciptakan nilai tambah bagi para pemangku kepentingan.

2024 marked a recovery period for the aviation industry, driven by the rebound in the tourism sector and increased public mobility. Capitalizing on this momentum, the Company expanded its services by introducing new domestic and international flight routes through its subsidiary, IAA.

This strategic initiative successfully delivered positive financial and operational performance while enhancing global connectivity. The expanded reach also created opportunities for national economic growth by increasing international tourist arrivals. Therefore, the Company was able to open new growth opportunities and create added value for stakeholders.



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New Hub to Sustain Growth

Tahun 2023 merupakan fase pemulihan bagi industri penerbangan global dan nasional. Peningkatan mobilitas masyarakat lintas negara maupun domestik memberikan sentimen positif terhadap meningkatnya permintaan jasa penerbangan komersial. Sebagai grup maskapai berbiaya hemat terbaik di dunia, Perseroan mengoptimalkan peluang usaha tersebut dengan menambah pesawat yang beroperasi dari 16 unit menjadi 24 unit.

Perseroan juga membuka rute-rute penerbangan baru, baik di pasar domestik maupun regional. Selain itu, Perseroan berkolaborasi dengan mitra strategis untuk turut serta berkontribusi dalam meningkatkan pariwisata Indonesia. Seiring dengan penambahan rute penerbangan, Perseroan memperkuat hub utamanya di Jakarta dan Denpasar.

Tren pemulihan industri penerbangan diprediksi akan terus berlanjut pada 2024. Perseroan akan terus membuka jalur penerbangan baru sebagai bagian dari upaya mencapai pertumbuhan berkelanjutan.

The year 2023 marks a recovery phase for the global and national aviation industry. An increase in cross-country and domestic mobility has provided positive sentiment towards the rising demand for commercial aviation services. As the world's leading low-cost airline group, the Company is capitalizing on this opportunity by increasing its operational fleet from 16 to 24 aircrafts.

The Company has also opened new flight routes in both domestic and regional markets. Additionally, the Company collaborates with strategic partners to contribute to the enhancement of Indonesian tourism. Along with the addition of new flight routes, the Company has strengthened its main hubs in Jakarta and Denpasar.

The recovery trend in the aviation industry is predicted to continue in 2024. As part of its efforts to achieve sustainable growth, the Company will keep opening new flight routes.



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Resilient & Agile

Tahun 2022 merupakan momentum pemulihan yang telah dimanfaatkan oleh IAA untuk membalikkan keadaan. Dampak pandemi COVID-19 signifikan terhadap perekonomian dunia terutama pada sektor pariwisata. Dengan pulihnya kondisi pandemi global maupun nasional, Perseroan bergerak lincah untuk menemukan peluang. Pada tahun buku ini, Perseroan kembali mencatatkan pertumbuhan yang positif dengan kembali membuka sejumlah penerbangan lokal maupun internasional. Dengan kinerja keuangan dan operasional yang solid, Perseroan dapat mengatasi dan melalui tantangan sehingga dapat kembali ke kondisi semula setelah mengalami kesulitan.

The year 2022 was a recovery momentum for IAA to turn things around. The COVID-19 pandemic has brought significant impact on the world economy, especially in the tourism sector. As the global and national conditions recover from the pandemic, the Company is moving swiftly to discover more opportunities. In this financial year, the Company again recorded positive growth by re-opening a number of local and international flights. Through solid financial and operational performance, the Company was able to face and overcome challenges to then return to its original positive conditions after facing difficult times.



Pencapaian Kunci 2025

2025 Key Achievement

● **Kinerja Keuangan**
Financial Performance

Rp 7,87 triliun
trillion



Pendapatan Usaha
Operating Revenue

Rp 5,05 triliun
trillion



Total Aset
Total Assets

● **Kinerja Operasional**
Operational Performance

22 pesawat
fleets



Pesawat yang Beroperasi
Operating Fleet

10.687 juta
million



ASK
ASK

8.641 juta
million



RPK
RPK

5,9 juta orang
million people



Jumlah Penumpang
Total Passengers

7,1 juta kursi
million seats



Kapasitas
Capacity

83%



Tingkat Keterisian
Load Factor

Daftar Isi

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Laporan Keuangan

Financial Report



01



Ikhtisar Kinerja

Performance
Highlights



Pada tahun 2025, total aset Perseroan tercatat sebesar Rp5,05 triliun, yang terdiri atas aset lancar senilai Rp493 miliar dan aset tidak lancar sebesar Rp4,56 triliun.

In 2025, the Company's total assets were recorded at Rp5.05 trillion, comprising Rp493 billion in current assets and Rp4.56 trillion in non-current assets.



AirAsia



Ikhtisar Keuangan

Financial Highlights



Laporan Laba (Rugi) dan Penghasilan Komprehensif Lainnya Konsolidasian

Consolidated Statement of Profit (Loss) and Other Comprehensive Income

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | 2023 | 2022 | 2021 |
|--|-------------|-------------|-------------|-------------|-------------|
| Pendapatan Usaha Operating Revenue | 7.874.332 | 7.943.931 | 6.625.321 | 3.780.526 | 626.002 |
| Beban Usaha Operating Expenses | (8.518.923) | (8.734.325) | (7.431.081) | (5.096.189) | (2.302.350) |
| Labanya (Rugi) Usaha Operating Profit (Loss) | (644.591) | (790.393) | (805.761) | (1.315.663) | (1.676.349) |
| Rugi Sebelum Manfaat (Beban) Pajak Penghasilan Loss Before Income Tax Benefit (Expenses) | (1.291.447) | (1.523.195) | (1.064.063) | (1.643.424) | (1.926.206) |
| Labanya (Rugi) Tahun Berjalan Profit (Loss) for the Year | (1.294.866) | (1.526.511) | (1.080.716) | (1.646.937) | (2.345.394) |
| Penghasilan/(Beban) Komprehensif Tahun Berjalan Comprehensive Income (Expenses) for the Year | (1.297.861) | (1.532.660) | (1.086.809) | (1.621.666) | (2.298.501) |
| Labanya (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada: Profit (Loss) for the Year Attributable to: | | | | | |
| Pemilik Entitas Induk Equityholders or the Parent Entity | (1.296.405) | (1.527.475) | (1.081.327) | (1.649.895) | (2.343.088) |
| Kepentingan Non Pengendali Non-Controlling Interests | 1.538 | 964 | 612 | 2.958 | (2.306) |
| Total Labanya (Rugi) Komprehensif Tahun Berjalan yang Dapat Diatribusikan kepada: Total Comprehensive Income (Loss) for the Year Attributable to: | | | | | |
| Pemilik Entitas Induk Equityholders or the Parent Entity | (1.299.117) | (1.533.781) | (1.087.578) | (1.624.526) | (2.295.938) |
| Kepentingan Non Pengendali Non-Controlling Interests | 1.256 | 1.121 | 769 | 2.860 | (2.518) |
| Rugi per Saham Dasar (Rp) Basic Loss per Share (Rp) | (121,32) | (142,95) | (101,20) | (154,41) | (219,29) |

Laporan Posisi Keuangan Konsolidasian

Consolidated Statement of Financial Position

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

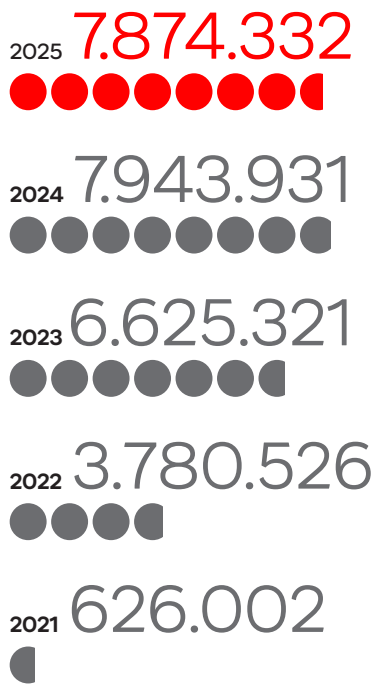
| Uraian Description | 2025 | 2024 | 2023 | 2022 | 2021 |
|--|---------------------|-------------|-------------|-------------|-------------|
| Total Aset Total Assets | 5.054.193 | 5.716.561 | 6.116.294 | 5.356.963 | 5.136.949 |
| Total Liabilitas Total Liabilities | 15.786.830 | 15.151.336 | 14.018.410 | 12.172.270 | 10.330.590 |
| Total Ekuitas (Defisiensi Modal) Total Equity (Capital Deficiency) | (10.732.637) | (9.434.776) | (7.902.116) | (6.815.307) | (5.193.641) |
| Total Liabilitas dan Defisiensi Modal – Neto Total Liabilities and Capital Deficiency – Net | 5.054.193 | 5.716.561 | 6.116.295 | 5.356.963 | 5.136.949 |
| Ekuitas (Defisiensi Modal) yang Dapat Diatribusikan kepada Pemilik Entitas Induk Equity (Capital Deficiency) Attributable to Equityholders of the Parent Entity | (10.740.759) | (9.441.642) | (7.908.019) | (6.820.441) | (5.195.915) |

Dalam %, kecuali dinyatakan lain | In %, unless otherwise stated

| Uraian Description | 2025 | 2024 | 2023 | 2022 | 2021 |
|--|----------------|---------|---------|---------|----------|
| Laba Bersih terhadap Aset Return on Assets | (25,62) | (26,70) | (17,67) | (30,74) | (45,66) |
| Laba Bersih terhadap Ekuitas Return on Equity | 12,06 | 16,18 | 13,68 | 24,17 | 45,16 |
| Rasio Lancar (x) Current Ratio (x) | 0,04 | 0,05 | 0,04 | 0,04 | 0,03 |
| Rasio Total Liabilitas terhadap Total Aset (x) Debt to Assets Ratio (x) | 3,1 | 2,7 | 2,3 | 2,3 | 2,0 |
| Rasio Total Liabilitas terhadap Total Ekuitas (x) Debt to Equity Ratio (x) | (1,5) | (1,6) | (1,8) | (1,8) | (2,0) |
| Margin Laba Usaha Gross Profit Margin | (8,19) | (9,95) | (12,16) | (34,80) | (267,80) |
| Margin Laba Bersih Net Profit Margin | (16,44) | (19,22) | (16,31) | (43,60) | (374,70) |

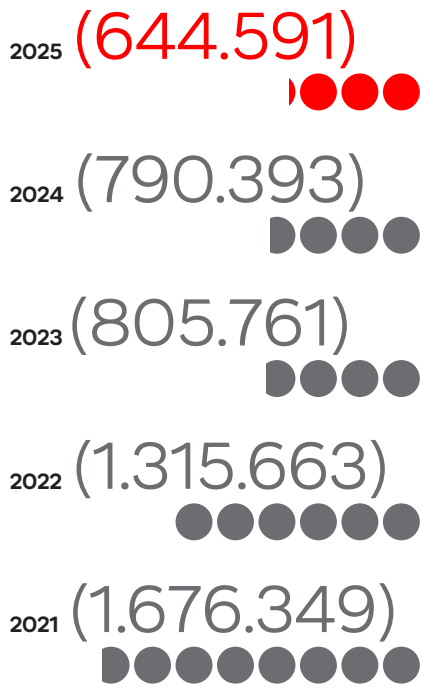
Rasio Keuangan Financial Ratio

Pendapatan Usaha Operating Revenues



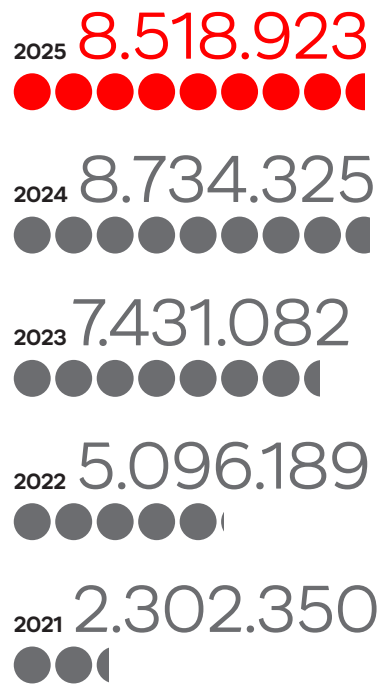
dalam Jutaan Rp | in Million Rp

Labanya (Rugi) Operasional Operating Profit (Loss)



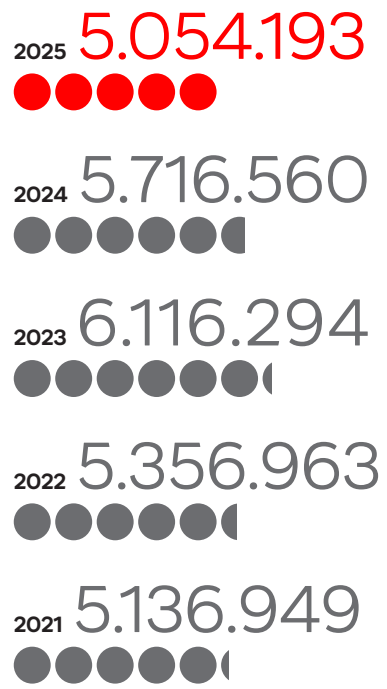
dalam Jutaan Rp | in Million Rp

Beban Usaha Operating Expenses



dalam Jutaan Rp | in Million Rp

Total Aset Total Assets



dalam Jutaan Rp | in Million Rp

Ikhtisar Operasional

Operational Highlights

| Uraian Description | 2025 | 2024 | 2023 | 2022 | 2021 |
|--|------------------|-----------|-----------|-----------|-----------|
| Jumlah Penumpang (orang) Total Passengers (persons) | 5.906.580 | 6.609.656 | 6.182.295 | 3.249.677 | 801.673 |
| Kapasitas (kursi) Capacity (seat) | 7.147.260 | 7.588.260 | 7.273.620 | 4.119.300 | 1.275.480 |
| Armada Pesawat (unit) Fleets (unit) | 22 | 24 | 24 | 16 | 26 |
| ASK (juta) ASK (million) | 10.687 | 11.142 | 10.338 | 5.140 | 1.638 |
| RPK (juta) RPK (million) | 8.641 | 9.636 | 8.783 | 4.124 | 914 |
| Tingkat Keterisian (%) Load Factor (%) | 83% | 87% | 85% | 79% | 64% |

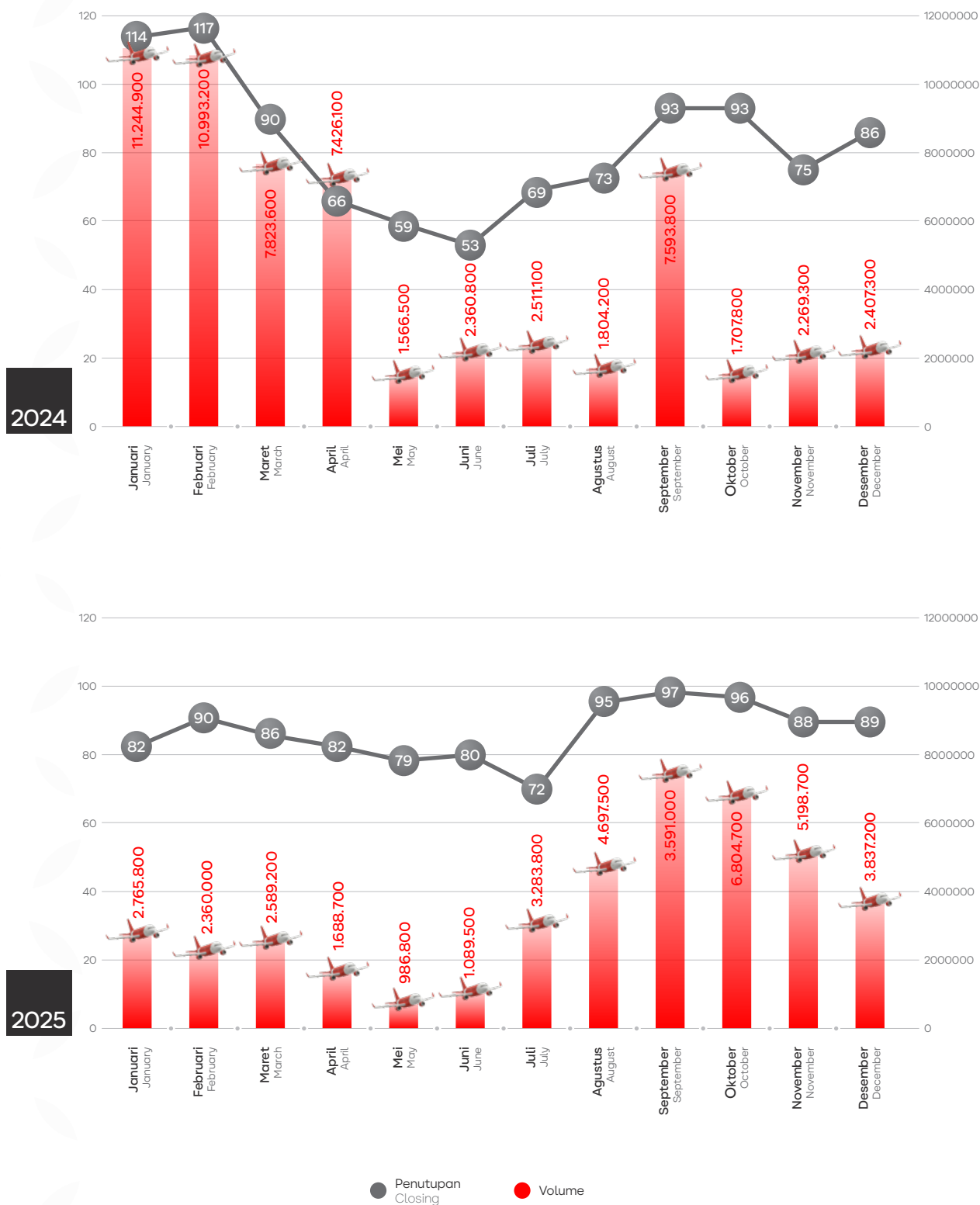
Ikhtisar Saham

Share Highlights

| Periode Period | Harga Saham Share Price | | | | | Jumlah Lembar Saham Number of Shares | Volume Transaksi (Lembar) Transaction Volume (Shares) | Nilai (Rp) Value (Rp) | Kapitalisasi Pasar Market Capitalization |
|-------------------|----------------------------|----------------------|--------------------|----------------------|----------------------|---|--|--------------------------|---|
| | Pembukaan Opening | Tertinggi Highest | Terendah Lowest | Penutupan Closing | Perubahan Changes | | | | |
| 2025 | | | | | | | | | |
| Q1 | 86 | 98 | 79 | 86 | 0 | 10.685.124.441 | 7.715.000 | 669.129.700 | 918.920.701.926 |
| Q2 | 84 | 84 | 70 | 80 | -4 | 10.685.124.441 | 3.765.000 | 296.356.100 | 854.809.955.280 |
| Q3 | 80 | 101 | 70 | 97 | +17 | 10.685.124.441 | 11.572.300 | 994.421.300 | 1.036.457.070.777 |
| Q4 | 99 | 128 | 84 | 89 | -10 | 10.685.124.441 | 15.840.600 | 1.555.850.300 | 950.976.075.249 |
| 2024 | | | | | | | | | |
| Q1 | 126 | 134 | 90 | 90 | -36 | 10.685.124.441 | 30.061.700 | 3.558.155.100 | 961.661.199.690 |
| Q2 | 81 | 81 | 53 | 53 | -28 | 10.685.124.441 | 11.353.400 | 734.031.600 | 566.311.595.373 |
| Q3 | 53 | 120 | 52 | 93 | 40 | 10.685.124.441 | 11.909.100 | 1.073.085.800 | 993.716.573.013 |
| Q4 | 94 | 95 | 65 | 86 | -8 | 10.685.124.441 | 6.384.400 | 532.696.700 | 918.920.701.926 |

Pergerakan Harga Saham PT AirAsia Indonesia Tbk Tahun 2024-2025

Share Price Movement of PT AirAsia Indonesia Tbk in 2024-2025



Aksi Korporasi

Sepanjang tahun 2025, Perseroan tidak melakukan aksi korporasi yang menyebabkan terjadinya perubahan saham, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock split*), saham bonus, perubahan nilai normal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal.

Penghentian Sementara Perdagangan Saham dan/atau Penghapusan Pencatatan Saham

Selama tahun 2025, Perseroan tidak menerima sanksi apa pun yang berpotensi memengaruhi kegiatan perdagangan saham di Bursa Efek tempat saham Perseroan tercatat dan diperdagangkan, termasuk penghentian sementara perdagangan saham (*suspension*) maupun pembatalan pencatatan saham (*delisting*).

Ikhtisar Obligasi, Sukuk, atau Obligasi Konversi

Pada tahun 2025, Perseroan tidak menerbitkan obligasi, sukuk, dan/atau obligasi konversi.

Corporate Action

Throughout 2025, the Company did not undertake any corporate actions that cause changes to its shares, such as stock splits, reverse stock splits, bonus shares, changes in nominal value of shares, issuance of convertible securities, or capital increases and reductions.

Temporary Suspension of Share Trading and/or Delisting of Shares

During 2025, the Company did not receive any sanctions that could potentially affect its stock trading activities on the Stock Exchange where its shares are listed and traded, including temporary suspension of stock trading or delisting.

Highlights of Bonds, Sukuk, or Convertible Bonds

In 2025, the Company did not issue bonds, sukuk, and/or convertible bonds.



Peristiwa Penting

Event Highlights



13

Februari 2025
February 2025

Grup AirAsia Raih Award di World's Best Airlines 2025

Grup AirAsia kembali menegaskan posisinya sebagai pemimpin dalam industri penerbangan berbiaya hemat dengan dinobatkan sebagai Maskapai Berbiaya Hemat Terbaik Dunia 2025 dan Maskapai Berbiaya Hemat Teraman ke-6 Dunia 2025 oleh *AirlineRatings.com* dalam ajang *World's Best Airlines 2025*. Penghargaan ini menjadi bukti konsistensi Grup AirAsia dalam menghadirkan perjalanan udara yang bernilai tinggi dan terus mendorong inovasi dalam industri penerbangan.

AirAsia Received Awards at the World's Best Airlines 2025

AirAsia Group has reaffirmed its position as a leader in the low-cost airline industry after being named World's Best Low-Cost Airline 2025 and World's 6th Safest Low-Cost Airline 2025 by *AirlineRatings.com* in the *World's Best Airlines 2025* awards. These awards are proof of AirAsia Group's consistency in providing high-value air travel and continuing to drive innovation in the aviation industry.



22

Maret 2025
March 2025

Penerbangan Perdana Bali-Darwin

IAA semakin memperkuat konektivitasnya di Australia dengan meresmikan penerbangan perdana dari Bali menuju Darwin. Rute ini menjadi rute ketiga menuju Australia setelah Perth dan Cairns yang menandai komitmen IAA dalam memperkuat sektor pariwisata dan bisnis di kedua negara.

Inaugural Flight Bali-Darwin

IAA continues to strengthen its connectivity in Australia by inaugurating its first flight from Bali to Darwin. This route is the third route to Australia after Perth and Cairns, marking IAA's commitment to boost tourism and business in both countries.



18

Mei 2025
May 2025

AirAsia RedRun di Bali

IAA sukses menggelar ajang lari perdana *AirAsia RedRun 2025* dengan diikuti hingga 5.000 peserta dari 33 provinsi di Indonesia dan 40 negara yang memadati kawasan ITDC Peninsula Island, Nusa Dua, Bali. Acara ini menjadi bentuk nyata komitmen IAA dalam mendukung promosi destinasi wisata dan pengembangan *sport tourism* di Indonesia. *AirAsia RedRun 2025* menghadirkan tiga kategori lomba: 21K Half Marathon, 10K, dan 5K.

AirAsia RedRun in Bali

IAA successfully held its first *AirAsia RedRun 2025* event, which was attended by 5,000 participants from 33 provinces in Indonesia and 40 countries who flooded the ITDC Peninsula Island area in Nusa Dua, Bali. This event demonstrates IAA's commitment to supporting the promotion of tourist destinations and the development of sports tourism in Indonesia. *AirAsia RedRun 2025* featured three running categories: 21K Half Marathon, 10K, and 5K.



17

Juni 2025
June 2025

Grup AirAsia Raih Award di Skytrax World Airline Awards 2025

Grup AirAsia kembali dinobatkan sebagai Maskapai Berbiaya Hemat Terbaik Dunia dalam ajang *Skytrax World Airline Awards 2025*, menegaskan dominasinya selama 16 tahun berturut-turut sebagai standar tertinggi dalam layanan penerbangan berbiaya hemat di dunia.

AirAsia Group won an Award at Skytrax World Airline Awards 2025

AirAsia Group was once again named the World's Best Low-Cost Airline at the *Skytrax World Airline Awards 2025*, cementing its dominance for 16 consecutive years as the highest standard in low-cost airline service worldwide.



25

Juni 2025
 June 2025

Penerbangan Perdana Bali-Adelaide

IAA resmi membuka penerbangan langsung dari Bali ke Adelaide, Australia. Rute ini merupakan rute keempat yang diterbangi IAA ke Australia, setelah Perth, Cairns, dan Darwin.

Inaugural Flight Bali-Adelaide

IAA officially launched direct flights from Bali to Adelaide, Australia. This route is the fourth route flown by IAA to Australia, after Perth, Cairns, and Darwin.



17

Juli 2025
 July 2025

Penerbangan Langsung Jakarta-Manado

IAA hari ini secara resmi memulai penerbangan langsung dari Jakarta ke Manado, Sulawesi Utara. Rute baru ini membuka kemudahan bagi wisatawan dan pebisnis untuk menjelajahi pesona "Negeri Nyiur Melambai", sekaligus mendukung pertumbuhan pariwisata dan perekonomian di kawasan timur Indonesia.

Direct Flights from Jakarta to Manado

On this day, IAA officially launched direct flights from Jakarta to Manado, North Sulawesi. This new route allows tourists and businessmen to explore the charms of the "Negeri Nyiur Melambai" (Land of the Waving Coconut Trees), while supporting the growth of tourism and the economy in eastern Indonesia.



20

Juli 2025
 July 2025

AirAsia RedRun di Surabaya

Setelah sukses menggelar ajang perdananya di Nusa Dua, Bali, pada Mei 2025 lalu, IAA kembali menghadirkan semangat *sport tourism* di jantung Kota Pahlawan melalui AirAsia RedRun Surabaya. Berbeda dengan edisi sebelumnya yang berformat kompetisi, AirAsia RedRun Surabaya hadir dalam format *fun run* yang lebih santai namun tetap meriah, dengan melibatkan 1.500 peserta dari 12 negara dan 14 provinsi di Indonesia. Kegiatan ini digelar di kawasan Balai Kota Surabaya, dengan dua pilihan kategori lari: 5K dan 10K, yang dapat diikuti oleh pelari dari berbagai kalangan dan usia.

AirAsia RedRun in Surabaya

Having successfully held its inaugural event in Nusa Dua, Bali, last May 2025, IAA once again brought the spirit of sports tourism to the center of the City of Heroes through AirAsia RedRun Surabaya. Unlike the previous competition-style edition, AirAsia RedRun Surabaya takes on a more relaxed yet lively fun run format, involving 1,500 participants from 12 countries and 14 provinces in Indonesia. The event is held in the Surabaya City Hall area, with two running categories to choose from: 5K and 10K, which can be participated in by runners of all backgrounds and ages.



2

Agustus 2025
August 2025

Livery Terbaru Tema "Labuan Bajo"

IAA kembali menunjukkan komitmennya dalam mendukung pariwisata Indonesia melalui peluncuran livery terbaru bertema "Labuan Bajo" destinasi unggulan di Nusa Tenggara Timur yang juga dikenal sebagai Kota Seribu Sunset. Pesawat dengan nomor registrasi PK-AZN, kini tampil memukau dengan desain yang mengangkat keindahan salah satu destinasi unggulan tanah air ke langit internasional.

Latest Livery with "Labuan Bajo" Theme

IAA once again demonstrates its commitment to supporting Indonesian tourism through the launch of its latest livery with the theme "Labuan Bajo," a leading destination in East Nusa Tenggara, also known as the City of a Thousand Sunsets. The aircraft with registration number PK-AZN now looks stunning with a design that showcases the beauty of one of the country's leading destinations to the international skies.



1

Oktober 2025
October 2025

Penerbangan Perdana Surabaya-Balikpapan dan Balikpapan-Tarakan

IAA hari ini meresmikan penerbangan perdana Surabaya-Balikpapan dan Balikpapan-Tarakan. Layanan ini tidak hanya membuka akses langsung dari Surabaya ke Tarakan, tetapi juga memberikan pilihan perjalanan dari dan menuju Balikpapan yang berperan penting sebagai penghubung strategis di Kalimantan Timur sekaligus memperluas jangkauan layanan hingga Kalimantan Utara.

First Flight from Surabaya to Balikpapan and Balikpapan to Tarakan

On this day, IAA inaugurated its first flights from Surabaya to Balikpapan and Balikpapan to Tarakan. This service not only provides direct access from Surabaya to Tarakan, but also offers travel options to and from Balikpapan, which plays an important role as a strategic hub in East Kalimantan, while expanding its service coverage to North Kalimantan.



2

Oktober 2025
October 2025

Penerbangan Perdana Balikpapan-Berau

IAA resmi meluncurkan penerbangan perdana Balikpapan-Berau. Rute baru ini menandai komitmen maskapai untuk memperkuat konektivitas domestik, memudahkan mobilitas masyarakat, serta membuka akses lebih luas ke destinasi wisata bahari unggulan di Kalimantan Timur.

Inaugural Flight Balikpapan-Berau

IAA officially launched its inaugural flight from Balikpapan to Berau. This new route marks the airline's commitment to strengthening domestic connectivity, facilitating community mobility, and opening up wider access to leading marine tourism destinations in East Kalimantan.



2

Oktober 2025
October 2025

Penerbangan Perdana Surabaya-Don Mueang, Bangkok

IAA resmi mengoperasikan penerbangan perdana rute internasional Surabaya-Don Mueang, Bangkok, Thailand. Kehadiran rute baru ini semakin memperkuat posisi Surabaya sebagai salah satu hub utama IAA, sekaligus membuka akses perjalanan yang lebih luas antara Jawa Timur dan Thailand.

Inaugural Flight Surabaya-Don Mueang, Bangkok

IAA officially operated its first international flight route from Surabaya to Don Mueang, Bangkok, Thailand. The availability of this new route further strengthens Surabaya's position as one of IAA's main hubs, while also opening up wider travel access between East Java and Thailand.



14

Oktober 2025
 October 2025

Grup AirAsia Raih Award di World Travel Awards Asia and Oceania 2025

Group AirAsia kembali meraih penghargaan bergengsi pada ajang *World Travel Awards Asia and Oceania 2025* yang berlangsung di Hong Kong, dengan dinobatkan sebagai Maskapai Berbiaya Hemat Terbaik di Asia (*Asia's Leading Low-Cost Airline 2025*) untuk ke-13 kalinya dan Awak Kabin Maskapai Berbiaya Hemat Terbaik di Asia (*Asia's Leading Low-Cost Airline Cabin Crew 2025*) selama sembilan tahun berturut-turut. Pencapaian ini menjadi bukti atas kepercayaan dan dukungan luar biasa dari jutaan wisatawan di seluruh kawasan Asia.

AirAsia Group won Awards at World Travel Awards Asia and Oceania 2025

AirAsia Group has once again won a prestigious award at the World Travel Awards Asia and Oceania 2025 held in Hong Kong, being named Asia's Leading Low-Cost Airline for the 13th time and Asia's Leading Low-Cost Airline Cabin Crew 2025 for the ninth consecutive year. This achievement proves the remarkable trust and support from millions of travelers across Asia.



23

Oktober 2025
 October 2025



Sertifikasi Great Place to Work® (GPTW)

IAA berhasil meraih sertifikasi dari lembaga sertifikasi tempat kerja global, *Great Place to Work® (GPTW)*, di mana IAA menjadi satu-satunya maskapai di Indonesia yang berhasil memperoleh pengakuan tersebut. Penilaian ini didasarkan pada hasil survei *Trust Index™* yang dilakukan terhadap karyawan IAA, di mana perusahaan mencatat skor kepercayaan sebesar 83%, melampaui ambang batas sertifikasi yang ditetapkan GPTW. Hasil ini menunjukkan kepercayaan dan kebanggaan karyawan terhadap budaya kerja yang inklusif, kolaboratif, dan mendukung pengembangan diri.

Great Place to Work® (GPTW) Certification

IAA has been certified by the global workplace certification institute, *Great Place to Work® (GPTW)*, making IAA the only airline in Indonesia to receive this certification. This assessment is based on the results of the *Trust Index™* survey conducted among IAA employees, in which the company recorded a trust score of 83%, exceeding the certification threshold set by GPTW. These results demonstrate the trust and pride of employees in a work culture that is inclusive, collaborative, and supportive of personal development.



26

Oktober 2025
 October 2025

Seluruh Penerbangan Domestik Indonesia AirAsia Pindah ke Terminal 2E Bandara Internasional Soekarno-Hatta

IAA mengumumkan bahwa seluruh penerbangan domestik dipindahkan dari Terminal 1A ke Terminal 2E di Bandara Internasional Soekarno-Hatta (CGK), efektif per 26 Oktober 2025. Langkah ini dilakukan untuk memberikan kenyamanan yang lebih baik bagi penumpang sekaligus meningkatkan efisiensi operasional maskapai. Sementara itu, seluruh penerbangan internasional IAA tetap beroperasi di Terminal 2F tanpa perubahan.

All of Indonesia AirAsia's Domestic Flights Moved to Terminal 2E of Soekarno-Hatta International Airport

IAA announced that all domestic flights have been moved from Terminal 1A to Terminal 2E of Soekarno-Hatta International Airport (CGK), effective as of October 26, 2025. This initiative aims to provide more comfort for passengers whilst improving efficiency of the airlines' operations. Meanwhile, all international flights of IAA remains operating from Terminal 2F.



13

November 2025
November 2025

AirAsia Raih FTE APAC Airline Pioneer Award 2025

Grup AirAsia, raih FTE APAC Airline Pioneer Award 2025 dari Future Travel Experience (FTE) di Singapura sebagai bentuk pengakuan atas kepemimpinannya dalam mentransformasi pengalaman perjalanan secara menyeluruh melalui inovasi digital, keunggulan operasional, serta semangat kolektif para staf Grup AirAsia.

AirAsia won the FTE APAC Airline Pioneer Award 2025

AirAsia Group won the FTE APAC Airline Pioneer Award 2025 from Future Travel Experience (FTE) in Singapore as recognition of its leadership in transforming the overall travel experience through digital innovation, operational excellence, and the collective spirit of AirAsia Group staff.



4

Desember 2025
December 2025

AirAsia Raih Anugerah Brand Populer Indonesia di Disway Awards 2025

IAA kembali meraih pencapaian penting dengan mendapatkan Anugerah Brand Populer Indonesia pada Disway Awards 2025 untuk kategori Transportasi Udara. Prestasi tersebut mencerminkan kepercayaan publik terhadap kualitas layanan yang dihadirkan serta upaya berkelanjutan IAA dalam memperluas akses konektivitas di domestik maupun internasional. Disway Awards 2025 sendiri merupakan ajang apresiasi bagi Brand Populer Indonesia dari 50++ kategori sektor pilihan. Dengan pencapaian ini, IAA semakin menegaskan peran dan kontribusinya dalam menyediakan layanan penerbangan yang aman, terjangkau, dan menjangkau lebih banyak masyarakat.

AirAsia Won the Indonesian Popular Brand Award at the 2025 Disway Awards

IAA made another major achievement by winning the Indonesian Popular Brand Award at the 2025 Disway Awards in the Air Transportation category. This achievement reflects public trust in the quality of services provided and IAA's consistent efforts to expand both domestic and international air connectivity. The Disway Awards 2025 itself is an appreciation event for Indonesia's Popular Brands from over 50 selected sector categories. With this achievement, IAA further solidifies its role and contribution in providing safe, affordable, and accessible aviation services to a wider audience.





7

Desember 2025
 December 2025

Grup AirAsia Raih Tiga Award di World Travel Awards (WTA) Grand Final 2025

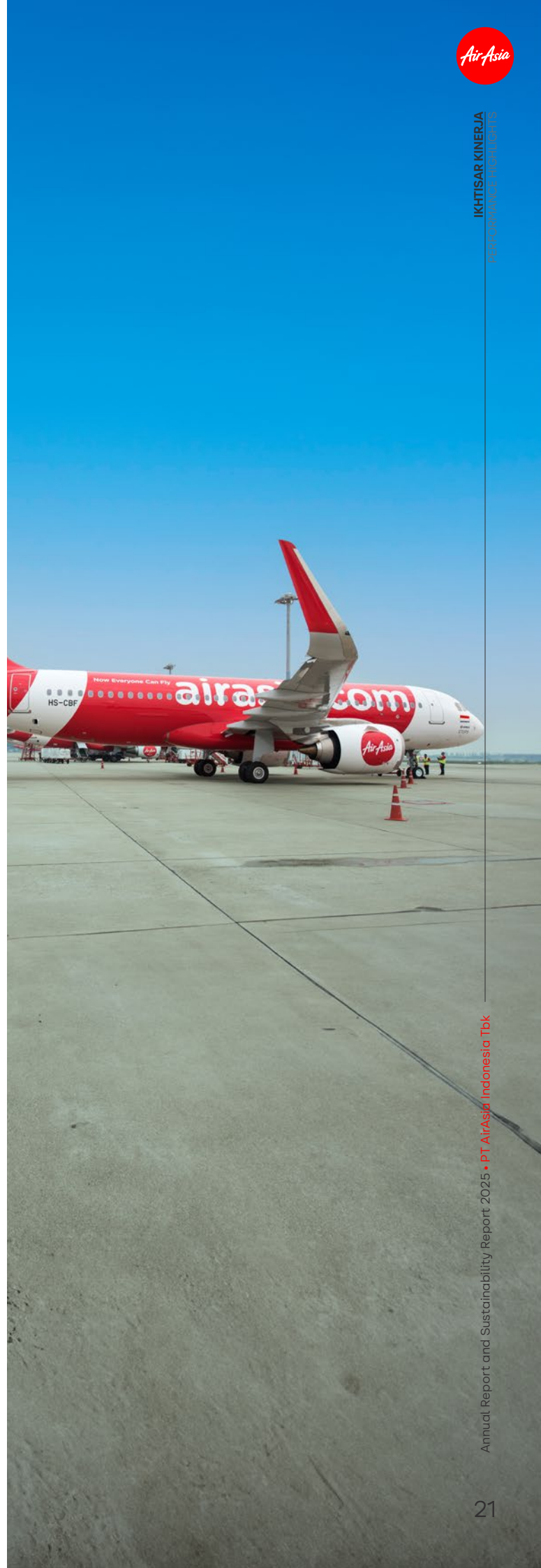
Dalam ajang World Travel Awards (WTA) Grand Final 2025 di Bahrain, Grup AirAsia meraih tiga gelar sekaligus, menunjukkan reputasinya sebagai salah satu merek paling berpengaruh dan terus bertahan dalam layanan penerbangan berbiaya hemat di tingkat global.

Grup AirAsia kembali meraih gelar Maskapai Berbiaya Hemat Terdepan Dunia, menandai pengakuan internasional selama 13 tahun berturut-turut. Awak kabin Grup AirAsia juga mempertahankan predikat Awak Kabin Maskapai Berbiaya Hemat Terdepan Dunia untuk kesembilan kalinya, sebagai apresiasi atas komitmen mereka dalam memberikan layanan terbaik di udara. Sementara itu, Grup AirAsia X (AAX) juga turut mempertahankan gelar Maskapai Berbiaya Hemat Jarak Jauh Terdepan Dunia untuk tahun ketiga berturut-turut, sekaligus menegaskan posisinya dalam menyediakan perjalanan jarak jauh yang terjangkau.

AirAsia Group Won Three Awards at the World Travel Awards (WTA) Grand Final 2025

At the World Travel Awards (WTA) Grand Final 2025 in Bahrain, AirAsia Group won three titles at once, demonstrating its reputation as one of the most influential and enduring brands in low-cost airline services globally.

AirAsia Group once again won the World's Leading Low-Cost Airline award, marking 13 consecutive years of international recognition. AirAsia Group cabin crew also retained the World's Leading Low-Cost Airline Cabin Crew award for the ninth time, in appreciation of their commitment to provide the best service in the air. Meanwhile, AirAsia X (AAX) has also retained the title of World's Leading Long-Haul Low-Cost Airline for the third consecutive year, reaffirming its position in providing affordable long-haul travel.



02



Laporan Manajemen

Management
Report



Perseroan berfokus untuk memperkuat hub utamanya di Jakarta dan Bali sebagai hub yang merupakan pusat permintaan tertinggi untuk penerbangan domestik maupun internasional.

The Company is focused on strengthening its main hubs in Jakarta and Bali, as these hubs have the highest demand for both domestic and international flights.



Laporan Dewan Komisaris

Board of Commissioners Report



**Ahmad Al Farouk
Bin Ahmad Kamal**

Komisaris Utama
President Commissioner

Dewan Komisaris memandang bahwa sepanjang tahun buku 2025, Perseroan menunjukkan perkembangan yang cukup tangguh di tengah dinamika industri penerbangan global dan regional.

The Board of Commissioners believes that throughout the financial year 2025, the Company demonstrated robust growth amid the dynamics of the global and regional aviation industry.



**Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,
 Dear Respected Shareholders and Stakeholders,**

Di tengah dinamika dan tantangan industri sepanjang tahun 2025, Perseroan berhasil mempertahankan stabilitas kinerja dan keberlangsungan operasional secara berkelanjutan. Pencapaian tersebut didukung oleh peran strategis Dewan Komisaris dan Direksi dalam memastikan pengelolaan Perseroan senantiasa berjalan sejalan dengan arah strategis dan prinsip kehati-hatian.

Selama tahun pelaporan, Dewan Komisaris secara konsisten menjalankan peran pengawasan dan pemberian arahan kepada Direksi dengan berlandaskan integritas, akuntabilitas, serta komitmen terhadap keberlanjutan Perseroan. Ruang lingkup pengawasan mencakup kualitas perencanaan dan implementasi rencana kerja Perseroan, efektivitas pelaksanaan tindak lanjut atas keputusan Rapat Umum Pemegang Saham (RUPS), penguatan penerapan Tata Kelola Perusahaan yang Baik, efektivitas sistem pengendalian internal, internalisasi nilai dan budaya Perseroan, serta kepatuhan terhadap seluruh peraturan perundang-undangan yang berlaku.

Amidst the dynamics and challenges in the industry throughout 2025, the Company managed to maintain stable performance and sustainable operations. This achievement was supported by the strategic role of the Board of Commissioners and the Board of Directors in ensuring that the Company's management remains in line with strategic directions and principles of prudence.

Throughout the reporting year, the Board of Commissioners consistently carried out its supervisory and advisory functions to the Board of Directors based on integrity, accountability, and commitment to the Company's sustainability. The scope of supervision includes the quality of planning and implementation of the Company's work plans, the effectiveness of follow-up on decisions made at the General Meeting of Shareholders (GMS), reinforcement of the implementation of Good Corporate Governance, the effectiveness of the internal control system, internalization of the Company's values and culture, as well as compliance with all applicable laws and regulations.

Pengawasan terhadap Kebijakan Strategis Direksi

Dewan Komisaris memandang bahwa sepanjang tahun buku 2025, Perseroan melalui IAA menunjukkan perkembangan yang cukup tangguh di tengah dinamika industri penerbangan global dan regional.

Kinerja Perseroan mencerminkan kemampuan manajemen dalam merespons peluang pemulihan mobilitas internasional sekaligus mengelola berbagai tantangan risiko eksternal yang masih berlangsung. Kinerja Perseroan selama tahun 2025 dipengaruhi oleh berbagai faktor, baik internal maupun eksternal, yang secara langsung maupun tidak langsung berdampak terhadap pencapaian kinerja operasional dan keuangan Perseroan.

Dari sisi eksternal, pemulihan aktivitas ekonomi dan perjalanan internasional memberikan dorongan terhadap peningkatan permintaan jasa transportasi udara, khususnya pada rute internasional yang menjadi fokus utama IAA. Namun demikian, industri penerbangan tetap menghadapi tekanan dari fluktuasi harga bahan bakar, kondisi geopolitik global, serta peningkatan biaya operasional dan tuntutan regulasi. Faktor-faktor tersebut memengaruhi tingkat permintaan, biaya operasional, serta iklim persaingan usaha yang dihadapi IAA sepanjang tahun 2025.

Dari sisi internal, Dewan Komisaris menilai bahwa Direksi telah menjalankan langkah-langkah strategis yang selaras dengan rencana usaha Perseroan, antara lain melalui optimalisasi jaringan rute, pengendalian biaya, peningkatan keandalan operasional, serta penguatan tata kelola dan manajemen risiko. Keberadaan IAA sebagai bagian dari Grup AirAsia turut memberikan nilai tambah melalui sinergi operasional dan perluasan jaringan lintas negara.

Secara keseluruhan, Dewan Komisaris berpendapat bahwa manajemen telah berupaya menjaga keseimbangan antara pencapaian kinerja jangka pendek dan penguatan fundamental Perseroan untuk jangka panjang. Dengan dukungan fundamental usaha yang semakin kuat dan pengelolaan yang cermat, Dewan Komisaris meyakini Perseroan memiliki kapasitas untuk menjaga keberlanjutan usaha dan menciptakan nilai bagi para pemangku kepentingan di masa mendatang.

Pandangan Dewan Komisaris atas Kinerja Direksi

Dewan Komisaris menilai bahwa Direksi telah menjalankan pengelolaan Perseroan sepanjang

Supervision of the Board of Directors' Strategic Policies

The Board of Commissioners believes that throughout the 2025 financial year, the Company, through IAA, has demonstrated robust growth amid the dynamics of the global and regional aviation industry.

The Company's performance reflects the management's ability to respond to opportunities in the recovery of international mobility while managing various ongoing external risk challenges. The Company's performance during 2025 was influenced by both internal and external factors, which directly and indirectly impacted the Company's operational and financial performance.

Externally, the recovery of economic activity and international travel has boosted demand for air transportation services, particularly on international routes, which are IAA's main focus. However, the aviation industry remains under pressure from fuel price fluctuations, global geopolitical conditions, and increased operational costs and regulatory requirements. These factors affected the level of demand, operating costs, and the competitive business climate faced by IAA throughout 2025.

Internally, the Board of Commissioners is of the opinion that the Board of Directors has implemented strategic measures that are in line with the Company's business plan, including through the optimization of the route network, cost control, improvement of operational reliability, and reinforcement of governance and risk management. IAA's position as part of AirAsia Group also provides added value through operational synergies and the expansion of cross-border networks.

Overall, the Board of Commissioners believes that the management has been striving to maintain a balance between short-term performance and reinforcing the Company's long-term fundamentals. Supported by stronger business fundamentals and prudent management, the Board of Commissioners believes that the Company has the capacity to maintain business sustainability and create value for stakeholders in the future.

Board of Commissioners' Assessment of the Performance of the Board of Directors

The Board of Commissioners considers that the Board of Directors has managed the Company

tahun buku 2025 secara efektif dan bertanggung jawab, serta selaras dengan strategi dan rencana kerja yang telah ditetapkan. Di tengah dinamika industri penerbangan yang masih menghadapi berbagai tantangan, Direksi dinilai mampu menjaga stabilitas operasional, mengelola risiko usaha secara hati-hati, serta merespons perkembangan pasar, khususnya pada segmen rute internasional yang menjadi fokus utama IAA.

Dewan Komisaris menilai positif upaya Direksi dalam mengoptimalkan jaringan rute, memperkuat sinergi dalam Grup AirAsia, serta meningkatkan kualitas layanan, yang secara keseluruhan telah memperkuat fondasi IAA untuk pertumbuhan yang berkelanjutan ke depan.

Sepanjang tahun 2025, Dewan Komisaris melaksanakan pengawasan terhadap implementasi strategi melalui rapat rutin dan tinjauan kinerja berkala operasional serta keuangan Direksi. Pengawasan mencakup evaluasi efektivitas pengelolaan rute, optimalisasi armada, pengendalian biaya, kualitas layanan pelanggan, serta kepatuhan terhadap regulasi dan prinsip tata kelola perusahaan yang baik. Hasil pengawasan menunjukkan bahwa strategi Perseroan melalui IAA dijalankan secara konsisten, dengan pencapaian target operasional dan langkah-langkah mitigasi risiko yang memadai, sehingga Dewan Komisaris menilai pelaksanaan strategi Perseroan melalui IAA tahun 2025 telah berjalan sesuai rencana dan mendukung keberlanjutan usaha jangka panjang.

Mekanisme dan Frekuensi Pemberian Nasihat kepada Direksi

Dewan Komisaris menjalankan fungsi pemberian nasihat kepada Direksi secara terstruktur dan berkesinambungan sepanjang tahun 2025. Mekanisme pemberian nasihat dilakukan melalui rapat Dewan Komisaris yang dijadwalkan secara rutin maupun melalui komite-komite terkait, pembahasan laporan operasional dan keuangan berkala, serta konsultasi langsung dengan Direksi terkait isu strategis, operasional, dan risiko usaha. Dalam setiap mekanisme, Dewan Komisaris memberikan arahan yang bersifat strategis untuk mendukung pengambilan keputusan Direksi dan pencapaian tujuan jangka menengah Perseroan.

Frekuensi pemberian nasihat dilakukan sesuai kalender rapat yang telah ditetapkan termasuk rapat koordinasi khusus untuk membahas isu penting seperti pengembangan rute internasional, pengelolaan biaya operasional, sinergi grup usaha, maupun implementasi kebijakan tata kelola dan kepatuhan regulasi. Melalui mekanisme dan

effectively and responsibly throughout the financial year 2025, in line with the established strategies and work plans. Amidst the dynamics in the aviation industry, which still faces various challenges, the Board of Directors has been able to maintain operational stability, manage business risks prudently, and respond to market developments, particularly in the international route segment, which is IAA's main focus.

The Board of Commissioners appreciates the Board of Directors' efforts in optimizing the route network, strengthening synergies within the AirAsia Group, and improving service quality, which overall have strengthened IAA's foundation for sustainable growth in the future.

Throughout 2025, the Board of Commissioners supervised the implementation of strategies through regular meetings and periodic reviews of the Board of Directors' operational and financial performance. The supervision covered the evaluation of the effectiveness of route management, fleet optimization, cost control, customer service quality, and compliance with regulations, as well as good corporate governance principles. The supervision results indicate that the Company's strategy through IAA was implemented consistently, with the achievement of operational targets and adequate risk mitigation measures; thus, the Board of Commissioners believes that the implementation of the Company's strategy through IAA in 2025 has been carried out as planned and supports long-term business sustainability.

Mechanism and Frequency of Advisory to the Board of Directors

The Board of Commissioners performs its advisory function to the Board of Directors structurally and consistently throughout 2025. The advisory mechanism is carried out through regular Board of Commissioners meetings or through relevant committees, discussions of periodic operational and financial reports, and direct consultations with the Board of Directors on strategic, operational, and business risk issues. In each mechanism, the Board of Commissioners provides strategic guidance to support the Board of Directors' decision-making and the achievement of the Company's medium-term objectives.

The frequency of advice is carried out in accordance with the established meeting calendar, including special coordination meetings to discuss important issues such as international route development, operational cost management, business group synergies, and the implementation of governance and regulatory compliance policies. Through

frekuensi tersebut, Dewan Komisaris memastikan Direksi menerima panduan yang memadai untuk menjalankan strategi Perseroan melalui IAA secara efektif, sekaligus menjaga konsistensi pengawasan dan kualitas pengambilan keputusan sepanjang tahun 2025.

Pandangan atas Prospek Usaha yang Disusun oleh Direksi

Dewan Komisaris menilai prospek usaha Perseroan melalui IAA pada tahun 2026 yang disusun oleh Direksi berada pada arah yang terukur dan realistis, dengan fokus pada peningkatan kinerja operasional, optimalisasi kapasitas, serta penguatan profitabilitas. Target tingkat keterisian kursi dan ketepatan waktu penerbangan dipandang mencerminkan komitmen manajemen dalam menjaga keandalan layanan sekaligus mendukung kinerja keuangan yang berkelanjutan.

Dari sisi pertumbuhan, rencana peningkatan kapasitas kursi dan jumlah penumpang, yang didukung oleh penguatan kontribusi rute internasional, dinilai sejalan dengan strategi pengembangan jaringan dan dinamika permintaan pasar. Upaya memperluas pangsa pasar melalui pengembangan *virtual hub* di Makassar, penguatan konektivitas domestik di wilayah Sulawesi, serta optimalisasi layanan *Fly-Thru* dinilai akan memperkuat posisi IAA dalam jaringan domestik dan internasional.

Dewan Komisaris juga memandang strategi optimalisasi saluran distribusi dan peningkatan *ancillary revenue* sebagai langkah yang tepat untuk memperluas sumber pendapatan. Sejalan dengan itu, pemulihan armada secara bertahap, peningkatan utilisasi pesawat, serta pengendalian biaya operasional melalui efisiensi CASK diharapkan mampu mendorong pertumbuhan profitabilitas yang berkesinambungan.

Secara keseluruhan, Dewan Komisaris meyakini bahwa strategi yang dirumuskan Direksi telah mempertimbangkan keseimbangan antara ekspansi usaha, efisiensi operasional, dan prinsip kehati-hatian, sehingga mendukung pertumbuhan Perseroan melalui IAA yang berkelanjutan ke depan.

Pandangan Dewan Komisaris terhadap Tata Kelola Perusahaan

Dewan Komisaris memandang bahwa penerapan governansi korporat merupakan landasan utama dalam memastikan pengelolaan Perseroan dilaksanakan secara hati-hati, transparan, dan akuntabel, serta selaras dengan prinsip keberlanjutan

these mechanisms and frequency, the Board of Commissioners ensures that the Board of Directors receives adequate guidance to effectively implement the Company's strategy through IAA, while maintaining consistency in supervision and quality of decision-making throughout 2025.

Overview of the Business Prospects Prepared by the Board of Directors

The Board of Commissioners considers the Company's business prospects through IAA in 2026, which were prepared by the Board of Directors, to be measurable and realistic, with a focus on improving operational performance, optimizing capacity, and strengthening profitability. The target seat occupancy rate and flight punctuality are considered to reflect the management's commitment to maintaining service reliability while supporting sustainable financial performance.

In terms of growth, the plan to increase seat capacity and passengers, which is supported by stronger contributions from international routes, is considered to be in line with the network development strategy and the dynamics of market demand. Efforts to expand market share through the development of a virtual hub in Makassar, improved domestic connectivity in the Sulawesi region, and optimization of Fly-Thru services are expected to strengthen IAA's position in the domestic and international networks.

The Board of Commissioners also considers the strategy of optimizing distribution channels and increasing ancillary revenue to be the right step to expand revenue sources. Accordingly, the gradual recovery of the fleet, increased aircraft utilization, and control of operating costs through CASK efficiency are expected to drive sustainable profitability growth.

Overall, the Board of Commissioners believes that the strategy formulated by the Board of Directors has taken into account the balance between business expansion, operational efficiency, and prudence, thereby supporting the Company's sustainable growth through IAA in the future.

Board of Commissioners' Overview on Corporate Governance

The Board of Commissioners believes that the implementation of corporate governance is the main foundation in ensuring that the Company is managed prudently, transparently, and accountably, as well as in line with the principles of business

usaha. Prinsip-prinsip tata kelola menjadi pedoman dalam seluruh proses pengelolaan kegiatan usaha dan pengambilan keputusan strategis, dengan berlandaskan pada kepatuhan terhadap peraturan perundang-undangan yang berlaku serta penerapan etika bisnis yang konsisten di seluruh tingkatan organisasi, termasuk pada anak usaha.

Dewan Komisaris menilai bahwa Perseroan telah mengimplementasikan tata kelola perusahaan secara konsisten sesuai dengan ketentuan yang berlaku, antara lain Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas berikut perubahannya, Peraturan Otoritas Jasa Keuangan (POJK), serta Surat Edaran Otoritas Jasa Keuangan (SEOJK). Selain memastikan kepatuhan terhadap regulasi, Perseroan juga senantiasa mengikuti perkembangan praktik terbaik (*best practice*) governansi korporat guna menjaga relevansi dan efektivitas penerapannya dalam mendukung dinamika bisnis Perseroan.

Penerapan prinsip tata kelola perusahaan tidak hanya diwujudkan pada tingkat kebijakan dan fungsi pengawasan, namun juga diimplementasikan secara konsisten hingga ke level operasional. Komitmen tersebut tercermin melalui upaya berkelanjutan IAA dalam memenuhi standar keselamatan dan keandalan operasi penerbangan internasional, antara lain dengan melaksanakan *Operational Safety Audit* (IOSA) yang diselenggarakan oleh *International Air Transport Association* (IATA).

Audit IOSA tersebut mencakup evaluasi menyeluruh terhadap struktur organisasi dan sistem manajemen, operasi penerbangan (*flight operations*), pengendalian operasional dan *flight dispatch*, pemeliharaan pesawat udara (*aircraft maintenance*), layanan kabin, kegiatan *ground handling*, operasional kargo, serta penerapan sistem manajemen keselamatan dan keamanan penerbangan. Melalui pemenuhan standar IOSA ini, IAA memastikan bahwa seluruh aktivitas operasional dijalankan secara aman, andal, dan selaras dengan praktik terbaik industri penerbangan global.

Dewan Komisaris juga menekankan pentingnya penguatan berkelanjutan atas sistem pengendalian internal, manajemen risiko, dan fungsi kepatuhan sebagai bagian integral dari penerapan governansi korporat yang efektif. Upaya tersebut dipandang krusial untuk memitigasi berbagai risiko usaha, menjaga kualitas pengelolaan Perseroan, serta memastikan terlaksananya prinsip kehati-hatian dalam setiap aktivitas operasional.

sustainability. Corporate governance principles serve as guidelines in all business management processes and strategic decision-making, based on compliance with applicable laws and regulations, as well as the consistent application of business ethics at all levels of the organization, including subsidiaries.

The Board of Commissioners considers that the Company has consistently implemented corporate governance in accordance with applicable regulations, including Law Number 40 of 2007 concerning Limited Liability Companies and its amendments, Financial Services Authority Regulations (POJK), and Financial Services Authority Circular Letters (SEOJK). Besides ensuring compliance with regulations, the Company also keeps abreast of developments in corporate governance best practices to maintain the relevance and effectiveness of their implementation in supporting the Company's business dynamics.

The implementation of corporate governance principles is not only manifested at the policy and supervisory function levels, but is also consistently implemented at the operational level. This commitment is reflected in IAA's ongoing efforts to meet international flight safety and reliability standards, including by conducting an *Operational Safety Audit* (IOSA) organized by the *International Air Transport Association* (IATA).

The IOSA audit includes a comprehensive evaluation of the organizational structure and management systems, flight operations, operational control and flight dispatch, aircraft maintenance, cabin services, ground handling activities, cargo operations, as well as the implementation of flight safety and security management systems. By meeting IOSA standards, IAA ensures that all operational activities are carried out safely, reliably, and in line with global aviation industry best practices.

The Board of Commissioners also emphasizes the importance of continuously strengthening internal control systems, risk management, and compliance functions as an integral part of effective corporate governance. These efforts are considered crucial to mitigating various business risks, maintaining the quality of the Company's management, and ensuring the implementation of the principle of prudence in all operational activities.

Ke depan, Dewan Komisaris meyakini bahwa penerapan governansi korporat yang konsisten dan menyeluruh akan berkontribusi signifikan dalam mengoptimalkan nilai Perseroan, memperkuat daya saing di tingkat nasional dan internasional, meningkatkan kepercayaan pemangku kepentingan, serta mendukung pertumbuhan dan keberlanjutan usaha Perseroan dalam jangka panjang.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Dewan Komisaris membawahi komite-komite yang akan membantu pelaksanaan tugasnya, yakni Komite Audit serta Komite Nominasi dan Remunerasi. Setiap tahun, Dewan Komisaris memberikan penilaian terhadap kinerja masing-masing komite sesuai dengan tugas dan tanggung jawab yang diembannya berdasarkan piagam masing-masing komite, serta melalui masukan dan rekomendasi yang diberikan atas berbagai hal yang berada dalam lingkup pengawasan Dewan Komisaris dan pelaksanaan tugas setiap komite.

Berdasarkan hasil evaluasi yang dilakukan sepanjang tahun 2025, Dewan Komisaris menilai bahwa Komite Audit dan Komite Nominasi dan Remunerasi telah menjalankan tugas dan tanggung jawabnya secara efektif dan efisien, dengan berpedoman pada prinsip-prinsip governansi korporat serta sejalan dengan tujuan strategis Perseroan.

Perubahan Komposisi Dewan Komisaris

Pada tahun buku 2025, terdapat perubahan komposisi Dewan Komisaris Perseroan berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa pada tanggal 18 Maret 2025. Adapun kronologi perubahan komposisi Dewan Komisaris di tahun buku 2025 adalah sebagai berikut:

Komposisi Dewan Komisaris periode 1 Januari – 18 Maret 2025

Board of Commissioners Composition as of January 1 – March 18, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment |
|------------------------------------|--|---|
| Ahmad AL Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Resolution of the Extraordinary General Meeting of Shareholders on August 20, 2024 |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022 Resolution of the Extraordinary General Meeting of Shareholders on October 25, 2022 |
| Reza Viryawan | Komisaris Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022 Resolution of the Extraordinary General Meeting of Shareholders on October 25, 2022 |

Going forward, the Board of Commissioners believes that the consistent and comprehensive implementation of corporate governance will contribute significantly to optimizing the Company's value, strengthening its competitiveness at the national and international levels, increasing stakeholder confidence, and supporting the Company's long-term growth and sustainability.

Performance Assessment of Committees under the Board of Commissioners

The Board of Commissioners oversees committees that assist in the implementation of its duties, including the Audit Committee and the Nomination and Remuneration Committee. Each year, the Board of Commissioners assesses the performance of each committee in accordance with their duties and responsibilities as outlined in the respective committee charters, as well as based on input and recommendations regarding matters within the scope of the Board of Commissioners' supervision and the implementation of each committee's duties.

Based on the evaluation results in 2025, the Board of Commissioners considered that the Audit Committee and the Nomination and Remuneration Committee had carried out their duties and responsibilities effectively and efficiently, whilst referring to the corporate governance principles and in line with the Company's strategic objectives.

Changes in the Composition of the Board of Commissioners

In the financial year 2025, changes were made to the composition of the Company's Board of Commissioners based on the Resolution of the Extraordinary General Meeting of Shareholders (EGMS) on March 18, 2025. The chronology of changes in the composition of the Board of Commissioners in the financial year 2025 is as follows:

Komposisi Dewan Komisaris periode 18 Maret – 31 Desember 2025

Board of Commissioners Composition as of March 18 – December 31, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment |
|---------------------------------|--|---|
| Ahmad Al Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Resolution of the Extraordinary General Meeting of Shareholders on August 20, 2024 |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022 Resolution of the Extraordinary General Meeting of Shareholders on October 25, 2022 |
| Julianto Sidarto | Komisaris Independen Independent Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 18 Maret 2025 Resolution of the Extraordinary General Meeting of Shareholders on March 18, 2025 |
| Reza Viryawan | Komisaris Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022 Resolution of the Extraordinary General Meeting of Shareholders on October 25, 2022 |

Segenap jajaran Dewan Komisaris berkomitmen untuk menjalankan amanah ini dengan senantiasa mengedepankan prinsip tata kelola perusahaan yang baik demi kepentingan pemegang saham dan para pemangku kepentingan lainnya.

Penutup

Dewan Komisaris memandang dukungan dan kepercayaan pemegang saham serta seluruh pemangku kepentingan sebagai modal utama dalam menjaga kesinambungan strategi dan arah pertumbuhan usaha. Sinergi yang terbangun sepanjang tahun pelaporan menjadi faktor kunci dalam memperkuat fondasi usaha Perseroan di tengah dinamika industri.

Apresiasi kami sampaikan kepada Direksi, manajemen, dan seluruh karyawan atas konsistensi dalam menjalankan transformasi dan peningkatan kinerja usaha, serta kepada pelanggan dan mitra bisnis atas kolaborasi yang berkelanjutan. Dengan landasan tersebut, Dewan Komisaris optimis Perseroan mampu mengelola tantangan ke depan secara terukur dan terus menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan.

All members of the Board of Commissioners are committed to carrying out this mandate by always prioritizing the principles of good corporate governance for the benefit of shareholders and other stakeholders.

Closing

The Board of Commissioners believes that the support as well as trust of shareholders and all stakeholders are key assets in maintaining the continuity of the Company's business strategy and growth trajectory. The synergy built throughout the reporting year has been a key factor in strengthening the Company's business foundation amid industry dynamics.

We express our appreciation to the Board of Directors, management, and all employees for their consistency in driving transformation and improving business performance, as well as to our customers and business partners for their continued collaboration. With this foundation, the Board of Commissioners is optimistic that the Company will be able to manage future challenges effectively and continue to create long-term value for all stakeholders.

Tangerang, 27 April 2026 | Tangerang, April 27, 2026

Atas Nama Dewan Komisaris
 On Behalf of the Board of Commissioners

Ahmad Al Farouk Bin Ahmad Kamal
 Komisaris Utama
 President Commissioner

Laporan Direksi

Board of Directors Report



**Raden Achmad
Sadikin**

Direktur Utama
President Director

Pada tahun 2025, Perseroan menetapkan arah kinerja operasional yang berfokus pada peningkatan keandalan layanan, optimalisasi kapasitas, serta penguatan posisi pasar domestik dan internasional.

In 2025, the Company has established an operational performance roadmap that focuses on improving service reliability, optimizing capacity, and strengthening its position in the domestic and international markets.



**Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,
 Dear Respected Shareholders and Stakeholders,**

Sebagai perusahaan terbuka, Perseroan, memikul tanggung jawab untuk menjalankan pengelolaan usaha dan pengembangan Perseroan serta anak usahanya secara akuntabel, transparan, dan berkelanjutan. Saat ini bisnis utama Perseroan berfokus pada investasi melalui kepemilikan entitas anak, IAA, sebuah perusahaan yang bergerak di bidang penerbangan. Direksi berperan sentral dalam mengemban tanggung jawabnya melalui pelaksanaan fungsi pengurusan dan pengelolaan Perseroan secara menyeluruh.

Melalui kesempatan ini, kami mewakili Direksi menyampaikan Laporan Tahunan Perseroan untuk tahun buku 2025, yang merupakan bagian integral dari pertanggungjawaban manajemen atas kinerja, pencapaian, serta dinamika operasional Perseroan sepanjang tahun pelaporan.

As a public listed company, the Company bears the responsibility to manage and develop the Company and its subsidiaries in an accountable, transparent, and sustainable manner. Currently, the Company's core business focuses on investments through its subsidiary, IAA, a company operating in the aviation sector. The Board of Directors plays a central role in fulfilling its responsibilities by carrying out the Company's overall governance and management functions.

We would like to take this opportunity, on behalf of the Board of Directors, to present the Company's Annual Report for the financial year 2025, which is an integral part of management's accountability for the Company's performance, achievements, and operational dynamics throughout the reporting year.

Analisa Makroekonomi

Mengacu pada Laporan Tinjauan Kebijakan Moneter Bank Indonesia edisi Desember 2025 serta publikasi Pertemuan Tahunan Bank Indonesia 2025 bertema *Tangguh dan Mandiri: Sinergi Mendorong Pertumbuhan Ekonomi Lebih Tinggi dan Berdaya Tahan*, perekonomian global pada tahun 2025 menunjukkan perbaikan secara bertahap, meskipun masih diwarnai oleh tingkat ketidakpastian yang relatif tinggi. Pertumbuhan ekonomi global diperkirakan mencapai sekitar 3,2%, didorong oleh peningkatan kinerja sejumlah negara, khususnya di kawasan Asia seperti Jepang dan India, yang ditopang oleh penguatan konsumsi rumah tangga serta dukungan kebijakan fiskal.

Sementara itu, prospek pertumbuhan di negara maju cenderung melambat, seiring dampak berlanjutnya kebijakan suku bunga tinggi, tekanan biaya energi, serta pelemahan konsumsi dan investasi, khususnya di Amerika Serikat dan Eropa. Di sisi lain, negara berkembang di kawasan Asia tetap menunjukkan prospek pertumbuhan yang relatif lebih kuat, meskipun masih dihadapkan pada risiko eksternal berupa volatilitas arus modal, fluktuasi nilai tukar, dan ketidakpastian perdagangan global.

Dari sisi stabilitas global, tekanan inflasi menunjukkan tren penurunan, namun masih berada pada level yang relatif tinggi di sejumlah negara utama. Kondisi tersebut mendorong bank sentral global untuk mempertahankan kebijakan moneter ketat secara hati-hati, yang berdampak pada ketatnya likuiditas global, meningkatnya biaya pendanaan, serta berlanjutnya volatilitas pasar keuangan internasional.

Di tengah dinamika global tersebut, perekonomian Indonesia menunjukkan ketahanan yang relatif baik dengan fundamental yang tetap terjaga. Bank Indonesia memproyeksikan pertumbuhan ekonomi nasional berada pada kisaran 4,7%–5,5%, didukung oleh kuatnya permintaan domestik serta kesinambungan koordinasi kebijakan fiskal dan moneter. Pertumbuhan ekonomi nasional terutama ditopang oleh konsumsi rumah tangga yang tetap solid, sejalan dengan terjaganya daya beli masyarakat dan meningkatnya optimisme terhadap prospek pendapatan dan ketenagakerjaan. Di sisi lain, pembentukan modal tetap menunjukkan tren positif, didukung oleh perbaikan iklim investasi, percepatan pembangunan infrastruktur, serta peningkatan realisasi investasi pada sektor-sektor bernilai tambah tinggi.

Macroeconomic Analysis

Referring to the Bank of Indonesia's Monetary Policy Review Report for December 2025 and the publication of Bank of Indonesia's 2025 Annual Meeting themed *Resilient and Self-Reliant: Synergy Driving Higher and More Resilient Economic Growth*, the global economy in 2025 showed gradual improvement, although it was still marked by a relatively high level of uncertainty. Global economic growth is projected to reach around 3.2%, driven by improved performance in several countries, particularly in the Asian region such as Japan and India, which were supported by stronger household consumption and fiscal policy support.

Meanwhile, growth prospects in developed nations are showing signs of slowing, driven by the ongoing impact of high interest rate policies, energy cost pressures, and weaker consumption and investment, particularly in the United States and Europe. On the other hand, developing nations in the Asian region continue to demonstrate relatively stronger growth prospects, although they remain exposed to external risks such as capital flow volatility, exchange rate fluctuations, and global trade uncertainty.

In terms of global stability, inflationary pressures are trending downward but remain at relatively high levels in several major economies. These conditions are prompting global central banks to cautiously maintain tight monetary policies, which are contributing to tight global liquidity, rising funding costs, and extended volatility in international financial markets.

Amid these global dynamics, the Indonesian economy has demonstrated relatively strong resilience with fundamentals remaining intact. Bank Indonesia projects national economic growth to be in the range of 4.7%–5.5%, supported by robust domestic demand and the continued coordination of fiscal and monetary policies. National economic growth is primarily supported by solid household consumption, in line with sustained purchasing power and increasing optimism regarding income and employment prospects. On the other hand, capital expenditure continues to show a positive trend, driven by improvements in the investment climate, accelerated infrastructure development, and increased investment realization in high-value-added sectors.

Stabilitas harga domestik diperkirakan tetap terjaga dalam kisaran sasaran inflasi 2,5% ±1%, mencerminkan efektivitas bauran kebijakan dalam menjaga stabilitas makroekonomi sekaligus mendukung pertumbuhan ekonomi. Pengendalian inflasi inti serta stabilisasi harga pangan menjadi faktor penting dalam menciptakan ruang kebijakan yang kondusif bagi kesinambungan aktivitas ekonomi.

Selain itu, ketahanan sektor eksternal Indonesia turut memperkuat stabilitas perekonomian nasional. Neraca pembayaran diproyeksikan berada pada tingkat yang sehat, ditopang oleh kinerja ekspor yang tangguh serta posisi cadangan devisa yang memadai. Kondisi ini memberikan bantalan yang cukup dalam menghadapi volatilitas pasar keuangan global sekaligus mendukung stabilitas nilai tukar Rupiah dan menjaga daya tahan ekonomi nasional secara berkelanjutan.

Tinjauan Segmen Industri

Sebagaimana dikutip dari laporan *Global Outlook for Air Transport* yang dipublikasikan oleh *International Air Transport Association (IATA)* edisi Desember 2025, menjelaskan bahwa industri penerbangan global menunjukkan tren pertumbuhan yang tetap positif seiring meningkatnya mobilitas masyarakat dan aktivitas perdagangan internasional. Di 2025, lalu lintas penumpang global yang diukur melalui *Revenue Passenger Kilometers (RPK)* tercatat tumbuh dengan baik, mencerminkan permintaan perjalanan udara yang tetap kuat meskipun di tengah dinamika ekonomi global. Ke depan, permintaan perjalanan udara diproyeksikan terus meningkat, dengan pertumbuhan trafik penumpang global sekitar 4,9% pada 2026.

Pertumbuhan industri penerbangan global diperkirakan akan semakin didorong oleh kawasan Asia Pasifik yang menjadi salah satu motor utama ekspansi pasar penerbangan dunia. Trafik penumpang di kawasan ini diproyeksikan tumbuh sekitar 7,3% pada 2026, didukung oleh meningkatnya mobilitas masyarakat, pertumbuhan ekonomi regional, serta pemulihan konektivitas penerbangan internasional. Meskipun demikian, industri masih menghadapi sejumlah tantangan, antara lain keterbatasan kapasitas akibat kendala rantai pasok pesawat, kebutuhan pemeliharaan armada, serta tekanan biaya operasional yang masih relatif tinggi.

Bagi Indonesia, perkembangan industri penerbangan global tersebut membuka peluang untuk memperkuat konektivitas udara nasional, mengingat karakteristik Indonesia sebagai negara kepulauan dengan mobilitas domestik tinggi dan

Domestic price stability is expected to remain within the inflation target range of 2.5% ±1%, reflecting the effectiveness of the policy mix in maintaining macroeconomic stability while supporting economic growth. The control of core inflation and the stabilization of food prices are key factors in creating a conducive policy space for the continuity of economic activity.

Furthermore, the resilience of Indonesia's external sector contributes to the stability of the national economy. The balance of payments is projected to remain at a healthy level, supported by resilient export performance and adequate foreign exchange reserves. These conditions provide sufficient buffers to withstand global financial market volatility while supporting the stability of the Rupiah exchange rate and sustaining the resilience of the national economy.

Industrial Segment Overview

As cited in the *Global Outlook for Air Transport* report published by the *International Air Transport Association (IATA)* in December 2025, the global aviation industry continues to show a positive growth trend amid rising public mobility and international trade activity. In 2025, global passenger traffic, measured in *Revenue Passenger Kilometers (RPK)*, recorded solid growth, reflecting continued strong demand for air travel despite the dynamics of the global economy. Looking ahead, demand for air travel is projected to continue rising, with global passenger traffic growing by approximately 4.9% in 2026.

Growth in the global aviation industry is expected to be dominated by the Asia-Pacific region, which is one of the main engines of expansion for the global aviation market. Passenger traffic in this region is projected to grow by approximately 7.3% by 2026, supported by increasing public mobility, regional economic growth, and the recovery of international air connectivity. Nevertheless, the industry still faces several challenges, including capacity constraints due to aircraft supply chain issues, fleet maintenance needs, and relatively high operational cost pressures.

For Indonesia, these developments in the global aviation industry present an opportunity to strengthen national air connectivity, given Indonesia's characteristics as an archipelagic nation with high domestic mobility and growth potential

potensi pertumbuhan sektor pariwisata serta logistik. Peningkatan lalu lintas penumpang dan kargo di kawasan Asia Pasifik diharapkan turut mendorong pertumbuhan aktivitas penerbangan domestik maupun internasional di Indonesia, sekaligus memperkuat peran transportasi udara dalam mendukung konektivitas wilayah dan pertumbuhan ekonomi nasional.

Strategi dan Kebijakan Strategis Perusahaan di 2025

Pada tahun 2025, Perseroan, melalui IAA, menetapkan arah kinerja operasional yang berfokus pada peningkatan keandalan layanan, optimalisasi kapasitas, serta penguatan posisi pasar domestik dan internasional. Sasaran kinerja tersebut dirancang untuk mendukung pertumbuhan penumpang yang berkelanjutan, memperluas jangkauan jaringan, serta memperkuat fondasi operasional IAA di tengah dinamika industri penerbangan.

Di tahun 2025, IAA menargetkan beberapa pencapaian kinerja operasional, diantaranya adalah tingkat keterisian kursi, ketepatan waktu, indikator kepuasan pelanggan, serta peningkatan kapasitas kursi dan jumlah penumpang dibandingkan dengan tahun 2024.

Sejalan dengan predikat IAA sebagai maskapai yang memiliki pangsa pasar internasional terbesar di Indonesia, IAA menargetkan peluncuran rute-rute baru untuk memperluas jangkauan pasar ke negara-negara baru di luar pasar inti ASEAN. IAA akan memusatkan operasional armada di Bali untuk mendukung penguatan pasar ke Australia. Dalam upaya memperluas konektivitas global, IAA juga akan mengembangkan layanan *Fly-Thru* bagi penumpang internasional. Di sisi lain, dalam menjaga performa jaringan rute domestik, IAA akan melakukan pengembangan rute yang memiliki potensi permintaan dan profitabilitas tinggi.

Sebagai langkah strategis, IAA berfokus untuk memperkuat hub utamanya di Jakarta dan Bali sebagai hub yang merupakan pusat permintaan tertinggi untuk penerbangan domestik maupun internasional, guna mengoptimalkan pertumbuhan pasar dan mendukung kinerja perusahaan yang berkelanjutan.

Peranan Direksi dalam Perumusan Strategi dan Kebijakan Strategis

Setiap anggota Direksi memiliki fokus spesifik dalam merumuskan kebijakan strategis 2025. Direktur Utama bertugas untuk menyelaraskan visi

in the tourism and logistics sectors. Increased passenger and cargo traffic in the Asia-Pacific region is expected to drive growth in both domestic and international aviation activities in Indonesia, while also reinforcing the role of air transport in supporting regional connectivity and national economic growth.

Corporate Strategy and Policies in 2025

In 2025, the Company, through IAA, has set the direction for operational performance with a focus on improving service reliability, optimizing capacity, and strengthening its domestic and international market positions. These performance targets are designed to support sustainable passenger growth, expand network coverage, and strengthen IAA's operational foundation amid the dynamics of the aviation industry.

In 2025, IAA targets several operational performance milestones, including seat load factor, on-time performance, customer satisfaction metrics, as well as increases in seat capacity and passenger volume compared to 2024.

In line with IAA's status as Indonesia's largest international airline by market share, IAA plans to launch new routes to expand its market reach into new countries beyond the core ASEAN market. IAA will centralize its fleet operations in Bali to support market expansion into Australia. In an effort to expand global connectivity, IAA will also develop *Fly-Thru* services for international passengers. Meanwhile, to maintain the performance of its domestic route network, IAA will develop routes with high potential for demand and profitability.

As a strategic move, IAA is focused on strengthening its main hubs in Jakarta and Bali, which serve as the centers of highest demand for both domestic and international flights, with the aim of optimizing market growth and supporting the company's sustainable performance.

The Role of the Board of Directors in the Formulation of Strategy and Strategic Policies

Each member of the Board of Directors has a specific focus in the formulation of the 2025 strategic policies. The President Director is

jangka panjang dengan target tahunan, mengambil keputusan akhir atas prioritas strategis, dan memastikan seluruh lini bisnis bergerak searah. Di satu sisi, Direktur Keuangan merumuskan kebijakan efisiensi biaya, pengelolaan modal (*capital allocation*), serta memastikan strategi yang disusun memiliki kelayakan finansial dan profitabilitas yang terukur.

Sesuai prinsip tata kelola perusahaan yang baik, strategi yang disusun Direksi diajukan kepada Dewan Komisaris untuk mendapatkan persetujuan maupun arahan dan masukan sebelum diimplementasikan. Setelah ditetapkan, kebijakan strategis tingkat korporat diturunkan menjadi rencana kerja operasional di tingkat divisi atau departemen agar setiap karyawan memahami kontribusinya terhadap target 2025.

Proses yang dilakukan Direksi untuk Menjamin Implementasi Strategi

Direksi memastikan bahwa implementasi strategi Perseroan berjalan selaras dengan arah strategis yang telah ditetapkan melalui penguatan komunikasi yang efektif antara Direksi dengan lini bisnis, unit kerja, serta entitas anak. Direksi secara berkala melakukan evaluasi atas indikator kinerja utama dan menyampaikan arahan serta umpan balik yang relevan untuk memastikan pencapaian sasaran usaha.

Evaluasi tersebut mencakup berbagai aspek, antara lain kinerja usaha, pengelolaan dan mitigasi risiko, hubungan dengan pemangku kepentingan, penguatan kapabilitas digital, kualitas layanan operasional, serta keamanan informasi. Untuk mendukung pengambilan keputusan yang tepat, Perseroan juga secara aktif menghimpun masukan melalui berbagai survei.

Dalam pelaksanaannya, Direksi didukung oleh fungsi Manajemen Risiko dan Audit Internal untuk memastikan kegiatan operasional Perseroan berjalan sesuai dengan prinsip tata kelola perusahaan yang baik, khususnya dalam pengelolaan risiko. Direksi secara konsisten menindaklanjuti hasil pemantauan dan temuan audit, sekaligus menanamkan budaya dan nilai-nilai Perseroan dan IAA guna memperkuat kolaborasi, koordinasi lintas departemen, serta memastikan pencapaian target dan rencana Perseroan dan IAA secara berkelanjutan.

responsible for aligning the long-term vision with annual targets, making final decisions on strategic priorities, and ensuring all business units move in the same direction. Meanwhile, the Director of Finance formulates policies on cost efficiency and capital allocation, as well as ensuring that the strategies developed have financial viability and measurable profitability.

In accordance with the principles of good corporate governance, the strategies formulated by the Board of Directors are submitted to the Board of Commissioners for approval, guidance, and input before being implemented. Once established, corporate-level strategic policies are translated into operational work plans at the division or department level so that every employee understands their contribution to the 2025 targets.

Processes Implemented by the Board of Directors to Ensure Strategy Implementation

The Board of Directors ensures that the implementation of the Company's strategy aligns with the established strategic direction by enhancing the effectiveness of communication between the Board of Directors with business lines, work units, and subsidiaries. The Board of Directors periodically evaluates key performance indicators and provides relevant guidance and feedback to ensure the achievement of business objectives.

These evaluations cover various aspects, including business performance, risk management and mitigation, stakeholder relations, strengthening digital capabilities, the quality of operational services, and information security. To support sound decision-making, the Company also actively gathers input through various surveys.

In its implementation, the Board of Directors is supported by the Risk Management and Internal Audit functions to ensure the Company's operational activities align with the principles of good corporate governance, particularly in risk management. The Board of Directors consistently follows up on monitoring results and audit findings, while also cultivating the culture and values of the Company and IAA to strengthen collaboration and cross-departmental coordination, as well as to ensure the sustainable achievement of the Company's and IAA's targets and plans.



Perbandingan antara hasil yang Dicapai dengan yang Ditargetkan

Dengan mempertimbangkan kondisi internal Perseroan, kondisi makro ekonomi, dan proyeksi pasar ke depan, manajemen telah merancang target rencana usaha dari beberapa komponen substansial sebagai tolak ukur dalam menilai kinerja Perseroan. Manajemen menilai bahwa Perseroan telah berhasil melewati tahun 2025 dengan hasil yang lebih baik. Sebagai catatan, Perseroan menjalankan kegiatan usahanya melalui entitas anak dan grup afiliasi yang bergerak di bidang usaha penerbangan komersial berjadwal. Dalam menjalankan bisnisnya, Perseroan membagi kegiatan usahanya sesuai dengan PSAK 108 tentang Segmen Operasi agar dapat menilai masing-masing segmen usaha. Berdasarkan hal tersebut, Perseroan melalui IAA membagi aktivitas operasionalnya ke dalam 2 (dua) segmen utama, yaitu operasi penerbangan serta *ancillary* dan lain-lain.

Perseroan menutup tahun 2025 dengan pencapaian yang lebih baik, didukung oleh kontribusi kinerja entitas anak usahanya. Sepanjang 2025, Perseroan berhasil membukukan pendapatan sebesar Rp 7,87 triliun. Rugi usaha mengalami penurunan sebesar 15% dari Rp 1,53 triliun pada 2024 menjadi Rp 1,3 triliun pada 2025. Rugi tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk mencapai Rp 1,3 triliun.

Peningkatan performa perusahaan mencerminkan efektivitas strategi yang dijalankan, ketangguhan model bisnis, serta sinergi yang semakin kuat di dalam Grup AirAsia. Capaian tersebut menjadi landasan yang kokoh bagi Perseroan untuk melangkah ke fase pertumbuhan berikutnya. Dengan dukungan pemegang saham, pemangku kepentingan, serta komitmen seluruh jajaran manajemen dan karyawan, Direksi meyakini Perseroan mampu menjaga momentum kinerja, mengelola tantangan ke depan secara terukur, dan terus menciptakan nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan.

Kendala yang Dihadapi dan Solusinya

Sepanjang tahun 2025, IAA beroperasi dalam lingkungan usaha yang penuh dinamika dan tantangan, baik dari sisi operasional maupun finansial. Pelemahan kurs Rupiah terhadap mata uang asing, yang disertai perubahan kondisi makro ekonomi, volatilitas biaya, serta perkembangan industri penerbangan global dan regional turut membentuk lanskap bisnis yang menuntut ketangguhan, kehati-hatian, dan respons strategis yang adaptif.

Comparison of Actual Results and Targets

Taking into account the Company's internal conditions, macroeconomic conditions, and future market projections, the management has designed business plan targets for several key components to serve as benchmarks for evaluating the Company's performance. The management considers that the Company has successfully exceeded its targets in 2025. For the record, the Company conducts its business activities through subsidiaries and affiliated groups engaged in the scheduled commercial aviation business. In conducting its business, the Company divides its business activities in accordance with PSAK 108 on Operating Segments to assess each business segment. Accordingly, the Company, through IAA, divides its operational activities into two main segments: flight operations as well as ancillary and other services.

The Company concluded 2025 with improved performance, supported by the contributions of its subsidiaries. Throughout 2025, the Company recorded revenue of Rp 7.87 trillion. Operating loss decreased by 15% from Rp 1.53 trillion in 2024 to Rp 1.3 trillion in 2025. The net loss for the year attributable to owners of the parent entity reached Rp 1.3 trillion.

The improvement in the Company's performance reflects the effectiveness of the strategies implemented, the resilience of the business model, and the growing synergy within the AirAsia Group. These achievements serve as a solid foundation for the Company to move into the next phase of growth. With the support of shareholders, stakeholders, and the commitment of the entire management and staff, the Board of Directors is confident that the Company can maintain its performance momentum, manage future challenges in a measured manner, and continue to create sustainable value for all stakeholders.

Challenges Faced and the Solutions

Throughout 2025, IAA operated in a dynamic and challenging business environment, in terms of both operations and finance. The depreciation of the Rupiah against foreign currencies, coupled with shifts in macroeconomic conditions, cost volatility, and developments in the global and regional aviation industries, created a business landscape that demanded resilience, prudence, and adaptive strategic responses.

Beberapa faktor utama yang memengaruhi kinerja operasional dan finansial pada tahun 2025 adalah:

1. **Pelemahan kurs Rupiah terhadap Dolar Amerika Serikat.** Pergerakan nilai tukar berpengaruh pada biaya-biaya transaksi yang berbasis Dolar Amerika Serikat, khususnya untuk biaya sewa pesawat, perawatan, serta pembelian suku cadang. Hal ini berdampak langsung pada profitabilitas IAA.
2. **Keterbatasan armada aktif.** Saat ini jumlah pesawat operasional IAA belum sepenuhnya kembali ke kapasitas optimal. Kondisi ini membatasi ruang gerak IAA dalam membuka rute baru maupun meningkatkan frekuensi penerbangan.
3. **Kenaikan biaya operasional.** Selama tahun berjalan, IAA menghadapi peningkatan beban biaya operasional yang dipicu oleh inflasi dan pelemahan kurs. Kondisi ini secara keseluruhan memberikan tekanan terhadap struktur biaya IAA.
4. **Fluktuasi harga avtur.** Harga bahan bakar avtur masih menunjukkan volatilitas yang cukup tinggi. Mengingat avtur merupakan salah satu komponen biaya terbesar dalam operasional penerbangan, volatilitas harga bahan bakar menjadi faktor penting yang harus dikelola secara hati-hati.
5. **Regulasi tarif domestik.** Penerapan tarif batas atas dan tarif batas bawah pada rute domestik memberikan kepastian bagi industri, namun di sisi lain membatasi fleksibilitas IAA dalam menentukan strategi harga yang adaptif terhadap dinamika permintaan dan biaya operasional.
6. **Persaingan yang semakin ketat di pasar utama.** IAA beroperasi dalam lanskap kompetisi yang intens, baik dengan maskapai penyedia pelayanan dengan standar minimum (*no-frills*) maupun penyedia layanan dengan standar maksimum (*full service*). Persaingan ini terjadi di rute domestik maupun internasional, sehingga menuntut IAA untuk terus meningkatkan kualitas layanan dan efisiensi.
7. **Ketegangan geopolitik di kawasan Asia.** Situasi politik dan keamanan di beberapa wilayah Asia turut menjadi pertimbangan penting, karena dapat memengaruhi stabilitas rute internasional serta minat perjalanan penumpang. IAA senantiasa memantau perkembangan ini agar dapat merespons dengan cepat dan tepat.

Key factors that influenced operational and financial performance in 2025 include:

1. **The depreciation of the Rupiah against the U.S. Dollar.** Exchange rate movements affect transaction costs denominated in US Dollars, particularly for aircraft leasing, maintenance, and spare parts purchases. This condition directly impacts IAA's profitability.
2. **Limitations of the active fleet.** Currently, the number of IAA's operational aircraft has not yet fully returned to optimal capacity. This situation limits IAA's ability to launch new routes or increase flight frequencies.
3. **Rising operational costs.** During the current year, IAA faces increased operational cost burdens driven by inflation and currency depreciation. This situation collectively puts pressure on IAA's cost structure.
4. **Fluctuations in jet fuel prices.** Jet fuel prices continue to exhibit significant volatility. Given that jet fuel is one of the largest cost components in flight operations, fuel price volatility is a critical factor that must be carefully managed.
5. **Domestic fare regulations.** The implementation of upper and lower fare caps on domestic routes provides certainty for the industry, but also limits IAA's flexibility in determining pricing strategies that adapt to demand dynamics and operational costs.
6. **Increasingly intense competition in key markets.** IAA operates in an intensely competitive landscape, facing both low-cost carriers (*no-frills*) and full-service carriers. This competition exists on both domestic and international routes, requiring IAA to continuously improve service quality and efficiency.
7. **Geopolitical tensions in the Asian region.** Political and security situations in several Asian regions are also key considerations, as they can impact the stability of international routes and passenger travel demand. IAA continuously monitors these developments to respond swiftly and appropriately.

Dalam merespons berbagai tantangan tersebut, telah diterapkan langkah-langkah strategis yang terfokus pada pengendalian biaya, peningkatan efisiensi operasional, dan penguatan ketahanan bisnis. IAA melakukan optimalisasi struktur biaya antara lain dengan cara melakukan negosiasi berkelanjutan dengan mitra strategis, penyesuaian pola operasional, serta penguatan manajemen kas untuk memitigasi risiko nilai tukar dan volatilitas harga bahan bakar.

Direksi juga terus berpartisipasi aktif dalam dialog kebijakan bersama pemangku kepentingan guna mendorong terciptanya struktur biaya industri yang lebih kompetitif, sehingga maskapai nasional dapat tumbuh secara berkelanjutan dan meningkatkan konektivitas nasional.

Selain itu, IAA terus meningkatkan kualitas layanan dan keandalan operasional untuk menjaga daya saing di tengah intensitas persaingan, sekaligus memperkuat kepatuhan terhadap regulasi dan manajemen risiko. Dengan pendekatan yang adaptif dan terukur, Perseroan melalui IAA berupaya menjaga kesinambungan kinerja serta memanfaatkan peluang pertumbuhan secara berkelanjutan.

Gambaran tentang Prospek Usaha

Dalam menghadapi tahun 2026, Perseroan melalui IAA menetapkan arah strategis yang berfokus pada penguatan kinerja operasional, optimalisasi kapasitas, serta peningkatan profitabilitas melalui pengelolaan jaringan, armada, dan pendapatan secara terintegrasi. Strategi ini dirancang untuk menjaga keandalan layanan, memperluas jangkauan pasar domestik dan internasional, serta mengoptimalkan efisiensi operasional guna mendukung pertumbuhan anak perusahaan Perseroan yang berkelanjutan.

IAA menetapkan *load factor* atau tingkat keterisian kursi sebesar 85% pada tahun 2026 sebagai salah satu indikator utama performa perusahaan. Selain itu, IAA juga menargetkan ketepatan waktu atau *On-Time Performance* hingga 80% pada periode yang sama, sebagai wujud komitmen dalam meningkatkan keandalan layanan.

Dari sisi kapasitas, IAA menargetkan pertumbuhan kursi lebih dari 25% dibandingkan tahun 2025. Peningkatan kapasitas ini didukung oleh pergeseran komposisi rute, di mana kontribusi rute internasional diproyeksikan mencapai 64%, sementara rute domestik berada pada kisaran 36%. Sejalan dengan itu, jumlah penumpang pada tahun 2026 diharapkan tumbuh sekitar 32% dibandingkan tahun sebelumnya.

In response to these challenges, IAA has implemented strategic measures that focus on cost control, improving operational efficiency, and strengthening business resilience. IAA optimizes its cost structure through ongoing negotiations with strategic partners, adjustments to operational patterns, and strengthened cash management to mitigate exchange rate risks and fuel price volatility.

The Board of Directors also actively participates in policy dialogues with stakeholders to foster a more competitive industry cost structure, enabling the national carrier to grow sustainably and enhance national connectivity.

In addition, IAA continues to improve its service quality and operational reliability to maintain competitiveness amid intense competition, while strengthening regulatory compliance and risk management. Through an adaptive and measured approach, the Company, through IAA, strives to maintain consistent performance and capitalize on sustainable growth opportunities.

Overview on Business Prospects

Going into 2026, the Company, through IAA, has established a strategic direction focused on strengthening operational performance, optimizing capacity, and improving profitability through the integrated management of its network, fleet, and revenue. This strategy is designed to maintain service reliability, expand domestic and international market reach, and optimize operational efficiency to support the sustainable growth of the Company's subsidiaries.

IAA has set a load factor of 85% by 2026 as one of the key performance indicators. Additionally, IAA aims for an On-Time Performance of 80% during the same period, reflecting its commitment to enhancing service reliability.

In terms of capacity, IAA targets seat growth of over 25% compared to 2025. This capacity increase is supported by a shift in route composition, where the contribution of international routes is projected to reach 64%, while domestic routes are expected to account for approximately 36%. In line with this, the number of passengers in 2026 is expected to grow by around 32% compared to the previous year.

Dalam hal pangsa pasar, IAA berupaya memperluas jangkauan domestik sekaligus memperkuat koneksi *feeder* internasional melalui pengembangan *virtual hub* di Makassar. Dari sisi pengembangan rute, IAA akan terus memperluas keterhubungan kota-kota utama di Sulawesi, seperti Palu, Kendari, dan Luwuk, dengan Makassar maupun Surabaya, guna memperkuat jaringan domestik.

IAA menyadari bahwa ekspansi kapasitas harus tetap diseimbangkan dengan pengelolaan *yield* dan disiplin biaya. Oleh karena itu, pertumbuhan 2026 akan dijalankan secara bertahap dan berbasis evaluasi kinerja rute (*route-by-route profitability assessment*).

Perseroan melalui IAA juga akan memperluas jangkauan pasar dengan menggarap potensi *island-to-island* serta meningkatkan lalu lintas domestik melalui layanan *Fly-Thru*. Dari sisi distribusi, selain terus mendorong penjualan melalui website www.airasia.com dan aplikasi AirAsia MOVE, IAA juga akan mengoptimalkan saluran penjualan dengan memperluas kerja sama bersama *Online Travel Agent* dan *Non-Online Travel Agent*, serta segmen korporat.

Selain itu, peningkatan pendapatan non-tiket atau *ancillary revenue* melalui perluasan layanan tambahan seperti *Seat Bundle*, *In-Flight Sales*, serta *Dynamic Bundling* melalui *platform* digital seperti AirAsia MOVE dan *Online Travel Agent*.

Perseroan melalui IAA menargetkan pemulihan armada secara bertahap untuk menciptakan pertumbuhan berkelanjutan sekaligus peningkatan profitabilitas. Dalam waktu bersamaan, perluasan jangkauan domestik juga menjadi prioritas dengan memperkuat jaringan rute dan konektivitas antar kota dalam negeri.

Untuk mendukung rute internasional, IAA akan memperkuat peran *feeder* melalui pengembangan *virtual hub* di Makassar dan penambahan armada di Surabaya. Strategi ini diharapkan mampu meningkatkan volume penumpang internasional sekaligus memperkuat posisi IAA di pasar yang memiliki *demand* tinggi.

IAA juga berupaya mengoptimalkan volume dan *yield*, terutama pada rute-rute di mana IAA memiliki posisi pasar yang kuat. Di sisi operasional, efisiensi akan menjadi kunci. Untuk itu, IAA akan memaksimalkan utilisasi armada melalui penjadwalan rotasi pesawat yang lebih efisien, sehingga dapat meningkatkan kualitas biaya operasional atau CASK. Perluasan operasional IAA diharapkan mampu meningkatkan pertumbuhan profitabilitas, mengoptimalkan pertumbuhan pasar, dan mendukung kinerja perusahaan yang berkelanjutan.

In terms of market share, IAA is striving to expand its domestic reach while strengthening international feeder connections through the development of a virtual hub in Makassar. Regarding route development, IAA will continue to expand connectivity between major cities in Sulawesi, such as Palu, Kendari, and Luwuk, and Makassar or Surabaya, with the aim of strengthening its domestic network.

IAA recognizes that capacity expansion must be balanced with yield management and cost discipline. Therefore, the 2026 growth plan will be implemented gradually and based on route-by-route profitability assessments.

Through IAA, the Company will also expand its market reach by tapping into the potential of island-to-island routes and increasing domestic traffic through Fly-Thru services. In terms of distribution, besides continuing to drive sales through the website www.airasia.com and the AirAsia MOVE app, IAA will also optimize sales channels by expanding partnerships with Online Travel Agents and Non-Online Travel Agents, as well as the corporate segment.

Additionally, the Company aims to increase non-ticket revenue or ancillary revenue by expanding additional services such as Seat Bundle, In-Flight Sales, and Dynamic Bundling through digital platforms like AirAsia MOVE and Online Travel Agents.

Through IAA, the Company aims for a gradual fleet recovery to drive sustainable growth and improved profitability. Concurrently, expanding domestic reach remains a priority by strengthening the route network and inter-city connectivity within the country.

To support international routes, IAA will strengthen its role as a feeder by developing a virtual hub in Makassar and expanding its fleet in Surabaya. This strategy is expected to increase international passenger volume while reinforcing IAA's position in markets with high demand.

IAA is also striving to optimize volume and yield, particularly on routes where IAA holds a strong market position. On the operational side, efficiency will be vital. For this reason, IAA will maximize fleet utilization through more efficient aircraft rotation scheduling, thereby improving the cost per available seat kilometer (CASK). IAA's operational expansion is expected to drive profitability growth, optimize market growth, and support the company's sustainable performance.

Dengan implementasi strategi yang terukur dan disiplin, Perseroan optimistis mampu menjaga momentum pertumbuhan, memperkuat daya saing, serta meningkatkan nilai tambah secara berkelanjutan. Melalui sinergi seluruh departemen, pengelolaan risiko yang cermat, dan fokus berkelanjutan pada efisiensi serta kualitas layanan, Perseroan menatap tahun 2026 dengan keyakinan untuk mencapai target kinerja dan mendukung pertumbuhan usaha jangka panjang.

Penerapan Tata Kelola Perusahaan yang Baik

Perseroan senantiasa menetapkan standar kualitas terbaik dalam penerapan governansi korporat. Sebagai perusahaan publik, penerapan governansi korporat di Perseroan dilaksanakan mengacu pada ketentuan yang ditetapkan oleh regulator pasar modal. Selain itu, Otoritas Jasa Keuangan (OJK) juga telah mengatur prosedur dan mekanisme governansi korporat pada perusahaan publik yang dituangkan dalam POJK No. 21 Tahun 2015 dan SEOJK No. 32 Tahun 2015.

Penerapan governansi korporat di Perseroan juga terus beradaptasi dengan ketentuan yang berlaku. Perseroan menerapkan governansi korporatnya dengan mengacu pada prinsip-prinsip dasar yang tercantum dalam Pedoman Umum Governansi Korporat Indonesia (PUGKI) tahun 2021 yang dikeluarkan oleh Komite Nasional Kebijakan Governansi (KNKG). PUGKI 2021 merupakan pembaharuan dari PUGKI 2019 sebagai pedoman bagi setiap korporasi dalam menyusun governansi internalnya. Penerapan prinsip governansi korporat tersebut berlandaskan pada 4 (empat) pilar utama, yaitu Perilaku Beretika, Akuntabilitas, Transparansi, Keberlanjutan (ETAK).

Selain penerapan pilar-pilar tersebut, Perseroan juga menerapkan 8 (delapan) prinsip governansi korporat yang berisi hak-hak pemegang saham, pemangku kepentingan dan pemenuhannya, aturan pokok tentang pengelolaan, serta pengawasan atas pengelolaan korporasi di Indonesia, termasuk aspek etika, manajemen risiko, dan pengungkapan. Prinsip-prinsip tersebut terbagi dalam 3 (tiga) kelompok, yakni:

1. Kelompok prinsip pertama, kedua, dan ketiga adalah prinsip yang mengatur fungsi pengurusan dan pengawasan korporasi, yaitu Direksi dan Dewan Komisaris;
2. Kelompok prinsip keempat, kelima, dan keenam adalah prinsip yang mengatur proses dan keluaran yang dihasilkan oleh Direksi dan Dewan Komisaris; dan

Through the implementation of a measured and disciplined strategy, the Company is optimistic of its ability to maintain growth momentum, strengthen competitiveness, and continuously enhance value creation. Through synergy across all departments, prudent risk management, and a sustained focus on efficiency and service quality, the Company looks toward 2026 with confidence in achieving performance targets and supporting long-term business growth.

Implementation of Good Corporate Governance

The Company consistently upholds the highest quality standards in the implementation of corporate governance. As a public company, the implementation of corporate governance at the Company is carried out in accordance with the provisions established by the capital market regulator. Additionally, the Financial Services Authority (OJK) has also regulated the procedures and mechanisms of corporate governance for public companies, as set forth in OJK Regulation No. 21 of 2015 and OJK Circular Letter No. 32 of 2015.

The implementation of corporate governance at the Company is also continuously adapted to applicable regulations. The Company implements its corporate governance by referring to the fundamental principles outlined in the 2021 General Guidelines for Indonesian Corporate Governance (PUGKI) issued by the National Committee on Governance Policy (KNKG). PUGKI 2021 is an update to PUGKI 2019 and serves as a guideline for every corporation in establishing its internal governance. The implementation of these corporate governance principles is based on four (4) main pillars: Ethical Conduct, Accountability, Transparency, and Sustainability (ETAK).

Besides implementing these pillars, the Company also applies eight corporate governance principles covering the rights of shareholders and stakeholders and their fulfillment, fundamental rules regarding management, and oversight of corporate management in Indonesia, including aspects of ethics, risk management, and disclosure. These principles are divided into 3 (three) groups:

1. The first, second, and third groups of principles govern the management and oversight functions of the corporation, which are the Board of Directors and the Board of Commissioners;
2. The fourth, fifth, and sixth groups of principles govern the processes and outcomes produced by the Board of Directors and the Board of Commissioners; and

3. Kelompok prinsip ketujuh dan kedelapan adalah prinsip yang mengatur pemilik sumber daya, yang terutama akan menerima manfaat dari pelaksanaan governansi korporat.

Perseroan memiliki komitmen yang kuat dan konsisten dalam menerapkan praktik terbaik governansi korporat pada seluruh aktivitas yang dijalankan. Sejak pertama kali diterapkan, komitmen penerapan governansi korporat di Perseroan terus berkembang sejalan tren yang baik sebagai langkah perbaikan dan penyempurnaan praktik governansi korporat.

Di tahun 2025, Perseroan telah memiliki *Governance Roadmap* sebagai bentuk komitmen penerapan governansi korporat secara menyeluruh. *Roadmap* ini berfungsi sebagai panduan pelaksanaan governansi di Perseroan agar menjadi lebih terarah, terencana, serta berdampak pada terciptanya iklim usaha yang kondusif yang pada akhirnya mendorong pertumbuhan Perseroan secara sehat, kuat, dan berkesinambungan. Fokus *roadmap* Perseroan untuk 5 (lima) tahun ke depan adalah untuk meningkatkan kualitas governansi korporat yang terbagi ke dalam beberapa tahapan, antara lain:

1. Memperkuat kualitas governansi korporat;
2. Sosialisasi/*awareness* dan tinjauan atas governansi korporat;
3. Memperkuat governansi terintegrasi dan pengoptimalan governansi korporat.

Di sepanjang tahun 2025, Perseroan telah melaksanakan governansi korporat sejalan dengan *Governance Roadmap* yang disusun. Adapun kegiatan dan inisiatif terkait penerapan governansi korporat yang telah dijalankan oleh Perseroan selama tahun buku, antara lain:

1. Pemutakhiran Kebijakan Anti Korupsi dan Anti Penyuapan di level Grup AirAsia.
2. Penyelenggaraan Rapat Umum Pemegang Saham Perseroan sesuai dengan ketentuan yang berlaku.
3. Penyelenggaraan Rapat Direksi, Dewan Komisaris, dan organ pendukung Dewan Komisaris sesuai dengan ketentuan yang berlaku.
4. Pemutakhiran kebijakan terkait governansi korporat.
5. Pelaksanaan Keterbukaan Informasi sesuai dengan ketentuan yang berlaku.

Di sisi lain, pada tahun 2025, Perseroan juga telah melakukan peninjauan dan pengkinian atas beberapa pedoman ataupun piagam yang berlaku, diantaranya adalah Pedoman Komite Nominasi dan Remunerasi, Piagam Komite Audit, Piagam Audit Internal, serta Manual Sekretaris Perusahaan.

3. The seventh and eighth groups of principles govern the owners of resources, who will primarily benefit from the implementation of corporate governance.

The Company maintains a strong and consistent commitment to implementing best practices in corporate governance across all its operations. Since its initial implementation, the Company's commitment to corporate governance has continued to evolve in line with positive trends as part of efforts to improve and refine corporate governance practices.

In 2025, the Company has established a Governance Roadmap as a manifestation of its commitment to the comprehensive implementation of corporate governance. This Roadmap serves as a guide for the implementation of governance within the Company to ensure it is more focused, well-planned, and contributes to the creation of a conducive business climate, ultimately driving the Company's healthy, strong, and sustainable growth. The focus of the Company's roadmap for the next 5 (five) years is to enhance the quality of corporate governance, divided into several phases, including:

1. Strengthening the quality of corporate governance;
2. Awareness-raising and review of corporate governance;
3. Strengthening integrated governance and optimizing corporate governance.

Throughout 2025, the Company has implemented corporate governance in line with the established Governance Roadmap. The activities and initiatives related to the implementation of corporate governance carried out by the Company during the financial year are as follows:

1. Updating the Anti-Corruption and Anti-Bribery Policy at the AirAsia Group level.
2. Holding the Company's General Meeting of Shareholders in accordance with applicable regulations.
3. Holding meetings of the Board of Directors, the Board of Commissioners, and the supporting organs of the Board of Commissioners in accordance with applicable regulations.
4. Updating policies related to corporate governance.
5. Implementing Information Disclosure in accordance with applicable regulations.

On the other hand, the Company has also reviewed and updated several applicable guidelines and charters in 2025, including the Nomination and Remuneration Committee Charter, the Audit Committee Charter, the Internal Audit Charter, and the Corporate Secretary Manual.

Perseroan juga mempersiapkan diri menghadapi fase implementasi CORSIA dan penguatan standar keberlanjutan global dengan meningkatkan pemantauan emisi serta mengevaluasi strategi efisiensi bahan bakar jangka panjang.

Perseroan bersinergi dengan Grup AirAsia dalam menerapkan program anti korupsi dan anti penyuapan melalui pelaporan hadiah. Untuk meningkatkan *awareness* karyawan terhadap kebijakan dan perilaku anti korupsi dan anti penyuapan, Perseroan juga menyelenggarakan beberapa program di tahun 2025 diantaranya:

1. *Anti Bribery & Anti Corruption (ABAC) Integrity Drive* pada tanggal 9 Juli 2025, yang dirancang untuk meningkatkan kesadaran terhadap ABAC setelah penerapan Kebijakan ABAC yang telah direvisi pada Maret 2025 serta memperkuat budaya ABAC di dalam organisasi.
2. Program *e-learning* ABAC melalui *outclass* yang diwajibkan kepada seluruh karyawan setiap tahunnya.
3. Diseminasi kebijakan terkait dengan pelaporan hadiah melalui portal internal karyawan Workvivo.

Perubahan Komposisi Direksi

Pada tahun buku 2025, terdapat perubahan komposisi Direksi Perseroan berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan pada tanggal 25 Juni 2025. Adapun kronologi perubahan komposisi Direksi di tahun buku 2025 adalah sebagai berikut:

Komposisi Direksi Periode 1 Januari – 25 Juni 2025

Board of Directors Composition as of January 1 – June 25, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment |
|-----------------------------|--------------------------------------|--|
| Veranita Yosephine Sinaga | Direktur Utama President Director | Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 6 Juli 2022 Annual General Meeting of Shareholders Resolution dated July 6, 2022 |
| Luh Gede Mega Putri Tjatera | Direktur Director | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Extraordinary General Meeting of Shareholders Resolution dated August 20, 2024 |

The Company is also preparing for the implementation phase of CORSIA and the strengthening of global sustainability standards by enhancing emissions monitoring and evaluating long-term fuel efficiency strategies.

The Company is collaborating with AirAsia Group to implement anti-corruption and anti-bribery programs through gift reporting. To enhance employee awareness of anti-corruption and anti-bribery policies and conduct, the Company is also organizing several programs in 2025, including:

1. Anti-Bribery & Anti-Corruption (ABAC) Integrity Drive on July 9, 2025, designed to raise awareness of ABAC following the implementation of the revised ABAC Policy in March 2025 and to strengthen the ABAC culture within the organization.
2. ABAC e-learning program via Outclass, which is mandatory for all employees annually.
3. Dissemination of policies related to gift reporting through the Workvivo internal employee portal.

Changes in the Composition of the Board of Directors

In the financial year 2025, the composition of the Company's Board of Directors changed pursuant to the resolution of the Annual General Meeting of Shareholders (AGMS) held on June 25, 2025. The timeline of changes in the composition of the Board of Directors for the financial year 2025 is as follows:

Komposisi Direksi Periode 25 Juni – 31 Desember 2025

Board of Directors Composition as of January June 25 – December 31, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment |
|-----------------------------|--------------------------------------|--|
| Raden Achmad Sadikin | Direktur Utama President Director | Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 25 Juni 2025 Annual General Meeting of Shareholders Resolution dated June 25, 2025 |
| Luh Gede Mega Putri Tjatera | Direktur Director | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Extraordinary General Meeting of Shareholders Resolution dated August 20, 2024 |

Segenap jajaran Direksi berkomitmen untuk menjalankan amanah ini dengan senantiasa mengedepankan prinsip tata kelola perusahaan yang baik demi kepentingan pemegang saham dan para pemangku kepentingan lainnya.

The entire Board of Directors is committed to fulfilling this mandate by consistently upholding the principles of good corporate governance in the best interests of shareholders and other stakeholders.

Apresiasi

Atas pencapaian kinerja Perseroan pada tahun pelaporan ini, Direksi menyampaikan apresiasi kepada seluruh pihak yang telah memberikan kontribusi terbaik. Direksi mengucapkan terima kasih kepada para pemegang saham dan pemangku kepentingan atas dukungan yang berkelanjutan, serta kepada Dewan Komisaris atas pengawasan dan arahan yang konstruktif sehingga pengelolaan Perseroan dapat berjalan secara efektif dan terarah. Apresiasi juga disampaikan kepada seluruh jajaran manajemen dan karyawan atas dedikasi dan komitmen yang tinggi dalam mendorong pencapaian kinerja tahun 2025. Direksi optimistis kinerja yang baik ini dapat dipertahankan dan ditingkatkan pada periode-periode mendatang.

Appreciation

In recognition of the Company's performance achievements during this reporting year, the Board of Directors extends its appreciation to all parties who have made their best contributions. The Board of Directors would like to thank the shareholders and stakeholders for their continued support, as well as the Board of Commissioners for their oversight and constructive guidance, which have enabled the Company's management to operate effectively and purposefully. Our appreciation is also extended to the entire management team and employees for their high level of dedication and commitment in driving performance toward the 2025 goals. The Board of Directors is optimistic that this strong performance can be maintained and improved in the coming periods.

Tangerang, 27 April 2026 | Tangerang, April 27, 2026

Atas Nama Direksi

On Behalf of the Board of Directors

Raden Achmad Sadikin

Direktur Utama

President Director

Surat Pernyataan Dewan Komisaris dan Direksi tentang Tanggung Jawab atas Laporan Tahunan dan Laporan Keberlanjutan PT AirAsia Indonesia Tbk Tahun 2025

Statement of the Board of Commissioners and Board of Directors on the Responsibility for the 2025 Annual Report and Sustainability Report of PT AirAsia Indonesia Tbk

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan dan Laporan Keberlanjutan PT AirAsia Indonesia Tbk tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keberlanjutan Perseroan ini.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned, declare that all information in the 2025 Annual Report and Sustainability Report of PT AirAsia Indonesia Tbk has been presented in full and we are fully responsible for the accuracy of the contents of the Company's Annual Report and Sustainability Report.

This Statement is hereby made in all truthfulness.

Tangerang, 27 April 2026
Tangerang, April 27, 2026

Dewan Komisaris Board of Commissioners



Ahmad Al Farouk Bin Ahmad Kamal
Komisaris Utama
President Commissioner



Sabam Hutajulu
Komisaris Independen
Independent Commissioner



Julianto Sidarto
Komisaris Independen
Independent Commissioner



Reza Viryawan
Komisaris
Commissioner

Direksi Board of Directors



Raden Achmad Sadikin
Direktur Utama
President Director



Luh Gede Mega Putri Tjatera
Direktur
Director

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03



Profil Perusahaan

Company
Profile



Dalam menjaga performa jaringan rute domestik dan internasional, Perseroan melalui IAA senantiasa melakukan pengembangan rute yang memiliki potensi profitabilitas tinggi.

The Company through IAA continually develops high-potential profitable routes to maintain the performance of its domestic and international route networks.

AirAsia



Identitas Perseroan

Corporate Identity

Nama Perseroan Company Name

PT AirAsia Indonesia Tbk



Bidang Usaha Line of Business

Jasa Konsultasi Bisnis dan Manajemen, dan Perdagangan Umum.

Consulting Service on Business and Management, and General Trading.

Modal Dasar Authorized Capital

Rp10 triliun

terbagi atas 40.000.000.000 lembar saham, masing-masing dengan nilai nominal Rp250,00
Rp10 trillion comprising 40,000,000,000 shares, each with a par value of Rp250.00

Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid Capital

Rp2,67 triliun

terbagi atas 10.685.124.441 lembar saham, masing-masing dengan nilai nominal Rp250,00
Rp2.67 trillion comprising 10,685,124,441 shares, each with a par value of Rp250.00

Kode Saham Stock Code

CMPP

Tanggal Pendirian Date of Establishment

- 25 Juli 1989 | PT Centris Multipersada Pratama
- 29 Desember 2017 | PT AirAsia Indonesia Tbk
- July 25, 1989 | PT Centris Multipersada Pratama
- December 29, 2017 | PT AirAsia Indonesia Tbk

Dasar Hukum Pendirian Legal Basis of Establishment

Akta Pendirian No. 61 tanggal 25 Juli 1989, yang dibuat di hadapan Muchlis Munir, S.H., Notaris di Jakarta, yang telah memperoleh pengesahan dari Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. C2-4016-HT.01.01.TH.91 tanggal 21 Agustus 1991 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 44, Tambahan No. 2460 tanggal 2 Juni 1992 dan perubahan nama menjadi Perseroan Terbatas "PT AirAsia Indonesia Tbk" berdasarkan Akta No. 81 tanggal 29 Desember 2017 yang dibuat di hadapan Liestiani Wang S.H., M.Kn., Notaris di Kota Administrasi Jakarta Selatan, yang telah memperoleh persetujuan dari Menteri Hukum dan HAM Republik Indonesia dengan Surat Keputusan No. AHU-0027936.AH.01.02 TAHUN 2017 tanggal 29 Desember 2017.

The Deed of Establishment No. 61 dated July 25, 1989, drawn up before Muchlis Munir, S.H., Notary in Jakarta, and ratified by the Minister of Justice of the Republic of Indonesia through Decree No. C2-4016-HT.01.01.Th.91 dated August 21, 1991, and published in the State Gazette of the Republic of Indonesia No. 44, Supplement No. 2460, dated June 2, 1992 as well as the change of the Company's name to "PT AirAsia Indonesia Tbk" based on Deed No. 81 dated December 29, 2017, drawn up before Liestiani Wang, S.H., M.Kn., Notary in South Jakarta Administrative City, which has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-0027936.AH.01.02 TAHUN 2017, dated December 29, 2017.

Informasi Perubahan Nama Information on Name Changes

Sejak berdiri hingga akhir tahun 2025, Perseroan telah mengalami beberapa kali perubahan nama. Informasi lebih rinci mengenai perubahan nama Perseroan telah dimuat pada pembahasan Keterangan Perubahan Nama pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Since its establishment until the end of 2025, the Company has undergone several name changes. Detailed information regarding the name changes of the Company can be found in the discussion regarding Information on Name Changes in the Company Profile Chapter of this Annual Report and Sustainability Report.

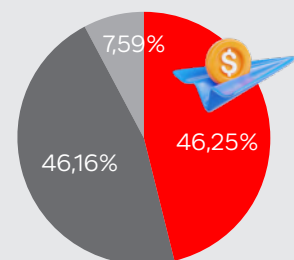
Tanggal Pencatatan Saham di Bursa Efek Indonesia Share Listing Date in the Indonesia Stock Exchange

8 Desember 1994
December 8, 1994

Entitas Anak Usaha Subsidiaries

- PT Indonesia AirAsia: 57,25% (Kepemilikan Langsung | Direct Ownership)
- PT Garda Tawang Reksa Indonesia: 38,36% (Kepemilikan Tidak Langsung | Indirect Ownership)

Kepemilikan Saham Share Ownership



- AirAsia Aviation Group Limited: 46,25%
- PT Fersindo Nusaperkasa: 46,16%
- Masyarakat | Public: 7,59%



Skala Usaha

Scale of Business

Pendapatan Usaha
Operating Revenue **Rp 7,874** triliun trillion

Laba (Rugi) Usaha
Operating Profit (Loss) **Rp 644** triliun trillion

Jumlah Aset
Total Assets **Rp 5,054** triliun trillion

Jumlah Liabilitas
Total Liabilities **Rp 15,786** triliun trillion

Kantor Pusat
Head Office **1** Kantor Office

Kantor Perwakilan Penjualan
Representative Office **17** Kantor Offices

Jumlah Karyawan
Total Employees **1.163** Orang People

Jumlah Armada Total Fleets

28 Airbus A320-200

Jumlah Rute Penerbangan Number of Flight Routes

11 → Domestik
Domestic

23 → Internasional
International

34 → Total Rute Penerbangan
Total Flight Routes

Alamat Kantor Pusat Head Office Address

AirAsia RedHouse

Jl. Marsekal Suryadharma (M1) No.1
Kel. Selapajang Jaya
Kec. Neglasari, Kota Tangerang
Banten 15127

☎ 021 29850888

✉ iaa_corporatesecretary@airasia.com

Kontak Perseroan Number of Flight Routes

🌐 ir.aaid.co.id

📷 @flyairasia

📺 @flyairasia.id

✂ @airasia_indo

📞 @FlyAirAsia

📺 AirAsia



Riwayat Singkat Perseroan

Brief History of the Company

Perseroan didirikan pertama kali dengan nama PT Centris Multipersada Pratama pada tanggal 25 Juli 1989. Pendirian tersebut ditetapkan berdasarkan Akta Pendirian No. 61 tanggal 25 Juli 1989, yang diperbaiki dan diubah dengan Akta Perubahan No. 3 tanggal 2 September 1989, Akta Perubahan Nomor 1 tanggal 3 Oktober 1990, dan Akta Perubahan No. 4 tanggal 4 Februari 1991, yang seluruhnya dibuat di hadapan Muchlis Munir, S.H., Notaris di Jakarta, yang telah memperoleh pengesahan dari Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. C2-4016.HT.01.01.TH.91 tanggal 21 Agustus 1991 dan diumumkan dalam Berita Negara Republik Indonesia No. 44, Tambahan No. 2460 tanggal 2 Juni 1992.

PT Centris Multipersada Pratama melakukan Penawaran Umum Perdana Saham atau *Initial Public Offering* (IPO) di Bursa Efek Indonesia yang melepas 37,04% saham kepada publik dengan kode saham CMPP pada 8 Desember 1994. Selanjutnya, PT Centris Multipersada Pratama Tbk melakukan perubahan nama menjadi PT Rimau Multi Putra Pratama Tbk pada 20 Juni 2014 sekaligus diiringi dengan pergantian kegiatan usaha utama yang dijalankan.

Di tahun 2017, Perseroan kembali melakukan *right issue* sebesar Rp3,4 triliun dari PT Rimau Multi Putra Pratama Tbk yang kemudian dibeli oleh PT Fersindo Nusaperkasa dan AirAsia Investment Ltd., selaku pemegang saham pengendali Perseroan. Melalui aksi korporasi ini, Perseroan mengalami perubahan nama menjadi PT AirAsia Indonesia Tbk pada 29 Desember 2017 dan mengubah arah kegiatan bisnis Perseroan. Pada 29 Desember 2017, Perseroan secara resmi menjadi entitas induk dari IAA yang menjalankan kegiatan usaha di bidang usaha penerbangan komersial berjadwal.

Perseroan yang menjalankan kegiatan usaha jasa penerbangan melalui entitas anaknya memiliki 1 (satu) Kantor Pusat dan 17 (tujuh belas) kantor perwakilan penjualan yang tersebar di 13 kota besar di Indonesia. Hal tersebut juga merupakan wujud komitmen Perseroan untuk memberikan pelayanan memuaskan kepada seluruh pelanggan dan para mitra.

The Company was first established under the name of PT Centris Multipersada Pratama on July 25, 1989. The establishment was legalized based on Deed of Establishment No. 61 dated July 25, 1989, which was later ratified and amended based on Deed of Amendment No. 3 dated September 2, 1989, Deed of Amendment No. 1 dated October 3, 1990, and Deed of Amendment No. 4 dated February 4, 1991, these amendments were drawn up before Muchlis Munir, S.H., Notary in Jakarta, and ratified by the Minister of Justice of the Republic of Indonesia under Decree No. C2-4016.HT.01.01.TH.91 dated August 21, 1991 and announced in the State Gazette of the Republic of Indonesia No. 44, Supplement No. 2460 dated June 2, 1992.

PT Centris Multipersada Pratama conducted Initial Public Offering (IPO) on the Indonesia Stock Exchange and listed 37.04% of its shares to the public under the stock code CMPP on December 8, 1994. Thereafter, PT Centris Multipersada Pratama Tbk changed its name into PT Rimau Multi Putra Pratama Tbk on June 20, 2014, along with a shift in its primary business activities.

In 2017, the Company carried out another right issue of Rp3.4 trillion from PT Rimau Multi Putra Pratama Tbk which was then purchased by PT Fersindo Nusaperkasa and AirAsia Investment Ltd. as the Company's controlling shareholders. Through this corporate action, the Company changed its name into PT AirAsia Indonesia Tbk on December 29, 2017 and changed the course of its business activities. On December 29, 2017, the Company officially became the parent entity of IAA which operates scheduled commercial airline services.

As a company that engages in airline services through its subsidiaries, the Company has 1 (one) Head Office and 17 (seventeen) AirAsia Travel Service Centers spread across 13 major cities in Indonesia. This presence proves the Company's commitment in providing satisfactory services to all its customers and business partners.



Sejak pertama kali didirikan hingga akhir tahun 2025, Perseroan telah mengalami beberapa kali perubahan Anggaran Dasar. Anggaran Dasar Perseroan terakhir telah disahkan berdasarkan Akta No. 90 tanggal 16 November 2023 yang dibuat di hadapan Jose Dima Satria, S.H., M.Kn., Notaris di Kota Administrasi Jakarta Selatan, tentang perubahan maksud dan tujuan Perseroan (Penyesuaian KBLI 2020) dan perubahan pengurus Perseroan. Perubahan Anggaran Dasar tersebut telah memperoleh persetujuan dari Menteri Hukum dan HAM Republik Indonesia dengan Surat Keputusan No. AHU-0071304.AH.01.02.TAHUN 2023 tanggal 17 November 2023.

Since its establishment until the end of 2025, the Company has amended its Articles of Association several times. The latest amendment was ratified based on Deed No. 90 dated November 16, 2023 drawn up before Jose Dima Satria, S.H., M.Kn., Notary in South Jakarta Administrative City, regarding changes to the Company's purposes and objectives (aligned with KBLI 2020) and changes to the Company's management. The amendment has obtained approval from the Minister of Justice and Human Rights of the Republic of Indonesia through Decree No. AHU-0071304.AH.01.02.TAHUN 2023 dated November 17, 2023.

Keterangan Perubahan Nama

Information on Name Changes

Sejak berdiri, Perseroan telah melalui beberapa perubahan identitas perusahaan. Perseroan memulai operasinya sebagai PT Centris Multipersada Pratama. Pada 8 Desember 1994, Perseroan bertransformasi menjadi perusahaan publik dengan nama PT Centris Multipersada Pratama Tbk. Kemudian, pada 20 Juni 2014, Perseroan menetapkan perubahan nama menjadi PT Rimau Multi Pratama Tbk. Selanjutnya, pada 29 Desember 2017, Perseroan secara resmi melakukan perubahan nama menjadi PT AirAsia Indonesia Tbk. Perubahan tersebut efektif berlaku pada 29 Desember 2017 yang ditetapkan berdasarkan Akta No. 81 tanggal 29 Desember 2017 yang dibuat di hadapan Liestiani Wang S.H., M.Kn., Notaris di Kota Administrasi Jakarta Selatan, yang telah memperoleh persetujuan dari Menteri Hukum dan HAM Republik Indonesia dengan Surat Keputusan No. AHU-0027936.AH.01.02.TAHUN 2017 tanggal 29 Desember 2017.

Since its establishment, the Company's corporate identity has changed several times. The Company began its operations as PT Centris Multipersada Pratama. On December 8, 1994, the Company transformed into a public company under the name PT Centris Multipersada Pratama Tbk. Then, on June 20, 2014, the Company decided to change its name to PT Rimau Multi Pratama Tbk. Subsequently, on December 29, 2017, the Company officially changed its name to PT AirAsia Indonesia Tbk. The change took effect on December 29, 2017, as stipulated in Deed No. 81 dated December 29, 2017, drawn up before Liestiani Wang S.H., M.Kn., Notary in South Jakarta Administrative City, which has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-0027936.AH.01.02.TAHUN 2017 dated December 29, 2017.

Jejak Langkah

Milestones

2017

November November

- Perkuat konektivitas dari Sumatera, IAA meluncurkan tiga rute baru.
- IAA meluncurkan layanan Wifi dalam Penerbangan Berbiaya Hemat Pertama di Indonesia.
- IAA strengthened its connectivity from Sumatera by launching three new routes.
- IAA launched the first Wifi services for Low-Cost Carrier in Indonesia.

Desember December

- IAA menyambut pesawat Airbus A320 yang ke-23.
- IAA resmi menjadi Entitas Anak Perseroan.
- IAA welcomed its 23rd Airbus A320 aircraft.
- IAA officially became a subsidiary of the Company.

2018

Agustus August

- IAA tuntas audit keselamatan operasional IATA (IOSA).
- Kedatangan pesawat Ke-24 pada bulan Agustus 2018.
- IAA completed the IATA (IOSA) operational safety audit.
- IAA welcomed its 24th aircraft in August 2018.

Oktober October

Transfer 8 pesawat Airbus A320 dari Indonesia AirAsia X ke IAA pada bulan Oktober 2018.
Transfer of 8 Airbus A320 aircraft from Indonesia AirAsia X to IAA in October 2018.

2019

Januari January

Grup AirAsia meluncurkan tampilan baru pada situs web dan aplikasi serta *Chatbot* dengan *artificial intelligence*.
AirAsia Group launched a new theme on its website and application as well as artificial intelligence powered Chatbot.

Mei May

Menyambut pesawat Airbus A320 ke-25.
IAA welcomed its 25th Airbus A320 aircraft.

Agustus August

Penerbangan perdana Bali-Labuan Bajo.
Inaugural flight of Bali-Labuan Bajo.

September September

- Menyambut pesawat Airbus A320 ke-26.
- Menyambut pesawat Airbus A320 ke-27.
- IAA welcomed its 26th Airbus A320 aircraft.
- IAA welcomed its 27th Airbus A320 aircraft.



2023

Januari January

IAA sambut pesawat PK-AZQ.
IAA welcomed PK-AZQ aircraft.

April April

- IAA meresmikan peluncuran rute Jakarta-Phnom Penh.
- IAA resmi buka rute Jakarta-Lampung.
- IAA inaugurated the launching of Jakarta-Phnom Penh flight route.
- IAA officially launched Jakarta-Lampung flight route.

Juni June

- Perkuat konektivitas di ASEAN, IAA resmi buka rute baru Jakarta-Ho Chi Minh, Vietnam.
- Penerbangan perdana IAA rute Jakarta-Perth lepas landas.
- IAA rayakan penerbangan perdana dari Jakarta ke Kuching.
- Inaugural Jakarta-Labuan Bajo.
- IAA strengthened its connectivity in ASEAN by launching a new route of Jakarta-Ho Chi Minh, Vietnam.
- Inaugural flight of IAA's Jakarta-Perth route.
- IAA celebrated its inaugural flight from Jakarta to Kuching.
- Inaugural flight of Jakarta-Labuan Bajo.

Agustus August

- IAA meluncurkan Komite Diversity, Equity, and Inclusion (DEI) Indonesia.
- Rute Surabaya-Labuan Bajo resmi mengudara! IAA hubungkan pintu gerbang internasional Jawa Timur dengan Destinasi Super Prioritas.
- IAA launched the Diversity, Equity, and Inclusion (DEI) Committee.
- Surabaya-Labuan Bajo route is officially on the air! IAA connected East Asia's international gateway through Super Priority Destinations.

Oktober October

- Penerbangan perdana Banjarmasin-Bali.
- IAA resmi menjadi maskapai pertama yang melayani rute Denpasar dari Bandara Internasional Kertajati.
- IAA launched the Diversity, Equity, and Inclusion (DEI) Committee.
- Inaugural flight of Banjarmasin-Bali.
- IAA officially became the first airline to serve Denpasar – Kertajati International Airport route.

Desember December

- IAA resmi beroperasi hubungkan Denpasar dan Kupang. Permudah konektivitas lewat jalur udara.
- IAA officially connected Denpasar and Kupang. Simplifying connectivity by air.



2020

Oktober
October

- Penerbangan Perdana Jakarta-Belitung dan Kuala Lumpur-Belitung.
- Peluncuran rute baru ke Lombok dari Surabaya dan Yogyakarta.
- Inaugural Flight of Jakarta-Belitung and Kuala Lumpur-Belitung.
- IAA launched a new route to Lombok from Surabaya and Yogyakarta.

Desember
December

Menyambut pesawat Airbus A320 ke-28.
IAA welcomed its 28th Airbus A320 aircraft.

Maret
March

- Re-opening rute Jakarta-Medan.
- Perpindahan Bandara JOG menjadi YIA.
- Re-opening of Jakarta-Medan route.
- Transfer of JOG Airport to YIA.

Juni
June

- Reinstatement after hibernation (CGK-DPS, CGK-KNO, SUB-KUL, KNO-KUL).
- Reinstating and adding frequencies (CGK-DPS, CGK-SUB, CGK-LOP, CGK-KNO, CGK-YIA).

Juli
July

Reinstating 3 routes: YIA-KNO, SUB-DPS, CGK-SRG.

November
November

Peluncuran AirAsia Unlimited Pass untuk terbang sepuasnya jelajahi Indonesia.
The launch of AirAsia Unlimited Pass to provide unlimited flights across Indonesia.

Desember
December

IAA mengoperasikan kembali rute Bali-Labuan Bajo dan Jakarta-Semarang mulai Januari.
IAA re-operated Bali-Labuan Bajo and Jakarta-Semarang routes in January.

2021

November
November

IAA operasikan 9 rute domestik di Desember dan gratis jatah bagasi 20 kg.
IAA operated 9 domestic routes in December with a free baggage limit of 20 kg.

2022

Juli
July

Penerbangan Perdana Denpasar-Kualanamu. Inaugural Flight of Denpasar-Kualanamu.

2024

Januari
January

IAA mengawali tahun 2024 dengan meluncurkan rute penerbangan Bali-Lampung.
IAA started 2024 by launching a new flight route of Bali-Lampung.

Februari
February

Kembali membuka rute baru, IAA terbang perdana Jakarta-Kota Kinabalu.
IAA launched another route with its inaugural flight of Jakarta-Kota Kinabalu.

Agustus
August

IAA memperluas jangkauan penerbangan dengan membuka empat rute baru, yaitu Jakarta-Bandar Seri Begawan, Bali-Phuket, Bali-Kota Kinabalu, serta Bali-Cairns.
IAA expanded its flight coverage by launching four new routes, including Jakarta-Bandar Seri Begawan, Bali-Phuket, Bali-Kota Kinabalu, and Bali-Cairns.

Oktober
October

IAA resmi melayani rute penerbangan langsung Bali-Hong Kong dan Jakarta-Hong Kong.
IAA officially serves direct flight routes from Bali-Hong Kong and Jakarta-Hong Kong.

2025

Maret
March

- Penerbangan Perdana rute Bali - Darwin.
- Inaugural Flight of Bali-Darwin.

Juni
June

- Penerbangan Perdana rute Bali - Adelaide.
- Inaugural Flight of Bali-Adelaide.

Juli
July

- Penerbangan Perdana rute Jakarta - Manado.
- Inaugural Flight of Jakarta-Manado.

Oktober
October

- Penerbangan Perdana rute Surabaya - Balikpapan.
- Penerbangan Perdana rute Balikpapan - Tarakan.
- Penerbangan Perdana rute Balikpapan - Berau.
- Penerbangan Perdana rute Surabaya - Bangkok (Don Mueang).
- Inaugural Flight of Surabaya - Balikpapan.
- Inaugural Flight of Balikpapan - Tarakan.
- Inaugural Flight of Balikpapan - Berau.
- Inaugural Flight of Surabaya - Bangkok (Don Mueang).



Visi, Misi, dan Budaya Perseroan

Vision, Mission, and Corporate Culture



Visi
Vision

Mengembangkan IAA agar menjadi maskapai berbiaya hemat terbesar di Indonesia dan memberikan layanan yang terbaik kepada masyarakat Indonesia dengan menyediakan konektivitas dengan biaya yang terjangkau.

To grow IAA as Indonesia's largest low-cost carrier and to provide the best service possible to Indonesian customers by enabling cost-efficient connectivity.



> **Menjadi Penyedia Lapangan Pekerjaan Terbaik**
Best Employer

Kami bertekad untuk menjadi Perseroan terbaik yang memperlakukan karyawan sebagai bagian dari keluarga.

Dedicated to be the employer of choice where employees are recognized as family.

> **Konsisten Dalam Memberikan Harga Terjangkau**
Consistently Affordable

Kami berkomitmen untuk memberikan layanan penerbangan dengan harga yang terjangkau sehingga semua orang bisa terbang dengan AirAsia.

We are committed to consistently offer affordable fares for everyone to fly with AirAsia.

> **Menjadi Brand ASEAN yang Diakui Secara Global**
Globally Recognized ASEAN Brand

Sebagai bagian dari Grup AirAsia, kami memiliki visi untuk berperan serta dalam menjadikan Perseroan sebagai perusahaan yang diakui secara global.

As part of AirAsia Group, we contribute to positioning the Company as a globally renowned company.

> **Memastikan Kualitas Layanan dan Produk**
Service and Product Quality Guaranteed

Kami memastikan bahwa seluruh produk yang ditawarkan memiliki kualitas tertinggi dan kami akan terus berinovasi untuk meningkatkan efisiensi dan di saat yang sama terus meningkatkan kualitas layanan.

We ensure to always provide only the best quality products and we will tirelessly innovate and strive for better efficiency, better services.



Misi
Mission



Nilai-nilai Perusahaan

Corporate Values

Perseroan berusaha untuk menciptakan *brand* yang memiliki nilai yang dapat dijadikan sebagai citra Perseroan. Nilai dan budaya Perseroan juga menggambarkan pelayanan yang Perseroan berikan kepada para pelanggan.

The Company strives to create a brand of value as its image. These values and culture also defines the Company's services to its customers.



Bidang Usaha

Line of Business

Berdasarkan Pasal 3 Anggaran Dasar Perseroan terakhir yang disahkan melalui Akta Pernyataan Keputusan Rapat Perubahan Anggaran Dasar Perseroan No. 90 tanggal 16 November 2023, Perseroan beroperasi pada aktivitas kantor pusat dan konsultasi manajemen. Untuk mencapai maksud dan tujuan tersebut, Perseroan dapat melaksanakan kegiatan usaha sebagai berikut:

1. Kegiatan Usaha Utama Perseroan adalah aktivitas konsultasi manajemen lainnya.
2. Kegiatan Usaha Penunjang Perseroan adalah untuk melakukan kegiatan usaha yang menunjang jasa konsultasi bisnis dan manajemen, serta perdagangan umum sepanjang diperbolehkan oleh peraturan perundang-undangan yang berlaku.

Perseroan menjalankan kegiatan usaha melalui entitas anaknya, IAA, sebagai perusahaan yang bergerak pada bidang usaha penerbangan komersial berjadwal.

Produk dan Layanan

Produk dan layanan yang diberikan Perseroan melalui entitas anak dan grup usahanya, meliputi:

Based on Article 3 of the latest Articles of Association of the Company, which was ratified through the Deed of Statement of Meeting Resolutions on Amendments to the Articles of Association No. 90 dated November 16, 2023, the Company operates in headquarters activities and management consulting services. To achieve these purposes and objectives, the Company may conduct the following business activities:

1. The Company's Main Business Activities are other management consulting activities.
2. The Company's Supporting Business Activities are to carry out business activities that support business and management consulting services, as well as general trading, as long as permitted by the prevailing laws and regulations.

The Company carries out business activities through its subsidiary, IAA, as a company engaged in the scheduled commercial flights business sector.

Products and Services

Products and services provided by the Company through its subsidiary and group entity, include:

The infographic displays ten product and service categories in red rounded rectangles, each with an icon and text in Indonesian and English:

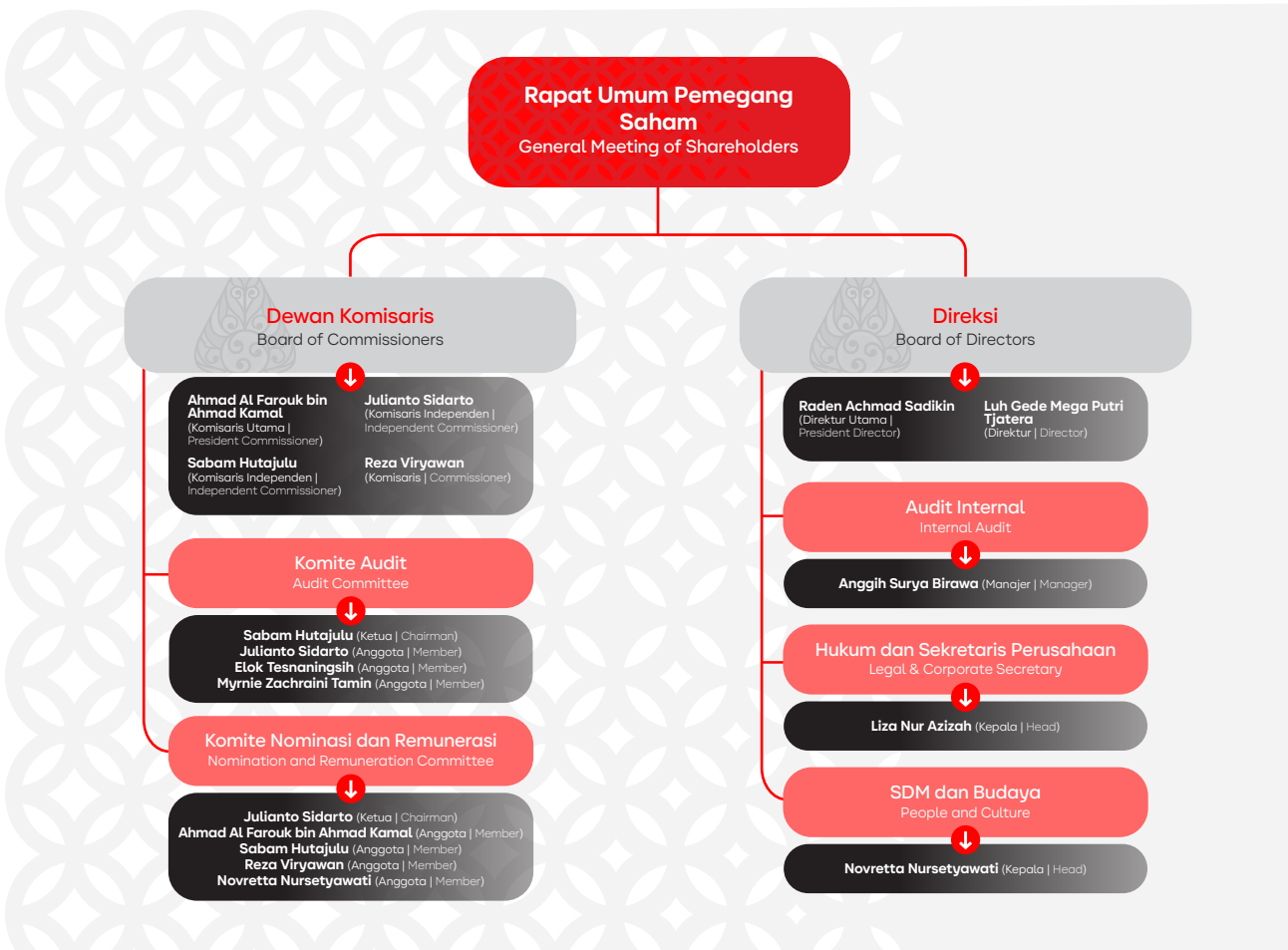
- Angkutan Udara Niaga Berjadwal untuk Penumpang dan Kargo** / **Scheduled Commercial Airlines for Passengers and Cargo** (Icon: Airplane)
- Pilih Kursi** / **Pick-a-Seat** (Icon: Airplane seats)
- Bagasi** / **Baggage** (Icon: Suitcase)
- Tune Protect Travel AirAsia** (Icon: AirAsia logo)
- Makanan dalam Pesawat** / **Inflight Meals** (Icon: Food tray)
- Jasa Kebandarudaraan** / **Airport Services** (Icon: Airport terminal)
- Value Pack & Premium Flex** (Icon: Suitcase)
- Produk Kebandarudaraan yang Relevan Lainnya** / **Other Relevant Airport Products** (Icon: Airport equipment)

Struktur Organisasi

Organizational Structure

Struktur organisasi Perseroan per 31 Desember 2025 dapat dilihat sebagai berikut:

The Company's organizational structure as of December 31, 2025 is as follows:



Daftar Keanggotaan Asosiasi

Membership in Association

| Nama Asosiasi Association Name | Status Keanggotaan Membership Status |
|---|---|
| Asosiasi Emiten Indonesia (AEI) Indonesian Public Listed Companies Association (AEI) | Anggota Aktif / Active Member |
| ASEAN Tourism Association (ASEANTA) | Anggota Aktif / Active Member |
| Gabungan Industri Pariwisata Indonesia (GIPI) Indonesian Tourism Industry Association (GIPI) | Anggota Aktif / Active Member |
| Indonesia National Air Carriers Association (INACA) | Anggota Aktif / Active Member |
| Indonesia Corporate Secretary Association (ICSA) | Anggota Aktif / Active Member |
| Indonesian Corporate Counsel Association (ICCA) | Anggota Aktif / Active Member |

Profil Dewan Komisaris

Board of Commissioners Profile



Reza Viryawan

Komisaris
Commissioner

**Ahmad Al Farouk
Bin Ahmad Kamal**

Komisaris Utama
President Commissioner

Sabam Hutajulu

Komisaris Independen
Independent Commissioner

Julianto Sidarto

Komisaris Independen
Independent Commissioner

Ahmad Al Farouk bin Ahmad Kamal

Komisaris Utama
 President Commissioner



Kewarganegaraan
 Citizenship

Malaysia
 Malaysian

Domisili
 Domicile

Malaysia

Usia
 Age

45 tahun
 45 years old

Dasar Hukum Penunjukan
Legal Basis of Appointment

Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024
 Resolution of the Extraordinary General Meeting of Shareholders dated August 20, 2024

Riwayat Pendidikan
Educational Background

- *Master of Science in Finance and Economics* dari London School of Economics and Political Science (2003-2004)
- *Bachelor of Science in Economics* dari London School of Economics and Political Science (2000-2003)
- *Master of Science in Finance and Economics* from London School of Economics and Political Science (2003-2004)
- *Bachelor of Science in Economics* from School of Economics and Political Science (2000-2003)

Sertifikasi yang Dimiliki
Certification

-

Riwayat Pekerjaan
Work Experience

Berpengalaman selama lebih dari 15 tahun di bidang perbankan investasi, keuangan korporasi, riset dan perdagangan ekuitas di beberapa perusahaan, seperti:

- *Chief Executive Officer* di Urusharta Jamaah (2023)
- *Chief Investment Officer* di Urusharta Jamaah (2019-2023)
- *Vice President* di Deutsche Bank (2013-2018)
- *Vice President* di J.P. Morgan (2008-2013)
- *Analyst* di Credit Suisse (2005-2008)

He has over 15 years of experience in investment banking, corporate finance, equities research and trading, working in several institutions, including:

- *Chief Executive Officer* at Urusharta Jamaah (2023)
- *Chief Investment Officer* at Urusharta Jamaah (2019-2023)
- *Vice President* at Deutsche Bank (2013-2018)
- *Vice President* at J.P. Morgan (2008-2013)
- *Analyst* at Credit Suisse (2005-2008)

Rangkap Jabatan
Concurrent Position

Deputi Group CEO di AirAsia Aviation Group Limited* (2024-2025)
 Deputy Group CEO at AirAsia Aviation Group Limited* (2024-2025)

Hubungan Afiliasi
Affiliated Relationship

Memiliki hubungan afiliasi sebagai Deputi Group CEO di AirAsia Aviation Group Limited* selaku Pemegang Saham Pengendali Perseroan.

He has an affiliated relationship as Deputy Group CEO of AirAsia Aviation Group Limited*, the Controlling Shareholder of the Company.

Kepemilikan Saham
Share Ownership

Tidak ada
 None

* Posisi per 31 Desember 2025 |
 Position as of December 31, 2025

Sabam Hutajulu

Komisaris Independen
Independent Commissioner



Kewarganegaraan
Citizenship

Indonesia
Indonesian



Domisili
Domicile

Jakarta,
Indonesia



Usia
Age

67 tahun
67 years old



Dasar Hukum Penunjukan

Legal Basis of Appointment

Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022
Resolution of the Extraordinary General Meeting of Shareholders dated October 25, 2022

Riwayat Pendidikan

Educational Background

- *Ph.D in Accountancy* dari Weatherhead School of Management, Case Western Reserve University (CWRU), Cleveland, USA (2001)
- *Master of Accountancy* dari Weatherhead School of Management, Case Western Reserve University (CWRU), Cleveland, USA (1997)
- Sarjana Akuntansi dari Fakultas Ekonomi, Universitas Indonesia (1984)
- *Ph.D in Accountancy* from Weatherhead School of Management, Case Western Reserve University (CWRU), Cleveland, USA (2001)
- *Master of Accountancy* from Weatherhead School of Management, Case Western Reserve University (CWRU), Cleveland, USA (1997)
- Bachelor of Accounting from Faculty of Economics, the University of Indonesia (1984)

Sertifikasi yang Dimiliki

Certification

-

Riwayat Pekerjaan

Work Experience

Beliau memiliki spesialisasi di bidang BOD & *management coach* & mentor serta *coach & mentoring* klien pada isu-isu transformasi & restrukturisasi korporasi; manajemen risiko GRC & GCG; pemecahan masalah & pengambilan keputusan; berbagai masalah keuangan dan memberikan rekomendasi profesional pada orang-proses-eksekusi; peluang investasi, produk dan layanan. Beliau pernah menjabat di berbagai posisi penting, di antaranya:

- Komisaris Independen dan Ketua Komite Audit di IFG Life (2021-2023)
- Direktur Utama di PT Asuransi Jiwa Tugu Mandiri (2019-2020)
- *Chief Executive Officer* di PT Jardine Lloyd Thompson Indonesia (JLTI) (2017-2018)
- Presiden Direktur di PT Tugu Pratama Indonesia (General Insurance) (2015-2017)
- *Chief Financial Officer* di PT Elnusa Tbk (2011-2015)
- *Chairman of the Board* di PT Elnusa Petrofin Trading Company (2011-2012)
- *VP Finance & Administration* di Pertamina Energy Services Pte. Ltd., Singapore (2009-2011)
- *Senior Manager Treasury* di Pertamina Energy Services Pte. Ltd., Singapore (2007-2009)
- *Finance Internal Control Manager* di PT Pertamina (Persero) (2004-2007)
- Strategic Planning Manager di PT Pertamina (Persero) (2003-2004)
- *Assistant Manager for Finance Internal Control* di PT Pertamina (Persero) (2002-2003)
- Senior Auditor di Badan Pengawasan Keuangan dan Pembangunan (BPKP) (1985-1989)



His specialization is in the field of BOD & management coach & mentor and also coach & client mentoring on issues of corporate transformation & restructuring; GRC & GCG risk management; problem solving & decision making; various financial matters and provide professional recommendations on people-process-execution; investment opportunity, products and services. He has held several key positions, including:

- Independent Commissioner and Head of Audit Committee at IFG Life (2021-2023)
- President Director at PT Asuransi Jiwa Tugu Mandiri (2019-2020)
- Chief Executive Officer at PT Jardine Lloyd Thompson Indonesia (JLTI) (2017-2018)
- President Director at PT Tugu Pratama Indonesia (General Insurance) (2015-2017)
- Chief Financial Officer at PT Elnusa Tbk (2011-2015)
- Chairman of the Board at PT Elnusa Petrofin Trading Company (2011-2012)
- VP Finance & Administration at Pertamina Energy Services Pte. Ltd., Singapore (2009-2011)
- Senior Manager Treasury at Pertamina Energy Services Pte. Ltd., Singapore (2007-2009)
- Finance Internal Control Manager at PT Pertamina (Persero) (2004-2007)
- Strategic Planning Manager at PT Pertamina (Persero) (2003-2004)
- Assistant Manager for Finance Internal Control at PT Pertamina (Persero) (2002-2003)
- Senior Auditor at the Financial and Development Supervisory Agency (BPKP) (1985-1989)

**Rangkap Jabatan
Concurrent Position**

- *Head of Consultancy & Advisory* di Indonesia Senior Executives Association (ISEA) (2020-sekarang)
- Dosen di Magister Akuntansi, Fakultas Ekonomi dan Bisnis Universitas Indonesia dan Adjunct Faculty di Manipal GlobalNxt University, Kuala Lumpur (2005-sekarang)
- *Head of Consultancy & Advisory* at Indonesia Senior Executives Association (ISEA) (2020-present)
- Lecturer at the Master of Accounting, Faculty Economics and Business, University of Indonesia and Adjunct Faculty at Manipal GlobalNxt University, Kuala Lumpur (2005-present)

**Hubungan Afiliasi
Affiliated
Relationship**

Tidak ada
None

**Kepemilikan Saham
Share Ownership**

Tidak ada
None

Julianto Sidarto

Komisaris Independen
Independent Commissioner



Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Jakarta,
Indonesia

Usia
Age
64 tahun
64 years old

Dasar Hukum Penunjukan

Legal Basis of Appointment

Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 18 Maret 2025
Resolution of the Extraordinary General Meeting of Shareholders dated March 18, 2025

Riwayat Pendidikan

Educational Background

- *Master of Business Administration* dari University of California, Los Angeles (UCLA), Amerika Serikat (1988)
- *Master of Computer Science* dari The Johns Hopkins University, Amerika Serikat (1984)
- *Bachelor of Science in Electrical Engineering* dari The Johns Hopkins University, Amerika Serikat (1984)
- *Master of Business Administration* from University of California, Los Angeles (UCLA), United States of America (1988)
- *Master of Computer Science* from The Johns Hopkins University, United States of America (1984)
- *Bachelor of Science in Electrical Engineering* from The Johns Hopkins University, United States of America (1984)

Sertifikasi yang Dimiliki

Certification

SPPI *Basic Finance Certification*

Riwayat Pekerjaan

Work Experience

Memiliki pengalaman di bidang konsultan manajemen, teknologi, dan operasional. Beliau pernah menjabat di berbagai jabatan, antara lain:

- *Komisaris Independen* di PT XL Axiata Tbk (2018-2025)
- *Management Advisor* di Alterra (2020-2022)
- *Management Advisor* di Sleekr by Mekari (2018-2019)
- *Management Advisor* di PT GoTo Gojek Tokopedia Tbk (2017-2023)
- *Management Advisor* di PT Digital Alpha Indonesia (2015-2020)
- *Management Advisor* di Kartuku (2015-2017)
- *Management Advisor* di PT Pelabuhan Indonesia II (2015-2016)
- Beberapa posisi dengan jabatan terakhir sebagai *Managing Director of Accenture Operations ASEAN* di Accenture (1988-2015)
- *Sales Executive* di PT Astra Graphia Tbk (1984-1986)

He has extensive experience in management, technology, and operational consultancy. He has held various positions, including:

- *Independent Commissioner* at PT XL Axiata Tbk (2018-2025)
- *Management Advisor* at Alterra (2020-2022)
- *Management Advisor* at Sleekr by Mekari (2018-2019)
- *Management Advisor* at PT GoTo Gojek Tokopedia Tbk (2017-2023)
- *Management Advisor* at PT Digital Alpha Indonesia (2015-2020)
- *Management Advisor* at Kartuku (2015-2017)
- *Management Advisor* at PT Pelabuhan Indonesia II (2015-2016)
- Held several positions, most recently as *Managing Director of Accenture Operations ASEAN* at Accenture (1988-2015)
- *Sales Executive* at PT Astra Graphia Tbk (1984-1986)


Rangkap Jabatan
Concurrent Position

- *Advisor* di Artificial Intelligence Institute for Progress (AIIP) (2024-sekarang)
 - *Advisory Board Member* di Resonance (2024-sekarang)
 - *Advisor Global Advisory Network* di Sweef Capital (2023-sekarang)
 - *Komisaris Independen* di Honest Financial Technologies (2022-sekarang)
 - *Management Advisor* di VIDA Digital Identity (2021-sekarang)
 - *Advisory Council* di Yayasan Cinta Anak Bangsa Foundation (2016-sekarang)
 - *Mentor* di Endeavor Indonesia (2016-sekarang)
 - *Anggota Komite Audit dan Management Advisor* di PT Aspirasi Hidup Indonesia Tbk (2016-sekarang)
 - *Management Advisor & Commissioner* di Alpha JWC Ventures (2015-sekarang)
 - *Management Advisor* di Gorry Gourmet Indonesia (2015-sekarang)
 - *Komisaris Independen* di Mediatrac Sistem Komunikasi (2015-sekarang)
-
- *Advisor* at Artificial Intelligence Institute for Progress (AIIP) (2024-present)
 - *Advisory Board Member* at Resonance (2024-present)
 - *Advisor Global Advisory Network* at Sweef Capital (2023-present)
 - *Independent Commissioner* at Honest Financial Technologies (2022-present)
 - *Management Advisor* at VIDA Digital Identity (2021-present)
 - *Advisory Council* at Yayasan Cinta Anak Bangsa Foundation (2016-present)
 - *Mentor* di Endeavor Indonesia (2016-present)
 - *Member of Audit Committee and Management Advisor* at PT Aspirasi Hidup Indonesia Tbk (2016-present)
 - *Management Advisor & Commissioner* at Alpha JWC Ventures (2015-present)
 - *Management Advisor* at Gorry Gourmet Indonesia (2015-present)
 - *Independent Commissioner* at Mediatrac Sistem Komunikasi (2015-present)

Hubungan Afiliasi
Affiliated Relationship

 Tidak ada
 None

Kepemilikan Saham
Share Ownership

 Tidak ada
 None

Reza Viryawan

Komisaris
Commissioner



Kewarganegaraan
Citizenship

Indonesia
Indonesian



Domisili
Domicile

Jakarta,
Indonesia



Usia
Age

51 tahun
51 years old

**Dasar Hukum
Penunjukan**
Legal Basis of
Appointment

Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022
Resolution of the Extraordinary General Meeting of Shareholders dated October 25, 2022

**Riwayat
Pendidikan**
Educational
Background

Sarjana Hukum dari Fakultas Hukum, Universitas Trisakti, Indonesia (2000)
Bachelor of Law from Faculty of Law, Trisakti University, Indonesia (2000)

**Sertifikasi yang
Dimiliki**
Certification

-

**Riwayat
Pekerjaan**
Work Experience

Beliau berpengalaman selama lebih dari 20 tahun di bidang *Legal Corporate* di beberapa perusahaan di Indonesia.
He has over 20 years of experience in Corporate Legal on a number of companies in Indonesia.

**Rangkap
Jabatan**
Concurrent
Position

- Direktur di PT Fersindo Nusaperkasa (2018-sekarang)
- Direktur di PT Rama Putera Investindo (2015-sekarang)
- Direktur di PT Grafika Media Solusindo (2015-sekarang)
- Director at PT Fersindo Nusaperkasa (2018-present)
- Director at PT Rama Putera Investindo (2015-present)
- Director at PT Grafika Media Solusindo (2015-present)

**Hubungan
Afiliasi**
Affiliated
Relationship

Memiliki hubungan afiliasi sebagai Direktur di PT Fersindo Nusaperkasa selaku Pemegang Saham Perseroan.
He has an affiliated relationship as Director of PT Fersindo Nusaperkasa, the Shareholder of the Company.

**Kepemilikan
Saham**
Share Ownership

Tidak ada
None

Profil Direksi

Board of Directors Profile



**Raden
Achmad Sadikin**

Direktur Utama
President Director

**Luh Gede Mega
Putri Tjatera**

Direktur
Director

Raden Achmad Sadikin

Direktur Utama
President Director



Kewarganegaraan
Citizenship

Indonesia
Indonesian

Domisili
Domicile

Jakarta,
Indonesia

Usia
Age

56 tahun
56 years old

Dasar Hukum Penunjukan
Legal Basis of Appointment

Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 25 Juni 2025
Resolution of the Annual General Meeting of Shareholders dated June 25, 2025

Riwayat Pendidikan
Educational Background

- Pendidikan Penerbangan dari Australian Aviation College, Parafield, Australia Selatan (1991-1992)
- Sarjana Biologi, Fakultas Matematika dan Ilmu Pengetahuan Alam dari Universitas Padjadjaran (1987-1991)
- Aviation Education from Australian Aviation College, Parafield, South Australia (1991-1992)
- Bachelor of Biology, Faculty of Mathematics and Natural Sciences, Padjadjaran University (1987-1991)

Sertifikasi yang Dimiliki
Certification

- *Company Aviation Safety Officer Training* dari Direktorat Jenderal Perhubungan Udara, Kementerian Perhubungan Republik Indonesia (2009)
- *Airline Transport Pilot License Training* dari Direktorat Jenderal Perhubungan Udara, Kementerian Perhubungan Republik Indonesia (1996)
- *Company Aviation Safety Officer Training* from the Directorate General of Civil Aviation, Ministry of Transportation of the Republic of Indonesia (2009)
- *Airline Transport Pilot License Training* from the Directorate General of Civil Aviation, Ministry of Transportation of the Republic of Indonesia (1996)

Riwayat Pekerjaan
Work Experience

- *Direktur Safety & Quality* di PT Indonesia AirAsia (2024-2025)
- *Direktur Corporate Safety* di PT Indonesia AirAsia (2018-2024)
- *Direktur Safety & Security* di PT Indonesia AirAsia (2013-2018)
- *Chief Flight Safety* di PT Indonesia AirAsia (2010-2013)
- *Kapten Pilot Airbus A320-200* di PT Indonesia AirAsia (2009-sekarang)
- *Flight Data Analyst Monitoring Team Supervisor* di PT Indonesia AirAsia (2008-2013)
- *Kapten Pilot Boeing 737-300* di PT Indonesia AirAsia (2006-2009)
- *First Officer Airbus A310-300 dan Airbus A300-600* di Air Paradise International (2004-2005)
- *Assistant Manager of Flight Crew Admin* di PT Merpati Nusantara Airlines (2002-2003)
- *Secretary General* di Pilots Association (1997-2003)
- *First Officer Fokker 28 dan Fokker 100 serta Kapten Fokker 27* di PT Merpati Nusantara Airlines (1992-2000)

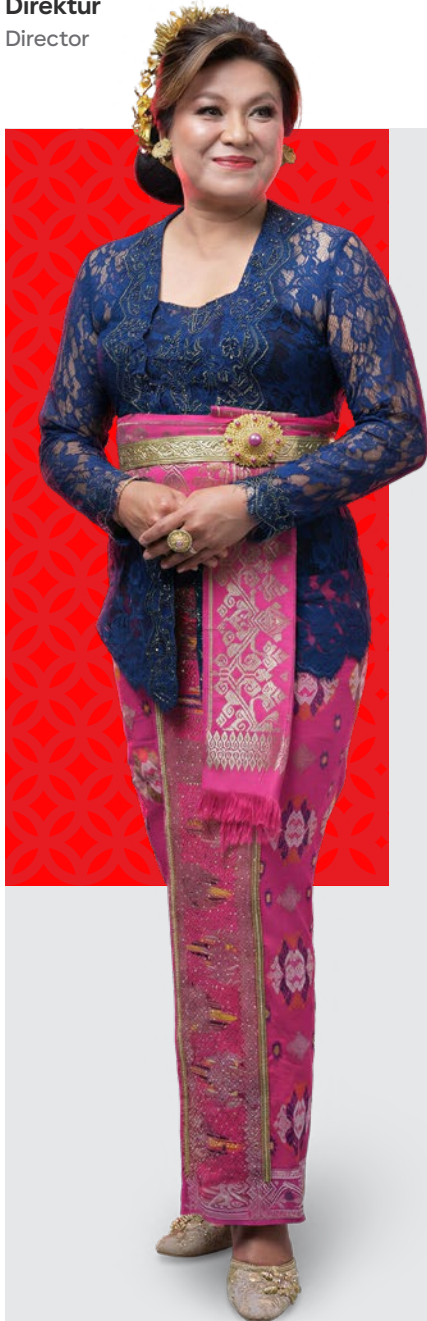


- Director of Safety & Quality at PT Indonesia AirAsia (2024-2025)
- Director of Corporate Safety at PT Indonesia AirAsia (2018-2024)
- Director of Safety & Security at PT Indonesia AirAsia (2013-2018)
- Chief Flight Safety at PT Indonesia AirAsia (2010-2013)
- Airbus A320-200 Pilot Captain at PT Indonesia AirAsia (2009-present)
- Flight Data Analyst Monitoring Team Supervisor at PT Indonesia AirAsia (2008-2013)
- Boeing 737-300 Pilot Captain at PT Indonesia AirAsia (2006-2009)
- First Officer of Airbus A310-300 and Airbus A300-600 at Air Paradise International (2004-2005)
- Assistant Manager of Flight Crew Admin at PT Merpati Nusantara Airlines (2002-2003)
- Secretary General at Pilots Association (1997-2003)
- First Officer of Fokker 28 and Fokker 100 as well as Fokker 27 Captain at PT Merpati Nusantara Airlines (1992-2000)

| | |
|--|---|
| Rangkap Jabatan Concurrent Position | Direktur Utama di PT Indonesia AirAsia (2025-sekarang) President Director at PT Indonesia AirAsia (2025-present) |
| Hubungan Afiliasi Affiliated Relationship | Tidak ada None |
| Kepemilikan Saham Share Ownership | Tidak ada None |

Luh Gede Mega Putri Tjatera

Direktur
Director



| | | |
|---|---|--|
|  Kewarganegaraan Citizenship |  Domisili Domicile |  Usia Age |
| Indonesia Indonesian | Bali, Indonesia | 47 tahun 47 years old |

| | |
|---|---|
| Dasar Hukum Penunjukan Legal Basis of Appointment | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Resolution of the Extraordinary General Meeting of Shareholders dated August 20, 2024 |
| Riwayat Pendidikan Educational Background | Sarjana Ekonomi dari Universitas Indonesia (1996) Bachelor of Economics from the Faculty of Economics, University of Indonesia (1996) |
| Sertifikasi yang Dimiliki Certification | Sertifikasi Akuntan Publik (2004) Public Accountant Certification (2004) |
| Riwayat Pekerjaan Work Experience | <p>Beliau memiliki pengalaman lebih dari 25 tahun di bidang keuangan, akuntansi, dan perpajakan. Beliau pernah menjabat di sejumlah posisi, seperti:</p> <ul style="list-style-type: none"> • <i>Senior Vice President of Finance</i> di Lazada Indonesia (2019-2024) • <i>Head of Finance</i> di PT Pacific World Nusantara (2016-2018) • <i>Chief Financial Officer</i> di Quiksilver SEA (2008-2015) • <i>Senior Manager Finance & Accounting</i> di PT Quiksilver Indonesia (2004-2008) • <i>Senior Auditor</i> di Kantor Akuntan Publik Drs. Hadi Sutanto & Rekan (PwC Indonesia) (2000-2003) <p>She has over 24 years of experience in finance, accounting, and taxation. She has held various positions, including:</p> <ul style="list-style-type: none"> • Senior Vice President of Finance at Lazada Indonesia (2019-2024) • Head of Finance at PT Pacific World Nusantara (2016-2018) • Chief Financial Officer at Quiksilver SEA (2008-2015) • Senior Manager Finance & Accounting at PT Quiksilver Indonesia (2004-2008) • Senior Auditor at Drs. Hadi Sutanto & Partners Public Accounting Firm (PwC Indonesia) (2000-2003) |
| Rangkap Jabatan Concurrent Position | Direktur Keuangan di PT Indonesia AirAsia (2024-sekarang) Director of Finance at PT Indonesia AirAsia (2024-present) |
| Hubungan Afiliasi Affiliated Relationship | Tidak ada None |
| Kepemilikan Saham Share Ownership | Tidak ada None |

Perubahan Komposisi Dewan Komisaris dan Direksi di Tahun Buku 2025

Changes to the Composition of the Board of Commissioners and Board of Directors in 2025 Financial Year

Pada tahun buku 2025, terdapat perubahan komposisi Dewan Komisaris dan Direksi Perseroan berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa tanggal 18 Maret 2025 dan RUPS Tahunan pada tanggal 25 Juni 2025. Adapun komposisi Dewan Komisaris dan Direksi di tahun buku 2025 adalah sebagai berikut:

In the 2025 financial year, the composition of the Board of Commissioners and the Board of Directors of the Company was changed based on the Resolution of the Extraordinary General Meeting of Shareholders (GMS) dated March 18, 2025 and the Annual GMS dated June 25, 2025. The composition of the Board of Commissioners and the Board of Directors in 2025 financial year is as follows:

Komposisi Dewan Komisaris dan Direksi Periode 1 Januari – 18 Maret 2025 Board of Commissioners and Board of Directors Composition on January 1 – March 18, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment |
|---|--|--|
| Dewan Komisaris Board of Commissioners | | |
| Ahmad Al Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Resolution of the Extraordinary General Meeting of Shareholders dated August 20, 2024 |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022 Resolution of the Extraordinary General Meeting of Shareholders dated October 25, 2022 |
| Reza Viryawan | Komisaris Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022 Resolution of the Extraordinary General Meeting of Shareholders dated October 25, 2022 |
| Direksi Board of Directors | | |
| Veranita Yosephine Sinaga | Direktur Utama President Director | Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 6 Juli 2022 Resolution of the Annual General Meeting of Shareholders dated July 6, 2022 |
| Luh Gede Mega Putri Tjatera | Direktur Director | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Resolution of the Extraordinary General Meeting of Shareholders dated August 20, 2024 |

Komposisi Dewan Komisaris dan Direksi Periode 18 Maret – 25 Juni 2025

Board of Commissioners and Board of Directors Composition on March 18 – June 25, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment |
|---|--|--|
| Dewan Komisaris Board of Commissioners | | |
| Ahmad Al Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Resolution of the Extraordinary General Meeting of Shareholders dated August 20, 2024 |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022 Resolution of the Extraordinary General Meeting of Shareholders dated October 25, 2022 |
| Julianto Sidarto | Komisaris Independen Independent Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 18 Maret 2025 Resolution of the Extraordinary General Meeting of Shareholders dated March 18, 2025 |
| Reza Viryawan | Komisaris Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022 Resolution of the Extraordinary General Meeting of Shareholders dated October 25, 2022 |
| Direksi Board of Directors | | |
| Veranita Yosephine Sinaga | Direktur Utama President Director | Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 6 Juli 2022 Resolution of the Annual General Meeting of Shareholders dated July 6, 2022 |
| Luh Gede Mega Putri Tjatera | Direktur Director | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Resolution of the Extraordinary General Meeting of Shareholders dated August 20, 2024 |

Komposisi Dewan Komisaris dan Direksi Periode 25 Juni – 31 Desember 2025

Board of Commissioners and Board of Directors Composition on June 25 – December 31, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment |
|---|--|--|
| Dewan Komisaris Board of Commissioners | | |
| Ahmad Al Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Resolution of the Extraordinary General Meeting of Shareholders dated August 20, 2024 |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022 Resolution of the Extraordinary General Meeting of Shareholders dated October 25, 2022 |
| Julianto Sidarto | Komisaris Independen Independent Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 18 Maret 2025 Resolution of the Extraordinary General Meeting of Shareholders dated March 18, 2025 |
| Reza Viryawan | Komisaris Commissioner | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 25 Oktober 2022 Resolution of the Extraordinary General Meeting of Shareholders dated October 25, 2022 |

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment |
|---------------------------------------|--------------------------------------|---|
| Direksi Board of Directors | | |
| Raden Achmad Sadikin | Direktur Utama President Director | Keputusan Rapat Umum Pemegang Saham Tahunan tanggal 25 Juni 2025 Resolution of the Annual General Meeting of Shareholders dated June 25, 2025 |
| Luh Gede Mega Putri Tjatera | Direktur Director | Keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 20 Agustus 2024 Resolution of the Extraordinary General Meeting of Shareholders dated August 20, 2024 |

Perubahan Komposisi Dewan Komisaris dan Direksi Setelah Tahun Buku 2025

Changes to the Composition of the Board of Commissioners and Board of Directors After the 2025 Financial Year

Setelah tahun buku 2025 berakhir hingga penyampaian laporan ini, tidak terdapat perubahan komposisi Dewan Komisaris dan Direksi Perseroan.

After the end of the 2025 financial year until the submission of this report, there have been no changes in the composition of the Company's Board of Commissioners and the Board of Directors.



Aspek Ketenagakerjaan [2-7]

Employment Aspects

Perseroan memandang sumber daya manusia (SDM) sebagai fondasi utama keberhasilan bisnis sekaligus aset berharga yang memerlukan perhatian dan pengelolaan berkelanjutan. Fokus tersebut diwujudkan melalui dua aspek utama, yaitu pengembangan kompetensi dan peningkatan kesejahteraan karyawan, yang berjalan beriringan dalam menciptakan nilai jangka panjang bagi perusahaan dan seluruh pemangku kepentingan.

Perseroan meyakini bahwa upaya ini juga berkontribusi terhadap pencapaian Tujuan Pembangunan Berkelanjutan (TPB) Nomor 8 Pertumbuhan Ekonomi dan Pekerjaan yang Layak, dengan menciptakan lingkungan kerja yang mendorong produktivitas, kreativitas, serta peluang pengembangan karier.

Melalui berbagai program pengembangan kapasitas dan pelatihan, Allstars dibekali dengan keahlian dan wawasan yang relevan untuk menghadapi dinamika industri penerbangan yang terus berkembang. Selain peningkatan kemampuan individu, Perseroan juga berkomitmen menciptakan lingkungan kerja yang aman, sehat, dan suportif, sehingga setiap karyawan dapat mencapai performa terbaiknya.

Dengan tekad untuk menjadi perusahaan penyedia lapangan kerja terbaik, Perseroan menempatkan karyawan sebagai bagian dari keluarga besar Perseroan. Pendekatan ini memperkuat budaya kebersamaan, loyalitas, dan profesionalisme yang menjadi landasan keberlanjutan bisnis. Didukung oleh kehadiran Grup AirAsia yang beroperasi lintas negara, Perseroan terus beradaptasi terhadap kebutuhan tenaga kerja global dengan menumbuhkan SDM yang unggul, berintegritas, dan kompeten untuk mewujudkan tujuan jangka panjang perusahaan.

Selain itu, keberagaman juga menjadi kekuatan yang melekat dalam budaya kerja Perseroan. Perseroan membuka kesempatan yang setara bagi seluruh individu tanpa membedakan gender, usia, latar belakang, atau keyakinan. Kebijakan *diversity and inclusion* diterapkan di seluruh lini organisasi untuk memastikan bahwa setiap karyawan memiliki kesempatan yang sama dalam pengembangan karir dan kepemimpinan. Pemantauan data demografi tenaga kerja dilakukan secara berkala untuk memastikan representasi yang adil dan mendukung peningkatan kapasitas sumber daya manusia secara berkelanjutan.

The Company regards human resources (HR) as the main foundation of business success as well as a valuable asset that requires continuous attention and management. This focus is realized through two main aspects, i.e., competency development and employee welfare improvement, which complement each other in creating long-term value for the Company and all stakeholders.

The Company believes that these efforts also contribute to the achievement of Sustainable Development Goal (SDG) Number 8, Decent Work and Economic Growth, by creating a work environment that encourages productivity, creativity, and career development opportunities.

Through various capacity building and training programs, Allstars are equipped with the relevant skills and insights to deal with the ever-evolving dynamics of the aviation industry. In addition to improving individual capabilities, the Company is also committed to creating a safe, healthy, and supportive work environment so that every employee can perform at their best.

With a commitment to be the best employer, the Company treats its employees as part of the Company's extended family. This approach fosters a culture of togetherness, loyalty, and professionalism, which is the foundation of business sustainability. Supported by the presence of the AirAsia Group, which operates across countries, the Company continues to adapt to global workforce needs by developing excellent, integrity-driven, and competent human resources to realize the Company's long-term goals.

In addition, diversity is also an inherent strength in the Company's work culture. The Company provides equal opportunities for all individuals regardless of gender, age, background, or beliefs. The diversity and inclusion policy is implemented across all lines of the organization to ensure that every employee has equal opportunities for career and leadership development. Employee demographic data is monitored regularly to ensure fair representation and support the continuous development of human resource capacity.

Demografi Karyawan [405-1]

Employee Demographics

Sampai dengan akhir tahun 2025, jumlah karyawan Perseroan adalah sebanyak 1.163 orang, mengalami penurunan sebesar 26,6% dibanding tahun 2024 yang berjumlah 1.585 orang. Adapun rincian demografi karyawan dalam 2 (dua) tahun terakhir adalah sebagai berikut:

As of the end of 2025, the Company had 1,163 employees, decreased by 26.6% compared to in 2024 which was 1,585 employees. Information regarding the Company's employee demographics over the past 2 (two) years can be seen as follows:

Komposisi Karyawan Berdasarkan Wilayah Operasional dan Jenis Kelamin Employee Composition Based on Operational Area and Gender

| Wilayah Operasional Operational Area | 2025 | | | 2024 | | |
|---|-------------------|---------------------|-----------------|-------------------|---------------------|-----------------|
| | Laki-laki Male | Perempuan Female | Jumlah Total | Laki-laki Male | Perempuan Female | Jumlah Total |
| Bali | 137 | 122 | 259 | 229 | 131 | 360 |
| Kantor Pusat – Tangerang Head Office - Tangerang | 200 | 118 | 318 | 254 | 153 | 407 |
| HUB – CGK | 274 | 155 | 429 | 416 | 158 | 574 |
| Kolkata | - | - | - | 1 | - | 1 |
| Lombok | 1 | - | 1 | 1 | - | 1 |
| Makassar - Ujung Pandang | 1 | - | 1 | 2 | - | 2 |
| Medan | 24 | 27 | 51 | 58 | 29 | 87 |
| New Delhi | - | - | - | 1 | - | 1 |
| Padang | 2 | - | 2 | 2 | - | 2 |
| Pekanbaru | 1 | - | 1 | 1 | - | 1 |
| Surabaya | 68 | 32 | 100 | 115 | 33 | 148 |
| Yogyakarta | 1 | - | 1 | 1 | - | 1 |
| Jumlah Total | 709 | 454 | 1.163 | 1.081 | 504 | 1.585 |

Komposisi Karyawan Berdasarkan Status Kepegawaian dan Jenis Kelamin Employee Composition Based on Employment Status and Gender

| Status Kepegawaian Employment Status | 2025 | | | 2024 | | |
|---|-------------------|---------------------|-----------------|-------------------|---------------------|-----------------|
| | Laki-laki Male | Perempuan Female | Jumlah Total | Laki-laki Male | Perempuan Female | Jumlah Total |
| Permanen Permanent | 627 | 326 | 953 | 969 | 349 | 1.318 |
| Kontrak Contract | 82 | 128 | 210 | 112 | 155 | 267 |
| Honorer Honorary | - | - | - | - | - | - |
| Jumlah Total | 709 | 454 | 1.163 | 1.081 | 504 | 1.585 |

Komposisi Karyawan Berdasarkan Level Jabatan dan Jenis Kelamin

Employee Composition Based on Position and Gender

| Level Jabatan Position | 2025 | | | 2024 | | |
|---|-------------------|---------------------|-----------------|-------------------|---------------------|-----------------|
| | Laki-laki Male | Perempuan Female | Jumlah Total | Laki-laki Male | Perempuan Female | Jumlah Total |
| Dewan Komisaris, Direksi, dan Komite di bawah Dewan Komisaris Board of Commissioners, Board of Directors, and Committees under the Board of Commissioners | 8 | 4 | 12 | 7 | 4 | 11 |
| Manager | 185 | 21 | 206 | 186 | 21 | 207 |
| Supervisor | 192 | 48 | 240 | 293 | 62 | 355 |
| Executive | 143 | 109 | 252 | 168 | 120 | 288 |
| Officer | 181 | 272 | 453 | 427 | 297 | 724 |
| Jumlah Total | 709 | 454 | 1.163 | 1.081 | 504 | 1.585 |

Komposisi Karyawan Berdasarkan Usia dan Jenis Kelamin

Employee Composition Based on Age and Gender

| Usia Age | 2025 | | | 2024 | | |
|--------------------------------|-------------------|---------------------|-----------------|-------------------|---------------------|-----------------|
| | Laki-laki Male | Perempuan Female | Jumlah Total | Laki-laki Male | Perempuan Female | Jumlah Total |
| < 20 tahun < 20 years old | - | - | - | - | 3 | 3 |
| 20-24 tahun 20-24 years old | 9 | 31 | 40 | 48 | 52 | 100 |
| 25-29 tahun 25-29 years old | 129 | 118 | 247 | 258 | 135 | 393 |
| 30-34 tahun 30-34 years old | 151 | 106 | 257 | 204 | 123 | 327 |
| 35-39 tahun 35-39 years old | 108 | 99 | 207 | 142 | 94 | 236 |
| 40-45 tahun 40-45 years old | 109 | 73 | 181 | 167 | 78 | 245 |
| > 45 tahun > 45 years old | 203 | 27 | 225 | 262 | 19 | 281 |
| Jumlah Total | 709 | 454 | 1.163 | 1.081 | 504 | 1.585 |



Komposisi Karyawan Berdasarkan Jenjang Pendidikan dan Jenis Kelamin

Employee Composition Based on Educational Level and Gender

| Jenjang Pendidikan Educational Level | 2025 | | | 2024 | | |
|---|-------------------|---------------------|-----------------|-------------------|---------------------|-----------------|
| | Laki-laki Male | Perempuan Female | Jumlah Total | Laki-laki Male | Perempuan Female | Jumlah Total |
| Akademi/Universitas College/University | 313 | 201 | 514 | 478 | 223 | 701 |
| SLTA/Sederajat High School/Equivalent | 396 | 253 | 649 | 603 | 281 | 884 |
| Jumlah Total | 709 | 454 | 1.163 | 1.081 | 504 | 1.585 |

Komposisi Karyawan Berdasarkan Wilayah Operasional dan Status Kepegawaian

Employee Composition Based on Operational Area and Employment Status

| Wilayah Operasional Operational Area | 2025 | | | | 2024 | | | |
|---|---|---------------------|----------|-----------------|---|---------------------|----------|-----------------|
| | Permanen (PKWTT) Permanent (PKWTT) | Kontrak Contract | | Jumlah Total | Permanen (PKWTT) Permanent (PKWTT) | Kontrak Contract | | Jumlah Total |
| | | PKWT | KHL | | | PKWT | KHL | |
| Bali | 179 | 80 | - | 259 | 267 | 93 | - | 360 |
| Kantor Pusat – Tangerang Head Office - Tangerang | 233 | 85 | - | 318 | 280 | 127 | - | 407 |
| HUB - CGK | 407 | 22 | - | 429 | 552 | 22 | - | 574 |
| Lombok | 1 | - | - | 1 | 1 | - | - | 1 |
| Kolkata | - | - | - | - | 1 | - | - | 1 |
| Makassar – Ujung Pandang | 1 | - | - | 1 | 2 | - | - | 2 |
| Medan | 43 | 8 | - | 51 | 78 | 9 | - | 87 |
| New Delhi | - | - | - | - | 1 | - | - | 1 |
| Padang | 2 | - | - | 2 | 2 | - | - | 2 |
| Pekanbaru | 1 | - | - | 1 | 1 | - | - | 1 |
| Surabaya | 85 | 15 | - | 100 | 132 | 16 | - | 148 |
| Yogyakarta | 1 | - | - | 1 | 1 | - | - | 1 |
| Jumlah Total | 953 | 210 | - | 1.163 | 1.318 | 267 | - | 1.585 |



Kesetaraan Gender [S-01]

Gender Equality

| Jumlah Level Total Level | Laki-laki Male | | Perempuan Female | |
|---|------------------------------------|--|------------------------------------|--|
| | Jumlah Karyawan Total Employees | Persentase Karyawan (%) Employee Percentage (%) | Jumlah Karyawan Total Employees | Persentase Karyawan (%) Employee Percentage (%) |
| Entry-Level | 324 | 27,9% | 381 | 32,8% |
| Mid-Level | 192 | 16,5% | 48 | 4,1% |
| Senior-Level | 185 | 15,9% | 22 | 1,9% |
| Executive-Level | 8 | 0,7% | 3 | 0,3% |
| Total Karyawan Total Employees | 709 | 61% | 454 | 39% |

Komposisi Karyawan Berdasarkan Usia, Level Jabatan, dan Jenis Kelamin Tahun 2025 [S-02]

Employee Composition Based on Age, Position, and Gender in 2025

| Usia Age | Tingkat Awal Entry Level | | Tingkat Menengah Mid Level | | Tingkat Senior Senior Level | | Tingkat Eksekutif Executive Level | | Jumlah Karyawan Total Employees |
|-----------------------------------|-----------------------------|---------------------|-------------------------------|---------------------|--------------------------------|---------------------|--------------------------------------|---------------------|--|
| | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female | |
| 18-24 tahun 18-24 years old | 6 | 29 | 3 | 2 | - | - | - | - | 40 |
| 25-34 tahun 25-34 years old | 123 | 193 | 118 | 27 | 39 | 4 | - | - | 504 |
| 35-44 tahun 35-44 years old | 127 | 137 | 31 | 12 | 37 | 10 | - | - | 354 |
| 45-54 tahun 45-54 years old | 61 | 22 | 37 | 6 | 76 | 6 | 5 | 1 | 214 |
| > 54 tahun > 54 years old | 7 | - | 3 | 1 | 33 | 2 | 3 | 2 | 51 |
| Jumlah Total | 324 | 381 | 192 | 48 | 185 | 22 | 8 | 3 | 1.163 |

Penerimaan Karyawan [F.18] [2-8] [401-1]

Perseroan menjalankan proses penerimaan dan pengelolaan karyawan secara terencana, transparan, dan berkeadilan untuk mendapatkan talenta terbaik yang mampu memperkuat pertumbuhan bisnis di masa depan. Rekrutmen dilakukan dengan mempertimbangkan dinamika pasar tenaga kerja serta kebutuhan regenerasi dari karyawan yang pensiun atau mengundurkan diri.

Employee Recruitment [F.18] [2-8] [401-1]

The Company manages its recruitment and employee management processes systematically, transparently, and fairly in order to attract the best talent capable of strengthening future business growth. Recruitment is carried out by considering labor market dynamics and the need to replace employees who retire or resign.

Dalam pelaksanaannya, Perseroan menerapkan dua metode rekrutmen utama:

Rekrutmen internal, dengan memberikan prioritas kesempatan kepada karyawan berpotensi untuk mengembangkan karier ke posisi lain yang sesuai dengan kompetensi, pengalaman, serta minat yang dimiliki.

Rekrutmen eksternal, yang dilakukan melalui situs karier Grup AirAsia, berbagai job portal, media sosial, serta kerja sama dengan pihak ketiga seperti headhunter, guna menjangkau kandidat terbaik sesuai kebutuhan organisasi.

Pencarian kandidat juga dilakukan melalui berbagai saluran, termasuk basis data CV, platform rekrutmen daring, dan iklan lowongan di media massa. Seluruh proses rekrutmen dijalankan berdasarkan prinsip transparansi, kejujuran, dan keadilan, tanpa diskriminasi terhadap gender, suku, agama, ras, orientasi seksual, atau latar belakang lainnya.

Perseroan berkomitmen menciptakan kesetaraan kesempatan kerja di semua level jabatan baik junior, senior, maupun profesional, serta memastikan setiap posisi diisi oleh individu yang memiliki kompetensi dan keahlian sesuai kebutuhan. Pendekatan ini tidak hanya memperkuat keberagaman di lingkungan kerja, tetapi juga mencerminkan nilai-nilai inklusif yang menjadi bagian dari budaya Perseroan.

Proses rekrutmen yang dijalankan secara menyeluruh ini memastikan bahwa setiap Allstars baru tidak hanya memiliki kemampuan teknis yang mumpuni, tetapi juga sejalan dengan nilai-nilai perusahaan dalam mewujudkan visi Perseroan untuk menjadi organisasi yang inovatif, berkelanjutan, dan berorientasi pada manusia.

Adapun rangkaian proses rekrutmen Perseroan dapat dilihat sebagai berikut:



In practice, the Company applies two main recruitment methods:

Internal recruitment, which gives priority to employees with the potential to develop their careers into other positions that fit their competencies, experience, and interests.

External recruitment, which is carried out through the AirAsia Group career website, various job portals, social media, and cooperation with third parties such as headhunters, in order to attract the best candidates according to the organization's needs.

The search for candidates is also conducted through various channels, including CV databases, online recruitment platforms, and job advertisements in the mass media. The entire recruitment process is carried out based on the principles of transparency, honesty, and fairness, without discrimination based on gender, ethnicity, religion, race, sexual orientation, or other backgrounds.

The Company is committed to creating equal employment opportunities at all levels of employment, whether junior, senior, or professionals, and ensuring that each position is occupied by individuals with the necessary competencies and expertise. This approach not only strengthens diversity in the work environment but also reflects the inclusive values that are part of the Company's culture.

This comprehensive recruitment process ensures that every new Allstars not only has the necessary technical skills, but also aligns with the company's values in realizing its vision of becoming an innovative, sustainable, and people-oriented organization.

The Company's recruitment processes can be seen below:

Rekrutmen Karyawan berdasarkan Usia

Employee Recruitment based on Age

| Uraian Description | 2025 | | | | | | 2024 | | | | | |
|------------------------------------|--------------------|---|------------------|---|------------------|---|--------------------|---|------------------|---|------------------|---|
| | PKWTT Permanent | | PKWT Contract | | KHL Freelance | | PKWTT Permanent | | PKWT Contract | | KHL Freelance | |
| | L | M | P | F | L | M | P | F | L | M | P | F |
| < 20 tahun < 20 years old | - | - | - | - | - | - | - | - | - | - | - | - |
| 20 - 24 tahun 20 - 24 years old | - | 4 | - | - | - | - | 1 | 1 | 5 | 1 | - | - |
| 25 - 29 tahun 25 - 29 years old | 4 | 2 | 1 | 1 | - | - | 10 | 5 | 5 | 1 | - | - |
| 30 - 34 tahun 30 - 34 years old | 7 | 2 | 2 | - | - | - | 6 | 7 | - | 1 | - | - |
| 35 - 39 tahun 35 - 39 years old | 2 | 1 | - | - | - | - | 4 | 3 | 5 | - | - | - |
| 40 - 45 tahun 40 - 45 years old | 1 | 1 | - | - | - | - | 6 | 2 | - | 1 | - | - |
| > 45 tahun 45 years old | 3 | 1 | - | - | - | - | 2 | - | - | - | - | - |

Rekrutmen Karyawan berdasarkan Wilayah Operasional

Employee Recruitment based on Operational Area

| Uraian Description | 2025 | | | | | | 2024 | | | | | |
|---|--------------------|----|------------------|---|------------------|---|--------------------|----|------------------|---|------------------|---|
| | PKWTT Permanent | | PKWT Contract | | KHL Freelance | | PKWTT Permanent | | PKWT Contract | | KHL Freelance | |
| | L | M | P | F | L | M | P | F | L | M | P | F |
| Kantor Pusat - Tangerang Head Office - Tangerang | 17 | 11 | 2 | 1 | - | - | 22 | 18 | 1 | 2 | - | - |
| HUB Cengkareng | - | - | - | - | - | - | 1 | - | 13 | 2 | - | - |
| HUB Bali | - | - | - | - | - | - | 3 | - | - | - | - | - |
| HUB Medan | - | - | 1 | - | - | - | - | - | 1 | - | - | - |
| HUB Surabaya | - | - | - | - | - | - | 2 | - | - | - | - | - |
| Chennai | - | - | - | - | - | - | 1 | - | - | - | - | - |

| Jenis Pekerja (bukan karyawan) Type of Labor (non-employee) | Jumlah Total | Laki-laki Male | Perempuan Female |
|--|-----------------|-------------------|---------------------|
| Tenaga Outsourcing Outsourced Workers | 341 | 310 | 31 |
| Tenaga Musiman/Project Seasonal/Project Workers | - | - | - |
| Mitra Vendor/Maintenance Vendor/Maintenance Partners | - | - | - |

Karyawan Magang

Intern

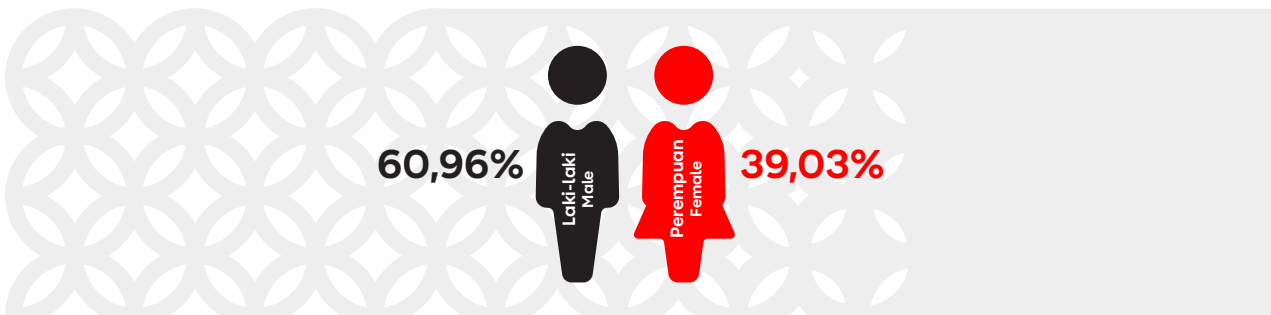
| Uraian Description | 2025 | | 2024 | |
|------------------------|-------------------|---------------------|-------------------|---------------------|
| | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female |
| Karyawan Magang Intern | 58 | 30 | 51 | 17 |

Hingga 31 Desember 2025, total jumlah karyawan Perseroan tercatat sebanyak 1.163 orang, yang terdiri atas 709 karyawan laki-laki dan 454 karyawan perempuan. Komposisi ini mencerminkan penerapan prinsip kesetaraan dan inklusivitas dalam proses rekrutmen, di mana setiap individu memperoleh kesempatan yang sama tanpa memandang gender.

As of December 31, 2025, the Company had a total of 1,163 employees, consisting of 709 male employees and 454 female employees. This composition reflects the principle of equality and inclusivity in the recruitment process, where every individual is given equal opportunities regardless of gender.

Kebijakan ini sejalan dengan komitmen Perseroan untuk menciptakan lingkungan kerja yang adil, terbuka, dan berorientasi pada kompetensi, di mana potensi dan kemampuan menjadi dasar utama dalam pengembangan karier. Profil lengkap tenaga kerja Perseroan pada tahun 2025 dapat dilihat sebagai berikut:

This policy is in line with the Company's commitment to fostering a fair, open, and competency-oriented work environment, where potential and ability are the primary foundations for career development. The complete profile of the Company's workforce in 2025 is as follows:



Jumlah Karyawan Sementara [S-04]

Total Contract Employees

| Uraian Description | Jumlah Karyawan (dalam tahun pelaporan) Total Employees (in the reporting year) | Persentase Karyawan (dalam tahun pelaporan) Employee Percentage (in the reporting year) |
|--|--|--|
| Jumlah Karyawan Perusahaan yang dipegang oleh kontraktor/konsultan Total Company's Employees managed by contractors/consultants | 185 | 15,91% |

Karyawan Multigenerasi

Multi-generation Employees

| Usia Age | Laki-laki Male | Perempuan Female |
|------------------------------------|-------------------|---------------------|
| <30 tahun <30 years old | 11,8% | 12,9% |
| 30 - 50 tahun 30 - 50 years old | 39,6% | 25,8% |
| > 50 tahun > 50 years old | 9,5% | 0,34% |

Karyawan Berdasarkan Profesi

Employees based on Professions

| Keterangan Description | Laki-laki Male | Perempuan Female |
|---|-------------------|---------------------|
| Pilot | 23,2% | 2,7% |
| Kru Kabin Cabin Crew | 13,8% | 29,3% |
| Administrasi dan Umum General Administration | 24% | 7% |

Perputaran Karyawan [401-1]

Perseroan secara konsisten memantau tingkat perputaran karyawan sebagai indikator penting dalam menciptakan lingkungan kerja yang sehat dan berkelanjutan. Tingkat retensi yang baik mencerminkan terciptanya suasana kerja yang aman, nyaman, serta mendukung kesejahteraan karyawan. Sebaliknya, meningkatnya angka perputaran dapat menjadi sinyal perlunya evaluasi terhadap faktor-faktor internal yang mempengaruhi kepuasan dan keterikatan karyawan.

Untuk itu, Perseroan terus berupaya mewujudkan lingkungan kerja yang inklusif, aman, dan produktif agar seluruh Allstars merasa dihargai serta memiliki motivasi untuk berkembang bersama perusahaan. Upaya ini merupakan bagian dari strategi jangka panjang dalam mempertahankan talenta terbaik sekaligus meningkatkan loyalitas tenaga kerja.

Selama tahun 2025, tingkat perputaran karyawan tercatat sebesar 7,52%, menurun dibandingkan tahun 2024 yang berada di angka 7,95%. Sebagian besar karyawan yang mengakhiri masa kerja melakukannya atas keputusan pribadi atau karena evaluasi kinerja yang belum memenuhi standar Perseroan.

Rincian perbandingan tingkat perputaran karyawan selama 2 (dua) tahun terakhir disajikan sebagai berikut: [401-1]

Employee Turnover [401-1]

The Company consistently monitors employee turnover rates as a key indicator of creating a healthy and sustainable work environment. Good retention rates reflect the creation of a safe, comfortable, and supportive work environment for employees. Conversely, an increase in turnover can be a signal of the need to evaluate internal factors that affect employee satisfaction and engagement.

Therefore, the Company continuously strives to create an inclusive, safe, and productive work environment so that all Allstars feel valued and motivated to grow together with the company. This effort is part of a long-term strategy to retain the best talent while increasing employee loyalty.

In 2025, the employee turnover rate was recorded at 7.52%, a decrease compared to 2024, which was at 7.95%. Most employees who left the company were due to personal decisions or because their performance evaluations did not meet the Company's standards.

Detailed comparisons of employee turnover rates in the last 2 (two) years are presented as follows: [401-1]

| Perputaran Karyawan Employee Turnover | 2025 | 2024 |
|--|------|------|
| Karyawan Masuk (Rekrutmen)* Incoming Employees (Recruitment)* | 32 | 66 |
| Karyawan Keluar Outgoing Employees | | |
| Pensiun Alami Natural Retirement | - | 2 |
| Meninggal Passed Away | 2 | 4 |
| Mengundurkan Diri Resigned | 75 | 106 |

| Perputaran Karyawan Employee Turnover | 2025 | 2024 |
|--|--------------|--------------|
| Diberhentikan karena Melakukan Pelanggaran Dismissed due to Violation | 2 | - |
| Habis Kontrak (PKWT) End of Contract (PKWT) | 12 | 19 |
| Jumlah Total | 91 | 131 |
| Tingkat Perputaran Karyawan Total Employee Turnover | 7,52% | 7,95% |

*) Untuk PKWT & PKWTT | For PKWT & PKWTT

Tingkat Pergantian Karyawan S-03

Employee Turnover Rate

| Uraian Description | Jumlah Karyawan (dalam tahun pelaporan) Total Employees (in the reporting year) | Persentase Karyawan (dalam tahun pelaporan) Employee Percentage (in the reporting year) |
|--|--|--|
| Jumlah Karyawan Mengundurkan Diri/Pemutusan Hubungan Kerja Total Employees who Resigned/Dismissed | 91 Karyawan 91 Employees | 7,52 % |
| Jumlah Karyawan Baru/Pengganti Total New/Replacement Employees | 32 Karyawan 32 Employees | 2,64 % |

Program Pengembangan Kompetensi Karyawan [F.22] [404-1]

Perseroan meyakini bahwa pengembangan kompetensi karyawan merupakan fondasi penting dalam pengelolaan sumber daya manusia yang berkelanjutan. Melalui peningkatan kapasitas dan keterampilan, setiap Allstars diharapkan dapat berkembang menjadi individu yang adaptif, berdaya saing, dan mampu memberikan kontribusi nyata terhadap kinerja perusahaan maupun kepuasan para pemangku kepentingan.

Sepanjang tahun 2025, Perseroan terus melaksanakan berbagai program pelatihan dan pengembangan, baik dalam bentuk pendidikan formal, pelatihan teknis (*hard skill*), maupun pelatihan non teknis (*soft skill*). Program-program ini dirancang untuk memperkuat kemampuan profesional sekaligus membentuk karakter kerja yang kolaboratif, inovatif, dan berorientasi pada hasil.

Pada periode pelaporan tersebut, sebanyak 994 karyawan mengikuti pelatihan *hard skill* dengan rata-rata durasi 53 jam per peserta, sementara 575 karyawan berpartisipasi dalam pelatihan *soft skill* dengan rata-rata 39 jam per peserta.

Employee Competency Development Program [F.22] [404-1]

The Company believes that employee competency development is a key foundation for a sustainable human resource management. By improving their capacity and skills, every Allstars is expected to develop into an adaptive, competitive individual who is able to make a real contribution to the company's performance and for stakeholder satisfaction.

Throughout 2025, the Company held various training and development programs, including formal education, technical training (hard skills), and non-technical training (soft skills). These programs were designed to strengthen professional abilities while shaping a collaborative, innovative, and results-oriented work ethic.

During the reporting period, a total of 994 employees participated in hard skill training with an average duration of 53 hours per participant, while 575 employees participated in soft skill training with an average of 39 hours per participant.

Seluruh kegiatan pengembangan ini mencerminkan komitmen Perseroan untuk memastikan setiap karyawan memperoleh kesempatan yang setara dalam mengasah kemampuan, memperluas wawasan, dan memperkuat kompetensi yang relevan dengan kebutuhan industri penerbangan modern. Adapun program pelatihan utama yang diikuti oleh karyawan Perseroan sepanjang tahun 2025 adalah sebagai berikut:

All of these development activities reflect the Company's commitment to ensure that every employee has equal opportunities to hone their skills, broaden their knowledge, and strengthen their competencies relevant to the needs of the modern aviation industry. The main training programs attended by the Company's employees throughout 2025 are as follows:

Program Pelatihan Tahun 2025

Training Programs in 2025

| Level Jabatan Position Level | Program Pelatihan Training Program | Penyelenggara Organizer | Jumlah Peserta Total Participants |
|--|---|--|---|
| Manajer ke Atas Manager and Above | <ul style="list-style-type: none"> Executive Leaders Program Lead with Impact & Inspiration Human Factor Recurrent (Engineering) Safety Management System (Engineering) A320 Recurrent (Engineering) Safety Emergency Procedures (Flight Ops) Approach and Landing Accident Reduction (ALAR) Crew Resource Management (Flight Ops) Internal Auditor Training (Corp. QA) Lead Auditor Training Safety Management System (Corp. Safety) | <ul style="list-style-type: none"> Fish Camp Learning (Executive Leaders) Impact Factory (Lead with Impact) Internal Internal Internal Internal Internal Internal TÜV Rheinland Internal | <ul style="list-style-type: none"> 19 peserta participants (Executive Leaders) 22 peserta participants (Lead with Impact) 7 peserta participants 5 peserta participants 6 peserta participants 152 peserta participants 152 peserta participants 155 peserta participants 1 peserta participants 2 peserta participants 69 peserta participants |
| Officer dan Eksekutif Officer and Executive | <ul style="list-style-type: none"> Emerging Leaders Program Take Off & Take Lead Program Human Factor Recurrent (Engineering) Safety Management System (Engineering) A320 Recurrent (Engineering) Safety Emergency Procedures (Flight Ops) Approach and Landing Accident Reduction (ALAR) Crew Resource Management (Flight Ops) Internal Auditor Training (Corp. QA) Company Aviation Safety Officer (CASO) Lead Auditor Training Safety Management System (Corp. Safety) | <ul style="list-style-type: none"> Fish Camp Learning (Emerging Leaders) Impact Factory (Take Off and Take Lead) Internal Internal Internal Internal Internal Internal INACA TÜV Rheinland Internal | <ul style="list-style-type: none"> 22 peserta participants (Emerging Leaders) 27 peserta participants (Take off & Take Lead) 30 peserta participants 30 peserta participants 11 peserta participants 150 peserta participants 150 peserta participants 155 peserta participants 2 peserta participants 3 peserta participants 2 peserta participants 212 peserta participants |

Perencanaan Suksesi dan Pengembangan Kepemimpinan

Untuk memastikan keberlanjutan kepemimpinan, Perseroan menjalankan program *Talent Council* yang difokuskan pada posisi kritis, termasuk posisi yang bersifat regulatory. Program ini dimulai dengan identifikasi calon suksesor oleh pimpinan departemen, dilanjutkan dengan asesmen daring dan pemetaan kesiapan berdasarkan hasil *profiling*. Kesenjangan kompetensi yang teridentifikasi ditindaklanjuti melalui program pengembangan kepemimpinan.

Pada tahun 2025, Perseroan menyelenggarakan dua program utama, yaitu *Executive Leaders* yang diikuti oleh 19 peserta selama tiga bulan dengan keluaran berupa portofolio proyek perbaikan, serta *Lead with Impact and Inspirations* yang diikuti oleh 22 peserta dengan fokus pada penguatan karakter dan pola pikir kepemimpinan.

Penilaian Kinerja dan Pengembangan Kepemimpinan

Sebagai bagian dari penguatan jalur kepemimpinan, Perseroan juga menyiapkan program *Emerging Leaders* dan *Take Off and Take Lead* untuk memperkenalkan prinsip-prinsip kepemimpinan kepada Allstars yang ingin mengembangkan karier ke tahap berikutnya. Kedua program ini dirancang dengan pendekatan pembelajaran yang aplikatif dan interaktif, sebagai landasan pengembangan kepemimpinan berkelanjutan di masa mendatang.

Succession Planning and Leadership Development

To ensure sustainable leadership, the Company implements a Talent Council program focused on critical positions, including regulatory positions. This program began with identification of prospective successors by department leaders, followed by online assessment and readiness mapping based on the profiling results. The identified competency gaps are then followed up through leadership development programs.

In 2025, the Company held two main programs, Executive Leaders which was attended by 19 participants for three months resulting in an improvement project portfolio, as well as Lead with Impact and Inspirations which was attended by 22 participants and focused on strengthening leadership characters and mindset.

Performance Assessment and Leadership Development

As an effort to strengthen the leadership pathway, the Company also prepares the Emerging Leaders as well as the Take Off and Take Lead programs to introduce leadership principles to Allstars who inspire to develop their career further. Both programs are designed based on applicative and interactive learning approaches, becoming a foundation for a sustainable leadership development in the future.

Pelatihan dan Pengembangan Karyawan [S-05] Employee Training and Development

| Rata-rata Jam Pelatihan per Karyawan dalam tahun Pelaporan Average Training Hours per Employee in the Reporting Year | Jumlah Karyawan yang ikut serta dalam program pelatihan Number of Employees participating in the training programs | Persentase jumlah Karyawan yang ikut serta dalam pelatihan Percentage of employees participating in the training |
|---|---|---|
| 73,14 Jam/Karyawan 73.14 Hours/Employee | 1.010 | 86,84% |



Durasi Pelatihan Karyawan

Employee Training Duration

| Uraian Description | 2025 | | | | | 2024 | | | | |
|--|---|--------|-----------------|---------------------------------------|---|---|--------|-----------------|---------------------------------------|---|
| | Jumlah Karyawan yang Memperoleh Pelatihan Number of Employees Receiving Training | | | Jam Pelatihan Training Hours | Rata- rata Jam Pelatihan Setiap Karyawan Average Training Hours of Each Employee | Jumlah Karyawan yang Memperoleh Pelatihan Number of Employees Receiving Training | | | Jam Pelatihan Training Hours | Rata- rata Jam Pelatihan Setiap Karyawan Average Training Hours of Each Employee |
| | L M | P F | Jumlah Total | | | L M | P F | Jumlah Total | | |
| Keseluruhan Total | 612 | 398 | 1.010 | 73.875 | 73,14 | 827 | 481 | 1.308 | 118.252 | 90,41 |
| Berdasarkan Jenis Pelatihan Based on Type of Training | | | | | | | | | | |
| Soft Skill | 209 | 366 | 575 | 22.435,5 | 39 | 248 | 144 | 393 | 35.467 | 15 |
| Hard Skill | 577 | 417 | 994 | 52.349,5 | 53 | 579 | 337 | 915 | 82.785 | 26 |
| Berdasarkan Usia Based on Age | | | | | | | | | | |
| < 20 tahun < 20 years old | - | - | - | - | - | 1 | 9 | 10 | 817,22 | 81,72 |
| 20 - 24 tahun 20 - 24 years old | 7 | 25 | 32 | 3.176,6 | 99,27 | 60 | 63 | 123 | 10.869,05 | 88,83 |
| 25 - 29 tahun 25 - 29 years old | 119 | 113 | 232 | 19.207,5 | 82,79 | 197 | 143 | 340 | 30.509,62 | 89,67 |
| 30 - 34 tahun 30 - 34 years old | 143 | 98 | 241 | 16.991,3 | 70,50 | 143 | 109 | 252 | 22.500,84 | 89,25 |
| 35 - 39 tahun 35 - 39 years old | 92 | 85 | 177 | 13.297,5 | 75,13 | 115 | 85 | 200 | 17.924,4 | 89,44 |
| 40 - 44 tahun 40 - 44 years old | 101 | 64 | 165 | 10.342,5 | 62,68 | 131 | 57 | 188 | 17.161,66 | 91,41 |
| > 45 tahun > 45 years old | 150 | 13 | 163 | 11.081,3 | 67,98 | 181 | 15 | 196 | 18.469,21 | 94,55 |

Biaya Pengembangan Kompetensi

Sebagai bagian dari upaya untuk memastikan pengelolaan sumber daya manusia berjalan efektif, Perseroan secara konsisten mengalokasikan anggaran khusus untuk program pengembangan kompetensi karyawan. Pendanaan ini disesuaikan dengan kebutuhan peningkatan kapasitas SDM serta kemampuan keuangan perusahaan setiap tahunnya.

Pada tahun 2025, Perseroan telah merealisasikan biaya pengembangan kompetensi sebesar Rp19.611.539.673 atau mengalami penyesuaian sebesar 7,87% dibandingkan dengan tahun 2024 yang tercatat sebesar Rp21.286.546.684. Penyesuaian ini dilakukan secara proporsional dengan mempertimbangkan efisiensi anggaran, prioritas program pelatihan, serta fokus pada peningkatan kualitas pembelajaran yang memberikan dampak langsung terhadap kinerja karyawan dan organisasi.

Competency Development Costs

As part of its efforts to ensure effective human resource management, the Company consistently allocates a special budget for employee competency development programs. This funding is adjusted to the needs of human resource capacity building and the company's financial capabilities each year.

In 2025, the Company has realized competency development costs of Rp19,611,539,673 or an adjustment of 7.87% compared to 2024, which was recorded at Rp21,286,546,684. This adjustment was made proportionally by considering budget efficiency, training program priorities, and a focus on improving the quality of learning that has a direct impact on employee and organizational performance.

| Uraian Description | Satuan Unit | 2025 | 2024 |
|-----------------------------------|----------------|----------------|----------------|
| Biaya Pelatihan Training Costs | Rp | 19.611.539.673 | 21.286.546.684 |

Kelayakan Upah dan Hak-Hak Karyawan

[F.20] [202-1] [202-2] [401-2]

Perseroan berkomitmen untuk menjamin kesejahteraan setiap Allstars melalui penerapan sistem pengupahan yang layak, transparan, serta sesuai dengan ketentuan perundang-undangan yang berlaku. Komitmen ini diwujudkan dengan memastikan seluruh karyawan menerima imbalan kerja yang adil dan kompetitif, berdasarkan kompetensi, kinerja, pengalaman, serta mengacu pada Upah Minimum Regional (UMR) di setiap wilayah operasional. Prinsip kelayakan upah juga disertai dengan penghormatan terhadap hak-hak tenaga kerja, termasuk hak atas jaminan sosial, kesempatan pengembangan, dan lingkungan kerja yang aman serta inklusif.

Dalam pelaksanaannya, Perseroan memastikan bahwa sistem remunerasi yang diterapkan tidak hanya mencakup gaji pokok, tetapi juga berbagai bentuk penghargaan dan tunjangan kesejahteraan lainnya. Setiap karyawan menerima paket kompensasi yang mempertimbangkan jabatan, tanggung jawab, serta hasil evaluasi kinerja secara periodik. Program remunerasi ini dirancang untuk menciptakan keseimbangan antara kesejahteraan karyawan dan keberlanjutan bisnis, sekaligus memperkuat loyalitas dan motivasi kerja.

Wage Fairness and Employee Rights

[F.20] [202-1] [202-2] [401-2]

The Company is committed to ensuring the welfare of every Allstars through the implementation of a fair and transparent wage system that complies with applicable laws and regulations. This commitment is realized by ensuring that all employees receive fair and competitive compensation based on their competence, performance, experience, as well as in accordance with the Regional Minimum Wage (UMR) in each operational area. The principle of fair wages is also accompanied by respect for labor rights, including the right to social security, opportunities for development, and a safe and inclusive work environment.

In its implementation, the Company ensures that the applicable remuneration system not only includes basic salaries, but also various forms of awards and other welfare benefits. Each employee receives a compensation package that considers their respective position, responsibilities, and periodic performance evaluations. This remuneration program is designed to create a balance between employee welfare and business sustainability, while strengthening loyalty and work motivation.

Untuk menjamin kesetaraan dan transparansi dalam struktur remunerasi, Perseroan menerapkan kebijakan yang menyesuaikan antara fungsi pekerjaan dengan sistem penilaian jabatan. Dasar penetapan upah, struktur remunerasi, serta tunjangan kesejahteraan karyawan disajikan dalam tabel berikut:

In order to ensure equality and transparency in the remuneration structure, the Company implements a policy that aligns job functions with the job rating system. The basis to determine wages, remuneration structure, and employee welfare benefits are presented in the following table:

| Fungsi Function | Dasar Penetapan Upah Basis of Wage Determination |
|-----------------------------|--|
| <i>Support Function</i> | <ul style="list-style-type: none"> • Penetapan upah dengan rentang nilai minimal, medium, dan maksimal berdasarkan peringkat karyawan • Determination of wages with minimum, medium, and maximum ranges based on employee ranking <hr/> <ul style="list-style-type: none"> • Penetapan tunjangan tetap berdasarkan dengan posisi karyawan • Determination of fixed allowances based on employee position |
| <i>Operational Function</i> | <p>Teknis:</p> <ul style="list-style-type: none"> • Pembayaran upah per bulan berdasarkan posisi • Pembayaran tunjangan tetap per bulan berdasarkan posisi • Tunjangan lisensi berdasarkan lisensi yang dimiliki karyawan <p>Technical:</p> <ul style="list-style-type: none"> • Monthly salary payments based on position • Payment of fixed allowance per month based on position • License allowance based on the license owned by the employee <hr/> <p>Kru Kabin:</p> <ul style="list-style-type: none"> • Upah <i>Cabin Crew Trainee</i> dibayarkan setelah lulus masa pelatihan • Pembayaran tunjangan tetap dan tidak tetap <p>Cabin Crew:</p> <ul style="list-style-type: none"> • Salary of Cabin Crew Trainee is paid after passing the training period • Fixed and non-fixed benefit payments <hr/> <p>Pilot:</p> <ul style="list-style-type: none"> • Upah sebagai <i>First Officer Trainee</i> • Upah sebagai <i>First Officer</i> • Upah sebagai pilot berdasarkan tahun menjabat sebagai kapten <p>Pilot:</p> <ul style="list-style-type: none"> • Salary of First Officer Trainee • Salary of First Officer • Salary of pilot based on the year of serving as Captain |

Remunerasi dan Kesejahteraan Karyawan [405-2]

Dari sisi kepatuhan terhadap regulasi, Perseroan memastikan bahwa upah karyawan tingkat terendah selalu memenuhi atau melampaui UMR di wilayah operasional. Berdasarkan data periode pelaporan, rasio gaji pokok *entry-level* di Kantor Pusat - Tangerang adalah 100% terhadap UMR setempat, menunjukkan komitmen Perseroan terhadap prinsip keadilan dan kesejahteraan karyawan.

Employee Remuneration and Welfare [405-2]

In terms of regulatory compliance, the Company ensures that the lowest employee wages always meet or exceed the minimum wage in the operational area. Based on the reporting period data, the entry-level salary ratio at the Tangerang - Head Office is 100% of the local minimum wage, demonstrating the Company's commitment to the principles of fairness and employee welfare.



Selain itu, Perseroan secara konsisten menegakkan prinsip kesetaraan dan transparansi dalam sistem penggajian. Perseroan melakukan kajian berkala terhadap rasio gaji pokok dan total remunerasi antara karyawan perempuan dan laki-laki di seluruh kelompok jabatan yang relevan, sebagai bentuk komitmen terhadap praktik ketenagakerjaan yang adil, inklusif, dan bebas diskriminasi.

Sistem penggajian Perseroan bersifat *gender-neutral*, dengan penetapan gaji yang sepenuhnya didasarkan pada faktor objektif seperti kompetensi, kinerja, masa kerja, dan jenjang jabatan. Prinsip ini memastikan bahwa seluruh karyawan memperoleh imbalan yang sepadan dengan kontribusi dan tanggung jawabnya, tanpa dipengaruhi oleh perbedaan gender atau latar belakang pribadi.

In addition, the Company consistently upholds the principles of equality and transparency in its remuneration system. The Company conducts periodic reviews of the ratio of basic salaries and total remuneration between female and male employees across all relevant job groups, as a form of commitment to fair, inclusive, and non-discriminatory employment practices.

The Company's remuneration system is gender-neutral, with salaries determined solely on the basis of objective factors such as competence, performance, length of service, and job level. This principle ensures that all employees receive compensation commensurate with their contributions and responsibilities, without being influenced by gender differences or personal backgrounds.

| Area Operasional Operational Area | Upah Minimum Provinsi/ Regional (Rp) Provincial/Regional Minimum Wage (Rp) | Imbal Jasa Karyawan Tingkat Terendah (Rp) Benefits of Lowest Level Employees (Rp) | Rasio Upah Karyawan Tingkat Terendah dan Entry Level terhadap UMR (%) Ratio of Wages of Lowest and Entry Level Employees to Minimum Wage (%) |
|--------------------------------------|---|--|--|
| Tangerang | 5.069.708 | 5.070.000 | 100,01% |
| Badung | 3.534.338 | 3.535.000 | 100,02% |
| Mataram | 2.859.620 | 2.930.092 | 102,46% |
| Makassar | 3.880.136 | 3.881.000 | 100,02% |
| Medan | 4.014.072 | 4.015.000 | 100,02% |
| Padang | 2.994.193 | 2.995.000 | 100,03% |
| Pekanbaru | 3.675.937 | 3.676.000 | 100,00% |
| Surabaya | 4.961.753 | 4.962.000 | 100,00% |
| Sleman | 2.466.514 | 2.930.092 | 118,79% |

Jenis Remunerasi dan Fasilitas

Type of Remuneration and Facilities

| No. | Remunerasi dan Fasilitas Remuneration and Facilities | Karyawan Tetap Permanent Employees | Karyawan Tidak Tetap Non-Permanent Employees |
|-----------------------------|---|---------------------------------------|---|
| 1. | Gaji Pokok Basic Salary | ✓ | ✓ |
| 2. | Insentif Incentives | ✓ | ✓ |
| Tunjangan Allowances | | | |
| 3. | Tunjangan (gabungan termasuk semua) Benefits (overall) | ✓ | ✓ |
| Fasilitas Facilities | | | |
| 4. | Seragam Uniform | ✓ | ✓ |
| 5. | Asuransi Ketenagakerjaan & Kesehatan Employment & Health Insurance | ✓ | ✓ |

| No. | Remunerasi dan Fasilitas Remuneration and Facilities | Karyawan Tetap Permanent Employees | Karyawan Tidak Tetap Non-Permanent Employees |
|-----------------------------|---|---------------------------------------|---|
| Cuti Leave | | | |
| 6. | Cuti Tahunan Annual Leave | ✓ | ✓ |
| 7. | Cuti Melahirkan - Karyawan Wanita Maternity Leave – Female Employees | ✓ | ✓ |
| 8. | Cuti Istri Karyawan Melahirkan Paternity Leave | ✓ | ✓ |
| 9. | Cuti Perkawinan Karyawan Marital Leave | ✓ | ✗ |
| 10. | Cuti Pengkhitanan Anak Karyawan Child Circumcision Leave | ✓ | ✗ |
| 11. | Cuti Pembaptisan Anak Karyawan Child Baptism Leave | ✓ | ✗ |
| 12. | Cuti Perkawinan Anak Karyawan Child Marriage Leave | ✓ | ✗ |
| 13. | Cuti Saudara Karyawan Meninggal Leave for Employee's Relative that Passed Away | ✓ | ✓ |
| 14. | Cuti Karyawan Korban Bencana Leave for Disaster Victims | ✓ | ✓ |
| Lain-lain Others | | | |
| 15. | Pengobatan Gigi Dental Treatment | ✓ | ✓ |
| 16. | Pengobatan mata/kacamata Eyes treatment/glasses | ✓ | ✓ |
| 17. | Bantuan Bersalin/Gugur Kandungan Maternity/Miscarriage Assistance | ✓ | ✓ |

Selain menjamin sistem pengupahan yang adil, Perseroan juga menegaskan komitmennya terhadap pengembangan potensi tenaga kerja nasional. Perseroan memberikan kesempatan yang luas bagi karyawan lokal untuk menempati posisi strategis dan manajerial di seluruh unit operasional. Sebagian besar pimpinan di tingkat operasional, komersial, dan fungsi pendukung merupakan profesional warga negara Indonesia yang memiliki kompetensi tinggi serta memahami karakteristik pasar domestik. Melalui program pelatihan, *coaching*, dan *mentoring* yang berkelanjutan, Perseroan berupaya membangun kepemimpinan masa depan yang lahir dari dalam negeri, sekaligus memperkuat keberlanjutan bisnis melalui pengelolaan SDM yang inklusif, berdaya saing, dan adaptif terhadap perubahan.

Apart from ensuring a fair remuneration system, the Company also affirms its commitment to developing the potential of the national workforce. The Company provides adequate opportunities for local employees to occupy strategic and managerial positions in all operational units. Most of the leaders at the operational, commercial, and support functions are Indonesian professionals who are highly competent and understand the characteristics of the domestic market. Through ongoing training, coaching, and mentoring programs, the Company strives to build future leaders from within the country, while strengthening business sustainability through inclusive, competitive, and adaptive human resource management.



Cuti Melahirkan [401-3]

Perseroan berkomitmen untuk menciptakan lingkungan kerja yang mendukung keseimbangan antara kehidupan pribadi dan profesional bagi seluruh karyawan. Sebagai bentuk kepedulian terhadap karyawan perempuan, Perseroan memberikan hak cuti melahirkan sesuai peraturan perundang-undangan yang berlaku.

Selain itu, Perseroan juga memberikan hak cuti keguguran selama 45 hari, atau sesuai dengan rekomendasi medis apabila diperlukan, guna memastikan proses pemulihan berlangsung optimal. Kedua jenis cuti tersebut diberikan tanpa mengurangi hak cuti tahunan karyawan, sehingga memastikan setiap karyawan memperoleh perlindungan penuh atas hak maternitasnya.

Informasi terkait jumlah karyawan yang memanfaatkan hak cuti melahirkan dalam dua (2) tahun terakhir disajikan pada tabel berikut:

| Uraian Description | 2025 | | 2024 | |
|--|-------------------|---------------------|-------------------|---------------------|
| | Laki-laki Male | Perempuan Female | Laki-laki Male | Perempuan Female |
| Jumlah karyawan yang berhak mendapatkan cuti melahirkan Number of employees eligible for maternity leave | - | 455 | - | 502 |
| Jumlah karyawan yang mengambil cuti melahirkan Number of employees taking maternity leave | - | 7 | - | 20 |
| Jumlah karyawan yang kembali bekerja Number of employees returning to work | - | 7 | - | 20 |
| Total jumlah karyawan yang kembali bekerja setelah cuti melahirkan berakhir, yang masih dipekerjakan 12 bulan setelah kembali bekerja Total number of employees who returned to work after their maternity leave ended, who were still employed 12 months after returning to work | - | 7 | - | 20 |
| Tingkat karyawan yang mengambil cuti melahirkan yang kembali bekerja dan dapat dipertahankan Rate of employees taking maternity leave who returned to work and retained | - | 100% | - | 100% |

Program Pensiun [201-3]

Perseroan memastikan kesejahteraan karyawan tidak hanya selama masa aktif bekerja, tetapi juga setelah memasuki masa purna tugas. Dalam rangka memberikan jaminan finansial jangka panjang, Perseroan menyelenggarakan program imbalan pascakerja bagi seluruh karyawan tetap yang mencapai usia pensiun.

Maternity Leave [401-3]

The Company is committed to creating a work environment that supports a balance between personal and professional life for all employees. As a form of concern for female employees, the Company provides maternity leave in accordance with applicable laws and regulations.

In addition, the Company also provides 45 days of miscarriage leave, or as recommended by a doctor when necessary, to ensure an optimal recovery process. Both types of leave are granted without reducing the employee's annual leave entitlement, thereby ensuring that every employee receives full protection of their maternity rights.

Information regarding the number of employees who have taken maternity leave in the last two (2) years is presented in the following table:

Pension Program [201-3]

The Company not only ensures the welfare of its employees during their active working period, but also after they retire. In order to provide long-term financial security, the Company organizes a post-employment benefit program for all permanent employees who have reached retirement age.

Penetapan nilai manfaat pensiun dilakukan dengan mengacu pada ketentuan perundang-undangan ketenagakerjaan yang berlaku di Indonesia. Besaran imbalan yang diterima karyawan dihitung berdasarkan gaji pokok, usia, serta masa kerja selama menjadi bagian dari Perseroan. Melalui program ini, Perseroan berupaya memberikan kepastian dan rasa aman bagi karyawan setelah menyelesaikan masa baktinya di Perseroan.

The determination of pension benefits is based on the provisions of labor laws and regulations applicable in Indonesia. The amount of benefits received by employees is calculated based on their basic salary, age, and length of service with the Company. Through this program, the Company strives to provide certainty and a sense of security for employees after completing their service with the Company.

| Uraian Description | Satuan Unit | 2025 | 2024 | 2023 |
|--|-----------------|------|------|------|
| Jumlah Karyawan yang Memasuki Masa Pensiun Number of Employees who Enters Pension Age | Orang People | 5 | 5 | 4 |

Penilaian Kinerja Karyawan [404-3]

Perseroan menjalankan proses penilaian kinerja karyawan secara sistematis dan terukur sebagai bagian dari upaya untuk meningkatkan produktivitas, mengembangkan potensi individu, dan memperkuat budaya kinerja tinggi di seluruh lini organisasi.

Evaluasi dilakukan dengan mengacu pada *Key Performance Indicators* (KPI) yang disusun berdasarkan target tahunan (*goal setting*), meliputi target korporat, target fungsional di tingkat departemen, serta target individu. Pemantauan atas capaian target dilakukan secara kuartalan, diikuti dengan penilaian kinerja tahunan sebagai bentuk evaluasi menyeluruh.

Proses penilaian dilaksanakan secara kolaboratif antara karyawan dan manajer lini masing-masing. Pendekatan ini memungkinkan manajemen untuk:

- Mengapresiasi pencapaian kinerja yang unggul;
- Menentukan karyawan unggulan yang menjadi *talent* bagi perusahaan;
- Mengidentifikasi kebutuhan pelatihan dan pengembangan kompetensi;
- Menempatkan karyawan pada posisi yang paling sesuai dengan keahliannya; serta
- Menemukan potensi calon pemimpin masa depan yang siap mendukung keberlanjutan bisnis Perseroan.

Employee Performance Assessment [404-3]

The Company conducts a systematic and measurable employee performance assessment process as part of its efforts to improve productivity, develop individual potential, and strengthen a high-performance culture across all lines of the organization.

Evaluations are conducted by referring to *Key Performance Indicators* (KPIs) that are compiled based on annual targets (*goal setting*), including corporate targets, functional targets at the department level, and individual targets. Monitoring of target achievement is conducted on a quarterly basis, followed by an annual performance assessment as a form of comprehensive evaluation.

The assessment process is carried out collaboratively between employees and their respective line managers. This approach allows management to:

- Appreciate outstanding performance achievements;
- Identify outstanding employees as talent for the company;
- Identify training and competency development needs;
- Place employees in positions that best suit their expertise; and
- Discover potential future leaders who are ready to support the Company's business continuity.



Tinjauan Kinerja dan Pengembangan Karier [404-3]

Performance Assessment and Career Development

| Kategori Karyawan Employee Category | Jumlah Karyawan Number of Employees | Jumlah yang Menerima Tinjauan Kinerja Number of Employees Receiving Performance Assessment | Persentase Percentage |
|--|--|--|--------------------------|
| Laki-laki Male | 709 | 656 | 93 % |
| Perempuan Female | 454 | 436 | 96 % |
| Total | 1163 | 1092 | 94 % |
| Manajerial Managerial | 214 | 210 | 98 % |
| Non-Manajerial Non-Managerial | 949 | 942 | 99 % |
| Total | 1163 | 1152 | 99 % |

Melalui sistem penilaian yang transparan dan berbasis meritokrasi ini, Perseroan memastikan setiap Allstars memiliki kesempatan yang adil untuk tumbuh, berkembang, dan berkontribusi maksimal bagi kemajuan perusahaan.

Through this transparent and meritocracy-based assessment system, the Company ensures that every Allstars has a fair opportunity to grow, develop, and contribute maximally to the company's progress.



Pekerja Anak dan Pekerja Paksa

[F:19] [408-1] [409-1][S-10]

Perseroan memastikan seluruh proses rekrutmen dan kebijakan ketenagakerjaan dijalankan sesuai dengan peraturan perundang-undangan yang berlaku, khususnya Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan sebagaimana telah diubah dengan Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang. Dalam implementasinya, Perseroan berkomitmen untuk tidak mempekerjakan pekerja anak serta tidak menerapkan sistem kerja paksa dalam bentuk apa pun.

Child Labor and Forced Labor

[F:19] [408-1] [409-1][S-10]

The Company ensures that all recruitment processes and employment policies are carried out in accordance with applicable laws and regulations, in particular Law No. 13 of 2003 concerning Manpower as amended by Law No. 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of Law No. 2 of 2022 concerning Job Creation into Law. In its implementation, the Company is committed to not employ children and not to impose any form of forced labor.

Calon karyawan yang dapat direkrut wajib berusia minimal 18 tahun, sesuai ketentuan hukum ketenagakerjaan. Sistem kerja diatur berdasarkan jam kerja reguler selama 8 jam per hari, 40 jam per minggu dan 160 jam per bulan, dengan penerapan *shift work* pada unit dan level tertentu sesuai kebutuhan operasional. Apabila terjadi kelebihan waktu kerja, kompensasi lembur diberikan sesuai ketentuan yang berlaku, sehingga tidak merugikan karyawan.

Selain menjamin kepatuhan terhadap ketentuan jam kerja, Perseroan juga menyediakan waktu istirahat yang memadai agar keseimbangan antara kesehatan fisik dan produktivitas karyawan tetap terjaga. Kebijakan ini menjadi bagian dari komitmen Perseroan untuk menjaga praktik ketenagakerjaan yang etis, manusiawi, dan sesuai prinsip keberlanjutan.

Hubungan Industrial [2-30][402-1][407-1]

Perseroan memandang hubungan industrial yang harmonis sebagai fondasi penting bagi keberlangsungan operasional yang produktif dan berkelanjutan. Untuk itu, seluruh praktik ketenagakerjaan dijalankan dengan mengacu pada Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan sebagaimana telah diubah dengan Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang, serta didukung oleh Peraturan Perusahaan yang telah terdaftar di Kementerian Ketenagakerjaan Republik Indonesia.

Peraturan tersebut menjadi pedoman resmi dalam mengatur hak, kewajiban, dan tata tertib yang berlaku di lingkungan kerja. Di samping itu, Perseroan juga menyediakan jalur komunikasi dan penyampaian keluhan yang memungkinkan karyawan menyampaikan aspirasi, ide, maupun masukan terkait hubungan kerja.

Melalui forum komunikasi rutin antara manajemen dan karyawan, setiap perubahan kebijakan operasional disampaikan secara transparan dan dalam waktu yang wajar. Pendekatan ini mencerminkan semangat transparansi dan kolaborasi, guna menciptakan hubungan kerja yang harmonis, saling menghargai, dan selaras dengan nilai-nilai Perseroan. Perseroan menjunjung tinggi kebebasan berserikat serta hak karyawan untuk berpartisipasi dalam perjanjian kerja bersama sesuai dengan ketentuan hukum nasional dan prinsip Organisasi Perburuhan Internasional (ILO). Melalui hubungan industrial yang sehat ini, Perseroan senantiasa menjaga stabilitas organisasi dan meningkatkan kepercayaan di antara seluruh pemangku kepentingan internal.

Prospective employees who can be recruited must be at least 18 years old, in line with labor law provisions. The work system is regulated based on regular working hours of 8 hours per day, 40 hours per week, and 160 hours per month, with the implementation of shift work in certain units and levels according to operational needs. In the event of overtime, compensation is provided in accordance with applicable regulations so as not to put employees at a disadvantage.

Apart from ensuring compliance with working hour regulations, the Company also provides adequate rest time to maintain a balance between the physical health and productivity of employees. This policy is part of the Company's commitment to maintaining ethical, humane, and sustainable employment practices.

Industrial Relations [2-30][402-1][407-1]

The Company considers harmonious industrial relations to be an important foundation for productive and sustainable operations. Therefore, all employment practices are carried out by referring to Law No. 13 of 2003 concerning Manpower as amended by Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law, and is supported by Company Regulations that have been registered with the Ministry of Manpower of the Republic of Indonesia.

These regulations serve as the official guidelines that govern the rights, obligations, and rules that apply in the work environment. Furthermore, the Company also provides communication and complaint channels that enable employees to convey their aspirations, ideas, and input related to employment relationships.

Through regular communication forums between management and employees, any changes in operational policies are communicated transparently and promptly. This approach reflects a spirit of transparency and collaboration, with the aim of creating harmonious and mutually respectful working relationships that are in line with the Company's values. The Company upholds freedom of association and the right of employees to participate in collective bargaining agreements in accordance with national laws and the principles of the International Labor Organization (ILO). Through these healthy industrial relations, the Company maintains organizational stability and enhances trust among all internal stakeholders.

Komitmen Perseroan terhadap Hak Asasi Manusia [412-1][S-07][S-08][S-09]

Perseroan menyadari bahwa penghormatan terhadap Hak Asasi Manusia (HAM) merupakan elemen penting dalam mewujudkan operasi bisnis yang berkelanjutan dan bertanggung jawab. Kesadaran ini menjadi dasar bagi Perseroan dalam membangun budaya kerja yang menghormati martabat manusia, menjamin perlakuan adil, dan melindungi hak-hak karyawan, pelanggan, maupun mitra usaha di seluruh rantai nilai.

Pada tahap ini, Perseroan masih berada dalam fase peningkatan kesadaran (*awareness stage*) terkait penerapan sistematis aspek HAM di seluruh lini operasional. Meskipun belum melakukan penilaian formal (*human rights assessment*) secara menyeluruh, berbagai elemen prinsip HAM telah mulai diintegrasikan ke dalam kebijakan dan prosedur perusahaan, seperti kebebasan berserikat, anti-diskriminasi, pencegahan pelecehan, serta jaminan atas kondisi kerja yang aman dan layak.

Ke depan, Perseroan berkomitmen untuk memperluas penerapan prinsip HAM hingga ke rantai pasok dan mitra bisnis, dengan dukungan sistem pelaporan dan mekanisme pengaduan yang transparan. Sebagai langkah lanjutan, Perseroan kedepannya akan mengembangkan pendekatan yang lebih terstruktur untuk memastikan integrasi aspek HAM dalam praktik bisnis, termasuk penyusunan *roadmap* pelaksanaan *human rights due diligence* yang akan dimulai secara bertahap. Program pelatihan dan sosialisasi juga sedang dirancang untuk meningkatkan pemahaman seluruh karyawan mengenai pentingnya HAM dalam konteks operasional dan hubungan kerja sehari-hari.

Melalui pendekatan bertahap ini, Perseroan berupaya memastikan seluruh kegiatan usaha sejalan dengan prinsip tanggung jawab sosial, standar internasional, serta aspirasi menuju praktik bisnis yang menghormati dan melindungi hak asasi setiap individu.

The Company's Commitment to Human Rights [412-1][S-07][S-08][S-09]

The Company is aware that respect for human rights is an essential element in realizing sustainable and responsible business operations. This awareness forms the basis for the Company in building a work culture that respects human dignity, ensures fair treatment, and protects the rights of employees, customers, and business partners throughout the value chain.

At this stage, the Company is still in the awareness stage regarding the systematic implementation of human rights aspects across all lines of operation. Although it has not yet conducted a comprehensive formal assessment (human rights assessment), various elements of human rights principles have begun to be integrated into company policies and procedures, such as freedom of association, anti-discrimination, prevention of harassment, and guarantees of safe and decent working conditions.

Going forward, the Company is committed to expanding the application of human rights principles to its supply chain and business partners with the support of a transparent reporting system and complaint mechanism. As a follow-up, the Company will develop a more structured approach to ensure the integration of human rights aspects into its business practices, including the preparation of a roadmap for the implementation of human rights due diligence, which will be initiated in stages. Training and socialization programs are also being designed to increase the understanding of all employees regarding the importance of human rights in the context of daily operations and work relationships.

Through this gradual approach, the Company strives to ensure that all business activities are in line with the principles of social responsibility, international standards, and aspirations towards business practices that respect and protect the human rights of every individual.



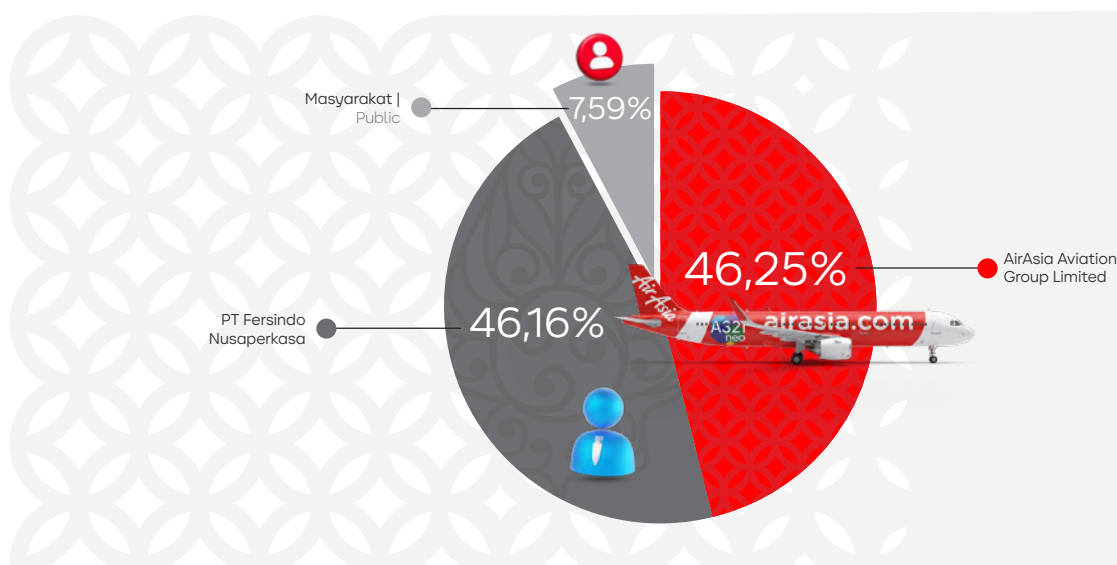
Komposisi Pemegang Saham

Shareholders Composition

| Pemegang Saham Shareholders | Jumlah Saham Number of Shares | Persentase Kepemilikan Saham Ownership Percentage |
|--|----------------------------------|--|
| Pemegang Saham yang Memiliki 5% atau Lebih Saham Shareholders with 5% or More Share Ownership | | |
| AirAsia Aviation Group Limited | 4.942.013.300 | 46,25% |
| PT Fersindo Nusaperkasa | 4.931.915.000 | 46,16% |
| Kelompok Pemegang Saham Masyarakat yang Memiliki Kurang dari 5% Saham Public Shareholders with Less than 5% Share Ownership | | |
| Masyarakat (di bawah 5%) Public (below 5%) | 811.196.141 | 7,59% |
| Jumlah Total | 10.685.124.441 | 100,00% |

Pemegang Saham Perseroan Tahun 2025

Company Shareholders in 2025



Pemegang Saham berdasarkan Klasifikasi

Shareholders based on Classification

| Pemegang Saham Shareholders | Jumlah Investor Total Investors | Jumlah Saham Number of Shares | Persentase Kepemilikan Saham Share Ownership Percentage |
|--|------------------------------------|----------------------------------|--|
| Pemodal Nasional National Investor | | | |
| Perorangan Indonesia Indonesian Individual | 4.646 | 165.808.741 | 1,55177% |
| Yayasan Dana Pensiun Pension Funds Foundation | 1 | 100.000 | 0,00094% |
| Asuransi Insurance | 0 | 0 | 0% |

| Pemegang Saham Shareholders | Jumlah Investor Total Investors | Jumlah Saham Number of Shares | Persentase Kepemilikan Saham Share Ownership Percentage |
|---|------------------------------------|----------------------------------|--|
| Perseroan Terbatas Limited Liability Companies | 24 | 5.568.241.200 | 52,11209% |
| Lain-Lain Others | 0 | 0 | 0% |
| Sub-total | 4.671 | 5.734.149.941 | 53,66479% |
| Pemodal Asing Foreign Investors | | | |
| Perorangan Asing Foreign Individual | 8 | 718.900 | 0,00673% |
| Badan Usaha Asing Foreign Entities | 7 | 4.950.255.600 | 46,32848% |
| Sub-total | 15 | 4.950.974.500 | 46,33521% |
| Jumlah Total | | 10.685.124.441 | 100,00000% |

Kepemilikan Saham oleh Dewan Komisaris dan/atau Direksi

Sampai dengan 31 Desember 2025, seluruh Dewan Komisaris dan/atau Direksi tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.

Share Ownership by the Board of Commissioners and/or Board of Directors

As of December 31, 2025, no member of the Board of Commissioners and/or the Board of Directors owns any shares in the Company, either directly or indirectly.

| Pemegang Saham Shareholders | Jumlah Saham Number of Shares | Persentase Kepemilikan Saham Share Ownership Percentage |
|---|----------------------------------|--|
| Dewan Komisaris Board of Commissioners | | |
| Ahmad Al Farouk Bin Ahmad Kamal | - | - |
| Sabam Hutajulu | - | - |
| Julianto Sidarto | - | - |
| Reza Viryawan | - | - |
| Sub-total | - | - |
| Direksi Board of Directors | | |
| Raden Achmad Sadikin | - | - |
| Luh Gede Mega Putri Tjatera | - | - |
| Sub-total | - | - |
| Jumlah Total | - | - |

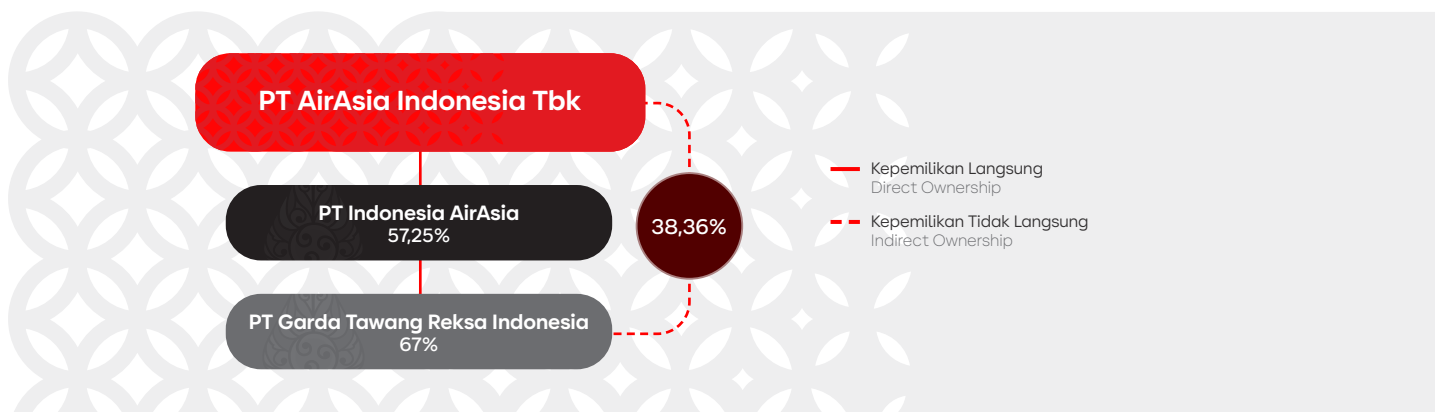
Daftar Entitas Anak dan Asosiasi

List of Subsidiaries and Associated Entities

Sampai dengan 31 Desember 2025, Perseroan memiliki 2 (dua) entitas anak, yaitu IAA dengan status kepemilikan langsung dan PT Garda Tawang Reksa Indonesia ("GTRI") dengan status kepemilikan tidak langsung. Informasi terkait kepemilikan saham Perseroan pada entitas anak dapat dilihat sebagai berikut:

As of December 31, 2025, the Company has two subsidiaries, namely IAA with direct ownership status and PT Garda Tawang Reksa Indonesia ("GTRI") with indirect ownership status. Information regarding the Company's share ownership in subsidiaries is as follows:

| Entitas Anak Subsidiaries | Alamat dan Kontak Perusahaan Company Address and Contact | Tahun Beroperasi Secara Komersial Commercial Operating Year | Bidang Usaha Line of Business | Persentase Kepemilikan Efektif Effective Ownership Percentage | | Total Aset Sebelum Eliminasi (Rp juta) Total Assets Before Elimination (Rp million) | |
|--|---|--|---|--|--------|--|-----------|
| | | | | 2025 | 2024 | 2025 | 2024 |
| Kepemilikan Langsung Direct Ownership | | | | | | | |
| PT Indonesia AirAsia | AirAsia RedHouse, Jl. Marsekal Suryadhama No. 1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten 15127 | 2005 | Penerbangan Komersial Berjadwal Scheduled Commercial Flights | 57,25% | 57,25% | 5.090.328 | 5.746.094 |
| Kepemilikan Tidak Langsung Indirect Ownership | | | | | | | |
| PT Garda Tawang Reksa Indonesia | AirAsia RedHouse, Jl. Marsekal Suryadhama No. 1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten 15127 | 2016 | Ground Operations | 38,36% | 38,36% | 65.924 | 48.556 |

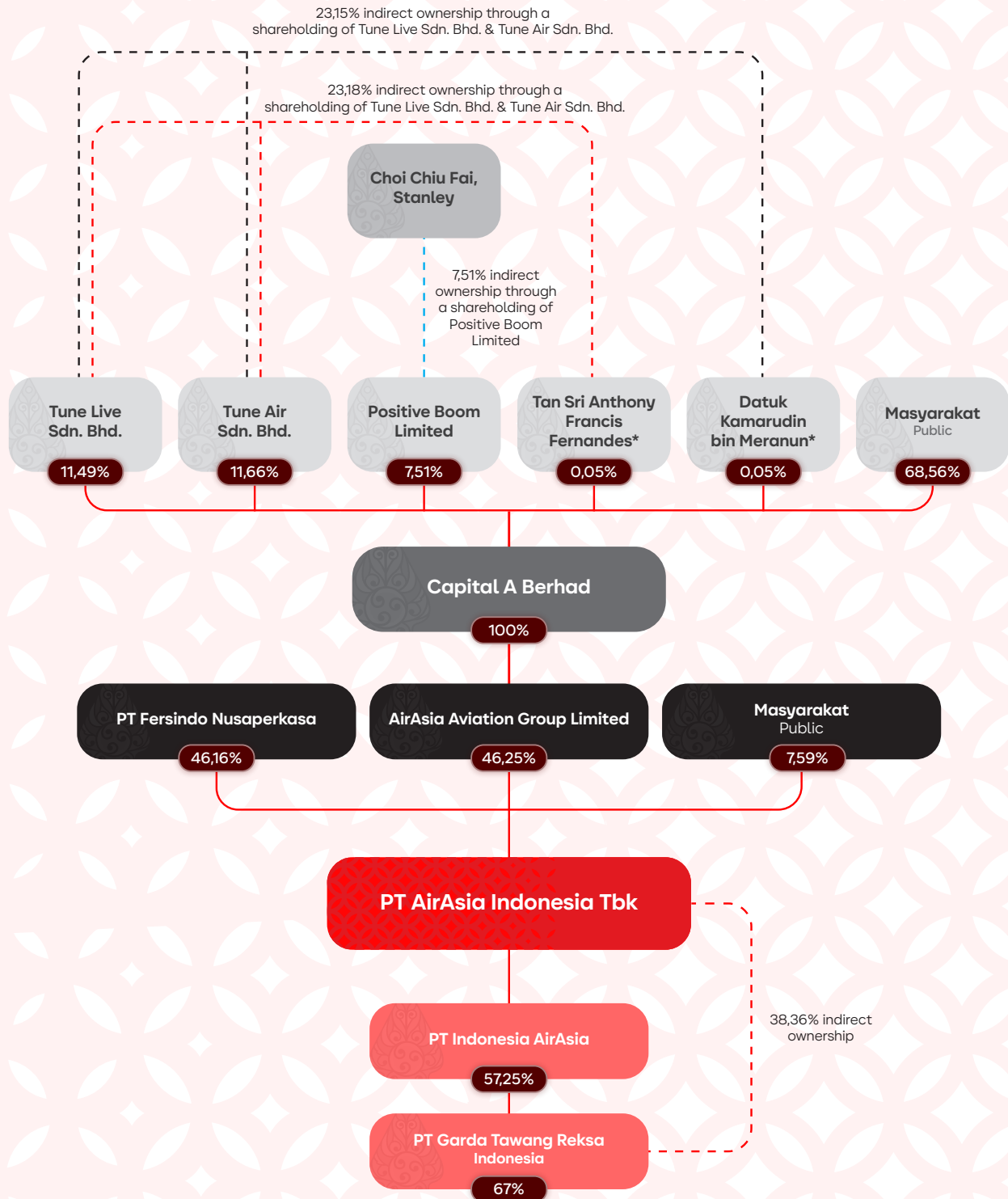


Pemegang Saham Pengendali

Controlling Shareholders

Struktur kepemilikan saham di bawah ini merupakan posisi per tanggal 31 Desember 2025:

The shareholding structure set out below reflects the position as of December 31, 2025:



*Pemilik Manfaat Akhir Perseroan
 *Ultimate Beneficial Owner of the Company

Profil PT Indonesia AirAsia

PT Indonesia AirAsia Profile



**Deva Prasetyo
Wibowo**
Direktur Keamanan
& Kualitas
Director of Safety &
Quality



**Luh Gede Mega
Putri Tjatera**
Direktur Keuangan
Director of Finance



**Raden Achmad
Sadikin**
Direktur Utama
President Director



**Akhmad Maulana
Hendarto**
Direktur Operasi
Director of Flight
Operations



Wahyu Ristanto
Direktur Pemeliharaan
& Teknik
Director of Maintenance &
Engineering

IAA pertama kali didirikan dengan nama PT Awair Internasional berdasarkan Akta Pendirian No. 15 tanggal 28 September 1999, yang dibuat di hadapan Budiono, S.H., Notaris di Jakarta. Akta Pendirian tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia berdasarkan Surat Keputusan No. C-19644 HT.01.01.TH.99 pada tanggal 6 Desember 1999 dan diumumkan dalam Berita Negara Republik Indonesia No. 66 tanggal 18 Agustus 2000 dan Tambahan No. 4571. Perubahan nama menjadi PT Indonesia AirAsia dari sebelumnya PT Awair International secara resmi berdasarkan Akta No. 9 tanggal 23 Agustus 2005, yang dibuat di hadapan Anne Djoenardi, S.H., MBA., M.H., Notaris di Kabupaten Bogor, yang telah mendapatkan persetujuan dari Kementerian Hukum dan HAM Republik Indonesia berdasarkan Surat Keputusan No. C-25068 HT.01.04.TH.2005 tanggal 9 September 2005.

Anggaran Dasar IAA terakhir kali diubah berdasarkan Akta No. 3 tanggal 7 Juli 2025 yang dibuat di hadapan Anne Djoenardi, S.H., MBA., M.H., Notaris di Jakarta, yang telah mendapatkan surat penerimaan pemberitahuan dari Kementerian Hukum Republik Indonesia melalui Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar Perseroan No. AHU-AH.01.03-0185196 tanggal 15 Juli 2025.

Saat ini, IAA melayani penerbangan domestik dan internasional melalui 4 (empat) hub yang berlokasi di Jakarta, Bali, Surabaya, dan Medan. Sepanjang tahun 2025, Perseroan menambah berbagai rute baru, baik domestik maupun internasional, sebagai bagian dari strategi perluasan jaringan untuk meningkatkan jangkauan layanan serta memperkuat konektivitas bagi para wisatawan. Selain ekspansi tersebut, IAA juga mengoperasikan sejumlah rute khas yang menjadi keunggulan kompetitif IAA di pasar internasional, menyediakan pilihan perjalanan yang lebih variatif yang tidak ditawarkan oleh maskapai lain di Indonesia. Hingga tahun 2025, IAA telah mengangkut lebih dari 770 ribu wisatawan mancanegara ke Indonesia, sebuah kontribusi yang signifikan dalam mendorong pertumbuhan wisata masuk serta mempertegas peran IAA dalam membuka akses penerbangan internasional ke berbagai destinasi di Tanah Air.

Di tahun 2025, IAA senantiasa menjaga kualitas operasional dan pelayanan terbaik di kelasnya. Hal ini terbukti dari keberhasilan IAA mendapatkan peringkat ke-5. maskapai dengan kinerja ketepatan waktu terbaik di Asia Tenggara. Selain itu, Grup AirAsia juga berhasil meraih predikat sebagai maskapai berbiaya rendah terbaik di dunia versi Skytrax selama 16 tahun berturut-turut.

IAA was initially established under the name PT Awair Internasional based on Deed of Establishment No. 15 dated September 28, 1999, drawn up before Budiono, S.H., Notary in Jakarta. The Deed of Establishment was ratified by the Minister of Justice of the Republic of Indonesia based on Decree No. C-19644 HT.01.01.TH.99 on December 6, 1999, and announced in the State Gazette of the Republic of Indonesia No. 66 dated August 18, 2000, and Supplement No. 4571. The name change to PT Indonesia AirAsia from previously PT Awair International was made official based on Deed No. 9 dated August 23, 2005, drawn up before Anne Djoenardi, S.H., MBA., M.H., Notary in Bogor Regency, which has obtained approval from the Ministry of Law and Human Rights of the Republic of Indonesia based on Decree No. C-25068 HT.01.04.TH.2005 dated September 9, 2005.

The Articles of Association of IAA were last amended based on Deed No. 3 dated July 7, 2025, drawn up before Anne Djoenardi, S.H., MBA., M.H., Notary in Jakarta, which has received a notification letter from the Ministry of Law of the Republic of Indonesia through the Notification Letter of Amendment to the Articles of Association of the Company No. AHU-AH.01.03-0185196 dated July 15, 2025.

Currently, IAA serves domestic and international flights through four hubs in Jakarta, Bali, Surabaya, and Medan. Throughout 2025, the Company added various new routes, both domestic and international, as part of its network expansion strategy to increase service coverage and strengthen connectivity for tourists. In addition to this expansion, IAA also operates a number of unique routes that give IAA a competitive advantage in the international market, providing a more varied travel option that is not offered by other airlines in Indonesia. As of 2025, IAA has transported more than 770 thousand foreign tourists to Indonesia, a significant contribution in driving inbound tourism growth and reinforcing IAA's role in opening up international flight access to various destinations in the country.

In 2025, IAA continues to maintain the best operational quality and service in its class. This is evident from IAA's success in being ranked 5th among airlines with the best on-time performance in Southeast Asia. Moreover, AirAsia Group has also been named the world's best low-cost airline by Skytrax for 16 consecutive years.

**Profil Dewan Komisaris
PT Indonesia AirAsia**
Board of Commissioners Profile of
PT Indonesia AirAsia



**Ahmad Al Farouk bin Ahmad
Kamal**
Komisaris Utama
President Commissioner

Profil lengkap Ahmad Al Farouk Bin Ahmad Kamal dapat dilihat pada bagian Profil Dewan Komisaris Perseroan dalam laporan ini.
The complete profile of Ahmad Al Farouk Bin Ahmad Kamal can be found in the Company's Board of Commissioners Profile section of this report.

**Profil Direksi
PT Indonesia AirAsia**
Board of Directors Profile of
PT Indonesia AirAsia



Raden Achmad Sadikin
Direktur Utama
President Director

Profil lengkap Raden Achmad Sadikin dapat dilihat pada bagian Profil Direksi Perseroan dalam laporan ini.

The complete profile of Ahmad Sadikin can be found in the Company's Board of Directors Profile section of this report.



Luh Gede Mega Putri Tjatera
Direktur Keuangan
Director of Finance

Profil lengkap Luh Gede Mega Putri Tjatera dapat dilihat pada bagian Profil Direksi Perseroan dalam laporan ini.

The complete profile of Luh Gede Mega Putri Tjatera can be found in the Company's Board of Directors Profile section of this report.



Akhmad Maulana Hendarto

Direktur Operasi

Director of Flight Operations

Akhmad Maulana Hendarto menjabat sebagai Direktur di IAA sejak Agustus 2024. Selain itu, beliau juga berperan sebagai *Company Check Pilot* (CCP) sejak 2023 serta menjabat sebagai *Chief Pilot Officer* dan *Flight Instructor Airplane* (FIA) sejak 2018. Dengan pengalaman luas di dunia penerbangan, beliau memiliki peran penting dalam memastikan keselamatan dan standar operasional penerbangan di IAA.

Perjalanan kariernya di IAA dimulai pada tahun 2005 sebagai *Co-Pilot* Boeing 737-300, sebelum diangkat menjadi Kapten Airbus A320-200 pada tahun 2007. Selain itu, beliau pernah menjabat sebagai *Deputy Chief Pilot Training and Standard* pada tahun 2017-2018 serta *Flight Operations Inspector* di Direktorat Jenderal Perhubungan Udara, Kementerian Perhubungan Republik Indonesia, pada periode yang sama.

Dengan total lebih dari 15.000 jam terbang, Akhmad Maulana Hendarto memiliki pengalaman menerbangkan berbagai jenis pesawat, termasuk Boeing 737-200, Boeing 737-300, dan Airbus A320-200. Beliau juga memegang berbagai sertifikasi profesional, di antaranya *Company Check Pilot* dari Direktorat Jenderal Perhubungan Udara, Kementerian Perhubungan Republik Indonesia, CASO dari INACA, serta *IOSA Internal Auditor Course* dari IATA.

Di samping itu, beliau telah menyelesaikan *Training of Trainer* di IAA pada tahun 2017 serta *Flight Operations Inspector Course* (FOI) yang diselenggarakan oleh Direktorat Jenderal Perhubungan Udara, Kementerian Perhubungan Republik Indonesia, pada tahun 2016.

Beliau menempuh pendidikan penerbangan di Pendidikan dan Latihan Penerbangan (PLP) Curug, Tangerang, Banten, pada tahun 1996-1999, setelah sebelumnya berkuliah di UPN Veteran Jawa Timur pada tahun 1994-1996.

Akhmad Maulana Hendarto has served as a Director at IAA since August 2024. In addition, he has also served as *Company Check Pilot* (CCP) since 2023 as well as *Chief Pilot Officer* and *Flight Instructor Airplane* (FIA) since 2018. With his extensive experience in aviation, he plays an important role in ensuring flight safety and operational standards at IAA.

His career at IAA began in 2005 as a Boeing 737-300 *Co-Pilot*, before being promoted to Captain for the Airbus A320-200 in 2007. In addition, he served as *Deputy Chief Pilot Training and Standard* in 2017-2018 as well as *Flight Operations Inspector* at the Directorate General of Civil Aviation during the same period.

With a total of more than 15,000 flying hours, Akhmad Maulana Hendarto has experience flying various aircraft types, including Boeing 737-200, Boeing 737-300, and Airbus A320-200. He also holds various professional certifications, including *Company Check Pilot* from the Directorate General of Civil Aviation, Ministry of Transportation of Republic of Indonesia, CASO from INACA, and *IOSA Internal Auditor Course* from IATA. In addition, he has completed the *Training*

of Trainers at IAA in 2017 as well as the *Flight Operations Inspector Course* (FOI) organized by the Directorate General of Civil Aviation, Ministry of Transportation of Republic of Indonesia in 2016.

He took flight education at PLP Curug Flying School, Tangerang, Banten, in 1996-1999, after previously studying at UPN Veteran East Java in 1994-1996.



Wahyu Ristanto

Direktur Pemeliharaan & Teknik
Director of Maintenance & Engineering

Wahyu Ristanto menjabat sebagai Direktur di IAA sejak Maret 2024. Dengan lebih dari dua dekade pengalaman di industri penerbangan, beliau memiliki peran penting dalam memastikan standar keselamatan, efisiensi operasional, serta strategi pengembangan bisnis di bidang pemeliharaan dan teknik penerbangan.

Sebelum menjabat sebagai Direktur, beliau berperan sebagai *Senior Manager* AMO di IAA dari 2018 hingga 2024. Dalam posisi ini, beliau mengelola berbagai aspek pemeliharaan pesawat, termasuk perawatan lini, dukungan pemeliharaan, operasional *workshop*, serta pengelolaan gudang dan tenaga kerja teknis. Sebelumnya, pada tahun 2017, beliau dipercaya sebagai *Maintenance Manager*, di mana beliau bertanggung jawab atas seluruh kegiatan perawatan pesawat serta operasional teknis guna memastikan kesiapan armada.

Perjalanan kariernya di IAA dimulai pada tahun 2008 ketika beliau menjabat sebagai *Planning & Technical Service Manager* hingga 2016. Dalam jabatan ini, beliau mengelola kesiapan pesawat, penjadwalan pemeliharaan rutin dan tidak terjadwal, dokumentasi teknis, serta memberikan rekomendasi teknis terkait *Service Bulletin* (SB) dan *Airworthiness Directive* (AD). Selain itu, beliau juga terlibat dalam pengelolaan keandalan armada dan kontrol biaya pemeliharaan.

Sebelum bergabung dengan IAA, beliau memiliki pengalaman di berbagai maskapai besar. Dari 2006 hingga 2008, beliau menjabat sebagai *Planning & Technical Service Manager* di PT Lion Air, dengan tanggung jawab serupa dalam memastikan kesiapan armada, pemeliharaan pesawat, dan dokumentasi teknis. Pada periode 2005-2006, beliau bekerja di Air Paradise International sebagai *Technical Service Engineer*, di mana beliau bertugas memberikan rekomendasi teknis, mengawasi inspeksi perawatan, serta mengevaluasi modifikasi pesawat.

Kariernya di dunia penerbangan bermula di PT Merpati Nusantara Airlines. Dari 1999 hingga 2005, beliau menjabat sebagai *Engineering Support Engineer*, menangani pengembangan kapabilitas *workshop*, analisis kerusakan struktur pesawat, serta program rehabilitasi pesawat DHC-6. Sebelumnya, dari 1994 hingga 1999, beliau bertugas sebagai *Airframe & Powerplant Mechanic*, menangani perawatan pesawat secara langsung baik dalam pemeliharaan terjadwal maupun tidak terjadwal.

Wahyu Ristanto has served as a Director at IAA since March 2024. With more than two decades of experience in the aviation industry, he plays an important role in ensuring safety standards, operational efficiency, and business development strategies in the areas of maintenance and aviation engineering.

Prior to his role as Director, he served as Senior Manager AMO at IAA from 2018 to 2024. In this position, he managed various aspects of aircraft maintenance, including line maintenance, maintenance support, workshop operations, as well as warehouse and technical workforce management. Previously, in 2017, he was appointed as Maintenance Manager, where he was responsible for all aircraft maintenance activities and technical operations to ensure fleet readiness.

His career at IAA began in 2008 when he served as Planning & Technical Service Manager until 2016. In this role, he managed aircraft readiness, routine and unscheduled maintenance scheduling, technical documentation, and provided technical recommendations related to Service Bulletin (SB) and Airworthiness Directive (AD). In addition, he is also involved in fleet reliability management and maintenance cost control.

Prior to joining AirAsia, he has experience in various major airlines. From 2006 to 2008, he served as Planning & Technical Service Manager at PT Lion Air, with similar responsibilities in ensuring fleet readiness, aircraft maintenance and technical documentation. In 2005-2006, he worked at Air Paradise International as a Technical Service Engineer, where he was responsible for providing technical recommendations, overseeing maintenance inspections and evaluating aircraft modifications.

His career in aviation began at PT Merpati Nusantara Airlines. From 1999 to 2005, he served as Engineering Support Engineer, handling workshop capability development, aircraft structural damage analysis, and DHC-6 aircraft rehabilitation program. Prior to that, from 1994 to 1999, he served as an Airframe & Power Plant Mechanic, handling hands-on aircraft maintenance in both scheduled and unscheduled maintenance.

Selain pengalaman profesional yang luas, Wahyu Ristanto juga memiliki berbagai lisensi yang mendukung keahliannya di bidang pemeliharaan pesawat, di antaranya *A4 General License* (1999), *A1 General License* (2001), *C2 General License* (2004), serta *Type Rating* untuk Boeing 737-200, Airbus A319/A320/A321, dan berbagai mesin seperti P&W JT8D, CFM56-5, dan IAE V2500.

In addition to extensive professional experience, Wahyu Ristanto also holds various licenses that support his expertise in aircraft maintenance, including *A4 General License* (1999), *A1 General License* (2001), *C2 General License* (2004), as well as *Type Ratings* for Boeing 737-200, Airbus A319/A320/A321, and various engines such as CFM56-5 and IAE V2500.

Beliau juga terus mengembangkan kompetensinya melalui berbagai pelatihan profesional, termasuk Mini MBA dalam *General Management* dari SBM ITB (2023), *Awareness and Internal Auditor of Quality Management System ISO/IEC 9001:2015* oleh PT TUV Rheinland Indonesia (2023), *CASO Training* dari INACA (2014), serta berbagai pelatihan lain seperti *SMS Training*, *Dangerous Goods Training*, dan *Inspector Course*.

He also continues to develop his competencies through various professional trainings, including Mini MBA in *General Management* from SBM ITB (2023), *Awareness and Internal Auditor of Quality Management System ISO/IEC 9001:2015* by PT TUV Rheinland Indonesia (2023), *CASO Training* from INACA (2014), and various other trainings such as *SMS Training*, *Dangerous Goods Training*, and *Inspector Course*.

Wahyu Ristanto meraih gelar Diploma Teknik Mesin dari Politeknik Universitas Brawijaya, Malang pada tahun 1994, kemudian melanjutkan pendidikan dan memperoleh gelar Sarjana Teknik Mesin dari Universitas 17 Agustus 1945, Surabaya pada tahun 2001.

Wahyu Ristanto earned his Diploma in Mechanical Engineering from Polytechnic of Brawijaya University, Malang in 1994, then continued his education and obtained his Bachelor's degree in Mechanical Engineering from Universitas 17 Agustus 1945, Surabaya in 2001.

Deva Prasetyo Wibowo
 Direktur Keamanan & Kualitas
 Director of Safety & Quality



Deva Prasetyo Wibowo merupakan profesional di industri penerbangan dengan rekam jejak panjang di bidang operasional penerbangan serta keselamatan dan kualitas penerbangan. Beliau bergabung dengan IAA sejak tahun 2010 dan hingga saat ini masih aktif menjalankan peran strategis maupun operasional di Perseroan.

Deva Prasetyo Wibowo is a professional in the aviation industry with a long track record in flight operations, safety, and quality. He joined IAA in 2010 and is still actively performing strategic and operational roles in the Company.

Di IAA, Deva Prasetyo Wibowo saat ini menjabat sebagai Direktur sejak Mei 2025, dengan tanggung jawab utama dalam menetapkan arah strategi dan tata kelola keselamatan serta kualitas di tingkat korporasi, termasuk memastikan efektivitas penerapan *Safety Management System* (SMS) dan *Quality Management System* (QMS), kepatuhan terhadap regulasi, serta peningkatan berkelanjutan di seluruh organisasi.

Deva Prasetyo Wibowo currently serves as Director of IAA since May 2025, with primary responsibility to set the direction of strategy and governance of safety and quality at the corporate level, including ensuring the effective implementation of the *Safety Management System* (SMS) and *Quality Management System* (QMS), regulatory compliance, and continuous improvement across the organization.

Sebelumnya, beliau menjabat sebagai *Head of Corporate Safety* pada periode Juni 2024 hingga April 2025, dengan fokus pada pengawasan kinerja keselamatan, pengelolaan risiko, serta kepatuhan terhadap ketentuan regulator penerbangan.

Previously, he served as *Head of Corporate Safety* from June 2024 to April 2025, focusing on safety performance oversight, risk management, and compliance with aviation regulatory requirements.

Sejak Mei 2014, beliau juga dipercaya sebagai *Flight Safety and Flight Data Analysis Program Manager*, berperan dalam pengelolaan program keselamatan penerbangan serta analisis data penerbangan untuk mendukung penguatan sistem keselamatan operasional.

Di sisi operasional, Deva Prasetyo Wibowo telah menjabat sebagai *Line Pilot Captain* Airbus A320 sejak Desember 2012, setelah sebelumnya menjalankan peran sebagai *Line Pilot First Officer* Airbus A320 pada periode Mei 2010 hingga Desember 2012. Hingga saat ini, beliau telah membukukan total jam terbang lebih dari 10.600 jam pada berbagai tipe pesawat.

Sebelum bergabung dengan IAA, Deva Prasetyo Wibowo berkarier di PT Trigana Air Service selama periode tahun 2000-2010. Di perusahaan tersebut, beliau mengemban sejumlah posisi sebagai pilot, termasuk *Line Pilot First Officer* dan *Line Pilot Captain* untuk beberapa tipe pesawat. Pada periode 2006 hingga 2010, beliau menjabat sebagai *Line Pilot Captain* ATR 42/72 dan sekaligus dipercaya sebagai *Type Rating Instructor* untuk ATR 42/72. Selain itu, beliau juga berpengalaman sebagai *Line Pilot Captain* DHC-6 Twin Otter serta *Type Rating Examiner* untuk pesawat DHC-6 Twin Otter.

Latar belakang pendidikan beliau adalah lulusan Pendidikan dan Latihan Penerbangan (PLP) Curug (1996-1998), yang menjadi fondasi utama dalam perjalanan profesionalnya sebagai pilot dan praktisi keselamatan penerbangan. Untuk mendukung kompetensi profesional, beliau telah mengikuti berbagai pelatihan dan sertifikasi di bidang keselamatan dan kualitas penerbangan, antara lain pelatihan *IOSA Airline Auditor*, *Aviation Safety Risk Management*, *Accident and Incident Investigation*, *Aviation Internal Auditor*, serta berbagai program pelatihan keselamatan penerbangan yang diselenggarakan oleh institusi nasional maupun internasional. Selain itu, beliau juga memegang lisensi ATPL 5301 dari Direktorat Jenderal Penerbangan Sipil, Kementerian Perhubungan Republik Indonesia, yang semakin memperkuat kapabilitas teknis dan profesionalisme beliau di industri penerbangan.

Since May 2014, he was also entrusted as Flight Safety and Flight Data Analysis Program Manager, playing a role in managing flight safety programs and flight data analysis to support the strengthening of operational safety systems.

On the operational side, Deva Prasetyo Wibowo has served as an Airbus A320 Line Pilot Captain since December 2012, after previously serving as an Airbus A320 Line Pilot First Officer from May 2010 to December 2012. To date, he has logged a total of more than 10,600 flight hours on various aircraft types.

Prior to joining IAA, Deva Prasetyo Wibowo worked at PT Trigana Air Service from 2000 to 2010. During his time at the company, he held a number of positions as a pilot, including Line Pilot First Officer and Line Pilot Captain for several aircraft types. From 2006 to 2010, he served as Line Pilot Captain for the ATR 42/72 and was also entrusted as Type Rating Instructor for the ATR 42/72. In addition, he also has experience as Line Pilot Captain for the DHC-6 Twin Otter and Type Rating Examiner for the DHC-6 Twin Otter aircraft.

His educational background includes a degree from the PLP Curug Flying School (1996-1998), which became the main foundation for his professional journey as a pilot and aviation safety practitioner. To support his professional competence, he has participated in various training and certification programs in the field of aviation safety and quality, including IOSA Airline Auditor, Aviation Safety Risk Management, Accident and Incident Investigation, Aviation Internal Auditor, as well as various aviation safety training programs organized by national and international institutions. In addition, he also holds an ATPL 5301 license from the Directorate General of Civil Aviation, Ministry of Transportation of the Republic of Indonesia, which further strengthens his technical capabilities and professionalism in the aviation industry.

Kronologi Pencatatan Saham

Share Listing Chronology

| Jenis Pencatatan Type of Listing | Tanggal Pencatatan Date of Listing | Jumlah Saham Tercatat Total Outstanding Shares | Nilai Nominal Saham Share Nominal Value | Jumlah Saham Tercatat Setelah Aksi Korporasi Number of Outstanding Shares After Corporate Action |
|--|---------------------------------------|---|--|---|
| Pencatatan Saham Pendiri Company Listing | 29 Agustus 1994 August 29, 1994 | 34.000.000 | Rp1.000 | 34.000.000 |
| Penawaran Umum Saham Perdana Initial Public Offering | 8 Desember 1994 December 8, 1994 | 20.000.000 | Rp1.000 | 54.000.000 |
| Pemecahan Saham Stock Split | 3 September 2014 September 3, 2014 | 162.000.000 | Rp250 | 216.000.000 |
| Penawaran Umum Terbatas I/PUT I dengan Rasio Pembagian Hak Memesan Efek Terlebih Dahulu (HMETD) Limited Public Offering I/PUT I with Rights Issue Ratio | 28 Desember 2017 December 28, 2017 | 10.469.124.441 | Rp250 | 10.685.124.441 |

Kronologi Pencatatan Efek Lainnya

Sampai dengan akhir tahun 2025, Perseroan tidak menerbitkan efek lainnya, seperti obligasi, sukuk, dan/atau obligasi konversi di bursa efek mana pun. Oleh karena itu, tidak terdapat informasi mengenai hal tersebut yang dapat disajikan dalam laporan ini.

Other Securities Listing Chronology

As of the end of 2025, the Company did not issue other securities such as bonds, sukuk, and/or convertible bonds in any stock exchange. Therefore, there is no information regarding this matter that can be presented in this report.



Informasi Akuntan Publik dan Kantor Akuntan Publik

Information on Public Accountant and Public Accounting Firm

| | |
|--|--|
| Kantor Akuntan Publik Public Accounting Firm | KAP Tanubrata Sutanto Fahmi Bambang & Rekan (member of BDO International Limited) |
| Akuntan Publik Public Accountant | Godang Parulian Panjaitan |
| Alamat Address | Prudential Tower, Lantai 17, Jalan Jenderal Sudirman Kaveling 79, Jakarta Selatan, 12910 Telepon/Telephone: 021-57957300 Faksimile/Fax: 021-57957301 |
| Jasa yang Diberikan Services Rendered | Jasa Audit Laporan Keuangan Tahunan Konsolidasian Perseroan yang berakhir pada 31 Desember 2025 Audit Service of the Company's Consolidated Annual Financial Statements that ended on December 31, 2025 |
| Jasa Lainnya Other Services | Tidak Ada None |
| Periode Penugasan Assignment Period | Tahun Buku 2025 2025 Financial Year |
| Biaya Fee | Rp1.738.800.000 |

Lembaga dan Profesi Penunjang Pasar Modal

Capital Market Supporting Institutions and Professions

| | |
|--|---|
| Biro Administrasi Efek Share Registrar | PT Bima Registra |
| Alamat Address | Satrio Tower, Lantai 9, Zona A2 Jalan Prof. Dr. Satrio Blok C4, Kawasan Mega Kuningan, Jakarta Selatan, 12950 Telepon/Telephone: 021-25984818 |
| Jasa yang Diberikan Services Rendered | Administrasi Efek Administration of Securities |
| Jasa Lainnya Other Services | Tidak Ada None |
| Notaris Notary | Jose Dima Satria, S.H., M.Kn. |
| Alamat Address | Jalan Madrasah, Komplek Taman Gandaria Kaveling 11A, Gandaria Selatan, Cilandak, Jakarta Selatan, 12420 Telepon/Telephone: 021-29125500, 021-29125600 |
| Jasa yang Diberikan Services Rendered | Pembuatan Akta Berita Acara Rapat Umum Pemegang Saham dan Akta Pernyataan Keputusan Rapat lainnya Preparation of Deed of General Meeting of Shareholders Minutes and Deed of Other Meeting Resolutions |
| Jasa Lainnya Other Services | Tidak ada None |

Penghargaan dan Sertifikasi

Awards and Certifications

Penghargaan Awards

| Tanggal Penghargaan Award Date | Nama Penghargaan Award Title | Diberikan oleh Awarded by |
|---------------------------------------|---|---|
| 13 Februari 2025 February 13, 2025 | Maskapai Berbiaya Hemat Terbaik Dunia 2025 dan Maskapai Berbiaya Hemat Teraman ke-6 Dunia 2025 World's Best Low-Cost Airline 2025 and World's 6th Safest Low-Cost Airline 2025 | AirlineRatings.com dalam ajang <i>World's Best Airlines</i> AirlineRatings.com in the World's Best Airlines awards |
| 17 Juni 2025 June 17, 2025 | Maskapai Berbiaya Hemat Terbaik Dunia 2025 World's Best Low-Cost Airline 2025 | Skytrax <i>World Airline Awards</i> |
| 14 Oktober 2025 October 14, 2025 | Maskapai Berbiaya Hemat Terbaik di Asia dan Awak Kabin Maskapai Berbiaya Hemat Terbaik di Asia Asia's Leading Low-Cost Airline 2025 and Asia's Leading Low-Cost Airline Cabin Crew 2025 | World Travel Awards Asia and Oceania |
| 13 November 2025 November 13, 2025 | FTE APAC Airline Pioneer Award 2025 | Future Travel Experience |
| 4 Desember 2025 December 4, 2025 | Anugerah <i>Brand Populer</i> Indonesia 2025 untuk kategori Transportasi Udara Popular Brand Indonesia Award 2025 in the Air Transportation category | Disway Awards |
| 7 Desember 2025 December 7, 2025 | Maskapai Berbiaya Hemat Terdepan Dunia 2025, Awak Kabin Maskapai Berbiaya Hemat Terdepan Dunia 2025, dan Maskapai Berbiaya Hemat Jarak Jauh Terdepan Dunia 2025 untuk AirAsia X World's Leading Low-Cost Airline 2025, World's Leading Low-Cost Airline Cabin Crew 2025, and World's Leading Long Haul Low-Cost Airline 2025 for AirAsia X | <i>World Travel Awards Grand Final</i> |

Sertifikasi Certifications

| Nama Sertifikasi Certification | Masa Berlaku Sertifikasi Certification Validity Period | Dikeluarkan oleh Issued by |
|---|--|---|
| Sertifikat Operator Pesawat Udara Aircraft Operator Certificate | 7 Oktober 2022 - 20 Oktober 2027 October 7, 2022 - October 20, 2027 | Direktorat Jenderal Perhubungan Udara, Kementerian Perhubungan Republik Indonesia Directorate General of Civil Aviation, Ministry of Transportation of the Republic of Indonesia |
| <i>Certificate of Registration IOSA*</i> | 25 Juli 2023 - 24 Juli 2025 July 25, 2023 - July 24, 2025 | International Air Transport Association (IATA) |
| Sertifikasi <i>Great Place to Work®</i> Great Place to Work® Certification | September 2025 - September 2026 | Great Place to Work® (GPTW) |

*) Perseroan dijadwalkan untuk menjalani proses pembaruan IATA Operational Safety Audit (IOSA) pada Triwulan II tahun 2026. Dalam periode interim, manajemen secara berkelanjutan memastikan bahwa seluruh standar operasional tetap selaras dengan ketentuan dan persyaratan yang ditetapkan oleh IATA.

*) The Company is scheduled to undergo the IATA Operational Safety Audit (IOSA) renewal process in the second quarter of 2026. During the interim period, management will continue to ensure that all operational standards remain in line with the provisions and requirements set by IATA.

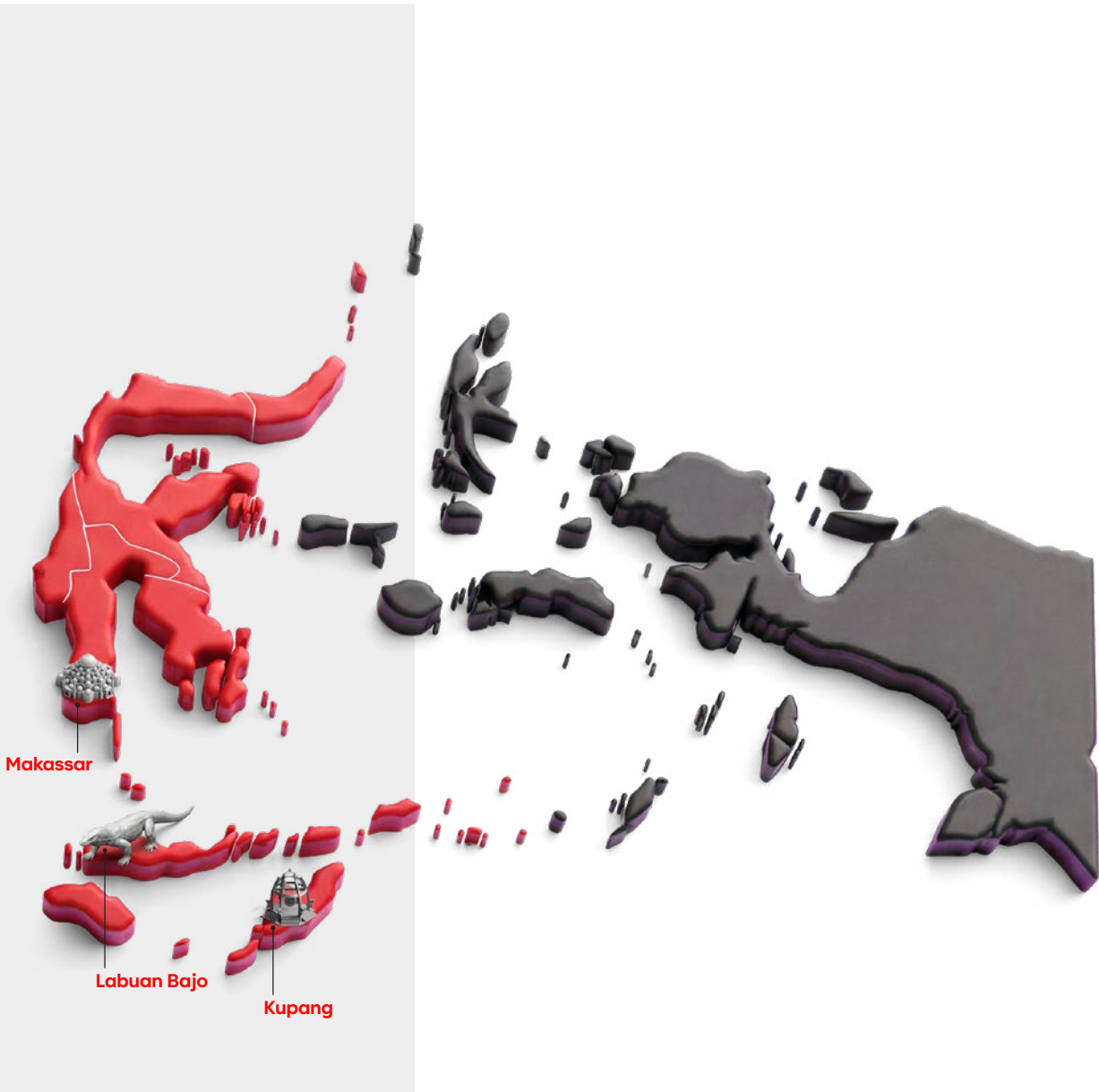
Wilayah Operasional

Operational Area



AirAsia Travel Service Center

| No. | Lokasi Location | Alamat Address | Jam Beroperasi Operating Hours |
|-----|-----------------|---|--|
| 1. | Banda Aceh | PT Bumi Karunia Wisata Jl. TWK Mohd Daudsyah No. 130, Gp. Peunayong Banda Aceh Telepon: 081240537520, 0651-7315100 | Senin-Jumat: 09:00-17:00 Sabtu: 09:00-15:00 Hari Libur Nasional Tutup Monday-Friday: 09:00-17:00 Saturday: 09:00-15:00 Closed on Sunday and National Public Holidays |
| 2. | Medan | PT Angkasa Tour and Travel Jl. Karya Wisata, Komplek J City, Blok B No. 2 Johor – Medan Telepon: 0811705888 | Senin-Jumat: 08:00-17:00 Sabtu: 08:00-15:00 Minggu dan Hari Libur Nasional Tutup Monday-Friday: 08:00-17:00 Saturday: 08:00-15:00 Closed on Sunday and National Public Holidays |
| 3. | Medan | PT Dunia Globalindo Jl. Cirebon No. 1A Medan, Sumatera Utara 20212 Telepon/WA: 0813 7083 5088 | Senin-Jumat: 09:00-17:00 Sabtu: 09:00-12:00 Minggu dan Hari Libur Nasional Tutup Monday-Friday: 09:00-17:00 Saturday: 09:00-12:00 Closed on Sunday and National Public Holidays |



| No. | Lokasi Location | Alamat Address | Jam Beroperasi Operating Hours |
|-----|-----------------|---|--|
| 4. | Pekanbaru | PT Sukses Bersama Mitra Wisata Jl. Arifin Ahmad No. 75D, Pekanbaru, Riau Telepon: 082170358218 | Senin-Jumat: 08:30-17:00 Sabtu: 08:30-15:00 Minggu dan Hari Libur Nasional Tutup Monday-Friday: 08:30-17:00 Saturday: 08:30-15:00 Closed on Sunday and National Public Holidays |
| 5. | Padang | PT Astria Padang Wisata Jl. Kp. Nias V No. 5, Padang Barat - Kota Padang Telepon: 0823 8635 8366 | Senin-Sabtu: 09:00-17:00 Minggu dan Hari Libur Nasional Tutup Monday-Saturday: 09:00-17:00 Closed on Sunday and National Public Holidays |
| 6. | Jakarta | PT Dunia Globalindo Travel Jl. Kyai Caringin No. 12B, Cideng, Kecamatan Gambir, Jakarta Pusat Telepon: 08116032888 | Senin-Sabtu: 09:00-17:00 Minggu dan Hari Libur Nasional Tutup Monday-Saturday: 09:00-17:00 Closed on Sunday and National Public Holidays |
| 7. | Jakarta | PT Dunia Globalindo Travel Point Mall Simatupang 1 st Floor, No. 60 Jl. RA Kartini, Lebak Bulus, Cilandak - Jakarta Selatan Telepon: 082177797009 | Senin-Minggu: 11:00-20:00 Monday-Sunday: 11:00-20:00 |

| No. | Lokasi Location | Alamat Address | Jam Beroperasi Operating Hours |
|-----|-----------------|---|--|
| 8. | Jakarta | PT Dunia Globalindo Travel Jl. Boulevard Raya Blok GA 1 No. 11, Kelapa Gading, Jakarta Utara Telepon: 082321999195 | Senin-Sabtu: 09:00-18:00 Minggu dan Hari Libur Nasional Tutup Monday-Saturday: 09:00-18:00 Closed on Sunday and National Public Holidays |
| 9. | Tangerang | PT Dunia Globalindo Travel Ruko Odessa AA No. 36 Jl. Boulevard Raya, Gading Serpong, Tangerang | Senin-Jumat: 09:00-18:00 Sabtu, Minggu dan Hari Libur Nasional Tutup Monday-Friday: 09:00-18:00 Closed on Saturday, Sunday and National Public Holidays |
| 10. | Bandung | PT Ratu Expresindo Hotel Utari Jl. Ir. Juanda No. 50, Bandung Telepon: 0888 2008 153, 081214469992 | Senin-Sabtu: 09:00-17:00 Minggu dan Hari Libur Nasional Tutup Monday-Saturday: 09:00-17:00 Closed on Sunday and National Public Holidays |
| 11. | Surabaya | PT Beyond Aneka Transindo Kencana Ruko Pakuwon Town Square AA2-19, Pakuwon City, Jl. Raya Laguna Kejawan Putih Tambak, Surabaya Telepon: 0878553588877 | Senin-Jumat: 09:00-17:00 Sabtu, Minggu dan Hari Libur Nasional Tutup Monday-Friday: 09:00-17:00 Closed on Saturday, Sunday and National Public Holidays |
| 12. | Surabaya | PT Artha Bangun Cemerlang Mall Tunjungan Plaza 2 Lt. 2 Unit LC02.24, Surabaya | Senin-Minggu: 10:00-22:00 Hari Libur Nasional Tutup Sunday-Monday: 10:00-22:00 Closed on National Public Holidays |
| 13. | Sidoarjo | PT Jasen Jalan Berkah Jl. Kahuripan Raya, Ruko Boulevard no.28, Babatan Jati, Sidoarjo | Senin-Jumat: 09:00-18:00 Sabtu: 09:00-12:00 Minggu dan Hari Libur Nasional Tutup Monday-Friday: 09:00-18:00 Saturday: 09:00-12:00 Closed on Sunday and National Public Holidays |
| 14. | Malang | CV Kirana Anugerah Terindah Kompleks Ruko Istana Dinoyo Kav D-16 Jl. MT Haryono 1A Malang, Jawa Timur Telepon: 08995555854 | Senin-Minggu: 08:00-22:00 Sunday-Monday: 08:00-22:00 |
| 15. | Denpasar | PT Ratu Expresindo Sun Boutique Hotel Jl. Sunset Road No.23, Kuta, Badung, Denpasar, Bali Telepon: 08979401448 | Senin-Minggu: 09:00-17:00 Monday-Monday: 09:00-17:00 |
| 16. | Lombok | CV Radita Abadi Jl. Brawijaya Ruko Louis No. 7, Cakranegara, Mataram, Lombok Telepon: 08777722237 | Senin-Jumat: 09:00-17:00 Sabtu: 09:00-15:00 Minggu dan Hari Libur Nasional Tutup Monday-Friday: 09:00-17:00 Saturday: 09:00-15:00 Closed on Sunday and National Public Holidays |
| 17. | Balikpapan | PT Dunia Globalindo Travel Jl. Jenderal Sudirman No. 47, Komplek Balikpapan Superblok No A-9, Damai Bahagia, Balikpapan | Senin-Jumat: 09:00-18:00 Sabtu, Minggu dan Hari Libur Nasional Tutup Monday-Friday: 09:00-18:00 Closed on Saturday, Sunday and National Public Holidays |

Jaringan Kantor Regional

Regional Office

| No. | Lokasi Location | Alamat Address | Jam Beroperasi Operating Hours |
|-----|-----------------|---|---|
| 1. | Banda Aceh | Bandar Udara Internasional Sultan Iskandar Muda Jl. Bandara Baru No. 1, Blang Bintang, Aceh Besar, Aceh 23337 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 2. | Medan | Bandar Udara Internasional Kualanamu, Terminal Kedatangan Domestik Lantai 1 Beringin, Deli Serdang, Sumatera Utara, 20552 | Senin-Jumat: 09:00-17:00 Monday-Friday: 09:00-17:00 |
| 3. | Silangit | Bandara International Silangit Gedung Perkantoran Terminal B Jl. Silangit, Silando Muara, Silando, Tapanuli Utara, Sumatera Utara 22747 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 4. | Pekanbaru | Bandar Udara Internasional Sultan Syarif Kasim II Area Customer Service, Lantai Dasar, No. B5-a11 Pekanbaru, Riau 28288 | Setiap Hari: 09:00-17:00 Daily: 09:00-17:00 |
| 5. | Padang | Bandar Udara Internasional Minangkabau Perkantoran Airline, Lantai 2, Terminal Keberangkatan Jl. Mr. Sutan M. Rasyid, Padang Pariaman 25586 | Setiap Hari: 10:00-17:00 Daily: 10:00-17:00 |

| No. | Lokasi Location | Alamat Address | Jam Beroperasi Operating Hours |
|-----|-----------------|---|---|
| 6. | Bandar Lampung | Bandar Udara Internasional Raden Inten II Jl. Alamsyah Ratu Prawira Negara KM 28, Branti Natar, Lampung Selatan, Lampung 35362 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 7. | Cengkareng | Bandar Udara Internasional Soekarno-Hatta Area Perkantoran Terminal 2D Terminal Keberangkatan 2E, Lantai 1, Pintu 4 Pajang, Benda, Kota Tangerang, Banten 15126 | Setiap Hari: 07:00-17:00 Daily: 07:00-17:00 |
| 8. | Palembang | Bandar Udara Internasional Sultan Mahmud Badaruddin II Area Perkantoran Airlines Lantai 2 Jl. Gubernur H. Asnawi Mangku Alam, Talang Betutu, Sukarame, Palembang 30155 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 9. | Yogyakarta | Bandar Udara Yogyakarta International Airport (YIA) Area Perkantoran Lantai Dasar, Gedung Penghubung Temon, Kulon Progo, Yogyakarta 55654 | Setiap Hari: 09:00-17:00 Daily: 09:00-17:00 |
| 10. | Surabaya | Bandar Udara Internasional Juanda Lantai 2, Keberangkatan Terminal 2, Jl. Ir. H. Juanda, Sedati, Sidoarjo 61253 | Senin-Jumat: 09:00-17:00 Monday-Friday: 09:00-17:00 |
| 11. | Denpasar | Bandar Udara Internasional Ngurah Rai Terminal Internasional, Lantai 2, Jl. Raya I Gusti Ngurah Rai, Tuban, Kuta, Badung, Bali 80361 | Senin-Jumat: 09:00-17:00 Monday-Friday: 09:00-17:00 |
| 12. | Lombok | Bandar Udara Internasional Lombok Terminal Extension Keberangkatan Lantai 1 (domestik) Jl. Bypass BIL, Tana Awu, Pujut, Lombok Tengah, Nusa Tenggara Barat 83572 | Setiap Hari: 07:30-17:00 Daily: 07:30-17:00 |
| 13. | Labuan Bajo | Bandar Udara Internasional Komodo Jl. Yohanes Sehadun, Batu Cermin, Komodo, Manggarai Barat, Labuan Bajo, Nusa Tenggara Timur, 86554 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 14. | Banjarmasin | Bandar Udara Internasional Syamsudin Noor Terminal Kedatangan Domestik, Lantai 1 Jl. Akses Bandara Baru, Landasan Ulin, Kota Banjarbaru, Kalimantan Selatan 70713 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 15. | Balikpapan | Bandar Udara Internasional Sultan Aji Sulaiman Sepinggang Jl. Marsma R. Iswahyudi, Sepinggang, Balikpapan Selatan, Kota Balikpapan, Kalimantan Timur 76115 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 16. | Makassar | Bandar Udara Internasional Sultan Hasanuddin Terminal Kedatangan Domestik, Lantai 1, Jl. Bandar Udara Hasanuddin, Manggai, Maros, Sulawesi Selatan 90552 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 17. | Batam | Bandar Udara Internasional Hang Nadim Terminal Keberangkatan Lantai 1 Jl. Hang Nadim No. 01 Batu Besar, Nongsa Kota Batam 29466 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 18. | Semarang | Bandar Udara Internasional Ahmad Yani Area Perkantoran Lantai 2 Terminal Keberangkatan Jl. Bandara Ahmad Yani, Tambakharjo Semarang, Jawa Tengah 50145 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 19. | Pontianak | Bandar Udara Internasional Supadio Perkantoran Airlines Lantai 2 Jl. Adi Sucipto KM 17, Sungai Raya, Kubu Raya, Kalimantan Barat 78381 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 20. | Manado | Bandar Udara Internasional Sam Ratulangi Area Perkantoran Lantai 2 Jl. A.A Maramis, Lapangan, Mapanget, Manado 95374 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 21. | Tarakan | Bandar Udara Internasional Juwata Area Keberangkatan Lantai 1 Jl. Mulawarman No. 1, Karang Anyar Pantai, Kota Tarakan 77111 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 22. | Berau | Bandar Udara Kalimarau Terminal Keberangkatan Lantai 1 Jl. Kalimarau, Teluk Bayur, Berau, Kalimantan Timur 77315 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 23. | Luwuk | Bandar Udara Syukuran Aminuddin Amir Area Keberangkatan Lantai 1 Jl. Mandapar No. 2, Bubung, Luwuk Selatan, Banggai Sulawesi Tengah 94711 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 24. | Palu | Bandar Udara Internasional Mutiara Sis Al-Jufri Area Kedatangan Domestik Lantai 1 Jl. Abdul Rahman Saleh, Birobuli Utara, Kota Palu, Sulawesi Tengah 94231 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |
| 25. | Kendari | Bandar Udara Haluoleo Area Keberangkatan Lantai 1 Jl. Wolter Monginsidi, Ranomeeto, Konawe Selatan Sulawesi Tenggara 93871 | Menyesuaikan Jadwal Penerbangan According to Flight Schedule |

Website Perseroan

Company Website

Perseroan telah memiliki situs web resmi sebagai bagian dari komitmen atas penerapan prinsip transparansi dan keterbukaan informasi bagi publik secara komunikatif dan terkini dengan alamat <https://ir-id.aaaid.co.id>. Informasi yang tersedia pada situs web resmi Perseroan dapat diakses secara terbuka, kapan saja, dan di mana saja, serta mudah dan sederhana dengan tujuan memberikan informasi yang komprehensif, akurat dan aktual tentang Perseroan kepada khalayak luas. Situs web resmi Perseroan disajikan dalam 2 (dua) bahasa, yaitu bahasa Indonesia dan bahasa Inggris, juga telah sesuai dengan Peraturan OJK No. 8/POJK.4/2015 tentang Situs Web Emiten atau Perusahaan Publik, yang mewajibkan menyampaikan informasi mengenai:

The Company has an official website as part of its commitment to implementing the principles of transparency and openness of information to the public in a communicative and up-to-date manner at <https://ir-id.aaaid.co.id>. The information available on the Company's official website is openly accessible anytime and anywhere, providing a simple and user-friendly experience. It aims to deliver comprehensive, accurate, and current information about the Company to the broader public. The Company's official website is presented in two languages, Bahasa Indonesia and English, and complies with the OJK Regulation No. 8/POJK.4/2015 concerning the Websites of Issuers or Public Companies, which regulates the inclusion of information regarding:

| Informasi Umum Mengenai Perseroan General Information of the Company | Informasi bagi Pemodal atau Investor Information for Financiers or Investors |
|---|---|
| <ul style="list-style-type: none">• Nama, alamat, kantor pusat dan kontak Perseroan• Riwayat singkat Perseroan• Struktur organisasi Perseroan• Struktur kepemilikan Perseroan• Struktur Grup AirAsia• Profil Direksi dan Dewan Komisaris• Nama dan alamat (Akuntan Publik dan Biro Administrasi Efek)• Anggaran Dasar <ul style="list-style-type: none">• Name, address, head office and contact• Brief history of the Company• Organizational structure• Shareholding structure• AirAsia Group structure• The Board of Directors and the Board of Commissioners Profile• Name and address (Public Accountant and Share Registrar)• Articles of Association | <ul style="list-style-type: none">• Prospektus• Laporan Tahunan• Informasi keuangan berupa Laporan Keuangan Tahunan• Ikhtisar data keuangan penting dalam bentuk perbandingan• Informasi RUPS• Informasi saham• Informasi mengenai aksi korporasi <ul style="list-style-type: none">• Prospectus• Annual Reports• Financial Information such as Annual Financial Statements• Summary of key financial data in comparative form• GMS Information• Shares Information• Information on corporate actions |





Informasi Tata Kelola Perseroan
Information on Corporate Governance

- Pedoman Kerja Direksi dan Dewan Komisaris
- Pengangkatan Sekretaris Perusahaan
- Piagam Unit Internal Audit
- Kode Etik
- Pedoman Kerja Komite
- Pengangkatan Komite
- Kebijakan anti penyuapan dan anti korupsi
- Sistem pelaporan pelanggaran
- Board of Directors and Board of Commissioners Manual
- Corporate Secretary appointment
- Internal Audit Charter
- Code of Conduct
- Committees Charter
- Committees appointment
- Anti-bribery and anticorruption policy
- Whistleblowing system

Informasi terkait Aspek Tanggung Jawab Sosial Perseroan
Information on Corporate Social Responsibility Aspects

- Lingkungan hidup
- Praktik ketenagakerjaan, kesehatan, dan keselamatan kerja
- Pengembangan sosial dan masyarakat
- Tanggung jawab produk dan/atau layanan
- Environment
- Employment, occupational health and safety practices
- Social and community development
- Responsibility on products and/or services

04



Analisis dan Pembahasan Manajemen

Management
Discussion and
Analysis



Pada tahun 2025, Perseroan berhasil membukukan pendapatan usaha sebesar Rp7,87 triliun, kontribusi terbesar dari pendapatan usaha Perseroan berasal dari penjualan kursi sebesar Rp6,62 triliun.

In 2025, the Company managed to record operating revenue of Rp7.87 trillion, the largest contributor to the Company's operating revenue comes from the sale of passenger seats of Rp6.62 trillion.



AirAsia



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Tinjauan Makro dan Industri

Macro and Industrial Overview



Tinjauan Makroekonomi

Macroeconomic Overview

Tinjauan Perekonomian Global

Global Economic Overview

Berdasarkan Laporan *Tinjauan Kebijakan Moneter* yang dirilis Bank Indonesia edisi Desember 2025, kondisi perekonomian global dalam jangka pendek menunjukkan perbaikan, meskipun masih dibayangi oleh tingkat ketidakpastian yang perlu terus dicermati. Pertumbuhan ekonomi global pada tahun 2025 diperkirakan mencapai sekitar 3,2%, didorong oleh peningkatan kinerja ekonomi Jepang dan India yang ditopang oleh penguatan konsumsi rumah tangga serta dukungan stimulus fiskal. Prospek perekonomian kawasan Eropa tetap terjaga dengan baik, seiring berlanjutnya pertumbuhan konsumsi, investasi, dan kondisi ketenagakerjaan yang relatif solid. Di sisi lain, perekonomian Amerika Serikat pada 2025 diperkirakan masih mengalami perlambatan, antara lain dipengaruhi oleh dampak *temporary government shutdown* serta pelemahan pasar tenaga kerja. Sementara itu, prospek ekonomi Tiongkok terus menunjukkan tren perlambatan, sejalan dengan permintaan domestik yang masih lemah.

Based on the Monetary Policy Review published by Bank Indonesia in December 2025, the global economy showed signs of short-term improvement, although it was still overshadowed by uncertainty that needed to be monitored closely. Global economic growth in 2025 was projected to reach around 3.2%, driven by improved economic performance in Japan and India, which was supported by stronger household consumption and fiscal stimulus measures. The economic outlook across Europe remained positive, in line with continued growth in consumption, investment, and relatively solid employment conditions. On the other hand, the United States economy in 2025 was expected to continue to slow down, partly due to the impact of the temporary government shutdown and weaker labor market. Meanwhile, China's economic outlook remained on a downward trend, in line with weak domestic demand.

Sementara itu, sebagaimana dikutip dari buku Pertemuan Tahunan Bank Indonesia 2025 yang bertajuk Tangguh dan Mandiri: Sinergi Mendorong Pertumbuhan Ekonomi Lebih Tinggi dan Berdaya Tahan, menjelaskan bahwa, dikelompokkan negara maju, kinerja ekonomi menunjukkan tren perlambatan yang lebih nyata. Amerika Serikat diproyeksikan tumbuh moderat seiring dengan melemahnya konsumsi dan investasi akibat suku bunga tinggi yang dipertahankan lebih lama. Di kawasan Eropa, pertumbuhan ekonomi relatif terbatas, dipengaruhi oleh tekanan biaya energi, pelemahan sektor manufaktur, serta pengetatan kondisi keuangan. Jepang juga menghadapi tantangan pertumbuhan yang berasal dari lemahnya permintaan eksternal dan dinamika inflasi domestik.

Sebaliknya, negara berkembang, khususnya di kawasan Asia, menunjukkan prospek pertumbuhan yang relatif lebih kuat. Pertumbuhan ekonomi di kawasan Asia ditopang oleh permintaan domestik yang tetap solid, peningkatan investasi, serta dukungan kebijakan pemerintah yang lebih akomodatif. Namun demikian, Bank Indonesia menekankan bahwa ketahanan tersebut tetap dihadapkan pada risiko eksternal, termasuk volatilitas arus modal, fluktuasi nilai tukar, dan ketidakpastian perdagangan global.

Dari sisi inflasi global, tekanan harga menunjukkan tren penurunan, namun masih berada pada level yang relatif tinggi di sejumlah negara utama. Kondisi ini mendorong bank sentral global untuk mempertahankan kebijakan moneter yang ketat secara berhati-hati. Lingkungan suku bunga global yang tinggi tersebut berdampak pada ketatnya likuiditas internasional, meningkatnya biaya pendanaan, serta berlanjutnya volatilitas di pasar keuangan global.

Tinjauan Perekonomian Nasional

Di tengah tekanan ekonomi global yang masih berlangsung, perekonomian Indonesia menunjukkan ketahanan yang relatif baik dengan fundamental yang tetap terjaga. Bank Indonesia memproyeksikan pertumbuhan ekonomi domestik berada pada kisaran 4,7%–5,5%, mencerminkan resiliensi ekonomi nasional yang ditopang oleh kuatnya permintaan domestik serta sinergi kebijakan fiskal dan moneter yang berkesinambungan.

Pertumbuhan ekonomi nasional terus didorong oleh penguatan aktivitas dalam negeri, terutama konsumsi masyarakat yang tetap solid seiring terjaganya daya beli dan meningkatnya optimisme terhadap prospek pendapatan dan lapangan kerja. Disisi lain, investasi juga menunjukkan perkembangan yang positif, didukung oleh perbaikan iklim usaha,

Meanwhile, as quoted from the Bank Indonesia Annual Meeting 2025 book titled Resilient and Independent: Synergy to Drive Higher and More Resilient Economic Growth, explained that the economic performance of developed countries showed a more noticeable slowdown. The United States was projected to grow moderately as consumption and investment weakened due to high interest rates being maintained for a longer period. In Europe, economic growth was relatively limited due to pressure from energy costs, decline in manufacturing sector, and tighter financial conditions. Japan also faced challenges in terms of growth due to weak external demand and domestic inflation dynamics.

In contrast, developing countries, particularly in Asia, showed relatively stronger growth prospects. Economic growth in Asia was supported by solid domestic demand, increased investment, and more accommodative government policies. However, Bank Indonesia emphasized that this resilience remained exposed to external risks, including capital flow volatility, exchange rate fluctuations, and global trade uncertainty.

In terms of global inflation, despite showing a bearish trend, price pressures remained relatively high in a number of major countries. This has prompted global central banks to maintain a cautious stance on tight monetary policy. The high global interest rate has resulted in tight international liquidity, increased funding costs, and continued volatility in global financial markets.

National Economic Overview

Amid the ongoing global economic pressure, Indonesia's economy demonstrated relatively good resilience with fundamentals remaining intact. Bank Indonesia projected domestic economic growth to be in the range of 4.7%–5.5%, reflecting the resilience of the national economy supported by strong domestic demand and the synergy of continuous fiscal and monetary policies.

National economic growth continues to be driven by stronger domestic activities, particularly public consumption which remained solid in line with stable purchasing power and increased optimism regarding income and employment prospects. On the other hand, investment also showed positive development, supported by an improved business

percepatan pembangunan infrastruktur, serta peningkatan realisasi investasi pada sektor-sektor bernilai tambah tinggi.

Stabilitas harga diperkirakan tetap terjaga dalam kisaran sasaran inflasi sebesar 2,5% ±1%, mencerminkan efektivitas bauran kebijakan dalam menjaga stabilitas makroekonomi tanpa menghambat pertumbuhan. Pengendalian inflasi inti dan stabilisasi harga pangan menjadi faktor penting dalam menciptakan ruang kebijakan yang kondusif bagi kesinambungan aktivitas ekonomi.

Ketahanan sektor eksternal turut memperkuat stabilitas ekonomi nasional. Neraca pembayaran diproyeksikan berada pada tingkat yang sehat, ditopang oleh kinerja ekspor yang tetap tangguh serta posisi cadangan devisa yang memadai. Kondisi ini berperan sebagai penyangga dalam menghadapi volatilitas pasar keuangan global sekaligus menjaga stabilitas nilai tukar Rupiah.

Tinjauan Industri

Sebagaimana dikutip dari laporan *Global Outlook for Air Transport* yang dipublikasikan oleh International Air Transport Association (IATA) edisi Desember 2025, menjelaskan bahwa industri penerbangan global terus menunjukkan ketahanan di tengah dinamika ekonomi global, tekanan biaya operasional, serta tantangan rantai pasok yang masih berlangsung. Permintaan perjalanan udara global tetap berada pada tren pertumbuhan positif, sejalan dengan meningkatnya mobilitas masyarakat dan aktivitas perdagangan internasional. Di tahun 2025, lalu lintas penumpang global yang diukur melalui *Revenue Passenger Kilometers* (RPK) tercatat tumbuh dengan baik, sejalan dengan rata-rata pertumbuhan historis industri penerbangan dunia.

Ke depan, pertumbuhan trafik penumpang diproyeksikan tetap positif meskipun dengan laju yang lebih moderat. Pada 2026, trafik penumpang global diperkirakan meningkat sekitar 4,9% secara tahunan, didorong oleh permintaan perjalanan yang masih kuat di berbagai kawasan. Kawasan Asia Pasifik diproyeksikan menjadi motor utama pertumbuhan dengan ekspansi trafik penumpang sekitar 7,3%, mencerminkan tingginya mobilitas penduduk serta pertumbuhan ekonomi yang relatif kuat di kawasan tersebut.

Meskipun demikian, industri penerbangan global masih menghadapi sejumlah tantangan struktural, terutama keterbatasan kapasitas akibat keterlambatan pengiriman pesawat,

climate, accelerated infrastructure development, and increased realization of investment in high value-added sectors.

Price stability was expected to remain within the inflation target range of 2.5% ±1%, reflecting the effectiveness of the policy mix in maintaining macroeconomic stability without constraining growth. The control of core inflation and the stabilization of food prices were important factors in creating a conducive policy for continued economic activities.

The resilience of the external sector has also strengthened national economic stability. The balance of payments was projected to remain at a healthy level, supported by resilient export performance and adequate foreign exchange reserves. This condition served as a buffer against global financial market volatility while maintaining the stability of the Rupiah exchange rate.

Industrial Overview

As quoted from the *Global Outlook for Air Transport* report published by the International Air Transport Association (IATA) in December 2025, the global aviation industry continues to demonstrate resilience amid the global economic landscape, operational cost pressures, and ongoing supply chain challenges. Global air travel demand remains on a positive growth trajectory, in line with increasing public mobility and international trade activity. In 2025, global passenger traffic, measured in *Revenue Passenger Kilometers* (RPK), recorded solid growth, in line with the historical average growth of the global aviation industry.

Going forward, passenger traffic growth is projected to remain positive, although at a more moderate pace. In 2026, global passenger traffic is expected to increase by approximately 4.9% year-on-year, driven by travel demand that remains strong in various regions. The Asia-Pacific region is projected to be the primary driver of growth with passenger traffic expansion of around 7.3%, reflecting high population mobility and relatively strong economic growth in the region.

Nevertheless, the global aviation industry still faces a number of structural challenges, particularly capacity constraints due to aircraft delivery delays, fleet maintenance challenges, and labor shortages

kendala pemeliharaan armada, serta kekurangan tenaga kerja di sektor penerbangan. Faktor-faktor tersebut membatasi kemampuan maskapai untuk menambah kapasitas penerbangan secara cepat, sehingga tingkat keterisian kursi (*load factor*) industri diproyeksikan tetap berada pada level tinggi, mencapai sekitar 83,8%, yang pada gilirannya mendukung stabilitas pendapatan maskapai.

Di sisi lain, segmen kargo udara juga menunjukkan peran yang semakin strategis dalam mendukung aktivitas perdagangan global. Transportasi udara menjadi pilihan utama untuk pengiriman barang bernilai tinggi dan sensitif terhadap waktu, terutama seiring meningkatnya *e-commerce* serta perdagangan barang terkait teknologi dan kecerdasan buatan. Ke depan, lalu lintas kargo udara diproyeksikan tetap tumbuh, dengan estimasi peningkatan sekitar 2,6% pada 2026, meskipun pertumbuhan perdagangan global diperkirakan melambat.

Selain faktor permintaan, industri penerbangan global juga tengah menghadapi agenda transformasi menuju operasional yang lebih berkelanjutan. Upaya dekarbonisasi menjadi fokus utama, terutama melalui pengembangan dan pemanfaatan *Sustainable Aviation Fuel* (SAF). Namun demikian, keterbatasan pasokan energi terbarukan dan tingginya kebutuhan energi dari sektor lain, seperti pusat data dan teknologi kecerdasan buatan, berpotensi meningkatkan kompetisi terhadap sumber energi tersebut dan memperlambat transisi energi di sektor penerbangan.

Bagi Indonesia, tren pertumbuhan industri penerbangan global, khususnya di kawasan Asia Pasifik, membuka peluang yang signifikan dalam penguatan konektivitas udara nasional. Sebagai negara kepulauan dengan mobilitas domestik tinggi serta potensi pertumbuhan sektor pariwisata dan logistik, peningkatan lalu lintas penumpang dan kargo di kawasan berpotensi mendorong peningkatan aktivitas penerbangan domestik maupun internasional.

Dengan posisi strategis Indonesia di jalur perdagangan regional serta meningkatnya permintaan transportasi udara di Asia Pasifik, sektor penerbangan nasional diperkirakan akan terus memainkan peran penting dalam mendukung konektivitas wilayah, pengembangan pariwisata, serta pertumbuhan ekonomi nasional. Ke depan, penguatan infrastruktur transportasi udara, peningkatan kapasitas bandara, serta integrasi dengan jaringan logistik nasional menjadi faktor kunci untuk mengoptimalkan potensi pertumbuhan industri penerbangan di Indonesia.

in the aviation sector. These factors are limiting airlines' ability to rapidly increase flight capacity, meaning that the industry's seat load factor is projected to remain at a high level, reaching approximately 83.8%, which in turn supports the stability of airline revenues.

On the other hand, the air cargo segment is also demonstrating an increasingly strategic role in supporting global trade activities. Air transport has become the primary choice for shipping high-value and time-sensitive goods, particularly as *e-commerce* and trade in technology-related goods and artificial intelligence continue to grow. Moving forward, air cargo traffic is projected to continue growing, with an estimated increase of around 2.6% by 2026, even as global trade growth is expected to slow.

Aside from demand factors, the global aviation industry is also navigating a transformation agenda toward more sustainable operations. Decarbonization efforts have become a key focus, particularly through the development and utilization of *Sustainable Aviation Fuel* (SAF). However, limited supplies of renewable energy and high energy demand from other sectors, such as data centers and artificial intelligence technologies, have the potential to intensify competition for these energy sources and slow down the energy transition in the aviation sector.

For Indonesia, the growth trends in the global aviation industry, particularly in the Asia-Pacific region, present significant opportunities to strengthen national air connectivity. As an archipelago with high domestic mobility and growth potential in the tourism and logistics sectors, increased passenger and cargo traffic in the region has the potential to drive growth in both domestic and international aviation activities.

Given Indonesia's strategic position in regional trade routes and the rising demand for air transport in the Asia-Pacific, the national aviation sector is expected to remain a key contributor to regional connectivity, tourism development, and national economic growth. Moving forward, improvements to air transport infrastructure, expanded airport capacity, and integration with the national logistics network will be critical factors in maximizing the growth potential of Indonesia's aviation industry.

Prospek Usaha

Business Prospect

Lanskap usaha nasional diperkirakan tetap bergerak dalam koridor pertumbuhan yang konstruktif, meskipun dinamika ekonomi global masih ditandai oleh ketidakpastian yang relatif tinggi. Dalam kerangka kebijakan yang disampaikan pada Pertemuan Tahunan Bank Indonesia 2025 bertema "*Tangguh dan Mandiri: Sinergi Mendorong Pertumbuhan Ekonomi Lebih Tinggi dan Berdaya Tahan*", perekonomian Indonesia diproyeksikan tumbuh pada kisaran 4,7%–5,5%, mencerminkan ketahanan fundamental ekonomi domestik yang kuat. Pertumbuhan tersebut terutama ditopang oleh keberlanjutan konsumsi rumah tangga dan peningkatan investasi, sejalan dengan penguatan aktivitas ekonomi nasional.

Stabilitas harga diperkirakan tetap terjaga dengan inflasi berada dalam rentang sasaran 2,5% ±1%, yang mencerminkan efektivitas bauran kebijakan moneter, fiskal, dan sektor riil dalam menjaga keseimbangan antara stabilitas dan pertumbuhan. Lingkungan makro ekonomi yang terkendali ini menjadi fondasi penting dalam menciptakan kepastian usaha serta memperkuat kepercayaan pelaku ekonomi dan sektor keuangan.

Dalam konteks tersebut, iklim investasi nasional diproyeksikan terus membaik, didukung oleh kelanjutan pembangunan infrastruktur, penguatan basis industri manufaktur bernilai tambah, serta akselerasi transformasi ekonomi digital. Dari sisi eksternal, ketahanan neraca pembayaran dan kecukupan cadangan devisa diharapkan tetap berperan sebagai penyangga utama stabilitas nilai tukar, sekaligus memitigasi dampak volatilitas pasar keuangan global terhadap perekonomian domestik.

Sejalan dengan prospek makro ekonomi tersebut, dalam menghadapi tahun 2026, Perseroan melalui IAA menetapkan arah strategis yang berfokus pada penguatan kinerja operasional, optimalisasi kapasitas, serta peningkatan profitabilitas melalui pengelolaan jaringan, armada, dan pendapatan secara terintegrasi. Strategi ini dirancang untuk menjaga keandalan layanan, memperluas jangkauan pasar domestik dan internasional, serta mengoptimalkan efisiensi operasional guna mendukung pertumbuhan Perseroan yang berkelanjutan.

The national business landscape is expected to continue moving within a constructive growth corridor, even though global economic dynamics are still relatively uncertain. Within the policy framework presented at the 2025 Bank Indonesia Annual Meeting themed "*Resilient and Independent: Synergy to Drive Higher and More Resilient Economic Growth*," Indonesia's economy is projected to grow in the range of 4.7%–5.5%, reflecting the strong fundamentals of the domestic economy. This growth is mainly supported by sustained household consumption and increased investment, in line with the strengthening of national economic activities.

Price stability is expected to remain stable with inflation within the target range of 2.5% ±1%, reflecting the effectiveness of monetary, fiscal, and real sector policy mix in maintaining a balance between stability and growth. This controlled macroeconomic environment is a key foundation to create business certainty and strengthen the confidence of economic agents and the financial sector.

In this context, the national investment climate is projected to continue improving, supported by ongoing infrastructure development, strengthening of the value-added manufacturing industry base, and acceleration of digital economic transformation. Externally, the resilience of the balance of payments and adequacy of foreign exchange reserves are expected to continue playing a key role in supporting exchange rate stability, while mitigating the impact of global financial market volatility on the domestic economy.

In line with these macroeconomic prospects, the Company through IAA has set a strategic direction for 2026 that focuses on enhancing operational performance, optimizing capacity, and increasing profitability through integrated management of its network, fleet, and revenue. This strategy is designed to maintain service reliability, expand domestic and international market reach, and optimize operational efficiency to support the Company's sustainable growth.



IAA menetapkan *load factor* atau tingkat keterisian kursi pada tahun 2026 sebagai salah satu indikator utama performa IAA. Selain itu, IAA juga menargetkan peningkatan ketepatan waktu atau *On-Time Performance* pada periode yang sama, sebagai wujud komitmen IAA dalam meningkatkan keandalan layanan.

Dari sisi kapasitas, IAA menargetkan pertumbuhan kursi dibandingkan tahun 2025. Sejalan dengan itu, jumlah penumpang pada tahun 2026 diharapkan tumbuh dibandingkan dengan tahun sebelumnya.

Dalam hal pangsa pasar, IAA berupaya memperluas jangkauan domestik sekaligus memperkuat koneksi *feeder* internasional melalui pengembangan *virtual hub* di Makassar. Dari sisi pengembangan rute, IAA akan terus memperluas keterhubungan kota-kota utama di Sulawesi, seperti Palu, Kendari, dan Luwuk, dengan Makassar maupun Surabaya, guna memperkuat jaringan domestik.

IAA juga akan memperluas jangkauan pasar dengan menggarap potensi *island-to-island* serta meningkatkan lalu lintas domestik melalui layanan *fly-thru*. Dari sisi distribusi, IAA juga akan mengoptimalkan saluran penjualan melalui AirAsia MOVE dan juga dengan memperluas kerja sama bersama *Online Travel Agent* dan *Non-Online Travel Agent*, serta segmen korporat.

Selain itu, peningkatan pendapatan non-tiket atau *ancillary revenue* melalui perluasan layanan tambahan seperti *Seat Bundle*, *In-Flight Sales*, serta *Dynamic Bundling* melalui *platform* digital seperti AirAsia MOVE dan *Online Travel Agent*.

IAA menargetkan pemulihan armada secara bertahap untuk menciptakan pertumbuhan berkelanjutan sekaligus peningkatan profitabilitas. Dalam waktu bersamaan, perluasan jangkauan domestik juga menjadi prioritas dengan memperkuat jaringan rute dan konektivitas antar kota dalam negeri.

IAA has set the load factor or seat occupancy rate in 2026 as one of the main indicators of the IAA's performance. In addition, IAA also aims to improve On-Time Performance during the same period, demonstrating the IAA's commitment to improving service reliability.

In terms of capacity, IAA is targeting an increase in seat occupancy compared to 2025. Accordingly, the number of passengers in 2026 is expected to grow compared to the previous year.

In terms of market share, IAA strives to expand its domestic reach while strengthening international feeder connections through the development of a virtual hub in Makassar. In terms of route development, IAA will continue to expand connectivity between major cities in Sulawesi, such as Palu, Kendari, and Luwuk, with Makassar and Surabaya, in order to strengthen its domestic network.

IAA will also expand its market reach by exploring island-to-island potential and increasing domestic traffic by providing fly-thru services. In terms of distribution, IAA will also optimize its sales channels by leveraging AirAsia MOVE and expanding its partnerships with Online Travel Agents and Non-Online Travel Agents, as well as the corporate segment.

Furthermore, the increase in non-ticket revenue or ancillary revenue will be pursued through the expansion of additional services such as Seat Bundles, In-Flight Sales, and Dynamic Bundling through digital platforms such as AirAsia MOVE and Online Travel Agents.

IAA aims to gradually restore its fleet to create sustainable growth and increase profitability. Concurrently, the expansion of its domestic reach is also a priority by strengthening its route network and connectivity between cities within the country.



Untuk mendukung rute internasional, IAA akan memperkuat peran *feeder* melalui pengembangan *virtual hub* di Makassar dan penambahan armada di Medan. Strategi ini diharapkan mampu meningkatkan *volume* penumpang internasional sekaligus memperkuat posisi IAA di pasar yang memiliki *demand* tinggi.

IAA juga berupaya mengoptimalkan *volume* dan *yield*, terutama pada rute-rute di mana IAA memiliki posisi pasar yang kuat. Di sisi operasional, efisiensi akan menjadi kunci. Untuk itu, IAA akan memaksimalkan utilisasi armada melalui penjadwalan rotasi pesawat yang lebih efisien, sehingga dapat meningkatkan kualitas biaya operasional atau CASK. Perluasan operasional IAA diharapkan mampu meningkatkan pertumbuhan profitabilitas, mengoptimalkan pertumbuhan pasar, dan mendukung kinerja perusahaan yang berkelanjutan.

Dengan implementasi strategi yang terukur dan disiplin, Perseroan optimistis mampu menjaga momentum pertumbuhan, memperkuat daya saing, serta meningkatkan nilai tambah secara berkelanjutan. Melalui sinergi seluruh divisi, pengelolaan risiko yang *prudent*, dan fokus berkelanjutan pada efisiensi serta kualitas layanan, Perseroan menatap tahun 2026 dengan keyakinan untuk mencapai target kinerja dan mendukung pertumbuhan usaha jangka panjang.

To support international routes, IAA will strengthen the role of feeder routes through the development of a virtual hub in Makassar and the addition of new aircraft in Medan. This strategy is expected to increase international passenger volume while strengthening IAA's position in high-demand markets.

IAA also strives to optimize volume and yield, especially on routes where it has a strong market position. In terms of operations, efficiency will be paramount. Therefore, IAA will maximize fleet utilization through more efficient aircraft rotation scheduling, thereby improving the quality of operating costs or CASK. IAA's operational expansion is expected to increase its profitability growth, optimize market growth, and support IAA's sustainable performance.

With the implementation of measurable and disciplined strategies, the Company is optimistic of its ability to maintain growth momentum, strengthen competitiveness, and increase added value in a sustainable manner. Through division-wide synergy, prudent risk management, and a continued focus on efficiency and service quality, the Company looks forward to 2026 with confidence in achieving its performance targets and supporting long-term business growth.

Aspek Pemasaran

Marketing Aspect

Strategi Pemasaran

Dinamika industri penerbangan yang semakin pulih pasca pandemi menciptakan peluang sekaligus tantangannya tersendiri. Ketatnya persaingan di industri penerbangan mendorong IAA untuk terus bergerak secara dinamis, memanfaatkan peluang dan momentum yang ada agar dapat terus tumbuh secara positif. Hal tersebut tercermin melalui strategi pemasaran IAA yang adaptif dengan tetap memperhatikan prinsip kehati-hatian guna meminimalisir risiko di tengah kondisi yang dinamis.

Strategi Pertumbuhan Komersial dan Ekspansi Pasar IAA 2025

Memasuki tahun 2025, IAA memproyeksikan akselerasi pertumbuhan yang agresif dengan memprioritaskan perluasan pangsa pasar pada koridor-koridor bernilai tinggi. Fokus utama IAA adalah memperluas dominasi konektivitas internasional untuk mendorong pertumbuhan *inbound tourism* sekaligus membuka lebih banyak pilihan destinasi internasional bagi masyarakat Indonesia. Strategi ini diwujudkan melalui peluncuran rute strategis Bali (DPS) - Darwin (DRW) dan Bali (DPS) - Adelaide (ADL) yang menghubungkan 2 (dua) kota utama Australia guna menangkap tingginya permintaan pasar *leisure* dan bisnis. Selain itu, IAA juga memperluas akses internasional dari kota-kota sekunder dengan menghadirkan rute Surabaya (SUB) - Bangkok (DMK) sehingga memungkinkan masyarakat Surabaya dan sekitarnya terbang langsung ke Bangkok tanpa transit, sekaligus memperkuat jaringan regional Grup AirAsia. Di sektor domestik, IAA memperkuat penetrasi di wilayah Kalimantan sebagai pusat ekonomi baru dengan membuka rute Surabaya (SUB) - Balikpapan (BPN), serta koneksi intra-Kalimantan melalui Balikpapan (BPN) - Berau (BEJ) dan Balikpapan (BPN) - Tarakan (TRK), yang bertujuan untuk mengoptimalkan utilisasi armada dan volume penumpang secara berkelanjutan, selain itu IAA juga membuka penerbangan domestik dari Jakarta (CGK) - Manado (MDC) guna memenuhi konektivitas antar 2 (dua) kota sekaligus menunjang pergerakan ekonomi khususnya sektor pariwisata.

Dalam upaya memaksimalkan *outbound traffic* dan pendapatan dari rute penghubung, IAA memperkuat aliansi komersial dengan otoritas pariwisata global, termasuk *Singapore Tourism Board, Malaysia Tourism Board, Tourism Authority of Thailand, Sabah Tourism Board*, serta *Northern Territory*

Marketing Strategy

The recovery of the aviation industry after the pandemic has created opportunities as well as challenges. The intense competition in the aviation industry has encouraged IAA to continue to move dynamically, leveraging opportunities and momentum to maintain positive growth. This approach is reflected in the IAA's adaptive marketing strategy, which maintains a prudent approach to minimize risks amid dynamic conditions.

IAA's Commercial Growth and Market Expansion Strategy for 2025

Going into 2025, IAA projects aggressive growth acceleration by prioritizing market share expansion in high-value corridors. IAA's main focus is to expand its dominance in international connectivity to drive inbound tourism growth while offering more international destination options for Indonesians. This strategy is realized through the launch of the strategic routes Bali (DPS) - Darwin (DRW) and Bali (DPS) - Adelaide (ADL), which connect two major Australian cities to capitalize on the high demand for leisure and business travel. In addition, IAA is also expanding international access from secondary cities by introducing the Surabaya (SUB) - Bangkok (DMK) route, allowing the people of Surabaya and its surrounding areas to fly directly to Bangkok without transit, while also reinforcing AirAsia Group's regional network. In the domestic sector, IAA strengthened its penetration in Kalimantan as a new economic center by opening the Surabaya (SUB) - Balikpapan (BPN) route, as well as intra-Kalimantan connectivity through Balikpapan (BPN) - Berau (BEJ) and Balikpapan (BPN) - Tarakan (TRK), which aims to sustainably optimize fleet utilization and passenger volume. In addition, IAA also opened domestic flights from Jakarta (CGK) - Manado (MDC) to meet the connectivity between the two cities while supporting economic movement, especially in the tourism sector.

In order to maximize outbound traffic and revenue from connecting routes, IAA has strengthened its commercial alliances with global tourism authorities, including the *Singapore Tourism Board, Malaysia Tourism Board, Tourism Authority of Thailand, Sabah Tourism Board*, and *Northern*

Australia Tourism. Strategi diversifikasi pasar juga diimplementasikan melalui layanan *Fly-thru* untuk menggarap pasar potensial di Asia Tengah dan Turki, berkolaborasi dengan badan pariwisata Kazakhstan, Uzbekistan, dan Turki. Kolaborasi dan sinergi ini dirancang untuk menciptakan aliran penumpang baru (*new feeder traffic*) yang berkelanjutan guna meningkatkan *load factor* sekaligus menangkap pertumbuhan permintaan dan tren perjalanan religi yang dikombinasikan dengan wisata lintas negara dari Indonesia.

Untuk memperkuat *brand equity* dan keterlibatan konsumen, IAA meluncurkan kampanye integratif melalui segmen *sport tourism* dengan tajuk AirAsia RedRun. Aktivitas ini mencakup *Community Run* di Jakarta serta kompetisi lari skala besar (*10K & Half Marathon*) di Surabaya dan Bali untuk menyasar segmen pasar yang memiliki daya beli tinggi. Secara bersamaan, IAA melakukan penetrasi merek secara masif di Labuan Bajo dengan menguasai berbagai *local touchpoints* pariwisata. Inisiatif ini bertujuan untuk memastikan IAA menjadi pilihan utama bagi wisatawan di Labuan Bajo yang ingin melanjutkan perjalanan menuju hub strategis di Jakarta, Bali, dan Kuala Lumpur, yang pada akhirnya akan mendorong konversi penjualan dan memperkuat profitabilitas IAA di tahun 2025.

Pangsa Pasar *

Seiring dengan strategi pemasaran yang diterapkan oleh IAA di tengah dinamika industri yang terjadi, IAA berhasil mendorong kinerja pemasaran di tahun 2025.

Sebagai maskapai penerbangan berbiaya hemat terbaik di dunia versi Skytrax selama 16 tahun berturut-turut, IAA terus berupaya untuk meningkatkan pangsa pasar pada penerbangan domestik dan internasional. Di tahun 2025, IAA memiliki pangsa pasar sebesar 11% untuk rute internasional dan 2% untuk rute domestik.

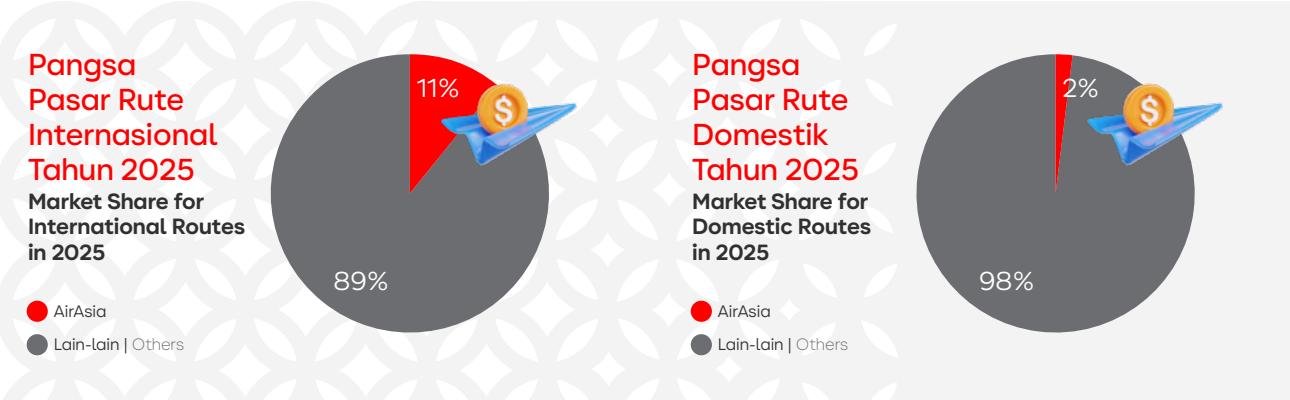
Territory Australia Tourism. The market diversification strategy is implemented through *Fly-thru* services to explore the market potential in Central Asia and Turkey by collaborating with the tourism agencies of Kazakhstan, Uzbekistan, and Turkey. This collaboration and synergy aims to create a sustainable flow of new feeder traffic to increase the load factor while capturing the growth in demand and trends in religious travel combined with cross-border tourism from Indonesia.

To enhance brand equity and consumer engagement, IAA launched an integrated campaign through the sport tourism segment titled AirAsia RedRun. This activity includes a *Community Run* in Jakarta and large-scale running competitions (*10K & Half Marathon*) in Surabaya and Bali to target high-purchasing-power market segments. Simultaneously, IAA carried out massive brand penetration in Labuan Bajo by dominating various tourism local touchpoints. This initiative aims to ensure that IAA becomes the first choice for tourists in Labuan Bajo who want to continue their journey to strategic hubs in Jakarta, Bali, and Kuala Lumpur, which will ultimately drive sales conversion and strengthen IAA's profitability in 2025.

Market Share *

In line with IAA's marketing strategy amid the current industrial dynamics, IAA has successfully boosted its marketing performance in 2025.

As the world's best low-cost airline according to Skytrax for 16 consecutive years, IAA continues striving to increase its market share in domestic and international flights. In 2025, IAA had a market share of 11% for international routes and 2% for domestic routes.



* Perhitungan pangsa pasar ini menggunakan kapasitas penerbangan sebagai indikator, berdasarkan data Cirium SRS Analyser. This market share calculation uses flight capacity as an indicator, based on Cirium SRS Analyser data.

Kinerja Operasional

Operational Performance

Kinerja Usaha Kategori Penerbangan

1. PENERBANGAN DOMESTIK

Kegiatan operasional penerbangan domestik berfokus pada konektivitas antar daerah dan destinasi wisata utama di Indonesia. IAA secara berkelanjutan mengoptimalkan frekuensi dan kapasitas penerbangan pada rute dengan permintaan tinggi seperti Jakarta-Bali, Jakarta-Bandar Lampung, Bali-Labuan Bajo, Jakarta-Silangit, dan Balikpapan-Bali.

Sepanjang tahun 2025, penerbangan domestik mencatatkan kinerja operasional yang baik, sejalan dengan pemulihan permintaan perjalanan udara dalam negeri dan meningkatnya mobilitas masyarakat di berbagai wilayah. IAA terus memperkuat posisinya di pasar domestik melalui optimalisasi jaringan rute, serta penerapan strategi efisiensi operasional yang berkelanjutan.

Pertumbuhan permintaan yang solid terutama terjadi pada rute dengan destinasi wisata unggulan, yang mencerminkan pemulihan sektor pariwisata nasional. IAA juga memperluas konektivitas antarpulau melalui pembukaan rute baru dan peningkatan koordinasi operasional lintas bandara untuk memastikan ketepatan waktu penerbangan dan peningkatan kenyamanan pelanggan.

Di tahun 2025, IAA telah mengoperasikan sebanyak 11 rute penerbangan domestik. Daftar rute dan frekuensi penerbangan per minggu yang dioperasikan oleh IAA dapat dilihat sebagai berikut:

| Rute Route | Frekuensi Penerbangan per Minggu (kali) Weekly Flight Frequency (times) |
|--------------------------|--|
| Jakarta - Bali | 49 |
| Jakarta - Bandar Lampung | 19 |
| Jakarta - Silangit | 12 |
| Jakarta - Manado | 7 |
| Jakarta - Labuan Bajo | 3 |
| Bali - Labuan Bajo | 10 |

Business Performance of Aviation Category

1. DOMESTIC FLIGHTS

Operational activities in domestic flights focus on connectivity between regions and major tourist destinations in Indonesia. IAA continuously optimizes flight frequency and capacity on high-demand routes such as Jakarta-Bali, Jakarta-Bandar Lampung, Bali-Labuan Bajo, Jakarta-Silangit, and Balikpapan-Bali.

Throughout 2025, the domestic flight recorded strong operational performance, in line with the recovery in domestic air travel demand and increased mobility among communities in various regions. IAA continued to strengthen its position in the domestic market by optimizing its route network and implementing sustainable operational efficiency strategies.

Solid demand growth was particularly evident on routes to popular tourist destinations, reflecting the recovery of the national tourism sector. IAA also expanded inter-island connectivity by opening new routes and improving cross-airport operational coordination to ensure flight punctuality and enhance customer comfort.

In 2025, IAA operated 11 domestic flight routes. The list of weekly flight routes and frequencies operated by IAA is as follows:

| Rute Route | Frekuensi Penerbangan per Minggu (kali) Weekly Flight Frequency (times) |
|-----------------------|--|
| Bali - Balikpapan | 4 |
| Bali - Banjarmasin | 3 |
| Surabaya - Balikpapan | 7 |
| Balikpapan - Tarakan | 4 |
| Balikpapan - Berau | 3 |

Secara keseluruhan, penerbangan domestik menunjukkan kinerja yang stabil dan produktif. Strategi berorientasi pasar, efisiensi operasional, dan dukungan teknologi digital menjadi faktor kunci dalam mempertahankan daya saing sekaligus memperkuat posisi IAA sebagai salah satu maskapai pilihan utama di pasar domestik Indonesia.

Overall, domestic flights showed stable and productive performance. Market-oriented strategies, operational efficiency, and digital technology support were key factors in maintaining competitiveness while strengthening IAA's position as one of the leading airlines in the Indonesian domestic market.

2. PENERBANGAN INTERNASIONAL

Di sisi lain, penerbangan internasional memperkuat konektivitas Indonesia ke berbagai destinasi di kawasan Asia dan Australia. IAA terus memperluas jangkauan rute ke pasar utama seperti Malaysia, Singapura, Thailand, dan Australia, sejalan dengan pemulihan pariwisata regional dan meningkatnya mobilitas lintas negara.

2. INTERNATIONAL FLIGHTS

Meanwhile, international flights strengthen Indonesia's connectivity to various destinations in Asia and Australia. IAA continues to expand its route coverage to key markets such as Malaysia, Singapore, Thailand, and Australia, in line with the recovery of regional tourism and increased cross-border mobility.

Sepanjang tahun 2025, kategori penerbangan internasional juga berkontribusi bagi pertumbuhan IAA, didorong oleh peningkatan mobilitas lintas negara dan pemulihan sektor pariwisata regional. Peningkatan kinerja terutama tercermin pada rute-rute seperti Bali-Perth, Surabaya-Kuala Lumpur, Jakarta-Kuala Lumpur, Jakarta-Singapura, dan Jakarta-Bangkok yang menunjukkan tingkat permintaan tinggi. IAA terus mengoptimalkan frekuensi penerbangan dan kapasitas kursi untuk menyesuaikan dengan pola permintaan pasar, serta memanfaatkan sinergi dengan entitas Grup AirAsia di Malaysia, Thailand, dan Filipina guna memperkuat jaringan konektivitas regional.

In 2025, the international flight category also contributed to IAA's growth, driven by increased cross-border mobility and the recovery of the regional tourism sector. The improvement in performance was particularly reflected in routes such as Bali-Perth, Surabaya-Kuala Lumpur, Jakarta-Kuala Lumpur, Jakarta-Singapore, and Jakarta-Bangkok, which showed high demand. IAA continues to optimize flight frequencies and seat capacity to align with market demand patterns, as well as leverage synergies with AirAsia Group entities in Malaysia, Thailand, and the Philippines to strengthen regional connectivity networks.

Dari sisi operasional, IAA mengedepankan efisiensi dan pengalaman pelanggan melalui integrasi layanan digital di platform AirAsia MOVE, yang memungkinkan proses pemesanan, pengelolaan bagasi, dan layanan tambahan secara terpadu.

From an operational perspective, IAA prioritizes efficiency and customer experience through the integration of digital services on the AirAsia MOVE platform, which enables integrated booking, baggage management, and additional services.

Di tahun 2025, IAA telah mengoperasikan sebanyak 23 rute penerbangan internasional. Daftar rute dan frekuensi penerbangan per minggu yang dioperasikan oleh IAA dapat dilihat sebagai berikut:

In 2025, IAA operates 23 international flight routes. The list of weekly flight routes and flight frequencies operated by IAA is as follows:

| Rute Route | Frekuensi Penerbangan per Minggu (kali) Weekly Flight Frequency (times) |
|-------------------------------|--|
| Jakarta - Kuala Lumpur | 25 |
| Jakarta - Bangkok (DMK) | 25 |
| Jakarta - Singapore | 24 |
| Jakarta - Johor Bahru | 10 |
| Jakarta - Penang | 8 |
| Jakarta - Phnom Penh | 5 |
| Jakarta - Kuching | 5 |
| Jakarta - Bandar Seri Begawan | 3 |
| Jakarta - Kota Kinabalu | 3 |
| Bali - Perth | 32 |
| Bali - Kuala Lumpur | 14 |
| Bali - Singapore | 11 |
| Bali - Phuket | 7 |
| Bali - Adelaide | 4 |
| Bali - Darwin | 3 |
| Surabaya - Kuala Lumpur | 28 |
| Surabaya - Johor Bahru | 4 |
| Surabaya - Penang | 4 |
| Surabaya - Bangkok (DMK) | 4 |
| Medan - Kuala Lumpur | 41 |
| Medan - Penang | 28 |
| Medan - Bangkok | 14 |
| Lombok - Kuala Lumpur | 7 |

Secara keseluruhan, kategori usaha penerbangan internasional mencatat pertumbuhan yang baik. Dengan strategi jaringan yang adaptif, efisiensi biaya operasional, serta sinergi regional yang solid, IAA semakin memperkuat posisinya sebagai salah satu maskapai dengan jangkauan internasional yang kompetitif dan berkelanjutan.

Overall, the international aviation business category recorded solid growth. With an adaptive network strategy, operational cost efficiency, and solid regional synergy, IAA has further strengthened its position as one of the most competitive and sustainable airlines with international reach.

Tabel Kinerja Penerbangan Domestik dan Internasional
Table of Domestic and International Flight Performance

| Uraian Description | 2025 | 2024 | Selisih Difference | Pertumbuhan (%) Growth (%) |
|---|-----------|-----------|-----------------------|----------------------------------|
| Jumlah Penumpang (Orang) Number of Passengers (People) | 5.906.580 | 6.609.656 | (703.076) | (11%) |
| Kapasitas Kursi (Kursi) Seat Capacity (Seats) | 7.147.260 | 7.588.260 | (441.000) | (6%) |
| RPK (Juta/Million) | 8.641 | 9.638 | (997) | (10%) |
| ASK (Juta/Million) | 10.687 | 11.142 | (455) | (4%) |
| Tingkat Keterisian (%) Load Factor (%) | 83% | 87% | (4%) | (4%) |

3. LAYANAN KARGO

Pada layanan kargo, Perseroan memanfaatkan ruang kargo di setiap penerbangan dan menyediakan layanan logistik udara yang cepat dan efisien.

Sepanjang tahun 2025, layanan kargo juga menjadi salah satu pilar dalam mendukung pertumbuhan kinerja IAA. IAA memanfaatkan optimalisasi kapasitas ruang kargo di setiap penerbangan penumpang (*belly cargo*), sekaligus memperkuat kehadiran di pasar logistik domestik dan internasional. Pada tahun 2025, bisnis kargo udara menunjukkan pemulihan yang signifikan dengan pertumbuhan volume kargo sebesar 24% dibandingkan tahun sebelumnya, mencapai 22.355 ton. *Cargo Load Factor* (CLF) meningkat 43% dan pendapatan layanan kargo meningkat sebesar 15% dibandingkan tahun sebelumnya. Secara keseluruhan, tren ini menunjukkan pertumbuhan yang positif dan peningkatan daya saing industri kargo udara di tengah tantangan pasar global. Hal ini, mencerminkan optimalisasi yang lebih baik dalam pemanfaatan kapasitas angkut.

Sebagai bagian dari strategi untuk meningkatkan daya saing, IAA menjalankan serangkaian strategi sepanjang tahun 2025 untuk mengoptimalkan layanan kargo, diantaranya:

- a. Fokus mengakomodir kargo *e-Commerce* domestik dan internasional (ekspor);
- b. Mengembangkan produk layanan kargo *beyond* KUL, ke beberapa destinasi di China melalui layanan *Quick Ramp Transfer* (utilisasi fasilitas *staging area*) di bandar udara KUL;
- c. Ekspansi layanan kargo dengan optimalisasi konektivitas dengan penerbangan Grup AirAsia lainnya untuk destinasi jarak jauh;
- d. Meningkatkan tonase layanan kargo *Transshipment* menghubungkan China ke Australia melalui bandar udara Indonesia;
- e. Menstimulasi tumbuhnya pendapatan asli daerah dengan mendukung nelayan, petani, dan pedagang lokal melakukan ekspor langsung melalui distribusi *perishable goods* seperti ikan segar, sayur, dan buah-buahan menuju negara tujuan ekspor;
- f. Memulai kerja sama dengan pemain global (*Global Freight Forwarder*) untuk kerja sama strategis tingkat global menghubungkan produk dari satu negara ke negara lainnya; dan
- g. Menjaga tumbuhnya layanan kargo *cross-border* dari beberapa negara seperti China, Vietnam, dan India melalui Indonesia dan menuju ke negara tujuan.

3. CARGO SERVICES

In cargo services, the Company utilizes cargo space on every flight and provides fast and efficient air logistics services.

Throughout 2025, cargo services have been one of the pillars supporting IAA's performance growth. IAA optimizes its cargo space capacity on every passenger flight (*belly cargo*), while strengthening its presence in the domestic and international logistics markets. In 2025, the air cargo business showed a significant recovery with cargo volume growth of 24% compared to the previous year, reaching 22,355 tons. *Cargo Load Factor* (CLF) increased by 43% and cargo service revenue increased by 15% compared to the previous year. Overall, this trend shows positive growth and increased competitiveness in the air cargo industry amid global market challenges. This performance indicates better optimization in the utilization of transport capacity.

As part of its strategy to enhance competitiveness, IAA implemented a series of strategies throughout 2025 to optimize cargo services, including:

- a. Focusing on accommodating domestic and international (export) *e-commerce* cargo;
- b. Developing cargo service products beyond KUL to several destinations in China through *Quick Ramp Transfer* services (utilization of *staging area* facilities) at KUL airport;
- c. Expanding cargo services by optimizing connectivity with other AirAsia Group flights for long-haul destinations;
- d. Increasing the tonnage of *Transshipment* cargo services connecting China to Australia via Indonesian airports;
- e. Stimulating the growth of local revenue by supporting fishermen, farmers, and local traders to export directly through the distribution of *perishable goods* such as fresh fish, vegetables, and fruits to export destination countries;
- f. Establishing partnerships with global players (*Global Freight Forwarders*) for strategic global cooperation to connect products from one country to another; and
- g. Maintaining the growth of *cross-border* cargo services from several countries such as China, Vietnam, and India through Indonesia to the destination countries.

Secara keseluruhan, layanan kargo menunjukkan pertumbuhan yang baik terhadap kontribusi pendapatan non-penumpang IAA. Ke depan, IAA akan terus memperluas jaringan kargo domestik dan internasional, meningkatkan kapabilitas digital, serta memperkuat kolaborasi strategis guna menangkap peluang pertumbuhan sektor logistik udara yang kian kompetitif di kawasan Asia Pasifik dan seiring dengan bertambahnya rute dan frekuensi penerbangan.

4. PENERBANGAN CARTER

Sementara itu, kategori usaha penerbangan carter juga terus dikembangkan IAA untuk memperkuat diversifikasi sumber pendapatan dan meningkatkan pemanfaatan armada secara optimal. Penerbangan charter menjadi alternatif layanan premium yang fleksibel, melayani kebutuhan korporasi, perjalanan khusus, maupun dukungan logistik untuk berbagai keperluan.

Sepanjang tahun berjalan, permintaan terhadap layanan penerbangan carter menunjukkan tren pertumbuhan positif.

IAA memanfaatkan fleksibilitas operasional dan efisiensi biaya yang menjadi keunggulan kompetitifnya untuk menghadirkan layanan carter dengan standar keselamatan dan kenyamanan setara penerbangan reguler. Dengan dukungan armada yang modern, jadwal yang dapat disesuaikan, IAA mampu memenuhi kebutuhan pelanggan institusional maupun individu dengan solusi perjalanan yang efisien dan tepat waktu.

IAA juga memperkuat aspek komersial penerbangan carter melalui pendekatan berbasis kemitraan strategis dengan biro perjalanan, lembaga pemerintah, dan perusahaan swasta. Model bisnis yang fleksibel memungkinkan IAA menawarkan dua skema carter, yaitu *full charter (series)* dan *ad-hoc charter*, yang disesuaikan dengan kebutuhan dan kapasitas pelanggan. Dari sisi operasional, peningkatan koordinasi antar unit bisnis, termasuk perencanaan armada dan manajemen kru, dilakukan untuk memastikan kelancaran jadwal serta optimalisasi utilisasi pesawat.

Secara keseluruhan, kategori usaha penerbangan carter memberikan kontribusi terhadap kinerja keuangan IAA dalam memperluas portofolio pendapatan. Dengan mengedepankan fleksibilitas layanan, efisiensi operasional, dan komitmen terhadap keselamatan, IAA diharapkan mampu memperkuat posisinya sebagai penyedia solusi penerbangan terpadu di kawasan regional.

Overall, cargo services have shown positive growth in contributing to IAA's non-passenger revenue. Going forward, IAA will continue to expand its domestic and international cargo network, enhance its digital capabilities, and strengthen strategic collaborations to capture growth opportunities in the increasingly competitive air logistics sector in the Asia Pacific region, in line with the addition of new routes and flight frequencies.

4. CHARTER FLIGHTS

In the meantime, IAA continues to develop its charter flight business category to diversify its revenue sources and optimize fleet utilization. Charter flights are a flexible premium service alternative that serves corporate needs, special trips, and logistics support for various purposes.

Throughout the year, demand for charter flight services has shown a positive growth trend.

IAA leverages its operational flexibility and cost efficiency as its competitive advantages, to provide charter services that meet the same safety and comfort standards as regular flights. With the support of a modern fleet and flexible schedules, IAA is able to fulfill the needs of institutional and individual customers with efficient and timely travel solutions.

IAA also strengthens the commercial aspect of charter flights through a strategic partnership-based approach with travel agencies, government agencies, and private companies. A flexible business model allows IAA to offer two charter schemes, full charter (series) and ad-hoc charter, which are tailored to customer needs and capacity. From an operational perspective, coordination between business units, including fleet planning and crew management, has been improved to ensure smooth scheduling and optimal aircraft utilization.

Overall, the charter flight business category contributes to IAA's financial performance in expanding its revenue portfolio. By prioritizing service flexibility, operational efficiency, and commitment to safety, IAA is expected to strengthen its position as an integrated aviation solutions provider in the region.

Secara keseluruhan, kategori usaha operasi penerbangan IAA menunjukkan kinerja yang solid dan tangguh, ditopang oleh strategi optimalisasi jaringan rute, efisiensi operasional, serta diversifikasi sumber pendapatan. Upaya ini menegaskan komitmen IAA dalam memperkuat posisi sebagai maskapai berbiaya hemat terkemuka yang menghadirkan layanan berkualitas dan nilai tambah bagi pelanggan.

Kinerja Usaha Kategori Ancillary dan Lain-Lain

Kategori usaha *Ancillary* merupakan salah satu pilar pendukung pertumbuhan pendapatan IAA, yang berfokus pada pengembangan layanan tambahan untuk meningkatkan nilai dan pengalaman pelanggan di luar penjualan tiket utama. Sepanjang tahun 2025, kategori ini mencatatkan kinerja yang baik melalui optimalisasi lima lini utama, yaitu layanan bagasi, *meals (food & beverage)*, *advertising*, pemilihan kursi, dan penjualan *merchandise*.

Sepanjang tahun 2025, IAA terus mengoptimalkan *ancillary revenue* sebagai salah satu pilar pendukung pertumbuhan kinerja. Strategi ini diarahkan untuk meningkatkan nilai tambah bagi pelanggan sekaligus memperkuat struktur pendapatan nontiket. Pada lini layanan bagasi, IAA menerapkan strategi penawaran yang lebih fleksibel dan tersegmentasi, dengan mengedepankan kemudahan pemesanan prapenerbangan melalui kanal digital. Optimalisasi ini bertujuan meningkatkan *take-up rate* layanan bagasi sekaligus memberikan kepastian biaya dan kenyamanan bagi penumpang sesuai kebutuhan perjalanan masing-masing.

Untuk lini *meals (food & beverage)*, IAA memperkuat diferensiasi produk melalui variasi menu, peningkatan kualitas layanan, serta kolaborasi dengan mitra kuliner strategis. Pengembangan ini didukung oleh optimalisasi sistem *pre-booked meals* guna meningkatkan efisiensi operasional dan meminimalkan *waste*, sekaligus mendorong kontribusi pendapatan *ancillary* dari segmen makanan dan minuman.

Pada lini *advertising*, IAA memaksimalkan potensi aset media yang dimiliki, baik melalui platform digital, kanal pemesanan, maupun media dalam kabin. Pendekatan berbasis data dan segmentasi audiens memungkinkan IAA memberikan penawaran solusi periklanan yang lebih relevan bagi mitra bisnis, sehingga meningkatkan efektivitas kampanye dan nilai komersial bagi pengiklan.

Overall, IAA's flight operations business category showed a solid and resilient performance, supported by route network optimization strategies, operational efficiency, and revenue source diversification. These efforts underscore IAA's commitment to solidifying its position as a leading low-cost airline that provides quality service and added value to customers.

Business Performance of Ancillary and Others Category

The Ancillary business category is one of the pillars supporting IAA's revenue growth, which focuses on developing additional services to enhance customer value and experience beyond the sale of main tickets. Throughout 2025, this category recorded good performance through the optimization of five main segments, i.e., baggage services, meals (food & beverage), advertising, seat selection, and merchandise sales.

Throughout 2025, IAA continued to optimize ancillary revenue as one of the pillars supporting its performance growth. This strategy aims to increase added value for customers while strengthening the non-ticket revenue structure. In the baggage service line, IAA implemented a more flexible and segmented offering strategy, prioritizing the convenience of pre-flight booking through digital channels. This optimization aims to increase the take-up rate of baggage services while providing cost certainty and convenience for passengers according to their individual travel needs.

For the meals (food & beverage) segment, IAA is strengthening product differentiation through menu variety, service quality improvement, and collaboration with strategic culinary partners. This development is supported by the optimization of the pre-booked meals system to improve operational efficiency and minimize waste, while boosting ancillary revenue contributions from the food and beverage segment.

In the advertising segment, IAA maximizes the potential of its media assets, both through digital platforms, booking channels, and in-flight media. A data-driven approach and audience segmentation enable IAA to offer more relevant advertising solutions to business partners, thereby increasing campaign effectiveness and commercial value for advertisers.

Sejalan dengan peningkatan preferensi pelanggan terhadap kenyamanan perjalanan, optimalisasi lini pemilihan kursi difokuskan pada penyediaan pilihan kursi yang lebih variatif dan transparan, termasuk kursi dengan ruang kaki lebih luas dan posisi strategis. Strategi ini tidak hanya meningkatkan pengalaman pelanggan, tetapi juga berkontribusi terhadap pendapatan *ancillary*.

In line with the increasing customer preference for travel comfort, the optimization of the seat selection segment focuses on providing more variative and transparent seat options, including seats with more legroom and strategic positions. This strategy not only improves the customer experience but also contributes to ancillary revenue.

Sementara itu, pada lini penjualan *merchandise*, IAA mengembangkan portofolio produk yang selaras dengan identitas merek serta kebutuhan perjalanan penumpang. Pemanfaatan kanal penjualan digital dan *in-flight* diarahkan untuk memperluas jangkauan pasar, meningkatkan konversi penjualan, serta memperkuat keterikatan pelanggan terhadap merek AirAsia.

Meanwhile, in the merchandise sales segment, IAA is developing a product portfolio that is aligned with the brand identity and passenger travel needs. The use of digital and in-flight sales channels is aimed at expanding market reach, increasing sales conversions, and strengthening customer loyalty to the AirAsia brand.

Tabel Kinerja *Ancillary*
Table of Ancillary Performance

Dalam Jutaan | In Millions

| Uraian Description | 2025 | 2024 | Selisih Difference | Pertumbuhan (%) Growth (%) |
|--|-----------|---------|-----------------------|----------------------------------|
| Layanan Bagasi Bagage Services | 1.001.126 | 970.448 | 30.678 | 3% |
| Pelayanan Penerbangan Airline related | 108.382 | 132.784 | (24.402) | (18%) |
| Lain-lain Others | 35.009 | 51.916 | (16.906) | (33%) |

Secara keseluruhan, kategori usaha *Ancillary* memberikan kontribusi yang semakin baik terhadap diversifikasi pendapatan IAA. Melalui optimalisasi kelima lini usaha *ancillary* tersebut, IAA berkomitmen untuk menciptakan keseimbangan antara peningkatan pendapatan, efisiensi operasional, dan kualitas layanan. Strategi ini diharapkan dapat mendukung kinerja usaha yang berkelanjutan serta memperkuat daya saing IAA.

Overall, the Ancillary business category has made an increasingly positive contribution to IAA's revenue diversification. Through the optimization of these five ancillary business segments, IAA is committed to creating a balance between revenue growth, operational efficiency, and service quality. This strategy is expected to support sustainable business performance and strengthen IAA's competitiveness.



Profitabilitas Segmen Usaha

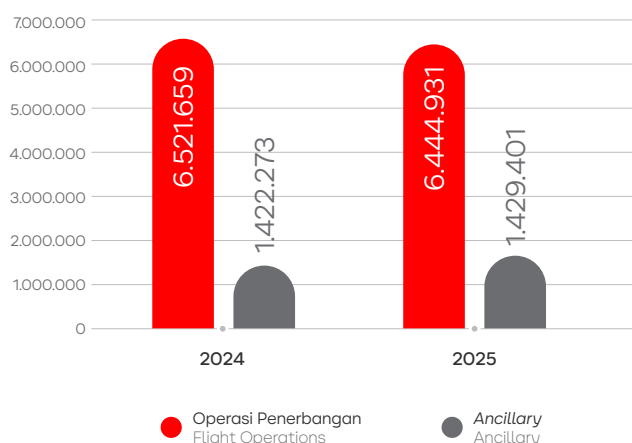
Business Segment Profitability

Dalam Jutaan | In Millions

| Keterangan Description | 2025 | | | 2024 | | |
|---|---------------------------------------|--|-------------|---------------------------------------|--|-------------|
| | Operasi Penerbangan Flight Operations | Ancillary dan Lain-lain Ancillary and Others | Total | Operasi Penerbangan Flight Operations | Ancillary dan Lain-lain Ancillary and Others | Total |
| Pendapatan Segmen Segment Revenue | 6.444.931 | 1.429.401 | 7.874.332 | 6.521.659 | 1.422.273 | 7.943.931 |
| Beban Segmen Segment Expenses | (7.672.032) | (846.891) | (8.518.923) | (7.724.422) | (1.009.903) | (8.734.325) |
| Laba (Rugi) Usaha Segmen Segment Profit (Loss) from Operations | (1.227.101) | 582.510 | (644.591) | (1.202.763) | 412.370 | (790.393) |

Kinerja Pendapatan Segmen 2024-2025

Segment Revenue in 2024-2025



Kategori usaha operasi penerbangan masih menjadi kontributor utama terhadap pendapatan usaha IAA dengan capaian Rp6,44 triliun, jumlah tersebut mengalami penurunan 1,18% jika dibandingkan dengan capaian tahun sebelumnya yang tercatat sebesar Rp6,52 triliun. Penurunan ini terutama dipengaruhi oleh menurunnya volume penumpang, di tengah konsistensi Perseroan dalam menerapkan berbagai inisiatif efisiensi operasional secara berkelanjutan.

The flight operations business category remains the main contributor of IAA's operating revenue with a total of Rp6.44 trillion, a decrease of 1.18% compared to the previous year's total of Rp6.52 trillion. The decline was mainly attributable to lower passenger volume, amid the Company's continued commitment to implementing various operational efficiency initiatives on an ongoing basis.

Tinjauan Keuangan

Financial Overview

Analisis dan pembahasan mengenai kinerja keuangan Perseroan disusun sesuai dengan Laporan Keuangan Konsolidasian Perseroan untuk tahun-tahun yang berakhir pada 31 Desember 2025 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Tanubrata Sutanto Fahmi Bambang & Rekan dan 2024 yang telah diaudit oleh Purwantono, Sungkoro & Surja, yang seluruhnya dengan opini wajar dalam semua hal yang material. Laporan Keuangan Konsolidasian Perseroan disusun sesuai dengan Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan-Ikatan Akuntan Indonesia (DSAK-IAI).

The analysis and discussion of the Company's financial performance are presented in accordance with the Consolidated Financial Statements of the Company for the years ended December 31, 2025, which have been audited by the Public Accounting Firm (KAP) Tanubrata Sutanto Fahmi Bambang & Partners and 2024 which have been audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja, all of which with an unqualified opinion in all material respects. The Company's Consolidated Financial Statements are prepared in accordance with the Financial Accounting Standards (SAK) applicable in Indonesia, which include the Financial Accounting Standards Statements (PSAK) and Financial Accounting Standards Interpretations (ISAK) issued by the Board of Financial Accounting Standards-Indonesian Institute of Accountants (DSAK-IAI).

Laporan Posisi Keuangan Konsolidasian

Consolidated Statements of Financial Position

Aset

Assets

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | Pertumbuhan Growth | |
|--|----------------|----------------|-----------------------|----------------------------------|
| | | | Nominal | Persentase (%) Percentage (%) |
| Aset Lancar Current Assets | | | | |
| Kas dan Setara Kas Cash and Cash Equivalents | 36.749 | 45.371 | (8.622) | (19,00%) |
| Piutang Usaha - Pihak Ketiga Traded Receivables - Third Parties | 18.595 | 18.637 | (42) | (0,23%) |
| Piutang Lain-lain, Neto Other Receivables, Net | | | | |
| Pihak Berelasi Related Parties | 118.545 | 50.993 | 67.552 | 132,47% |
| Pihak Ketiga Third Parties | 120.411 | 158.407 | (37.996) | (23,99%) |
| Persediaan Inventories | 139.066 | 127.058 | 12.008 | 9,45% |
| Uang Muka dan Biaya Dibayar di Muka Advances and Prepaid Expenses | 59.833 | 32.975 | 26.858 | 81,45% |
| Pajak Dibayar di Muka Prepaid Taxes | - | - | - | - |
| Total Aset Lancar Total Current Assets | 493.199 | 433.442 | 59.757 | 13,79% |

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | Pertumbuhan Growth | |
|---|------------------|------------------|-----------------------|----------------------------------|
| | | | Nominal | Persentase (%) Percentage (%) |
| Aset Tidak Lancar Non-Current Assets | | | | |
| Aset Tetap, Neto Fixed Assets, Net | 750.106 | 741.175 | 8.931 | 1,20% |
| Aset Hak Guna, Neto Right-of-Use Assets, Net | 3.450.603 | 4.162.215 | (711.612) | (17,10%) |
| Uang Jaminan Security Deposits | 341.033 | 370.641 | (29.608) | (7,99%) |
| Aset Tidak Lancar Lainnya Other Non-Current Assets | 19.252 | 9.086 | 10.166 | 111,89% |
| Total Aset Tidak Lancar Total Non-Current Assets | 4.560.994 | 5.283.118 | (722.124) | (13,67%) |
| Total Aset Total Assets | 5.054.193 | 5.716.561 | (662.367) | (11,59%) |

Sampai dengan 31 Desember 2025, jumlah aset Perseroan adalah sebesar Rp5,05 triliun, menurun Rp662,37 miliar atau 11,59% jika dibanding tahun 2024 yang sebesar Rp5,72 triliun. Penurunan ini disebabkan oleh adanya pengembalian sejumlah 3 (tiga) pesawat di tahun 2025.

As of December 31, 2025, the Company's total assets were recorded at Rp5.05 trillion, decreased by Rp662.37 billion or 11.59% compared to Rp5.72 trillion recorded in 2024. This decrease was due to the redelivery of 3 (three) aircraft in 2025.

Aset Lancar

Di tahun 2025, jumlah aset lancar Perseroan tercatat sebesar Rp493,20 miliar, mengalami kenaikan Rp59,76 miliar atau 13,79% dibanding tahun sebelumnya sebesar Rp433,44 miliar. Hal ini dikarenakan adanya peningkatan piutang lain-lain dari pihak berelasi.

Current Assets

In 2025, the Company's total current assets were Rp493.20 billion, an increase of Rp59.76 billion or 13.79% compared to the previous year of Rp433.44 billion. This was due to higher other receivables from related parties.

Aset Tidak Lancar

Aset tidak lancar Perseroan di tahun 2025 tercatat sebesar Rp4,56 triliun, menurun Rp722,12 miliar atau setara dengan 13,67% jika dibandingkan dengan tahun 2024 yang sebesar Rp5,28 triliun. Hal tersebut disebabkan oleh adanya pengembalian sejumlah 3 (tiga) pesawat di tahun 2025.

Non-Current Assets

The Company's non-current assets in 2025 were recorded at Rp4.56 trillion, decreased by Rp722.12 billion or equivalent to 13.67% when compared to Rp5.28 trillion in 2024. This was due to the redelivery of 3 (three) aircraft in 2025.

Liabilitas

Liabilities

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | Pertumbuhan Growth | |
|--|-----------|-----------|-----------------------|----------------------------------|
| | | | Nominal | Persentase (%) Percentage (%) |
| Liabilitas Jangka Pendek Current Liabilities | | | | |
| Utang Usaha - Pihak Ketiga Trade Payables - Third Parties | 2.067.999 | 2.110.179 | (42.180) | (2,00%) |
| Utang Lain-lain - Pihak Berelasi Other Payables - Related Parties | 4.793.423 | 2.939.967 | 1.853.456 | 63,04% |

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | Pertumbuhan Growth | |
|--|-------------------|-------------------|-----------------------|----------------------------------|
| | | | Nominal | Persentase (%) Percentage (%) |
| Biaya Masih Harus Dibayar Accrued Expenses | 793.004 | 593.390 | 199.614 | 33,64% |
| Utang Pajak Taxes Payable | 84.668 | 68.438 | 16.230 | 23,71% |
| Liabilitas Kontrak Contract Liabilities | 1.255.513 | 1.157.629 | 97.884 | 8,46% |
| Pinjaman Bank Jangka Panjang Long-Term Bank Loans | 77.229 | 160.525 | (83.296) | (51,89%) |
| Liabilitas Sewa Lease Liabilities | 1.941.838 | 2.096.682 | (154.844) | (7,39%) |
| Total Liabilitas Jangka Pendek Total Current Liabilities | 11.013.674 | 9.126.810 | 1.886.864 | 20,67% |
| Liabilitas Jangka Panjang Non-Current Liabilities | | | | |
| Liabilitas Sewa Lease Liabilities | 4.551.809 | 5.772.140 | (1.220.331) | (21,14%) |
| Liabilitas Pajak Tangguhan, Neto Deferred Tax Liabilities, Net | 6.374 | 5.723 | 651 | 11,38% |
| Liabilitas Imbalan Kerja Karyawan Employee Benefits Liability | 200.855 | 201.583 | (728) | (0,36%) |
| Liabilitas Jangka Panjang Lainnya Other Non-Current Liabilities | 14.118 | 45.080 | (30.962) | (68,68%) |
| Total Liabilitas Jangka Panjang Total Non-Current Liabilities | 4.773.156 | 6.024.526 | (1.251.370) | (20,77%) |
| Total Liabilitas Total Liabilities | 15.786.830 | 15.151.336 | 635.494 | 4,19% |

Per 31 Desember 2025, jumlah liabilitas Perseroan tercatat sebesar Rp15,79 triliun, meningkat Rp635,49 miliar atau 4,19% dibanding tahun sebelumnya sebesar Rp15,15 triliun. Peningkatan ini terutama disebabkan adanya peningkatan utang lain-lain dari pihak berelasi.

Liabilitas Jangka Pendek

Di tahun 2025, jumlah liabilitas jangka pendek Perseroan tercatat sebesar Rp11,01 triliun, mengalami peningkatan Rp1,89 triliun atau 20,67% dibanding tahun 2024 yang sebesar Rp9,13 triliun. Hal ini disebabkan oleh peningkatan utang lain-lain dari pihak berelasi.

Liabilitas Jangka Panjang

Liabilitas jangka panjang Perseroan di tahun 2025 tercatat sebesar Rp4,77 triliun, menurun Rp1,25 triliun atau setara dengan 20,77% dari tahun 2024 yang sebesar Rp6,02 triliun. Hal tersebut dikarenakan adanya pengembalian 3 (tiga) pesawat di tahun 2025.

As of December 31, 2025, the Company's total liabilities were recorded at Rp15.79 trillion, increased by Rp635.49 billion or 4.19% compared to the previous year of Rp15.15 trillion. This increase was mainly due to higher other payables to related parties.

Current Liabilities

In 2025, the Company's total current liabilities were Rp11.01 trillion, an increase of Rp1.89 trillion or 20.67% compared to Rp9.13 trillion which were recorded in 2024. This was due to higher other payables to related parties.

Non-Current Liabilities

The Company's non-current liabilities in 2025 were recorded at Rp4.77 trillion, decreased by Rp1.25 trillion or equivalent to 20.77% from 2024 which were at Rp6.02 trillion. This was due to the redelivery of 3 (three) aircraft in 2025.

Defisiensi Modal

Capital Deficiency

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | Pertumbuhan Growth | |
|---|---------------------|--------------------|-----------------------|----------------------------------|
| | | | Nominal | Persentase (%) Percentage (%) |
| Defisiensi Modal yang Dapat Diatribusikan kepada Pemilik Entitas Induk Modal Saham - Nilai Nominal Rp250 per Saham, Modal Dasar - 40.000.000.000 Saham Capital Deficiency Attributable to the Equity Holders of the Parent Entity Share Capital - Par Value of Rp250 per Share, Authorized - 40,000,000,000 Shares | | | | |
| Modal Ditempatkan dan Disetor Penuh - 10.685.124.441 Saham Issued and Fully Paid - 10,685,124,441 Shares | 2.671.281 | 2.671.281 | 0 | 0,00% |
| Tambahan Modal Disetor Additional Paid-In Capital | 163.674 | 163.674 | 0 | 0,00% |
| Sekuritas Perpetual Perpetual Securities | 3.486.850 | 3.486.850 | 0 | 0,00% |
| Laba Komprehensif Lainnya Other Comprehensive Income | 72.778 | 75.490 | (2.712) | (3,59%) |
| Akumulasi Rugi Accumulated Losses | (17.135.342) | (15.838.937) | (1.296.405) | 8,18% |
| Defisiensi Modal yang Dapat Diatribusikan Pemilik Entitas Induk Capital Deficiency Attributable to the Equity Holders of the Parent Entity | (10.740.759) | (9.441.642) | (1.299.117) | 13,76% |
| Kepentingan Non-Pengendali Non-Controlling Interests | 8.122 | 6.866 | 1.256 | 18,29% |
| Defisiensi Modal Capital Deficiency | (10.732.637) | (9.434.776) | (1.297.861) | 13,76% |

Per 31 Desember 2025, defisiensi modal Perseroan tercatat sebesar Rp10,73 triliun, mengalami peningkatan Rp1,30 triliun atau 13,76% jika dibandingkan dengan tahun 2024 yang sebesar Rp9,43 triliun. Peningkatan ini terutama disebabkan oleh performa Perseroan di tahun 2025 yang mencatatkan kerugian sebesar Rp1,29 triliun.

As of December 31, 2025, the Company's capital deficiency was recorded at Rp10.73 trillion, an increase of Rp1.30 trillion or 13.76% when compared to 2024 which was Rp9.43 trillion. This increase was mainly due to the Company's performance in 2025, which recorded a loss of Rp1.29 trillion.

Laporan Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statements of Profit (Loss) and Other Comprehensive Income

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | Pertumbuhan Growth | |
|---|-------------|-------------|-----------------------|----------------------------------|
| | | | Nominal | Persentase (%) Percentage (%) |
| Pendapatan Usaha Operating Revenues | 7.874.332 | 7.943.931 | (69.599) | (0,88%) |
| Total Beban Usaha Operating Expenses | (8.518.923) | (8.734.325) | 215.402 | (2,47%) |
| Laba (Rugi) Usaha Operating Profit (Loss) | (644.591) | (790.393) | 145.802 | (18,45%) |
| Pendapatan Keuangan Finance Income | 778 | 1.797 | (1.019) | (56,71%) |
| Pajak Final atas Pendapatan Keuangan Final Tax on Finance Income | (156) | (359) | 203 | (56,55%) |
| Beban Keuangan Finance Costs | (439.664) | (424.340) | (15.324) | 3,61% |

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | Pertumbuhan Growth | |
|--|-------------|-------------|-----------------------|----------------------------------|
| | | | Nominal | Persentase (%) Percentage (%) |
| Laba (Rugi) Selisih Kurs dari Aktivitas Pendanaan Profit (Loss) on Foreign Exchange from Financing Activities | (207.814) | (309.899) | 102.085 | (32,94%) |
| Laba (Rugi) Sebelum Beban Pajak Penghasilan Profit (Loss) Before Income Tax Benefit | (1.291.447) | (1.523.195) | 231.748 | (15,21%) |
| Beban Pajak Penghasilan Income Tax Expenses | (3.419) | (3.316) | (103) | 3,11% |
| Laba (Rugi) Tahun Berjalan Profit (Loss) for the Year | (1.294.866) | (1.526.511) | 231.645 | (15,17%) |
| Penghasilan/(Beban) Komprehensif Lain Other Comprehensive Income/(Expenses) | | | | |
| Pos yang tidak akan Direklasifikasi ke Laba Rugi Item that will not be Reclassified to Profit or Loss | | | | |
| Laba (Rugi) Pengukuran Kembali atas Liabilitas Imbalan Kerja Karyawan Re-Measurement Profit (Loss) of Employee Benefits Liability | (3.236) | (6.150) | 2.914 | (47,38%) |
| Pengaruh Pajak Penghasilan Income Tax Influence | 241 | 1 | 240 | 24000,00% |
| Penghasilan/(Beban) Komprehensif Lain Tahun Berjalan, Setelah Pajak Other Comprehensive Income/(Loss) for the Year, Net of Tax | (2.995) | (6.149) | 3.154 | (51,29%) |
| Total Penghasilan/(Beban) Komprehensif Tahun Berjalan Total Comprehensive Income/(Expenses) for the Year | (1.297.861) | (1.532.660) | 234.799 | (15,32%) |

Pendapatan Usaha

Operating Revenues

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | Pertumbuhan Growth | |
|---|------------------|------------------|-----------------------|----------------------------------|
| | | | Nominal | Persentase (%) Percentage (%) |
| Pendapatan Penumpang Passenger Revenue | | | | |
| Penjualan Kursi Seat Sales | 6.626.982 | 6.730.941 | (103.959) | (1,54%) |
| Bagasi Bagage | 1.001.127 | 970.448 | 30.679 | 3,16% |
| Pelayanan Penerbangan Airline Related | 108.383 | 132.785 | (24.402) | (18,38%) |
| Lain-lain Others | 35.010 | 51.916 | (16.906) | (32,56%) |
| Pendapatan Kargo Cargo | 70.948 | 56.237 | 14.711 | 26,16% |
| Pendapatan Carter Charter | 31.882 | 1.604 | 30.278 | 1887,66% |
| Jumlah Pendapatan Neto Total Net Revenue | 7.874.332 | 7.943.931 | (69.599) | (0,88%) |

Perseroan berhasil membukukan pendapatan usaha sebesar Rp7,87 triliun pada tahun 2025, mengalami penurunan Rp69,60 miliar atau 0,88% dari tahun 2024 yang sebesar Rp7,94 triliun. Penurunan ini terutama disebabkan oleh adanya penurunan permintaan dan daya beli dari masyarakat yang tercermin pada penurunan kapasitas serta penurunan keterisian jumlah penumpang.

The Company managed to record an operating revenue of Rp7.87 trillion in 2025, a decrease by Rp69.60 billion or 0.88% from 2024 of Rp7.94 trillion. This decrease was mainly due to a decline in demand and the public's purchasing power, reflected in reduced capacity and decreased passenger occupancy rates.

Beban Usaha

Operating Expenses

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | Pertumbuhan Growth | |
|---|--------------------|--------------------|-----------------------|----------------------------------|
| | | | Nominal | Persentase (%) Percentage (%) |
| Bahan Bakar Fuel | (3.162.987) | (3.445.060) | 282.073 | (8,19%) |
| Perbaikan dan Pemeliharaan Repairs and Maintenance | (2.061.926) | (1.655.029) | (406.897) | 24,59% |
| Beban Penyusutan Depreciation Expenses | (842.375) | (885.110) | 42.735 | (4,83%) |
| Pelayanan Pesawat dan Penerbangan Aircraft and Flight Services | (876.424) | (971.004) | 94.580 | (9,74%) |
| Gaji dan Tunjangan Salaries and Allowances | (728.320) | (768.219) | 39.899 | (5,19%) |
| Pemasaran Marketing | (455.573) | (422.615) | (32.958) | 7,80% |
| Sewa Pesawat Aircraft Lease | (87.499) | (51.906) | (35.593) | 68,57% |
| Asuransi Insurance | (65.455) | (60.954) | (4.501) | 7,38% |
| Laba (Rugi) Selisih Kurs dari Kegiatan Operasional Profit (Loss) on Foreign Exchange from Operating Activities | (235.026) | (270.410) | 35.384 | (13,09%) |
| Pendapatan (Beban) Usaha Lain, Neto Other Operating Income (Loss), Net | (3.338) | (204.018) | 200.680 | (98,36%) |
| Total Beban Usaha Total Operating Expenses | (8.518.923) | (8.734.325) | 215.402 | (2,47%) |

Di tahun 2025, beban usaha Perseroan tercatat sebesar Rp8,52 triliun, turun sebesar Rp215,40 miliar atau 2,47% dibanding tahun sebelumnya yang mencapai Rp8,73 triliun. Hal tersebut disebabkan oleh volatilitas harga bahan bakar di mana terdapat penurunan dibandingkan dengan tahun 2024. .

In 2025, the Company's operating expenses were recorded at Rp8.52 trillion, decreased by Rp215.40 billion or 2.47% compared to the previous year which were Rp8.73 trillion. This was due to volatility in fuel prices, which has declined compared to 2024.

Laba (Rugi) Usaha

Perseroan mencatatkan rugi usaha sebesar Rp644,59 miliar pada tahun 2025, di mana capaian ini turun Rp145,80 miliar atau 18,45% jika dibandingkan kerugian dengan tahun sebelumnya yang tercatat sebesar Rp790,39 miliar.

Operating Profit (Loss)

The company recorded an operating loss of Rp644,59 billion in 2025, a decrease of Rp145.80 billion or 18.45% loss compared to the previous year, which recorded an operating loss of Rp790.39 billion. This was supported by the reduction in fuel

Hal ini didukung oleh penurunan harga bahan bakar disertai dengan peningkatan efisiensi operasional yang dilakukan Perseroan dalam mengantisipasi volatilitas harga bahan bakar.

Laba (Rugi) Bersih Tahun Berjalan

Per 31 Desember 2025, Perseroan mencatatkan rugi bersih sebesar Rp1,29 triliun, mengalami penurunan Rp231,65 miliar atau setara dengan 15,17% dibanding kerugian tahun 2024 yang tercatat sebesar Rp1,53 triliun. Hal tersebut terutama dikarenakan kerugian selisih kurs mengalami perbaikan dibandingkan dengan tahun 2024.

Laba (Rugi) Komprehensif Tahun Berjalan

Perseroan mencatatkan rugi komprehensif tahun berjalan sebesar Rp1,30 triliun di tahun 2025, menurun Rp234,80 miliar atau 15,32% dari kerugian tahun sebelumnya yang sebesar Rp1,53 triliun. Hal tersebut disebabkan kerugian selisih kurs mengalami perbaikan dibandingkan dengan tahun 2024.

prices and the improvement of the Company's operational efficiency in anticipating fuel price volatility.

Net Profit (Loss) for the Year

As of December 31, 2025, the Company recorded a net loss of Rp1.29 trillion, a decrease of Rp231.65 billion or equivalent to 15.17% loss compared to 2024, which was Rp1.53 trillion. This was mainly due to foreign exchange losses improving compared to 2024.

Comprehensive Profit (Loss) for the Year

The Company recorded a comprehensive loss for the year of Rp1.30 trillion in 2025, a loss decrease of Rp234.80 billion or 15.32% from the previous year's figure of Rp1.53 trillion. This was due to foreign exchange losses improving compared to 2024.

Laporan Arus Kas Konsolidasian

Consolidated Statements of Cash Flows

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | 2024 | Pertumbuhan Growth | |
|--|------------------|-----------|-----------------------|----------------------------------|
| | | | Nominal | Persentase (%) Percentage (%) |
| Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities | 867.159 | 890.615 | (23.456) | (2,63%) |
| Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities | (27.156) | (32.985) | 5.829 | (17,67%) |
| Arus Kas dari Aktivitas Pendanaan Cash Flow from Financing Activities | (843.556) | (858.348) | 14.792 | (1,72%) |
| Kenaikan (Penurunan) Neto Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents | (3.553) | (718) | (2.836) | 394,99% |
| Dampak Perubahan Selisih Kurs terhadap Kas dan Setara Kas Effect of Changes in Foreign Exchange Rate on Cash and Cash Equivalents | (5.069) | (10.165) | 5.096 | (50,13%) |
| Kas dan Setara Kas pada Awal Tahun Cash and Cash Equivalents at Beginning of Year | 45.371 | 56.254 | (10.883) | (19,35%) |
| Kas dan Setara Kas pada Akhir Tahun Cash and Cash Equivalents at End of Year | 36.749 | 45.371 | (8.622) | (19,00%) |

Posisi kas dan setara kas pada akhir tahun 2025 tercatat sebesar Rp36,75 miliar, menurun Rp8,62 miliar atau 19,01% dari tahun sebelumnya sebesar Rp45,37 miliar. Hal ini dikarenakan terjadi penurunan kas yang diperoleh dari aktivitas operasi Perseroan.

Cash and cash equivalents positions at the end of 2025 were recorded at Rp36.75 billion, decreased by Rp8.62 billion or 19.01% from the previous year of Rp45.37 billion. This was due to a decrease in cash generated from the Company's operating activities.

Arus Kas dari Aktivitas Operasi

Perseroan membukukan arus kas dari aktivitas operasi sebesar Rp867,16 miliar di tahun 2025, mengalami penurunan Rp23,46 miliar atau 2,63% dibanding tahun sebelumnya yang sebesar Rp890,62 miliar. Hal ini terutama dikarenakan penerimaan kas dari pelanggan di periode 2025 mengalami penurunan sebesar Rp85,68 miliar.

Arus Kas dari Aktivitas Investasi

Di tahun 2025, Perseroan mencatatkan arus kas digunakan untuk aktivitas investasi sebesar Rp27,16 miliar, menurun Rp5,83 miliar atau 17,67% dari tahun 2024 yang sebesar Rp32,99 miliar. Hal ini terutama disebabkan oleh perolehan aset tetap di tahun 2025 mengalami penurunan sebesar Rp7,85 miliar.

Arus Kas dari Aktivitas Pendanaan

Arus kas digunakan untuk aktivitas pendanaan tercatat sebesar Rp843,56 miliar di tahun 2025, turun sebesar Rp14,79 miliar atau 1,72% dari tahun sebelumnya yang sebesar Rp858,35 miliar. Hal tersebut terutama disebabkan oleh pembayaran sewa pesawat mengalami penurunan sebesar Rp32,76 miliar.

Cash Flow from Operating Activities

The Company recorded cash flow from operating activities of Rp867.16 billion in 2025, a decrease of Rp23.46 billion or 2.63% compared to the previous year of Rp890.62 billion. This was mainly due to a decrease in cash receipts from customers in 2025, amounting to Rp85.68 billion.

Cash Flow from Investing Activities

In 2025, the Company recorded cash flow from investing activities of Rp27.16 billion, decreased by Rp5.83 billion or 17.67% from 2024 which was Rp32.99 billion. This was due to a decrease in the acquisition of fixed assets in 2025 amounting to Rp7.85 billion.

Cash Flow from Financing Activities

Cash flow from financing activities was recorded at Rp843.56 billion in 2025, decreased by Rp14.79 billion or 1.72% from the previous year of Rp858.35 billion. This mainly was due to a decrease in aircraft lease payments amounting to Rp32.76 billion.

Kemampuan Membayar Utang dan Tingkat Kolektibilitas Piutang

Ability to Pay Debts and Receivables Collectibility Rate

Perseroan secara konsisten mengukur kemampuan dalam membayar utangnya terhadap kreditur, baik jangka pendek maupun jangka panjang, serta mengoptimalkan pengelolaan piutang. Perseroan mengukur kemampuannya dalam membayar utang jangka pendek dengan menggunakan rasio lancar, sementara untuk mengukur kemampuan membayar utang jangka panjang dilakukan menggunakan rasio solvabilitas, serta pengelolaan piutang yang diukur melalui tingkat kolektibilitas piutang.

The Company consistently measures its ability to pay its debts to creditors, both short-term and long-term, and optimizes its receivables management. The ability to pay short-term debts is measured using the current ratio, while the ability to pay long-term debts is measured using the solvency ratio, and receivables management is measured based on the receivables collectibility rate.

Rasio Lancar

Rasio lancar digunakan untuk mengukur kemampuan Perseroan dalam membayar utang jangka pendeknya. Rasio lancar dapat diukur dengan membagi aset lancar dengan liabilitas lancar. Di tahun 2025, rasio lancar Perseroan tercatat sebesar 0,04 kali, mengalami penurunan jika dibandingkan dengan tahun 2024 yang sebesar 0,05 kali.

Rasio Solvabilitas

Kemampuan Perseroan dalam memenuhi seluruh kewajibannya, baik jangka pendek maupun jangka panjang, diukur melalui rasio solvabilitas. Rasio ini dapat dilihat berdasarkan rasio liabilitas terhadap aset (DAR) dan rasio liabilitas terhadap ekuitas (DER). DAR digunakan untuk menunjukkan kemampuan modal yang dimiliki Perseroan untuk memenuhi seluruh kewajibannya, sedangkan DER digunakan untuk mengukur berapa bagian dari keseluruhan aset yang dibiayai dari utang.

Current Ratio

The current ratio is used to measure the Company's ability to pay its short-term debts. The current ratio can be measured by dividing current assets by current liabilities. In 2025, the Company's current ratio was recorded at 0.04 times, an decrease compared to 2024, which was 0.05 times.

Solvency Ratio

The Company's ability to fulfill all of its obligations, both short-term and long-term, is measured through the solvency ratio. This ratio can be measured based on the debt-to-asset ratio (DAR) and the debt-to-equity ratio (DER). DAR is used to show the Company's capital capacity to meet all of its obligations, while DER is used to measure how much of the total assets are financed by debt.

Dalam kali | In times

| Uraian Description | 2025 | 2024 |
|---|--------|--------|
| Rasio Liabilitas terhadap Aset (DAR) Debt to Assets Ratio (DAR) | 3,12 | 2,65 |
| Rasio Liabilitas terhadap Ekuitas (DER) Debt to Equity Ratio (DER) | (1,47) | (1,61) |

Berdasarkan pengukuran tersebut, DAR dan DER Perseroan di tahun 2025 masing-masing tercatat sebesar 3,12 kali dan (1,47) kali.

Based on the measurements, the Company's DAR and DER in 2025 were at 3.12 times and (1.47) times respectively.

Tingkat Kolektibilitas Piutang

Perseroan senantiasa mengukur tingkat kolektibilitas piutang dalam rangka mengoptimalkan kemampuannya dalam mengelola piutang usaha. Tingkat kolektibilitas piutang dipengaruhi oleh kemampuan Perseroan dalam menagih piutang yang dimiliki, di mana semakin kecil nilai periode penagihannya, maka semakin baik kemampuan Perseroan dalam mengumpulkan piutangnya.

Receivables Collectibility Rate

The Company constantly measures the collectability of receivables in order to optimize its ability to manage trade receivables. The collectability of receivables is influenced by the Company's ability to collect receivables, whereby the shorter the collection period, the better the Company's ability to collect its receivables.

Pada tahun 2025, rata-rata periode penagihan piutang Perseroan tercatat selama 0,86 hari. Rata-rata periode penagihan piutang ini lebih cepat dibanding tahun 2024 yang selama 0,87 hari.

In 2025, the Company's average collection period was recorded at 0.86 days. This average collection period was faster than in 2024, which was 0.87 days.

Struktur Modal dan Kebijakan Manajemen atas Struktur Modal

Capital Structure and Management Policy on Capital Structure

Kebijakan Manajemen atas Struktur Modal

Perseroan senantiasa mengelola permodalannya guna mempertahankan kelangsungan usaha, memberikan imbal hasil optimal bagi pemegang saham dan pemangku kepentingan, serta memastikan rasio modal yang sehat. Perseroan juga secara berkala melakukan telaah dan mengelola struktur modal secara rutin dengan memerhatikan kondisi ekonomi dan industri terkini, serta mempertimbangkan kebutuhan modal di masa yang akan datang.

Perseroan senantiasa memprioritaskan struktur modal berkelanjutan yang dapat mencakup penyesuaian pembayaran dividen, pengembalian modal kepada pemegang saham, atau penerbitan saham baru jika diperlukan. Kebijakan ini bertujuan untuk mempertahankan struktur modal yang sehat sekaligus mengamankan akses terhadap pendanaan pada biaya yang wajar.

Dasar Pemilihan Kebijakan atas Struktur Modal

Kebijakan pengelolaan modal Perseroan ditujukan untuk memaksimalkan manfaat bagi pemegang saham dan menjaga kelangsungan usaha dengan cara mengoptimalkan keseimbangan antara utang dan ekuitas. Kebijakan manajemen atas struktur modal Perseroan senantiasa direviu oleh Direksi dan Dewan Komisaris secara proaktif meninjau struktur modal dengan mempertimbangkan biaya modal dan risiko terkait lainnya. Penilaian ini bertujuan untuk mempertahankan struktur modal yang kuat dalam mendukung pertumbuhan bisnis di masa depan.

Rincian Struktur Modal

Management Policy on Capital Structure

The Company consistently manages its capital to maintain business continuity, deliver optimal returns to shareholders and stakeholders, and ensure a healthy capital ratio. The Company also periodically reviews and manages its capital structure by considering current economic and industry conditions, as well as future capital requirements.

The Company always prioritizes a sustainable capital structure that may include adjustments to dividend payments, capital returns to shareholders, or the issuance of new shares if necessary. This policy aims to maintain a healthy capital structure while securing access to funding at reasonable costs.

Basis for the Selection of Management Policy on Capital Structure

The Company's capital management policy aims to maximize benefits for shareholders and maintain business continuity by optimizing the balance between debt and equity. The Company's capital structure management policy is reviewed proactively by the Board of Directors and the Board of Commissioners, taking into account the cost of capital and other related risks. This review aims to maintain a strong capital structure to support future business growth.

Capital Structure Details

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | 2025 | | 2024 | |
|--|------------------|------------------------------------|------------------|------------------------------------|
| | Nominal | Kontribusi (%) Contribution (%) | Nominal | Kontribusi (%) Contribution (%) |
| Liabilitas Liabilities | 15.786.830 | 312,35 | 15.151.336 | 265,04 |
| Ekuitas Equity | (10.732.637) | (212,35) | (9.434.776) | (165,04) |
| Liabilitas dan Ekuitas Liabilities and Equity | 5.054.193 | 100,00 | 5.716.561 | 100,00 |

Ikatan Material untuk Investasi Barang Modal

Material Commitment for Capital Goods Investment

Berdasarkan Peraturan OJK No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha, suatu reaksi dikategorikan sebagai transaksi material apabila nilai transaksi sama dengan 20% atau lebih dari ekuitas Perusahaan Terbuka. Mengacu pada aturan tersebut, Perseroan tidak memiliki ikatan material terkait investasi barang modal di sepanjang tahun 2025.

Pursuant to OJK Regulation No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities, a transaction is categorized as material if its value is equal to or greater than 20% of the equity of a Public Company. In accordance with this regulation, the Company has no material commitments related to capital goods investments throughout 2025.

Realisasi Investasi Barang Modal

Realization of Capital Goods Investment

Selama tahun 2025, Perseroan melakukan investasi barang modal berupa pembelian sejumlah aset maupun perbaikan terhadap aset yang dimiliki. Bagi Perseroan, investasi barang modal ini merupakan kegiatan yang penting dalam memberikan nilai tambah bagi Perseroan di masa mendatang. Adapun nama, tujuan, dan nilai investasi barang modal yang direalisasikan oleh Perseroan pada tahun 2025 adalah sebagai berikut:

Throughout 2025, the Company has invested in capital goods by purchasing a number of assets or repairing existing assets. For the Company, this capital goods investment is crucial to provide added value for its future. The items, purposes, and values of the capital goods investment realized by the Company in 2025 is as follows:

| Investasi Barang Modal Capital Goods Investment | Tujuan Investasi Purpose of Investment | Nilai (Rp juta) Value (Rp million) |
|--|---|---------------------------------------|
| Renovasi Renovation | Mendukung kegiatan operasional Perseroan To support the Company's operational activities | 947 |
| Aset Rotable dan Alat Teknik Rotable Assets and Technical Equipment | Mendukung Kegiatan Operasional Perseroan To Support The Company's Operational Activities | 21.309 |
| Peralatan Kantor dan Furnitur Office Equipment and Furniture | Mendukung Kegiatan Operasional Perseroan To Support The Company's Operational Activities | 2.600 |
| Jumlah Total | | 24.856 |

Perbandingan Target dan Realisasi Tahun 2025 [F.2]

Comparison of 2025 Target and Realization

Pada awal tahun 2025, Perseroan telah menetapkan target yang ingin diraih pada tahun berjalan sebagaimana tercantum dalam Rencana Kerja dan Anggaran Perusahaan (RKAP). Target-target yang telah ditetapkan dalam RKAP tersebut disusun dengan mempertimbangkan kondisi industri dan ekonomi sepanjang tahun 2025. Adapun perbandingan pencapaian sejumlah target dan realisasi pada tahun 2025 dapat dilihat sebagai berikut:

At the beginning of 2025, the Company has set a number of targets to be achieved in the current year as stated in the Company's Work Plan and Budget (RKAP). The targets set in the RKAP were formulated based on industry and economic conditions throughout 2025. The comparison of the achievement of targets and realization in 2025 is as follows:

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | Target 2023-2025 2023-2025 Target | Realisasi 2025 2025 Realization | Realisasi 2024 2024 Realization | Realisasi 2023 2023 Realization |
|---|---|------------------------------------|------------------------------------|------------------------------------|
| Pendapatan Usaha Operating Revenues | Sesuai Tren Pertumbuhan Tahun Berjalan | 7.874.332 | 7.943.931 | 6.625.321 |
| Penjualan Kursi Seat Sales | In line with the Growth Trend of the Year | 6.626.982 | 6.730.941 | 5.631.451 |
| Bagasi Bagage | | 1.001.127 | 970.448 | 731.749 |
| Pelayanan Penerbangan Airline Related | | 108.383 | 132.785 | 125.853 |
| Lain-lain Others | | 35.010 | 51.916 | 77.917 |
| Kargo Cargo | | 70.948 | 56.237 | 44.263 |
| Carter Charter | | 31.882 | 1.604 | 14.087 |
| Laba (Rugi) Usaha Operating Profit (Loss) | | (644.591) | (790.393) | (805.761) |
| Laba (Rugi) Usaha Tanpa Rugi Kurs Operating Profit (Loss) Excluding Foreign Exchange Losses | | 409.565 | (519.983) | 847.636 |
| Laba (Rugi) Bersih Tahun Berjalan Net Profit (Loss) for the Year | | (1.294.866) | (1.526.511) | (1.080.716) |
| Laba (Rugi) Bersih Tahun Berjalan Tanpa Rugi Kurs Net Profit (Loss) for the Year Excluding Foreign Exchange Losses | | 852.026 | (946.202) | 1.225.732 |
| Aset Assets | | 5.054.193 | 5.716.561 | 6.116.294 |
| Liabilitas Liabilities | | 15.786.830 | 15.151.336 | 14.018.410 |
| Ekuitas Equity | | (10.732.637) | (9.434.776) | (7.902.116) |
| Tingkat Keterisian Load Factor | | 83%. | 87% | 85% |
| OTP | | 76% | 83% | 72% |
| Jumlah Penumpang Total Passengers | | 5.906.580 | 6.609.656 | 6.182.295 |

Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi Pada Instrumen Keuangan atau Proyek yang Sejalan dengan Pembangunan Berkelanjutan [F.3]

Perseroan secara konsisten berupaya menghadirkan nilai positif bagi seluruh pemangku kepentingan melalui berbagai inisiatif yang berfokus pada keberlanjutan. Salah satu wujud komitmen tersebut adalah investasi berkelanjutan dalam proyek-proyek yang mendukung ketercapaian tujuan pembangunan berkelanjutan, sekaligus mendorong peningkatan kualitas layanan penerbangan.

Dalam implementasinya, Perseroan terus memperkuat investasi di bidang penerbangan ramah lingkungan dengan memanfaatkan kemajuan teknologi terkini. Langkah ini tidak hanya mendukung pencapaian target strategis Perseroan, tetapi juga menjadi bagian penting dari transformasi Perseroan menuju maskapai komersial yang berwawasan lingkungan, efisien, dan berdaya saing tinggi di era transisi menuju ekonomi hijau.

Comparison of Target and Performance Portfolio, Financing Targets, or Investment on Financial Instruments or Sustainable Development Projects [F.3]

The Company consistently strives to deliver positive value to all stakeholders through various sustainability-focused initiatives. One manifestation of this commitment is sustainable investment in projects that support the achievement of sustainable development goals, whilst also encouraging improvements in the quality of aviation services.

In practice, the Company continues to strengthen its investment in environmentally friendly aviation by utilizing the latest technological developments. This initiative not only supports the achievement of the Company's strategic targets, but also essential in the Company's transformation into an environmentally conscious, efficient, and highly competitive commercial airline in the transition to a green economy.

Proyeksi Tahun 2026

2026 Projection

Selain menetapkan target untuk tahun buku, Perseroan juga menetapkan proyeksi target untuk satu tahun mendatang sebagai salah satu upaya dalam memastikan kelangsungan bisnis ke depan. Adapun target kinerja Perseroan untuk tahun 2026 dan perbandingannya dengan realisasi tahun 2025 adalah sebagai berikut:

Other than setting targets for the financial year, the Company also sets projected targets for the coming year as an effort to ensure future business continuity. The Company's performance targets for 2026 and their comparison with the 2025 realization are as follows:

Dalam jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless otherwise stated

| Uraian Description | Target 2026 2026 Target | Realisasi 2025 2025 Realization |
|--|--|------------------------------------|
| Pendapatan Usaha Operating Revenues | | 7.874.332 |
| Penjualan Kursi Seat Sales | Sesuai keadaan ekonomi tahun 2025 dan mengikuti tren pertumbuhan 2025 In line with the economic conditions in 2025 and according to the 2025 growth trend | 6.626.982 |
| Bagasi Bagage | | 1.001.127 |
| Pelayanan Penerbangan Airline Related | | 108.383 |
| Lain-lain Others | | 35.010 |

| Uraian Description | Target 2026 2026 Target | Realisasi 2025 2025 Realization |
|---|----------------------------|------------------------------------|
| Kargo Cargo | | 70.948 |
| Carter Charter | | 31.882 |
| Laba (Rugi) Usaha Operating Profit (Loss) | | (644.591) |
| Laba (Rugi) Usaha Tanpa Rugi Kurs Operating Profit (Loss) Excluding Foreign Exchange Losses | | 409.565 |
| Laba (Rugi) Bersih Tahun Berjalan Net Profit (Loss) for the Year | | (1.294.866) |
| Laba (Rugi) Bersih Tahun Berjalan Tanpa Rugi Kurs Net Profit (Loss) for the Year Excluding Foreign Exchange Losses | | 852.026 |
| Aset Assets | | 5.054.193 |
| Liabilitas Liabilities | | 15.786.830 |
| Ekuitas Equity | | (10.732.637) |
| Tingkat Keterisian Load Factor | | 83% |
| OTP | | 76% |
| Jumlah Penumpang Total Passengers | | 5.906.580 |

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Pelaporan Keuangan

Material Information and Facts Subsequent to the Accountant's Reporting Date

Sejak akhir periode 31 Desember 2025 hingga tanggal laporan akuntan pada 13 Maret 2026, Perseroan tidak memiliki peristiwa atau kejadian penting yang berpengaruh signifikan terhadap laporan keuangan.

From December 31, 2025 until the accountant reporting date on March 13, 2026, the Company has no material events that significantly influence the financial statements.

Kebijakan dan Pembagian Dividen

Dividend Policy and Distribution

Kebijakan Pembagian Dividen

Dalam menjalankan seluruh kegiatan usahanya, Perseroan berkomitmen untuk senantiasa memerhatikan hak para pemegang saham dengan tetap memperhatikan kondisi keuangan dan kinerja Perseroan pada tahun berjalan melalui pembayaran dividen. Pembayaran dividen tersebut dilakukan sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas berikut perubahannya. Berdasarkan Pasal 71 ayat 3 dalam undang-undang tersebut, Perseroan dapat membagikan dividen kepada pemegang saham apabila Perseroan memiliki saldo laba yang positif dan sesuai dengan kemampuan keuangan Perseroan. Pembagian dividen ini dilakukan berdasarkan keputusan RUPS dengan mempertimbangkan tingkat pertumbuhan usaha dan rencana ekspansi Perseroan ke depan.

Kronologi Pembagian Dividen

Berdasarkan keputusan RUPS Tahunan yang diselenggarakan pada 25 Juni 2025, pemegang saham memutuskan untuk tidak membagikan dividen dari hasil kinerja Perseroan tahun buku 2024. Di tahun 2024, pemegang saham juga memutuskan untuk tidak membagikan dividen dari hasil kinerja tahun buku 2023 sebagaimana ditetapkan dalam keputusan RUPS Tahunan tanggal 8 Juli 2024. Dengan demikian, tidak terdapat informasi mengenai rincian pembayaran dividen Perseroan kepada pemegang saham dalam waktu 2 (dua) tahun terakhir.

Dividend Distribution Policy

In conducting all of its business activities, the Company is committed to always paying attention to the rights of shareholders while still considering the Company's financial condition and performance for the current year through dividend payments. Dividend payments are made in accordance with Law No. 40 of 2007 concerning Limited Liability Companies and its amendments. Based on Article 71 paragraph 3 of the law, the Company may distribute dividends to shareholders if the Company has a positive profit balance and in accordance with the Company's financial capabilities. The distribution of dividends is carried out based on the decision of the GMS by considering the level of business growth and the Company's future expansion plans.

Dividend Distribution Chronology

Based on the resolution of the Annual GMS held on June 25, 2025, the shareholders decided not to distribute dividends from the Company's performance in the 2024 financial year. In 2024, shareholders also decided not to distribute dividends from the Company's performance in the 2023 financial year, as stipulated in the Annual GMS decision dated July 8, 2024. Thus, there is no information regarding details of the Company's dividend payments to shareholders in the last two (2) years.



Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of Public Offering Proceeds

Pada tahun 1994, Perseroan melakukan Penawaran Umum Perdana Saham atau *Initial Public Offering* (IPO). Seluruh dana yang diperoleh dari penawaran tersebut telah dimanfaatkan pada tahun yang sama untuk mendukung pertumbuhan bisnis dengan cara meningkatkan modal kerja. Dengan demikian, Perseroan tidak memiliki kewajiban penggunaan realisasi dana hasil penawaran umum pada tahun 2025.

In 1994, the Company held its Initial Public Offering (IPO). All proceeds from the offering were fully utilized in the same year to support business growth by increasing working capital. Therefore, the Company has no obligations regarding the utilization of proceeds from the public offering in 2025.

Informasi Material mengenai Investasi, Ekspansi, Divestasi, Penggabungan/Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal

Material Information regarding Investment, Expansion, Divestment, Merger/Consolidation, Acquisition, and Debt/Capital Restructuring

Sampai dengan 31 Desember 2025, Perseroan tidak melakukan kegiatan investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, dan restrukturisasi utang/modal. Dengan demikian, tidak terdapat informasi material mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, dan restrukturisasi utang/modal yang dapat ditampilkan dalam laporan ini.

As of December 31, 2025, the Company has not made any investments, expansions, divestments, mergers/consolidations, acquisitions, or debt/capital restructuring. Therefore, there is no material information regarding investments, expansions, divestments, mergers/consolidations, acquisitions, and debt/capital restructuring that can be presented in this report.

Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi/Berelasi

Material Transactions Involving Conflict of Interests and/or Transactions with Affiliated/Related Parties

Kebijakan Mekanisme Reviu atas Transaksi dan Pemenuhan Peraturan serta Ketentuan Terkait

Dalam menjalankan kegiatan usahanya, Perseroan mempunyai transaksi dengan pihak berelasi sebagaimana didefinisikan pada PSAK 224 tentang "Pengungkapan Pihak-pihak Berelasi". Perseroan merupakan bagian dari suatu kelompok usaha yang dalam menjalankan operasinya, Perseroan berhubungan dan melakukan transaksi dengan pihak-pihak berelasi.

Transaksi tersebut dilakukan dengan persyaratan dan kondisi yang disepakati masing-masing pihak sesuai dengan syarat, kondisi, serta manfaat ekonomis yang secara substansial sebanding dengan transaksi yang dilakukan bersama pihak ketiga. Perseroan juga memastikan seluruh transaksi dilakukan dengan memerhatikan prinsip kehati-hatian sesuai dengan praktik bisnis yang berlaku umum.

Mekanisme reviu atas transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/berelasi dilakukan melalui proses audit oleh Komite Audit yang hasilnya kemudian dilaporkan kepada Dewan Komisaris.

Selama tahun 2025, Perseroan tidak memiliki pelanggaran atas peraturan perundang-undangan terkait transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/berelasi.

Transaction Review Mechanism and Compliance with Related Regulations and Provisions

In conducting its business activities, the Company engages in transactions with related parties as defined in PSAK 224 on "Disclosure of Related Parties". The Company is part of a business group which, in conducting its operations, interacts and conducts transactions with related parties.

These transactions are carried out under terms and conditions agreed upon by each party in accordance with terms, conditions, and economic benefits that are substantially comparable to transactions with third parties. The Company also ensures that all transactions are carried out with due care in accordance with generally accepted business practices.

The review mechanism for material transactions involving conflicts of interest and/or transactions with affiliates/related parties is carried out through an audit process by the Audit Committee, the results of which are then reported to the Board of Commissioners.

During 2025, the Company had no violations of laws and regulations related to material transactions involving conflicts of interest and/or transactions with affiliates/related parties.

Komitmen Perseroan atau Manajemen atas Transaksi Material yang Mengandung Benturan Kepentingan dan/ atau Transaksi dengan Pihak Afiliasi

Terkait transaksi dengan pihak berelasi, melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK 224 "Pengungkapan Pihak-pihak Berelasi" dan Peraturan Bapepam-LK Nomor KEP-347/BL/2012 tanggal 25 Juni 2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik. Perseroan, melalui Direksi maupun Dewan Komisaris dan Komite Audit, memastikan bahwa seluruh transaksi yang dilakukan telah melalui prosedur yang memadai, dilaksanakan sesuai dengan praktik bisnis yang berlaku umum, dan memenuhi prinsip transaksi yang wajar (*arm's length principle*).

Kebijakan tentang Pihak Afiliasi/Berelasi

Perseroan dan entitas anaknya melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK 224. Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Pihak-pihak yang dimaksud sebagai pihak berelasi berdasarkan PSAK 224, yaitu:

1. Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - a. Memiliki pengendalian atau pengendalian bersama entitas pelapor;
 - b. Memiliki pengaruh signifikan atas entitas pelapor; atau
 - c. Merupakan personel manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
2. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
 - a. Entitas tersebut dengan entitas pelapor adalah anggota dari grup yang sama;
 - b. Merupakan entitas asosiasi atau ventura bersama dari entitas (atau entitas asosiasi atau ventura bersama tersebut merupakan anggota suatu grup di mana entitas adalah anggota dari grup tersebut);
 - c. Entitas tersebut dengan entitas lainnya adalah ventura bersama dari pihak ketiga yang sama;
 - d. Satu entitas yang merupakan ventura bersama dari pihak ketiga serta entitas lain yang merupakan entitas asosiasi dari entitas ketiga;

The Company or Management Commitment on Material Transactions Containing Conflicts of Interest and/ or Transactions with Affiliated/Related Parties

Regarding transactions with related parties, while conducting transactions with related parties as defined in PSAK 224 "Disclosure of Related Parties" and Bapepam Regulation - LK Number KEP-347/BL/2012 dated June 25, 2012 concerning the Presentation and Disclosure of Financial Statements of Issuers or Public Companies. The Company, through its Board of Directors, Board of Commissioners, and Audit Committee, ensures that all transactions have followed adequate procedures, are carried out in accordance with generally accepted business practices, and comply with the arm's length principle.

Policy on Affiliated/Related Parties

The Company and its subsidiaries engage in transactions with related parties as defined in PSAK 224. These transactions are conducted based on terms agreed upon by both parties, which may differ from transactions carried out with non-related parties.

Parties classified as related parties under PSAK 224 are:

1. A person or his/her immediate family member is said to have a relationship with the reporting entity if the person:
 - a. Has control or joint control over the reporting entity;
 - b. Has significant influence over the reporting entity; or
 - c. Is a key management personnel of the reporting entity or the parent entity of the reporting entity.
2. An entity is considered to be related with the reporting entity if it fulfills one of the following:
 - a. The entity and the reporting entity are members of the same group;
 - b. Is an associate or joint venture of the entity (or the associate or joint venture is a member of a group of which the entity is a member);
 - c. The entity and other entities are joint ventures of the same third party;
 - d. One entity which is a joint venture of a third party and another entity which is an associate entity of the third party;

- e. Entitas yang merupakan suatu program imbalan pasca kerja untuk imbalan kerja dari entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah penyelenggara program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
- f. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam angka (1) di atas;
- g. Orang yang diidentifikasi dalam angka (1) (a) memiliki pengaruh signifikan terhadap entitas atau personel manajemen kunci dari entitas tersebut.

Nama, Sifat Hubungan, dan Realisasi Transaksi dengan Pihak Afiliasi/Berelasi

Nama, sifat hubungan, dan rincian transaksi antara Perseroan dengan pihak berelasi yang material dapat dilihat pada Catatan 22 dalam Laporan Keuangan Konsolidasian Audit pada laporan ini.

Pernyataan Direksi bahwa Transaksi Afiliasi Telah melalui Prosedur yang Memadai dan Dilaksanakan Sesuai dengan Praktik Bisnis yang Berlaku Umum dan Memenuhi Prinsip Transaksi yang Wajar

Direksi memastikan bahwa seluruh kegiatan transaksi material yang dilakukan oleh Perseroan dengan pihak afiliasi/berelasi telah melalui prosedur yang memadai dan sesuai dengan prinsip transaksi yang wajar (*arm's length principle*).

Peran Dewan Komisaris dan Komite Audit dalam Melakukan Prosedur yang Memadai untuk Memastikan bahwa Transaksi Afiliasi Dilaksanakan Sesuai dengan Praktik Bisnis yang Berlaku Umum dan Memenuhi Prinsip Transaksi yang Wajar

Dewan Komisaris dan Komite Audit senantiasa melakukan penelaahan untuk memastikan tidak terdapat transaksi material yang mengandung benturan kepentingan, serta transaksi dengan pihak afiliasi/berelasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum, memenuhi prinsip transaksi yang wajar (*arm's length principle*), serta dilaksanakan dengan memenuhi ketentuan yang berlaku.

- e. An entity that is an Employee Benefits Liabilities plan for employee benefits from the reporting entity or an entity related to the reporting entity. If the reporting entity is the organizer of the program, then the sponsoring entity is also related to the reporting entity;
- f. Entity that is controlled or jointly controlled by the person identified in item number (1) above;
- g. The person identified in item number (1) (a) has significant influence over the entity or the key management personnel of that entity.

Name, Nature of Relationship, and Realization of Transactions with Affiliated/Related Parties

The name, nature of relationship, and realization of transactions between the Company and related parties that are material can be found in Note 22 of the Audited Consolidated Financial Statements in this Report.

Board of Directors' Statement that the Affiliated Transactions have Undergone Adequate Procedures and are Carried out in Accordance with the Generally Accepted Business Practices and Complies with the Principles of Fair Transactions

The Board of Directors ensures that all material transactions conducted by the Company with affiliated/related parties have undergone adequate procedures and are in accordance with the arm's length principle.

The Role of the Board of Commissioners and Audit Committee in Implementing Adequate Procedures to Ensure that Affiliated Transactions are Carried Out in Accordance with the Generally Accepted Business Practices and Comply with the Principles of Fair Transactions

The Board of Commissioners and Audit Committee continuously conduct reviews to ensure that there are no material transactions that involve conflicts of interest, and that transactions with affiliated/related parties are conducted in accordance with the generally accepted business practices, comply with the arm's length principle, and are in accordance with applicable regulations.

Pernyataan terkait Pendapatan Usaha yang Dijalankan secara Rutin, Berulang, dan/atau Berkelanjutan

Kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan merupakan bagian dari transaksi afiliasi atau transaksi material yang dilakukan Perseroan. Sepanjang 2025, seluruh transaksi dilakukan secara wajar (*arm's length*) dan sesuai dengan persyaratan komersial yang standar. Kewajaran transaksi dengan pihak terkait atau mengandung benturan kepentingan telah dilakukan secara wajar sesuai peraturan perundang-undangan. Transaksi dilakukan atas dasar alasan kebutuhan Perseroan dan bebas dari konflik kepentingan.

Statement regarding Revenue from Routine, Recurring, and/or Continuous Business Activities

Business activities carried out in order to generate business revenue and conducted on a routine, recurring, and/or continuous basis are part of the Company's affiliated transactions or material transactions. Throughout 2025, all transactions were conducted at arm's length and in accordance with standard commercial requirements. The fairness of transactions with related parties or those involving conflicts of interest was determined in accordance with applicable laws and regulations. Transactions were conducted based on the Company's needs and were free from conflicts of interest.

Perubahan Peraturan yang Berpengaruh Signifikan terhadap Perseroan

Regulatory Changes that Significantly Impacting the Company

Di tahun 2025, terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap kinerja operasional dan keuangan Perseroan. Adapun perubahan peraturan perundang-undangan dan dampaknya terhadap Perseroan dapat dilihat sebagai berikut:

In 2025, some regulatory changes have significantly impacted the Company's operational and financial performance. The following are the regulatory changes and their impact on the Company:

| Perubahan Peraturan/Perundang-Undangan Regulatory Changes | Penjelasan Explanation | Dampak terhadap Perseroan Impact on the Company |
|---|--|--|
| Keputusan Menteri Perhubungan Republik Indonesia Nomor KM 37 Tahun 2025 tentang Penetapan Bandar Udara Internasional. Decree of the Minister of Transportation of the Republic of Indonesia Number KM 37 of 2025 concerning the Designation of International Airports. | Mencabut Keputusan Menteri Perhubungan terkait dengan Bandar Udara Internasional sebagai berikut: 1. Keputusan Menteri Perhubungan Nomor KM 31 Tahun 2024 tentang Penetapan Bandar Udara Internasional; 2. Keputusan Menteri Perhubungan Nomor KM 146 Tahun 2024 tentang Penetapan Bandar Udara Domestik yang dapat Melayani Penerbangan ke dan dari Luar Negeri Untuk Kepentingan Kegiatan Umrah; | <ul style="list-style-type: none">• Menambah jumlah bandar udara internasional yang beroperasi di Indonesia yang semula sejumlah 17 di tahun 2024 menjadi 36 pada tahun 2025.• Memperluas jaringan rute internasional yang dapat dijangkau oleh Perseroan.• Increasing the number of international airports operating in Indonesia from 17 in 2024 to 36 in 2025.• Expanding the network of international routes accessible by the Company. |



| Perubahan Peraturan/Perundang-Undangan Regulatory Changes | Penjelasan Explanation | Dampak terhadap Perseroan Impact on the Company |
|--|---|--|
| | <ol style="list-style-type: none"> 3. Keputusan Menteri Perhubungan Nomor KM 26 Tahun 2025 tentang Penetapan Bandar Udara S.M. Badaruddin II di Palembang, Bandar Udara H.A.S. Hanandjoeddin di Bangka Belitung, dan Bandar Udara Jenderal Ahmad Yani di Semarang, sebagai Bandar Udara Internasional; dan 4. Keputusan Menteri Perhubungan Nomor KM 30 Tahun 2025 tentang Penetapan Bandar Udara Syamsuddin Noor di Banjarmasin dan Bandar Udara Supadio di Pontianak, sebagai Bandar Udara Internasional. <p>Revoking the Decree of the Minister of Transportation related to International Airports as follows:</p> <ol style="list-style-type: none"> 1. Ministry of Transportation Decree Number KM 31 of 2024 concerning the Designation of International Airports; 2. Ministry of Transportation Decree Number KM 146 of 2024 concerning the Designation of Domestic Airports that can Accommodate Flights to and from Foreign Countries for the Purpose of Umrah Pilgrimages; 3. Ministry of Transportation Decree Number KM 26 of 2025 concerning the Designation of S.M. Badaruddin II Airport in Palembang, H.A.S. Hanandjoeddin Airport in Bangka Belitung, and Jenderal Ahmad Yani Airport in Semarang as International Airports; and 4. Minister of Transportation Decree Number KM 30 of 2025 concerning the Designation of Syamsuddin Noor Airport in Banjarmasin and Supadio Airport in Pontianak as International Airports. | |

| Perubahan Peraturan/Perundang-Undangan Regulatory Changes | Penjelasan Explanation | Dampak terhadap Perseroan Impact on the Company |
|---|--|---|
| <p>Peraturan Menteri Perhubungan Nomor 2 Tahun 2025 tentang Perubahan atas Peraturan Menteri Perhubungan Nomor PM 35 Tahun 2021 Tentang Penyelenggaraan Angkutan Udara.</p> <p>Ministry of Transportation Regulation Number 2 of 2025 concerning Amendments to Ministry of Transportation Regulation Number PM 35 of 2021 concerning the Operation of Air Transportation.</p> | <p>Peraturan Menteri Perhubungan Nomor 2 Tahun 2025 mengubah dan memperbaharui aturan sebelumnya yaitu Peraturan Menteri Perhubungan PM 35 Tahun 2021 Tentang Penyelenggaraan Angkutan Udara.</p> <p>Ministry of Transportation Regulation Number 2 of 2025 amended and updated the previous regulation which is the Ministry of Transportation Regulation PM 35 of 2021 concerning the Operation of Air Transportation.</p> | <ul style="list-style-type: none"> Maskapai wajib mengoperasikan penerbangan sesuai Penerapan Pelaksanaan Rute Penerbangan dan <i>approved timetable</i> tanpa tingkat pembatalan tinggi. Ketidaksesuaian atau pembatalan di atas 20% berisiko pengurangan hingga pencabutan rute. Monitoring rutin setiap 14 hari meningkatkan tekanan kepatuhan regulasi bagi maskapai. Fleksibilitas perubahan jadwal untuk alasan komersial menjadi sangat terbatas. Beban biaya meningkat akibat kewajiban kompensasi, <i>refund</i>, dan penanganan penumpang. Maskapai terdorong menyusun perencanaan rute dan armada yang lebih realistis dan disiplin. Airlines are required to operate flights in accordance with the Implementation of Flight Routes and approved timetables without high cancellation rates. Non-compliance or cancellations above 20% may result in a reduction or revocation of routes. Regular monitoring every 14 days increases regulatory compliance pressure on airlines. Flexibility in schedule changes for commercial reasons is very limited. Operating costs increase due to obligations for compensation, refunds, and passenger handling. Airlines are encouraged to develop more realistic and disciplined route and fleet planning. |
| <p>Keputusan Direktur Jenderal Perhubungan Udara Nomor PR-DJPU 04 Tahun 2025 Tentang Persetujuan Terbang (<i>Flight Approval</i>).</p> <p>Decree of the Director General of Civil Aviation Number PR-DJPU 04 of 2025 concerning Flight Approval.</p> | <p>Tentang Persetujuan Terbang. Concerning Flight Approval.</p> | <ul style="list-style-type: none"> Menghapus SKEP/195/IX/2008 tentang Petunjuk Pelaksanaan Persetujuan Terbang (<i>Flight Approval</i>). Menerapkan masa berlaku Persetujuan Terbang (<i>Flight Approval</i>) - tergantung dari tipe persetujuannya. Mengharuskan maskapai memiliki rencana terbang yang lebih akurat. Kemungkinan bertambahnya keterlambatan (<i>delay</i>) jika terjadi perubahan dari jadwal persetujuan penerbangan (<i>Flight Approval</i>) awal. Revoking SKEP/195/IX/2008 concerning Flight Approval Implementation Guidelines. Implementing the validity period of Flight Approval - depending on the type of approval. Requiring airlines to have more accurate flight plans. Possible increase in delays if there are changes to the initial flight approval schedule. |

Perubahan Kebijakan Akuntansi

Changes in Accounting Policy

Perseroan menerapkan kebijakan akuntansi sesuai Standar Akuntansi Keuangan (SAK) yang telah diterbitkan oleh Dewan Standar Akuntansi Keuangan-Ikatan Akuntan Indonesia (DSAK-IAI) yang berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2025 hingga 31 Desember 2025. Adapun perubahan kebijakan akuntansi dan dampaknya terhadap Perseroan sepanjang tahun 2025 adalah sebagai berikut:

The Company implements accounting policies in accordance with the Financial Accounting Standards (SAK) issued by the Financial Accounting Standards Board-Indonesian Institute of Accountants (DSAK-IAI), which are effective for the financial year starting on January 1, 2025, to December 31, 2025. The changes in accounting policies and their impact on the Company throughout 2025 are as follows:

| Kebijakan Akuntansi Accounting Policy | Penjelasan Explanation | Dampak terhadap Laporan Keuangan Perseroan Impact on the Company's Financial Statements |
|---|--|--|
| Amendemen PSAK 221 (Pengaruh Perubahan Kurs Valuta Asing – Kekurangan Ketertukaran) Amendment to PSAK 221 (Impact of Foreign Exchange Rate Fluctuations – Exchange Rate Deficits) | “Pengaruh Perubahan Kurs Valuta Asing”, memperjelas pengaturan terkait kondisi ketika suatu mata uang tidak bertukar serta pengungkapannya. “The Impact of Foreign Exchange Rate Fluctuations,” clarifies the regulations regarding situations where a currency is non-convertible and the related disclosures. | Penerapan dari revisi standar yang berlaku efektif mulai 1 Januari 2025 ini tidak menimbulkan perubahan substansial terhadap kebijakan akuntansi Grup dan pengaruh yang material atas jumlah yang dilaporkan atas tahun berjalan atau tahun sebelumnya. The adoption of the revised standards, which are effective as of January 1, 2025, does not result in any substantial changes to the Group's accounting policies or have a material impact on the amounts reported for the current or prior year. |
| PSAK 117 (Kontrak Asuransi) PSAK 117 (Insurance Contract) | Mengatur relaksasi beberapa ketentuan antara lain berupa penambahan pengecualian ruang lingkup, penyesuaian penyajian laporan keuangan, penerapan opsi mitigasi risiko dan beberapa modifikasi pada ketentuan transisi. PSAK 117 juga mensyaratkan pemisahan yang jelas antara pendapatan yang dihasilkan dari bisnis asuransi dengan yang berasal dari kegiatan investasi. Regulates the relaxation of certain provisions, including the addition of scope exceptions, adjustments to the presentation of financial statements, the application of risk mitigation options, and several modifications to the transition provisions. PSAK 117 also requires a clear separation between revenue generated from insurance operations and that derived from investment activities. | Penerapan dari revisi standar yang berlaku efektif mulai 1 Januari 2025 ini tidak menimbulkan perubahan substansial terhadap kebijakan akuntansi Grup dan pengaruh yang material atas jumlah yang dilaporkan atas tahun berjalan atau tahun sebelumnya. The adoption of the revised standards, which are effective as of January 1, 2025, does not result in any substantial changes to the Group's accounting policies or have a material impact on the amounts reported for the current or prior year. |

05



Governansi Korporat

Corporate
Governance





AirAsia

Perseroan memiliki komitmen yang kuat dan konsisten dalam menerapkan praktik terbaik governansi korporat pada seluruh aktivitas yang dijalankan.

The Company is firmly committed and consistent in implementing the best governance practices in all its activities.



Implementasi Governansi Korporat di Perseroan

Implementation of Corporate Governance in the Company

Komitmen Perseroan terhadap Governansi Korporat

Perseroan menjadikan governansi korporat sebagai prinsip-prinsip yang menjadi dasar atas proses dan mekanisme pengelolaan kegiatan usaha dengan berlandaskan pada peraturan dan perundang-undangan yang berlaku. Hal tersebut juga dikarenakan penerapan governansi korporat yang dapat menjadi cerminan praktik penerapan etika bisnis. Perseroan juga berkomitmen untuk menerapkan prinsip-prinsip governansi korporat kepada seluruh anak usahanya sehingga dapat diterapkan dengan standar etika tinggi yang pada akhirnya mampu meningkatkan kinerja unggul Perseroan serta meningkatkan kepercayaan pemangku kepentingan secara berkesinambungan.

Perseroan berkomitmen penuh untuk menerapkan governansi korporat dengan memastikan implementasinya telah sesuai dengan peraturan perundang-undangan yang berlaku, seperti Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas berikut perubahannya, Peraturan Otoritas Jasa Keuangan (POJK) No. 3/POJK.04/2021 tentang Penyelenggaraan Kegiatan di Bidang Pasar Modal, POJK Nomor 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka, dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) Nomor 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Di samping itu, Perseroan juga mengikuti perkembangan governansi korporat yang terjadi agar dapat tetap relevan dan sesuai dengan kebutuhan, serta memastikan governansi yang dijalankan senantiasa menerapkan praktik terbaik (*best practice*).

The Company's Commitment to Corporate Governance

The Company adopts corporate governance as the principles that govern the processes and mechanisms of business management based on the applicable laws and regulations. This approach is based on the belief that the implementation of corporate governance can serve as a reflection of ethical business practices. The Company is also committed to apply corporate governance principles in all its subsidiaries to be implemented with the highest ethical standards, which will ultimately raise the Company's outstanding performance and sustainably increase stakeholders' trust.

The Company is fully committed to apply corporate governance by ensuring that the implementation is in compliance with the applicable laws and regulations, including Law No. 40 Year 2007 concerning Limited Liability Companies and its amendments, Financial Services Authority Regulation (POJK) No. 3/POJK.04/2021 concerning the Implementation of Capital Market Activities, POJK Number 21/POJK.04/2015 concerning the Implementation of Governance Guidelines for Public Companies, and Financial Services Authority Circular Letter (SEOJK) Number 32/SEOJK.04/2015 concerning Public Companies Governance Guidelines. Furthermore, the Company also monitors the developments in corporate governance in order to remain relevant and aligned with the current requirements, as well as to ensure that the governance practices are always in line with the best practices.



Selain pengelolaan bisnis, Perseroan juga menerapkan prinsip tata kelola yang baik hingga ke tingkat operasional. Komitmen ini tercermin dari upaya Perseroan melalui IAA untuk dapat menyelesaikan audit keselamatan operasional yang dilakukan oleh *International Air Transport Association* (IATA) melalui program *IATA Operational Safety Audit* (IOSA). Audit tersebut mencakup berbagai aspek operasional dan fungsional maskapai, termasuk struktur organisasi dan sistem manajemen, operasi penerbangan, pengendalian operasional, dan *flight dispatch*, pemeliharaan pesawat, layanan kabin, *ground handling*, operasional kargo, serta pengelolaan keselamatan dan keamanan. Ke depan, Perseroan berkomitmen untuk terus meningkatkan kualitas pengelolaan melalui penyempurnaan sistem pengendalian internal, manajemen risiko, serta kepatuhan terhadap seluruh ketentuan yang berlaku.

Tujuan Penerapan Governansi Korporat

Secara umum, tujuan penerapan governansi korporat adalah untuk:

1. Mengoptimalkan nilai Perseroan agar Perseroan memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan Perseroan;
2. Mendorong pengelolaan Perseroan secara profesional, efisien dan efektif serta memberdayakan fungsi dan meningkatkan kemandirian organ Perseroan;
3. Mendorong agar organ Perseroan dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan, serta kesadaran akan adanya tanggung jawab sosial Perseroan terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar Perseroan;
4. Meningkatkan kontribusi Perseroan dalam perekonomian nasional; dan
5. Meningkatkan iklim yang kondusif bagi perkembangan investasi nasional.

Other than business management, the Company also implements good corporate governance at the operational level. This commitment is reflected in the Company's efforts through IAA to pass the operational safety audit of the International Air Transport Association (IATA) through IATA Operational Safety Audit (IOS) program. This audit covers various operational and functional aspects of airlines, including organizational structure and management system, flight operations, operational control, and flight dispatch, aircraft maintenance, cabin services, ground handling, cargo operations, as well as safety and security management. Going forward, the Company is committed to continue improving its management quality by refining its internal control systems, risk management, and compliance with all applicable provisions.

Purpose of Corporate Governance Implementation

In general, the purpose of corporate governance implementation are:

1. Optimizing the Company's value in order to have strong competitiveness, both nationally and internationally, so as to maintain its existence and sustainable living to achieve the Company's purposes and objectives;
2. Encouraging the Company's management in a professional, efficient, and effective way, as well as empowering the functions and increasing the independence of the Company's organs;
3. Encouraging the Company's organs to make decisions and actions based on high moral values and compliance with laws and regulations, as well as awareness of the Company's social responsibility towards the stakeholders as well as the environmental preservation surrounding the Company;
4. Increasing the Company's contributions to the national economy; and
5. Improving a conducive climate for national investment development.

Landasan Hukum Penerapan Governansi Korporat

Penerapan governansi korporat di Perseroan berpedoman pada berbagai peraturan perundang-undangan yang berlaku dan praktik terbaik governansi korporat, antara lain:

Undang-Undang Republik Indonesia

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas berikut perubahannya ("UU Perseroan Terbatas").
2. Undang-Undang No. 8 Tahun 1995 tentang Pasar Modal sebagaimana diubah oleh Undang-Undang Nomor 4 Tahun 2023 tentang Pengembangan dan Penguatan Sektor Keuangan ("UU Pasar Modal").

Peraturan Otoritas Jasa Keuangan (POJK) dan Surat Edaran Otoritas Jasa Keuangan (SEOJK)

1. POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten Atau Perusahaan Publik ("POJK No. 33/POJK.04/2014").
2. POJK No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik ("POJK No. 34/POJK.04/2014").
3. POJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik ("POJK No. 35/POJK.04/2014").
4. POJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik.
5. POJK No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka ("POJK No. 21 Tahun 2015").
6. POJK No. 31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik.
7. POJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit ("POJK No. 55/POJK.04/2015").
8. POJK No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal ("POJK No. 56/POJK.04/2015").
9. POJK No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik.
10. POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.

Legal Basis of Corporate Governance Implementation

The implementation of corporate governance in the Company refers to various laws and regulations, including the best corporate governance practices, such as:

Republic of Indonesia Law

1. Republic of Indonesia Law No. 40 of 2007 concerning Limited Liability Companies and its amendments ("Limited Liability Company Law").
2. Republic of Indonesia Law No. 8 of 1995 concerning Capital Market as amended by Law No. 4 of 2023 concerning the Development and Reinforcement of Financial Sector ("Capital Market Law").

Financial Services Authority Regulation (POJK) and Financial Services Authority Circular Letter (SEOJK)

1. POJK No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies ("POJK No. 33/POJK.04/2014").
2. POJK No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies ("POJK No. 34/POJK.04/2014").
3. POJK No. 35/POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies ("POJK No. 35/POJK.04/2014").
4. POJK No. 8/POJK.04/2015 concerning the Website of Issuers or Public Companies.
5. POJK No. 21/POJK.04/2015 concerning the Implementation of Corporate Governance Guidelines for Public Companies ("POJK No. 21 of 2015").
6. POJK No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies.
7. POJK No. 55/POJK.04/2015 concerning the Establishment and Operational Procedures of Audit Committees ("POJK No. 55/POJK.04/2015").
8. POJK No. 56/POJK.04/2015 concerning the Establishment and Guidelines for the Preparation of Internal Audit Unit Charters ("POJK No. 56/POJK.04/2015").
9. POJK No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies.
10. POJK No. 51/POJK.03/2017 concerning the Application of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.

11. POJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka ("POJK No. 15/POJK.04/2020").
12. POJK No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha.
13. POJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan.
14. POJK No. 4 Tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka.
15. POJK No. 14 Tahun 2025 tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, dan Rapat Umum Pemegang Sukuk secara Elektronik.
16. SEOJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka ("SEOJK No. 32 Tahun 2015").
17. SEOJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.
18. SEOJK No. 10/SEOJK.04/2025 tentang Penyampaian Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka secara Elektronik.

Ketentuan-ketentuan Lain

1. ASEAN *Corporate Governance Scorecard* (ACGS) yang dikeluarkan oleh ASEAN Capital Market Forum (ACMF);
2. Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 yang dikeluarkan oleh Komite Nasional Kebijakan Governance (KNKG);
3. Anggaran Dasar Perseroan;
4. Peraturan Internal Perseroan (meliputi Kode Etik, Piagam Direksi dan Dewan Komisaris (*Board Manual*), *Anti-Corruption and Anti-Bribery Policy*, *Whistleblowing Policy*, Peraturan Perusahaan, serta kebijakan Perseroan lainnya terkait Governansi Korporat).

Prinsip-prinsip Governansi Korporat

Perseroan senantiasa menetapkan standar kualitas terbaik dalam penerapan governansi korporat. Sebagai perusahaan publik, penerapan governansi korporat di Perseroan dilaksanakan mengacu pada ketentuan yang ditetapkan oleh regulator pasar modal. Selain itu, Otoritas Jasa Keuangan (OJK) juga telah mengatur prosedur dan mekanisme governansi korporat pada perusahaan publik yang dituangkan dalam POJK No. 21 Tahun 2015 dan SEOJK No. 32 Tahun 2015.

11. POJK No. 15/POJK.04/2020 concerning the Plan and Implementation of General Meetings of Shareholders of Public Companies ("POJK No. 15/POJK.04/2020").
12. POJK No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities.
13. POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflicts of Interest Transactions.
14. POJK No. 4 of 2024 concerning Reports on Ownership or Any Changes in Ownership of Shares of Public Companies and Reports on Shares Pledging of Public Companies.
15. POJK No. 14 of 2025 concerning the Implementation of Electronic General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders.
16. SEOJK No. 32/SEOJK.04/2015 concerning the Governance Guidelines of Public Companies ("SEOJK No. 32 of 2015").
17. SEOJK No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies.
18. SEOJK No. 10/SEOJK.04/2025 concerning the Electronic Submission of Reports on Ownership or Any Changes in Ownership of Shares of Public Companies and Reports on Shares Pledging of Public Companies.

Other Provisions

1. ASEAN *Corporate Governance Scorecard* (ACGS) issued by ASEAN Capital Market Forum (ACMF);
2. Indonesian *Corporate Governance Guidelines* 2021 issued by the National Committee on Governance Policy (KNKG);
3. The Company's Articles of Association;
4. The Company's Internal Regulations (including the Code of Conduct, Board Manual, Anti-Corruption and Anti-Bribery Policy, Whistleblowing Policy, Company Regulations, and other Company policies related to GCG).

Corporate Governance Principles

The Company consistently sets the highest quality standards in the implementation of corporate governance. As a public company, the implementation of corporate governance in the Company is carried out in accordance with the provisions set by the capital market regulator. In addition, the Financial Services Authority (OJK) has also regulated corporate governance procedures and mechanisms for public companies as stipulated in POJK No. 21 of 2015 and SEOJK No. 32 of 2015.

Penerapan governansi korporat di Perseroan juga terus beradaptasi dengan ketentuan yang berlaku. Perseroan menerapkan governansi korporatnya dengan mengacu pada prinsip-prinsip dasar yang tercantum dalam Pedoman Umum Governansi Korporat Indonesia (PUGKI) tahun 2021 yang dikeluarkan oleh Komite Nasional Kebijakan Governansi (KNKG). PUGKI 2021 merupakan pembaruan dari PUGKI 2019 sebagai pedoman bagi setiap korporasi dalam menyusun governansi internalnya. Penerapan prinsip governansi korporat tersebut berlandaskan pada 4 (empat) pilar utama, yaitu:

The implementation of corporate governance in the Company also keeps adapting to the applicable provisions. The Company implements its corporate governance by referring to the basic principles listed in the 2021 Indonesian Corporate Governance Guidelines (PUGKI) issued by the National Committee on Governance Policy (KNKG). PUGKI 2021 is an update of PUGKI 2019 as a guideline for every corporation in developing its internal governance. The application of these corporate governance principles is based on 4 (four) main pillars, including:

| Prinsip-prinsip Governansi Korporat Corporate Governance Principles | Penjelasan Explanation | Penerapan di Perseroan Implementation in the Company |
|--|---|--|
| Perilaku Beretika Ethical Conduct | <p>Dalam melaksanakan kegiatannya, Perseroan senantiasa mengedepankan kejujuran, memperlakukan semua pihak dengan hormat (<i>respect</i>), memenuhi komitmen, membangun serta menjaga nilai-nilai moral dan kepercayaan secara konsisten. Perseroan memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan (<i>fairness</i>) dan dikelola secara independen sehingga masing-masing organ perusahaan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain.</p> <p>In carrying out its activities, the Company always prioritizes honesty, treats all parties with respect, fulfills commitments, builds and maintains moral values and beliefs consistently. The Company pays attention to the interests of shareholders and other stakeholders based on the principles of fairness and is managed independently so that each organ of the company does not dominate each other and cannot be intervened by other parties.</p> | <p>Perseroan telah menetapkan Kebijakan Kode Etik yang melandasi komitmen Perseroan dalam menjalankan kegiatan usahanya. Perseroan memastikan bahwa Kode Etik telah diinternalisasi oleh setiap karyawan dan menjadi bagian dari sikap dan budaya yang mendasari pelaksanaan tugas sehari-hari. Perseroan memastikan penegakan sanksi atas pelanggaran Kode Etik sesuai dengan ketentuan yang berlaku. Selain itu, Perseroan juga telah menetapkan kebijakan ataupun pedoman kerja bagi pelaksanaan setiap fungsi yang ada.</p> <p>The Company has established a Code of Conduct as a foundation for its commitment to conducting business activities. The Company ensures that the Code of Conduct is internalized by every employee and becomes an integral part of the attitude and culture that underpins the execution of daily tasks. The Company also ensures the enforcement of sanctions for violations of the Code of Conduct under applicable regulations. In addition, the Company has established policies and/or work guidelines for the implementation of each existing function.</p> |
| Akuntabilitas Accountability | <p>Perseroan dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu, Perseroan harus dikelola secara benar, terukur dan sesuai dengan kepentingan Perseroan dengan tetap mempertimbangkan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan.</p> <p>The Company can be held accountable for its performance transparently and reasonably. Therefore, the Company must be managed correctly, measurably and in accordance with the Company's interests while taking into account the interests of shareholders and stakeholders. Accountability is a necessary prerequisite for achieving sustainable performance.</p> | <p>Perseroan dikelola secara profesional dan sebagai bentuk pertanggungjawaban pengurus Perseroan maka Perseroan mengungkapkan pelaksanaan tugas Direksi dan Dewan Komisaris dalam Laporan Tahunan setiap tahunnya dan melaporkannya kepada Rapat Umum Pemegang Saham. Selain itu, Perseroan juga menunjuk Kantor Akuntan Publik untuk melakukan audit atas laporan keuangan tahunan Perseroan.</p> <p>The Company is managed professionally and as a form of accountability by the Company's management, the Company discloses the implementation of the duties of the Board of Directors and the Board of Commissioners in the Annual Report yearly and reports them to the General Meeting of Shareholders. In addition, the Company also appoints a Public Accounting Firm to audit the Company's annual financial statements.</p> |

| Prinsip-prinsip Governansi Korporat Corporate Governance Principles | Penjelasan Explanation | Penerapan di Perseroan Implementation in the Company |
|--|--|--|
| <p>Transparansi Transparency</p> | <p>Untuk menjaga objektivitas dalam menjalankan bisnis, Perseroan menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Perseroan mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur, dan pemangku kepentingan lainnya.</p> <p>To maintain objectivity in conducting business, the Company provides material and relevant information in a way that is easily accessible and understood by stakeholders. The Company takes the initiative to disclose not only issues required by laws and regulations, but also those that are important for decision-making by shareholders, creditors, and other stakeholders.</p> | <p>Perseroan senantiasa menyediakan informasi yang relevan kepada pemegang saham Perseroan terkait dengan capaian kinerja serta kegiatan korporasi Perseroan melalui berbagai kanal informasi seperti Laporan Tahunan dan Laporan Keuangan, yang dapat diakses melalui situs web Bursa Efek Indonesia dan situs web Perseroan.</p> <p>The Company, through its information channels and official website, consistently provides information to the Company's shareholders regarding the Company's performance through various information channels, such as Annual Reports and Financial Statements, which can be accessed via the Indonesian Stock Exchange website and the Company's website.</p> |
| <p>Keberlanjutan Sustainability</p> | <p>Perseroan mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerja sama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan.</p> <p>The Company complies with laws and regulations and is committed to carrying out its responsibility towards society and the environment in order to contribute to sustainable development through cooperation with all relevant stakeholders to improve community lives in a way that is in line with business interests and the sustainable development agenda.</p> | <p>Perseroan menerapkan prinsip keberlanjutan sebagai bentuk kepatuhan dan upaya penciptaan nilai jangka panjang bagi para pemangku kepentingan. Perseroan mengelola aspek keberlanjutan secara menyeluruh melalui tiga pilar, yaitu ekonomi, lingkungan, dan sosial, dengan mengintegrasikan keberlanjutan ke dalam proses bisnis dan tata kelola operasional perusahaan, serta dituangkan dalam strategi dan kebijakan keberlanjutan Perseroan. Untuk memastikan relevansi bagi para pemangku kepentingan dan keselarasan dengan kepentingan bisnis, Perseroan melakukan penilaian materialitas serta pelibatan pemangku kepentingan secara berkala. Implementasi keberlanjutan dipantau dan diungkapkan secara transparan melalui pelaporan perusahaan, serta dijalankan selaras dengan agenda pembangunan berkelanjutan.</p> <p>The Company implements sustainability principles as a form of compliance and as an effort to create long-term value for stakeholders. The Company manages sustainability aspects comprehensively through three pillars, i.e., economy, environment, and social, by integrating sustainability into the Company's business processes and operational governance, as well as incorporating it into the Company's sustainability strategies and policies. To ensure its relevance to stakeholders and alignment with business interests, the Company conducts periodic materiality assessments and stakeholder engagement. The implementation of sustainability is monitored and disclosed transparently through corporate reporting, and is carried out in line with the sustainable development agenda.</p> |

Selain penerapan pilar-pilar tersebut, Perseroan juga menerapkan 8 (delapan) prinsip governansi korporat yang berisi hak-hak pemegang saham, pemangku kepentingan dan pemenuhannya, aturan pokok tentang pengelolaan, serta pengawasan atas pengelolaan korporasi di Indonesia, termasuk aspek etika, manajemen risiko, dan pengungkapan. Prinsip-prinsip tersebut terbagi dalam 3 (tiga) kelompok, yakni:

1. Kelompok prinsip pertama, kedua, dan ketiga adalah prinsip yang mengatur fungsi pengurusan dan pengawasan korporasi, yaitu Direksi dan Dewan Komisaris;
2. Kelompok prinsip keempat, kelima, dan keenam adalah prinsip yang mengatur proses dan keluaran yang dihasilkan oleh Direksi dan Dewan Komisaris; dan
3. Kelompok prinsip ketujuh dan kedelapan adalah prinsip yang mengatur pemilik sumber daya, yang terutama akan menerima manfaat dari pelaksanaan governansi korporat.

In addition to those pillars, the Company has also implemented the 8 (eight) principles of corporate governance which contain the rights of shareholders, stakeholders and its fulfillment, basic rules regarding management, and supervision of corporate management in Indonesia, including ethical, risk management, and disclosure aspects. These principles are divided into 3 (three) groups, namely:

1. The first three principles are a group of principles that regulate the management and supervisory function of a corporation, namely the Board of Directors and the Board of Commissioners;
2. The fourth, fifth, and sixth groups of principles govern the processes and outputs produced by the Board of Directors and the Board of Commissioners; and
3. The seventh and eighth groups of principles govern the owners of resources, who are primarily the beneficiaries of corporate governance implementation.

| Prinsip Principle | Definisi Definition | Penjelasan Explanation |
|---|---|--|
| Prinsip 1 Principle 1 | | |
| <p>Peran dan Tanggung Jawab Direksi dan Dewan Komisaris Roles and Responsibilities of the Board of Directors and the Board of Commissioners</p> | <p>Direksi dan Dewan Komisaris menjalankan peran dan tanggung jawabnya secara independen untuk menciptakan nilai yang berkelanjutan untuk kepentingan terbaik jangka panjang korporasi dan pemegang saham, dengan mempertimbangkan kepentingan para pemangku kepentingan. The Board of Directors and the Board of Commissioners carry out their roles and responsibilities independently to create sustainable value for the best long-term interests of the Company and its shareholders, taking into account the interests of all stakeholders.</p> | <p>Prinsip 1 berkaitan dengan peran dan tanggung jawab Direksi dalam melakukan pengelolaan Perseroan serta peran dan tanggung jawab Dewan Komisaris dalam melakukan pengawasan atas pengelolaan Perseroan oleh Direksi. Di samping itu, prinsip ini mengatur penilaian kinerja Direksi dan Dewan Komisaris dan anggotanya masing-masing, penanganan benturan kepentingan yang terjadi pada anggota Direksi dan anggota Dewan Komisaris serta peningkatan kompetensi anggota Direksi dan anggota Dewan Komisaris. Principle 1 is related to the roles and responsibilities of the Board of Directors in managing the Company as well as the roles and responsibilities of the Board of Commissioners in supervising the Company's management by the Board of Directors. Furthermore, this principle governs the performance assessment of the Board of Directors and the Board of Commissioners and their respective members, the resolution of conflicts of interest between members of the Board of Directors and members of the Board of Commissioners, and the competency development of members of the Board of Directors and members of the Board of Commissioners.</p> |

| Prinsip Principle | Definisi Definition | Penjelasan Explanation |
|---|---|---|
| Prinsip 2 Principle 2 | | |
| <p>Komposisi dan Remunerasi Direksi dan Dewan Komisaris Composition and Remuneration of the Board of Directors and the Board of Commissioners</p> | <ul style="list-style-type: none"> • Anggota Direksi dan anggota Dewan Komisaris dipilih dan ditetapkan sedemikian rupa sehingga komposisi Direksi sebagai organ pengelolaan dan komposisi Dewan Komisaris sebagai organ pengawasan adalah beragam dan masing-masing terdiri dari para Direktur dan Komisaris yang memiliki komitmen, pengetahuan, kemampuan, pengalaman, dan keahlian yang dibutuhkan untuk memenuhi secara tepat peran pengelolaan Direksi dan peran pengawasan Dewan Komisaris. • Remunerasi dirancang untuk secara efektif menyelaraskan kepentingan anggota Direksi dan anggota Dewan Komisaris dengan kepentingan jangka panjang korporasi dan penciptaan nilai yang berkelanjutan. • Members of the Board of Directors and members of the Board of Commissioners are selected and determined in such a way that the composition of the Board of Directors as a management organ and the composition of the Board of Commissioners as a supervisory organ is diverse and each consists of Directors and Commissioners who have the commitment, knowledge, ability, experience and expertise needed to appropriately fulfilling the management role of the Board of Directors and the supervisory role of the Board of Commissioners. • Remuneration is designed to effectively align the interests of members of the Board of Directors and members of the Board of Commissioners with the long-term interests of the Company and sustainable value creation. | <p>Prinsip 2 mengharuskan pemilihan dan penetapan anggota Direksi dan anggota Dewan Komisaris dilakukan sedemikian rupa sehingga Direksi dan Dewan Komisaris masing-masing sebagai organ pengelolaan dan pengawasan memiliki komposisi anggota dengan pengetahuan, kemampuan, dan keahlian yang dibutuhkan sesuai dengan perannya masing-masing. Di samping itu, prinsip ini menekankan pentingnya kebijakan remunerasi untuk mendorong anggota Direksi dan anggota Dewan Komisaris mengutamakan kepentingan jangka panjang Perseroan berdasarkan prinsip keberlanjutan, serta mengharuskan pengungkapan kebijakan dan informasi remunerasi yang diterima oleh Direksi dan Dewan Komisaris secara transparan dan akuntabel.</p> <p>Principle 2 requires the selection and appointment of members of the Board of Directors and members of the Board of Commissioners to be carried out in such a way that the Board of Directors and the Board of Commissioners, as management and supervisory organs, respectively, have a composition of members with the necessary knowledge, abilities, and expertise. Furthermore, this principle emphasizes the importance of remuneration policies in encouraging members of the Board of Directors and members of the Board of Commissioners to prioritize the Company's long-term interests based on the principle of sustainability, and it requires transparent and accountable disclosure of remuneration policies and information received by the Board of Directors and the Board of Commissioners.</p> |
| Prinsip 3 Principle 3 | | |
| <p>Hubungan Kerja antara Direksi dan Dewan Komisaris Work Relationship between the Board of Directors and the Board of Commissioners</p> | <p>Direksi dan Dewan Komisaris memiliki hubungan kerja yang erat, terbuka, konstruktif, profesional, dan saling percaya untuk kepentingan terbaik Perseroan.</p> <p>The Board of Directors and the Board of Commissioners have a close, open, constructive, professional, and trusting work relationship for the best interests of the Company.</p> | <p>Prinsip 3 menekankan pentingnya hubungan kerja yang erat, terbuka, konstruktif, profesional, dan saling percaya antara Direksi dan Dewan Komisaris dalam mencapai kepentingan terbaik Perseroan. Prinsip ini juga mengatur perlunya Dewan Komisaris mengakses informasi yang lengkap serta pentingnya anggota Direksi dan Dewan Komisaris memahami implikasi struktur kepemilikan Perseroan terhadap pelaksanaan perannya.</p> <p>Principle 3 emphasizes the importance of a close, open, constructive, professional, and trusting work relationship between the Board of Directors and the Board of Commissioners in achieving the best interests of the Company. This Principle also regulates the need for the Board of Commissioners to access complete information and the importance for members of the Board of Directors and the Board of Commissioners to understand the implications of the Company's ownership structure for carrying out their roles.</p> |



| Prinsip Principle | Definisi Definition | Penjelasan Explanation |
|---|--|--|
| Prinsip 4 Principle 4 | | |
| Perilaku Etis Ethical Conduct | <p>Perseroan memiliki komitmen untuk bertindak secara etis dan bertanggung jawab, menegakkan nilai-nilai dan budaya organisasi.</p> <p>The Company has a commitment to act ethically and responsibly, upholding the values and culture of the organization.</p> | <p>Perseroan perlu untuk membuat pernyataan secara berkala tentang komitmen perusahaan tidak hanya mematuhi peraturan perundang-undangan yang berlaku, namun juga komitmen untuk bertindak etis dan bertanggung jawab.</p> <p>The Company needs to periodically make statements regarding corporate commitments not only to comply with applicable laws and regulations, but also the commitments to act ethically and responsibly.</p> |
| Prinsip 5 Principle 5 | | |
| Manajemen Risiko, Pengendalian Internal, dan Kepatuhan Risk Management, Internal Control, and Compliance | <p>Perseroan menjalankan praktik governansi korporat yang terintegrasi dengan penerapan sistem pengendalian internal dan manajemen risiko, serta sistem manajemen kepatuhan yang efektif dalam rangka mendukung pencapaian sasaran, visi, misi, tujuan, maupun target kinerja Perseroan dalam menjalankan bisnis secara berintegritas.</p> <p>The Company carries out corporate governance practices that are integrated with the implementation of internal control and risk management systems, as well as an effective compliance management system in order to support the achievement of the Company's objectives, vision, mission, goals and performance targets in running business with integrity.</p> | <p>Direksi harus mengimplementasikan governansi, sistem pengendalian internal dan manajemen risiko, dan sistem manajemen kepatuhan secara terintegrasi sebagai bagian dari strategi, perangkat manajemen, dan praktik yang dijalankan Perseroan dalam berbisnis secara bertanggung jawab (<i>responsible business</i>) sebagai warga korporat yang baik (<i>good corporate citizen</i>). Dewan Komisaris memantau dan menyampaikan masukan terhadap efektivitas penerapan governansi, sistem pengendalian internal dan manajemen risiko, dan sistem manajemen kepatuhan korporat yang dilaksanakan secara terintegrasi oleh Direksi.</p> <p>The Board of Directors must implement governance, internal control and risk management systems, and an integrated compliance management system as part of the strategy, management tools, and practices implemented by the Company in running responsible business as a good corporate citizen. The Board of Commissioners monitors and provides input on the effectiveness of the implementation of the Company's governance, internal control and risk management system, and corporate compliance management system, which are carried out in an integrated manner by the Board of Directors.</p> |
| Prinsip 6 Principle 6 | | |
| Pengungkapan dan Transparansi Disclosure and Transparency | <p>Perseroan membuat pengungkapan yang akurat dan tepat waktu mengenai semua hal yang material tentang Perseroan.</p> <p>The Company makes accurate and timely disclosures regarding all material matters concerning the Company.</p> | <p>Perseroan harus memiliki kerangka governansi yang mampu memberikan keyakinan yang dapat menghasilkan pengungkapan yang akurat dan tepat waktu mengenai semua hal yang material tentang Perseroan, yang meliputi kondisi dan kinerja keuangan, kepemilikan atas Perseroan, dan governansi korporat.</p> <p>The Company should have a governance framework capable of providing assurance that can result in accurate and timely disclosure of all material matters concerning the Company, including financial condition and performance, ownership of the Company, and corporate governance.</p> |

| Prinsip Principle | Definisi Definition | Penjelasan Explanation |
|--|--|---|
| Prinsip 7 Principle 7 | | |
| Hak-Hak Pemegang Saham Rights of Shareholders | <p>Perseroan melindungi dan memfasilitasi pelaksanaan hak pemegang saham dan memastikan perlakuan yang adil terhadap pemegang saham, termasuk pemegang saham minoritas. Semua pemegang saham memiliki kesempatan untuk mendapatkan ganti rugi yang efektif atas pelanggaran hak-hak mereka.</p> <p>The Company protects and facilitates the exercise of shareholders' rights and ensures fair treatment of shareholders, including minority shareholders. All shareholders have the opportunity to obtain effective remedies for violations against their rights.</p> | <p>Prinsip 7 menjelaskan mengenai pemenuhan hak pemegang saham dan perlakuan adil bagi pemegang saham, bagaimana cara kerja sama aktif antara Perseroan dengan pemegang sahamnya dilaksanakan serta pelaksanaan sebagian hak pemegang saham secara efektif melalui RUPS.</p> <p>Principle 7 explains the fulfillment of shareholders' rights and fair treatment for shareholders, how active cooperation between the Company and shareholders is carried out and the effective implementation of several rights of shareholders through the GMS.</p> |
| Prinsip 8 Principle 8 | | |
| Hak-Hak Pemangku Kepentingan Rights of Stakeholders | <p>Perseroan mengakui hak-hak pemangku kepentingan yang ditetapkan dalam peraturan perundang-undangan yang berlaku atau suatu perjanjian yang disepakati oleh Perseroan dan mendorong kerja sama aktif dengan pemangku kepentingan dalam menciptakan kekayaan, lapangan kerja, dan keberlanjutan usaha yang sehat secara finansial.</p> <p>The Company recognizes the rights of stakeholders as defined by applicable laws and regulations or an agreement reached by the Company, and encourages active collaboration with stakeholders in the creation of wealth, employment, and financially sound business continuity.</p> | <p>Prinsip 8 berkaitan dengan peran Direksi dan Dewan Komisaris dalam mengintegrasikan aspek keberlanjutan ke dalam model bisnis Perseroan, melaksanakan keterlibatan pemangku kepentingan, serta memastikan perlindungan terhadap hak-hak para pemangku kepentingan. Dewan Komisaris memantau pengintegrasian semua aspek tersebut di atas yang dilakukan oleh Direksi.</p> <p>Principle 8 is related to the roles of the Board of Directors and the Board of Commissioners in integrating sustainability aspects into the Company's business model, implementing stakeholder engagement, and ensuring the protection of stakeholders' rights. The Board of Commissioners monitors the integration of all of the aforementioned aspects by the Board of Directors.</p> |

Roadmap Governansi Korporat

Perseroan memiliki komitmen yang kuat dan konsisten dalam menerapkan praktik terbaik governansi korporat pada seluruh aktivitas yang dijalankan. Sejak pertama kali diterapkan, komitmen penerapan governansi korporat di Perseroan terus berkembang sejalan tren yang baik sebagai langkah perbaikan dan penyempurnaan praktik governansi korporat.

Di tahun 2025, Perseroan telah memiliki *Governance Roadmap* sebagai bentuk komitmen penerapan governansi korporat secara menyeluruh. *Roadmap* ini berfungsi sebagai panduan pelaksanaan governansi di Perseroan agar menjadi lebih terarah, terencana, serta berdampak pada terciptanya iklim usaha yang kondusif yang pada akhirnya mendorong pertumbuhan Perseroan secara sehat, kuat, dan berkesinambungan. Fokus *roadmap* Perseroan untuk 5 (lima) tahun ke depan adalah untuk meningkatkan kualitas governansi korporat yang terbagi ke dalam beberapa tahapan, antara lain:

Corporate Governance Roadmap

The Company has a strong and consistent commitment to implement the best practices of corporate governance in all of its activities. Since its introduction, the implementation of corporate governance in the Company has been continuously improving in line with positive trends as a measure to improve and refine its corporate governance practices.

In 2025, the Company has established a *Governance Roadmap* as a form of commitment to the comprehensive implementation of corporate governance. This *Roadmap* serves as an implementation guideline of governance within the Company, ensuring a more structured and planned approach, while promoting a conducive business environment, which ultimately supports the Company's healthy, strong, and sustainable growth. The focus of the Company's *roadmap* for the next five (5) years is to improve the quality of corporate governance, which is divided into several stages, including:

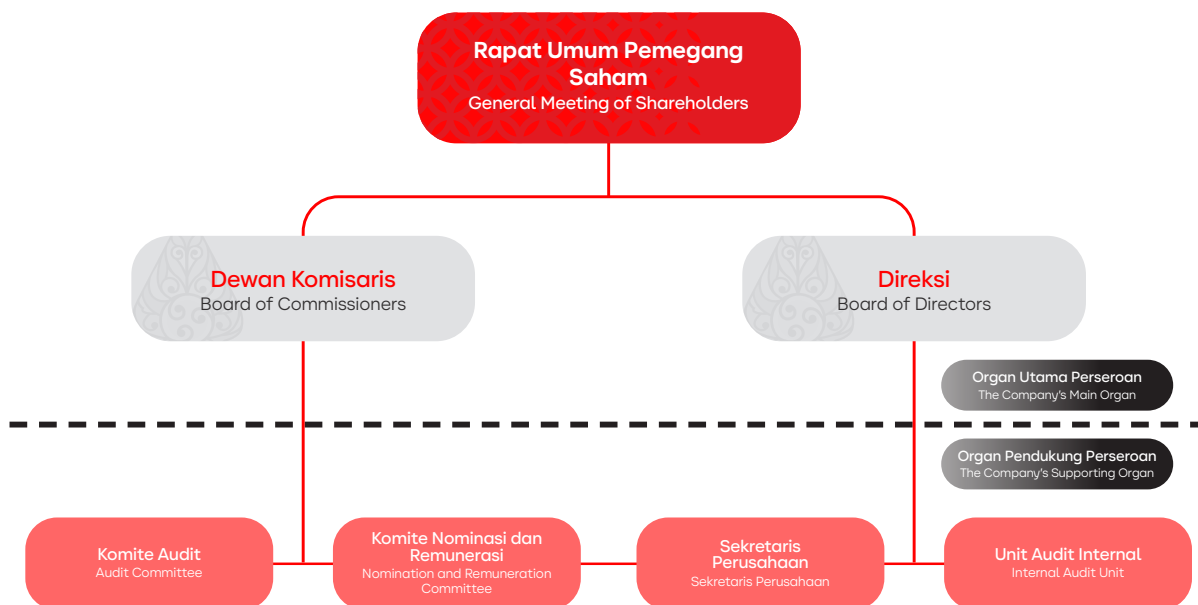
1. Memperkuat kualitas governansi korporat;
2. Sosialisasi/*awareness* dan tinjauan atas governansi korporat; dan
3. Memperkuat governansi terintegrasi dan pengoptimalan governansi korporat.

Pelaksanaan Governansi Korporat Tahun 2025

Di sepanjang tahun 2025, Perseroan telah melaksanakan governansi korporat sejalan dengan *Governance Roadmap* yang disusun. Adapun kegiatan dan inisiatif terkait penerapan governansi korporat yang telah dijalankan oleh Perseroan selama tahun buku, antara lain:

1. Pemutakhiran Kebijakan Anti Korupsi dan Anti Penyuapan di level Grup AirAsia.
2. Penyelenggaraan RUPS Perseroan sesuai dengan ketentuan yang berlaku.
3. Penyelenggaraan Rapat Direksi, Dewan Komisaris, dan organ pendukung Dewan Komisaris sesuai dengan ketentuan yang berlaku.
4. Pemutakhiran kebijakan terkait governansi korporat, diantaranya adalah *Board Manual*, Piagam Sekretaris Perusahaan, Piagam Komite Audit, Pedoman Komite Nominasi dan Remunerasi, dan Piagam Audit Internal.
5. Pelaksanaan Keterbukaan Informasi sesuai dengan ketentuan yang berlaku.

Struktur Governansi Korporat Corporate Governance Structure



1. Strengthening the quality of corporate governance;
2. Socializing/*awareness* and reviewing corporate governance implementation; and
3. Strengthening integrated governance and optimizing corporate governance.

Implementation of Corporate Governance in 2025

Throughout 2025, the Company has implemented corporate governance in line with the established Governance Roadmap. Activities and initiatives related to the implementation of corporate governance that have been carried out by the Company during the financial year are as follows:

1. Updating the Anti-Corruption and Anti-Bribery Policy at AirAsia Group.
2. Organizing the Company's GMS in accordance with applicable regulations.
3. Organizing meetings of the Board of Directors, Board of Commissioners, and supporting organs of the Board of Commissioners in accordance with applicable regulations.
4. Updating policies related to corporate governance, including the Board Manual, Corporate Secretary Charter, Audit Committee Charter, Nomination and Remuneration Committee Charter, and Internal Audit Charter.
5. Conducting Information Disclosure in accordance with applicable regulations.

Perseroan telah memiliki struktur governansi korporat yang mengacu pada UU Perseroan Terbatas, yakni terdiri dari:

1. RUPS
Organ Perseroan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam peraturan dan/atau Anggaran Dasar.
2. Dewan Komisaris
Organ Perseroan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi.
3. Direksi
Organ Perseroan yang berwenang dan bertanggung jawab penuh atas pengelolaan Perseroan untuk kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar.

Selain ketiga organ utama tersebut, sesuai dengan peraturan perundang-undangan, Perseroan dapat membentuk organ pendukung untuk membantu Dewan Komisaris dan Direksi dalam menjalankan fungsi, tugas, dan tanggung jawabnya untuk mencapai visi dan misi Perseroan.

Di tahun 2025, Perseroan membentuk organ pendukung berupa Komite di bawah Dewan Komisaris dan organ pendukung Direksi. Organ pendukung tersebut terdiri dari:

1. Organ Pendukung Dewan Komisaris:
 - a. Komite Audit.
 - b. Komite Nominasi dan Remunerasi.
2. Organ Pendukung Direksi:
 - a. Sekretaris Perusahaan.
 - b. Audit Internal.

Proses Governansi Korporat

Proses governansi korporat yang diterapkan oleh Perseroan bertujuan untuk mendukung efektivitas pengambilan keputusan, pemantauan kinerja, serta memperkuat hubungan dengan para pemangku kepentingan. Implementasi proses ini diwujudkan melalui berbagai kegiatan, antara lain penyelenggaraan rapat rutin Dewan Komisaris dan Direksi, sesi perumusan strategi, evaluasi kinerja, serta kegiatan keterlibatan pemangku kepentingan.

The Company has a corporate governance structure that refers to the Limited Liability Company Law, which consists of:

1. GMS
The only Company's organ that has the authority not given to the Board of Directors or Board of Commissioners within the limits stipulated by the regulations and/or the Articles of Association.
2. Board of Commissioners
The Company's organ with duties to generally and/or specifically supervise in accordance with the Articles of Association as well as to provide advice to the Board of Directors.
3. Board of Directors
The Company's organ that has full authority and responsibilities on the Company's management for the Company's interests, in accordance with the Company's purposes and objectives as well as representing the Company, either inside or outside the court, in accordance with the Articles of Association.

Besides the three main organs, in compliance with the laws and regulations, the Company may establish supporting organs to assist the Board of Commissioners and the Board of Directors in carrying out their functions, duties, and responsibilities to achieve the Company's purpose, vision, and mission.

In 2025, the Company has established Committees under the Board of Commissioners and supporting organs of the Board of Directors, consisting of:

1. Supporting Organs under the Board of Commissioners:
 - a. Audit Committee.
 - b. Nomination and Remuneration Committee.
2. Supporting Organs under the Board of Directors:
 - a. Corporate Secretary.
 - b. Internal Audit.

Corporate Governance Process

The Company's corporate governance process aims to support effective decision-making, performance monitoring, as well as building stronger relationships with stakeholders. This process is implemented through various activities, including regular meetings of the Board of Commissioners and the Board of Directors, strategy formulation sessions, performance evaluations, and stakeholder engagement activities.

Perseroan senantiasa menjadikan governansi korporat sebagai elemen penting dalam menjaga kinerja operasional yang optimal. Penerapan governansi korporat yang optimal mampu membawa Perseroan dalam menghadapi berbagai tantangan operasional, seperti perencanaan rute, pengelolaan armada, dan penerapan protokol keselamatan, dengan tetap memastikan keberlanjutan finansial serta kepatuhan terhadap seluruh peraturan yang berlaku. Seluruh proses tersebut dijalankan berdasarkan kerangka etika yang kokoh sekaligus menekankan nilai integritas, transparansi, dan akuntabilitas dalam setiap kegiatan Perseroan.

The Company always considers corporate governance as an important element in maintaining optimal operational performance. An optimal corporate governance enables the Company to overcome various operational challenges, such as route planning, fleet management, and safety protocol implementation, while ensuring financial sustainability and compliance with all applicable regulations. All of these processes are carried out based on a solid ethical framework that emphasizes integrity, transparency, and accountability in all of the Company's activities.

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) adalah organ tertinggi yang memiliki hak dan wewenang yang tidak dimiliki oleh Dewan Komisaris maupun Direksi dengan batasan yang ditentukan dalam peraturan perundang-undangan dan Anggaran Dasar Perseroan. RUPS berfungsi sebagai forum utama komunikasi antara Dewan Komisaris, Direksi, dan para pemegang saham, di mana setiap pemegang saham yang hadir memiliki kesempatan untuk menyampaikan pertanyaan serta pandangan terhadap agenda yang dibahas.

The General Meeting of Shareholders (GMS) is the highest governance organ that has rights and authorities not vested in the Board of Commissioners or the Board of Directors, subject to the limitations stipulated by the applicable laws and regulations and the Company's Articles of Association. The GMS serves as the main communication forum between the Board of Commissioners, the Board of Directors, and the shareholders, providing each shareholder in attendance with the opportunity to ask questions and express their views on the agenda being discussed.

Penyelenggaraan RUPS bertujuan untuk menjamin prinsip transparansi, akuntabilitas, dan keadilan dalam setiap pengambilan keputusan Perseroan, sekaligus menyelaraskan kepentingan pemegang saham dengan tujuan jangka panjang Perseroan. Melalui forum ini, para pemegang saham dapat memberikan suara terhadap berbagai keputusan strategis, seperti pengangkatan dan pemberhentian anggota dewan, persetujuan laporan keuangan tahunan, penetapan kebijakan dividen, serta keputusan penting lainnya termasuk penggabungan, akuisisi, atau penjualan aset strategis.

The GMS is held to ensure the principles of transparency, accountability, and fairness in every decision made by the Company, while also aligning the interests of shareholders with the Company's long-term objectives. Through this forum, shareholders can vote on various strategic decisions, such as the appointment and dismissal of board members, approval of annual financial reports, determination of dividend policies, and other important decisions including mergers, acquisitions, or sales of strategic assets.

RUPS Perseroan terdiri dari 2 (dua) jenis, yaitu:

1. RUPS Tahunan (RUPST) yang diselenggarakan setiap tahun paling lambat 6 (enam) bulan setelah tahun buku Perseroan berakhir.
2. RUPS Luar Biasa (RUPSLB) yang dapat diselenggarakan setiap waktu apabila diperlukan.

The Company's GMS consists of two types, namely:

1. Annual GMS (AGMS), which is held every year no later than six (6) months after the end of the Company's financial year.
2. Extraordinary GMS (EGMS), which can be held at any time when necessary.

Landasan Hukum RUPS

Penyelenggaraan RUPS di Perseroan senantiasa mengacu pada sejumlah peraturan, antara lain:

1. Anggaran Dasar Perseroan;
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas berikut perubahannya;
3. Peraturan OJK No. 15/POJK.04/2020 Tentang Rencana dan Penyelenggaraan RUPS Perseroan Terbuka;
4. Peraturan OJK No. 14 Tahun 2025 tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, dan Rapat Umum Pemegang Sukuk Secara Elektronik; dan
5. Peraturan Bursa Efek Indonesia No. I-E tentang Kewajiban Penyampaian Informasi.

Hak dan Wewenang Pemegang Saham dalam RUPS

Pemegang saham adalah individu maupun entitas hukum yang secara sah memiliki saham Perseroan yang memiliki hak dan tanggung jawab sesuai dengan ketentuan peraturan perundang-undangan dan Anggaran Dasar Perseroan. Dalam menjalankan perannya, pemegang saham tetap menghormati batasan kewenangan dengan tidak melakukan intervensi terhadap pelaksanaan fungsi, tugas, dan tanggung jawab Dewan Komisaris maupun Direksi, sehingga prinsip governansi korporat dapat terjaga dengan optimal.

Berdasarkan Anggaran Dasar Perseroan dan Peraturan OJK, pemegang saham memiliki hak untuk:

1. Menyetujui penggabungan, peleburan, pengambilalihan, pemisahan, pengajuan permohonan pailit atas Perseroan, perpanjangan atas jangka waktu berdirinya Perseroan, pembubaran dan likuidasi;
2. Mengangkat dan memberhentikan anggota Direksi dan/atau Dewan Komisaris;
3. Menyetujui perubahan Anggaran Dasar Perseroan;
4. Menyetujui penambahan Modal Dasar dan/atau Modal Disetor dan Ditempatkan;
5. Menyetujui transaksi material berdasarkan batas kewenangan yang diatur dalam peraturan perundang-undangan dan/atau perubahan kegiatan usaha;
6. Menyetujui pengeluaran saham baru dalam simpanan (*portepel*);
7. Menyetujui rencana untuk memperoleh dan menggunakan hasil dari kegiatan-kegiatan pendanaan;
8. Memberikan persetujuan atas aksi korporasi sesuai dengan peraturan perundang-undangan yang berlaku; dan

Legal Basis of the GMS

The implementation of GMS in the Company always refers to the following regulations:

1. Articles of Association of the Company;
2. Law No. 40 of 2007 concerning Limited Liability Companies and its amendments;
3. OJK Regulation No. 15/POJK.04/2020 concerning the Plan and Organization of GMS in Public Companies;
4. OJK Regulation No. 14 of 2025 concerning Electronic Organization of General Meetings of Shareholders, General Meetings of Bondholders, and General Meeting of Sukuk Holders; and
5. Indonesia Stock Exchange Regulation No. I-E concerning the Obligation to Submit Information.

Rights and Authorities of Shareholders in the GMS

Shareholders are individuals or legal entities that legally own the Company's shares, which rights and responsibilities are stipulated in the laws and regulations as well as the Company's Articles of Association. In carrying out their roles, shareholders respect the limits of their authority by not interfering with the functions, duties, and responsibilities of the Board of Commissioners or the Board of Directors, thereby ensuring that the principles of corporate governance are optimally maintained.

Based on the Company's Articles of Association and OJK Regulations, shareholders have the right to:

1. Approve the merger, consolidation, acquisition, separation, filing for bankruptcy of the Company, extension of the Company's term of establishment, dissolution, and liquidation;
2. Appoint and dismiss members of the Board of Directors and/or the Board of Commissioners;
3. Approve amendments of the Company's Articles of Association;
4. Approve the increase in Authorized Capital and/or Paid-up Capital;
5. Approve material transactions based on the limits of authority as stipulated in the laws and regulations and/or changes in business activities;
6. Approve the issuance of new shares in reserve (*portepel*);
7. Approve plans to obtain and use the proceeds from funding activities;
8. Grant approval for corporate actions in accordance with the applicable laws and regulations; and

9. Khusus untuk transaksi yang mengandung benturan kepentingan, maka wajib disetujui oleh Pemegang Saham Independen atau wakilnya yang diberikan kewenangan dalam RUPS.

Di samping itu, pemegang saham juga memiliki wewenang untuk:

1. Memberikan persetujuan atas Laporan Tahunan mengenai jalannya aktivitas usaha Perseroan serta Laporan Kegiatan Pengawasan Dewan Komisaris selama tahun buku tersebut yang dimuat dalam Laporan Tahunan Perseroan.
2. Mengesahkan Laporan Keuangan yang terdiri dari neraca akhir tahun buku dan perhitungan laba rugi dari tahun buku yang bersangkutan yang telah diperiksa oleh Akuntan Publik dan/atau Kantor Akuntan Publik.
3. Memberikan persetujuan atas usulan penggunaan laba Perseroan.
4. Melakukan penunjukan atau memberikan kewenangan kepada Dewan Komisaris untuk menunjuk Akuntan Publik dan/atau Kantor Akuntan Publik untuk tahun berjalan.
5. Menentukan remunerasi untuk anggota Direksi dan Dewan Komisaris.
6. Menyetujui mata acara lain dalam RUPS yang diusulkan sesuai dengan ketentuan Anggaran Dasar Perseroan.

Perlakuan Adil Terhadap Pemegang Saham [G-08]

Perseroan menjunjung tinggi prinsip perlakuan yang adil dan setara terhadap seluruh pemegang saham. Kebijakan mengenai perlakuan yang adil kepada pemegang saham telah diatur dalam Pedoman Tata Kelola Perusahaan Perseroan yang dipublikasikan melalui situs web Perseroan pada menu Tata Kelola.

Dalam kebijakan tersebut diatur bahwa Perseroan menjamin setiap pemegang saham memperoleh perlakuan yang setara serta dapat menggunakan hak-haknya sesuai dengan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. Perseroan juga memastikan tersedianya akses informasi yang memadai dan transparan bagi seluruh pemegang saham guna mendukung pengambilan keputusan yang tepat melalui situs web Perseroan maupun Bursa Efek Indonesia.

9. Specifically for transactions that contain conflicts of interest, approval must be obtained from Independent Shareholders or their representatives who are granted authority in the GMS.

In addition, shareholders also have the authority to:

1. Approve the Annual Report on the Company's business activities and the Board of Commissioners' Supervisory Report during the financial year as published in the Company's Annual Report.
2. Ratify the Financial Statements consisting of the balance sheet at the end of the financial year and the income statement for the relevant financial year that has been audited by a Public Accountant and/or Public Accounting Firm.
3. Approve the proposed use of the Company's profits.
4. Appoint or authorize the Board of Commissioners to appoint a Public Accountant and/or Public Accounting Firm for the current year.
5. Determine the remuneration for members of the Board of Directors and the Board of Commissioners.
6. Approve other agenda items in the GMS as proposed in accordance with the provisions of the Company's Articles of Association.

Fair Treatment of Shareholders [G-08]

The Company upholds the principle of fair and equal treatment of all shareholders. The policy regarding fair treatment of shareholders is stipulated in the Company's Corporate Governance Guidelines, which are published on the Company's website under the Corporate Governance menu.

This policy stipulates that the Company guarantees that every shareholder receives equal treatment and can exercise their rights in accordance with the provisions of the Company's Articles of Association as well as the applicable laws and regulations. The Company also ensures the availability of adequate and transparent information for all shareholders to support proper decision-making through the Company's website and the Indonesia Stock Exchange.

Tata Cara Penyelenggaraan RUPS

Berdasarkan peraturan perundang-undangan dan Anggaran Dasar Perseroan, mekanisme penyelenggaraan RUPS di Perseroan adalah sebagai berikut:

1. Pemberitahuan RUPS kepada OJK
 Informasi mengenai rencana penyelenggaraan RUPS beserta mata acara rapat harus disampaikan kepada OJK selambat-lambatnya 5 (lima) hari kerja sebelum pengumuman RUPS, dengan tidak memperhitungkan tanggal pemberitahuan tersebut.
2. Pengumuman RUPS
 Pengumuman RUPS dilakukan paling lambat 14 (empat belas) hari sebelum pemanggilan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan pemanggilan, melalui situs web Perseroan, situs web eASY KSEI, dan situs web Bursa Efek Indonesia, dalam Bahasa Indonesia serta bahasa asing, dengan minimal menggunakan Bahasa Inggris untuk bahasa asing.
3. Pemanggilan RUPS
 Pemanggilan RUPS harus dilakukan paling lambat 21 (dua puluh satu) hari sebelum tanggal pelaksanaan RUPS dengan tidak memperhitungkan tanggal pemanggilan dan tanggal penyelenggaraan RUPS, melalui situs web Perseroan, situs web eASY KSEI, dan situs web Bursa Efek Indonesia, dalam Bahasa Indonesia serta bahasa asing, dengan minimal menggunakan Bahasa Inggris untuk bahasa asing.
4. Pengumuman Ringkasan Risalah RUPS
 Ringkasan hasil RUPS harus disampaikan kepada OJK dan diumumkan kepada publik paling lambat 2 (dua) hari kerja setelah pelaksanaan RUPS.
5. Penyampaian Risalah RUPS
 Risalah RUPS wajib disampaikan kepada OJK paling lambat 30 (tiga puluh) hari setelah RUPS.

Pelaksanaan RUPS Tahun 2025

Di tahun 2025, Perseroan telah menyelenggarakan 2 (dua) kali RUPS yang terdiri atas 1 (satu) kali RUPS Luar Biasa (RUPSLB) pada tanggal 18 Maret 2025 dan 1 (satu) kali RUPS Tahunan (RUPST) pada tanggal 25 Juni 2025. Seluruh pelaksanaan RUPS tersebut telah dilakukan sesuai dengan peraturan perundang-undangan yang berlaku serta Anggaran Dasar Perseroan. Adapun rincian penyelenggaraan RUPS selama tahun 2025 adalah sebagai berikut:

GMS Procedures

Based on the laws and the Company's Articles of Association, the mechanism of GMS organization in the Company is as follows:

1. GMS Notification to OJK
 Information regarding the plan to hold the GMS along with the meeting agenda must be submitted to OJK no later than 5 (five) working days before the announcement of the GMS, without counting the date of the notification.
2. Announcement of GMS
 Announcement of the GMS shall be made at the latest 14 (fourteen) days prior to the invitation of the GMS, without counting the date of the announcement, through the Company's website, eASY KSEI website, and the Indonesia Stock Exchange, in Indonesian language and foreign language, with a minimum of English for foreign language.
3. GMS Invitation
 The GMS invitation must be made at the latest 21 (twenty one) days prior to the date of the GMS, without counting the date of invitation and the date of the GMS, through the Company's website, eASY KSEI website, and the Indonesia Stock Exchange, in Indonesian language and foreign language, with a minimum of English for foreign language.
4. Announcement of Summary of GMS Minutes
 The summary of the GMS results must be submitted to OJK and announced to the public no later than 2 (two) business days after the GMS.
5. Submission of GMS Minutes
 The GMS Minutes must be submitted to OJK no later than 30 (thirty) days after the GMS.

Implementation of GMS in 2025

In 2025, the Company held two (2) GMS, consisting of one (1) Extraordinary GMS (EGMS) on March 18, 2025 and one (1) Annual GMS (AGMS) on June 25, 2025. All GMS were held in accordance with the applicable laws and regulations and the Company's Articles of Association. Details of the GMS held during 2025 are as follows:

RUPS Luar Biasa 2025

Extraordinary GMS 2025

Tahapan RUPS Luar Biasa 2025 Stages of the Extraordinary GMS 2025

| | |
|---------------------------------------|--|
| 31 Januari 2025 January 31 2025 | Pemberitahuan RUPSLB kepada OJK Notification of EGMS to OJK |
| 7 Februari 2025 February 7, 2025 | Pengumuman RUPSLB Announcement of EGMS |
| 24 Februari 2025 February 24, 2025 | Pemanggilan RUPSLB Invitation to EGMS |
| 18 Maret 2025 March 18, 2025 | Pelaksanaan RUPSLB Implementation of EGMS |
| 20 Maret 2025 March 20, 2025 | Penyampaian dan Pengumuman Ringkasan Risalah RUPSLB Submission and Announcement of EGMS Minutes Summary |
| 16 April 2025 April 16, 2025 | Penyampaian Risalah Hasil RUPSLB ke OJK Submission of EGMS Minutes to OJK |

Tanggal Penyelenggaraan Meeting Date

Selasa, 18 Maret 2025
Tuesday, March 18, 2025

| | |
|---|--|
| Waktu Time | 14.17 WIB s.d. 14.31 WIB |
| Lokasi Location | Kantor Pusat AirAsia - AirAsia RedHouse Jalan Marsekal Suryadharma No.1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten, 15127 AirAsia Head Office - AirAsia RedHouse Jalan Marsekal Suryadharma No.1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten, 15127 |
| Kuorum Quorum | Rapat tersebut telah dihadiri sejumlah 9.884.278.536 (sembilan miliar delapan ratus delapan puluh empat juta dua ratus tujuh puluh delapan ribu lima ratus tiga puluh enam) saham yang memiliki hak suara yang sah atau 92,5050% (sembilan puluh dua koma lima nol lima nol persen) dari seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan. The meeting was attended by 9,884,278,536 (nine billion eight hundred eighty-four million two hundred seventy-eight thousand five hundred thirty-six) shares with valid voting rights, representing 92.5050% (ninety-two point five zero five zero percent) of all shares with valid voting rights issued by the Company. |
| Pihak yang Menghadiri RUPS GMS Attendants | Dewan Komisaris <ul style="list-style-type: none">• Komisaris Utama: Ahmad Al Farouk Bin Ahmad Kamal (hadir secara elektronik)• Komisaris Independen: Sabam Hutajulu• Komisaris: Reza Viryawan Direksi <ul style="list-style-type: none">• Direktur Utama: Veranita Yosephine Sinaga• Direktur: Luh Gede Mega Putri Tjatera Board of Commissioners <ul style="list-style-type: none">• President Commissioner: Ahmad Al Farouk Bin Ahmad Kamal (attending the meeting electronically)• Independent Commissioner: Sabam Hutajulu• Commissioner: Reza Viryawan Board of Directors <ul style="list-style-type: none">• President Director: Veranita Yosephine Sinaga• Director: Luh Gede Mega Putri Tjatera |
| Pihak yang Melakukan Penghitungan Suara Independent Vote Counter | Keputusan Rapat dilakukan dengan cara musyawarah untuk mufakat. Apabila musyawarah untuk mufakat tidak tercapai maka dilakukan melalui pemungutan suara. Penghitungan suara dilakukan oleh pihak independen, yaitu PT Bima Registra (Biro Administrasi Efek). Meeting Resolutions are made by deliberation to reach consensus. If deliberation to reach consensus is not achieved, then a vote is taken. The vote count is carried out by an independent party, namely PT Bima Registra (Securities Administration Bureau). |

| Mata Acara Rapat Meeting Agenda | Perubahan Susunan Pengurus Perseroan. Changes in the Company's Management Composition. | | | | | | |
|--|--|--|----------------------|---------------------------|--|--|--|
| Jumlah Pemegang Saham yang Bertanya Number of Shareholders Asking Questions | Tidak ada pemegang saham yang mengajukan pertanyaan/pendapat. There were no shareholders who raised questions/opinions. | | | | | | |
| Pengambilan Keputusan Decision Making | <p>Dengan Pemungutan Suara Voting</p> <table border="1"> <thead> <tr> <th style="background-color: #f2f2f2;">Setuju Agreed</th> <th style="background-color: #f2f2f2;">Abstain Abstained</th> <th style="background-color: #f2f2f2;">Tidak Setuju Disagreed</th> </tr> </thead> <tbody> <tr> <td>9,884,187,402 suara atau kurang lebih 99,999% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,884,187,402 votes or approximately 99.999% of all shares with voting rights present at the Meeting.</td> <td>91,034 suara atau kurang lebih 0,001% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 91,034 votes or approximately 0.001% of all shares with voting rights present at the Meeting.</td> <td>100 suara atau kurang lebih 0,000% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or approximately 0.000% of all shares with voting rights present at the Meeting.</td> </tr> </tbody> </table> | Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed | 9,884,187,402 suara atau kurang lebih 99,999% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,884,187,402 votes or approximately 99.999% of all shares with voting rights present at the Meeting. | 91,034 suara atau kurang lebih 0,001% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 91,034 votes or approximately 0.001% of all shares with voting rights present at the Meeting. | 100 suara atau kurang lebih 0,000% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or approximately 0.000% of all shares with voting rights present at the Meeting. |
| Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed | | | | | |
| 9,884,187,402 suara atau kurang lebih 99,999% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,884,187,402 votes or approximately 99.999% of all shares with voting rights present at the Meeting. | 91,034 suara atau kurang lebih 0,001% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 91,034 votes or approximately 0.001% of all shares with voting rights present at the Meeting. | 100 suara atau kurang lebih 0,000% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or approximately 0.000% of all shares with voting rights present at the Meeting. | | | | | |
| Keputusan Rapat Meeting Resolutions | <ol style="list-style-type: none"> Menyetujui pengangkatan Bapak Julianto Sidarto sebagai Komisaris Independen Perseroan, terhitung sejak ditutupnya Rapat ini, dengan masa jabatan 5 (lima) tahun dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan Dewan Komisaris tersebut sewaktu-waktu sebelum masa jabatannya berakhir. Dengan demikian, susunan anggota Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut: <p>Direksi</p> <ul style="list-style-type: none"> Direktur Utama: Veranita Yosephine Sinaga Direktur: Luh Gede Mega Putri Tjatera <p>Dewan Komisaris</p> <ul style="list-style-type: none"> Komisaris Utama: Ahmad Al Farouk Bin Ahmad Kamal Komisaris Independen: Sabam Hutajulu Komisaris Independen: Julianto Sidarto Komisaris: Reza Viryawan Menunjuk dan memberi kuasa dengan hak substitusi kepada Direksi Perseroan untuk melakukan segala tindakan yang berhubungan dengan keputusan Rapat, termasuk namun tidak terbatas untuk menghadap pihak berwenang, mengadakan pembicaraan, memberi dan/atau meminta keterangan, mengajukan permohonan pemberitahuan atas perubahan susunan Direksi dan Dewan Komisaris Perseroan kepada Menteri Hukum Republik Indonesia maupun instansi berwenang terkait lainnya, membuat atau serta menandatangani akta-akta dan surat-surat maupun dokumen-dokumen lainnya yang diperlukan atau dianggap perlu, hadir di hadapan Notaris untuk dibuatkan dan menandatangani Akta Pernyataan Keputusan Rapat Perseroan dan melaksanakan hal-hal lain yang harus dan/atau dapat dijalankan untuk dapat terealisasi/terwujudnya keputusan Rapat. <ol style="list-style-type: none"> Approved the appointment of Mr. Julianto Sidarto as an Independent Commissioner of the Company, effectively as of the closing of this Meeting, with a term of office of 5 (five) years without prejudice to the right of the General Meeting of Shareholders to dismiss the members of the Board of Directors and the Board of Commissioners at any time before their term of office ends. Thus, the composition of the Company's Board of Directors and Board of Commissioners is as follows: <p>Board of Directors</p> <ul style="list-style-type: none"> President Director: Veranita Yosephine Sinaga Director: Luh Gede Mega Putri Tjatera <p>Board of Commissioners</p> <ul style="list-style-type: none"> President Commissioner: Ahmad Al Farouk Bin Ahmad Kamal Independent Commissioner: Sabam Hutajulu Independent Commissioner: Julianto Sidarto Commissioner: Reza Viryawan | | | | | | |

3. Appoint and authorize with the right of substitution to the Board of Directors of the Company to take all actions related to the resolutions of this Meeting, including but not limited to appearing before the authorities, holding discussions, giving and/or requesting information, submitting a notification request regarding changes in the composition of the Company's Board of Directors and the Board of Commissioners to the Minister of Law of the Republic of Indonesia and other relevant authorities, making or signing deeds and letters or other documents that are necessary or deemed necessary, appearing before a Notary to make and sign the Company's Deed of Resolution of the Meeting and carrying out other matters that must be and/or can be carried out for the realization/ realization of the resolutions of the Meeting.

| | |
|--------|---------------------------------|
| Status | Sudah terealisasi. Realized. |
|--------|---------------------------------|

RUPS Tahunan 2025

Annual GMS 2025

Tahapan RUPS Tahunan

Stages of Annual GMS

| | |
|-------------------------------|---|
| 8 Mei 2025 May 8, 2025 | Pemberitahuan RUPST kepada OJK Notification of AGMS to OJK |
| 19 Mei 2025 May 19, 2025 | Pengumuman RUPST Announcement of AGMS |
| 22 Mei 2025 May 22, 2025 | Pengumuman RUPST (Koreksi) Announcement of AGMS (Correction) |
| 3 Juni 2025 June 3, 2025 | Perubahan Pemberitahuan RUPST kepada OJK Changes to Notification of AGMS to OJK |
| 3 Juni 2025 June 3, 2025 | Pemanggilan RUPST Invitation to AGMS |
| 25 Juni 2025 June 25, 2025 | Pelaksanaan RUPST Implementation of AGMS |
| 26 Juni 2025 June 26, 2025 | Penyampaian dan Pengumuman Ringkasan Risalah RUPST Submission and Announcement of AGMS Minutes Summary |
| 9 Juli 2025 July 9, 2025 | Penyampaian Risalah Hasil RUPST ke OJK Submission of AGMS Minutes to OJK |

Tanggal Penyelenggaraan

Meeting Date

Rabu, 25 Juni 2025
Wednesday, June 25, 2025

| | |
|---------------|--------------------------|
| Waktu Time | 14.26 WIB s.d. 15.18 WIB |
|---------------|--------------------------|

| | |
|--------------------|---|
| Lokasi Location | Kantor Pusat AirAsia - AirAsia RedHouse Jalan Marsekal Suryadharma No.1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten, 15127 AirAsia Head Office - AirAsia RedHouse Jalan Marsekal Suryadharma No.1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten, 15127 |
|--------------------|---|

| | |
|------------------|---|
| Kuorum Quorum | Rapat tersebut telah dihadiri sejumlah 9.874.121.900 (sembilan miliar delapan ratus tujuh puluh empat juta seratus dua puluh satu ribu sembilan ratus) saham yang memiliki hak suara yang sah atau mewakili 92,4100% (sembilan puluh dua koma empat satu nol nol persen) dari seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan. The meeting was attended by 9,874,121,900 (nine billion eight hundred seventy-four million one hundred twenty-one thousand nine hundred) shares with valid voting rights, representing 92.4100% (ninety-two point four one zero zero percent) of all shares with valid voting rights issued by the Company. |
|------------------|---|

Pihak yang Menghadiri RUPS
GMS Attendants

Dewan Komisaris

- Komisaris Utama: Ahmad Al Farouk Bin Ahmad Kamal (hadir secara elektronik)
- Komisaris Independen: Sabam Hutajulu
- Komisaris Independen: Julianto Sidarto
- Komisaris: Reza Viryawan

Direksi

- Direktur Utama: Veranita Yosephine Sinaga
- Direktur: Luh Gede Mega Putri Tjatera

Board of Commissioners

- President Commissioner: Ahmad Al Farouk Bin Ahmad Kamal (attending the meeting electronically)
- Independent Commissioner: Sabam Hutajulu
- Independent Commissioner: Julianto Sidarto
- Commissioner: Reza Viryawan

Board of Directors

- President Director: Veranita Yosephine Sinaga
- Director: Luh Gede Mega Putri Tjatera

Pihak yang Melakukan
Penghitungan Suara
Independent Vote Counter

Keputusan Rapat dilakukan dengan cara musyawarah untuk mufakat. Apabila musyawarah untuk mufakat tidak tercapai maka dilakukan melalui pemungutan suara. Penghitungan suara dilakukan oleh pihak independen, yaitu PT Bima Registra (Biro Administrasi Efek).

Meeting Resolutions are made by deliberation to reach consensus. If deliberation to reach consensus is not achieved, then a vote is taken. The vote count is carried out by an independent party, namely PT Bima Registra (Securities Administration Bureau).

Mata Acara Rapat ke-1
1st Meeting Agenda

Persetujuan atas pengesahan Laporan Tahunan Perseroan Tahun Buku 2024 termasuk pengesahan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada seluruh anggota Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang dilakukan dalam tahun buku yang berakhir pada tanggal 31 Desember 2024.

Approval of the Ratification of the Company's Annual Report of the Financial Year 2024, including the ratification of the Company's Consolidated Financial Statements for the financial year ended on December 31, 2024, and to grant full release and discharge of all responsibilities (*volledig acquit et de charge*) to all members of the Board of Directors and the Board of Commissioners of the Company for the management and supervisory actions carried out in the financial year ended on December 31, 2024.

Jumlah Pemegang Saham yang Bertanya
Number of Shareholders Asking Questions

Tidak ada pemegang saham yang mengajukan pertanyaan/pendapat.
There were no shareholders who raised questions/opinions.

Pengambilan Keputusan
Decision Making

Dengan Pemungutan Suara
Voting

| Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed |
|--|----------------------|--|
| 9.874.117.400 suara atau kurang lebih 99,9999% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,874,117,400 votes or approximately 99,9999% of all shares with voting rights present at the Meeting. | Tidak Ada None | 4.500 suara atau kurang lebih 0,0001% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 4,500 votes or approximately 0,0001% of all shares with voting rights present at the Meeting. |

Keputusan Rapat
Meeting Resolutions

1. Menyetujui dan mengesahkan Laporan Tahunan Perseroan Tahun Buku 2024 termasuk di dalamnya Laporan Pengawasan Dewan Komisaris selama Tahun Buku 2024 serta mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024.
2. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada seluruh anggota Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang dilakukan dalam tahun buku yang berakhir pada tanggal 31 Desember 2024, sepanjang tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Perseroan serta tidak bertentangan dengan ketentuan dan peraturan perundangan-undangan yang berlaku.

| | <ol style="list-style-type: none"> 1. Approved and ratified the Company's Annual Report for the Financial Year 2024, including the Board of Commissioners' Supervisory Report for the Financial Year 2024, and ratified the Company's Consolidated Financial Statements for the financial year ended on December 31, 2024. 2. To grant full release and discharge of all responsibilities (<i>volledig acquit et de charge</i>) to all members of the Board of Directors and the Board of Commissioners of the Company for their management and supervisory actions carried out during the Financial Year ended December 31, 2024, to the extent that such actions are reflected in the Company's Annual Report and Financial Statements and do not conflict with the prevailing laws and regulations. | | | | | | |
|--|---|--|----------------------|---------------------------|--|-------------------|--|
| Status | Sudah terealisasi di dalam RUPST terkait. Has been realized in the relevant AGMS. | | | | | | |
| Mata Acara Rapat ke-2 2nd Meeting Agenda | Persetujuan atas Penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik yang akan melakukan Audit atas Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2025. Approval of the appointment of a Public Accountant and/or Public Accounting Firm to audit the Company's Financial Statements for the financial year ending on December 31, 2025. | | | | | | |
| Jumlah Pemegang Saham yang Bertanya Number of Shareholders Asking Questions | Tidak ada pemegang saham yang mengajukan pertanyaan/pendapat. There were no shareholders who raised questions/opinions. | | | | | | |
| Pengambilan Keputusan Decision Making | Dengan Pemungutan Suara Voting <table border="1"> <thead> <tr> <th>Setuju Agreed</th> <th>Abstain Abstained</th> <th>Tidak Setuju Disagreed</th> </tr> </thead> <tbody> <tr> <td>9.874.117.600 suara atau kurang lebih 99,9999% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,874,117,600 votes or approximately 99.9999% of all shares with voting rights present at the Meeting.</td> <td>Tidak Ada none</td> <td>4,300 suara atau kurang lebih 0,0001% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 4,300 votes or approximately 0.0001% of all shares with voting rights present at the Meeting.</td> </tr> </tbody> </table> | Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed | 9.874.117.600 suara atau kurang lebih 99,9999% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,874,117,600 votes or approximately 99.9999% of all shares with voting rights present at the Meeting. | Tidak Ada none | 4,300 suara atau kurang lebih 0,0001% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 4,300 votes or approximately 0.0001% of all shares with voting rights present at the Meeting. |
| Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed | | | | | |
| 9.874.117.600 suara atau kurang lebih 99,9999% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,874,117,600 votes or approximately 99.9999% of all shares with voting rights present at the Meeting. | Tidak Ada none | 4,300 suara atau kurang lebih 0,0001% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 4,300 votes or approximately 0.0001% of all shares with voting rights present at the Meeting. | | | | | |
| Keputusan Rapat Meeting Resolutions | <ol style="list-style-type: none"> 1. Menyetujui pendelegasian kewenangan kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik dan/atau Kantor Akuntan Publik yang akan melakukan audit atas Laporan Keuangan Perseroan untuk Tahun Buku 2025, termasuk menunjuk Akuntan Publik dan/atau Kantor Akuntan Publik pengganti jika diperlukan dalam hal Akuntan Publik dan/atau Kantor Akuntan Publik yang telah ditunjuk tidak dapat menyelesaikan pemberian jasa audit atas informasi keuangan tahunan Perseroan pada periode penugasan, dengan kriteria/batasan sebagai berikut: <ol style="list-style-type: none"> a. Kantor Akuntan Publik Indonesia yang telah tercatat dan terdaftar pada OJK; b. Kantor Akuntan Publik bekerja sesuai dengan standar <i>auditing professional</i>, independen, dan kompeten; c. Kantor Akuntan Publik tersebut mampu memenuhi <i>deadline</i> yang ditetapkan oleh Perseroan dan peraturan yang berlaku; d. Memiliki pengalaman melakukan audit terhadap perusahaan terbuka; e. Penggunaan jasa audit atas informasi keuangan historis tahunan dari Akuntan Publik yang sama paling lama untuk periode audit selama 3 (tiga) tahun buku pelaporan secara berturut-turut; dan f. Kantor Akuntan Publik yang direkomendasikan oleh Komite Audit Perseroan. 2. Memberi kuasa dan wewenang kepada Dewan Komisaris Perseroan untuk menetapkan besarnya honorarium dan persyaratan lainnya, sehubungan dengan penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik tersebut di atas. <ol style="list-style-type: none"> 1. Approved the delegation of authority to the Board of Commissioners of the Company to appoint a Public Accountant and/or Public Accounting Firm to audit the Company's Financial Statements for the Financial Year 2025, including appointing a substitute Public Accountant and/or Public Accounting Firm if necessary in the event that the appointed Public Accountant and/or Public Accounting Firm is unable to complete the audit services for the Company's annual financial information during the assignment period, with the following criteria/limitations: <ol style="list-style-type: none"> a. Indonesian Public Accounting Firm that has been registered and listed by the OJK; b. The Public Accounting Firm works in accordance with professional auditing standards, independent, and competent; c. The Public Accounting Firm is able to meet the deadline set by the Company and applicable regulations; | | | | | | |

| | <ol style="list-style-type: none"> d. Has experience in auditing public companies; e. Use of audit services for historical annual financial information from the same Public Accountant for a maximum audit period of 3 (three) consecutive financial years; and f. The Public Accounting Firm is recommended by the Company's Audit Committee. <ol style="list-style-type: none"> 2. Granting power and authority to the Company's Board of Commissioners to determine the amount of honorarium and other requirements in relation to the appointment of the Public Accountant and/or Public Accounting Firm mentioned above. | | | | | | |
|--|--|--|----------------------|---------------------------|--|-------------------|--|
| Status | <p>Sudah terealisasi melalui keputusan Dewan Komisaris Perseroan mengenai penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik yang akan melakukan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2025. Laporan penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik dimaksud, telah disampaikan oleh Perseroan kepada OJK melalui surat No. AAID/CORSEC/10-2025/043 tertanggal 24 Oktober 2025.</p> <p>It has been realized through the Company's Board of Commissioners Decree regarding the appointment of a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for the Financial Year 2025. The report on the appointment of the Public Accountant and/or Public Accounting Firm has been submitted by the Company to the OJK through letter No. AAID/CORSEC/10-2025/043 dated October 24, 2025.</p> | | | | | | |
| Mata Acara Rapat ke-3 3rd Meeting Agenda | Perubahan Susunan Pengurus Perseroan. Changes to the Company's Management Composition. | | | | | | |
| Jumlah Pemegang Saham yang Bertanya Number of Shareholders Asking Questions | Tidak ada pemegang saham yang mengajukan pertanyaan/pendapat. There were no shareholders who raised questions/opinions. | | | | | | |
| Pengambilan Keputusan Decision Making | <p>Dengan Pemungutan Suara Voting</p> <table border="1"> <thead> <tr> <th style="text-align: center;">Setuju Agreed</th> <th style="text-align: center;">Abstain Abstained</th> <th style="text-align: center;">Tidak Setuju Disagreed</th> </tr> </thead> <tbody> <tr> <td>9.874.117.600 suara atau kurang lebih 99,9999% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,874,117,600 votes or approximately 99.9999% of all shares with voting rights present at the Meeting.</td> <td>Tidak ada None</td> <td>4.300 suara atau kurang lebih 0,0001% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 4,300 votes or approximately 0.0001% of all shares with voting rights present at the Meeting.</td> </tr> </tbody> </table> | Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed | 9.874.117.600 suara atau kurang lebih 99,9999% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,874,117,600 votes or approximately 99.9999% of all shares with voting rights present at the Meeting. | Tidak ada None | 4.300 suara atau kurang lebih 0,0001% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 4,300 votes or approximately 0.0001% of all shares with voting rights present at the Meeting. |
| Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed | | | | | |
| 9.874.117.600 suara atau kurang lebih 99,9999% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,874,117,600 votes or approximately 99.9999% of all shares with voting rights present at the Meeting. | Tidak ada None | 4.300 suara atau kurang lebih 0,0001% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 4,300 votes or approximately 0.0001% of all shares with voting rights present at the Meeting. | | | | | |
| Keputusan Rapat Meeting Resolutions | <ol style="list-style-type: none"> 1. Menerima pengunduran diri Ibu Veranita Yosephine Sinaga dari jabatannya selaku Direktur Utama Perseroan terhitung sejak ditutupnya Rapat disertai dengan ucapan terima kasih atas jasanya selama menjabat di Perseroan. 2. Menyetujui pengangkatan Bapak Raden Achmad Sadikin sebagai Direktur Utama Perseroan terhitung sejak ditutupnya Rapat, dengan masa jabatan 5 (lima) tahun, dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikannya sewaktu-waktu. 3. Dengan demikian, susunan anggota Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut: <p>Direksi</p> <ul style="list-style-type: none"> • Direktur Utama: Raden Achmad Sadikin • Direktur: Luh Gede Mega Putri Tjatera <p>Dewan Komisaris</p> <ul style="list-style-type: none"> • Komisaris Utama: Ahmad Al Farouk Bin Ahmad Kamal • Komisaris Independen: Sabam Hutajulu • Komisaris Independen: Julianto Sidarto • Komisaris: Reza Viryawan 4. Menunjuk dan memberi kuasa dengan hak substitusi kepada Direksi Perseroan untuk melakukan segala tindakan yang berhubungan dengan keputusan Rapat, termasuk namun tidak terbatas untuk menghadap pihak berwenang, mengadakan pembicaraan, memberi dan/atau meminta keterangan, mengajukan permohonan pemberitahuan atas perubahan susunan Direksi dan Dewan Komisaris Perseroan kepada Menteri Hukum Republik Indonesia maupun instansi berwenang terkait lainnya, membuat atau serta menandatangani akta-akta dan surat-surat maupun dokumen-dokumen lainnya yang diperlukan atau dianggap perlu, hadir di hadapan Notaris untuk dibuatkan dan menandatangani Akta Pernyataan Keputusan Rapat Perseroan dan melaksanakan hal-hal lain yang harus dan/atau dapat dijalankan untuk dapat terealisasi/terwujudnya keputusan Rapat. | | | | | | |

1. Approved the resignation of Mrs. Veranita Yosephine Sinaga from her position as President Director of the Company, effective as of the closing of the Meeting, with gratitude for her services during her tenure at the Company.
2. Approved the appointment of Mr. Raden Achmad Sadikin as President Director of the Company, effective as of the closing of the Meeting, with a term of office for 5 (five) years, without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time.
3. Thus, the composition of the Company's Board of Directors and Board of Commissioners is as follows:

Board of Directors

- President Director: Raden Achmad Sadikin
- Director: Luh Gede Mega Putri Tjatera

Board of Commissioners

- President Commissioner: Ahmad Al Farouk Bin Ahmad Kamal
- Independent Commissioner: Sabam Hutajulu
- Independent Commissioner: Julianto Sidarto
- Commissioner: Reza Viryawan

4. Appoint and authorize with the right of substitution to the Board of Directors of the Company to take all actions related to the resolutions of the Meeting, including but not limited to appearing before the authorities, holding discussions, giving and/or requesting information, submitting a notification request regarding changes in the composition of the Company's Board of Directors and the Board of Commissioners to the Minister of Law of the Republic of Indonesia and other relevant authorities, making or signing deeds and letters or other documents that are necessary or deemed necessary, appearing before a Notary to make and sign the Company's Deed of Resolution of the Meeting and carrying out other matters that must be and/or can be carried out for the realization/realization of the resolutions of the Meeting.

| | |
|--------|--|
| Status | Sudah terealisasi di dalam RUPST terkait. Has been realized in the relevant AGMS. |
|--------|--|

Pelaksanaan RUPS Tahun 2024

Sepanjang tahun 2024, Perseroan telah mengadakan RUPS sebanyak 2 (dua) kali yang terdiri dari 1 (satu) kali RUPS Tahunan pada 8 Juli 2024 dan 1 (satu) kali RUPS Luar Biasa pada 20 Agustus 2024. Seluruh rangkaian RUPS diselenggarakan sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan. Penyelenggaraan RUPS di tahun 2024 diuraikan sebagai berikut:

Implementation of GMS in 2024

Throughout 2024, the Company held two (2) GMS, consisting of one (1) Annual GMS on July 8, 2024 and one (1) Extraordinary GMS on August 20, 2024. Both GMS were held in accordance with the laws and regulations and the Company's Articles of Association. The organization of the GMS in 2024 is described as follows:

**Tahapan RUPS Tahunan
Stages of the Annual GMS**

| | |
|-------------------------------|---|
| 21 Mei 2024 May 21, 2024 | Pemberitahuan RUPST kepada OJK Notification of AGMS to OJK |
| 30 Mei 2024 May 30, 2024 | Pengumuman RUPST Announcement of AGMS |
| 20 Juni 2024 June 20, 2024 | Pemanggilan RUPST Invitation to AGMS |
| 8 Juli 2024 July 8, 2024 | Pelaksanaan RUPST Implementation of AGMS |
| 10 Juli 2024 July 10, 2024 | Penyampaian dan Pengumuman Ringkasan Risalah Hasil RUPST Submission and Announcement of the AGMS Minutes Summary |
| 25 Juli 2024 July 25, 2024 | Penyampaian Risalah Hasil RUPST ke OJK Submission of the AGMS Minutes to OJK |

| Tanggal Penyelenggaraan Meeting Date | Senin, 8 Juli 2024 Monday, July 8, 2024 | | |
|--|---|-----------------------------|--|
| Waktu Time | 14.11 - 15.06 WIB | | |
| Lokasi Location | Kantor Pusat AirAsia - AirAsia RedHouse Jl. Marsekal Suryadharma No.1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten 15127 AirAsia Head Office - AirAsia RedHouse Jl. Marsekal Suryadharma No.1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten 15127 | | |
| Kuorum Quorum | Rapat dihadiri sejumlah 10.099.917.335 (sepuluh miliar sembilan puluh sembilan juta sembilan ratus tujuh belas ribu tiga ratus tiga puluh lima) saham yang memiliki hak suara yang sah atau mewakili 94,5232% (sembilan puluh empat koma lima dua tiga dua persen) dari seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan. The Meeting was attended by 10,099,917,335 (ten billion ninety-nine million nine hundred seventeen thousand three hundred thirty-five) shares with valid voting rights or representing 94.5232% (ninety-four point five two three two percent) of all shares with valid voting rights issued by the Company. | | |
| Pihak yang Menghadiri RUPS GMS Attendants | <p>Dewan Komisaris</p> <ul style="list-style-type: none"> • Komisaris Independen: Sabam Hutajulu • Komisaris: Reza Viryawan <p>Direksi</p> <ul style="list-style-type: none"> • Direktur Utama: Veranita Yosephine Sinaga • Direktur: Jurry Soeryo Wiharko <p>Board of Commissioners</p> <ul style="list-style-type: none"> • Independent Commissioner: Sabam Hutajulu • Commissioner: Reza Viryawan <p>Board of Directors</p> <ul style="list-style-type: none"> • President Director: Veranita Yosephine Sinaga • Director: Jurry Soeryo Wiharko | | |
| Pihak yang Melakukan Penghitungan Suara Independent Vote Counter | Keputusan Rapat dilakukan dengan cara musyawarah untuk mufakat. Apabila musyawarah untuk mufakat tidak tercapai, maka dilakukan pemungutan suara. Penghitungan suara dilakukan oleh pihak independen, yaitu PT Bima Registra (Biro Administrasi Efek). Meeting decisions are made by deliberation to reach consensus. If deliberation to reach consensus is not achieved, then a vote is taken. The vote count is carried out by an independent party, namely PT Bima Registra (Securities Administration Bureau). | | |
| Mata Acara Rapat ke-1 1st Meeting Agenda | Persetujuan atas Pengesahan Laporan Tahunan Perseroan Tahun Buku 2023 termasuk pengesahan Laporan Keuangan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada seluruh anggota Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang dilakukan dalam tahun buku yang berakhir pada tanggal 31 Desember 2023. Approval of the Ratification of the Company's Annual Report of the Financial Year 2023, including the ratification of the Financial Statements for the financial year which ended on December 31, 2023, and to release and discharge of all responsibilities (<i>volledig acquit et de charge</i>) to all members of the Board of Directors and the Board of Commissioners of the Company for the management and supervisory actions carried out during the financial year ended in December 31, 2023. | | |
| Jumlah Pemegang Saham yang Bertanya Number of Shareholders Asking Questions | Terdapat 1 (satu) pemegang saham yang mengajukan pertanyaan dan sudah dijawab dengan baik oleh Direktur Utama. There was 1 (one) shareholder who asked a question and it was answered properly by the President Director. | | |
| Pengambilan Keputusan Decision Making | Dengan Pemungutan Suara Voting | | |
| | Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed |
| | 10.099.826.235 suara atau kurang lebih 99,91% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 10,099,826,235 votes or approximately 99.91% of all shares with voting rights present at the Meeting. | Tidak Ada None | 91.000 suara atau kurang lebih 0,09% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 91,000 votes or approximately 0.09% of all shares with voting rights present at the Meeting. |

| | |
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| Keputusan Rapat Meeting Resolutions | <ol style="list-style-type: none"> 1. Menyetujui Laporan Tahunan Perseroan Tahun Buku 2023 termasuk pengesahan Laporan Keuangan 2023 untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 serta Laporan Tugas Pengawasan Dewan Komisaris untuk tahun buku yang berakhir pada tanggal 31 Desember 2023. 2. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Dewan Komisaris dan Dewan Direksi Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku yang berakhir tanggal 31 Desember 2023, sepanjang tindakan tersebut tercatat pada Laporan Tahunan serta Laporan Keuangan Perseroan dan tidak bertentangan dengan ketentuan dan peraturan perundang-undangan. <ol style="list-style-type: none"> 1. Approved the Company's Annual Report for the Financial Year 2023, including the ratification of the Financial Statements for the financial year ended on December 31, 2023 and the Board of Commissioners' Supervisory Report for the financial year ended on December 31, 2023. 2. To grant full release and discharge of all responsibilities (<i>volledig acquit et de charge</i>) to the Board of Commissioners and the Board of Directors of the Company for their management and supervisory actions carried out during the Financial Year ended December 31, 2023, to the extent that such actions are reflected in the Company's Annual Report and Financial Statements and do not conflict with the prevailing laws and regulations. |
| Status | Sudah terealisasi di dalam RUPST terkait. Has been realized in the relevant GMS. |

| | |
|--|---|
| Mata Acara Rapat ke-2 2nd Meeting Agenda | Persetujuan Pengesahan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023. Approval of the Ratification of the Company's Consolidated Financial Statements for the financial year ended on December 31, 2023. |
|--|---|

| | |
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| Jumlah Pemegang Saham yang Bertanya Number of Shareholders Asking Questions | Tidak ada pemegang saham yang mengajukan pertanyaan/pendapat. There were no shareholders who raised questions/opinions. |
|--|--|

| | | | |
|--|--|-----------------------------|---|
| Pengambilan Keputusan Decision Making | Dengan Pemungutan Suara Voting | | |
| | Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed |
| | 10,099,826,235 suara atau kurang lebih 99,91% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 10,099,826,235 votes or approximately 99,91% of all shares with voting rights present at the Meeting. | Tidak Ada None | 91100 suara atau kurang lebih 0,09% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 91,100 votes or approximately 0,09% of all shares with voting rights present at the Meeting. |

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| Keputusan Rapat Meeting Resolutions | Pengesahan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023. Ratification of the Company's Consolidated Financial Statements for the financial year ended on December 31, 2023. |
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|--------|---|
| Status | Sudah terealisasi di dalam RUPST terkait. Has been realized in the relevant GMS. |
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| Mata Acara Rapat ke-3 3rd Meeting Agenda | Persetujuan penunjukan Kantor Akuntan Publik yang akan melakukan audit atas Laporan Keuangan Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2024. Approval of the appointment of the Public Accounting Firm to audit the Company's Financial Statements for the financial year ending on December 31, 2024. |
|--|---|

| | |
|--|--|
| Jumlah Pemegang Saham yang Bertanya Number of Shareholders Asking Questions | Tidak ada pemegang saham yang mengajukan pertanyaan/pendapat. There were no shareholders who raised questions/opinions. |
|--|--|

| Pengambilan Keputusan Decision Making | Dengan Pemungutan Suara Voting | | |
|---|---|----------------------|--|
| | Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed |
| | 10.099.917.235 suara atau kurang lebih 99,99% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 10.099.917.235 votes or approximately 99.99% of all shares with voting rights present at the Meeting. | Tidak Ada None | 100 suara atau kurang lebih 0,01% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or approximately 0.01% of all shares with voting rights present at the Meeting. |
| Keputusan Rapat Decision Making | <ol style="list-style-type: none"> 1. Menyetujui atas pendelegasian kewenangan kepada Dewan Komisaris untuk menunjuk Kantor Akuntan Publik yang akan melakukan audit atas Laporan Keuangan Perseroan untuk tahun buku 2024 dengan memperhatikan kriteria yang telah ditetapkan dalam Rapat, yaitu: <ol style="list-style-type: none"> a. Kantor Akuntan Publik Indonesia yang telah tercatat dan terdaftar pada Otoritas Jasa Keuangan maupun Instansi terkait lainnya; b. Kantor Akuntan Publik bekerja sesuai dengan standar <i>auditing professional</i>, independen, dan kompeten; c. Kantor Akuntan Publik tersebut mampu memenuhi tenggat waktu yang ditetapkan oleh Perseroan dan peraturan yang berlaku; d. Memiliki pengalaman melakukan audit terhadap perusahaan terbuka; e. Kantor Akuntan Publik hanya memberikan jasa audit paling lama untuk periode audit 5 (lima) tahun buku berturut-turut; dan f. Kantor Akuntan Publik yang direkomendasikan oleh Komite Audit Perseroan serta untuk menunjuk Akuntan Publik Pengganti apabila Akuntan Publik yang telah ditunjuk karena alasan apa pun tidak dapat melakukan tugasnya. 2. Memberi kuasa dan wewenang kepada Dewan Komisaris untuk menetapkan besarnya honorarium dan persyaratan lainnya, sehubungan dengan penunjukan Kantor Akuntan Publik dan/atau Kantor Akuntan Publik Pengganti tersebut. <ol style="list-style-type: none"> 1. Approved the delegation of authority to the Board of Commissioners to appoint a Public Accounting Firm to audit the Company's Financial Statements for the financial year 2024, in accordance with the criteria determined at the Meeting, as follows: <ol style="list-style-type: none"> a. Indonesian Public Accounting Firm that has been registered and listed with the OJK and other relevant institutions; b. Public Accounting Firm works in accordance with professional auditing standards, independent and competent; c. The Public Accounting Firm is able to meet the deadline set by the Company and applicable regulations; d. Has experience in auditing public companies; e. The Public Accounting Firm only provides audit services for a maximum audit period of 5 (five) consecutive financial years; and f. The Public Accounting Firm is recommended by the Company's Audit Committee with the authority to appoint a substitute Public Accountant if the appointed Public Accountant for any reason is unable to perform his/her duties. 2. Granting power and authority to the Board of Commissioners to determine the amount of honorarium and other requirements, in relation to the appointment of the Public Accounting Firm and/or the Substitute Public Accounting Firm. | | |
| Status | <p>Sudah terealisasi melalui keputusan Dewan Komisaris Perseroan mengenai penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik yang akan melakukan audit atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024. Laporan penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik dimaksud, telah disampaikan oleh Perseroan kepada Otoritas Jasa Keuangan melalui surat No. AAID/CORSEC/12-2024/058 tertanggal 04 Desember 2024.</p> <p>It has been realized through the Company's Board of Commissioners Decree regarding the appointment of a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for the Financial Year 2024. The report on the appointment of the Public Accountant and/or Public Accounting Firm has been submitted by the Company to the OJK through letter No. AAID/CORSEC/12-2024/058 dated December 4, 2024.</p> | | |

RUPS Luar Biasa 2024

Extraordinary GMS 2024

Tahapan RUPS Luar Biasa 2024 Stages of Extraordinary GMS 2024

| | |
|---------------------------------------|--|
| 5 Juli 2024 July 5, 2024 | Pemberitahuan RUPSLB kepada OJK Notification of EGMS to OJK |
| 12 Juli 2024 July 12, 2024 | Pengumuman RUPSLB Announcement of EGMS |
| 30 Juli 2024 July 30, 2024 | Pemanggilan RUPSLB Invitation to EGMS |
| 20 Agustus 2024 August 20, 2024 | Pelaksanaan RUPSLB Implementation of EGMS |
| 22 Agustus 2024 August 24, 2024 | Penyampaian dan Pengumuman Ringkasan Risalah Hasil RUPSLB Submission and Announcement of the EGMS Minutes Summary |
| 4 September 2024 September 4, 2024 | Penyampaian Risalah Hasil RUPSLB ke OJK Submission of the EGMS Minutes to OJK |

Tanggal Penyelenggaraan Meeting Date

Selasa, 20 Agustus 2024
Tuesday, August 20, 2024

| | |
|---|--|
| Waktu Time | 14.10 - 14.28 WIB |
| Lokasi Location | Kantor Pusat AirAsia - AirAsia RedHouse Jalan Marsekal Suryadharma No.1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten, 15127 AirAsia Head Office - AirAsia RedHouse Jalan Marsekal Suryadharma No.1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten, 15127 |
| Kuorum Quorum | Rapat tersebut dihadiri sejumlah 9.874.201.335 (sembilan miliar delapan ratus tujuh puluh empat juta dua ratus satu ribu tiga ratus tiga puluh lima) saham yang memiliki hak suara yang sah atau 92,4107% (sembilan puluh dua koma empat satu nol tujuh persen) dari seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan. The Meeting was attended by 9,874,201,335 (nine billion eight hundred seventy-four million two hundred one thousand three hundred thirty-five) shares with valid voting rights or 92.4107% (ninety-two point four one zero seven percent) of all shares with valid voting rights issued by the Company. |
| Pihak yang Menghadiri RUPS GMS Attendants | Dewan Komisaris <ul style="list-style-type: none">Komisaris Independen: Sabam HutajuluKomisaris: Reza Viryawan Direksi <ul style="list-style-type: none">Direktur Utama: Veranita Yosephine SinagaDirektur: Jurry Soeryo Wiharko Board of Commissioners <ul style="list-style-type: none">Independent Commissioner: Sabam HutajuluCommissioner: Reza Viryawan Board of Directors <ul style="list-style-type: none">President Director: Veranita Yosephine SinagaDirector: Jurry Soeryo Wiharko |
| Pihak yang Melakukan Penghitungan Suara Independent Vote Counter | Keputusan Rapat dilakukan dengan cara musyawarah untuk mufakat. Apabila musyawarah untuk mufakat tidak tercapai, maka dilakukan melakukan pemungutan suara. Penghitungan suara dilakukan oleh pihak independen, yaitu PT Bima Registra (Biro Administrasi Efek). Meeting decisions are made by deliberation to reach consensus. If deliberation to reach consensus is not achieved, then a vote is taken. The vote count is carried out by an independent party, namely PT Bima Registra (Securities Administration Bureau). |

| Mata Acara Rapat Meeting Agenda | Perubahan Susunan Pengurus Perseroan. Changes to the Company's Management Composition. | | | | | | |
|--|---|--|----------------------|---------------------------|--|--|--|
| Jumlah Pemegang Saham yang Bertanya Number of Shareholders Asking Questions | Tidak ada pemegang saham yang mengajukan pertanyaan/pendapat. There were no shareholders who raised questions/opinions. | | | | | | |
| Pengambilan Keputusan Decision Making | Dengan Pemungutan Suara Voting <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th style="background-color: #f2f2f2;">Setuju Agreed</th> <th style="background-color: #f2f2f2;">Abstain Abstained</th> <th style="background-color: #f2f2f2;">Tidak Setuju Disagreed</th> </tr> </thead> <tbody> <tr> <td>9,874,201,235 suara atau kurang lebih 99,99% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,874,201,235 votes or approximately 99.99% of all shares with voting rights present at the Meeting.</td> <td>100 suara atau kurang lebih 0,01% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or approximately 0.01% of all shares with voting rights present at the Meeting.</td> <td>0 suara atau kurang lebih 0% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 0 votes or approximately 0% of all shares with voting rights present at the Meeting.</td> </tr> </tbody> </table> | Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed | 9,874,201,235 suara atau kurang lebih 99,99% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,874,201,235 votes or approximately 99.99% of all shares with voting rights present at the Meeting. | 100 suara atau kurang lebih 0,01% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or approximately 0.01% of all shares with voting rights present at the Meeting. | 0 suara atau kurang lebih 0% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 0 votes or approximately 0% of all shares with voting rights present at the Meeting. |
| Setuju Agreed | Abstain Abstained | Tidak Setuju Disagreed | | | | | |
| 9,874,201,235 suara atau kurang lebih 99,99% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 9,874,201,235 votes or approximately 99.99% of all shares with voting rights present at the Meeting. | 100 suara atau kurang lebih 0,01% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or approximately 0.01% of all shares with voting rights present at the Meeting. | 0 suara atau kurang lebih 0% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 0 votes or approximately 0% of all shares with voting rights present at the Meeting. | | | | | |
| Keputusan Rapat Meeting Resolutions | <ol style="list-style-type: none"> Menyetujui pengunduran diri Bapak Jurry Soeryo Wiharko dari jabatannya sebagai Direktur Perseroan dan Bapak Tharumalingam Kanagalingam dari jabatannya sebagai Komisaris Utama Perseroan terhitung sejak ditutupnya Rapat ini dengan ucapan terima kasih sebesar-besarnya atas kinerja selama ini di Perseroan, serta memberikan pembebasan dan pelunasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Bapak Jurry Soeryo Wiharko selaku Direktur Perseroan dan Bapak Tharumalingam Kanagalingam selaku Komisaris Utama Perseroan, atas segala tindakannya selama tindakan tersebut tercermin dalam Laporan Tahunan Perseroan. Menyetujui pengangkatan Ibu Luh Gede Mega Putri Tjatera sebagai Direktur Perseroan dan Bapak Ahmad Al Farouk Bin Ahmad Kamal sebagai Komisaris Utama Perseroan, terhitung sejak ditutupnya Rapat ini, dengan masa jabatan 5 (lima) tahun dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan anggota Direksi dan Dewan Komisaris tersebut sewaktu-waktu sebelum masa jabatannya berakhir. Dengan demikian, susunan anggota Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut: <p>Dewan Komisaris</p> <ul style="list-style-type: none"> Komisaris Utama: Ahmad Al Farouk Bin Ahmad Kamal Komisaris Independen: Sabam Hutajulu Komisaris: Reza Viryawan <p>Direksi</p> <ul style="list-style-type: none"> Direktur Utama: Veranita Yosephine Sinaga Direktur: Luh Gede Mega Putri Tjatera Menunjuk dan memberi kuasa dengan hak substitusi kepada Direksi Perseroan untuk melakukan segala tindakan yang berhubungan dengan keputusan Rapat ini, termasuk namun tidak terbatas untuk menghadap pihak berwenang, mengadakan pembicaraan, memberi dan/atau meminta keterangan, mengajukan permohonan pemberitahuan atas perubahan susunan Direksi dan Dewan Komisaris Perseroan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia maupun instansi berwenang terkait lainnya, membuat atau serta menandatangani akta-akta dan surat-surat maupun dokumen-dokumen lainnya yang diperlukan atau dianggap perlu, hadir di hadapan Notaris untuk dibuatkan dan menandatangani Akta Pernyataan Keputusan Rapat Perseroan dan melaksanakan hal-hal lain yang harus dan/atau dapat dijalankan untuk dapat terealisasi/terwujudnya keputusan Rapat. <ol style="list-style-type: none"> Approved the resignation of Mr. Jurry Soeryo Wiharko from his position as Director of the Company and Mr. Tharumalingam Kanagalingam from his position as President Commissioner of the Company as of the closing of this Meeting with sincere gratitude for their services during her tenure at the Company, and grant full release and discharge of all responsibilities (<i>volledig acquit et de charge</i>) to Mr. Jurry Soeryo Wiharko as Director of the Company and Mr. Tharumalingam Kanagalingam as President Commissioner of the Company, for all actions taken during their term of office as reflected in the Company's Annual Report. Approved the appointment of Ms. Luh Gede Mega Putri Tjatera as Director of the Company and Mr. Ahmad Al Farouk Bin Ahmad Kamal as President Commissioner of the Company, effective as of the closing of this Meeting, with a term of office for 5 (five) years, without prejudice to the right of the General Meeting of Shareholders to dismiss the members of the Board of Directors and the Board of Commissioners at any time before their term of office ends. | | | | | | |

3. Thus, the composition of the Company's Board of Directors and Board of Commissioners is as follows:

Board of Commissioners

- President Commissioner: Ahmad Al Farouk Bin Ahmad Kamal
- Independent Commissioner: Sabam Hutajulu
- Commissioner: Reza Viryawan

Board of Directors

- President Director: Veranita Yosephine Sinaga
- Director: Luh Gede Mega Putri Tjatera

4. Appoint and authorize with the right of substitution to the Board of Directors of the Company to take all actions related to the resolutions of this Meeting, including but not limited to appearing before the authorities, holding discussions, giving and/or requesting information, submitting a notification request regarding the changes in the composition of the Company's Board of Directors and the Board of Commissioners to the Minister of Law and Human Rights of the Republic of Indonesia and other relevant authorities, making or signing deeds and letters or other documents that are necessary or deemed necessary, appearing before a Notary to make and sign the Company's Deed of Resolution of the Meeting and carrying out other matters that must be and/or can be carried out for the realization/realization of the resolutions of the Meeting.

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|--------|--|
| Status | Sudah terealisasi di dalam RUPST terkait. Has been realized in the relevant AGMS. |
|--------|--|

Dewan Komisaris

Board of Commissioners

Dewan Komisaris merupakan salah satu organ penting dalam governansi korporat yang memiliki peran utama dalam melaksanakan fungsi pengawasan serta memberikan nasihat dan arahan strategis kepada Direksi dalam menjalankan kegiatan pengelolaan Perseroan. Selain menjalankan tugas pengawasan, Dewan Komisaris juga berperan aktif dalam memastikan penerapan prinsip-prinsip governansi korporat berjalan secara efektif dan selaras dengan ketentuan Anggaran Dasar serta peraturan yang berlaku.

Dasar Hukum

Peraturan terkait penunjukan, kriteria, kewenangan, serta tugas dan tanggung jawab Dewan Komisaris merujuk pada:

1. UU Perseroan Terbatas;
2. POJK No. 33/POJK.04/2014; dan
3. Anggaran Dasar Perseroan.

Pedoman Dewan Komisaris

Perseroan telah menetapkan *Board Manual* yang perubahan terakhirnya disahkan pada tanggal 1 Oktober 2025 sebagai panduan/pedoman

The Board of Commissioners is one of the key organs in corporate governance, which plays a major role in performing supervisory functions and providing strategic advice and direction to the Board of Directors in managing the Company's activities. Besides performing supervisory duties, the Board of Commissioners also actively ensures that corporate governance principles are implemented effectively and in accordance with the Articles of Association and applicable regulations.

Legal Basis

Regulations related to the appointment, criteria, authority, duties, and responsibilities of the Board of Commissioners refer to:

1. Limited Liability Company Law;
2. POJK No. 33/POJK.04/2014; and
3. The Company's Articles of Association.

Board of Commissioners Guidelines

The Company has established a Board Manual, which was last amended on October 1, 2025, as a reference/guideline for all members of the Board

bagi seluruh anggota Dewan Komisaris dalam menjalankan tugas, tanggung jawab, serta wewenangnya dalam melaksanakan fungsi pengawasan terhadap pengelolaan Perseroan. Pedoman ini disusun berdasarkan ketentuan peraturan perundang-undangan yang berlaku serta selaras dengan Anggaran Dasar Perseroan, guna memastikan pelaksanaan pengawasan yang transparan, akuntabel, dan efektif.

Masa Jabatan Dewan Komisaris

Anggota Dewan Komisaris dapat diangkat dan diberhentikan oleh para pemegang saham melalui mekanisme RUPS berdasarkan rekomendasi dari Komite Nominasi dan Remunerasi. Masa jabatan anggota Dewan Komisaris ditetapkan selama 5 (lima) tahun, terhitung sejak tanggal penetapan dalam RUPS yang mengangkatnya atau sampai dengan penutupan RUPS Tahunan kelima berikutnya. Meskipun demikian, RUPS memiliki kewenangan untuk memberhentikan anggota Dewan Komisaris sewaktu-waktu apabila dianggap perlu, sesuai dengan ketentuan peraturan perundang-undangan dan Anggaran Dasar Perseroan.

Komposisi Dewan Komisaris

Selama tahun 2025, susunan dan komposisi Perseroan mengalami perubahan. Perubahan komposisi tersebut disusun sedemikian rupa untuk memastikan seluruh anggota Dewan Komisaris memiliki keberagaman latar belakang budaya, usia, kemampuan, keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam memenuhi perannya sebagai Dewan Komisaris. Keberagaman tersebut diharapkan mampu memperkuat efektivitas pengawasan dan pemberian arahan strategis bagi Perseroan. Adapun susunan dan komposisi Dewan Komisaris Perseroan di tahun 2025 dapat dilihat sebagai berikut:

Periode 1 Januari – 18 Maret 2025

Period of January 1 - March 18, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment | Masa Jabatan Term of Office |
|---------------------------------|--|--|--|
| Ahmad Al Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | RUPSLB 20 Agustus 2024 EGMS on August 20, 2024 | 20 Agustus 2024 – 19 Agustus 2029 August 20, 2024 - August 19, 2029 |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | RUPSLB 25 Oktober 2022 EGMS on October 25, 2022 | 25 Oktober 2022 – 24 Oktober 2027 October 25, 2022 - October 24, 2027 |
| Reza Viryawan | Komisaris Commissioner | RUPSLB 25 Oktober 2022 EGMS on October 25, 2022 | 25 Oktober 2022 – 24 Oktober 2027 October 25, 2022 - October 24, 2027 |

of Commissioners in carrying out their duties, responsibilities, and authorities regarding the supervisory function of the Company's management. The Board Manual is compiled based on the provisions of applicable laws and regulations and are in line with the Company's Articles of Association, in order to ensure transparent, accountable, and effective supervision.

Term of Office of the Board of Commissioners

Members of the Board of Commissioners may be appointed and dismissed by the shareholders through the GMS mechanism based on recommendations from the Nomination and Remuneration Committee. The term of office of members of the Board of Commissioners is set for 5 (five) years, starting from the date of appointment at the GMS that appointed them or until the closing of the next fifth Annual GMS. However, the GMS has the authority to dismiss members of the Board of Commissioners at any time if deemed necessary, subject to the prevailing laws and regulations and the Company's Articles of Association.

Composition of the Board of Commissioners

In 2025, the Company's structure and composition changed. These changes were designed to ensure that all members of the Board of Commissioners have the diversity of cultural background, age, abilities, expertise, knowledge, and experience required to fulfill their roles as members of the Board of Commissioners. This diversity is expected to strengthen the effectiveness of supervision and strategic direction for the Company. The structure and composition of the Company's Board of Commissioners in 2025 can be seen as follows:

Periode 18 Maret – 31 Desember 2025

Period of March 18 - December 31, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment | Masa Jabatan Term of Office |
|------------------------------------|---|--|---|
| Ahmad Al Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | RUPSLB 20 Agustus 2024 EGMS on August 20, 2024 | 20 Agustus 2024 – 19 Agustus 2029 August 20, 2024 - August 19, 2029 |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | RUPSLB 25 Oktober 2022 EGMS on October 25, 2022 | 25 Oktober 2022 – 24 Oktober 2027 October 25, 2022 - October 24, 2027 |
| Julianto Sidarto | Komisaris Independen Independent Commissioner | RUPSLB 18 Maret 2025 EGMS on March 18, 2025 | 18 Maret 2025 – 17 Maret 2030 March 18, 2025 - March 17, 2030 |
| Reza Viryawan | Komisaris Commissioner | RUPSLB 25 Oktober 2022 EGMS on October 25, 2022 | 25 Oktober 2022 – 24 Oktober 2027 October 25, 2022 - October 24, 2027 |

Profil masing-masing anggota Dewan Komisaris Perseroan dapat dilihat pada Bab Profil Perusahaan dalam laporan ini.
The profile of each member of the Company's Board of Commissioners is available in the Company Profile Chapter of this report.

Tugas, Tanggung Jawab, dan Wewenang Dewan Komisaris

Berdasarkan *Board Manual* dan Anggaran Dasar Perseroan, tugas dan tanggung jawab Dewan Komisaris, antara lain:

1. Dewan Komisaris bertugas melakukan pengawasan dan bertanggung jawab atas pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perseroan maupun usaha Perseroan, dan memberikan nasihat kepada Direksi;
2. Dalam kondisi tertentu, Dewan Komisaris dapat menyelenggarakan RUPS Tahunan dan RUPS Luar Biasa sesuai dengan kewenangannya sebagaimana diatur dalam peraturan perundang-undangan dan/atau Anggaran Dasar Perseroan;
3. Setiap anggota Dewan Komisaris wajib melaksanakan tugas dan tanggung jawab dengan itikad baik, penuh tanggung jawab, dan kehati-hatian;
4. Dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris membentuk komite-komite;
5. Dewan Komisaris melakukan evaluasi terhadap kinerja komite yang membantu pelaksanaan tugas dan tanggung jawabnya setiap akhir tahun buku Perseroan;
6. Setiap anggota Dewan Komisaris tidak dapat bertindak sendiri-sendiri, melainkan berdasarkan keputusan Dewan Komisaris;
7. Setiap anggota Dewan Komisaris bertanggung jawab secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Dewan Komisaris dalam menjalankan tugasnya;

Duties, Responsibilities, and Authorities of the Board of Commissioners

Based on the Company's Board Manual and Articles of Association, the duties and responsibilities of the Board of Commissioners are as follows:

1. The Board of Commissioners is responsible for supervising the management policies, the general management regarding the Company and its business, and providing advice to the Board of Directors;
2. Under certain circumstances, the Board of Commissioners may convene an Annual GMS and Extraordinary GMS in accordance with the law and regulations and/or the Company's Articles of Association;
3. Each member of the Board of Commissioners must perform their duties and responsibilities in good faith, with full responsibility, and prudence;
4. To support the effectiveness of its duties and responsibilities, the Board of Commissioners may establish Committees;
5. The Board of Commissioners evaluates the performance of its established committees at the end of each financial year;
6. Each member of the Board of Commissioners may not act individually but only in accordance with the resolutions of the Board of Commissioners;
7. Each member of the Board of Commissioners is collectively responsible for the Company's losses caused by its member's error or negligence in carrying out its duties.

8. Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian Perseroan, apabila dapat membuktikan:
 - a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
 - b. Telah melakukan pengawasan dengan itikad baik, penuh tanggung jawab dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan;
 - c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian Perseroan; dan
 - d. Telah mengambil tindakan untuk mencegah berlanjutnya kerugian Perseroan tersebut.
9. Dewan Komisaris memberikan persetujuan atas rencana kerja yang memuat anggaran tahunan Perseroan yang dibuat dan disampaikan oleh Direksi; dan
10. Dewan Komisaris memberikan usulan kepada RUPS untuk penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik yang akan memberikan jasa audit atas laporan keuangan Perseroan dengan tetap memperhatikan rekomendasi Komite Audit.

Sementara, Dewan Komisaris memiliki wewenang untuk:

1. Dewan Komisaris berwenang memberhentikan sementara anggota Direksi dengan menyebutkan alasannya.
2. Dalam hal terdapat anggota Direksi yang diberhentikan untuk sementara sebagaimana dimaksud, Dewan Komisaris harus menyelenggarakan RUPS untuk mencabut atau menguatkan keputusan pemberhentian sementara tersebut sesuai dengan ketentuan Anggaran Dasar Perseroan.
3. Dewan Komisaris dapat melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu yang ditetapkan berdasarkan Anggaran Dasar atau keputusan RUPS.
4. Dewan Komisaris setiap waktu dalam jam kerja kantor Perseroan berhak memasuki bangunan dan halaman atau tempat lain yang dipergunakan atau dikuasai oleh Perseroan dan berhak memeriksa semua pembukuan, surat dan alat bukti lainnya, memeriksa dan mencocokkan keadaan uang kas dan lain-lain serta berhak untuk mengetahui segala tindakan yang telah dijalankan oleh Direksi.
5. Dewan Komisaris memiliki kewenangan untuk memberikan pertanyaan kepada Direksi mengenai jalannya pengurusan Perseroan oleh Direksi.

8. Members of the Board of Commissioners are not held accountable for Company losses if they can prove:
 - a. The losses were not due to their error or negligence;
 - b. Performed their supervisory duties in good faith, with full responsibility, and prudence in the interests of and aligned with the purposes and objectives of the Company;
 - c. Had no direct or indirect conflict of interest in the management actions that caused the losses; and
 - d. Took preventive measures to mitigate the continuation of the losses.
9. The Board of of Commissioners approves the work plan containing the Company's annual budget prepared and submitted by the Board of Directors; and
10. The Board of Commissioners submits a proposal to the GMS for the appointment of a Public Accountant and/or Public Accounting Firm that provides audit services for the Company's financial statements, taking into account the recommendations of the Audit Committee.

Meanwhile, the Board of Commissioners has the following authorities:

1. The Board of Commissioners has the authority to temporarily dismiss a member of the Board of Directors by stating the reason.
2. In the event that a member of the Board of Directors is temporarily dismissed as referred to the above, the Board of Commissioners must hold a GMS to revoke or confirm the decision on the temporary dismissal in accordance with the provisions of the Company's Articles of Association.
3. The Board of Commissioners may manage the Company in certain circumstances for a specific period of time as determined by the Articles of Association or a GMS resolution.
4. The Board of Commissioners has the right at any time during the Company's office hours to enter buildings and yards or other places used or controlled by the Company and has the right to examine all books, letters and other evidence, examine and reconcile cash balance and other items, and has the right to know all actions that have been carried out by the Board of Directors.
5. The Board of Commissioners has the authority to question the Board of Directors regarding the management of the Company by the Board of Directors.

6. Memberikan persetujuan kepada Direksi untuk melakukan hal-hal sebagai berikut:
 - a. Melepaskan dan mengagunkan barang tidak bergerak, termasuk hak atas tanah atau perusahaan-perusahaan Perseroan;
 - b. Mendapatkan barang tidak bergerak, termasuk hak atas tanah atau perusahaan-perusahaan;
 - c. Menerima pinjaman uang dari siapa pun, apabila jumlah pinjaman tersebut melebihi jumlah dan jangka waktu yang ditetapkan oleh Rapat Dewan Komisaris; dan
 - d. Memberi pinjaman uang kepada siapa pun, apabila jumlah pinjaman tersebut melebihi jumlah dan jangka waktu yang ditetapkan oleh Rapat Dewan Komisaris dengan persetujuan dan/atau dokumen yang memuat transaksi yang bersangkutan.

Pembagian Tugas Masing-Masing Dewan Komisaris

Setiap anggota Dewan Komisaris memiliki tugas masing-masing yang pembagiannya telah ditetapkan berdasarkan peran masing-masing anggota Dewan Komisaris, yang menyesuaikan dengan kompetensi dan pengalamannya. Pembagian tugas anggota Dewan Komisaris dilakukan dengan tujuan untuk menjamin efektivitas tugas dan fungsi agar terlaksana secara efektif dan bertanggung jawab, dengan tetap dilaksanakan secara transparan dan akuntabel, tidak terafiliasi dengan kepentingan Direksi dan pemegang saham pengendali, serta tidak mengabaikan kepentingan pemegang saham publik, pemegang saham minoritas dan pemangku kepentingan lainnya, serta dengan tetap memperhatikan bidang tugas masing-masing anggota Direksi.

Jenis Keputusan yang Perlu Mendapatkan Persetujuan Dewan Komisaris

Dalam menjalankan fungsi pengelolaan, terdapat keputusan Direksi yang harus memperoleh persetujuan terlebih dahulu dari Dewan Komisaris, antara lain untuk:

1. Melepaskan dan mengagunkan barang tidak bergerak, termasuk hak atas tanah atau perusahaan-perusahaan Perseroan;
2. Mendapatkan barang tidak bergerak, termasuk hak atas tanah atau perusahaan-perusahaan;
3. Menerima pinjaman uang dari siapa pun, apabila jumlah pinjaman tersebut melebihi jumlah dan jangka waktu yang ditetapkan oleh Rapat Dewan Komisaris; dan
4. Memberi pinjaman uang kepada siapa pun, apabila jumlah pinjaman tersebut melebihi jumlah dan jangka waktu yang ditetapkan oleh Rapat Dewan Komisaris.

6. To give approval to the Board of Directors to do the following:
 - a. To release and pledge immovable property, including rights to land or companies of the Company;
 - b. Acquiring immovable property, including land rights or companies;
 - c. Receiving loans from anyone, if the loan amount exceeds the amount and term set by the Board of Commissioners' Meeting; and
 - d. Granting loans to anyone, if the loan amount exceeds the amount and term set by the Board of Commissioners' Meeting with the approval and/or document containing the relevant transaction.

Segregation of Duties of the Board of Commissioners

Each member of the Board of Commissioners has their own duties, which are assigned based on the role of each member of the Board of Commissioners, taking into account their competencies and experience. The division of duties among members of the Board of Commissioners aims to ensure the effectiveness of their duties and functions to be carried out effectively and responsibly, while remaining transparent and accountable, unaffiliated with the interests of the Board of Directors and controlling shareholders, and without neglecting the interests of public shareholders, minority shareholders, and other stakeholders, while still paying attention to the respective duties of each member of the Board of Directors.

Types of Decisions that Require Approval from the Board of Commissioners

In carrying out its management functions, there are certain decisions made by the Board of Directors that shall obtain approval from the Board of Commissioners, including:

1. Relinquishing and pledging immovable property, including land rights or companies owned by the Company;
2. Acquiring immovable property, including land rights or companies;
3. Receiving loans from any party, where the amount of such loans exceeds the limits and term set by the Board of Commissioners Meeting; and
4. Granting loans to any party, if the amount of such loans exceeds the limits and term set by the Board of Commissioners Meeting.

Rapat Dewan Komisaris

Sesuai dengan POJK No. 33/POJK.04/2014, Dewan Komisaris wajib menyelenggarakan rapat sekurang-kurangnya 1 (satu) kali dalam 2 (dua) bulan. Selain itu, Dewan Komisaris juga wajib mengadakan rapat bersama Direksi secara berkala paling sedikit 1 (satu) kali dalam 4 (empat) bulan atau sewaktu-waktu atas permintaan satu atau beberapa anggota Dewan Komisaris maupun Direksi.

Setiap rapat Dewan Komisaris harus dituangkan dalam risalah rapat yang ditandatangani oleh pimpinan rapat serta seluruh anggota Dewan Komisaris yang hadir. Risalah tersebut memuat hal-hal yang dibahas dan keputusan yang diambil dalam rapat.

Frekuensi dan Agenda Rapat Internal Dewan Komisaris

Selama tahun 2025, Dewan Komisaris telah mengadakan rapat internal sebanyak 4 (empat) kali dengan tingkat kehadiran masing-masing anggota Dewan Komisaris dan agenda sebagai berikut:

| Nama Name | Jabatan Position | Jumlah Rapat Total Meetings | Kehadiran Attendance | Persentase Kehadiran Attendance Percentage |
|---------------------------------|--|--------------------------------|-------------------------|---|
| Ahmad Al Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | 4 | 3 | 75% |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | 4 | 4 | 100% |
| Julianto Sidarto* | Komisaris Independen Independent Commissioner | 3 | 3 | 100% |
| Reza Viryawan | Komisaris Commissioner | 4 | 2 | 50% |

*) Efektif menjabat sejak 18 Maret 2025 | Effectively serving since March 18, 2025

Agenda Rapat Meeting Agenda

| No. | Tanggal Date | Pembahasan Agenda |
|-----|-------------------------------|--|
| 1 | 4 Maret 2025 March 4, 2025 | → Pembahasan Materi Rapat Gabungan Dewan Komisaris dan Direksi. → Discussion of Materials for the Joint Meeting of the Board of Commissioners and the Board of Directors. |
| 2 | 21 Mei 2025 May 21, 2025 | → Pembahasan Rancangan <i>Board Manual</i> . → Penugasan pada Komite di bawah Dewan Komisaris. → Discussion of the Board Manual Draft. → Assignment to Committees under the Board of Commissioners. |

Board of Commissioners Meeting

In accordance with POJK No. 33/POJK.04/2014, the Board of Commissioners is required to hold a meeting at least once every two (2) months. In addition, the Board of Commissioners is also required to hold joint meetings with the Board of Directors at least once every four (4) months or at any time at the request of one or more members of the Board of Commissioners or the Board of Directors.

Every meeting of the Board of Commissioners must be recorded in the minutes of meeting signed by the chairman of the meeting and all members of the Board of Commissioners in attendance. The minutes shall contain all matters discussed and the decisions taken during the meeting.

Frequency and Agenda of Internal Meetings of the Board of Commissioners

In 2025, the Board of Commissioners held 4 (four) internal meetings. The attendance of each member of the Board of Commissioners and the agenda are as follows:

| No. | Tanggal Date | Pembahasan Agenda |
|-----|-------------------------------------|---|
| 3 | 6 Agustus 2025 August 6, 2025 | <ul style="list-style-type: none"> → Update mengenai penugasan pada Komite di bawah Dewan Komisaris. → Pendelegasian Wewenang kepada Direksi terkait Penunjukan Akuntan Publik (AP)/Kantor Akuntan Publik (KAP). → Update on assignments to Committees under the Board of Commissioners. → Delegation of Authority to the Board of Directors regarding the Appointment of Public Accountants (AP)/Public Accounting Firm (KAP). |
| 4 | 5 November 2025 November 5, 2025 | <ul style="list-style-type: none"> → Kewajiban atas Surat Pernyataan dan Daftar Khusus Dewan Komisaris. → Obligations regarding the Statement Letter and Special List of the Board of Commissioners. |

[G-02] Frekuensi dan Agenda Rapat Gabungan Dewan Komisaris dan Direksi

Pada tahun 2025, Dewan Komisaris Perseroan melaksanakan 4 (empat) kali rapat gabungan dengan Direksi. Agenda pembahasan dan tingkat kehadiran setiap anggota Dewan Komisaris maupun Direksi dalam rapat tersebut dapat dilihat pada tabel berikut:

[G-02] Frequency and Agenda of Joint Meetings of the Board of Commissioners and the Board of Directors

In 2025, the Company's Board of Commissioners held four (4) joint meetings with the Board of Directors. The agenda and attendance rate of each member of the Board of Commissioners and the Board of Directors at these meetings are shown in the following table:

| Nama Name | Jabatan Position | Jumlah Rapat Total Meetings | Kehadiran Attendance | Persentase Kehadiran Attendance Percentage |
|---|--|--------------------------------|-------------------------|---|
| Dewan Komisaris Board of Commissioners | | | | |
| Ahmad AL Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | 4 | 4 | 100% |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | 4 | 4 | 100% |
| Julianto Sidarto* | Komisaris Independen Independent Commissioner | 3 | 3 | 100% |
| Reza Viryawan | Komisaris Commissioner | 4 | 2 | 50% |
| Direksi Board of Directors | | | | |
| Veranita Yosephine Sinaga** | Direktur Utama President Director | 2 | 2 | 100% |
| Raden Achmad Sadikin*** | Direktur Utama President Director | 2 | 2 | 100% |
| Luh Gede Mega Putri Tjaterana | Direktur Director | 4 | 4 | 100% |

*) Efektif menjabat sejak 18 Maret 2025 | Effectively serving since March 18, 2025

***) Tidak lagi menjabat sejak 25 Juni 2025 | No longer serving since June 25, 2025

**) Efektif menjabat sejak 25 Juni 2025 | Effectively serving since June 25, 2025

Agenda Rapat

Meeting Agenda

| No. | Tanggal Date | Pembahasan Agenda |
|-----|-------------------------------------|--|
| 1 | 4 Maret 2025 March 4, 2025 | <ul style="list-style-type: none"> → Progres Audit dan penyampaian Laporan Keuangan Tahun Buku 2024. → Progres Laporan Tahunan dan Laporan Keberlanjutan 2024. → RUPS Luar Biasa 2025. → Audit Progress and Submission of the Financial Statements for Financial Year 2024. → Progress of Annual Report and Sustainability Report 2024. → Extraordinary GMS 2025. |
| 2 | 21 Mei 2025 May 21, 2025 | <ul style="list-style-type: none"> → Update penyampaian Laporan Keuangan Kuartal 1 2025 kepada OJK. → Update penyampaian Laporan Keuangan Tahun Buku 2024 kepada OJK. → Update penyampaian Laporan Tahunan dan Laporan Keberlanjutan 2024. → Jadwal RUPS Tahunan Tahun 2024. → Lain-lain. → Update on the submission of the Quarter 1 Financial Statements 2025 to the OJK. → Update on the submission of the Financial Statements for Financial Year 2024 to the OJK. → Update on the submission of the Annual Report and Sustainability Report 2024. → Schedule of the Annual GMS 2024. → Others. |
| 3 | 6 Agustus 2025 August 6, 2025 | <ul style="list-style-type: none"> → Laporan Keuangan Kuartal 2 2025. → Persetujuan atas <i>Board Manual</i> Perseroan. → Update mengenai penugasan pada Komite di bawah Dewan Komisaris. → Update terhadap Kepatuhan Pasar Modal. → Pendelegasian wewenang kepada Direksi terkait Penunjukan Akuntan Publik (AP)/Kantor Akuntan Publik (KAP). → Quarter 2 Financial Statements 2025. → Approval of the Company's Board Manual. → Update on the assignments to Committees under the Board of Commissioners. → Update on Capital Market Compliance. → Delegation of authority to the Board of Directors regarding the Appointment of a Public Accountant (AP)/Public Accounting Firm (KAP). |
| 4 | 5 November 2025 November 5, 2025 | <ul style="list-style-type: none"> → Update mengenai Kinerja Keuangan Kuartal 3 Perseroan dan progres Laporan Keuangan Tahun Buku 2025. → Update mengenai Piagam Perseroan. → Kewajiban penyampaian pelaporan Kuartal 3 2025. → Update mengenai progress penyusunan Laporan Tahunan dan Laporan Keberlanjutan 2025. → Rencana Paparan Publik (<i>Public Expose</i>) 2025. → Update on the Company's Quarter 3 Financial Performance and progress of the Financial Statements for Financial Year 2025. → Update on the Company's Charters. → Update on the preparation progress of the Annual Report and Sustainability Report 2025. → Public Expose 2025 Plan. |

Pelaksanaan Tugas Dewan Komisaris Tahun 2025

Selama tahun 2025, Dewan Komisaris telah menjalankan fungsi, tugas dan tanggung jawabnya melalui sejumlah kegiatan dengan rincian sebagai berikut:

1. Dewan Komisaris telah melaksanakan fungsi nominasi dan remunerasi melalui Komite Nominasi dan Remunerasi.
2. Dewan Komisaris telah menjalankan fungsi pengawasan dan pemberian nasihat melalui Komite Audit.
3. Dewan Komisaris telah melakukan penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik yang melakukan audit atas Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2025.

Implementation of the Board of Commissioners' Duties in 2025

In 2025, the Board of Commissioners carried out its functions, duties, and responsibilities through a number of activities, as detailed below:

1. The Board of Commissioners carried out its nomination and remuneration functions through the Nomination and Remuneration Committee.
2. The Board of Commissioners carried out its supervisory and advisory functions through the Audit Committee.
3. The Board of Commissioners has appointed a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for the Financial Year 2025.

Program Orientasi bagi Dewan Komisaris Baru

Perseroan menetapkan kebijakan untuk melaksanakan program orientasi bagi anggota Dewan Komisaris yang baru diangkat sebagaimana tertuang dalam *Board Manual*. Program ini bertujuan untuk membantu anggota Dewan Komisaris yang baru menjabat dalam memahami kegiatan usaha Perseroan, rencana pengembangan di masa mendatang, pedoman kerja, serta tanggung jawab dan wewenang yang melekat pada jabatannya, sehingga pelaksanaan tugas dapat berjalan secara optimal dan efektif.

Pelaksanaan program orientasi bagi anggota Dewan Komisaris baru dilakukan melalui paparan mengenai kondisi dan kegiatan usaha Perseroan, serta penyampaian berbagai dokumen pendukung seperti Laporan Tahunan, Rencana Kerja dan Anggaran Perusahaan (RKAP), Anggaran Dasar, dan sebagainya.

Pada tahun 2025, Perseroan telah melaksanakan program orientasi bagi anggota Dewan Komisaris yang baru diangkat, sehubungan dengan penetapan Julianto Sidarto sebagai Komisaris Independen berdasarkan Keputusan RUPS Luar Biasa yang diselenggarakan pada 18 Maret 2025.

[G-05] Pengembangan Kompetensi Dewan Komisaris

Dalam rangka meningkatkan pengetahuan dan kompetensi para anggota Dewan Komisaris, dan memastikan wawasan profesional, kompetensi serta kemampuan kepemimpinan para anggota Dewan Komisaris dapat berkembang selaras dengan perkembangan industri terkini, Perseroan memberikan pelatihan kepada setiap anggota Dewan Komisaris. Kebijakan pengembangan kompetensi Dewan Komisaris tertuang dalam *Board Manual* Perseroan.

Sepanjang tahun 2025, pengembangan kompetensi yang diikuti oleh anggota Dewan Komisaris dapat dilihat sebagai berikut:

| Nama dan Jabatan Name and Position | Nama Pelatihan Training Title | Tanggal Pelatihan Training Date | Penyelenggara Organizer |
|---|--|------------------------------------|--|
| Ahmad Al Farouk Bin Ahmad Kamal Komisaris Utama President Commissioner | - | - | - |
| Sabam Hutajulu Komisaris Independen Independent Commissioner | Commander PHE Batch 5: Mergers & Acquisition | 9 Januari 2025 January 9, 2025 | Sekolah Bisnis IPM IPMI Business School |

Orientation Program for New Commissioner

The Company has adopted a policy to hold an orientation program for newly appointed members of the Board of Commissioners as outlined in the Board Manual. This program aims to help newly appointed members of the Board of Commissioners to understand the Company's business activities, future development plans, work guidelines, as well as the responsibilities and authorities attached to their positions, enabling them to perform their duties optimally and effectively.

The orientation program for new members of the Board of Commissioners was delivered through presentations regarding the Company's condition and business activities, as well as the submission of various supporting documents such as the Annual Report, Work Plan and Company Budget (RKAP), Articles of Association, and so on.

In 2025, the Company provided an orientation program for newly appointed members of the Board of Commissioners in connection with the appointment of Julianto Sidarto as an Independent Commissioner based on the Extraordinary GMS Resolution held on March 18, 2025.

[G-05] Board of Commissioners' Competency Development

In order to improve the Board of Commissioners' knowledge and competency, and to ensure that their professional insight, competency, and leadership skills develop in line with the latest industry developments, the Company provides training to each member of the Board of Commissioners. The Board of Commissioners' competency development policy is outlined in the Company's Board Manual.

Throughout 2025, members of the Board of Commissioners attended the following competency development programs:

| Nama dan Jabatan Name and Position | Nama Pelatihan Training Title | Tanggal Pelatihan Training Date | Penyelenggara Organizer |
|---------------------------------------|---|---|---|
| | Commander Pertamina PHE Batch 6: Mergers & Acquisition | 12 Februari 2025 February 12, 2025 | Sekolah Bisnis IPMI IPMI Business School |
| | Strategic Initiative for DPP BOD-1 and BOD-2 | 24 Februari 2025 February 24, 2025 | Dana Pensiun Pertamina - DPP |
| | Pelatihan Komisararis Strategi Mengawasi Kinerja Keuangan Perusahaan Commissioner Training on Supervision Strategy of Company Financial Performance | 12 Juni 2025 June 12, 2025 | Intipesan |
| | Astra International Finance for Subsidiary Board Level | 16 & 19 Juni 2025 June 16 & 19, 2025 | Sekolah Bisnis IPMI IPMI Business School |
| | Mini MBA for BOD - Financial Leadership & Governance in Complex Environment | 19 Juni 2025 June 19, 2025 | Sekolah Bisnis ITB ITB Business School |
| | How to achieve strategic competitiveness | 23 Juni 2025 June 23, 2025 | Universitas Jenderal Soedirman - Magister Manajemen Jenderal Soedirman University - Master of Management |
| | Internal Audit & Risk Management for Top Management | 14 Juli 2025 July 14, 2025 | Paragon Technology |
| | Business Transformation and Risk Management in Digital Age | 29 Juli 2025 July 29, 2025 | Sekolah Bisnis Tri Bhakti Tri Bhakti Business School |
| | MRT - Strategic Leadership Foresight for Better Sustainability And Sustaining Growth Through Innovation of The Three Axes of Business | 23 Juli 2025 July 23, 2025 | Sekolah Bisnis PPM PPM Business School |
| | Leadership Essential Accelerating Program - Finance for Executives | 7 Agustus 2025 August 7, 2025 | Sekolah Bisnis IPMI IPMI Business School |
| | Commissioner Excellence - Mastering Strategic Planning & Enterprise Risk | 13 Agustus 2025 August 13, 2025 | PPA - Pusat Pengembangan Akuntansi, FEB UI PPA - Accounting Development Center, FEB UI |
| | Pelatihan Komisararis Profesional: Strategi Mengawasi Kinerja Keuangan Perusahaan Professional Commissioner Training: Supervision Strategy of Company Financial Performance | 18 September 2025 September 18, 2025 | Intipesan |
| | Pendekatan Humanistic Leadership atau Servant Leadership: Menempatkan pemimpin sebagai pelayan Humanistic Leadership or Servant Leadership Approach: Positioning leaders as servants | 17 September 2025 September 17, 2025 | SESMUBI Bank Indonesia |

| Nama dan Jabatan Name and Position | Nama Pelatihan Training Title | Tanggal Pelatihan Training Date | Penyelenggara Organizer |
|---|---|---|--|
| | Program angkatan 81: <i>Strategic Foresight Management</i> SESPIBANK Program batch 81: <i>Strategic Foresight Management</i> | 22 September 2025 September 22, 2025 | LPPI Kemang |
| | Mini MBA for BOD 1 & 2: <i>Financial Leadership & Governance in Complex Environments</i> | 25 September 2025 September 25, 2025 | Sekolah Bisnis ITB ITB Business School |
| | Mini MBA Kunci: <i>Financial Management: managing sources of financing, finance structure, mergers & acquisition</i> | 18 Oktober 2025 October 18, 2025 | Sekolah Bisnis ITB ITB Business School |
| | <i>Investment Academy</i> Pertamina Patra Niaga - <i>Mentoring</i> | 30 Oktober 2025 October 30, 2025 | Sekolah Bisnis IPMI IPMI Business School |
| | <i>Great Manager Development Program</i> - Danareksa <i>Stakeholder Management</i> | 19 November 2025 November 19, 2025 | Sekolah Bisnis IPMI IPMI Business School |
| | Indonesia <i>Financial Group - Enhancing Risk Culture and Governance Excellence for Top Level Management - Strategic Foresight Management</i> | 20 November 2025 November 20, 2025 | LPPI Kemang |
| | <i>Investment Academy</i> Pertamina Patra Niaga - <i>Mentoring</i> | 28 November 2025 November 28, 2025 | Sekolah Bisnis IPMI IPMI Business School |
| Julianto Sidarto Komisaris Independen Independent Commissioner | Seminar Nasional - <i>Economic Outlook 2026</i> National Seminar on Economic Outlook 2026 | 2 September 2025 September 2, 2025 | Asosiasi Perusahaan Pembiayaan Indonesia (APPI) Indonesian Financing Companies Association (APPI) |
| Reza Viryawan Komisaris Commissioner | - | - | - |

Penilaian Kinerja Komite di bawah Dewan Komisaris

Dewan Komisaris membawahi komite-komite yang akan membantu pelaksanaan tugasnya, yakni Komite Audit serta Komite Nominasi dan Remunerasi. Setiap tahun, Dewan Komisaris memberikan penilaian terhadap kinerja masing-masing komite sesuai dengan tugas dan tanggung jawab yang diembannya berdasarkan piagam masing-masing komite, serta melalui masukan dan rekomendasi yang diberikan atas berbagai hal yang berada dalam lingkup pengawasan Dewan Komisaris dan pelaksanaan tugas setiap komite.

Performance Assessment of Committees under the Board of Commissioners

The Board of Commissioners oversees committees that assist them in carrying out their duties, including the Audit Committee and the Nomination and Remuneration Committee. Each year, the Board of Commissioners assesses the performance of each committee in accordance with their duties and responsibilities as outlined in their respective charters, as well as through input and recommendations provided on various matters within the scope of the Board of Commissioners' supervision and the implementation of each committee's duties.

Berdasarkan hasil evaluasi yang dilakukan sepanjang tahun 2025, Dewan Komisaris menilai bahwa Komite Audit dan Komite Nominasi dan Remunerasi telah menjalankan tugas dan tanggung jawabnya secara efektif dan efisien, dengan berpedoman pada prinsip-prinsip governansi korporat serta sejalan dengan tujuan strategis Perseroan.

Komisaris Independen

Pada tahun 2025, Perseroan memiliki 2 (dua) orang Komisaris Independen dari jajaran anggota Dewan Komisaris yang berjumlah 4 (empat) orang. Komposisi tersebut telah memenuhi ketentuan dalam POJK No. 33/POJK.04/2014 yang mengatur bahwa setiap perusahaan publik wajib memiliki Komisaris Independen minimal 30% dari total anggota Dewan Komisaris.

Komisaris Independen Perseroan memiliki peran penting dalam menegakkan pelaksanaan pengawasan Dewan Komisaris yang tidak memihak dan menjamin keseimbangan dan ketidakberpihakan terhadap berbagai kepentingan, termasuk kepentingan pemegang saham minoritas.

Komisaris Independen Perseroan telah memenuhi kriteria sebagai berikut:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya;
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan;
3. Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perseroan; dan
4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Pernyataan tentang Independensi Komisaris Independen

Perseroan senantiasa menjamin bahwa Komisaris Independen menjalankan perannya secara objektif tanpa adanya potensi benturan kepentingan. Dalam hal ini, Komisaris Independen tidak memiliki hubungan keuangan, hubungan kepengurusan, kepemilikan saham, maupun hubungan keluarga hingga derajat kedua dengan anggota Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali. Perseroan juga memastikan tidak terdapat hubungan lain yang dapat memengaruhi independensi dalam pelaksanaan tugas pengawasan dan pemberian nasihat.

Based on the evaluation results throughout 2025, the Board of Commissioners believes that the Audit Committee and the Nomination and Remuneration Committee have carried out their duties and responsibilities effectively and efficiently, guided by corporate governance principles and in line with the Company's strategic objectives.

Independent Commissioners

In 2025, the Company had 2 (two) Independent Commissioners from a total of 4 (four) members of the Board of Commissioners. This composition complies with the provisions of POJK No. 33/POJK.04/2014, which stipulates that every public company must have Independent Commissioners comprising at least 30% of the total members of the Board of Commissioners.

The Company's Independent Commissioners are instrumental in enforcing impartial supervision by the Board of Commissioners and ensuring balance and impartiality towards various interests, including those of minority shareholders.

The Company's Independent Commissioners have met the following criteria:

1. Not a person who has worked for or had the authority and responsibility to plan, lead, control, or supervise the Company's activities in the last 6 (six) months, except for reappointment as an Independent Commissioner of the Company for the next term;
2. Does not own shares, either directly or indirectly, in the Company;
3. Does not have any affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company; and
4. Does not have any direct or indirect business relationship related to the Company's business activities.

Independency Statement of Independent Commissioners

The Company always ensures that Independent Commissioners perform their roles objectively without any potential conflicts of interest. In this case, the Independent Commissioner has no financial relationship, management relationship, share ownership, or family relationship up to the second degree with members of the Board of Commissioners, Board of Directors, or Controlling Shareholders. The Company also ensures that there are no other relationships that could affect their independency in carrying out their supervisory and advisory duties.

**Kriteria
Criteria****Sabam Hutajulu****Julianto Sidarto**

Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Emiten atau Perusahaan Publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Emiten atau Perusahaan Publik pada periode berikutnya;

Not a person who has worked for or had the authority and responsibility to plan, lead, control, or supervise the Company's activities in the last 6 (six) months, except for reappointment as an Independent Commissioner of the Issuer or Public Company for the next term;

✓

✓

Tidak mempunyai saham baik langsung maupun tidak langsung pada Emiten atau Perusahaan Publik tersebut;

Does not own shares, either directly or indirectly, in the Issuer or Public Company;

✓

✓

Tidak mempunyai hubungan Afiliasi dengan Emiten atau Perusahaan Publik, anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Emiten atau Perusahaan Publik tersebut; dan

Does not have any affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Issuer or Public Company; and

✓

✓

Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik tersebut.

Does not have any direct or indirect business relationship related to the business activities of the Issuer or Public Company.

✓

✓

Direksi

Board Of Directors

Direksi merupakan organ utama dalam struktur tata kelola perusahaan yang memegang tanggung jawab penuh atas pengurusan dan pengelolaan kegiatan Perseroan. Direksi menjalankan tugas serta tanggung jawabnya secara kolektif dan bersifat kolegial dalam mengelola Perseroan sesuai dengan visi, misi, serta tujuan pendirian yang tercantum dalam Anggaran Dasar.

Dalam pelaksanaan fungsinya, Direksi berwenang mewakili Perseroan, baik di dalam maupun di luar pengadilan, sesuai dengan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Setiap anggota Direksi menjalankan tugas dan mengambil keputusan berdasarkan pembagian tanggung jawab dan wewenang masing-masing jabatan, dengan tetap mengedepankan prinsip kehati-hatian serta kepatuhan terhadap ketentuan yang berlaku.

The Board of Directors is a key organ in the corporate governance structure that bears full responsibility for the management and administration of the Company's activities. The Board of Directors carries out its duties and responsibilities collectively and collegially to manage the Company in accordance with the vision, mission, and objectives of its establishment as stated in the Articles of Association.

In carrying out its functions, the Board of Directors has the authority to represent the Company, both inside and outside the court, as stipulated in the Articles of Association and applicable laws and regulations. Each member of the Board of Directors carries out their duties and make decisions based on the division of responsibilities and authorities of their respective positions, while still prioritizing the principles of prudence and compliance with applicable regulations.

Dasar Hukum

Peraturan yang mengatur penunjukan, kriteria, kewenangan, tugas, dan tanggung jawab Direksi meliputi:

1. UU Perseroan Terbatas;
2. POJK No. 33/POJK.04/2014; dan
3. Anggaran Dasar Perseroan.

Pedoman Direksi

Pada tanggal 1 Oktober 2025, Perseroan telah mengesahkan perubahan terakhir atas *Board Manual* yang berfungsi sebagai panduan/pedoman bagi Direksi dalam menjalankan tugas dan tanggung jawabnya dalam melaksanakan fungsi pengelolaan Perseroan. Pedoman ini disusun dengan mengacu pada peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perseroan.

Masa Jabatan Direksi

Anggota Direksi diangkat dan diberhentikan oleh pemegang saham melalui mekanisme RUPS berdasarkan rekomendasi dari Komite Nominasi dan Remunerasi. Anggota Direksi diangkat untuk jangka waktu 5 (lima) tahun, terhitung sejak tanggal yang ditetapkan oleh RUPS yang mengangkatnya atau sampai dengan penutupan RUPS Tahunan kelima berikutnya. Namun, hal tersebut tidak mengurangi hak RUPS untuk sewaktu-waktu dapat memberhentikan Direksi sebelum masa jabatannya berakhir.

Komposisi Direksi

Pada tahun 2025, susunan anggota Direksi Perseroan mengalami perubahan sebagaimana ditetapkan dalam RUPS Tahunan tanggal 25 Juni 2025. Susunan dan komposisi Direksi telah disusun sedemikian rupa dengan memerhatikan keberagaman latar belakang budaya, usia, kemampuan, keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam memenuhi perannya sebagai Direksi. Keberagaman tersebut diharapkan mampu memperkuat efektivitas pengawasan dan pemberian arahan strategis bagi Perseroan. Adapun susunan dan komposisi Direksi Perseroan di tahun 2025 dapat dilihat sebagai berikut:

Periode 1 Januari – 25 Juni 2025

Period of January 1 - June 25, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment | Masa Jabatan Term of Office |
|-----------------------------|--------------------------------------|---|--|
| Veranita Yosephine Sinaga | Direktur Utama President Director | RUPST 6 Juli 2022 AGMS on July 6, 2022 | 6 Juli 2022 – 5 Juli 2027 July 6, 2022 - July 5, 2027 |
| Luh Gede Mega Putri Tjatera | Direktur Director | RUPSLB 20 Agustus 2024 EGMS on August 20, 2024 | 20 Agustus 2024 – 19 Agustus 2029 August 20, 2024 - August 19, 2029 |

Legal Basis

The regulations governing the appointment, criteria, authority, duties, and responsibilities of the Board of Directors include:

1. Limited Liability Company Law;
2. POJK No. 33/POJK.04/2014; and
3. The Company's Articles of Association.

Board Manual

On October 1, 2025, the Company approved the latest amendments to the Board Manual, which serves as a reference/guideline for the Board of Directors in carrying out their duties and responsibilities in managing the Company. This manual was prepared based on the applicable laws and regulations and the Company's Articles of Association.

Term of Office of the Board of Directors

The members of the Board of Directors are appointed and dismissed by the shareholders through the GMS mechanism based on the recommendation from the Nomination and Remuneration Committee. Members of the Board of Directors are appointed for a term of 5 (five) years, effective from their appointment date by the GMS or until the closing of the fifth subsequent Annual GMS. However, this does not diminish the right of the GMS to dismiss the Board of Directors at any time before the end of their term of office.

Composition of the Board of Directors

In 2025, the composition of the Company's Board of Directors was changed as stipulated in the Annual GMS on June 25, 2025. The membership and composition of the Board of Directors has been arranged with consideration given to the diversity of cultural backgrounds, age, abilities, expertise, knowledge, and experience required to fulfill their roles as Directors. This diversity is expected to strengthen the effectiveness of supervision and strategic direction for the Company. The membership and composition of the Company's Board of Directors in 2025 is as follows:

Periode 25 Juni – 31 Desember 2025

Period of June 25 - December 31, 2025

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment | Masa Jabatan Term of Office |
|-----------------------------|--------------------------------------|---|--|
| Raden Achmad Sadikin | Direktur Utama President Director | RUPST 25 Juni 2025 AGMS on June 25, 2025 | 25 Juni 2025 – 24 Juni 2030 June 25, 2025 - June 24, 2030 |
| Luh Gede Mega Putri Tjatera | Direktur Director | RUPSLB 20 Agustus 2024 EGMS on August 20, 2024 | 20 Agustus 2024 – 19 Agustus 2029 August 20, 2024 - August 19, 2029 |

Tugas, Tanggung Jawab, dan Wewenang Direksi

Berdasarkan *Board Manual* dan Anggaran Dasar Perseroan, Direksi memiliki tugas dan tanggung jawab untuk:

1. Direksi bertugas menjalankan dan bertanggung jawab atas pengurusan Perseroan untuk kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan yang ditetapkan dalam Anggaran Dasar;
2. Direksi wajib menyelenggarakan RUPS Tahunan dan RUPS Luar Biasa sebagaimana diatur dalam peraturan perundang-undangan dan Anggaran Dasar;
3. Direksi menyusun Laporan Tahunan dan menyediakannya di kantor Perseroan untuk diperiksa oleh para pemegang saham terhitung sejak tanggal panggilan RUPS Tahunan;
4. Setiap anggota Direksi wajib melaksanakan tugas dan tanggung jawab dengan itikad baik, penuh tanggung jawab, dan kehati-hatian;
5. Dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya, maka Direksi dapat membentuk komite;
6. Direksi melakukan evaluasi terhadap kinerja komite yang dibentuk pada setiap akhir tahun buku Perseroan;
7. Setiap anggota Direksi bertanggung jawab secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Direksi dalam menjalankan tugasnya; dan
8. Anggota Direksi tidak dapat dipertanggungjawabkan atas kerugian Perseroan, apabila dapat membuktikan:
 - a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
 - b. Telah melakukan pengawasan dengan itikad baik, penuh tanggung jawab dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan;
 - c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; dan

Duties, Responsibilities, and Authorities of the Board of Directors

Based on the Board Manual and the Company's Articles of Association, the Board of Directors has the following duties and responsibilities:

1. The Board of Directors is responsible for managing the Company's interests, in accordance with the Company's objectives as outlined in the Articles of Association;
2. The Board of Directors organizes the Annual GMS and Extraordinary GMS as stipulated in the applicable laws and regulations and also the Articles of Association;
3. The Board of Directors prepares and provide the Annual Report at the Company's office for shareholders' review from the date of the Annual GMS notice;
4. Each member of the Board of Directors is required to perform their duties and responsibilities with good faith, full accountability, and prudence;
5. To support the effective implementation of its duties and responsibilities, the Board of Directors may establish committees;
6. The Board of Directors evaluates the performance of committees established at the end of each financial year;
7. Each member of the Board of Directors shall be jointly and severally responsible for any losses incurred by the Company due to errors or negligence in performing their duties; and
8. Members of the Board of Commissioners shall not be held accountable for the Company losses if they can prove:
 - a. The losses were not due to their error or negligence;
 - b. Performed their supervisory duties in good faith, with full responsibility, and prudence in the interests of and aligned with the purposes and objectives of the Company;
 - c. Had no direct or indirect conflict of interest in the management actions that caused the losses; and

- d. Telah mengambil tindakan untuk mencegah berlanjutnya kerugian tersebut.

- d. Took preventive measures to mitigate the continuation of the losses.

Di samping itu, Direksi juga memiliki sejumlah wewenang, di antaranya:

1. Direksi berhak mewakili Perseroan di dalam dan di luar pengadilan tentang segala hal dan kejadian, mengikat Perseroan dengan pihak lain dan pihak lain dengan Perseroan, serta menjalankan segala tindakan, baik mengenai kepengurusan maupun kepemilikan, akan tetapi dengan pembatasan sebagaimana diatur dalam Anggaran Dasar Perseroan;
2. Direktur Utama berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan; dan
3. Dalam hal di mana Direktur Utama berhalangan atau tidak hadir karena sebab apa pun yang tidak perlu dibuktikan dengan pihak ketiga, maka Direksi lainnya berhak mewakili Perseroan setelah mendapatkan surat kuasa dari Direktur Utama.

In addition, the Board of Directors also has the following authorities:

1. The Board of Directors is authorized to represent the Company inside and outside of court in all matters involving the Company and third parties, as well as to carry out all actions related to the management or ownership, under the limits stipulated in the Company's Articles of Association;
2. The President Director has the right and authority to act on behalf of the Board of Directors and represent the Company; and
3. If the President Director is absent or unable to perform their duties for any reason, without the need for verification to third parties, other members of the Board of Directors may represent the Company with a power of attorney from the President Director;

Pembagian Tugas Anggota Direksi

Dalam rangka memastikan seluruh anggota Direksi dapat melaksanakan tugas dan tanggung jawabnya dengan lebih optimal, Perseroan telah menetapkan pembagian tugas dan tanggung jawab bagi masing-masing anggota Direksi sesuai dengan keahliannya masing-masing. Adapun pembagian tugas masing-masing anggota Direksi adalah sebagai berikut:

Segregation of Duties of Members of the Board of Directors

To ensure that all members of the Board of Directors can perform their duties and responsibilities more effectively, the Company has assigned specific roles and responsibilities to each member based on their respective expertise. The division of responsibilities is as follows:

| Nama Name | Jabatan Position | Bidang Kerja Scope of Work |
|----------------------|--------------------------------------|--|
| Raden Achmad Sadikin | Direktur Utama President Director | <ol style="list-style-type: none"> 1. Memastikan pelaksanaan governansi korporat dalam Perseroan; 2. Mengoordinasikan dan mengevaluasi prinsip-prinsip governansi korporat dan Pedoman Kode Etik secara konsisten dalam Perseroan; 3. Memastikan informasi tentang Perseroan selalu tersedia bila diperlukan oleh Dewan Komisaris; 4. Menyelenggarakan dan memimpin Rapat Direksi secara periodik sesuai ketentuan Direksi atau rapat-rapat lain apabila dipandang perlu sesuai usulan Direksi; 5. Mengesahkan Keputusan Direksi tentang Kebijakan Manajemen Perseroan; 6. Berhak dan berwenang bertindak untuk dan atas nama Direksi serta sah mewakili Perseroan; dan 7. Menunjuk anggota Direksi lain yang bertindak atas nama Direksi serta sah mewakili Perseroan berdasarkan surat kuasa. |
| | | <ol style="list-style-type: none"> 1. Ensuring the implementation of corporate governance within the Company; 2. Coordinating and evaluating corporate governance principles and the Code of Conduct consistently within the Company; 3. Ensuring that information related to the Company is always available when required by the Board of Commissioners; 4. Organizing and leading the Board of Directors meetings periodically, as determined by the Board of Directors or convening other meetings as deemed necessary upon the Board of Directors' proposal; 5. Endorsing the Board of Directors' resolutions regarding the Company's management policies; 6. Acting on behalf of the Board of Directors and representing the Company; and |

| Nama Name | Jabatan Position | Bidang Kerja Scope of Work |
|-------------------------------|----------------------|---|
| | | 7. Appointing other members of the Board of Directors to act on behalf of the Board of Directors and officially represent the Company through a power of attorney. |
| Luh Gede Mega Putri Tjaterana | Direktur Director | <ol style="list-style-type: none"> Bersama-sama dengan Direktur Utama memastikan Perseroan telah beroperasi sesuai dengan pilar governansi korporat; Mengkoordinasikan dan mengevaluasi pilar-pilar governansi korporat dan Pedoman Kode Etik secara konsisten dalam Perseroan; Memastikan informasi tentang Perseroan selalu tersedia bila diperlukan oleh Dewan Komisaris; dan Mengawasi dan mengevaluasi kinerja Perseroan. <ol style="list-style-type: none"> Collaborating with the President Director to ensure that the Company operates in accordance with corporate governance principles; Coordinating and consistently evaluating the principles of corporate governance and the Code of Conduct within the Company; Ensuring that the information related to the Company is always available when required by the Board of Commissioners; and Supervising and evaluating the Company's performance. |

Rapat Direksi

Sesuai dengan *Board Manual*, Anggaran Dasar, dan POJK No. 33/POJK.04/2014, Direksi wajib mengadakan rapat sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan. Selain itu, Direksi juga wajib mengadakan rapat bersama Dewan Komisaris paling kurang 1 (satu) kali dalam 4 (empat) bulan.

Meski demikian, Direksi dapat mengadakan rapat sewaktu-waktu atas permintaan satu atau beberapa anggota Direksi atau permintaan Dewan Komisaris, dengan menyebutkan hal-hal yang akan dibicarakan. Dalam setiap rapat Direksi dibuatkan risalah rapat dan ditandatangani oleh pimpinan rapat serta seluruh anggota Direksi yang hadir dalam rapat. Risalah rapat berisi hal-hal yang dibicarakan dan hal-hal yang diputuskan.

Frekuensi dan Agenda Rapat Internal Direksi

Sepanjang tahun 2025, Direksi telah menyelenggarakan rapat internal sebanyak 12 (dua belas) kali. Adapun frekuensi kehadiran Direksi dan agenda rapat tersebut dapat dilihat sebagai berikut:

| Nama Name | Jabatan Position | Jumlah Rapat Total Meetings | Kehadiran Attendance | Persentase Kehadiran Attendance Percentage |
|-------------------------------|--------------------------------------|--------------------------------|-------------------------|---|
| Raden Achmad Sadikin* | Direktur Utama President Director | 6 | 6 | 100% |
| Veranita Yosephine Sinaga** | Direktur Utama President Director | 6 | 6 | 100% |
| Luh Gede Mega Putri Tjaterana | Direktur Director | 12 | 12 | 100% |

*) Efektif menjabat sejak 25 Juni 2025 | Effectively serving since June 25, 2025

***) Tidak lagi menjabat sejak 25 Juni 2025 | No longer serving since June 25, 2025

Board of Directors Meeting

In accordance with the Board Manual, Articles of Association, and POJK No. 33/POJK.04/2014, the Board of Directors is required to hold meetings at least once a month. In addition, the Board of Directors is also required to hold joint meetings with the Board of Commissioners at least once every 4 (four) months.

However, the Board of Directors may hold meetings at any time at the request of one or more members of the Board of Directors or at the request of the Board of Commissioners, by stating the agenda to be discussed. In each Board of Directors meeting, the minutes of meeting are recorded and signed by the chairman of the meeting and all members of the Board of Directors who are present at the meeting. The minutes contain the agenda discussed and the decisions made.

Frequency and Agenda of Internal Board of Directors Meetings

Throughout 2025, the Board of Directors held 12 (twelve) internal meetings. The frequency of attendance and the agenda of these meetings are as follows:

Agenda Rapat Meeting Agenda

| No. | Tanggal Date | Pembahasan Agenda |
|-----|---|--|
| 1 | 14 Januari 2025 January 14, 2025 | Kewajiban Pelaporan Bulan Desember 2024 dan Kinerja Perseroan Tahun 2024 Reporting Obligation of December 2024 and the Company's Performance in 2024 |
| 2 | 11 Februari 2025 February 11, 2025 | Kewajiban Pelaporan Bulan Januari 2025 Reporting Obligation of January 2025 |
| 3 | 4 Maret 2025 March 4, 2025 | Kewajiban Pelaporan Bulan Februari 2025 Reporting Obligation of February 2025 |
| 4 | 16 April 2025 April 16, 2025 | Kewajiban Pelaporan Bulan Maret 2025 Reporting Obligation of March 2025 |
| 5 | 21 Mei 2025 May 21, 2025 | Kewajiban Pelaporan Bulan April 2025 dan Kinerja Perseroan Kuartal 1 2025 Reporting Obligation of April 2025 and the Company's Performance in the 1 st Quarter of 2025 |
| 6 | 17 Juni 2025 June 17, 2025 | Kewajiban Pelaporan Bulan Mei 2025 Reporting Obligation of May 2025 |
| 7 | 16 Juli 2025 July 16, 2025 | Kewajiban Pelaporan Bulan Juni 2025 dan Kinerja Perseroan Kuartal 2 2025 Reporting Obligation of June 2025 and the Company's Performance in the 2 nd Quarter of 2025 |
| 8 | 6 Agustus 2025 August 6, 2025 | Kewajiban Pelaporan Bulan Juli 2025 Reporting Obligation of July 2025 |
| 9 | 16 September 2025 September 16, 2025 | Kewajiban Pelaporan Bulan Agustus 2025 Reporting Obligation of August 2025 |
| 10 | 14 Oktober 2025 October 14, 2025 | Kewajiban Pelaporan Bulan September 2025 dan Kinerja Perseroan Kuartal 3 2025 Reporting Obligation of September 2025 and the Company's Performance in the 3 rd Quarter of 2025 |
| 11 | 5 November 2025 November 5, 2025 | Kewajiban Pelaporan Bulan Oktober 2025 Reporting Obligation of October 2025 |
| 12 | 23 Desember 2025 December 23, 2025 | Kewajiban Pelaporan Bulan November 2025 Reporting Obligation of November 2025 |

Pelaksanaan Tugas Direksi Tahun 2025

Sepanjang tahun 2025, Direksi telah menjalankan fungsi, tugas, dan tanggung jawabnya dengan rincian sebagai berikut:

1. Direksi telah menyusun rencana kerja dan anggaran tahunan untuk tahun buku 2025;
2. Direksi telah menyelenggarakan fungsi kepengurusan Perseroan selama tahun buku 2025 sesuai dengan rencana kerja yang telah ditetapkan; dan
3. Direksi telah menjalankan kewajiban berdasarkan ketentuan peraturan perundang-undangan yang terkait dengan kegiatan usaha Perseroan maupun di bidang pasar modal.

Program Orientasi bagi Direksi Baru

Perseroan memiliki kebijakan untuk melaksanakan program orientasi bagi anggota Direksi yang baru diangkat sebagaimana tertuang di dalam *Board Manual*. Program ini ditujukan untuk memberikan gambaran atas aktivitas bisnis, rencana perusahaan

Implementation of the Board of Directors' Duties in 2025

Throughout 2025, the Board of Directors has conducted out its duties and responsibilities such as:

1. The Board of Directors has prepared the annual work plan and budget for the financial year 2025;
2. The Board of Directors has carried out the Company's management functions during the financial year 2025 under the established work plan; and
3. The Board of Directors has fulfilled their obligations under the prevailing laws and regulations related to the Company's business activities and capital market sector.

Orientation Program for new Directors

The Company has a policy to hold orientation programs for newly appointed members of the Board of Directors. This program is intended to provide an overview of business activities, future corporate plans, work guidelines, and other matters

ke depan, pedoman kerja dan hal lainnya yang menjadi tanggung jawab Direksi. Dengan program ini, anggota Direksi yang baru menjabat diharapkan dapat dengan cepat memahami kondisi Perseroan saat ini serta menjalankan tugas dan tanggung jawabnya dengan lebih optimal.

Program orientasi bagi anggota Direksi baru dapat dilakukan dengan melalui kegiatan pemaparan kondisi Perseroan serta disampaikan dokumen-dokumen penunjang lainnya, seperti Laporan Tahunan, Rencana Kerja dan Anggaran Perusahaan, Anggaran Dasar, dan sebagainya.

Pada tahun 2025, Perseroan telah melakukan program orientasi bagi Direksi baru. Program tersebut dilakukan seiring dengan diangkatnya Raden Achmad Sadikin sebagai Direktur Utama berdasarkan Keputusan RUPS Tahunan tanggal 25 Juni 2025.

Kebijakan Suksesi Direksi

Pengangkatan dan pemberhentian anggota Direksi dilakukan melalui RUPS sesuai dengan aturan hukum dan perundang-undangan yang berlaku, Anggaran Dasar, dan POJK No. 33/POJK.04/2014. Perseroan memiliki kriteria dalam penentuan Direksi Perseroan dan keputusan untuk mengangkat/memberhentikan Direksi.

Melalui proses seleksi yang dilaksanakan Direksi bersama dengan Dewan Komisaris, Perseroan memilih calon pemimpin yang dinilai memenuhi kualifikasi untuk menduduki jabatan pimpinan setingkat di bawah Direksi dan Direksi anak perusahaan yang diharapkan dapat menjadi anggota Direksi Perseroan di masa yang akan datang yang bersumber dari kalangan pejabat internal Perseroan.

[G-05] Pengembangan Kompetensi Direksi

Dalam rangka meningkatkan pengetahuan dan kompetensi para anggota Direksi, dan memastikan wawasan profesional, kompetensi serta kemampuan kepemimpinan para anggota Direksi dapat berkembang selaras dengan perkembangan industri terkini, Perseroan memberikan pelatihan kepada setiap anggota Direksi. Kebijakan pengembangan kompetensi Direksi tertuang dalam *Board Manual* Perseroan.

Sepanjang tahun 2025, pengembangan kompetensi yang diikuti oleh anggota Direksi dapat dilihat sebagai berikut:

under the Board of Directors' responsibility. Through this program, newly appointed Directors are expected to quickly understand the Company's current conditions and perform their duties and responsibilities more effectively.

The orientation program for new members of the Board of Directors is held through presentations on the Company's condition and supplemented with supporting documents, such as the Annual Report, the Corporate Work Plan and Budget, the Articles of Association, and other relevant materials.

In 2025, the Company held an orientation program for a new member of the Board of Directors. This program was organized following the appointment of Raden Achmad Sadikin as a President Director based on the Annual GMS Resolution on June 25, 2025.

Board of Directors' Succession Policy

The appointment and dismissal of members of the Board of Directors is carried out through the GMS in accordance with the applicable laws and regulations, the Articles of Association, and POJK No. 33/POJK.04/2014. The Company has established criteria for the selection of the Company's Board of Directors and decisions to appoint/dismiss the Board of Directors.

Through a selection process carried out by the Board of Directors together with the Board of Commissioners, the Company selects candidates who are deemed qualified to hold leadership positions below the Board of Directors and the Board of Directors of subsidiaries who are expected to become members of the Company's Board of Directors in the future, sourced internally from the Company's officials.

[G-05] Board of Directors Competency Development

In order to enhance the knowledge and competencies of the members of the Board of Directors, and to ensure that the professional insights, competencies, and leadership abilities of the members of the Board of Directors are develop in line with the latest industry developments, the Company provides training to each member of the Board of Directors. The competency development policy for the Board of Directors is outlined in the Company's Board Manual.

Throughout 2025, the Board of Directors attended the following competency development programs:

| Nama dan Jabatan Name and Position | Nama Pelatihan Training Title | Tanggal Pelatihan Training Date | Penyelenggara Organizer |
|---|---|---|---|
| Raden Achmad Sadikin Direktur Utama President Director | <i>Aviation Security Enforcement & Profiling Training</i> | 24-25 Februari 2025 February 24-25, 2025 | AirAsia Group Security |
| | <i>EDTO (Extended Diversion Time Operations) Ground Class</i> | 28 Februari 2025 February 28, 2025 | Perseroan The Company |
| | <i>EDTO Simulator</i> | 6-7 Maret 2025 March 6-7, 2025 | Perseroan The Company |
| | <i>ICAO USOAP (Universal Safety Oversight Audit Programme) Course</i> | 4 Juni 2025 June 4, 2025 | ICAO Asia Pacific Office |
| | <i>CBTA (Competency-Based Training and Assessment) Refresher Course</i> | 16 Juni 2025 June 16, 2025 | AirAsia Group Flight Operations |
| | <i>Human Factors Workshop</i> | 25 Juni 2025 June 25, 2025 | AirAsia Group Flight Operations |
| | <i>UPRT (Upset Prevention and Recovery Training) Simulator</i> | 29 Agustus 2025 August 29, 2025 | Perseroan The Company |
| | <i>OPC (Operator Proficiency Check) and LOT (Line Oriented Training) Simulator Sessions</i> | 8-9 September 2025 September 8-9, 2025 | Perseroan The Company |
| Luh Gede Mega Putri Tjatera Direktur Director | <i>Pendidikan Profesi Lanjutan Akuntan Publik PPPK 2025</i> Advanced Professional Education for Public Accountants PPPK 2025 | 28 Juli 2025 July 28, 2025 | Ikatan Akuntan Publik Indonesia (IAPI) Indonesian Institute of Certified Public Accountants (IAPI) |
| | <i>Audit on Sustainable Infrastructure Project</i> | 22 Agustus 2025 August 22, 2025 | IAPI |
| | <i>Standar Audit 2021 Series (SA 505, SA 510, SA 520, SA 350, SA 540, SA 550, dan SA 560)</i> Audit Standard 2021 Series (SA 505, SA 510, SA 520, SA 350, SA 540, SA 550, and SA 560) | 15 September 2025 September 15, 2025 | IAPI |
| | <i>Standar Manajemen Mutu 1, Standar Manajemen Mutu 2, Standar Audit 220 (Revisi), dan Toolkit Manajemen Mutu</i> Quality Management Standard 1, Quality Management Standard 2, Audit Standard 220 (Revised), and Quality Management Toolkit | 17 September 2025 September 17, 2025 | IAPI |
| | <i>KEPAP 2021: Kepatuhan Terhadap Kode Etik, Prinsip Dasar Etika, Noclar, serta Independensi dalam Perikatan Audit, Perikatan Audit, Perikatan Reviu, dan Perikatan Asurans Lainnya</i> KEPAP 2021: Compliance with the Code of Conduct, Basic Ethical Principles, Noclar, and Independency in Audit Engagements, Audit Engagements, Review Engagements, and Other Assurance Engagements | 19 September 2025 September 19, 2025 | IAPI |
| | <i>Update Transfer Pricing Documentation</i> | 7 Oktober 2025 October 7, 2025 | IAPI |

Penilaian Kinerja Dewan Komisaris dan Direksi serta Organ Pendukungnya [G-04]

Performance Assessment of the Board of Commissioners and the Board of Directors, as well as their Supporting Organs

Penilaian Kinerja Dewan Komisaris

Perseroan secara konsisten melaksanakan penilaian terhadap kinerja Dewan Komisaris. Proses penilaian tersebut dilakukan secara independen oleh Dewan Komisaris melalui mekanisme evaluasi internal yang dilaksanakan setiap tahun, dengan mempertimbangkan tingkat pencapaian kinerja Perseroan. Hasil evaluasi kinerja Dewan Komisaris kemudian disampaikan RUPS untuk memperoleh persetujuan. Berdasarkan hasil tersebut, pemegang saham memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Dewan Komisaris atas pelaksanaan fungsi pengawasan selama tahun buku sebelumnya.

Prosedur Pelaksanaan Penilaian Kinerja

Penilaian kinerja Dewan Komisaris dilakukan secara *self-assessment* oleh Dewan Komisaris melalui fungsi Komite Nominasi dan Remunerasi. Penilaian kinerja Dewan Komisaris dilaksanakan setiap tahun untuk penilaian 1 (satu) tahun buku secara keseluruhan. Pengukuran keberhasilan kinerja Dewan Komisaris merupakan hasil kerja kolegal seluruh Dewan Komisaris.

Kriteria Penilaian Kinerja

Kriteria penilaian kinerja Dewan Komisaris adalah pelaksanaan tugas dan tanggung jawab Dewan Komisaris dalam fungsi pengawasan atas kebijakan pengurusan jalannya Perseroan oleh Direksi Perseroan, pemberian nasihat kepada Direksi untuk kepentingan dan tujuan Perseroan serta pelaksanaan tugas yang secara khusus diberikan kepadanya menurut Anggaran Dasar dan/atau berdasarkan keputusan RUPS dalam koridor peraturan perundang-undangan yang berlaku.

Board of Commissioners Performance Assessment

The Company consistently evaluates the performance of the Board of Commissioners. The evaluation process is conducted independently by the Board of Commissioners through an internal evaluation mechanism carried out annually, taking into account the Company's performance level. The results of the Board of Commissioners' performance assessment are then submitted to the GMS for approval. Based on these results, the shareholders grant full release and discharge (*volledig acquit et de charge*) to the Board of Commissioners for the performance of their supervisory functions during the previous financial year.

Performance Assessment Procedure

The performance assessment of the Board of Commissioners is carried out through a self-assessment by the Board of Commissioners through the Nomination and Remuneration Committee. The performance assessment is carried out annually and covers the entire financial year. The performance of the Board of Commissioners is measured based on the collective work of all members of the Board of Commissioners.

Performance Assessment Criteria

The performance assessment criteria for the Board of Commissioners are the implementation of the duties and responsibilities of the Board of Commissioners in its supervisory function over the management policies of the Company by the Board of Directors, the provision of advice to the Board of Directors for the interests and objectives of the Company, and the implementation of duties specifically assigned to it in accordance with the Articles of Association and/or based on GMS resolutions within the corridor of applicable laws and regulations.

Pihak yang Melakukan Penilaian

Di tahun 2025, pelaksanaan penilaian atas kinerja Dewan Komisaris dilakukan oleh Dewan Komisaris secara mandiri melalui fungsi. Selain melalui *self-assessment*, penilaian kinerja Dewan Komisaris juga dilakukan oleh RUPS dalam RUPS Tahunan pada saat pertanggungjawaban pelaksanaan tugas pengawasan Dewan Komisaris sebagaimana tercermin dalam Laporan Tahunan Perseroan.

Penilaian Kinerja Komite di bawah Dewan Komisaris

Dewan Komisaris membawahi komite-komite yang akan membantu pelaksanaan tugasnya, yakni Komite Audit serta Komite Nominasi dan Remunerasi. Setiap tahun, Dewan Komisaris memberikan penilaian terhadap kinerja masing-masing komite sesuai dengan tugas dan tanggung jawab yang diembannya berdasarkan piagam masing-masing komite, serta melalui masukan dan rekomendasi yang diberikan atas berbagai hal yang berada dalam lingkup pengawasan Dewan Komisaris dan pelaksanaan tugas setiap Komite.

Berdasarkan hasil evaluasi yang dilakukan sepanjang tahun 2025, Dewan Komisaris menilai bahwa Komite Audit dan Komite Nominasi dan Remunerasi telah menjalankan tugas dan tanggung jawabnya secara efektif dan efisien, dengan berpedoman pada prinsip-prinsip governansi korporat serta sejalan dengan tujuan strategis Perseroan.

Penilaian Kinerja Direksi

Perseroan secara berkala melakukan penilaian atas kinerja Direksi dengan mengacu pada Indikator Kinerja Utama (KPI) Direksi yang disusun pada awal tahun berjalan. Pencapaian KPI ini kemudian akan dievaluasi oleh Dewan Komisaris dan Komite Nominasi dan Remunerasi setelah berakhirnya tahun buku dengan memperhatikan kesesuaiannya dengan tugas, tanggung jawab masing-masing anggota Direksi, serta target Perseroan.

Prosedur Pelaksanaan Penilaian Kinerja

Perseroan secara konsisten melakukan evaluasi terhadap kinerja Direksi melalui metode *self-assessment* yang dilakukan oleh Direksi yang kemudian dievaluasi oleh Dewan Komisaris melalui fungsi Komite Nominasi dan Remunerasi. Penilaian dilakukan setiap tahun untuk penilaian 1 (satu) tahun buku secara keseluruhan.

Parties Conducting the Assessment

In 2025, the performance assessment of the Board of Commissioners was carried out independently by the Board of Commissioners through its functions. In addition to self-assessment, the performance assessment of the Board of Commissioners was also carried out by the GMS at the Annual GMS upon the accountability of the supervisory duties of the Board of Commissioners as reflected in the Company's Annual Report.

Performance Assessment of Committees under the Board of Commissioners

The Board of Commissioners oversees committees that assist in the performance of its duties, including the Audit Committee and the Nomination and Remuneration Committee. Each year, the Board of Commissioners assesses the performance of each committee in accordance with its duties and responsibilities as outlined in each committee's charter, as well as through input and recommendations provided on various matters within the scope of the Board of Commissioners' supervision and the implementation of each Committee's duties.

Based on the results of the evaluation conducted throughout 2025, the Board of Commissioners believes that the Audit Committee and the Nomination and Remuneration Committee have carried out their duties and responsibilities effectively and efficiently by referring to corporate governance principles and in line with the Company's strategic objectives.

Board of Directors' Performance Assessment

The Company periodically assesses the performance of the Board of Directors by referring to the Key Performance Indicators (KPIs) for the Board of Directors that have been set at the beginning of the current year. The achievement of these KPIs is then evaluated by the Board of Commissioners and the Nomination and Remuneration Committee after the end of the financial year, taking into account their suitability with the duties and responsibilities of each member of the Board of Directors, as well as the Company's targets.

Performance Assessment Procedure

The Company consistently evaluates the performance of the Board of Directors through a self-assessment method conducted by the Board of Directors, which is then evaluated by the Board of Commissioners through the Nomination and Remuneration Committee. The assessment is conducted annually and covers the entire financial year.

Kriteria Penilaian Kinerja

Secara garis besar, hal-hal yang menjadi dasar kriteria penilaian terhadap anggota Direksi adalah pelaksanaan Direksi dalam mengimplementasikan visi dan misi Perseroan dalam program kerja di tahun berjalan serta pelaksanaan implementasi GCG dan kepatuhan pada peraturan perundang-undangan yang berlaku.

Pihak yang Melakukan Penilaian

Penilaian atas kinerja Direksi dilakukan dengan cara *self-assessment* oleh Direksi. Selain itu Dewan Komisaris melalui fungsi Komite Nominasi dan Remunerasi melakukan evaluasi atas hasil penilaian dimaksud.

Kebijakan Perusahaan Mengenai Pemisahan Komisaris Utama dan Direktur Utama [G-03]

Perseroan menerapkan pemisahan fungsi pengawasan dan pengelolaan perusahaan melalui struktur tata kelola dua tingkat (*two-tier board system*) yang terdiri dari Dewan Komisaris dan Direksi. Dalam struktur tersebut, jabatan Komisaris Utama dan Direktur Utama dijabat oleh individu yang berbeda.

Pemisahan peran ini bertujuan untuk memastikan terciptanya mekanisme checks and balances yang efektif antara fungsi pengawasan dan fungsi pengelolaan perusahaan, sehingga mendukung penerapan prinsip tata kelola perusahaan yang baik.

Penerapan pemisahan fungsi tersebut dapat dilihat di dalam *Board Manual* maupun pengungkapan bagian Direksi dan Dewan Komisaris di dalam Laporan Tahunan ini.

Penilaian Kinerja Organ Pendukung Direksi

Hingga 31 Desember 2025, Direksi tidak memiliki komite khusus di bawah Direksi. Namun, Direksi turut dibantu oleh organ pendukung lainnya dalam menjalankan fungsi pengelolaan Perseroan, yaitu Sekretaris Perusahaan dan Unit Audit Internal.

Direksi senantiasa melakukan evaluasi atas kinerja organ pendukung secara berkala melalui pencapaian KPI pelaksanaan tugas dan tanggung jawab masing-masing organ. Di tahun 2025, Direksi menilai bahwa Sekretaris Perusahaan dan Unit Audit Internal telah menjalankan tugasnya dan tanggung jawabnya dengan baik.

Performance Assessment Criteria

In general, the assessment criteria for members of the Board of Directors are based on the implementation of the Company's vision and mission by the Board of Directors during the current year's work program, as well as the implementation of GCG and compliance with applicable laws and regulations.

Parties Conducting the Assessment

The performance assessment of the Board of Directors is conducted through a self-assessment by the Board of Directors. In addition, the Board of Commissioners, through the Nomination and Remuneration Committee, evaluates the results of the assessment.

Company Policy Regarding the Separation of the President Commissioner and President Director [G-03]

The Company separates the functions of supervision and management of the Company through a two-tier board system consisting of a Board of Commissioners and a Board of Directors. In this structure, the positions of President Commissioner and President Director are held by different individuals.

This separation aims to ensure the creation of an effective checks and balances mechanism between the supervisory and management functions of the company, thereby supporting the implementation of good corporate governance principles.

The separation of functions can be seen in the Board Manual and the disclosure of the Board of Directors and the Board of Commissioners in this Annual Report.

Performance Assessment of Supporting Organs of the Board of Directors

As of December 31, 2025, the Board of Directors does not have any special committees under them. However, the Board of Directors is assisted by other supporting organs in carrying out the management functions of the Company, namely the Corporate Secretary and the Internal Audit Unit.

The Board of Directors regularly evaluates the performance of the supporting organs through the achievement of KPIs for the implementation of the duties and responsibilities of each organ. In 2025, the Board of Directors deemed that the Corporate Secretary and the Internal Audit Unit had performed their duties and responsibilities well.

Independensi dan Transparansi Dewan Komisaris dan Direksi

Independency and Transparency of the Board of Commissioners and Board of Directors

Dalam menjalankan fungsi, tugas, dan tanggung jawabnya, Dewan Komisaris dan Direksi wajib bersikap independen dan terbebas dari kepentingan mana pun. Informasi terkait independensi anggota Dewan Komisaris dan Direksi Perseroan diuraikan di bawah ini.

Kebijakan Rangkap Jabatan Dewan Komisaris dan Direksi

Anggota Dewan Komisaris dan Direksi Perseroan diperbolehkan untuk memiliki rangkap jabatan lain selama pada pelaksanaannya tidak terdapat benturan kepentingan dan tidak bertentangan dengan ketentuan perundang-undangan yang berlaku. Ketentuan rangkap jabatan bagi anggota Dewan Komisaris dan Direksi sebagaimana tercantum pada POJK No. 33/POJK.04/2014 adalah sebagai berikut:

Rangkap Jabatan Dewan Komisaris

1. Anggota Dewan Komisaris dapat merangkap jabatan sebagai:
 - a. anggota Direksi paling banyak pada 2 (dua) emiten atau perusahaan publik lain; dan
 - b. anggota Dewan Komisaris paling banyak pada 2 (dua) emiten atau perusahaan publik lain.
2. Dalam hal anggota Dewan Komisaris tidak merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris yang bersangkutan dapat merangkap jabatan sebagai anggota Dewan Komisaris paling banyak pada 4 (empat) emiten atau perusahaan publik lain;
3. Anggota Dewan Komisaris dapat merangkap sebagai anggota komite paling banyak pada 5 (lima) komite di emiten atau perusahaan publik di mana yang bersangkutan juga menjabat sebagai anggota Direksi atau anggota Dewan Komisaris;

In carrying out their functions, duties, and responsibilities, the Board of Commissioners and the Board of Directors must be independent and free from any interests. Information regarding the independence of the members of the Company's Board of Commissioners and Board of Directors is described below.

Policy on Concurrent Positions of the Board of Commissioners and Board of Directors

Members of the Board of Commissioners and the Board of Directors of the Company are permitted to hold other concurrent positions as long as there is no conflict of interest and it does not violate the applicable laws and regulations. The provisions on concurrent positions for members of the Board of Commissioners and the Board of Directors as stated in POJK No. 33/POJK.04/2014 are as follows:

Concurrent Positions of the Board of Commissioners

1. Members of the Board of Commissioners may hold concurrent positions as:
 - a. members of the Board of Directors of a maximum of 2 (two) issuers or other public companies; and
 - b. members of the Board of Commissioners of a maximum of 2 (two) issuers or other public companies.
2. In the event that a member of the Board of Commissioners does not hold a concurrent position as a member of the Board of Directors, the member of the Board of Commissioners concerned may hold concurrent positions as a member of the Board of Commissioners in a maximum of 4 (four) issuers or other public companies;
3. Members of the Board of Commissioners may concurrently serve as members of a maximum of 5 (five) committees in issuers or public companies where they also serve as members of the Board of Directors or members of the Board of Commissioners;

4. Rangkap jabatan sebagai anggota komite tersebut hanya dapat dilakukan sepanjang tidak bertentangan dengan peraturan perundang-undangan lainnya.

Rangkap Jabatan Direksi

- Anggota Direksi dapat merangkap jabatan sebagai:
 - anggota Direksi paling banyak pada 1 (satu) satu emiten atau perusahaan publik lain;
 - anggota Dewan Komisaris paling banyak pada 3 (tiga) emiten atau perusahaan publik lain; dan/atau
 - anggota komite paling banyak pada 5 (lima) komite di emiten atau perusahaan publik di mana yang bersangkutan juga menjabat sebagai anggota Direksi atau anggota Dewan Komisaris.
- Rangkap jabatan tersebut hanya dapat dilakukan sepanjang tidak bertentangan dengan peraturan perundang-undangan lainnya.

4. Concurrent positions as members of such committees may only be held as long as they do not conflict with other laws and regulations.

Concurrent Positions of the Board of Directors

- Members of the Board of Directors may concurrently serve as:
 - a member of the Board of Directors for a maximum of 1 (one) other issuer or public company;
 - members of the Board of Commissioners for a maximum of 3 (three) other issuers or public companies; and/or
 - members of committees for a maximum of 5 (five) committees in issuers or public companies where the person concerned also serves as a member of the Board of Directors or Board of Commissioners.
- Such concurrent positions may only be held as long as they do not conflict with other laws and regulations.

| Nama Name | Jabatan Position | Rangkap Jabatan di Concurrent Position in | | | |
|---|--|--|---|---|--|
| | | AirAsia Group | | | Perusahaan/Institusi Lain Other Companies/Institutions |
| | | Dewan Komisaris Board of Commissioners | Direksi Board of Directors | Komite Committee | |
| Dewan Komisaris Board of Commissioners | | | | | |
| Ahmad Al Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | Komisaris PT Indonesia AirAsia Commissioner at PT Indonesia AirAsia | Deputi Group CEO AirAsia Aviation Group Limited* Deputy Group CEO of AirAsia Aviation Group Limited* | Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | Tidak Ada None |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | Tidak Ada None | Tidak Ada None | Ketua Komite Audit Anggota Komite Nominasi dan Remunerasi Chairman of the Audit Committee Member of the Nomination and Remuneration Committee | <ul style="list-style-type: none"> Head of Consultancy & Advisory di Indonesia Senior Executives Association (ISEA) Dosen di Magister Akuntansi FEB UI Adjunct Faculty di Manipal GlobalNxt University, Kuala Lumpur Head of Consultancy & Advisory at Indonesia Senior Executives Association (ISEA) Lecturer at Magister of Accounting, FEB UI Adjunct Faculty at Manipal GlobalNxt University, Kuala Lumpur |

* Posisi per 31 Desember 2025 | Position as of December 31, 2025

| Nama Name | Jabatan Position | Rangkap Jabatan di Concurrent Position in | | | |
|------------------|--|--|-------------------------------|---|--|
| | | AirAsia Group | | | Perusahaan/Institusi Lain Other Companies/Institutions |
| | | Dewan Komisaris Board of Commissioners | Direksi Board of Directors | Komite Committee | |
| Julianto Sidarto | Komisaris Independen Independent Commissioner | Tidak Ada None | Tidak Ada None | Anggota Komite Audit Ketua Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | <ul style="list-style-type: none"> • <i>Advisor</i> di Artificial Intelligence Institute for Progress (AIIP) • <i>Advisory Board Member</i> di Resonance • <i>Advisor Global Advisory Network</i> di Sweef Capital • Komisaris Independen di PT Honest Financial Technologies • <i>Management Advisor</i> di VIDA Digital Identity • <i>Advisory Council</i> di Yayasan Cinta Anak Bangsa Foundation • Mentor di Endeavor Indonesia • Anggota Komite Audit dan Management Advisor PT Aspirasi Hidup Indonesia Tbk • <i>Management Advisor & Komisaris</i> di Alpha JWC Ventures • <i>Management Advisor</i> di PT Gorry Gourmet Indonesia • Komisaris Independen di PT Mediatrac Sistem Komunikasi • <i>Advisor</i> at Artificial Intelligence Institute for Progress (AIIP) • <i>Advisory Board Member</i> at Resonance • <i>Advisor Global Advisory Network</i> at Sweef Capital • <i>Independent Commissioner</i> at PT Honest Financial Technologies • <i>Management Advisor</i> at VIDA Digital Identity • <i>Advisory Council</i> at Yayasan Cinta Anak Bangsa Foundation • <i>Mentor</i> at Endeavor Indonesia • <i>Member of the Audit Committee</i> and <i>Management Advisor</i> at PT Aspirasi Hidup Indonesia Tbk • <i>Management Advisor & Commissioner</i> at Alpha JWC Ventures • <i>Management Advisor</i> at PT Gorry Gourmet Indonesia • <i>Independent Commissioner</i> at PT Mediatrac Sistem Komunikasi |
| Reza Viryawan | Komisaris Commissioner | Tidak Ada None | Tidak Ada None | Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | <ul style="list-style-type: none"> • <i>Direktur</i> di PT Fersindo Nusaperkasa • <i>Direktur</i> di PT Rama Putera Investindo • <i>Direktur</i> di PT Grafika Media Solusindo • <i>Director</i> at PT Fersindo Nusaperkasa • <i>Director</i> at PT Rama Putera Investindo • <i>Director</i> at PT Grafika Media Solusindo |

| Nama Name | Jabatan Position | Rangkap Jabatan di Concurrent Position in | | | |
|---------------------------------------|--|---|--|---------------------|---|
| | | AirAsia Group | | | Perusahaan/Institusi Lain Other Companies/Institutions |
| | | Dewan Komisaris Board of Commissioners | Direksi Board of Directors | Komite Committee | |
| Direksi Board of Directors | | | | | |
| Raden Achmad Sadikin | Direktur Utama President Director | Tidak Ada None | Direktur Utama di PT Indonesia AirAsia President Director at PT Indonesia AirAsia | Tidak Ada None | Tidak Ada None |
| Luh Gede Mega Putri Tjatera | Direktur Director | Komisaris di PT Garda Tawang Reksa Commissioner at PT Garda Tawang Reksa | Direktur di PT Indonesia AirAsia Director at PT Indonesia AirAsia | Tidak Ada None | Tidak Ada None |

Hubungan Afiliasi Anggota Dewan Komisaris, Direksi, dan Pemegang Saham

Hubungan afiliasi antara anggota Dewan Komisaris, Direksi, dan Pemegang Saham Perseroan, baik hubungan keuangan maupun hubungan keluarga, dapat dilihat sebagai berikut:

Affiliated Relationship of Members of the Board of Commissioners, Board of Directors, and Shareholders

The affiliated relationships among members of the Board of Commissioners, the Board of Directors, and the Shareholders of the Company, whether financial or familial, are presented as follows:

| Nama Name | Jabatan Position | Hubungan Keuangan dengan Financial Relationship with | | | Hubungan Keluarga dengan Family Relationship with | | |
|---|--|---|----------------------------------|-----------------------------------|--|----------------------------------|-----------------------------------|
| | | Dewan Komisaris Board of Commissioners | Direksi Board of Directors | Pemegang Saham Shareholders | Dewan Komisaris Board of Commissioners | Direksi Board of Directors | Pemegang Saham Shareholders |
| Dewan Komisaris Board of Commissioners | | | | | | | |
| Ahmad Al Farouk Bin Ahmad Kamal | Komisaris Utama President Commissioner | × | × | ✓ | × | × | × |
| Sabam Hutajulu | Komisaris Independen Independent Commissioner | × | × | × | × | × | × |
| Julianto Sidarto | Komisaris Independen Independent Commissioner | × | × | × | × | × | × |
| Reza Viryawan | Komisaris Commissioner | × | × | ✓ | × | × | × |

| Nama Name | Jabatan Position | Hubungan Keuangan dengan Financial Relationship with | | | Hubungan Keluarga dengan Family Relationship with | | |
|---------------------------------------|--------------------------------------|---|-------------------------------|--------------------------------|--|-------------------------------|--------------------------------|
| | | Dewan Komisaris Board of Commissioners | Direksi Board of Directors | Pemegang Saham Shareholders | Dewan Komisaris Board of Commissioners | Direksi Board of Directors | Pemegang Saham Shareholders |
| Direksi Board of Directors | | | | | | | |
| Raden Achmad Sadikin | Direktur Utama President Director | X | X | X | X | X | X |
| Luh Gede Mega Putri Tjatera | Direktur Director | X | X | X | X | X | X |

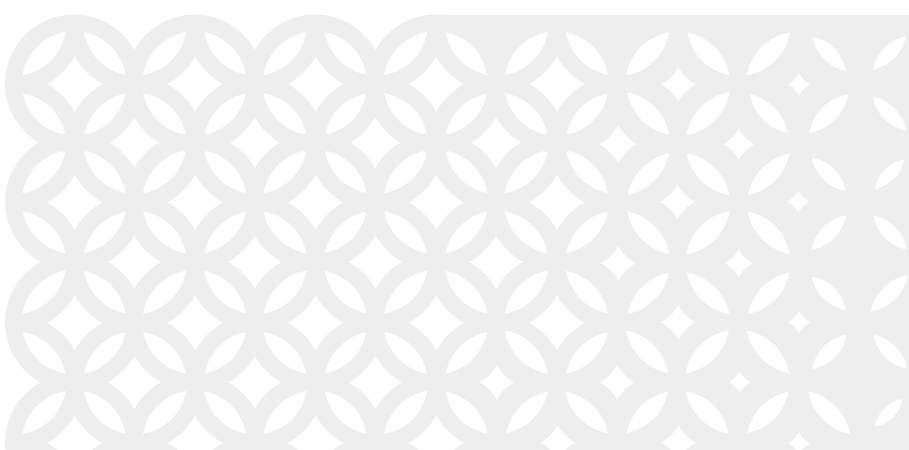
Keberagaman Komposisi Dewan Komisaris dan Direksi

Perseroan berkomitmen untuk senantiasa menerapkan praktik terbaik governansi korporat, termasuk dengan memperhatikan keberagaman komposisi anggota Dewan Komisaris dan Direksi sebagaimana diatur dalam SEOJK No. 32/POJK.04/2015. Berdasarkan ketentuan tersebut, Perseroan senantiasa mempertimbangkan aspek keberagaman, baik dari sisi usia, latar belakang, jenjang pendidikan, serta keahlian masing-masing anggota Dewan Komisaris dengan rincian sebagai berikut:

Diversity of the Board of Commissioners and Board of Directors Composition

The Company is committed to consistently implementing best practices in corporate governance, including ensuring diversity in the composition of the Board of Commissioners and the Board of Directors as stipulated in SEOJK No. 32/POJK.04/2015 concerning the Corporate Governance Guidelines for Public Companies. In line with these provisions, the Company always considers diversity aspects, including age, background, educational level, and expertise of each member of the Board of Commissioners, as detailed below:

| Nama dan Jabatan Name and Position | Jenis Kelamin Gender | Usia Age | Pendidikan Terakhir Latest Education | Pengalaman Kerja Work Experience | Keahlian Expertise |
|---|-------------------------|--------------------------|--|---|---|
| Dewan Komisaris Board of Commissioners | | | | | |
| Ahmad Al Farouk Bin Ahmad Kamal Komisaris Utama President Commissioner | Laki-laki Male | 45 tahun 45 years old | <i>Master of Science in Finance and Economics</i> dari London School of Economics and Political Science <i>Master of Science in Finance and Economics</i> from London School of Economics and Political Science | Berpengalaman selama lebih dari 15 tahun di bidang investasi perbankan, keuangan korporasi, riset dan perdagangan saham di beberapa perusahaan. He has over 15 years of experience in investment banking, corporate finance, equities research and equities trading in several companies. | Investasi perbankan, keuangan korporasi, riset dan perdagangan saham. Investment banking, corporate finance, equities research and equities trading. |



| Nama dan Jabatan Name and Position | Jenis Kelamin Gender | Usia Age | Pendidikan Terakhir Latest Education | Pengalaman Kerja Work Experience | Keahlian Expertise |
|---|--------------------------------|--------------------------|--|--|--|
| Sabam Hutajulu Komisaris Independen Independent Commissioner | Laki-laki Male | 67 tahun 67 years old | <i>Ph.D in Accountancy</i> dari Weatherhead School of Management, Case Western Reserve University (CWRU), Cleveland, Amerika Serikat <i>Ph.D in Accountancy</i> from the Weatherhead School of Management, Case Western Reserve University (CWRU), Cleveland, United States | Memiliki spesialisasi di bidang BOD & <i>management coach & mentor</i> serta <i>coach & mentoring</i> klien pada isu-isu transformasi & restrukturisasi korporasi; manajemen risiko GRC & GCG; pemecahan masalah & pengambilan keputusan; berbagai masalah keuangan dan memberikan rekomendasi profesional pada orang-proses-eksekusi; peluang investasi, produk dan layanan. Specializes in BOD & <i>management coaching & mentoring</i> , as well as <i>coaching & mentoring</i> clients on issues related to corporate transformation & restructuring; GRC & GCG risk management; problem solving & decision making; various financial issues and providing professional recommendations on people-process-execution; investment opportunities, products and services. | Manajemen risiko GRC & GCG, pemecahan masalah dan pengambilan keputusan. GRC & GCG risk management, problem solving, and decision making. |
| Julianto Sidarto Komisaris Independen Independent Commissioner | Laki-laki Male | 64 tahun 64 years old | <i>Master of Business Administration</i> dari University of California, Los Angeles (UCLA), Amerika Serikat <i>Master of Business Administration</i> from University of California, Los Angeles (UCLA), United States of America | Memiliki pengalaman di bidang konsultan manajemen, teknologi, dan operasional. Experienced in management consulting, technology and operations. | Manajemen bisnis. Business Management. |
| Reza Viryawan Komisaris Commissioner | Laki-laki Male | 51 tahun 51 years old | Sarjana Hukum, Fakultas Hukum dari Universitas Trisakti, Indonesia Bachelor of Law, Faculty of Law, Trisakti University, Indonesia | Berpengalaman selama lebih dari 20 tahun di bidang <i>Legal Corporate</i> di beberapa perusahaan di Indonesia. He has more than 20 years of experience in Corporate Legal at several companies in Indonesia. | <i>Legal Corporate.</i> |
| Direksi Board of Directors | | | | | |
| Raden Achmad Sadikin Direktur Utama President Director | Laki-laki Male | 56 tahun 56 years old | Pendidikan Penerbangan dari Australian Aviation College, Parafield, Australia Selatan Aviation Education from Australian Aviation College, Parafield, South Australia | Berpengalaman selama 33 tahun sebagai pilot dan manajerial di bidang aviasi. 33 years of experience as a pilot and manager in the aviation industry. | Pilot dan manajemen keselamatan & kualitas. Pilot and safety & quality management. |

| Nama dan Jabatan Name and Position | Jenis Kelamin Gender | Usia Age | Pendidikan Terakhir Latest Education | Pengalaman Kerja Work Experience | Keahlian Expertise |
|---|-------------------------|--------------------------|--|--|--|
| Luh Gede Mega Putri Tjatera Direktur Director | Perempuan Female | 47 tahun 47 years old | Sarjana Ekonomi dari Universitas Indonesia Bachelor of Economics from the University of Indonesia | Beliau memiliki pengalaman lebih dari 25 tahun di bidang keuangan, akuntansi, dan perpajakan. She has over 25 years of experience in finance, accounting, and taxation. | Keuangan, akuntansi, dan perpajakan. Finance, accounting, and taxation. |

[G-01] Keberagaman Manajemen Perseroan dan Independensi

[G-01] Board Diversity and Independence

| Tipe Manajemen Perusahaan Type of Company Management | Laki-Laki Male | Perempuan Female | Jumlah Pihak Independen Number of Independent Parties |
|---|-------------------|---------------------|--|
| Komisaris Commissioner | 4 | 0 | 2 |
| Direksi Director | 1 | 1 | 0 |

[G-09] Kebijakan Perseroan Terkait Kewajiban Dewan Komisaris dan/ atau Direksi untuk Mencegah Konflik Kepentingan

[G-09] Company Policy Regarding the Obligations of the Board of Commissioners and/or the Board of Directors to Prevent Conflicts of Interest

Perseroan berkomitmen untuk memastikan bahwa setiap keputusan yang diambil oleh organ Perseroan dilakukan secara objektif dan bebas dari pengaruh benturan kepentingan. Untuk itu, Perseroan telah menetapkan kebijakan mengenai pencegahan dan penanganan konflik kepentingan yang tertuang dalam *Board Manual* sebagai pedoman bagi Dewan Komisaris dan Direksi dalam menjalankan tugas dan tanggung jawabnya.

The Company is committed to ensuring that every decision made by the Company's organs is carried out objectively and is free from conflicts of interest. To that end, the Company has established a policy on the prevention and handling of conflicts of interest as outlined in the Board Manual as a guideline for the Board of Commissioners and the Board of Directors in carrying out their duties and responsibilities.

Kebijakan tersebut mengatur kewajiban bagi anggota Dewan Komisaris dan Direksi untuk selalu mendahulukan kepentingan Perseroan dan larangan menyalahgunakan jabatannya untuk kepentingan pribadi baik langsung maupun tidak langsung selama menjalankan tugas dan tanggung jawabnya.

This policy regulates the obligations of members of the Board of Commissioners and the Board of Directors to always prioritize the interests of the Company and prohibits them from abusing their positions for personal gain, either directly or indirectly, while carrying out their duties and responsibilities.

Selain itu, di dalam Anggaran Dasar Perseroan juga telah terdapat pengaturan mengenai kondisi konflik kepentingan dalam hal terdapat kondisi konflik kepentingan pada Direksi dan/atau Dewan Komisaris.

In addition, the Company's Articles of Association also contain provisions regarding conflicts of interest in the event of a conflict of interest involving the Board of Directors and/or the Board of Commissioners.

Nominasi dan Remunerasi Dewan Komisaris dan Direksi

Nomination and Remuneration of the Board of Commissioners and Board of Directors

Nominasi Dewan Komisaris dan Direksi

Pemegang saham memiliki hak untuk melakukan pengangkatan dan pemberhentian anggota Dewan Komisaris dan Direksi, yang dilakukan melalui mekanisme RUPS dengan memperhatikan kesesuaiannya dengan peraturan perundang-undangan yang berlaku. Perseroan telah memiliki prosedur yang baku dalam proses nominasi anggota Dewan Komisaris dan/atau Direksi, yaitu melalui Komite Nominasi dan Remunerasi yang berada di bawah Dewan Komisaris. Rekomendasi yang diberikan oleh Komite Nominasi dan Remunerasi akan menjadi pertimbangan bagi pemegang saham sebelum diputuskan dalam RUPS. Nominasi calon anggota Dewan Komisaris dan/atau Direksi dapat berasal dari pemegang saham pengendali atau dari sumber-sumber lainnya, baik dari dalam atau dari luar Perseroan.

Kriteria Pengangkatan dan Pemberhentian Dewan Komisaris [G-06]

Kriteria anggota Dewan Komisaris Perseroan mengacu pada POJK No. 33/POJK.04/2014 dengan rincian sebagai berikut:

1. Memiliki akhlak, moral, dan integritas yang baik serta cakap melakukan perbuatan hukum;
2. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - a. Tidak pernah dinyatakan pailit;
 - b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
 - c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
 - d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
 - Pernah tidak menyelenggarakan RUPS tahunan;

Nomination of the Board of Commissioners and Board of Directors

Shareholders are entitled to appoint and dismiss members of the Board of Commissioners and the Board of Directors through a GMS mechanism, taking into account compliance with applicable laws and regulations. The Company has established standard procedures for the nomination of members of the Board of Commissioners and/or the Board of Directors through the Nomination and Remuneration Committee under the Board of Commissioners. Recommendations made by the Nomination and Remuneration Committee will be taken into consideration by shareholders before being decided upon at the GMS. Nominations for members of the Board of Commissioners and/or the Board of Directors may come from controlling shareholders or other sources, both from within and outside the Company.

Criteria for Appointment and Dismissal of the Board of Commissioners [G-06]

The criteria for members of the Company's Board of Commissioners refer to POJK No. 33/POJK.04/2014 with the following details:

1. Possess good character, morals, and integrity and are capable of performing legal actions;
2. Within 5 (five) years prior to appointment and during their term of office:
 - a. Never been declared bankrupt;
 - b. Never been a member of the Board of Directors and/or the Board of Commissioners who was found guilty of causing a company to be declared bankrupt;
 - c. Never been convicted of a criminal offense that caused financial loss to the state and/or was related to the financial sector; and
 - d. Never been a member of the Board of Directors and/or the Board of Commissioners who, during their term of office:
 - Failed to hold an annual GMS;

- Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS;
 - Pernah menyebabkan Perseroan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan Laporan Tahunan dan/atau Laporan Keuangan kepada OJK.
3. Memiliki komitmen untuk mematuhi peraturan perundang-undangan; dan
 4. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan.

Di samping itu, anggota Dewan Komisaris dapat diberhentikan berdasarkan keputusan RUPS jika memenuhi kondisi-kondisi, seperti:

1. Mengundurkan diri;
2. Tidak lagi memenuhi persyaratan peraturan perundang-undangan yang berlaku;
3. Meninggal dunia; atau
4. Diberhentikan oleh RUPS.

Kriteria Pengangkatan dan Pemberhentian Direksi [G-06]

Berdasarkan POJK No. 33/POJK.04/2014, kriteria anggota Direksi Perseroan, antara lain:

1. Memiliki akhlak, moral, dan integritas yang baik serta cakap dalam melakukan perbuatan hukum.
2. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - a. Tidak pernah dinyatakan pailit;
 - b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
 - c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
 - d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
 - Tidak menyelenggarakan RUPS tahunan.
 - Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggung jawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS;

- Their accountability as a member of the Board of Directors and/or member of the Board of Commissioners was rejected by the GMS or failed to provide accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS;
 - Ever caused the Company that obtained a license, approval, or registration from the OJK to not fulfill its obligation to submit Annual Reports and/or Financial Reports to the OJK.
3. Committed to comply with the laws and regulations; and
 4. Possess knowledge and/or expertise in the fields required by the Company.

In addition, members of the Board of Commissioners may be dismissed based on a GMS decision if they meet the following conditions:

1. Resigned;
2. No longer fulfill the requirements of the applicable laws and regulations;
3. Passed away; or
4. Dismissed by the GMS.

Criteria for Appointment and Dismissal of the Board of Directors [G-06]

Based on POJK No. 33/POJK.04/2014, the criteria for members of the Company's Board of Directors include:

1. Possess good character, morals, and integrity, and be competent in performing legal actions.
2. In the 5 (five) years prior to appointment and during their term of office:
 - a. Never been declared bankrupt;
 - b. Never been a member of the Board of Directors and/or the Board of Commissioners who has been found guilty of causing a company to be declared bankrupt;
 - c. Never been convicted of a criminal offense that harms state finances and/or is related to the financial sector; and
 - d. Never been a member of the Board of Directors and/or the Board of Commissioners who, during their term of office:
 - Failed to hold an annual GMS.
 - Their accountability as a member of the Board of Directors and/or the Board of Commissioners was rejected by the GMS or failed to provide accountability as a member of the Board of Directors and/or the Board of Commissioners to the GMS;

- Pernah menyebabkan Perseroan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban pelaporan tahunan dan/atau laporan keuangan kepada OJK.
3. Memiliki komitmen untuk mematuhi peraturan perundang-undangan yang berlaku.
 4. Memiliki pengetahuan dan/atau keahlian yang relevan dengan kebutuhan Perseroan.

Di samping itu, anggota Direksi juga dapat diberhentikan melalui mekanisme RUPS apabila memenuhi kriteria sebagai berikut:

1. Mengundurkan diri;
2. Tidak lagi memenuhi persyaratan peraturan perundang-undangan yang berlaku;
3. Meninggal dunia; atau
4. Diberhentikan saat RUPS.

Anggota Direksi dapat diberhentikan sementara dengan pemberitahuan resmi secara tertulis dari Dewan Komisaris dengan menyebutkan alasan pemberhentian sementara. Selanjutnya, RUPS harus dilaksanakan untuk mencabut atau mengkonfirmasi pemberhentian sementara, dalam waktu 90 (sembilan puluh) hari setelah tanggal pemberhentian sementara.

Remunerasi Dewan Komisaris dan Direksi

Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi

Penetapan remunerasi bagi anggota Dewan Komisaris dan Direksi Perseroan senantiasa mengacu kepada UU Perseroan Terbatas. Keputusan remunerasi bagi Dewan Komisaris dan Direksi ditetapkan oleh pemegang saham melalui mekanisme RUPS berdasarkan rekomendasi dari Komite Nominasi dan Remunerasi yang disampaikan melalui Dewan Komisaris.

- Caused the Company, which obtained a license, approval, or registration from the OJK, to fail to fulfill its annual reporting and/or financial reporting obligations to the OJK.
3. Committed to comply with the applicable laws and regulations.
 4. Possess knowledge and/or expertise relevant to the Company's needs.

In addition, members of the Board of Directors may also be dismissed through the GMS mechanism if they meet the following criteria:

1. Resigned;
2. No longer fulfill the requirements of the applicable laws and regulations;
3. Passed away; or
4. Dismissed by the GMS.

Members of the Board of Directors may be temporarily dismissed upon formal written notification from the Board of Commissioners by stating the reasons for the temporary dismissal. Subsequently, a GMS must be held to revoke or confirm the temporary dismissal within 90 (ninety) days after the date of the temporary dismissal.

Remuneration of the Board of Commissioners and the Board of Directors

Remuneration Determination Procedure for the Board of Commissioners and the Board of Directors

The determination of remuneration for members of the Company's Board of Commissioners and Board of Directors always refers to the Limited Liability Company Law. Remuneration for the Board of Commissioners and the Board of Directors are determined by shareholders through the GMS mechanism based on recommendations from the Nomination and Remuneration Committee submitted through the Board of Commissioners.

| Tahap 1 Phase 1 | Tahap 2 Phase 2 | Tahap 3 Phase 3 |
|---|---|--|
| Komite Nominasi dan Remunerasi menyiapkan kerangka remunerasi bagi Dewan Komisaris dan Direksi. The Nomination and Remuneration Committee prepares the remuneration framework for the Board of Commissioners and the Board of Directors. | Dewan Komisaris mengevaluasi proposal remunerasi yang disiapkan oleh Komite Nominasi dan Remunerasi untuk selanjutnya disampaikan pada RUPS. The Board of Commissioners evaluates the remuneration proposals prepared by the Nomination and Remuneration Committee to be submitted to the GMS. | RUPS memberikan persetujuan atas proposal remunerasi yang disampaikan. The GMS approves the remuneration proposals. |

Struktur Remunerasi Dewan Komisaris dan Direksi

Penyusunan struktur dan besaran remunerasi dilakukan oleh Komite Nominasi dan Remunerasi dengan memperhatikan berbagai aspek, seperti remunerasi yang berlaku sesuai kegiatan usaha Perseroan, tugas dan tanggung jawab masing-masing anggota Dewan Komisaris dan Direksi yang dikaitkan pada pencapaian tujuan dan target kinerja Perseroan dengan mempertimbangkan keseimbangan tunjangan yang bersifat tetap dan variabel. Adapun struktur remunerasi untuk Dewan Komisaris dan Direksi adalah sebagai berikut:

Remuneration Structure of the Board of Commissioners and Board of Directors

The structure and amount of remuneration are determined by the Nomination and Remuneration Committee, taking into account various aspects, such as the remuneration applicable to the Company's business activities, the duties and responsibilities of each member of the Board of Commissioners and the Board of Directors in relation to the achievement of the Company's objectives and performance targets, while considering the balance between fixed and variable allowances. The remuneration structure for the Board of Commissioners and the Board of Directors is as follows:

| Uraian Description | Struktur bagi Dewan Komisaris Remuneration Structure of the Board of Commissioners | Struktur bagi Direksi Remuneration Structure of the Board of Directors |
|--|---|---|
| Honorarium/Gaji Honorarium/Salary | Rp2,145,000,000/tahun Rp2,145,000,000/year | Rp3,425,500,000/tahun Rp3,425,500,000/year |
| Tunjangan Allowances | - | Rp2,094,807,000/tahun Rp2,094,807,000/year |
| Fasilitas Facilities | - | - |
| Tantiem/Insentif Kinerja Bonus/Performance Incentives | - | - |

Komite Audit

Audit Committee

Komite Audit adalah organ pendukung yang bertugas untuk membantu Dewan Komisaris dalam melaksanakan tugas pengawasan serta memberikan nasihat kepada Direksi, khususnya pengawasan atas efektivitas sistem pengendalian internal, manajemen risiko, audit internal, proses pelaporan keuangan yang transparan dan akuntabel, serta memberikan pendapat independen mengenai hal-hal yang perlu diketahui oleh Dewan Komisaris.

The Audit Committee is a supporting organ that assists the Board of Commissioners in performing its supervisory duties and providing advice to the Board of Directors, particularly in supervising the effectiveness of internal control systems, risk management, internal audits, transparent and accountable financial reporting processes, and providing independent opinions on matters that need to be brought to the attention of the Board of Commissioners.

Dasar Hukum

Pembentukan Komite Audit di Perseroan mengacu pada peraturan dan ketentuan yang berlaku, seperti:

1. UU Perseroan Terbatas;
2. UU Pasar Modal;
3. POJK No. 55/POJK.04/2015;
4. Peraturan OJK No. 9 Tahun 2023 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan; dan
5. Anggaran Dasar Perseroan.

Piagam Komite Audit

Perseroan telah memiliki Piagam Komite Audit yang terakhir diperbarui berdasarkan Surat Keputusan Dewan Komisaris No. AAID/CHARTER-AC/08-2025/002 tanggal 27 Agustus 2025 dan telah disahkan oleh Dewan Komisaris. Piagam ini berfungsi sebagai panduan kerja bagi Komite Audit dalam melaksanakan tugas dan tanggung jawabnya, serta pelaksanaan rapat komite.

Piagam Komite Audit Perseroan terdiri dari:

1. Latar Belakang;
2. Dasar Hukum;
3. Maksud dan Tujuan;
4. Struktur, Keanggotaan, Masa Jabatan, dan Persyaratan;
5. Tugas, Tanggung Jawab, dan Kewenangan;
6. Tata Cara dan Prosedur Kerja;
7. Benturan Kepentingan dan Kode Etik;
8. Penyelenggaraan Rapat;
9. Pelaporan Kegiatan dan Evaluasi;
10. Penanganan Pengaduan Dugaan Pelanggaran Pelaporan Keuangan; dan
11. Penutup.

Komposisi Komite Audit

Pada 31 Desember 2025, Komite Audit Perseroan berjumlah 4 (empat) orang yang berasal dari Komisaris Independen dan pihak independen di luar Perseroan yang diangkat dan diberhentikan oleh Dewan Komisaris. Komposisi tersebut telah memenuhi persyaratan independensi sebagaimana diatur dalam POJK No. 55/POJK.04/2015. Komposisi anggota Komite Audit Perseroan di tahun 2025 adalah sebagai berikut:

Legal Basis

The establishment of the Audit Committee in the Company refers to applicable laws and regulations, such as:

1. Limited Liability Company Law;
2. Capital Market Law;
3. POJK No. 55/POJK.04/2015;
4. OJK Regulation No. 9 of 2023 concerning the Use of Public Accountants and Public Accounting Firms in Financial Services Activities; and
5. the Company's Articles of Association.

Audit Committee Charter

The Company has an Audit Committee Charter, which was last updated based on Board of Commissioners Decree No. AAID/CHARTER-AC/08-2025/002 dated August 27, 2025, which was ratified by the Board of Commissioners. This charter serves as a working guideline for the Audit Committee in carrying out its duties and responsibilities, as well as in conducting committee meetings.

The Company's Audit Committee Charter consists of:

1. Background;
2. Legal Basis;
3. Purpose and Objectives;
4. Structure, Membership, Term of Office, and Requirements;
5. Duties, Responsibilities, and Authorities;
6. Work Procedures and Processes;
7. Conflict of Interest and Code of Conduct;
8. Organization of Meetings;
9. Activity Reporting and Evaluation;
10. Handling of Complaints of Alleged Financial Reporting Violations; and
11. Closing.

Audit Committee Composition

As of December 31, 2025, the Company's Audit Committee consisted of 4 (four) members who were Independent Commissioners and independent external parties appointed and dismissed by the Board of Commissioners. This composition meets the independence requirements as stipulated in POJK No. 55/POJK.04/2015. The composition of the Company's Audit Committee members in 2025 are as follows:

| Nama Name | Jabatan Position | Dasar Pengangkatan Legal Basis | Periode Jabatan Term of Office |
|------------------------|---------------------|---|--|
| Sabam Hutajulu | Ketua Chairman | Surat Keputusan Dewan Komisaris No. AAID/SK-DK/11-2022/007 tanggal 17 November 2022 Board of Commissioners Decree No. AAID/SK-DK/11-2022/007 dated November 17, 2022 | 17 November 2022 - 24 Oktober 2027 November 17, 2022 - October 24, 2027 |
| Julianto Sidarto | Anggota Member | Surat Keputusan Dewan Komisaris No. AAID/SK-DK/06-2025/006 tanggal 3 Juni 2025 Board of Commissioners Decree No. AAID/SK-DK/06-2025/006 dated June 3, 2025 | 3 Juni 2025 - 2 Juni 2030 June 3, 2025 - June 2, 2030 |
| Elok Tresnaningsih | Anggota Member | Surat Keputusan Dewan Komisaris No. AAID/SK-DK/03-2023/003 tanggal 13 Maret 2023. Board of Commissioners Decree No. AAID/SK-DK/03-2023/003 dated March 13, 2023. | 13 Maret 2023 - 12 Maret 2028 March 13, 2023 - March 12, 2028 |
| Myrnie Zachraini Tamin | Anggota Member | Surat Keputusan Dewan Komisaris No. AAID/SK-DK/06-2023/005 tanggal 26 Juni 2023 Board of Commissioners Decree No. AAID/SK-DK/06-2023/005 dated June 26, 2023 | 26 Juni 2023 - 25 Juni 2028 June 26, 2023 - June 25, 2028 |

Profil Komite Audit

Audit Committee Profile



Sabam Hutajulu

Ketua Komite Audit

Chairman of Audit Committee

Beliau ditunjuk sebagai Ketua Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. AAID/SK-DK/11-2022/007 tanggal 17 November 2022. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Bab Profil Perusahaan di Laporan Tahunan ini.

He was appointed as the Chairman of Audit Committee based on the Board of Commissioners Decree No. AAID/SK-DK/11-2022/007 dated November 17, 2022. His profile can be seen in the Board of Commissioners Profile section in the Company Profile Chapter of this Annual Report.

Julianto Sidarto

Anggota Komite Audit

Member of Audit Committee

Beliau ditunjuk sebagai anggota Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. AAID/SK-DK/06-2025/006 tanggal 3 Juni 2025. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Bab Profil Perusahaan di Laporan Tahunan ini.

He was appointed as a member of Audit Committee based on the Board of Commissioners Decree No. AAID/SK-DK/06-2025/006 dated June 3, 2025. His profile can be seen in the Board of Commissioners Profile section in the Company Profile Chapter of this Annual Report.



Elok Tresnaningsih
Anggota Komite Audit
 Member of Audit Committee

Kewarganegaraan | Citizenship
 Indonesia | Indonesian

Usia | Age
 56 tahun | years old

Dasar Pengangkatan
 Basis of Appointment

Surat Keputusan Dewan Komisaris No. AAID/SK-DK/03-2023/003 tanggal 13 Maret 2023
 Board of Commissioners Decree AAID/SK-DK/03-2023/003 dated March 13, 2023

Riwayat Pendidikan
 Educational Background

- Magister Sains Akuntansi dari Fakultas Ekonomi, Universitas Indonesia (2007)
- Sarjana Akuntansi dari Fakultas Ekonomi, Universitas Indonesia (1983)
- Master of Accounting Science from the University of Indonesia (2007)
- Bachelor Degree in Accounting from the Faculty of Economics, University of Indonesia (1983)

Pengalaman Kerja
 Work Experience

- Komite Audit di PT Semen Indonesia (Persero) Tbk (2013-2021)
- Komite Audit di PT PLN (Persero) (2007-2012)
- Associate Director di Pusat Pengembangan Akuntansi (PPA) FEUI (2007-2009)
- Auditor di Kantor Akuntan Publik Capelle, Tuanakota & Co (1982-1987)
- Audit Committee at PT Semen Indonesia (Persero) Tbk (2013-2021)
- Audit Committee at PT PLN (Persero) (2007-2012)
- Associate Director at Accounting Development Center (PPA) FEUI (2007-2009)
- Auditor at Public Accounting Firm Capelle, Tuanakota & Co (1982-1987)

Rangkap Jabatan
 Concurrent Position

Dosen Fakultas Ekonomi & Bisnis, Universitas Indonesia (1983-sekarang)
 Lecturer of Faculty of Economic & Business, Universitas Indonesia (1983-present)



Myrnie Zachraini Tamin
Anggota Komite Audit
 Member of Audit Committee

Kewarganegaraan | Citizenship
 Indonesia | Indonesian

Usia | Age
 61 tahun | years old

Dasar Pengangkatan
 Basis of Appointment

Surat Keputusan Dewan Komisaris No. AAID/SK-DK/06-2023/005 tanggal 26 Juni 2023
 Board of Commissioners Decree AAID/SK-DK/06-2023/005 dated June 26, 2023

Riwayat Pendidikan
 Educational Background

- Magister Hukum Bisnis dari Universitas Padjadjaran (2008)
- Sarjana Akuntansi dari Fakultas Ekonomi Universitas Indonesia (1987)
- Master Degree in Commercial Law from University of Padjadjaran (2008)
- Bachelor Degree in Accounting from the Faculty of Economics, University of Indonesia (1987)

Pengalaman Kerja
 Work Experience

- Anggota Komite Audit di Universitas Indonesia (2020-2024)
- Anggota Komite Audit di PT Profesional Telekomunikasi Indonesia (Protelindo) (2018-2024)
- Anggota Komite Audit di PT Sarana Menara Nusantara Tbk (2013-2018)
- Dewan Pengurus di Ikatan Komite Audit Indonesia (2013-2022)
- Anggota Komite Audit di PT Bumi Resources Tbk (2012-2022)
- Komisaris Independen di PT Wahana Ottomitra Multiartha Tbk (2010-2025)
- Anggota Komite Audit di PT Indo Tambangraya Megah Tbk (2008-2012)

| | |
|--|---|
| | <ul style="list-style-type: none"> • Konsultan di Tass Consulting (2007-2010) • Dosen di Yayasan Pendidikan Bakrie (2007-2009) • <i>Non-Equity Partner</i> di KAP Haryanto Sahari & Rekan (PricewaterhouseCoopers) (2004-2007) • Direktur di KAP Hadi Sutanto & Rekan (Price Waterhouse) (1987-2004) • Member of Audit Committee at Universitas Indonesia (2020-2024) • Member of Audit Committee at PT Profesional Telekomunikasi Indonesia (Protelindo) (2018-2024) • Member of Audit Committee at PT Sarana Menara Nusantara Tbk (2013-2018) • Executive Board at Indonesian Audit Committee Association (2013-2022) • Member of Audit Committee at PT Bumi Resources Tbk (2012-2022) • Independent Commissioner at PT Wahana Ottomitra Multiartha Tbk (2010-2025) • Member of Audit Committee at PT Indo Tambangraya Megah Tbk (2008-2012) • Consultant at Tass Consulting (2007-2010) • Lecturer at Bakrie Educational Foundation (2007-2009) • <i>Non-Equity Partner</i> at KAP Haryanto Sahari & Rekan (PricewaterhouseCoopers) (2004-2007) • Director at KAP Hadi Sutanto & Rekan (Price Waterhouse) (1987-2004) |
| <p>Rangkap Jabatan Concurrent Position</p> | <ul style="list-style-type: none"> • Anggota Dewan Pengawas di Koperasi Mitra Dhuafa (Komida) (2024–sekarang) • Anggota Komite Pemantau Risiko di PT Bumi Resources Tbk (2024–sekarang) • Anggota Komite Audit di PT Medikaloka Hermina Tbk (2020–sekarang) • Member of Supervisory Board at Koperasi Mitra Dhuafa (Komida) (2024–present) • Member of Risk Monitoring Committee at PT Bumi Resources Tbk (2024–present) • Member of Audit Committee at PT Medikaloka Hermina Tbk (2020–present) |

Independensi Komite Audit

Dalam menjalankan fungsinya seluruh anggota Komite Audit melakukan tugas dan tanggung jawabnya secara independen. Semua anggota Komite Audit Perseroan berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga, dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Perseroan yang dapat mempengaruhi kemampuannya bertindak independen. Seluruh persyaratan independensi Komite Audit juga telah dituangkan dalam Surat Pernyataan Pribadi yang didokumentasikan oleh Sekretaris Perusahaan.

Sertifikasi Profesi Anggota Komite

Untuk mendukung optimalisasi penerapan audit, Perseroan terus berupaya meningkatkan kualitas SDM. Komitmen ini diwujudkan melalui pelaksanaan sertifikasi bagi Komite Audit.

Independency of the Audit Committee

In performing their functions, all members of the Audit Committee carry out their duties and responsibilities independently. All members of the Company's Audit Committee are independent parties and have no financial, management, share ownership and/or family relationships with the Board of Commissioners, the Board of Directors and/or Controlling Shareholders, or any relationship with the Company that could affect their ability to act independently. All independency requirements of the Audit Committee have also been set forth in a Personal Statement documented by the Corporate Secretary.

Professional Certification of Committee Members

To optimize the implementation of audits, the Company strives to improve the quality of its human resources. This commitment is realized through the implementation of certification for

Seluruh anggota Komite Audit telah memiliki sertifikasi profesi, sebagai berikut:

the Audit Committee. All members of the Audit Committee have obtained the following professional certifications:

| Nama Name | Jabatan Position | Sertifikasi Profesi yang Dimiliki Professional Certifications |
|------------------------|---------------------|--|
| Sabam Hutajulu | Ketua Chairman | Uraian terkait sertifikasi yang dimiliki Sabam Hutajulu dan Julianto Sidarto telah dimuat di Profil Dewan Komisaris pada Bab Profil Perusahaan di Laporan Tahunan ini. |
| Julianto Sidarto | Anggota Member | Details regarding the certifications held by Sabam Hutajulu and Julianto Sidarto are presented in the Board of Commissioners Profile in the Company Profile section of this Annual Report. |
| Elok Tresnaningsih | Anggota Member | <ul style="list-style-type: none"> • Akuntan Negara Terdaftar di Kementerian Keuangan Republik Indonesia • <i>Chartered Accountant (CA)</i> dari Ikatan Akuntan Indonesia • <i>Certification in Audit Committee Practices (CACP)</i> dari Ikatan Komite Audit Indonesia • Registered State Accountant at the Ministry of Finance of the Republic of Indonesia • Chartered Accountant (CA) from the Indonesian Institute of Accountants • Certification in Audit Committee Practices (CACP) from the Indonesian Audit Committee Association |
| Myrnie Zachraini Tamin | Anggota Member | <ul style="list-style-type: none"> • <i>Chartered Accountant (CA)</i> dari Ikatan Akuntan Indonesia • <i>Certification in Audit Committee Practices (CACP)</i> dari Ikatan Komite Audit Indonesia • Chartered Accountant (CA) from the Indonesian Institute of Accountants • Certification in Audit Committee Practices (CACP) from the Indonesian Audit Committee Association |

Tugas dan Tanggung Jawab Komite Audit

Berdasarkan Piagam Komite Audit, Komite Audit dalam menjalankan fungsinya memiliki tugas dan tanggung jawab paling sedikit meliputi:

1. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan oleh Perseroan kepada publik dan/atau pihak otoritas, antara lain Laporan Keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan;
2. Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan;
3. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan atas jasa yang diberikannya;
4. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa;
5. Melakukan evaluasi atas pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh Akuntan Publik dan/atau Kantor Akuntan Publik;
6. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal;

Duties and Responsibilities of the Audit Committee

Based on the Audit Committee Charter, the Audit Committee has the following duties and responsibilities:

1. Reviewing financial information that will be issued by the Company or Public Company to the public and/or authorities, including financial statements, projections, and other reports related to the Company's financial information;
2. Reviewing the compliance with laws and regulations related to the Company's activities;
3. Providing an independent opinion in the event of a difference of opinion between management and accountants on the services provided;
4. Providing recommendations to the Board of Commissioners regarding the appointment of accountants based on independence, scope of assignment, and fees;
5. Evaluating the audit of annual historical financial information conducted by the Public Accountant and/or Public Accounting Firm;
6. Reviewing the implementation of the audit by the internal auditor and overseeing the implementation of follow-up by the Board of Directors on the findings of the Internal Auditor;

7. Melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi, jika Perseroan tidak memiliki fungsi pemantau risiko di bawah Dewan Komisaris;
8. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan;
9. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan; dan
10. Menjaga kerahasiaan dokumen, data, dan informasi Perseroan.

Tanggung Jawab Komite Audit dalam Pemberian Rekomendasi atas Penunjukan dan Pemberhentian Auditor Eksternal

Komite Audit memiliki peran penting terkait pemberian rekomendasi atas penunjukan dan pemberhentian auditor eksternal sebagaimana telah diatur dalam Piagam Komite Audit. Hal tersebut dilakukan melalui laporan evaluasi terhadap pemberian jasa audit atas informasi keuangan historis Perseroan oleh Akuntan Publik (AP) dan/atau Kantor Akuntan Publik (KAP), paling sedikit meliputi:

1. Kesesuaian pelaksanaan audit oleh AP dan/atau KAP dengan standar audit yang berlaku;
2. Kecukupan waktu pekerjaan lapangan;
3. Pengkajian cakupan jasa yang diberikan dan kecukupan uji petik; dan
4. Rekomendasi perbaikan yang diberikan oleh AP dan/atau KAP.

Selain itu, Komite Audit wajib menyusun rekomendasi terkait usulan penunjukan AP dan/atau KAP kepada Dewan Komisaris dengan mempertimbangkan:

1. Independensi AP, KAP, dan orang dalam KAP;
2. Ruang lingkup audit;
3. Imbalan jasa audit;
4. Keahlian dan pengalaman AP, KAP, dan tim audit dari KAP;
5. Metodologi, teknik, dan sarana audit yang digunakan KAP;
6. Manfaat sudut pandang baru yang akan diperoleh melalui penggantian AP, KAP, dan tim audit dari KAP;
7. Potensi risiko atas penggunaan jasa audit oleh KAP yang sama secara berturut-turut untuk kurun waktu yang cukup panjang; dan
8. Hasil evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh AP dan KAP pada periode sebelumnya, jika ada.

7. Reviewing the implementation of risk management activities carried out by the Board of Directors, if the Company or Public Company does not have a risk monitoring function under the Board of Commissioners;
8. Reviewing inputs relating to the accounting and financial reporting process of the Company;
9. Reviewing and providing advice to the Board of Commissioners related to the potential conflict of interest of the Company or Public Company; and
10. Protecting the confidentiality of the Company's documents, data and information.

Responsibilities of the Audit Committee in Providing Recommendations on the Appointment and Dismissal of External Auditor

The Audit Committee plays an important role in recommending the appointment and dismissal of external auditors as stipulated in the Audit Committee Charter. This role is exercised through evaluation reports on the audit services provided by Public Accountant (AP) and/or Public Accounting Firm (PAF) regarding the Company's historical financial information, which must include at least the following:

1. Compliance of the audit conducted by the PA and/or PAF with applicable audit standards;
2. Adequacy of on-site work time;
3. Review of the scope of services provided and the adequacy of sampling; and
4. Recommendations for improvements provided by the PA and/or PAF.

In addition, the Audit Committee must prepare recommendations regarding the proposed appointment of a PA and/or a PAF to the Board of Commissioners, taking into account:

1. The independency of the PA, the PAF, and insiders of the PAF;
2. The scope of the audit;
3. Audit fees;
4. The expertise and experience of the PA, the PAF, and the PAF's audit team;
5. The audit methodologies, techniques, and tools used by the PAF;
6. The benefits of a new perspective that will be obtained through the replacement of the PA, the PAF, and the PAF's audit team;
7. Potential risks associated with the use of audit services by the same PAF for a consecutive and sufficiently long period of time; and
8. The results of an evaluation of the provision of audit services for historical annual financial information by the PA and the PAF in the previous period, if any.

Rapat Komite Audit

Mengacu pada Piagam Komite Audit, kebijakan pelaksanaan rapat Komite Audit adalah sebagai berikut:

1. Komite Audit mengadakan rapat secara berkala paling sedikit 1 (satu) kali dalam 3 (tiga) bulan;
2. Penyelenggaraan Rapat Komite Audit dibantu penjadwalannya oleh Sekretaris Perusahaan;
3. Rapat Komite Audit dapat diselenggarakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota;
4. Keputusan Rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat;
5. Setiap Rapat Komite Audit dituangkan dalam Risalah Rapat Komite Audit, termasuk apabila terdapat perbedaan pendapat (*dissenting opinion*), yang ditandatangani oleh seluruh anggota Komite Audit yang hadir dan disampaikan kepada Dewan Komisaris.

Sepanjang tahun 2025, Komite Audit telah mengadakan rapat sebanyak 9 kali dengan rincian sebagai berikut:

Audit Committee Meetings

Referring to the Audit Committee Charter, the policy for conducting Audit Committee meetings is as follows:

1. The Audit Committee shall hold meetings at least once every three (3) months;
2. The scheduling of Audit Committee meetings is assisted by the Corporate Secretary;
3. An Audit Committee meeting may be held if attended by more than 1/2 (one-half) of the total number of members;
4. Decisions of the Audit Committee meeting are made by consensus;
5. Each Audit Committee meeting is recorded in the Audit Committee Meeting Minutes, including any dissenting opinions, which are signed by all Audit Committee members present and submitted to the Board of Commissioners.

Throughout 2025, the Audit Committee held 9 meetings with the following details:

| Nama Name | Jabatan Position | Jumlah Rapat Total Meetings | Kehadiran Attendance | Persentase Kehadiran Attendance Percentage |
|------------------------|--|--------------------------------|-------------------------|---|
| Sabam Hutajulu | Ketua Komite Audit Chairman of Audit Committee | 9 | 9 | 100% |
| Julianto Sidarto * | Anggota Komite Audit Member of Audit Committee | 4 | 4 | 100% |
| Elok Tresnaningsih | Anggota Komite Audit Member of Audit Committee | 9 | 9 | 100% |
| Myrnie Zachraini Tamin | Anggota Komite Audit Member of Audit Committee | 9 | 9 | 100% |

* Julianto Sidarto ditunjuk sebagai Anggota Komite Audit per tanggal 3 Juni 2025.
Julianto Sidarto was appointed as the Member of the Audit Committee effective June 3, 2025.

Agenda Rapat

Meeting Agenda

| No. | Tanggal Date | Pembahasan Agenda |
|-----|---------------------------------------|--|
| 1 | 19 Februari 2025 February 19, 2025 | <ul style="list-style-type: none"> • Laporan Audit Internal Kuartal 4 2024 • Manajemen Risiko Kuartal 4 2024 • Q1 2024 Internal Audit Report • Q4 2024 Risk Management |
| 2 | 27 Februari 2025 February 27, 2025 | Status Audit atas Laporan Keuangan Konsolidasian 2024 Audit Status of the 2024 Consolidated Financial Statements |
| 3 | 24 Maret 2025 March 24, 2025 | Penutupan Audit atas Laporan Keuangan Tahunan 2024 Closing Audit of the Annual Financial Statements 2024 |
| 4 | 2 Mei 2025 May 2, 2025 | <ul style="list-style-type: none"> • Laporan Tahunan 2024 • Evaluasi untuk Kuartal 1 2025 • Lain-lain • Annual Report 2024 • Q1 2025 Evaluation • Others |

| No. | Tanggal Date | Pembahasan Agenda |
|-----|---------------------------------------|---|
| 5 | 21 Mei 2025 May 21, 2025 | <ul style="list-style-type: none"> Manajemen Risiko Kuartal 1 2025 Laporan Audit Internal Kuartal 1 2025 Q1 2025 Risk Management Q1 2025 Internal Audit Report |
| 6 | 7 Juli 2025 July 7, 2025 | <ul style="list-style-type: none"> Evaluasi untuk Kuartal 2 2025 Lain-lain Q2 2025 Evaluation Others |
| 7 | 6 Agustus 2025 August 6, 2025 | <ul style="list-style-type: none"> Update Audit Internal Semester 1 2025 Update Manajemen Risiko Semester 1 2025 Semester 1 2025 Internal Audit Update Semester 1 2025 Risk Management Update |
| 8 | 5 November 2025 November 5, 2025 | <ul style="list-style-type: none"> Manajemen Risiko Kuartal 3 2025 Audit Internal Kuartal 3 2025 Q3 2025 Risk Management Q3 2025 Internal Audit |
| 9 | 13 November 2025 November 13, 2025 | Kick-off Pelaksanaan Audit atas Laporan Keuangan Konsolidasian Tahun 2025 Kick-off Audit of the Consolidated Financial Statements 2025 |

Pengembangan Kompetensi Komite Audit

Perseroan memfasilitasi program pengembangan kompetensi Komite Audit, agar menambah pengetahuan dan wawasan dalam menjalankan tugas dan tanggung jawabnya. Adapun informasi pelatihan dan peningkatan kompetensi Komite Audit selama tahun 2025 yang diselenggarakan di lingkungan Perseroan dapat dilihat sebagai berikut:

Competency Development of the Audit Committee

The Company facilitates competency development programs for the Audit Committee to enhance their knowledge and insight in carrying out their duties and responsibilities. Information regarding training and competency development programs for the Audit Committee held within the Company during 2025 is as follows:

| Nama dan Jabatan Name and Position | Nama Pelatihan Training Title | Tanggal Pelatihan Training Date | Penyelenggara Organizer |
|--|---|---|--|
| Sabam Hutajulu Ketua Komite Audit Chairman of Audit Committee | Telah disajikan pada sub judul Pengembangan Kompetensi Dewan Komisaris pada bab Governansi Korporat di Laporan Tahunan ini. Has been presented in the Board of Commissioners Competency Development sub-title of the Corporate Governance Chapter in this Annual Report. | | |
| Julianto Sidarto Anggota Komite Audit Member of Audit Committee | | | |
| Elok Tresnaningsih Anggota Komite Audit Member of Audit Committee | Pelatihan Pengungkapan Keuangan Terkait Alam (Nature-Related Financial Disclosure) Nature-Related Financial Disclosure Training | 18 - 19 September 2025 September 18 - 19, 2025 | Bappenas, UNDP, dan PPA FEB UI Bappenas, UNDP, and PPA FEB UI |
| Myrnie Zachraini Tamin Anggota Komite Audit Member of Audit Committee | Webinar Manajemen Risiko: <i>Determining the Risk Strategy in the Challenges of Environmental, Social, and Macro Economic Changes</i> Risk Management Webinar: Determining the Risk Strategy in the Challenges of Environmental, Social, and Macro Economic Changes | 7 Januari 2025 January 7, 2025 | Lembaga Sertifikasi Profesi Manajemen Risiko Risk Management Professional Certification Agency |

| Nama dan Jabatan Name and Position | Nama Pelatihan Training Title | Tanggal Pelatihan Training Date | Penyelenggara Organizer |
|---------------------------------------|--|---|---|
| | <i>Enhancing the Role of Accountants in Sustainability Reporting and Assurance: Bridging Experience and Standards for the Future</i> | 24 September 2025 September 24, 2025 | Institut Akuntan Publik Indonesia dan Institute of Singapore Chartered Accountants Indonesian Institute of Public Accountants and the Institute of Singapore Chartered Accountants |
| | Persiapan dan Mitigasi Penyelesaian dalam Sengketa Perpajakan Preparation and Mitigation Strategies to Resolve Tax Disputes | 13 Oktober 2025 October 13, 2025 | Ikatan Akuntan Indonesia Indonesian Institute of Accountants |
| | Perpajakan untuk HRD (<i>Update UU HPP</i>) Taxation for HRD (HPP Law Update) | 19 Oktober 2025 October 19, 2025 | Ikatan Akuntan Wilayah DKI Jakarta DKI Jakarta Institute of Accountants |

Pelaksanaan Kegiatan Komite Audit Tahun 2025

Komite Audit telah melaksanakan tugasnya melalui sejumlah program selama tahun 2025, di antaranya:

- Komite Audit telah melakukan evaluasi atas penggunaan jasa Akuntan Publik dan/atau Kantor Akuntan Publik yang melakukan audit atas Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2024.
- Komite Audit telah memberikan rekomendasi penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik yang melakukan audit atas Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2025.
- Komite Audit telah menjalankan fungsi pemberian masukan kepada Dewan Komisaris terkait dengan ruang lingkup tugasnya berdasarkan piagam Komite Audit.

Activities of the Audit Committee in 2025

The Audit Committee carried out its duties through a number of programs throughout 2025, including:

- The Audit Committee evaluated the services of the Public Accountant and/or Public Accounting Firm that audited the Company's Consolidated Financial Statements for the 2024 Financial Year.
- The Audit Committee has provided recommendations regarding the appointment of a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for the 2025 Financial Year.
- The Audit Committee has fulfilled its role of providing input to the Board of Commissioners regarding the scope of its duties in accordance with the Audit Committee Charter.

Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi merupakan organ pendukung Dewan Komisaris yang berfungsi untuk memastikan proses nominasi Dewan Komisaris dan Direksi, terdiri dari individu yang berintegritas dan memiliki keragaman yang berkualitas. Selain itu, Komite Nominasi dan Remunerasi juga bertugas untuk memberikan rekomendasi kepada Dewan Komisaris dan Direksi mengenai sistem remunerasi bagi anggota Direksi dan Dewan Komisaris.

Dasar Hukum

Pembentukan Komite Nominasi dan Remunerasi di Perseroan mengacu pada sejumlah ketentuan dan peraturan perundang-undangan, antara lain:

1. UU Perseroan Terbatas;
2. UU Pasar Modal;
3. POJK No. 34/POJK.04/2014; dan
4. Anggaran Dasar Perseroan.

Piagam Komite Nominasi dan Remunerasi

Perseroan memiliki Piagam Komite Nominasi dan Remunerasi yang terakhir kali diperbarui berdasarkan Surat Keputusan Dewan Komisaris No. AAID/CHARTER-NRC/05-2025/001 tanggal 21 Mei 2025 dan telah disahkan oleh Dewan Komisaris. Piagam ini berfungsi sebagai panduan kerja bagi Komite Nominasi dan Remunerasi dalam melaksanakan tugas dan tanggung jawabnya, serta pelaksanaan rapat komite.

Piagam Komite Nominasi dan Remunerasi Perseroan terdiri dari:

1. Latar Belakang;
2. Dasar Hukum;
3. Maksud dan Tujuan;
4. Struktur, Keanggotaan, Masa Jabatan, dan Persyaratan;
5. Tugas, Tanggung Jawab, dan Kewenangan;
6. Tata Cara dan Prosedur Kerja;
7. Benturan Kepentingan dan Kode Etik;
8. Penyelenggaraan Rapat;
9. Pelaporan Kegiatan dan Evaluasi; dan
10. Penutup.

The Nomination and Remuneration Committee is a supporting organ of the Board of Commissioners tasked with ensuring the nomination process for the Board of Commissioners and the Board of Directors consists of individuals of integrity and diverse backgrounds. Additionally, the Nomination and Remuneration Committee is responsible for providing recommendations to the Board of Commissioners and the Board of Directors regarding the remuneration system for members of the Board of Directors and the Board of Commissioners.

Legal Basis

The establishment of the Nomination and Remuneration Committee in the Company is based on a number of laws and regulations, including:

1. Limited Liability Company Law;
2. Capital Market Act;
3. OJK Regulation No. 34/POJK.04/2014; and
4. The Company's Articles of Association.

Nomination and Remuneration Committee Charter

The Company has a Nomination and Remuneration Committee Charter, which was last amended based on Board of Commissioners' Decree No. AAID/CHARTER-NRC/05-2025/001 dated May 21, 2025, and has been approved by the Board of Commissioners. This Charter serves as a guideline for the Nomination and Remuneration Committee in carrying out its duties and responsibilities, as well as in conducting committee meetings.

The Company's Nomination and Remuneration Committee Charter consists of:

1. Background;
2. Legal Basis;
3. Purpose and Objectives;
4. Structure, Membership, Term of Office, and Requirements;
5. Duties, Responsibilities, and Authorities;
6. Operating Procedures and Protocols;
7. Conflicts of Interest and Code of Conduct;
8. Meeting Organization;
9. Activity Reporting and Evaluation; and
10. Closing.

Struktur dan Keanggotaan Komite Nominasi dan Remunerasi

Berdasarkan Piagam Komite Nominasi dan Remunerasi, keanggotaan Komite Nominasi dan Remunerasi Perseroan harus memenuhi ketentuan sebagai berikut:

1. Anggota Komite Nominasi dan Remunerasi yang berasal dari luar Perseroan wajib memenuhi syarat:
 - a. Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Direksi, anggota Dewan Komisaris atau Pemegang Saham Utama Perseroan;
 - b. Memiliki pengalaman terkait nominasi dan/atau remunerasi; dan
 - c. Tidak merangkap jabatan sebagai anggota komite lainnya yang dimiliki Perseroan.
2. Anggota Direksi Perseroan tidak dapat menjadi anggota Komite Nominasi dan Remunerasi;
3. Anggota Komite Nominasi dan Remunerasi tidak memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan yang dapat menimbulkan benturan kepentingan;
4. Memiliki integritas yang tinggi, dedikasi, independensi, kemampuan, pengetahuan, dan pengalaman yang memadai sesuai dengan bidang pekerjaannya dan latar belakang pendidikannya, serta mampu berkomunikasi dengan baik secara lisan maupun tertulis semua hasil pelaksanaan tugasnya sesuai prosedur yang berlaku;
5. Memiliki pengetahuan yang cukup untuk dapat memahami dan mematuhi prinsip-prinsip GCG dan Pedoman Kode Etik Perseroan;
6. Memiliki pengetahuan tentang Anggaran Dasar Perseroan, peraturan perundang-undangan yang berkaitan dengan kegiatan usaha Perseroan, peraturan perundang-undangan lainnya yang terkait dengan pelaksanaan tugas dan tanggung jawabnya;
7. Mampu bekerja sama dan berkomunikasi dengan baik dan beretika, serta menyediakan waktu yang cukup untuk melaksanakan tugasnya dengan baik dan bernilai tambah; dan
8. Bersedia membuat dan menandatangani pernyataan tertulis berkaitan dengan persyaratan independensi dan tidak adanya benturan kepentingan.

Structure and Membership of the Nomination and Remuneration Committee

Pursuant to the Nomination and Remuneration Committee Charter, membership of the Company's Nomination and Remuneration Committee must meet the following requirements:

1. Members of the Nomination and Remuneration Committee who are external to the Company must meet the following criteria:
 - a. Has no affiliation with the Company, members of the Board of Directors, members of the Board of Commissioners, or the Company's Major Shareholders;
 - b. Possesses relevant experience in nominations and/or remuneration; and
 - c. Does not hold concurrent positions as members of other committees established by the Company.
2. Members of the Company's Board of Directors may not serve as members of the Nomination and Remuneration Committee;
3. Members of the Nomination and Remuneration Committee must not have any business relationships, whether direct or indirect, related to the Company's business activities that could give rise to a conflict of interest;
4. Possesses high integrity, dedication, independence, competence, knowledge, and sufficient experience commensurate with their field of work and educational background, and be able to effectively communicate, both verbally and in writing, all results of their duties in accordance with applicable procedures;
5. Possesses sufficient knowledge to understand and comply with the principles of Good Corporate Governance (GCG) and the Company's Code of Conduct;
6. Possesses knowledge of the Company's Articles of Association, laws and regulations related to the Company's business activities, and other laws and regulations relevant to the performance of their duties and responsibilities;
7. Able to collaborate and communicate effectively and ethically, and dedicate sufficient time to perform their duties well and add value; and
8. Willing to prepare and sign a written statement regarding independence requirements and the absence of conflicts of interest.

Komposisi Komite Nominasi dan Remunerasi

Pada 31 Desember 2025, Komite Nominasi dan Remunerasi Perseroan berjumlah 5 (lima) orang yang berasal dari Komisaris Independen, anggota Dewan Komisaris, dan pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia yang diangkat dan diberhentikan oleh Dewan Komisaris. Komposisi anggota Komite Nominasi dan Remunerasi Perseroan adalah sebagai berikut:

Composition of the Nomination and Remuneration Committee

As of December 31, 2025, the Company's Nomination and Remuneration Committee consists of 5 (five) members, which includes Independent Commissioners, members of the Board of Commissioners, and individuals holding managerial positions under the Board of Directors who are responsible for human resources, who are appointed and dismissed by the Board of Commissioners. The composition of the Company's Nomination and Remuneration Committee is as follows:

| Nama Name | Jabatan Position | Dasar Pengangkatan Basis of Appointment | Periode Jabatan Term of Office |
|---------------------------------|---------------------|---|--|
| Julianto Sidarto | Ketua Chairman | Surat Keputusan Dewan Komisaris No. AAID/SK-DK/06-2025/005 tanggal 3 Juni 2025 Board of Commissioners Decree No. AAID/SK-DK/06-2025/005 dated June 3, 2025 | 3 Juni 2025 – 2 Juni 2030 June 3, 2025 - June 2, 2030 |
| Ahmad Al Farouk bin Ahmad Kamal | Anggota Member | Surat Keputusan Dewan Komisaris No. AAID/SK-DK/08-2024/006 tanggal 27 Agustus 2024 Board of Commissioners Decree No. AAID/SK-DK/08-2024/006 dated August 27, 2024 | 27 Agustus 2024 – 19 Agustus 2029 August 27, 2024 - August 19, 2029 |
| Sabam Hutajulu | Anggota Member | Surat Keputusan Dewan Direksi No. AAID/SK-DK/08-2023/006 tanggal 15 Agustus 2023 Board of Commissioners Decree No. AAID/SK-DK/08-2023/006 dated August 15, 2023 | 15 Agustus 2023 - 24 Oktober 2027 August 15, 2023 - October 24, 2027 |
| Reza Viryawan | Anggota Member | Surat Keputusan Dewan Direksi No. AAID/SK-DK/08-2023/006 tanggal 15 Agustus 2023 Board of Commissioners Decree No. AAID/SK-DK/08-2023/006 dated August 15, 2023 | 15 Agustus 2024 - 24 Oktober 2027 August 15, 2024 - October 2027 |
| Novretta Nursetyawati | Anggota Member | Surat Keputusan Dewan Komisaris No. AAID/SK-DK/02-2025/001 tanggal 24 Februari 2025 Board of Commissioners Decree No. AAID/SK-DK/02-2025/001 dated February 24, 2025 | 24 Februari 2025 – 23 Februari 2030 February 24, 2025 - February 23, 2030 |



Profil Komite Nominasi dan Remunerasi

Profile of the Nomination and Remuneration Committee



Julianto Sidarto

Ketua Komite Nominasi dan Remunerasi

Chairman of Nomination and Remuneration Committee

Beliau ditunjuk sebagai Ketua Komite Nominasi dan Remunerasi berdasarkan Surat Keputusan Dewan Komisaris No. AAID/SK-DK/06-2025/005 tanggal 3 Juni 2025. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Bab Profil Perusahaan di Laporan Tahunan ini.

He was appointed as the Chairman of Nomination and Remuneration Committee based on the Board of Commissioners Decree No. AAID/SK-DK/06-2025/005 dated June 3, 2025. His profile can be seen in the Profile of the Board of Commissioners of the Company Profile Chapter of this Annual Report.



Ahmad Al Farouk bin Ahmad Kamal

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Beliau ditunjuk sebagai Anggota Komite Nominasi dan Remunerasi berdasarkan Surat Keputusan Dewan Komisaris No. AAID/SK-DK/08-2024/006 tanggal 27 Agustus 2024. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Bab Profil Perusahaan di Laporan Tahunan ini.

He was appointed as a Member of Nomination and Remuneration Committee based on the Board of Commissioners Decree No. AAID/SK-DK/08-2024/006 dated August 27, 2024. His profile can be seen in the Profile of the Board of Commissioners of the Company Profile Chapter of this Annual Report.



Sabam Hutajulu

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Beliau ditunjuk sebagai Anggota Komite Nominasi dan Remunerasi berdasarkan Surat Keputusan Dewan Direksi No. AAID/SK-DK/08-2023/006 tanggal 15 Agustus 2023. Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Bab Profil Perusahaan di Laporan Tahunan ini.

He was appointed as a Member of Nomination and Remuneration Committee based on the Board of Directors Decree No. AAID/SK-DK/08-2023/006 dated August 15, 2023. His profile can be seen in the Profile of the Board of Commissioners of the Company Profile Chapter of this Annual Report.



Reza Viryawan

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Beliau ditunjuk sebagai Anggota Komite Nominasi dan Remunerasi berdasarkan Surat Keputusan Dewan Direksi No. AAID/SK-DK/08-2023/006 tanggal 15 Agustus 2023. Profil Beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Bab Profil Perusahaan di Laporan Tahunan ini.

He was appointed as a Member of Nomination and Remuneration Committee based on the Board of Commissioners Decree No. AAID/SK-DK/08-2023/006 dated August 15, 2023. His profile can be seen in the Profile of the Board of Commissioners of the Company Profile Chapter of this Annual Report.



Novretta Nursetyawati
 Anggota Komite Nominasi dan Remunerasi
 Member of Nomination and Remuneration Committee

Kewarganegaraan | Citizenship
 Indonesia | Indonesian

Usia | Age
 41 tahun | years old

Dasar Pengangkatan
 Basis of Appointment

Surat Keputusan Dewan Komisaris No. AAID/SK-DK/02-2025/001 tanggal 24 Februari 2025
 Board of Commissioners Decree No. AAID/SK-DK/02-2025/001 dated February 24, 2025

Riwayat Pendidikan
 Educational Background

- Magister Profesi Psikologi Industri & Organisasi dari Universitas Atma Jaya (2009)
- Sarjana Psikologi dari Universitas Atma Jaya (2006)
- Master of Industrial & Organizational Psychology from Atma Jaya University (2009)
- Bachelor of Psychology from Atma Jaya University (2006)

Pengalaman Kerja
 Work Experience

- Direktur SDM dan Kultur Korporat di CARSOME Indonesia (2020-2023)
- Manager SDM di PT Karya Bahari Abadi (Yamaha Marine) (2013-2020)
- Konsultan SDM di Deloitte Consulting (2009-2013)
- Director of HR and Corporate Culture at CARSOME Indonesia (2020-2023)
- Manager of HR at PT Karya Bahari Abadi (Yamaha Marine) (2013-2020)
- HR Consultant at Deloitte Consulting (2009-2013)

Rangkap Jabatan
 Concurrent Position

Country Head of People Department di PT Indonesia AirAsia (2024-sekarang)
 Country Head of People Department at PT Indonesia AirAsia (2024-present)

Independensi Komite Nominasi dan Remunerasi

Sesuai dengan Piagam Komite Nominasi dan Remunerasi, seluruh anggota Komite Nominasi dan Remunerasi melakukan tugas dan tanggung jawabnya secara independen. Dalam keanggotaan komite, 4 (empat) diantaranya merupakan anggota Dewan Komisaris Perseroan dengan 2 (dua) orang Komisaris Independen. Ketua Komite Nominasi dan Remunerasi dijabat oleh Komisaris Independen guna memenuhi persyaratan independensi sebagaimana ketentuan POJK terkait. Mayoritas anggota Komite Nominasi dan Remunerasi tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Perseroan yang dapat mempengaruhi kemampuannya bertindak independen.

Independency of the Nomination and Remuneration Committee

In accordance with the Nomination and Remuneration Committee Charter, all members of the Nomination and Remuneration Committee perform their duties and responsibilities independently. Of the committee members, 4 (four) are members of the Company's Board of Commissioners, including 2 (two) Independent Commissioners. The Chairman of the Nomination and Remuneration Committee is held by an Independent Commissioner for the purpose of meeting the independency requirements as stipulated in the relevant POJK. The majority of members of the Nomination and Remuneration Committee have no financial, management, shareholding, and/or family relationships with the Board of Commissioners, the Board of Directors, and/or Controlling Shareholders, nor any relationships with the Company that could affect their ability to act independently.

Sertifikasi Profesi Anggota Komite

Perseroan berkomitmen untuk terus meningkatkan kualitas SDM, termasuk bagi anggota Komite Nominasi dan Remunerasi guna mengoptimalkan fungsi dan tugas yang dijalankan melalui pelaksanaan sertifikasi profesi. Anggota Komite Nominasi dan Remunerasi telah memiliki sertifikasi profesi, sebagai berikut:

| Nama Name | Jabatan Position | Sertifikasi Profesi yang Dimiliki Professional Certifications |
|---------------------------------|---------------------|--|
| Julianto Sidarto | Ketua Chairman | SPPI Basic Finance Certification |
| Ahmad Al Farouk Bin Ahmad Kamal | Anggota Member | - |
| Sabam Hutajulu | Anggota Member | - |
| Reza Viryawan | Anggota Member | - |
| Novretta Nursetyawati | Anggota Member | Certified Industrial Relation Professional (IEEEL Institute) |

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Berdasarkan Piagam Komite Nominasi dan Remunerasi, tugas dan tanggung jawab Komite Nominasi dan Remunerasi, yaitu:

Terkait dengan Fungsi Nominasi

1. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
 - a. Komposisi jabatan anggota Direksi dan/atau Dewan Komisaris;
 - b. Kebijakan dan kriteria yang diperlukan dalam proses nominasi;
 - c. Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau Dewan Komisaris; dan
 - d. Program pengembangan kemampuan anggota Direksi dan Dewan Komisaris.
2. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi;
3. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris;
4. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS; dan

Professional Certification of Committee Members

The Company is committed to continuously improving the quality of its human resources, including for members of the Nomination and Remuneration Committee, to optimize the functions and duties they perform through professional certification. Members of the Nomination and Remuneration Committee have obtained the following professional certifications:

Duties and Responsibilities of the Nomination and Remuneration Committee

Based on the Nomination and Remuneration Committee Charter, the duties and responsibilities of the Nomination and Remuneration Committee are as follows:

Related to Nomination Functions

1. Providing recommendations to the Board of Commissioners on:
 - a. The composition of the Board of Directors and/or the Board of Commissioners;
 - b. Policies and criteria required in the nomination process;
 - c. Performance evaluation policies for members of the Board of Directors and/or the Board of Commissioners; and
 - d. Capacity development programs for members of the Board of Directors and the Board of Commissioners.
2. Assisting the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks established for evaluation purposes;
3. Providing recommendations to the Board of Commissioners regarding capability development programs for members of the Board of Directors and/or the Board of Commissioners;
4. Submitting proposals for qualified candidates as members of the Board of Directors and/or the Board of Commissioners to the Board of Commissioners for presentation to the General Meeting of Shareholders; and

- Melakukan tugas lain yang diberikan oleh Dewan Komisaris terkait dengan fungsi nominasi.

Terkait dengan Fungsi Remunerasi

- Memberikan rekomendasi kepada Dewan Komisaris mengenai struktur remunerasi, kebijakan atas remunerasi, dan besaran atas remunerasi bagi Dewan Komisaris dan Direksi untuk disampaikan oleh Dewan Komisaris kepada RUPS;
- Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau Dewan Komisaris; dan
- Melakukan tugas lain yang diberikan oleh Dewan Komisaris terkait dengan fungsi remunerasi.

Rapat Komite Nominasi dan Remunerasi

Kebijakan terkait pelaksanaan rapat Komite Nominasi dan Remunerasi diatur sebagai berikut:

- Rapat Komite Nominasi dan Remunerasi mengadakan secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan;
- Penyelenggaraan Rapat Komite Nominasi dan Remunerasi dibantu penjadwalannya oleh Sekretaris Perusahaan;
- Rapat Komite Nominasi dan Remunerasi hanya dapat diselenggarakan apabila:
 - dihadiri oleh mayoritas dari jumlah anggota Komite Nominasi dan Remunerasi; dan
 - salah satu dari mayoritas jumlah anggota Komite Nominasi dan Remunerasi merupakan Ketua Komite Nominasi dan Remunerasi;
- Keputusan Rapat Komite Nominasi dan Remunerasi dilakukan berdasarkan musyawarah untuk mufakat;
- Dalam hal keputusan berdasarkan musyawarah mufakat tersebut tidak tercapai, pengambilan keputusan dilakukan berdasarkan suara terbanyak;
- Segala sesuatu yang dibicarakan dan diputuskan dalam Rapat komite Nominasi dan Remunerasi termasuk pendapat yang berbeda (*dissenting opinions*), dituangkan dalam risalah rapat secara tertulis yang ditandatangani oleh seluruh anggota Komite Nominasi dan Remunerasi yang hadir, sebagai bukti yang sah atas keputusan yang diambil dalam rapat dan disampaikan kepada Dewan Komisaris;

- Performing other duties assigned by the Board of Commissioners related to the nomination function.

Related to Remuneration Function

- Provide recommendations to the Board of Commissioners regarding the remuneration structure, remuneration policies, and remuneration amounts for the Board of Commissioners and the Board of Directors to be submitted by the Board of Commissioners to the General Meeting of Shareholders;
- Assist the Board of Commissioners in conducting performance evaluations to ensure the appropriateness of the remuneration received by each member of the Board of Directors and/or the Board of Commissioners; and
- Performing other duties assigned by the Board of Commissioners related to the remuneration function.

Nomination and Remuneration Committee Meetings

Policies regarding the organization of Nomination and Remuneration Committee meetings are as follows:

- Nomination and Remuneration Committee meetings are held periodically at least once every 4 (four) months;
- The Corporate Secretary assists in scheduling the meetings of the Nomination and Remuneration Committee;
- Meetings of the Nomination and Remuneration Committee may only be held if:
 - attended by a majority members of the Nomination and Remuneration Committee; and
 - the majority of members present at the meeting must include the Chairman of the Nomination and Remuneration Committee;
- Decisions of the Nomination and Remuneration Committee meeting are made by consensus;
- In the event that a decision by consensus cannot be reached, decisions are made by majority vote;
- All items discussed and decided upon during the Nomination and Remuneration Committee meeting, including dissenting opinions, shall be recorded in written meeting minutes signed by all attending members of the Nomination and Remuneration Committee, serving as valid evidence of the decisions made during the meeting and submitted to the Board of Commissioners;

7. Hasil Rapat Komite Nominasi dan Remunerasi wajib dituangkan dalam risalah rapat oleh Sekretaris Komite Nominasi dan Remunerasi dan didokumentasikan oleh Perseroan; dan
8. Risalah Rapat Komite Nominasi dan Remunerasi tersebut wajib disampaikan secara tertulis kepada Dewan Komisaris.

7. The results of the Nomination and Remuneration Committee meeting must be recorded in the meeting minutes by the Secretary of the Nomination and Remuneration Committee and documented by the Company; and
8. The minutes of the Nomination and Remuneration Committee meeting must be submitted in writing to the Board of Commissioners.

Sepanjang tahun 2025, Komite Nominasi dan Remunerasi telah melaksanakan rapat sebanyak 4 (empat) kali. Informasi terkait frekuensi kehadiran dan agenda rapat Komite Nominasi dan Remunerasi adalah sebagai berikut:

Throughout 2025, the Nomination and Remuneration Committee held 4 (four) meetings. Information regarding the attendance frequency and meeting agendas of the Nomination and Remuneration Committee is as follows:

| Nama Name | Jabatan Position | Jumlah Rapat Total Meetings | Kehadiran Attendance | Persentase Kehadiran Attendance Percentage |
|---------------------------------|---|--------------------------------|-------------------------|--|
| Julianto Sidarto* | Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee | 2 | 2 | 100% |
| Ahmad Al Farouk Bin Ahmad Kamal | Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | 4 | 4 | 100% |
| Sabam Hutajulu | Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | 4 | 4 | 100% |
| Reza Viryawan | Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | 4 | 2 | 50% |
| Novretta Nursetyawati | Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | 4 | 4 | 100% |

* Julianto Sidarto ditunjuk sebagai Ketua Komite Nominasi dan Remunerasi per tanggal 3 Juni 2025.
Julianto Sidarto was appointed as the Chairman of the Nomination and Remuneration Committee effective June 3, 2025.

Agenda Rapat Meeting Agenda

| No. | Tanggal Date | Pembahasan Agenda |
|-----|-------------------------------|--|
| 1 | 4 Maret 2025 March 4, 2025 | <ul style="list-style-type: none"> • Tingkat Atrisi • Rapat Town Hall • Skor Loyalitas Karyawan (eNPS) • Attrition Level • Town Hall Meeting • Employee Loyalty Score (eNPS) |
| 2 | 21 Mei 2025 May 21, 2025 | <ul style="list-style-type: none"> • Tingkat Atrisi • Evaluasi Kinerja 2024 • Attrition Level • 2024 Performance Evaluation |

| No. | Tanggal Date | Pembahasan Agenda |
|-----|-------------------------------------|---|
| 3 | 6 Agustus 2025 August 6, 2025 | <ul style="list-style-type: none"> Tingkat Atrisi Evaluasi Kinerja 2025 Attrition Level 2025 Performance Evaluation |
| 4 | 5 November 2025 November 5, 2025 | <ul style="list-style-type: none"> Tingkat Atrisi Skor Loyalitas Karyawan (eNPS) Semester 1 2025 Evaluasi Kinerja Manajemen Kuartal 3 2025 Struktur Organisasi terbaru Attrition Level Employee Loyalty Score (eNPS) of Semester 1 2025 Q3 2025 Management Performance Evaluation The latest Organizational Structure |

Pengembangan Kompetensi Komite Nominasi dan Remunerasi

Perseroan memfasilitasi program pengembangan kompetensi Komite Nominasi dan Remunerasi agar menambah pengetahuan dan wawasan dalam menjalankan tugas dan tanggung jawabnya. Adapun informasi pelatihan dan peningkatan kompetensi Komite Nominasi dan Remunerasi selama tahun 2025 yang diselenggarakan di lingkungan Perseroan dapat dilihat sebagai berikut:

Nomination and Remuneration Committee Competency Development

The Company facilitates the competency development program for the Nomination and Remuneration Committee to enhance their knowledge and insight in carrying out their duties and responsibilities. Information regarding the training and competency development programs for the Nomination and Remuneration Committee during 2025 held within the Company is as follows:

| Nama dan Jabatan Name and Position | Nama Pelatihan Training Title | Tanggal Pelatihan Training Date | Penyelenggara Organizer |
|---|--|---|-------------------------------|
| Julianto Sidarto Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee | | | |
| Ahmad Al Farouk Bin Ahmad Kamal Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | | | |
| Sabam Hutajulu Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | | | |
| Reza Viryawan Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | | | |
| Novretta Nursetyawati Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee | <i>Executive Leaders Training</i> <i>SHL Certification Workshop</i> | Oktober-Desember 2025 October-December 2025 18-19 September 2025 September 18-19, 2025 | Fish Camp Learning SHL |

Telah disajikan pada sub judul Pengembangan Kompetensi Dewan Komisaris pada bab Governansi Korporat di Laporan Tahunan ini.
 Has been presented in the Board of Commissioners Competency Development sub-title of the Corporate Governance chapter of this Annual Report.

Pelaksanaan Kegiatan Komite Nominasi dan Remunerasi Tahun 2025

Di tahun 2025, Komite Nominasi dan Remunerasi telah menjalankan tugas dan tanggung jawabnya melalui sejumlah kegiatan sebagai berikut:

1. Mengidentifikasi dan mengusulkan calon anggota Direksi dan calon anggota Dewan Komisaris yang memenuhi syarat untuk mendapatkan persetujuan RUPS.
2. Menelaah dan menyiapkan kerangka remunerasi bagi anggota Direksi dan anggota Dewan Komisaris.
3. Meninjau kembali kebijakan nominasi dan remunerasi yang ada antara lain terkait dengan kebijakan penilaian kinerja, kebijakan pengunduran diri, program pengembangan, dan rencana suksesi.
4. Melakukan penilaian kinerja para anggota Direksi dan Dewan Komisaris melalui proses dan kriteria penilaian yang telah ditetapkan.

Nomination and Remuneration Committee Activities in 2025

In 2025, the Nomination and Remuneration Committee carried out its duties and responsibilities through the following activities:

1. Identifying and proposing qualified candidates for the Board of Directors and the Board of Commissioners for approval by the General Meeting of Shareholders.
2. Reviewing and preparing the remuneration framework for members of the Board of Directors and the Board of Commissioners.
3. Reviewing existing nomination and remuneration policies, including those related to performance evaluation policies, resignation policies, development programs, and succession plans.
4. Conducting performance evaluations of Board of Directors and Board of Commissioners members through established evaluation processes and criteria.

Sekretaris Perusahaan

Corporate Secretary

Sekretaris Perusahaan adalah organ pendukung Direksi yang bertugas untuk menjembatani dan memelihara hubungan yang harmonis antara Perseroan dengan otoritas pasar modal, pelaku pasar modal, investor, masyarakat umum, maupun pemangku kepentingan lainnya. Sekretaris Perusahaan juga bertanggung jawab untuk memfasilitasi kebutuhan Dewan Komisaris dan Direksi dengan memastikan kepatuhan terhadap peraturan perundang-undangan terutama peraturan di bidang pasar modal, dan memastikan pelaksanaan governansi korporat.

Dasar Hukum

Perseroan selaku perusahaan publik wajib memiliki fungsi Sekretaris Perusahaan yang berperan sebagai penghubung antara organ Perseroan dengan pihak eksternal, termasuk lembaga pemerintah dan nonpemerintah, pemegang saham, serta pelaku pasar modal lainnya. Pembentukan Sekretaris Perusahaan mengacu pada beberapa ketentuan, antara lain:

The Corporate Secretary is a supporting organ of the Board of Directors responsible for facilitating and maintaining harmonious relationships between the Company and capital market authorities, capital market participants, investors, the public, and other stakeholders. The Corporate Secretary is also responsible for facilitating the needs of the Board of Commissioners and the Board of Directors by ensuring compliance with laws and regulations, particularly those in the capital markets sector, and ensuring the implementation of corporate governance.

Legal Basis

As a public company, the Company is required to have a Corporate Secretary function that serves as a liaison between the Company's organs and external parties, including government and non-government agencies, shareholders, and other capital market participants. The establishment of the Corporate Secretary is based on several provisions, including:

1. POJK No. 35/POJK.03/2014; dan
2. Anggaran Dasar Perseroan.

Piagam Sekretaris Perusahaan

Perseroan memiliki Piagam Sekretaris Perusahaan pertama kali pada 29 Agustus 2018 yang telah diperbarui berdasarkan Surat Keputusan Direksi Nomor AAID/CEO-CORSEC/08-2025/001 tanggal 19 Agustus 2025. Piagam berfungsi sebagai panduan bagi Sekretaris Perusahaan untuk dapat melaksanakan tugas dan tanggung jawabnya secara efisien, transparan, profesional, independen, dan dapat dipertanggungjawabkan sesuai dengan peraturan perundang-undangan yang berlaku.

Profil Sekretaris Perusahaan

Sekretaris Perusahaan bertanggung jawab secara langsung kepada Direktur Utama Perseroan. Pengangkatan dan pemberhentian Sekretaris Perusahaan dilakukan melalui Keputusan Direksi, dengan mempertimbangkan kompetensi profesional serta integritas yang dimiliki baik di lingkungan masyarakat maupun dunia usaha. Pada tahun 2024, Perseroan telah menunjuk Liza Nur Azizah sebagai Sekretaris Perusahaan berdasarkan Surat Keputusan Direksi Nomor AAID/SK-DK/05-2024/002 tanggal 20 Mei 2024.

1. POJK No. 35/POJK.03/2014; and
2. The Company's Articles of Association.

Corporate Secretary Charter

The Company first established its Corporate Secretary Charter on August 29, 2018, which was updated pursuant to Board of Directors Decree No. AAID/CEO-CORSEC/08-2025/001 dated August 19, 2025. The Charter serves as a guideline for the Corporate Secretary to carry out their duties and responsibilities efficiently, transparently, professionally, independently, and accountably in accordance with the applicable laws and regulations.

Company Secretary Profile

The Company Secretary reports directly to the Company's President Director. The appointment and dismissal of the Company Secretary are carried out through a Board of Directors' Decree, taking into account professional competence and integrity demonstrated both within the community and the business environment. In 2024, the Company appointed Liza Nur Azizah as Corporate Secretary based on Board of Directors Decree Number AAID/SK-DK/05-2024/002 dated May 20, 2024.



Liza Nur Azizah
 Sekretaris Perusahaan
 Corporate Secretary



Usia | Age
45 tahun | years old



Domisili | Domicile
Jakarta, Indonesia



Kewarganegaraan | Citizenship
Indonesia | Indonesian

| | |
|--|--|
| <p>Dasar Pengangkatan Basis of Appointment</p> | <p>Surat Keputusan Direksi No. AAID/SK-DK/05-2024/002 tanggal 20 Mei 2024 Board of Directors Decree No. AAID/SK-DK/05-2024/002 dated May 20, 2024</p> |
| <p>Riwayat Pendidikan Educational Background</p> | <ul style="list-style-type: none"> • <i>Master of Law International Business, Trade, & Tax (LL.M)</i> dari Vrije Universiteit Amsterdam (2003) • <i>Sarjana Hukum</i> dari Universitas Trisakti (1999) • <i>Master of Law International Business, Trade, & Tax (LL.M)</i> from Vrije Universiteit Amsterdam (2003) • <i>Bachelor of Law</i> from Trisakti University (1999) |
| <p>Lisensi dan Sertifikasi Licenses and Certifications</p> | <ul style="list-style-type: none"> • <i>Advokat (Dewan Pengacara Nasional Indonesia/DPNI)</i> • <i>Certified Legal Auditor (Asosiasi Auditor Hukum Indonesia/ASAHI)</i> • <i>Certified Industrial Relation Professional (IEEEL Institute)</i> |
| <p>Pengalaman Kerja Work Experience</p> | <ul style="list-style-type: none"> • <i>Head of Legal</i> di PT Indonesia AirAsia Extra (2014-2022) • <i>Head of Legal</i> di PT Indonesia AirAsia (2013-2014) • <i>Legal Manager</i> di PT Indonesia AirAsia (2011-2013) • <i>Legal Executive</i> di PT Indonesia AirAsia (2006-2011) • <i>Lawyer</i> di Lubis Ganie Surowidjojo (2006) • <i>Legal Counsel</i> di Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden (FMO NV) - Entrepreneurial Development Bank, The Hague (2004) |

- Head of Legal at PT Indonesia AirAsia Extra (2014-2022)
- Head of Legal at PT Indonesia AirAsia (2013-2014)
- Legal Manager at PT Indonesia AirAsia (2011-2013)
- Legal Executive at PT Indonesia AirAsia (2006-2011)
- Lawyer at Lubis Ganie Surowidjojo (2006)
- Legal Counsel at Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden (FMO NV) - Entrepreneurial Development Bank, The Hague (2004)

Rangkap Jabatan
Concurrent Position

Head of Legal, Corporate Secretary, and Data Protection Officer
di PT Indonesia AirAsia (2022 - sekarang)

Head of Legal, Corporate Secretary, and Data Protection Officer
at PT Indonesia AirAsia (2022 - present)

Struktur Organisasi Sekretaris Perusahaan Organizational Structure of the Corporate Secretary



Tugas dan Tanggung Jawab Sekretaris Perusahaan

Berdasarkan piagam yang dimiliki, tugas dan tanggung jawab Sekretaris Perusahaan adalah sebagai berikut:

1. Mengikuti perkembangan Pasar Modal, khususnya peraturan perundang-undangan yang berlaku di bidang Pasar Modal;
2. Memberikan masukan kepada Direksi dan Dewan Komisaris Perseroan untuk mematuhi ketentuan peraturan perundang-undangan di bidang Pasar Modal;
3. Membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola perusahaan yang meliputi:
 - a. Keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi pada situs web Perseroan;
 - b. Penyampaian laporan kepada Otoritas Jasa Keuangan tepat waktu;
 - c. Penyelenggaraan dan dokumentasi Rapat Umum Pemegang Saham;
 - d. Penyelenggaraan dan dokumentasi Rapat Direksi dan/atau Dewan Komisaris; dan

Duties and Responsibilities of the Corporate Secretary

Based on the Corporate Secretary Charter, the duties and responsibilities of the Corporate Secretary are as follows:

1. Keeping up with developments in the Capital Market, particularly laws and regulations applicable in the Capital Market sector;
2. Providing input to the Board of Directors and the Board of Commissioners to ensure compliance with laws and regulations in the Capital Market sector;
3. Assisting the Board of Directors and the Board of Commissioners in the implementation of corporate governance, including:
 - a. Ensuring transparency of information to the public, including the availability of information on the Company's website;
 - b. Submitting reports to the Financial Services Authority (OJK) on time;
 - c. Organizing and documenting meetings of the Shareholders;
 - d. Organizing and documenting meetings of the Board of Directors and/or the Board of Commissioners; and

- e. Pelaksanaan program orientasi terhadap Perseroan bagi Direksi dan/atau Dewan Komisaris.
4. Bertindak sebagai penghubung antara Perseroan dengan pemegang saham, OJK, BEI, dan pemangku kepentingan lainnya;
5. Mewakili Perseroan dalam melakukan korespondensi dengan otoritas pasar modal sesuai dengan kewenangan yang diberikan oleh Perseroan;
6. Sekretaris Perusahaan wajib menjaga kerahasiaan dokumen, data dan informasi yang bersifat rahasia, kecuali dalam rangka memenuhi kewajiban sesuai dengan peraturan perundang-undangan atau ditentukan lain dalam peraturan perundang-undangan.

- e. Implementing orientation programs for the Board of Directors and/or the Board of Commissioners regarding the Company.
4. Acting as a liaison between the Company and shareholders, OJK, IDX, and other stakeholders;
5. Representing the Company in correspondence with capital market authorities in accordance with the authority granted by the Company;
6. Ensuring the confidentiality of documents, data, and information of a confidential nature, except when fulfilling obligations in accordance with laws and regulations or as otherwise stipulated by applicable regulations.

Laporan Bulanan Wajib

Perseroan secara berkala menyampaikan laporan bulanan wajib berupa pengungkapan informasi kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI) sebagai bentuk kepatuhan terhadap peraturan perundang-undangan yang berlaku mengenai keterbukaan informasi. Sejak Kuartal III Tahun 2015, penyampaian laporan keuangan Perseroan telah dilakukan melalui Sistem *Extensible Business Reporting Language* (XBRL) maupun melalui fasilitas *e-Reporting*. Adapun informasi terkait laporan wajib Perseroan yang telah disampaikan kepada OJK dan BEI adalah sebagai berikut:

Mandatory Monthly Report

The Company regularly submits mandatory monthly reports disclosing information to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX) as a form of compliance with applicable laws and regulations regarding information disclosure. Since the 3rd Quarter of 2015, the Company's financial reports have been submitted via the Extensible Business Reporting Language (XBRL) system as well as through the e-Reporting facility. Details of the mandatory reports submitted by the Company to the OJK and IDX are as follows:

| No. | Laporan Report | Tanggal Submit Date of Submission | Regulator/Media | Penanggung Jawab Person in Charge |
|-----|--|---|--|--|
| 1. | Laporan Daftar Pemegang Saham Bulanan Monthly Shareholder Register Report | Tanggal 10 setiap bulannya Date 10th of every month | BEI melalui SPE-IDXnet IDX via SPE-IDXnet | Sekretaris Perusahaan Corporate Secretary |
| 2. | Laporan Keuangan Tahunan Diaudit Audited Annual Financial Statements | Pada akhir bulan ketiga setiap tahun setelah tanggal Laporan Keuangan Tahunan At the end of the third month of each year after the date of the Annual Financial Statements | BEI dan OJK melalui SPE-IDXnet IDX and OJK via SPE-IDXnet | Sekretaris Perusahaan dan Keuangan Corporate Secretary and Finance |
| 3. | Pengumuman Laporan Keuangan Tahunan Diaudit Announcement of the Audited Annual Financial Statements | Pada akhir bulan ketiga setiap tahun setelah tanggal Laporan Keuangan Tahunan At the end of the third month of each year after the date of the Annual Financial Statements | Situs Web Perseroan dan Siaran Pers Company's Website and Press Release | Sekretaris Perusahaan dan Komunikasi Perusahaan Corporate Secretary and Corporate Communication |
| 4. | Laporan Keuangan Interim yang Tidak Diaudit Unaudited Interim Financial Statements | Pada akhir bulan pertama setelah tanggal Laporan Keuangan Interim (jika tidak disertai laporan Akuntan Publik) At the end of the first month after the date of the Interim Financial Statements (if not accompanied by a Public Accountant's report) | BEI dan OJK melalui SPE-IDXnet IDX and OJK via SPE-IDXnet | Sekretaris Perusahaan dan Keuangan Corporate Secretary and Finance |

| No. | Laporan Report | Tanggal Submit Date of Submission | Regulator/Media | Penanggung Jawab Person in Charge |
|-----|--|---|--|--|
| 5 | Pengumuman Laporan Keuangan Interim yang Tidak Diaudit Announcement of the Unaudited Interim Financial Statements | Pada akhir bulan pertama setelah tanggal Laporan Keuangan Interim (jika tidak disertai Laporan Akuntan Publik) At the end of the first month after the date of the Interim Financial Statements (if not accompanied by a Public Accountant's report) | Situs Web Perseroan dan Siaran Pers Company's Website and Press Release | Sekretaris Perusahaan dan Komunikasi Perusahaan Corporate Secretary and Corporate Communication |
| 6 | Laporan Tahunan dan Laporan Keberlanjutan Annual Report & Sustainability Report | Pada akhir bulan keempat setiap tahun At the end of the fourth month of each year | BEI dan OJK melalui SPE-IDXnet Situs Web Perseroan IDX and OJK via SPE-IDXnet Company's Website | Sekretaris Perusahaan Corporate Secretary |

Perseroan secara konsisten melaksanakan kewajiban pelaporan kepada regulator sebagai bagian dari penerapan governansi korporat. Informasi lebih rinci mengenai laporan-laporan wajib yang telah disampaikan sepanjang tahun 2025 disajikan sebagai berikut:

The Company consistently fulfills its reporting obligations to regulators as part of the implementation of corporate governance. Detailed information on each of the reports submitted throughout 2025 is as follows:

| No. | Laporan Report | Nomor Surat Letter Number | Tanggal Laporan Date of Reporting | Regulator |
|-----|--|-----------------------------|-------------------------------------|----------------------------|
| 1 | Laporan Bulanan Registrasi Pemegang Efek - Desember 2024 Monthly Report on Securities Holder Registration - December 2024 | AAID/ CORSEC/01-2025/001 | 6 Januari 2025 January 6, 2025 | BEI IDX |
| 2 | Laporan Bulanan Registrasi Pemegang Efek - Januari 2025 Monthly Report on Securities Holder Registration - January 2025 | AAID/ CORSEC/02-2025/009 | 5 Februari 2025 February 5, 2025 | BEI IDX |
| 3 | Laporan Bulanan Registrasi Pemegang Efek - Februari 2025 Monthly Report on Securities Holder Registration - February 2025 | AAID/ CORSEC/03-2025/013 | 5 Maret 2025 March 5, 2025 | BEI IDX |
| 4 | Laporan Keuangan Konsolidasian dan Entitas Anak untuk Periode yang berakhir pada tanggal 31 Desember 2024 (Diaudit) Consolidated Financial Statements and Subsidiaries for the period ending on December 31, 2024 (Audited) | AAID/ CORSEC/03-2025/015 | 26 Maret 2025 March 26, 2025 | BEI dan OJK IDX and OJK |
| 5 | Laporan Bulanan Registrasi Pemegang Efek - Maret 2025 Monthly Report on Securities Holder Registration - March 2025 | AAID/ CORSEC/03-2025/016 | 9 April 2025 April 9, 2025 | BEI IDX |
| 6 | Laporan Keuangan Konsolidasian dan Entitas Anak untuk Periode yang berakhir pada tanggal 31 Maret 2025 (Tidak Diaudit) Consolidated Financial Statements and Subsidiaries for the period ending on March 31, 2025 (Unaudited) | AAID/ CORSEC/04-2025/019 | 28 April 2025 April 28, 2025 | BEI dan OJK IDX and OJK |
| 7 | Penyampaian Laporan Tahunan dan Laporan Keberlanjutan Submission of Annual Report and Sustainability Report | AAID/ CORSEC/04-2025/020 | 29 April 2025 April 29, 2025 | BEI dan OJK IDX and OJK |
| 8 | Laporan Bulanan Registrasi Pemegang Efek - April 2025 Monthly Report on Securities Holder Registration - April 2025 | AAID/ CORSEC/05-2025/021 | 5 Mei 2025 May 5, 2025 | BEI IDX |

| No. | Laporan Report | Nomor Surat Letter Number | Tanggal Laporan Date of Reporting | Regulator |
|-----|--|-----------------------------|---------------------------------------|----------------------------|
| 9 | Penyampaian Mata Acara RUPS Tahunan Submission of Annual GMS Agenda | AAID/ CORSEC/05-2025/022 | 8 Mei 2025 May 8, 2025 | BEI dan OJK IDX and OJK |
| 10 | Pemberitahuan Rencana RUPS Tahunan Notification of Annual GMS Agenda | AAID/ CORSEC/05-2025/023 | 19 Mei 2025 May 19, 2025 | BEI dan OJK IDX and OJK |
| 11 | Pemberitahuan Rencana RUPS Tahunan (Koreksi) Notification of Annual GMS Agenda (Correction) | AAID/ CORSEC/05-2025/024 | 22 Mei 2025 May 22, 2025 | BEI dan OJK IDX and OJK |
| 12 | Penyampaian Perubahan Mata Acara RUPS Tahunan Submission of Correction in Annual GMS Agenda | AAID/ CORSEC/06-2025/026 | 3 Juni 2025 June 3, 2025 | BEI dan OJK IDX and OJK |
| 13 | Pemanggilan RUPS Tahunan Annual GMS Invitation | AAID/ CORSEC/06-2025/027 | 3 Juni 2025 June 4, 2025 | BEI dan OJK IDX and OJK |
| 14 | Laporan Bulanan Registrasi Pemegang Efek - Mei 2025 Monthly Report on Securities Holder Registration - May 2025 | AAID/ CORSEC/06-2025/028 | 4 Juni 2025 June 4, 2025 | BEI IDX |
| 15 | Laporan Realisasi Penggunaan Jasa Akuntan Publik dan/atau Kantor Akuntan Publik Report on the Use of Public Accountant and/or Public Accounting Firm | AAID/ CORSEC/06-2025/030 | 16 Juni 2025 June 16, 2025 | OJK |
| 16 | Ringkasan Risalah RUPS Tahunan Annual GMS Minutes Summary | AAID/ CORSEC/06-2025/032 | 26 Juni 2025 June 26, 2025 | BEI dan OJK IDX and OJK |
| 17 | Laporan Bulanan Registrasi Pemegang Efek - Juni 2025 Monthly Report on Securities Holder Registration - June 2025 | AAID/ CORSEC/07-2025/033 | 3 Juli 2025 July 3, 2025 | BEI IDX |
| 18 | Risalah RUPS Tahunan Annual GMS Minutes | AAID/ CORSEC/07-2025/034 | 9 Juli 2025 July 9, 2025 | BEI dan OJK IDX and OJK |
| 19 | Laporan Keuangan Konsolidasian dan Entitas Anak untuk Periode yang berakhir pada tanggal 30 Juni 2025 (Tidak Diaudit) Consolidated Financial Statements and Subsidiaries for the period ending on June 31, 2025 (Unaudited) | AAID/ CORSEC/07-2025/037 | 28 Juli 2025 July 28, 2025 | BEI dan OJK IDX and OJK |
| 20 | Laporan Bulanan Registrasi Pemegang Efek - Juli 2025 Monthly Report on Securities Holder Registration - July 2025 | AAID/ CORSEC/08-2025/039 | 7 Agustus 2025 August 7, 2025 | BEI IDX |
| 21 | Laporan Bulanan Registrasi Pemegang Efek - Agustus 2025 Monthly Report on Securities Holder Registration - August 2025 | AAID/ CORSEC/08-2025/040 | 8 September 2025 September 8, 2025 | BEI IDX |
| 22 | Laporan Bulanan Registrasi Pemegang Efek - September 2025 Monthly Report on Securities Holder Registration - September 2025 | AAID/ CORSEC/10-2025/041 | 2 Oktober 2025 October 2, 2025 | BEI IDX |
| 23 | Laporan Keuangan Konsolidasian dan Entitas Anak untuk Periode yang berakhir pada tanggal 30 September 2025 (Tidak Diaudit) Consolidated Financial Statements and Subsidiaries for the period ending on September 31, 2025 (Unaudited) | AAID/ CORSEC/10-2025/044 | 28 Oktober 2025 October 28, 2025 | BEI dan OJK IDX and OJK |
| 24 | Laporan Bulanan Registrasi Pemegang Efek - Oktober 2025 Monthly Report on Securities Holder Registration - October 2025 | AAID/ CORSEC/11-2025/045 | 4 November 2025 November 4, 2025 | BEI IDX |

| No. | Laporan Report | Nomor Surat Letter Number | Tanggal Laporan Date of Reporting | Regulator |
|-----|--|-----------------------------|---------------------------------------|------------|
| 25 | Rencana Penyelenggaraan <i>Public Expose</i> Tahunan Plan to Organize Annual Public Expose | AAID/ CORSEC/11-2025/046 | 13 November 2025 November 13, 2025 | BEI IDX |
| 26 | Penyampaian Materi <i>Public Expose</i> Tahunan Submission of Annual Public Expose Materials | AAID/ CORSEC/11-2025/047 | 24 November 2025 November 24, 2025 | BEI IDX |
| 27 | Laporan Hasil <i>Public Expose</i> Tahunan Annual Public Expose Report | AAID/ CORSEC/11-2025/048 | 2 Desember 2025 December 2, 2025 | BEI IDX |
| 28 | Laporan Bulanan Registrasi Pemegang Efek - November 2025 Monthly Report on Securities Holder Registration - November 2025 | AAID/ CORSEC/11-2025/049 | 3 Desember 2025 December 3, 2025 | BEI IDX |

Laporan Insidental untuk BEI dan OJK Tahun 2025 Incidental Report to IDX and OJK in 2025

| No. | Laporan Report | Nomor Surat Letter Number | Tanggal Laporan Date of Reporting | Regulator |
|-----|---|-----------------------------|---------------------------------------|----------------------------|
| 1 | Konfirmasi Keterlambatan Penyampaian Laporan Tahunan dan Laporan Keberlanjutan 2023 Confirmation on Late Submission of the 2023 Annual Report and Sustainability Report | AAID/ CORSEC/01-2025/002 | 6 Januari 2025 January 6, 2025 | OJK |
| 2 | Konfirmasi Keterlambatan Prosedur RUPS Confirmation of Delay in the AGM Procedures | AAID/ CORSEC/01-2025/004 | 13 Januari 2025 January 13, 2025 | OJK |
| 3 | Penjelasan atas Volatilitas Transaksi Explanation of Transaction Volatility | AAID/ CORSEC/01-2025/005 | 14 Januari 2025 January 14, 2025 | BEI IDX |
| 4 | Penyampaian Mata Acara RUPS Luar Biasa Submission of Extraordinary GMS Agenda | AAID/ CORSEC/01-2025/007 | 31 Januari 2025 January 31, 2025 | BEI dan OJK IDX and OJK |
| 5 | Konfirmasi Keterlambatan Penyampaian Laporan Tahunan dan Laporan Keberlanjutan 2022 Confirmation on Late Submission of the 2022 Annual Report and Sustainability Report | AAID/ CORSEC/02-2025/008 | 6 Februari 2025 February 6, 2025 | OJK |
| 6 | Pemberitahuan Rencana RUPS Luar Biasa Notification on Extraordinary GMS Plan | AAID/ CORSEC/02-2025/010 | 7 Februari 2025 February 7, 2025 | BEI dan OJK IDX and OJK |
| 7 | Pemanggilan RUPS Luar Biasa Extraordinary GMS Invitation | AAID/ CORSEC/02-2025/011 | 24 Februari 2025 February 24, 2025 | BEI dan OJK IDX and OJK |
| 8 | Laporan Penunjukan Kantor Akuntan Publik dan/atau Akuntan Publik yang ditunjuk oleh Dewan Komisaris Report on the Appointment of Public Accountant and/or Public Accounting Firm Appointed by the Board of Commissioners | AAID/ CORSEC/03-2025/012 | 3 Maret 2025 March 3, 2025 | OJK |
| 9 | Ringkasan Risalah RUPS Luar Biasa Extraordinary GMS Minutes Summary | AAID/ CORSEC/03-2025/014 | 20 Maret 2025 March 20, 2025 | BEI dan OJK IDX and OJK |
| 10 | Risalah RUPS Luar Biasa Extraordinary GMS Minutes Summary | AAID/ CORSEC/04-2025/018 | 16 April 2025 April 16, 2025 | BEI dan OJK IDX and OJK |
| 11 | Laporan Informasi dan Fakta Material Material Information and Facts Report | AAID/ CORSEC/06-2025/025 | 3 Juni 2025 June 3, 2025 | BEI dan OJK IDX and OJK |
| 12 | Penyampaian Perubahan Komite Audit Submission of Changes in Audit Committee | AAID/ CORSEC/06-2025/029 | 5 Juni 2025 June 5, 2025 | OJK |
| 13 | Penjelasan atas Volatilitas Transaksi Explanation of Transaction Volatility | AAID/ CORSEC/07-2025/035 | 14 Juni 2025 June 14, 2025 | BEI IDX |

| No. | Laporan Report | Nomor Surat Letter Number | Tanggal Laporan Date of Reporting | Regulator |
|-----|---|-----------------------------|-------------------------------------|-----------|
| 14 | Permintaan Penjelasan Emiten dan Perusahaan Publik Lainnya Request of Explanation from Issuers and Other Public Companies | AAID/ CORSEC/07-2025/036 | 16 Juli 2025 July 16, 2025 | OJK |
| 16 | Permintaan Penjelasan Emiten dan Perusahaan Publik Lainnya Request of Explanation from Issuers and Other Public Companies | AAID/ CORSEC/08-2025/038 | 5 Agustus 2025 August 5, 2025 | OJK |
| 17 | Penyampaian Laporan Akuntan Publik dan/ atau Kantor Akuntan Publik Jasa audit atas informasi keuangan historis Tahunan Submission of Public Accountant and/or Public Accounting Firm Report on the Annual historical financial information | AAID/ CORSEC/10-2025/043 | 27 Oktober 2025 October 27, 2025 | OJK |

Administrasi dan Dukungan

Selain berperan dalam membangun citra Perseroan melalui pengelolaan komunikasi dengan pemangku kepentingan internal maupun eksternal, Sekretaris Perusahaan juga bertanggung jawab atas pengelolaan administrasi dan fungsi kesekretariatan. Tanggung jawab tersebut mencakup berbagai kegiatan administratif rutin yang mendukung kelancaran operasional Perseroan, termasuk penyusunan, pengelolaan, dan pemeliharaan dokumentasi penting yang berkaitan dengan kegiatan manajerial serta pemenuhan ketentuan regulasi. Adapun pelaksanaan tugas administrasi dan dukungan yang dijalankan oleh Sekretaris Perusahaan adalah sebagai berikut:

1. Mendokumentasikan data legalitas maupun surat-surat Perseroan;
2. Mengadministrasikan dan mendistribusikan seluruh surat masuk yang ditujukan kepada Perseroan atau kepada departemen terkait untuk ditindaklanjuti; dan
3. Membantu dan mendukung penyelenggaraan acara Perseroan baik internal maupun eksternal.

Pemaparan Publik Tahunan

Di tahun 2025, Perseroan telah menyelenggarakan kegiatan Pemaparan Publik Tahunan sebanyak 1 (satu) kali, yakni pada 27 November 2025 secara daring.

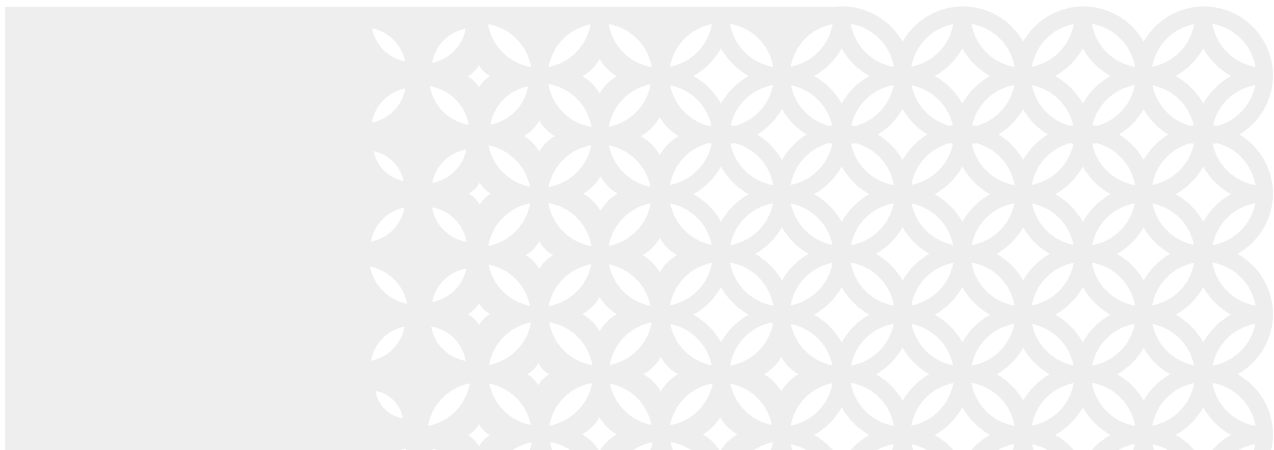
Administration and Support

In addition to its role in building the Company's image by managing communications with both internal and external stakeholders, the Corporate Secretary is also responsible for managing administrative and secretarial functions. These responsibilities encompass various routine administrative activities that support the Company's operational efficiency, including the preparation, management, and maintenance of critical documentation related to managerial activities and compliance with regulatory requirements. The administrative and support tasks carried out by the Corporate Secretary are as follows:

1. Documenting legal records and the Company's correspondence;
2. Administrating and distributing all incoming correspondence addressed to the Company or to the relevant departments for follow-up; and
3. Assisting and supporting the organization of the Company's events, both internal and external.

Annual Public Expose

In 2025, the Company held one (1) Annual Public Expose, which took place online on November 27, 2025.



Pengembangan Kompetensi Sekretaris Perusahaan

Corporate Secretary Competency Development

| Nama Pelatihan Training Title | Tempat dan Tanggal Pelatihan Venue and Date of Training | Penyelenggara Organizer |
|--|---|----------------------------|
| Sosialisasi mengenai Laporan Lingkungan, Sosial, dan Tata Kelola Socialization on Environment, Social, and Governance Report | 22 Januari 2025 January 22, 2025 | BEI IDX |
| Sosialisasi Peraturan OJK No. 45 Tahun 2024 Socialization on OJK Regulation No. 45 of 2024 | 6 Februari 2025 February 6, 2025 | OJK |
| Sosialisasi Form Keterbukaan dan Pelatihan <i>Contract Management System</i> Socialization on Compliance Form and Training on Contract Management System | 10 Februari 2025 February 10, 2025 | Perseroan The Company |
| Dengar Pendapat Publik Draft Eksposur Pernyataan Standar Pengungkapan Keberlanjutan (PSPK) oleh IAI Public Hearing on the Exposure Draft of the Standard on Sustainability Disclosure (PSPK) by the IAI | 11 Februari 2025 February 11, 2025 | BEI IDX |
| Pendalaman Peraturan OJK No. 9 Tahun 2023 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan & Surat Edaran OJK No. 18/SEOJK.03/2023 tentang Tata Cara Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan In-Depth Analysis of OJK Regulation No. 9 of 2023 on the Use of Public Accountants and Public Accounting Firms in Financial Services Activities & OJK Circular Letter No. 18/SEOJK.03/2023 on Procedures for the Use of Public Accountants and Public Accounting Firms in Financial Services Activities | 19 Maret 2025 March 19, 2025 | ICSA |
| Langkah Awal dalam Membangun Inisiatif ESG: Panduan Praktis untuk Perusahaan First Steps in Building an ESG Initiative: A Practical Guide for Companies | 26 Maret 2025 March 26, 2025 | ICSA |
| Konfirmasi atas Pengukuran Dampak Komunikasi terhadap Pemangku Kepentingan Confirmation on the Impact Measurement of Communications with Stakeholders | 24 April 2025 April 24, 2025 | ICSA |
| Perkembangan dan Peluang Transformasi Digital di Bidang Hukum dan Korporasi Developments and Opportunities in Digital Transformation in the Legal and Corporate Sectors | 11 Juli 2025 July 11, 2025 | ICCA |
| Penerapan dan Pemahaman Peraturan OJK No. 14 Tahun 2025 Tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Saham Obligasi, dan Rapat Umum Pemegang Saham Sukuk Implementation and Understanding of OJK Regulation No. 14 of 2025 on the Organization of General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders | 31 Juli 2025 July 31, 2025 | OJK |
| Pelatihan Kesadaran Keamanan Siber Cybersecurity Awareness Training | 5 Agustus 2025 August 5, 2025 | Perseroan The Company |
| Sosialisasi Peraturan OJK No. 14 Tahun 2025 Socialization of OJK Regulation No. 14 of 2025 | 26 Agustus 2025 August 26, 2025 | OJK |
| Pelatihan Daring Anti Suap dan Anti Korupsi 2025 Online Anti-Bribery and Anti-Corruption Training 2025 | 27 Agustus 2025 August 27, 2025 | Perseroan The Company |
| Sosialisasi Surat Edaran OJK No. 10/SEOJK.04/2025 Socialization of OJK Circular Letter No. 10/SEOJK.04/2025 | 28 Agustus 2025 August 28, 2025 | OJK |
| Peran Sekretaris Perusahaan dalam Kewajiban Pajak Emiten, Penggabungan & Akuisisi, dan Transaksi Saham The Role of the Corporate Secretary in Tax Obligations of Issuers, Mergers & Acquisitions, and Stock Transactions | 19 September 2025 September 19, 2025 | ICSA |

| Nama Pelatihan Training Title | Tempat dan Tanggal Pelatihan Venue and Date of Training | Penyelenggara Organizer |
|--|---|------------------------------|
| Dari Kebijakan ke Dampak: Praktik Terbaik dalam Perjalanan ESG From Policy to Impact: Best Practices in the ESG Journey | 1 Oktober 2025 October 1, 2025 | ICSA |
| Pendalaman Peraturan Otoritas Jasa Keuangan Nomor 9 Tahun 2025 tentang Dematerialisasi Efek Bersifat Ekuitas dan Pengelolaan Aset yang tidak Diklaim di Pasar Modal In-Depth Analysis of Financial Services Authority Regulation No. 9 of 2025 on the Dematerialization of Equity Securities and the Management of Unclaimed Assets in the Capital Market | 14 Oktober 2025 October 4, 2025 | ICSA |
| Integrasi Cyber Security dalam Good Corporate Governance (GCG): Peran Penting Corporate Secretary Integrating Cybersecurity into Good Corporate Governance (GCG): The Crucial Role of the Corporate Secretary | 29 Oktober 2025 October 29, 2025 | ICSA |
| Sosialisasi Pernyataan Standar Pengungkapan Keberlanjutan (PSPK 1 dan PSPK 2) Socialization of Sustainability Disclosure Standards (PSPK 1 and PSPK 2) | 29 Oktober 2025 October 29, 2025 | BEI IDX |
| Pelatihan Perekrutan AirAsia AirAsia Recruitment Training | 31 Oktober 2025 October 31, 2025 | Perseroan The Company |
| Update IFRS 1 & 2 dan Wawasan Praktis untuk Perusahaan Publik Update on IFRS 1 & 2 and Practical Insights for Public Companies | 13 November 2025 November 13, 2025 | ICSA |
| Media Handling 4.0: Peran Corporate Secretary dalam Era AI dan Reputasi Digital Media Handling 4.0: The Role of the Corporate Secretary in the AI and Digital Reputation Era | 1 Desember 2025 December 1, 2025 | ICSA |
| Membangun Sistem Whistleblowing yang Efektif dan Berintegritas Berbasis ISO 37002:2021 Building an Effective and Ethical Whistleblowing System Based on ISO 37002:2021 | 2 Desember 2025 December 2, 2025 | ICSA |
| Human Rights Due Diligence | 9 Desember 2025 December 9, 2025 | AEI |
| Transforming Together for a Stronger Tomorrow | 12 Desember 2025 December 12, 2025 | AEI |
| Kebijakan baru Ditjen AHU terkait penerapan Pemeriksaan Substantif atas perubahan data perseroan yang mulai berlaku sejak 27 Oktober 2025 New policy from the Directorate General of AHU regarding the implementation of Substantive Examination of changes to corporate data, effective as of October 27, 2025 | 17 Desember 2025 December 17, 2025 | ICCA |
| Sosialisasi Peraturan dan Penggunaan Sistem Aplikasi AKSes sebagai sarana Pelaporan Elektronik terkait Kewajiban Penyampaian Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham serta Laporan Aktivitas Menjaminkan Saham Secara Elektronik Socialization of Regulations and Use of the AKSes Application System as an Electronic Reporting Tool related to the Mandatory Reporting of Share Ownership or Any Changes in Share Ownership, as well as Electronic Reporting of Share Pledging Activities | 19 Desember 2025 December 19, 2025 | KSEI dan OJK KSEI and OJK |

Pelaksanaan Kegiatan Sekretaris Perusahaan Tahun 2025

Di tahun 2025, Sekretaris Perusahaan telah menjalankan tugas dan tanggung jawabnya melalui sejumlah kegiatan sebagai berikut:

Implementation of the Corporate Secretary Activities in 2025

In 2025, the Corporate Secretary has carried out the following duties and responsibilities:

| No. | Perihal Subject | Status |
|-----|---|--------------------------------|
| 1. | Menyelenggarakan, menghadiri, dan mendokumentasikan Rapat Direksi, Rapat Dewan Komisaris, serta Rapat Gabungan Direksi dan Dewan Komisaris. Organizing, attending, and documenting The Board of Directors Meetings, The Board of Commissioners Meetings, as well as Joint-Meetings of the Board of Directors and the Board of Commissioners. | Telah dilaksanakan Realized |
| 2. | Mengkoordinasikan penyelenggaraan Rapat Komite Audit dan Rapat Komite Nominasi dan Remunerasi dengan divisi terkait. Coordinating the organization of Audit Committee Meetings and Nomination and Remuneration Committee Meetings with the relevant divisions. | Telah dilaksanakan Realized |
| 3. | Menyusun Laporan Tahunan dan Laporan Keberlanjutan Tahun Buku 2025. Preparing the Annual Report and Sustainability Report for the 2025 Financial Year. | Telah dilaksanakan Realized |
| 4. | Menyelenggarakan, menghadiri, dan mendokumentasikan Rapat Umum Pemegang Saham (Tahunan dan Luar Biasa) termasuk mempersiapkan segala kebutuhan dan pelaporan yang terkait dengan penyelenggaraannya. Organizing, attending, and documenting the General Meeting of Shareholders (Annual and Extraordinary) including preparing all requirements and reporting related to its implementation. | Telah dilaksanakan Realized |
| 5. | Menyelenggarakan, menghadiri, dan mendokumentasikan <i>Public Expose</i> , termasuk mempersiapkan segala kebutuhan dan pelaporan yang terkait dengan penyelenggaraannya. Organizing, attending, and documenting the Public Expose, including preparing all requirements and reporting related to its implementation. | Telah dilaksanakan Realized |
| 6. | Mengkoordinasikan penyampaian Laporan Keuangan kepada regulator sesuai dengan ketentuan yang berlaku. Coordinating the submission of Financial Statements to regulators in accordance with applicable regulations. | Telah dilaksanakan Realized |
| 7. | Menyiapkan dan menyampaikan Laporan Berkala maupun Insidental terkait dengan Keterbukaan Informasi sesuai dengan ketentuan yang berlaku. Preparing and submitting Periodic and Incidental Reports related to Information Disclosure in accordance with applicable regulations. | Telah dilaksanakan Realized |
| 8. | Melakukan reviu secara periodik terhadap Anggaran Dasar Perseroan dan Kebijakan yang terkait Tata Kelola Perusahaan, diantaranya <i>Board Manual</i> , Pedoman Komite Nominasi dan Remunerasi, Piagam Komite Audit, Piagam Sekretaris Perusahaan, dan Piagam Audit Internal. Conducting periodic reviews of the Company's Articles of Association and policies related to corporate governance, including the Board Manual, the Nomination and Remuneration Committee Charter, the Audit Committee Charter, the Corporate Secretary Charter, and the Internal Audit Charter. | Telah dilaksanakan Realized |
| 9. | Melaksanakan program orientasi perusahaan bagi Direksi dan/atau Dewan Komisaris baru. Organizing company orientation programs for new members of the Board of Directors and/or the Board of Commissioners. | Telah dilaksanakan Realized |
| 10. | Melakukan reviu muatan situs web Perseroan sesuai dengan ketentuan yang berlaku. Reviewing the content of the Company's website in accordance with applicable regulations. | Telah dilaksanakan Realized |
| 11. | Mengikuti pelatihan dan/atau pendidikan terkait fungsi Sekretaris Perusahaan. Attending training and/or education related to the function of Corporate Secretary. | Telah dilaksanakan Realized |

Audit Internal

Internal Audit

Audit Internal merupakan organ pendukung Direksi yang memiliki peran strategis dalam mendukung efektivitas penerapan tata kelola perusahaan yang baik. Unit ini bertugas untuk membantu dan memberikan saran kepada manajemen terkait efektivitas manajemen risiko, pengendalian internal, serta penerapan praktik terbaik governansi korporat. Selain itu, Audit Internal juga berperan dalam melaksanakan fungsi pengawasan terhadap kinerja Perseroan, serta memberikan jasa konsultasi kepada manajemen dalam rangka peningkatan efektivitas operasional dan keuangan, termasuk dalam penilaian terhadap sistem pengendalian dan pengelolaan Perseroan.

Audit Internal berfungsi sebagai Lini Pertahanan Ketiga dalam Sistem Pengendalian Internal dan Manajemen Risiko Perseroan. Oleh karena itu, Audit Internal harus berperan aktif dalam meningkatkan efektivitas sistem Pengendalian Internal secara berkesinambungan. Melalui pelaksanaan tugasnya, Audit Internal diharapkan mampu memberikan keyakinan yang memadai bahwa pengendalian internal, kegiatan operasional, keuangan, akuntansi, teknologi informasi, manajemen risiko, dan kegiatan Perseroan lainnya telah berjalan secara efektif, sehingga dapat mewujudkan sasaran dan tujuan Perseroan dan seluruh pemangku kepentingan.

Dasar Hukum

Sejalan dengan fungsi dan tanggung jawabnya yang berperan penting dalam mendukung efektivitas penerapan tata kelola perusahaan yang baik, sehingga Audit Internal wajib dijalankan secara independen, profesional, dan objektif. Pembentukan dan pelaksanaan fungsi Audit Internal dilakukan dengan mengacu pada berbagai ketentuan dan peraturan yang berlaku, antara lain sebagai berikut:

1. POJK No. 21/POJK.04/2015;
2. POJK No. 56/POJK.04/2015;
3. Standar Audit Internal Global tanggal 9 Januari 2024 tentang Panduan Praktik Profesional Audit Internal.

Piagam Audit Internal

Perseroan telah menetapkan pembaruan Piagam Audit Internal yang disahkan oleh Direktur Utama melalui Surat Keputusan Direksi Nomor AAID/CHARTER-IA/12-2025/004 tanggal 22 Desember

The Internal Audit is a supporting organ of the Board of Directors which performs a strategic role in ensuring the effective implementation of good corporate governance. This unit is tasked with assisting and advising management on the effectiveness of risk management, internal controls, and the implementation of best practices in corporate governance. Additionally, the Internal Audit is also responsible for supervising the Company's performance and providing consulting services to management to enhance operational and financial effectiveness, including assessing the Company's control and management systems.

Internal Audit functions as the Third Line of Defense within the Company's Internal Control and Risk Management System. Therefore, Internal Audit must play an active role in continuously improving the effectiveness of the Internal Control system. By carrying out its duties, Internal Audit is expected to provide reasonable assurance that internal controls, operational, financial, accounting, information technology, risk management, and other Company activities are functioning effectively, thereby enabling the achievement of the Company's objectives and those of all stakeholders.

Legal Basis

In line with its critical function and responsibility in supporting the effective implementation of good corporate governance, Internal Audit must be conducted independently, professionally, and objectively. The establishment and implementation of the Internal Audit function are based on various applicable regulations and provisions, including the following:

1. POJK No. 21/POJK.04/2015;
2. POJK No. 56/POJK.04/2015;
3. Global Internal Audit Standards dated January 9, 2024, concerning Internal Audit Professional Guidelines.

Internal Audit Charter

The Company has established an updated Internal Audit Charter approved by the President Director through Board of Directors Decree No. AAID/CHARTER-IA/12-2025/004 dated December 22,

2025. Piagam tersebut berfungsi sebagai pedoman bagi Unit Audit Internal dalam melaksanakan wewenang, tugas, dan tanggung jawabnya secara profesional, independen, serta berlandaskan pada prinsip kompetensi dan integritas.

Profil Kepala Audit Internal

Audit Internal dipimpin oleh seorang Kepala Audit Internal yang diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Komisaris. Secara struktural, Kepala Audit Internal bertanggung jawab kepada Direktur Utama, sedangkan secara fungsional bertanggung jawab kepada Dewan Komisaris melalui Komite Audit.

Perseroan melalui Direksi telah menunjuk Anggih Surya Birawa sebagai Kepala Audit Internal berdasarkan Surat Keputusan Direksi No. AAID/SK-DU/01-2023/001 tanggal 10 Januari 2023. Adapun profil Kepala Audit Internal disajikan sebagai berikut:

2025. This Charter serves as a guideline for the Internal Audit Unit in carrying out its authority, duties, and responsibilities professionally, independently, and based on the principles of competence and integrity.

Profile of the Head of Internal Audit

The Internal Audit is led by a Head of Internal Audit who is appointed and dismissed by the President Director with the approval of the Board of Commissioners. Structurally, the Head of Internal Audit reports to the President Director, while functionally, he reports to the Board of Commissioners through the Audit Committee.

The Company, through the Board of Directors, has appointed Anggih Surya Birawa as Head of Internal Audit based on Board of Directors Decree No. AAID/SK-DU/01-2023/001 dated January 10, 2023. The profile of the Head of Internal Audit is as follows:



Anggih Surya Birawa
Kepala Audit Internal
Head of Internal Audit

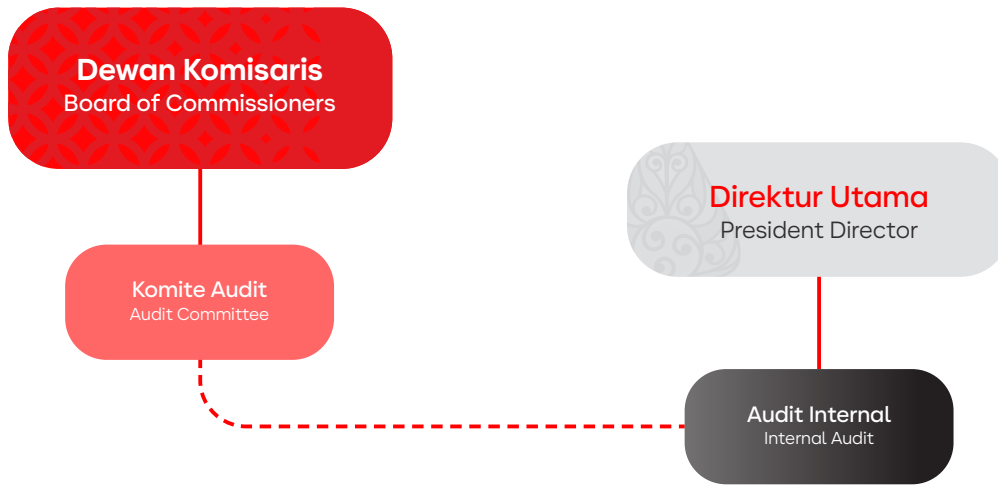
 **Usia | Age**
36 tahun | years old

 **Kewarganegaraan | Citizenship**
Indonesia | Indonesian

| | |
|---|--|
| Dasar Pengangkatan Basis of Appointment | Surat Keputusan Direksi No. AAID/SK-DU/01-2023/001 tanggal 10 Januari 2023 Board of Directors Decree No. AAID/SK-DU/01-2023/001 dated January 10, 2023 |
| Riwayat Pendidikan Educational Background | <ul style="list-style-type: none"> Magister Komputer (Manajemen Sistem Informasi) dari Universitas Bina Nusantara (2021) Sarjana Ekonomi (Akuntansi) dari Universitas Sriwijaya (2012) Master of Computer (Information System Management) from Bina Nusantara University (2021) Bachelor of Economics (Accounting) from Sriwijaya University (2012) |
| Pengalaman Kerja Work Experience | <ul style="list-style-type: none"> Account Manager di PT Skylab Cloud Technologies (2022) Senior Auditor di PT Trakindo Utama (2019-2022) Internal Audit Manager di PT Citilink Indonesia (2015-2019) Auditor di Mazars Indonesia (2012-2014) Account Manager at PT Skylab Cloud Technologies (2022) Senior Auditor at PT Trakindo Utama (2019-2022) Internal Audit Manager at PT Citilink Indonesia (2015-2019) Auditor at Mazars Indonesia (2012-2014) |
| Rangkap Jabatan Concurrent Position | <i>Internal Audit Manager</i> di PT Indonesia AirAsia (2023-sekarang) Internal Audit Manager at PT Indonesia AirAsia (2023-present) |

Kedudukan Audit Internal dalam Perseroan

The Position of Internal Audit in the Company



Tugas dan Tanggung Jawab Audit Internal

Audit Internal memiliki tugas dan tanggung jawab sebagai berikut:

1. Menyusun dan melaksanakan rencana Audit Internal tahunan;
2. Menguji dan mengevaluasi pelaksanaan pengendalian internal dan sistem manajemen risiko sesuai dengan kebijakan Perseroan;
3. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi, dan kegiatan lainnya;
4. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkat manajemen;
5. Membuat laporan hasil audit dan menyampaikan laporan tersebut kepada Direktur Utama dan Dewan Komisaris melalui Komite Audit;
6. Memantau, menganalisis, dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan;
7. Bekerja sama dengan Komite Audit;
8. Menyusun program untuk mengevaluasi mutu kegiatan Audit Internal yang dilakukannya;
9. Melakukan pemeriksaan khusus dari Direktur Utama atau Dewan Komisaris apabila diperlukan; dan
10. Mempertahankan personil auditor yang profesional dengan pengetahuan, kemampuan, dan pengalaman yang memadai untuk melaksanakan tugasnya.

Duties and Responsibilities of Internal Audit

The Internal Audit has the following duties and responsibilities:

1. Develop and implement the annual Internal Audit plan;
2. Test and evaluate the implementation of internal control and risk management system in accordance with the Company's policy;
3. Examining and assessing the efficiency and effectiveness in finance, accounting, operations, human resources, marketing, information technology and other activities;
4. Providing suggestions for improvement and objective information about the activities examined at all levels of management;
5. Preparing an audit report and submitting the report to the President Director and the Board of Commissioners through the Audit Committee;
6. Monitoring, analyzing and reporting on the implementation of followup improvements that have been suggested;
7. Cooperating with the Audit Committee;
8. Developing a program to evaluate the quality of Internal Audit activities performed;
9. Conducting special audit assigned by the President Director or President Commissioners when necessary; and
10. Maintaining a professional auditor personnel that possess adequate knowledge, capability, and experience to perform their duties.

Sumber Daya Audit Internal

Dalam mendukung tugas dan tanggung jawabnya, Divisi Audit Internal didukung oleh 3 (tiga) orang auditor yang berperan dalam menjalankan fungsi audit internal di Perseroan. Divisi Audit Internal senantiasa bekerja untuk memastikan bahwa sistem pengendalian internal dilaksanakan secara efektif dan efisien dengan penerapan prosedur pengendalian sesuai ketentuan dan peraturan yang berlaku.

Pengembangan Kompetensi Audit Internal

Perseroan mendukung pengembangan kompetensi dan wawasan Unit Audit Internal dengan menyediakan berbagai program pelatihan dan peningkatan keterampilan yang relevan untuk menunjang pelaksanaan tugas dan tanggung jawabnya. Program-program yang telah diikuti oleh Unit Audit Internal selama tahun 2025 adalah sebagai berikut:

| Nama Pelatihan Training Title | Tempat dan Tanggal Pelatihan Venue and Date of Training | Penyelenggara Organizer |
|---------------------------------------|--|----------------------------|
| GenAI for Internal Audit | 24 Maret 2025 March 24, 2025 | Perseroan The Company |
| Dashboarding skill for Internal Audit | 25 Maret 2025 March 25, 2025 | Perseroan The Company |

Pelaksanaan Tugas Audit Internal Tahun 2025

Pada tahun 2025, Unit Audit Internal telah melaksanakan tugas dan tanggung jawabnya secara konsisten sesuai dengan piagam audit internal dan ketentuan yang berlaku. Sepanjang tahun pelaporan, Unit Audit Internal telah menyelesaikan 3 (tiga) penugasan audit perusahaan, 3 (tiga) penugasan audit stasiun, serta 1 (satu) penugasan audit teknologi informasi dan keamanan siber. Selain pelaksanaan audit, Unit Audit Internal juga menjalankan fungsi *assurance* dan *advisory* melalui pemberian layanan konsultasi kepada beberapa departemen guna mendukung penguatan pengendalian internal dan efektivitas proses bisnis.

Sebagai bagian dari aktivitas rutin, Unit Audit Internal secara berkelanjutan melaksanakan sosialisasi pengendalian internal dan kebijakan anti-penyuapan (*anti-bribery*) kepada karyawan, khususnya bagi karyawan baru, dalam rangka menumbuhkan budaya kepatuhan dan integritas di seluruh lini organisasi. Seluruh kegiatan tersebut dilaksanakan untuk mendukung penerapan governansi korporat serta pengelolaan risiko Perseroan secara berkelanjutan.

Internal Audit Resources

In carrying out their duties and responsibilities, the Internal Audit Division is supported by 3 (three) auditors who are responsible for carrying out internal audit functions within the Company. The Internal Audit is always working to ensure that internal control systems are effective and efficient by implementing control procedures stipulated in the applicable provisions and regulations.

Internal Audit Competency Development

The Company supports the development of competencies and insights of the Internal Audit Unit by providing various training programs and relevant skills enhancement to support the implementation of its duties and responsibilities. The programs that have been attended by the Internal Audit Unit during 2025 are as follows:

Implementation of Internal Audit Duties in 2025

In 2025, the Internal Audit Unit has consistently carried out its duties and responsibilities in accordance with the internal audit charter and applicable regulations. Throughout the reporting year, the Internal Audit Unit completed 3 (three) corporate audit assignments, 3 (three) station audit assignments, and 1 (one) information technology and cybersecurity audit assignment. Besides conducting audits, the Internal Audit Unit also performed assurance and advisory functions by providing consulting services to several departments to support the improvement of internal controls and the effectiveness of business processes.

As part of routine activities, the Internal Audit Unit continuously organizes awareness programs on internal controls and anti-bribery policies for employees, particularly new hires, to foster a culture of compliance and integrity across all levels of the organization. All these activities are carried out to support the implementation of corporate governance and the Company's sustainable risk management.

Sistem Pengendalian Internal

Internal Control System

Sistem Pengendalian Internal (SPI) merupakan mekanisme pengawasan dan pengendalian secara berkesinambungan yang mencakup aspek operasional, keuangan, hingga seluruh proses bisnis Perseroan. Penerapan SPI di Perseroan memiliki 3 (tiga) tujuan utama, yaitu:

1. Tujuan Operasional Terciptanya aktivitas operasional yang efektif dan efisien.
2. Tujuan Pelaporan Terciptanya Laporan Keuangan yang akurat dan dipercaya (*accurate and reliable*), baik untuk keperluan internal maupun eksternal Perseroan.
3. Tujuan *Compliance* Terciptanya kepatuhan terhadap hukum, peraturan perundang-undangan dan ketentuan yang berlaku.

Perseroan memandang bahwa penerapan SPI yang efektif mampu memberikan keyakinan atas meningkatnya efektivitas dan efisiensi pengendalian kelayakan atas laporan keuangan, operasional, serta kepatuhan Perseroan. SPI yang efektif juga dapat membantu manajemen dalam mengelola dan mengendalikan risiko terhadap kebutuhan Perseroan untuk mencapai targetnya dengan tetap melaksanakan prinsip-prinsip governansi korporat dan mematuhi peraturan perundang-undangan yang berlaku.

Struktur utama pengendalian internal yang diterapkan untuk membantu Dewan Komisaris dalam menjaga sistem pengendalian internal yang memadai antara lain:

1. Komite Dewan Komisaris
Dewan telah membentuk 2 (dua) komite yaitu Komite Audit serta Komite Nominasi dan Remunerasi untuk membantu pelaksanaan fungsi tata kelola.
2. Manajemen Senior
Manajemen Senior menetapkan dan mengimplementasikan strategi bisnis sekaligus memastikan pengendalian dan pemantauan yang memadai melalui pertemuan rutin di seluruh lini bisnis.
3. Batasan Otorisasi
Untuk menjaga pemisahan fungsi serta menghindari pengambilan risiko yang berlebihan, Perseroan menetapkan batas kewenangan otorisasi pada setiap tingkat manajemen dengan pemisahan yang jelas antara kewenangan Direksi dan Dewan Komisaris.

The Internal Control System (ICS) is a continuous monitoring and control mechanism that covers operational, financial, and all business processes of the Company. The implementation of the ICS within the Company has 3 (three) main objectives, including:

1. Operational Objective: To ensure effective and efficient operational activities.
2. Reporting Objective: To ensure accurate and reliable financial reports, both for internal and external purposes of the Company.
3. Compliance Objective: To ensure compliance with applicable laws, regulations, and provisions.

The Company believes that effective implementation of the ICS provides assurance regarding the increased effectiveness and efficiency of controls over the Company's financial reporting, operations, and compliance. An effective ICS can also assist management in managing and controlling risks related to the Company's needs to achieve its targets while upholding corporate governance principles and complying with applicable laws and regulations.

The following are the main internal control structures implemented to assist the Board of Commissioners in maintaining an adequate internal control system:

1. Board of Commissioners' Committees
The Board has established 2 (two) committees, namely the Audit Committee and the Nomination and Remuneration Committee, to assist in the execution of governance functions.
2. Senior Management
Senior Management establishes and implements business strategies while ensuring adequate controls and monitoring through regular meetings across all business lines.
3. Authorization Limits
To maintain the separation of duties and avoid excessive risk-taking, the Company establishes authorization limits at each management level with a clear separation between the authorities of the Board of Directors and the Board of Commissioners.

4. **Kebijakan dan Prosedur**
Kebijakan dan prosedur internal merupakan titik kontrol penting untuk memastikan konsistensi kualitas dan pelaksanaan pekerjaan sesuai standar industri. Kebijakan tersebut didokumentasikan dan ditinjau secara berkala.
5. **Sistem Informasi dan Data**
Perseroan menerapkan kebijakan keamanan informasi dan perlindungan data guna menjaga kerahasiaan, integritas, dan ketersediaan informasi.
6. **Penganggaran dan Manajemen Keuangan**
Perseroan memiliki proses penganggaran yang terstruktur dan secara berkala memantau realisasi kinerja dibandingkan dengan anggaran yang telah disetujui.
7. **Asuransi**
Perseroan memiliki perlindungan asuransi yang memadai untuk melindungi aset dari potensi kerugian material.
8. **Sumber Daya Manusia**
Proses pengelolaan karyawan didokumentasikan secara jelas mulai dari rekrutmen hingga evaluasi kinerja serta mekanisme disiplin sesuai peraturan yang berlaku.
9. **Kode Etik**
Kode Etik diterapkan sebagai pedoman bagi seluruh karyawan dalam menjalankan perilaku kerja sesuai nilai, kebijakan, dan prosedur Perseroan.
10. **Whistleblowing**
Perseroan menyediakan kanal pelaporan yang aman bagi karyawan maupun pihak ketiga untuk melaporkan dugaan pelanggaran, *fraud*, atau perilaku tidak etis dengan jaminan kerahasiaan.

Pengendalian Keuangan dan Operasional

Bagi Perseroan, Sistem Pengendalian Internal bertujuan untuk membantu manajemen dalam mengelola dan mengendalikan risiko terhadap kebutuhan Perseroan untuk targetnya dengan tetap melaksanakan prinsip-prinsip governansi korporat dan mematuhi peraturan dan perundang-undangan yang berlaku. Pada aspek pengendalian keuangan, Perseroan menerapkan SPI dengan cara menyediakan informasi keuangan bagi setiap tingkatan manajemen, pemegang saham, serta pemangku kepentingan yang dijadikan sebagai dasar pengambilan keputusan. Sistem ini nantinya dapat digunakan oleh manajemen untuk merencanakan dan mengendalikan operasi Perseroan sesuai dengan kondisi yang terjadi.

4. **Policies and Procedures**
Internal policies and procedures serve as critical control points to ensure consistency in quality and the execution of work in accordance with industry standards. These policies are documented and reviewed periodically.
5. **Information Systems and Data**
The Company implements information security and data protection policies to safeguard the confidentiality, integrity, and availability of information.
6. **Budgeting and Financial Management**
The Company maintains a structured budgeting process and regularly monitors actual performance against the approved budget.
7. **Insurance**
The Company maintains adequate insurance coverage to protect assets from potential material losses.
8. **Human Resources**
Employee management processes are clearly documented, starting from recruitment to performance evaluation and disciplinary mechanisms in accordance with applicable regulations.
9. **Code of Conduct**
The Code of Conduct serves as a guideline for all employees in conducting work-related behavior in accordance with the Company's values, policies, and procedures.
10. **Whistleblowing**
The Company provides a secure reporting channel for employees and third parties to report suspected violations, fraud, or unethical behavior with a guarantee of confidentiality.

Financial and Operational Controls

For the Company, the Internal Control System aims to assist management in managing and controlling risks related to the Company's needs and objectives while upholding corporate governance principles and complying with applicable laws and regulations. In terms of financial controls, the Company implements the Internal Control System by providing financial information to all levels of management, shareholders, and stakeholders, which serves as the basis for decision-making. This system can subsequently be used by management to plan and control the Company's operations in accordance with prevailing conditions.

Sistem pengendalian keuangan diterapkan Perseroan dengan cara menyediakan informasi keuangan bagi setiap tingkatan manajemen, pemegang saham, serta pemangku kepentingan yang dijadikan dasar pengambilan keputusan. Sementara, sistem pengendalian operasional dilakukan dengan cara menerapkan kebijakan dan prosedur yang secara langsung digunakan untuk mencapai sasaran dan target, menjamin penyampaian laporan keuangan yang tepat, serta kepatuhan terhadap hukum dan peraturan perundang-undangan yang berlaku.

Penerapan kedua sistem pengendalian tersebut, baik sistem pengendalian keuangan dan sistem pengendalian operasional meliputi seluruh elemen yang terdapat di Perseroan. Tujuan dari pelaksanaan audit operasional adalah untuk mengumpulkan data mengenai kekurangan atau ketidaknormalan dalam setiap fungsi kegiatan operasional.

Hasil audit atas pelaksanaan pengendalian tersebut akan digunakan oleh manajemen sebagai masukan untuk menyempurnakan implementasi SPI di Perseroan. Melalui penerapan SPI yang andal dan efektif, Perseroan percaya bahwa hal tersebut dapat meningkatkan budaya risiko yang efektif dan melekat di setiap jenjang organisasi.

Kesesuaian Sistem Pengendalian Internal dengan Kerangka COSO

Sistem Pengendalian Internal di Perseroan dan anak usahanya mengacu pada Internal Control Integrated Framework yang dikembangkan oleh The Committee of Sponsoring Organizations of the Treadway Commission (COSO). Penerapan kerangka kerja COSO yang komprehensif ini bertujuan untuk meningkatkan efektivitas pengendalian internal serta sistem pengendalian keuangan dan operasional Perseroan, yang mencakup 5 (lima) komponen utama, yaitu:

1. Lingkungan Pengendalian;
2. Penilaian Risiko;
3. Kegiatan Pengendalian;
4. Informasi dan Komunikasi; dan
5. Pemantauan.

Kesesuaian Sistem Pengendalian Internal dengan kerangka COSO di Perseroan dapat dilihat sebagai berikut:

The financial control system is implemented by the Company by providing financial information to all levels of management, shareholders, and stakeholders, which serves as the basis for decision-making. Meanwhile, the operational control system is implemented by applying policies and procedures directly used to achieve objectives and targets, ensuring the accurate reporting of financial statements, and compliance with applicable laws and regulations.

The implementation of both control systems, financial control and operational control, covers all elements within the Company. The objective of the operational audit is to gather data regarding deficiencies or irregularities in each operational function.

The results of the audit on the implementation of these controls will be used by management as input to improve the implementation of the Internal Control System within the Company. The Company believes that the implementation of a reliable and effective Internal Control System is expected to foster an effective risk culture that is embedded at every level of the organization.

Alignment of the Internal Control System with the COSO Framework

The Internal Control System at the Company and its subsidiary is based on the Internal Control Integrated Framework developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The comprehensive application of the COSO framework aims to enhance the effectiveness of the Company's internal controls as well as its financial and operational control systems, which encompass five (5) main components, namely:

1. Control Environment;
2. Risk Assessment;
3. Control Activities;
4. Information and Communication; and
5. Monitoring.

The alignment of the Company's Internal Control System with the COSO framework can be seen as follows:

| Komponen Pengendalian Internal COSO Components of COSO Internal Control | Penjelasan Explanation | Penerapan di Perseroan Implementation in the Company |
|--|---|--|
| Lingkungan Pengendalian Control Environment | <p>Lingkungan pengendalian adalah rangkaian standar, proses, dan struktur yang menjadi dasar dalam pelaksanaan SPI di seluruh organisasi. Terdapat 5 (lima) prinsip yang terkait dengan komponen ini yaitu:</p> <ol style="list-style-type: none"> 1. Organisasi menunjukkan komitmen terhadap integritas dan nilai-nilai etika. 2. Direksi menunjukkan independensi dari manajemen dan melaksanakan pengawasan terhadap pengembangan dan pelaksanaan SPI. 3. Dengan Dewan Komisaris, Direksi menetapkan struktur, bentuk pelaporan, tanggung jawab dan otoritas yang diperlukan dalam rangka pencapaian tujuan. 4. Organisasi menetapkan komitmen dalam menarik, mengembangkan, dan mempertahankan individu yang kompeten dalam rangka pencapaian tujuan. 5. Organisasi memegang individu yang bertanggung jawab dalam pengendalian internal dalam rangka pencapaian tujuan. <p>The control environment is a series of standards, processes and structures that form the basis for implementing ICS throughout the organization. There are 5 (five) principles associated with this component, namely:</p> <ol style="list-style-type: none"> 1. The organization demonstrates a commitment to integrity and ethical values. 2. The Board of Directors demonstrates independence from management and exercises oversight over the development and implementation of ICS. 3. With the Board of Commissioners, the Board of Directors determines the structure, form of reporting, responsibility and authority necessary in order to achieve the objectives. 4. The organization establishes a commitment to attracting, developing, and retaining competent individuals in order to achieve the objectives. 5. The organization holds individuals responsible for Internal Control in order to achieve the objectives. | <ol style="list-style-type: none"> 1. Perseroan telah menetapkan, mendokumentasikan, menerapkan, memelihara, dan secara berkelanjutan meninjau kebijakan, aturan, dan petunjuk pelaksanaan yang mengatur standar etika dan perilaku bagi pegawai. 2. Perseroan telah memiliki perangkat-perangkat yang berfungsi untuk melakukan reviu dan memastikan kepatuhan dan kecukupan pengendalian dalam pelaksanaan governansi organisasi sesuai ketentuan yang berlaku. 3. Perseroan melaporkan hasil reviu secara berkala kepada manajemen puncak untuk dilakukan peninjauan atas efektivitas pengendalian di organisasi. <ol style="list-style-type: none"> 1. The Company has established, documented, implemented, maintained and continuously reviewed policies, rules and guidelines governing ethical and behavioral standards for employees. 2. The Company has instruments that function to review and ensure compliance and adequacy of controls in the implementation of organizational governance in accordance with applicable regulations. 3. The Company periodically reports the results of reviews to top management to review the effectiveness of controls in the organization. |

| Komponen Pengendalian Internal COSO Components of COSO Internal Control | Penjelasan Explanation | Penerapan di Perseroan Implementation in the Company |
|--|--|--|
| <p>Penilaian Risiko Risk Assessment</p> | <p>Evaluasi risiko adalah suatu proses yang terus-menerus dan adaptif, yang bertujuan untuk mengidentifikasi serta menganalisis risiko yang mungkin menghalangi pencapaian tujuan. Proses ini juga memberikan landasan bagi pengelolaan risiko secara efektif. Ada 4 (empat) prinsip utama yang menjadi dasar dalam komponen ini, yaitu:</p> <ol style="list-style-type: none"> 1. Organisasi menentukan tujuan yang spesifik sehingga memungkinkan untuk dilakukan identifikasi dan penilaian risiko yang terkait dengan tujuan. 2. Organisasi mengidentifikasi risiko yang terkait dengan pencapaian tujuan di seluruh entitas dan menganalisis risiko untuk menjadi dasar bagaimana risiko akan diperlakukan. 3. Organisasi mempertimbangkan potensi <i>fraud</i> dalam penilaian risiko. 4. Organisasi mengidentifikasi dan menilai perubahan yang akan memengaruhi sistem pengendalian internal secara signifikan. <p>Risk evaluation is an ongoing and adaptive process that aims to identify and analyze risks that may hinder the achievement of objectives. It also provides the foundation for effective risk management. There are 4 (four) key principles that underpin this component, namely:</p> <ol style="list-style-type: none"> 1. The organization defines specific objectives that allow for the identification and assessment of risks associated with the objectives. 2. The organization identifies risks associated with achieving the objectives across the entity and analyzes the risks to inform how the risks will be treated. 3. The organization considers the potential for fraud in the risk assessment. 4. The organization identifies and assesses changes that will significantly affect the internal control system. | <ol style="list-style-type: none"> 1. Perseroan telah memahami isu-isu eksternal dan internal yang relevan dengan tujuan dan strategi perusahaan, khususnya yang dapat mempengaruhi Perseroan dalam pencapaian tujuannya. 2. Perseroan memahami bahwa para pemangku kepentingan memiliki kebutuhan dan harapan yang dapat mempengaruhi Perseroan untuk mencapai tujuannya. 3. Perseroan melaksanakan reviu terhadap risiko yang timbul dalam proses pencapaian tujuan, yang dilaksanakan secara berkala atau pada saat terdapat perubahan penting terhadap struktur dan aktivitas di Perseroan. <ol style="list-style-type: none"> 1. The Company has understood external and internal matters relevant to the Company's objectives and strategies, especially those that may affect the Company in achieving its objectives. 2. The Company understands that stakeholders' needs and expectations could affect its ability to realize its objectives. 3. The Company periodically reports the results of reviews to top management to review the effectiveness of controls in the organization. |



| Komponen Pengendalian Internal COSO Components of COSO Internal Control | Penjelasan Explanation | Penerapan di Perseroan Implementation in the Company |
|--|--|--|
| <p>Kegiatan Pengendalian Control Activities</p> | <p>Aktivitas Pengendalian merupakan tindakan yang ditetapkan dengan prosedur dan kebijakan untuk meyakinkan bahwa manajemen telah mengarah untuk memitigasi risiko dalam rangka pencapaian tujuan. Terdapat 3 (tiga) prinsip dalam komponen ini yaitu:</p> <ol style="list-style-type: none"> 1. Organisasi memilih dan mengembangkan aktivitas pengendalian yang berkontribusi terhadap mitigasi risiko sampai pada tingkat yang dapat diterima dalam rangka pencapaian tujuan. 2. Organisasi memilih dan mengembangkan aktivitas pengendalian secara umum terkait teknologi dalam rangka pencapaian tujuan. 3. Organisasi menyebarkan aktivitas pengendalian melalui kebijakan dan prosedur dalam pengimplementasiannya. <p>Control activities are actions established with procedures and policies to ensure that management has led to mitigate risks in order to achieve objectives. There are 3 (three) principles in this component, namely:</p> <ol style="list-style-type: none"> 1. The organization selects and develops control activities that contribute to risk mitigation to an acceptable level in order to achieve objectives. 2. The organization selects and develops control activities generally related to technology in order to achieve objectives. 3. The organization deploys control activities through policies and procedures in their implementation. | <p>Dalam melakukan kegiatan pengendalian, Perseroan mengimplementasikannya dengan cara:</p> <ol style="list-style-type: none"> 1. Menentukan kriteria untuk aktivitas dalam rangka mencapai tujuannya. 2. Menerapkan pengendalian proses sesuai dengan kriteria. 3. Menyimpan informasi terdokumentasi yang perlu agar mempunyai keyakinan bahwa proses yang dilakukan telah berjalan sesuai dengan yang direncanakan. <p>The Company conducts control activities by:</p> <ol style="list-style-type: none"> 1. Determining criteria for activities in order to achieve its objectives. 2. Implementing process controls in accordance with the criteria. 3. Maintaining documented information necessary to have confidence that the process has been carried out as planned. The organization has also established documentation control system procedures to ensure that activities are organized, purposeful, systematic and planned. All documents issued are controlled by being stored in the Company's documentation system. |



| Komponen Pengendalian Internal COSO Components of COSO Internal Control | Penjelasan Explanation | Penerapan di Perseroan Implementation in the Company |
|--|---|---|
| <p>Informasi dan Komunikasi Information and Communication</p> | <p>Informasi diperlukan dalam rangka pelaksanaan tanggung jawab pengendalian internalnya dalam rangka pencapaian tujuan. Sedangkan komunikasi terjadi baik secara internal maupun eksternal dengan menyediakan informasi yang diperlukan dalam rangka pelaksanaan pengendalian internal sehari-hari. Terdapat 3 (tiga) prinsip dalam komponen ini, yaitu:</p> <ol style="list-style-type: none"> 1. Organisasi memperoleh dan menggunakan informasi yang berkualitas dan relevan dalam rangka mendukung fungsi dari komponen lain dalam pengendalian internal. 2. Organisasi secara internal mengomunikasikan informasi, termasuk tujuan dan tanggung jawab pengendalian internal dalam rangka mendukung fungsi dari komponen lain dari pengendalian internal. 3. Organisasi berkomunikasi dengan pihak eksternal terkait hal yang mempengaruhi fungsi dari komponen lain dalam pengendalian internal. <p>Information is needed to fulfill its responsibilities of Internal Control in achieving its objectives. Meanwhile, communication occurs both internally and externally by providing the necessary information for the day-today implementation of Internal Control. There are 3 (three) principles in this component:</p> <ol style="list-style-type: none"> 1. The organization obtains and uses quality and relevant information to support the functions of other components within Internal Control. 2. The organization internally communicates information, including the objectives and responsibilities of Internal Control, to support the functions of other components of Internal Control. 3. The organization communicates with external parties regarding matters that affect the functions of other components within Internal Control. | <ol style="list-style-type: none"> 1. Perseroan memiliki fungsi terkait yang memastikan bahwa kebijakan ataupun informasi yang berkualitas dan relevan tersedia serta dikomunikasikan kepada seluruh unsur terkait guna mendukung terlaksananya sistem pengendalian perusahaan. 2. Perseroan senantiasa melakukan bentuk komunikasi dengan berbagai pihak yang relevan dengan pelaksanaan fungsi pengendalian internal Perseroan. <ol style="list-style-type: none"> 1. The Company has established adequate functions to ensure that quality and relevant policies or information are available and communicated to all relevant elements to support the implementation of the Company's control system. 2. The Company maintains ongoing communication with various stakeholders involved in the implementation of its internal control function. |

| Komponen Pengendalian Internal COSO Components of COSO Internal Control | Penjelasan Explanation | Penerapan di Perseroan Implementation in the Company |
|--|--|---|
| Pemantauan Monitoring | <p>Evaluasi berkelanjutan, terpisah, atau kombinasi keduanya untuk memastikan seluruh komponen SPI ada dan berfungsi. Terdapat 2 (dua) prinsip dalam komponen ini yaitu:</p> <ol style="list-style-type: none"> 1. Organisasi memilih, mengembangkan, dan melaksanakan evaluasi berkelanjutan dan/atau terpisah untuk memastikan seluruh komponen SPI ada dan berfungsi. 2. Organisasi mengevaluasi dan mengkomunikasikan defisiensi pengendalian internal pada pihak yang bertanggung jawab agar diambil tindakan korektif. <p>Continuous, separate, or a combination of both evaluations to ensure all components of the Internal Control System exist. There are 2 (two) principles present:</p> <ol style="list-style-type: none"> 1. The organization selects, develops, and implements continuous and/or separate evaluations to ensure all components of the SPI exist and function. 2. The organization evaluates and communicates Internal Control deficiencies to the responsible parties for corrective action. | <p>Perseroan telah menetapkan perangkat-perangkat yang memiliki fungsi untuk memastikan seluruh komponen SPI tersedia, berfungsi dan memadai, melalui:</p> <ol style="list-style-type: none"> 1. <i>Corporate Safety.</i> 2. <i>Corporate Quality Assurance.</i> 3. <i>Aviation Security.</i> 4. <i>Internal Audit.</i> <p>Dalam pelaksanaannya, perangkat tersebut dapat bekerja secara bersama maupun mandiri sesuai dengan kebutuhan dalam melakukan evaluasi SPI.</p> <p>Setiap perangkat tersebut mengkomunikasikan hasil evaluasi yang dilakukannya secara berkala kepada pihak-pihak yang bertanggung jawab dan manajemen puncak untuk ditindaklanjuti dengan tindakan korektif.</p> <p>The Company has established instruments that function to ensure all Internal Control System's components are available, functional and adequate, including:</p> <ol style="list-style-type: none"> 1. <i>Corporate Safety.</i> 2. <i>Corporate Quality Assurance.</i> 3. <i>Aviation Security.</i> 4. <i>Internal Audit.</i> <p>In its implementation, these instruments can work together or independently according to the needs in evaluating the Internal Control System. Each instrument communicates the results of its evaluation periodically to the responsible parties and top management to be followed up with corrective actions.</p> |

Tinjauan atas Efektivitas Sistem Pengendalian Internal

Manajemen bertanggung jawab atas terselenggaranya SPI yang andal dan efektif serta berkewajiban untuk meningkatkan budaya risiko yang efektif dan wajib memastikan bahwa hal tersebut telah melekat di setiap jenjang organisasi. Sementara, Audit Internal bertanggung jawab mengevaluasi dan berperan aktif dalam meningkatkan efektivitas SPI secara berkesinambungan berkaitan dengan pelaksanaan operasional Perseroan dalam mencapai sasaran yang telah ditetapkan Perseroan.

Dalam memastikan efektivitas sistem pengendalian internal, Audit Internal secara konsisten membuat perencanaan audit dengan metode Pendekatan Berbasis Risiko setiap tahun dalam menentukan ruang lingkup, tujuan, dan prosedur audit berdasarkan tingkat risiko yang dapat mempengaruhi organisasi.

Review of the Effectiveness of Internal Control System

The management is responsible for ensuring the implementation of a reliable and effective internal control system and is required to promote an effective risk culture, ensuring that it is integrated into every level of the organization. Meanwhile, the Internal Audit function is responsible for evaluating and actively contributing to continuously improving the effectiveness of the internal control system in relation to the Company's operational activities in achieving the Company's established objectives.

To ensure the effectiveness of the internal control system, Internal Audit consistently develops audit plans using a Risk-Based Approach annually to determine the scope, objectives, and audit procedures based on the level of risk that may affect the organization. This approach ensures the

Pendekatan ini memastikan optimalisasi sumber daya audit pada area dengan tingkat risiko tertinggi guna meningkatkan efektivitas dan efisiensi pelaksanaan evaluasi. Hasil evaluasi tersebut kemudian disampaikan kepada manajemen untuk ditindaklanjuti dan dimonitor pelaksanaannya untuk memastikan SPI di Perseroan telah berjalan secara efektif.

Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Pengendalian Internal

Sistem Pengendalian Internal adalah suatu proses yang dilakukan oleh Direksi bersama-sama dengan Unit Audit Internal untuk memastikan terselenggaranya governansi korporat secara baik. Dewan Komisaris maupun Direksi berkomitmen untuk memastikan penerapan governansi korporat di semua tingkatan sebagai landasan untuk mencapai tujuan melindungi dan meningkatkan nilai Perseroan. Direksi bertanggung jawab untuk melaksanakan pengendalian internal secara efektif agar Perseroan dapat mencapai tujuannya.

Berdasarkan hasil evaluasi Sistem Pengendalian Internal yang dilakukan oleh Audit Internal, Dewan Komisaris, dan Direksi menyimpulkan bahwa penerapan SPI berupa pengendalian aspek operasional, keuangan, dan kepatuhan di Perseroan cukup memadai. Atas hasil ini, Dewan Komisaris dan Direksi berkomitmen untuk terus melakukan pemantauan dan pengembangan atas Sistem Pengendalian Internal di Perseroan, guna menjaga integritas dan kestabilan operasional dalam rangka mencapai tujuan bisnis dengan pengelolaan risiko yang memadai.

optimization of audit resources in areas with the highest risk levels to enhance the effectiveness and efficiency of the evaluation process. The results of these evaluations are then communicated to management for follow-up and monitoring of implementation to ensure that the Internal Control System within the Company is functioning effectively.

Statement by the Board of Directors and/ or the Board of Commissioners on the Adequacy of the Internal Control System

The Internal Control System is a process conducted by the Board of Directors in collaboration with the Internal Audit Unit to ensure the proper implementation of corporate governance. Both the Board of Commissioners and the Board of Directors are committed to ensuring the application of corporate governance at all levels as the foundation for achieving the objective of protecting and enhancing the Company's value. The Board of Directors is responsible for effectively implementing internal controls so that the Company can achieve its objectives.

Based on the results of the Internal Control System evaluation conducted by the Internal Audit, the Board of Commissioners, and the Board of Directors concluded that the implementation of the Internal Control System—covering operational, financial, and compliance controls within the Company—is sufficiently adequate. Based on these results, the Board of Commissioners and the Board of Directors are committed to continuously monitor and develop the Company's Internal Control System to maintain operational integrity and stability in order to achieve business objectives with adequate risk management.

Manajemen Risiko [E.3] [3-3]

Risk Management

Perseroan menyadari bahwa dalam menjalankan kegiatan usahanya, terdapat berbagai risiko yang dapat timbul baik dari faktor internal maupun eksternal. Oleh karena itu, Perseroan secara aktif dan konsisten menerapkan manajemen risiko sebagai bagian integral dalam menjamin kesinambungan usaha dan pencapaian tujuan strategis Perseroan.

The Company recognizes that its business activities are associated with various risks arising from both internal and external factors. Therefore, the Company actively and consistently implements risk management as an integral part of ensuring business continuity and the achievement of the Company's strategic objectives.

Sebagai bagian dari komitmen untuk meningkatkan tata kelola, transparansi, dan kepercayaan para pemangku kepentingan, Perseroan telah membangun sistem manajemen risiko yang kuat.

Perseroan senantiasa memastikan kepatuhan terhadap peraturan perundang-undangan yang berlaku, termasuk peraturan di bidang pasar modal, terkait dengan penerapan sistem manajemen risiko.

Dalam pelaksanaannya, Direksi bertanggung jawab untuk menetapkan, mengidentifikasi, serta menilai eksposur risiko Perseroan, sekaligus memastikan tersedianya rencana mitigasi yang efektif dan penerapan sistem yang memadai dalam mengelola eksposur risiko dan aspek keberlanjutan Perseroan secara menyeluruh. Proses manajemen risiko di Perseroan bertujuan untuk mengidentifikasi, mengukur, memantau, dan memitigasi risiko utama yang dapat memengaruhi kinerja operasional maupun keuangan, sehingga Perseroan mampu meminimalkan ketidakpastian sekaligus mengoptimalkan peluang bisnis. Dengan demikian, penerapan manajemen risiko yang efektif dan berkesinambungan menjadi landasan penting dalam mendukung pengambilan keputusan strategis oleh Direksi, dengan mempertimbangkan potensi risiko dan dampaknya terhadap pencapaian tujuan jangka panjang Perseroan.

Kebijakan Manajemen Risiko

Dalam menetapkan kebijakan manajemen risiko Perseroan membuat acuan dalam mencapai sasaran jangka panjang. Kebijakan ini juga wujud komitmen untuk penerapan manajemen risiko di seluruh organisasi secara luas dan terintegrasi, dalam rangka menunjang kepastian pencapaian sasaran jangka panjang Perseroan, serta memberikan kerangka penerapan manajemen risiko secara sistematis dan terukur.

Perseroan mewajibkan seluruh perusahaan dalam Grup AirAsia untuk memastikan bahwa manajemen risiko berjalan secara efektif sesuai dengan kebijakan Enterprise Risk Management Perseroan dan kebijakan terkait lainnya. Kebijakan tersebut ditugaskan kepada individu atau departemen dalam Perseroan untuk:

1. Memastikan pengelolaan dan pengawasan yang efektif, dan pelaporan;
2. Memiliki proses untuk memberikan *assurance* manajemen risiko, misalnya, penyampaian laporan tepat waktu tentang risiko yang ada dan yang muncul dan pada setiap masalah manajemen risiko kepada Direktur Utama dan Direksi;
3. Membangun budaya manajemen risiko yang kuat sejalan dengan nilai-nilai AirAsia lainnya.

As part of our commitment to enhance governance, transparency and stakeholders confidence, the Company has established a sound risk management system.

The Company ensures compliance with applicable laws and regulations, including capital market regulations in relation to the implementation of the risk management system.

In its implementation, the Board of Directors is responsible to determine, identify, and assess the Company's risk exposure, as well as ensure the availability of effective mitigation plans and the implementation of appropriate systems to manage the overall risk and sustainability exposure of the Company. The risk management process in the Company aims to identify, measure, monitor, and mitigate major risks that may affect operational and financial performance, allowing the Company to minimize uncertainty while optimizing business opportunities. Thus, the implementation of effective and sustainable risk management is an important foundation that supports strategic decision-making by the Board of Directors, taking into account potential risks and their impact on the achievement of the Company's long-term objectives.

Risk Management Policy

In establishing its risk management policy, the Company sets benchmarks to achieve its long-term targets. This policy also reflects the Company's commitment to implementing risk management across the entire organization in a comprehensive and integrated manner, so as to support the achievement of the Company's long-term targets and provide a framework for the systematic and measurable implementation of risk management.

The Company requires all companies within the AirAsia Group to ensure that risk management is carried out effectively in line with the Company's Enterprise Risk Management policy and other related policies. These policies are assigned to individuals or departments within the Company to:

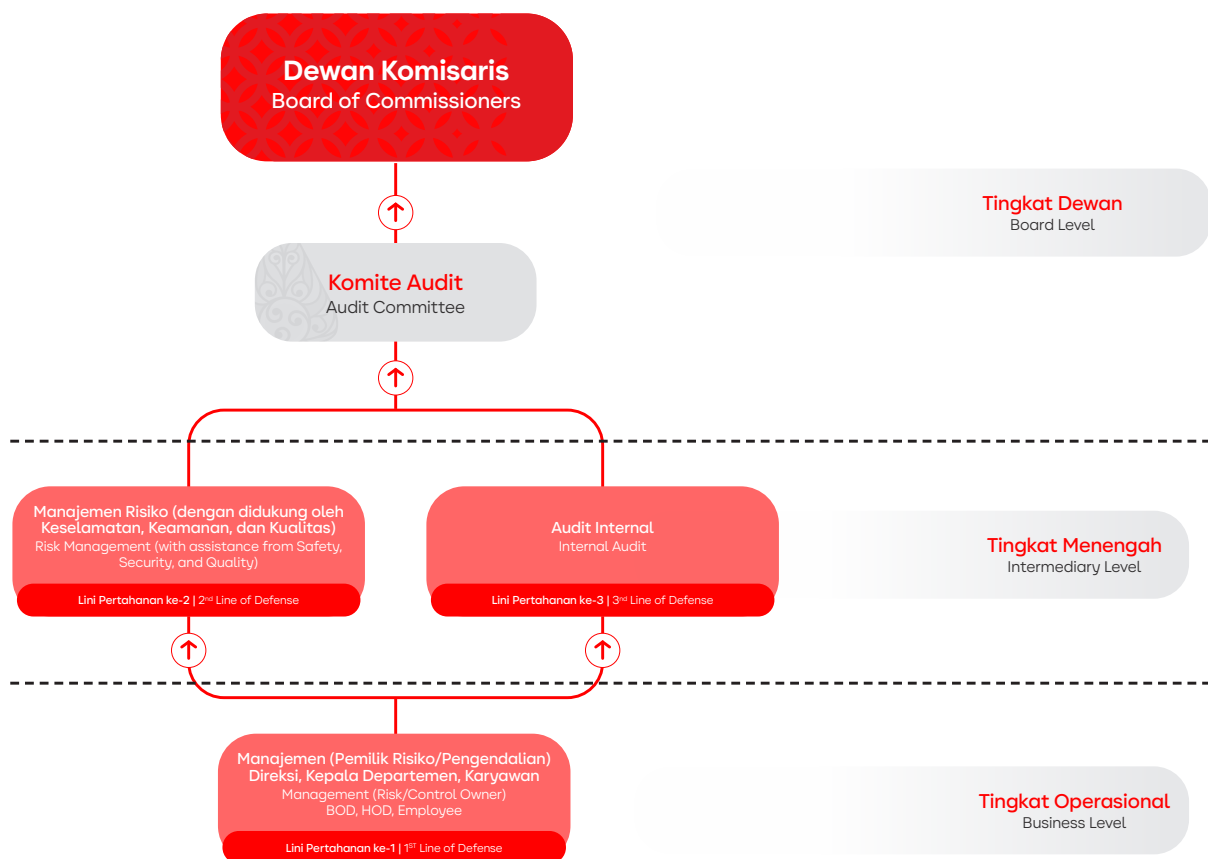
1. Ensure effective management, supervision, and reporting;
2. Establish processes to provide risk management assurance, such as the timely submission of reports on existing and emerging risks and on any risk management issues to the President Director and the Board of Directors;
3. Build a strong risk management culture in line with other AirAsia values.

Di tingkat regional, Departemen Risiko Grup AirAsia memberikan masukan tentang strategi dan memfasilitasi upaya regional yang terkait dengan manajemen risiko. Selain itu, Grup AirAsia juga telah membentuk Komite Risiko, Kepatuhan dan Tata Kelola (BRCGC) untuk memberikan *assurance* kepada Direksi dan Dewan Komisaris bahwa kebijakan dan proses yang memadai telah dirancang dan diterapkan untuk mengelola risiko yang diidentifikasi dan selanjutnya untuk mempromosikan budaya risiko yang tepat.

Struktur Tata Kelola Manajemen Risiko

Perseroan telah menetapkan kebijakan pengelolaan manajemen risiko sebagai upaya untuk meminimalkan potensi risiko yang dapat timbul dalam pelaksanaan kegiatan usaha.

Struktur tata kelola yang memadai telah ditetapkan di dalam perusahaan, di mana tanggung jawab didefinisikan secara jelas pada seluruh tingkat, struktur, dan fungsi untuk mendorong akuntabilitas serta mendukung sistem manajemen risiko dan pengendalian internal yang efektif. Untuk mendukung pelaksanaan tata kelola perusahaan yang baik, maka pengelolaan manajemen risiko di Perseroan dijalankan dengan mengacu pada konsep Tiga Lini Pertahanan (*Three Lines of Defense*) sebagai berikut:



At the regional level, the AirAsia Group Risk Department provides input on strategy and facilitates regional efforts related to risk management. Furthermore, AirAsia Group has also established a Board Risk, Compliance, and Governance Committee (BRCGC) to provide assurance to the Board of Directors and the Board of Commissioners that adequate policies and processes have been designed and implemented to manage identified risks and further promote an appropriate risk culture.

Risk Management Governance Structure

The Company has established a risk management policy as an effort to minimize potential risks that may arise in the course of its business activities.

Proper governance structure is established within the Company, where responsibilities are clearly defined across all levels, structures and functions to promote accountability and contribute towards an effective risk management and internal control system. To promote good corporate governance culture, the Company's risk management is carried out to the Three Lines of Defense concept as follows:

Lini Pertama (Direksi, Kepala Departemen, dan Karyawan)

Pemilik Risiko yang terdiri dari Direksi, Kepala Departemen, serta karyawan mencakup manajemen operasional, unit bisnis, dan fungsi pendukung yang menjalankan aktivitas sehari-hari Perseroan. Mereka bertanggung jawab secara langsung atas identifikasi, penilaian, dan pengelolaan risiko yang timbul dari kegiatan operasional, termasuk risiko keselamatan, operasional, keuangan, kepatuhan, dan reputasi.

Pemilik Risiko merancang, menerapkan, dan memelihara pengendalian internal pada area masing-masing, memastikan kepatuhan terhadap kebijakan dan prosedur yang berlaku, serta menanamkan kesadaran risiko dalam proses pengambilan keputusan dan operasional harian. Mereka juga bertanggung jawab untuk segera melaporkan insiden, kelemahan pengendalian, dan risiko yang muncul kepada Lini Kedua serta Manajemen Senior, serta melaksanakan tindakan mitigasi yang disepakati.

Lini Kedua (Manajemen Risiko, didukung oleh Safety, Security, dan Quality)

Departemen Manajemen Risiko bertanggung jawab atas fungsi *Enterprise Risk Management* (ERM), *Business Continuity Management* (BCM), serta *Integrity & Compliance* (I&C). Dari perspektif ERM, Departemen Risiko Grup menyusun kebijakan risiko, memberikan panduan terkait pengelolaan risiko, mengoordinasikan aktivitas manajemen risiko lintas departemen, serta memantau dan melaporkan profil risiko Perseroan.

Dari perspektif *Business Continuity Management* (BCM), Departemen Manajemen Risiko memegang peran yang krusial dalam memastikan ketahanan Perseroan terhadap berbagai potensi gangguan. Departemen ini menetapkan kebijakan dan kerangka kerja yang komprehensif sebagai pedoman dalam perencanaan kesinambungan usaha pada seluruh fungsi utama Perseroan. Departemen Risiko Grup berkolaborasi dengan unit-unit bisnis untuk mengidentifikasi dan menilai kerentanan, meningkatkan kesiapsiagaan, serta memvalidasi strategi respons yang telah ditetapkan. Pendekatan proaktif ini memastikan bahwa operasional yang bersifat esensial dapat tetap berjalan atau dipulihkan secara cepat pada saat terjadi krisis, sehingga meminimalkan waktu henti (*downtime*) dan menjaga keberlangsungan usaha dalam situasi kritis.

Dalam perspektif I&C, Departemen Risiko memantau kepatuhan terhadap regulasi utama serta mengawasi program anti-penyuapan dan anti-korupsi melalui pengembangan kebijakan, pemberian advis, penelaahan, serta penilaian risiko korupsi atas aspek-aspek terkait.

1st Line of Defense (BOD, HOD, Employees)

The Risk Owner (BOD, HOD, and employees) comprises operational management, business units, and functional departments that directly run day-to-day activities. They are primarily responsible for identifying, assessing, and managing risks arising from their operations, including safety, operational, financial, compliance, and reputational risks.

The risk owner designs, implements, and maintains internal controls within their areas, ensures adherence to established policies and procedures, and embeds risk awareness into daily decision-making and operational processes. They are also responsible for promptly reporting incidents, control weaknesses, and emerging risks to the Second Line of Defense and Senior Management, as well as implementing agreed mitigation actions.

2nd Line of Defense (Risk Management with assistance from Safety, Security and Quality)

The Risk Management Department is responsible for Enterprise Risk Management ("ERM"), Business Continuity Management ("BCM") and Integrity and Compliance ("I&C") functions. From the ERM perspective, the Group Risk Department develops risk policies, provides guidance on risk-related matters, coordinates risk management activities with other departments, as well as monitors and reports the Company's risks.

From the BCM perspective, the Risk Department plays a critical role in ensuring the Company's resilience against disruptions. It establishes comprehensive policies and frameworks that guide business continuity planning across key functions. The Group Risk Department collaborates with business units to assess vulnerabilities, enhance preparedness, and validate response strategies. This proactive approach ensures that essential operations can be sustained or swiftly restored during a crisis, minimizing downtime and safeguarding business continuity under critical situations.

From the I&C perspective, the Risk Department monitors key regulatory compliances for the Company and oversees the anti-bribery and anti-corruption programs within the Company, through development of policy and guidance, advisory, review and corruption risk assessment on such matters.

Lini Ketiga (Audit Internal)

Departemen Audit Internal mengevaluasi kecukupan dan efektivitas pengendalian, manajemen risiko, serta proses tata kelola yang diterapkan manajemen. Audit Internal menggunakan pendekatan berbasis risiko dalam menentukan area audit dan frekuensi pelaksanaan audit. Selain itu, Audit Internal mengelola saluran *whistleblowing* Perseroan guna memastikan setiap laporan ditindaklanjuti secara tepat dan memadai.

Komite Audit

Memberikan dukungan kepada Dewan Komisaris melalui fungsi pengawasan pada area yang terkait dengan audit dan investigasi, pelaporan keuangan, pengungkapan tahunan, transaksi dengan pihak berelasi, serta manajemen risiko. Dalam hal ini, Komite Audit memantau kecukupan dan efektivitas sistem pengendalian internal melalui penelaahan atas pekerjaan yang dilakukan oleh auditor internal dan auditor eksternal, serta melalui diskusi dengan manajemen.

Proses Manajemen Risiko

Kerangka *Enterprise Risk Management* (ERM) yang diatur dalam Kebijakan ERM mendukung Perseroan dalam pengambilan keputusan yang berbasis risiko dengan menstandarkan proses identifikasi, evaluasi, dan pengelolaan risiko yang dihadapi oleh Perseroan.

Kerangka ERM tersebut mencakup fitur-fitur utama sebagai berikut:

1. Peran dan tanggung jawab Komite Audit yang melakukan pengawasan terhadap Manajemen Risiko, manajemen, Departemen Risiko, serta seluruh karyawan; dan
2. Panduan mengenai proses manajemen risiko untuk secara efektif mengelola ketidakpastian dan peluang, serta meningkatkan kapasitas dalam menciptakan nilai bagi para pemangku kepentingan.

Proses Manajemen Risiko sebagaimana digambarkan pada diagram di bawah ini selaras dengan ISO 31000:2018 Risk Management – Guidelines.



3rd Line of Defense (Internal Audit)

The Internal Audit Department ("IAD") evaluates the adequacy and effectiveness of the controls, risk management and governance processes implemented by Management. IAD adopts a risk-based approach in determining the auditable areas and frequency of audits within the company. In addition, IAD handles the Company's whistleblowing channel, ensuring that all reported concerns are received, assessed, and escalated appropriately.

Audit Committee

Provides support to the Board of Commissioners through its oversight on areas related to audit and investigation, financial reporting, annual disclosures, related party transactions, and risk management. For this, the AC monitors the adequacy and effectiveness of the system of internal controls through reviews of work performed by internal and external auditors, as well as discussions with management.

Risk Management Process

The ERM framework within the ERM Policy supports the Company in making risk-informed decisions by standardising the process of identifying, evaluating and managing risks faced by the Company.

The ERM framework covers the following key features:

1. Roles and responsibilities of the Audit Committee overseeing Risk Management, management, Risk Department and all employees; and
2. Guidance on risk management processes to effectively deal with uncertainties and opportunities, enhancing the capacity to build value to the stakeholders.

The Risk Management process depicted in the diagram below is aligned with ISO 31000:2018 Risk Management - Guidelines.

Profil Risiko dan Upaya Mitigasi

Perseroan mengidentifikasi risiko utama yang berpotensi memiliki dampak terhadap operasional bisnis, serta dirumuskan langkah mitigasi yang bertujuan mengendalikan dampak dari risiko yang dihadapi.

Dewan Komisaris dan Direksi menyadari bahwa setiap eksposur risiko utama yang melekat dalam lingkungan operasional dan kegiatan usaha Perseroan dapat secara signifikan menghambat pencapaian tujuan bisnis dan korporasi Perseroan serta berdampak negatif terhadap kemampuan Perseroan dalam menciptakan dan melindungi nilai.

Sepanjang tahun buku, risiko utama beserta langkah mitigasi yang telah dirumuskan oleh Perseroan adalah sebagai berikut:

Risk Profile and Mitigation Efforts

The Company actively identifies and evaluates key risks that have the potential to impact business operations and formulates mitigation measures with the aim of controlling the impact of these risks.

The Board of Commissioners and the Board of Directors recognise that any major risk exposure inherent in its operating environment and business activities could significantly impede the achievements of the Company's business and corporate objectives and would adversely affect the Company's ability to create and protect value.

During the financial year, the key risks exposed by the Company and the corresponding mitigation measures formulated are as follows:

| No. | Jenis Risiko Type of Risk | Penjelasan Explanation | Upaya Mitigasi Mitigation Effort |
|-----|---|--|--|
| 1. | Risiko arus kas Cash flow Risk | Pendanaan telah diidentifikasi sebagai tantangan utama bagi Perseroan seiring dengan pemulihan bisnis pasca pandemi. Meskipun pendapatan menunjukkan tren peningkatan akibat normalisasi permintaan, terdapat biaya reaktivasi yang signifikan. Funding has been identified as a significant challenge for the Company as the businesses recover post pandemic. Though revenue generation saw an upward trend as a result of normalisation of demand, there was however a significant reactivation cost involved. | Perseroan mengatasi risiko ini melalui kebijakan keuangan yang hati-hati serta tinjauan secara berkesinambungan terhadap operasionalnya untuk meningkatkan efisiensi. Perseroan menerapkan sejumlah langkah strategis untuk memperbaiki arus kas dengan cara mendapatkan pendanaan dari institusi keuangan, menjalin kolaborasi strategis, dan menciptakan sinergi komersial dalam ekosistem. The Company mitigates this risk by prudent financial policies and continuous review of its operations to improve efficiency. The Company has implemented a number of strategic steps to improve cash flow by securing funding from financial institutions, establishing strategic collaborations, and creating commercial synergies within the ecosystem. |
| 2. | Risiko Fluktuasi Harga Bahan Bakar Pesawat Aircraft Fuel Price Fluctuation Risk | Fluktuasi harga bahan bakar memiliki dampak yang signifikan terhadap profitabilitas. Bahan bakar merupakan komponen biaya utama dalam operasional bisnis. Fluctuations in fuel prices would have a significant impact on the profitability. Fuel is a key cost component for the business operations. | Perseroan mengatasi risiko ini dengan aktif memantau dan mengelola dampak risiko terhadap volatilitas harga bahan bakar melalui berbagai strategi, seperti penerapan <i>fuel surcharge</i> . Perseroan juga melakukan perencanaan strategis untuk bahan bakar serta menerapkan manajemen bahan bakar yang efisien dan perencanaan rute guna mengelola risiko kenaikan harga bahan bakar. The Company mitigates this risk by actively monitoring and managing its exposure to fuel price volatility through various strategies e.g. fuel surcharges. The Company does strategic planning for fuel and has implemented efficient fuel management and route planning in order to manage the risks of fuel price increases. |

| No. | Jenis Risiko Type of Risk | Penjelasan Explanation | Upaya Mitigasi Mitigation Effort |
|-----|---|---|--|
| 3. | Risiko Tingkat Suku Bunga Interest Rate Risk | <p>Risiko suku bunga adalah risiko fluktuasi nilai wajar atau arus kas di masa mendatang dari suatu instrumen keuangan yang disebabkan oleh perubahan suku bunga pasar.</p> <p>Interest rate risk is the risk that fluctuation in the fair value or future cash flows of a financial instrument fluctuates due to changes in market interest rates.</p> | <p>Risiko suku bunga Perseroan terutama timbul dari pinjaman untuk modal kerja dan investasi. Perseroan memiliki eksposur terhadap risiko suku bunga karena sebagian besar pinjamannya berbasis suku bunga mengambang. Selain itu, bunga atas pinjaman dalam mata uang asing juga terpengaruh oleh fluktuasi nilai tukar.</p> <p>The Company's interest rate risk mainly arises from loans for working capital and investments. The Company has an exposure to interest rate risk as the loans are mostly based on floating interest rates. Furthermore the interest for foreign currency borrowings is also exposed to foreign currency fluctuations.</p> |
| 4. | Risiko Pertumbuhan Bisnis Business Growth Risk | <p>Perseroan beroperasi di pasar yang kompetitif di mana bisnisnya menghadapi persaingan dengan kompetitor lain yang menawarkan layanan yang serupa dengan layanan yang ditawarkan oleh Perseroan. Perseroan juga memiliki pertumbuhan permintaan pasar dan prospeknya, serta pertumbuhan Perseroan di masa depan sangat bergantung pada kemampuan Perseroan dalam mengoptimalkan sumber daya (pendanaan dan pesawat), terutama pasca pandemi.</p> <p>The Company operates in a competitive market where the business faces competition from other competitors offering similar services as its service offerings. There is a growth in market demand and the prospects, and future growth of the Company highly rely on its ability to optimize the resources (funding and aircrafts), especially post pandemic.</p> | <p>Perseroan telah menjalankan rencana bisnis yang bijaksana dengan mengoperasikan kembali pesawat yang disimpan serta melakukan pemeliharaan preventif guna meminimalkan waktu henti operasional. Selain itu, Perseroan terus meninjau strategi harga dan pemasaran untuk mengelola risiko persaingan.</p> <p>The Company has embarked on its prudent business plans of getting the storage aircraft back in service and conducting preventive maintenance on aircraft to minimize down time. The Company also continues to review its pricing and marketing strategies to manage competition risk.</p> |
| 5. | Risiko Keselamatan Safety Risk | <p>Seiring dengan normalisasi operasional maskapai, peningkatan jumlah penerbangan secara langsung meningkatkan paparan terhadap risiko operasional. Risiko keselamatan tidak dapat dihindari dalam industri penerbangan. Namun, kemunculan dan potensi dampak negatifnya dapat dikendalikan melalui tindakan mitigasi yang bertujuan untuk mengelola risiko potensial, sehingga mencegah terbentuknya kondisi tidak aman.</p> <p>As the airline operations normalise, increase in flights resumption directly increases exposure to operational hazards. Safety hazards are inevitable within aviation. However, the manifestation and potential adverse consequences can be addressed through mitigating actions that aim to control potential hazards, resulting in unsafe conditions.</p> | <p>Perusahaan menjaga standar keselamatan yang tinggi dengan mengidentifikasi dan memitigasi bahaya melalui Sistem Manajemen Keselamatan, dengan sertifikasi IOSA yang berfungsi sebagai tolok ukur global bagi kinerja keselamatan kami. Pengawasan dilakukan oleh Dewan Peninjau Keselamatan (<i>Safety Review Board/SRB</i>), yang memastikan kepatuhan yang ketat terhadap standar keselamatan dan kualitas. Selain itu, Departemen Keselamatan memanfaatkan alat-alat digital untuk mengumpulkan dan menganalisis data, sehingga mendorong perbaikan berkelanjutan dalam profil risiko keselamatan kami.</p> <p>The Company maintains high safety standards by identifying and mitigating hazards through its Safety Management System, with IOSA certification serving as a global benchmark for our safety performance. Oversight is provided by the Safety Review Board (SRB), which ensures strict adherence to safety and quality standards. Furthermore, the Safety Department utilizes digital tools to capture and analyze data, driving continuous improvement in our safety risk profile.</p> |

| No. | Jenis Risiko Type of Risk | Penjelasan Explanation | Upaya Mitigasi Mitigation Effort |
|-----|--|---|--|
| 6. | Risiko Keamanan Informasi Information Security Risk | <p>Bisnis Perseroan melibatkan pengumpulan, pemrosesan, penyimpanan, dan transmisi informasi rahasia dan sensitif. Perseroan menyadari akan selalu ada risiko ancaman keamanan eksternal, seperti serangan malware, peretasan, spionase, atau intrusi siber. Ancaman ini tidak hanya dapat mengganggu operasional, tetapi juga merusak reputasi dan melanggar undang-undang perlindungan data pribadi.</p> <p>The Company's business involves the collection, processing, storage and transmission of confidential and sensitive information. The Company believes that there is always a risk of external security threats such as malware attack, hacking, espionage or cyber intrusion. These could not only disrupt the operations, but also damage the reputation and violate any personal data protection laws.</p> | <p>Perseroan mengatasi risiko ini dengan mempertahankan postur keamanan siber yang kuat melalui peningkatan konfigurasi keamanan sistem. Selain itu, Perseroan mengadopsi sistem keamanan informasi yang tangguh berdasarkan proses dan metodologi ISO/IEC 27001 untuk melindungi sistem informasi. Penilaian keamanan rutin, pengujian penetrasi, dan tinjauan kode sumber secara berkala dilakukan guna memastikan ketahanan siber.</p> <p>The Company mitigates these risks by maintaining a strong cybersecurity posture by enhancing system configuration security. They also adopt a robust information security system that revolves around the ISO/IEC 27001 processes and methodology to secure information systems. Regular security assessments, penetration tests and source code reviews are performed on systems to ensure cyber resilience.</p> |

Risiko ESG

Implementasi nilai-nilai Lingkungan, Sosial, dan Governansi (ESG) dalam pelaksanaan setiap kegiatan operasional Perseroan bertujuan untuk mendorong terciptanya kelangsungan bisnis jangka panjang. Pentingnya aspek ESG tersebut mendorong Perseroan untuk memperhatikan risiko ESG yang dapat mempengaruhi keberlanjutan operasional dan kinerja keuangan Perseroan.

Dalam kurun waktu jangka panjang, Perseroan telah mengidentifikasi beberapa risiko yang berpotensi memberikan dampak signifikan terhadap keberlanjutan bisnis.

1. Risiko terkait regulasi ESG dikategorikan sebagai risiko kepatuhan, seiring meningkatnya tekanan terhadap pengelolaan dan pelaporan ESG, yang berpotensi mempengaruhi reputasi dan kinerja keuangan. Untuk memitigasi risiko ini, Perseroan menjalin kerja sama dan komunikasi erat dengan regulator dan menunjuk penasehat pada tingkat keberlanjutan dari sisi Grup AirAsia.
2. Risiko keamanan informasi dikategorikan sebagai risiko sistem, dengan potensi dampak berupa kerugian finansial dan reputasi akibat pelanggaran keamanan dan privasi data. Mitigasi dilakukan melalui penguatan keamanan pengguna, perlindungan identitas, pengujian respons insiden, serta pemeliharaan infrastruktur kritikal.
3. Risiko geopolitik dikategorikan sebagai risiko operasional yang dapat berdampak pada pendapatan, kelangsungan operasi, serta aspek keselamatan dan keamanan. Perseroan melakukan pemantauan global secara berkelanjutan dan menyiapkan skenario alternatif *Business Continuity Plan*.

ESG Risk

The Environmental, Social, and Governance (ESG) values are implemented in every operational activity of the Company to ensure long-term business continuity. The importance of ESG aspects encourages the Company to pay attention to ESG risks that may affect its operational sustainability and financial performance.

Over the long term, the Company has identified several risks that could significantly impact business sustainability.

1. Risks related to ESG regulations are categorized as compliance risks, as increasing pressure on ESG management and reporting could potentially affect the Company's reputation and financial performance. To mitigate these risks, the Company maintains close collaboration and communication with regulators and has appointed sustainability advisors at the AirAsia Group level.
2. Information security risks are categorized as system risks, with potential impacts including financial and reputational losses resulting from data security and privacy breaches. Mitigation is carried out through strengthening user security, identity protection, incident response testing, and maintenance of critical infrastructure.
3. Geopolitical risks are categorized as operational risks that can impact revenue, business continuity, and safety and security aspects. The Company conducts continuous global monitoring and prepares alternative Business Continuity Plan scenarios.

Evaluasi Efektivitas Manajemen Risiko

Direksi dan Dewan Komisaris Perseroan memandang bahwa manajemen risiko telah berkontribusi positif dalam proses perencanaan, pengambilan keputusan, dan penguatan penerapan governansi korporat di Perseroan. Untuk itu, Perseroan secara konsisten melakukan evaluasi Manajemen Risiko yang dilakukan oleh Dewan Komisaris dan Direksi sebagai pihak yang bertanggung jawab dalam pengelolaan risiko yang efektif guna memastikan keberhasilan pengelolaan manajemen risiko di Perseroan.

Efektivitas proses Manajemen Risiko Perseroan dievaluasi oleh Unit Audit Internal secara berkala terkait kinerja dan efektivitas manajemen risiko di Perseroan untuk memastikan bahwa Perseroan selalu menyadari potensi risiko usaha. Penilaian risiko tersebut juga disesuaikan dengan tingkat risiko dan tingkat pengendalian untuk kemudian digunakan sebagai acuan tindak lanjut perbaikan pengendalian dan rencana aksi mitigasi.

Pernyataan Dewan Komisaris dan Direksi atas Kecukupan Sistem Manajemen Risiko

Sebagai bagian dari komitmen Perseroan untuk meningkatkan tata kelola perusahaan, transparansi, dan kepercayaan para pemangku kepentingan, Perseroan telah menerapkan sistem manajemen risiko dan pengendalian internal yang memadai. Sepanjang tahun 2025, Perseroan telah melaksanakan pengelolaan risiko secara terstruktur dan efektif. Dewan Komisaris dan Direksi berkomitmen untuk memastikan bahwa risiko-risiko utama telah diidentifikasi, dievaluasi, dimitigasi, dan dikelola secara efektif. Dewan Komisaris dan Direksi meyakini bahwa Perseroan akan terus meningkatkan upaya mitigasi dan pengelolaan risiko secara berkelanjutan di masa mendatang.

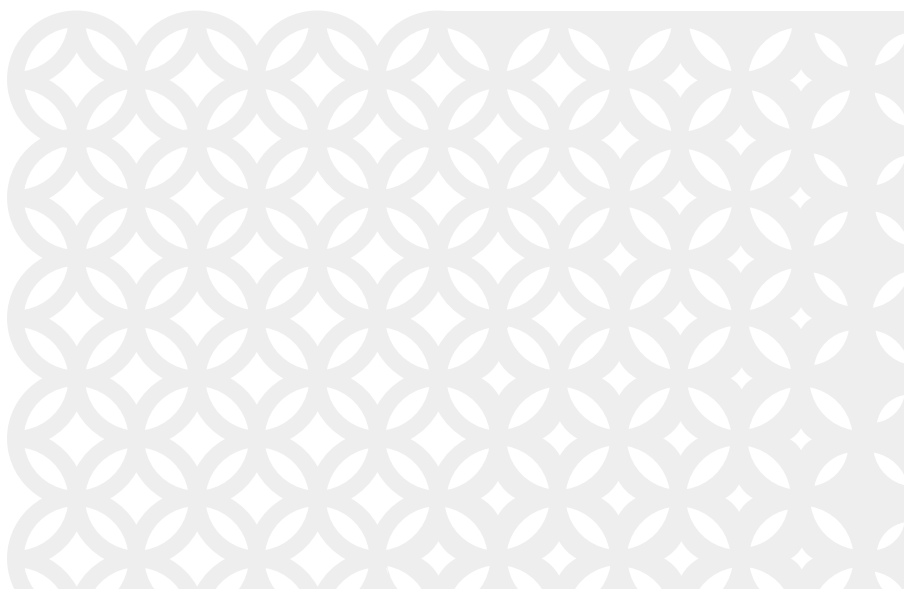
Evaluation of Risk Management Effectiveness

The Board of Directors and the Board of Commissioners of the Company believe that risk management has contributed positively to the planning, decision-making, and strengthening of corporate governance of the Company. Therefore, the Company consistently evaluates risk management conducted by the Board of Commissioners and the Board of Directors in their capacity to ensure effective risk management and the success of risk management at the Company.

The effectiveness of the Company's Risk Management process is regularly evaluated by the Internal Audit Unit in relation to the performance and effectiveness of risk management within the Company to ensure that the Company is always aware of potential business risks. The risk assessment is also adjusted to the level of risk and level of control to be used as a reference to follow up on control improvements and mitigation action plans.

Board of Commissioners and Board of Directors Statement on the Adequacy of the Risk Management System

As part of our commitment to enhance governance, transparency and stakeholders confidence, the Company has established a sound risk management and internal control system. Throughout 2025, the Company has implemented risk management in a structured and effective manner. The Board of Commissioners and the Board of Directors are committed to ensuring that key risks have been identified, assessed, mitigated, and managed effectively. The Board of Commissioners and the Board of Directors are confident that the Company will continue to improve its risk mitigation and management efforts in the future.



Perkara Penting

Important Cases

Permasalahan hukum yang dihadapi Perseroan, entitas anak, serta anggota Dewan Komisaris dan/ atau Direksi, baik perdata dan pidana, yang telah selesai dan memiliki kekuatan hukum tetap maupun yang masih dalam proses penyelesaian hingga 31 Desember 2025 dapat dilihat sebagai berikut:

Legal cases faced by the Company, its subsidiaries, and members of the Board of Commissioners and/ or the Board of Directors—whether civil or criminal—that have been resolved and legally binding, as well as those still pending resolution through December 31, 2025, are as follows:

| Perkara Penting Important Cases | Perdata Civil | Pidana Criminal |
|--|------------------|--------------------|
| Telah Selesai (telah mempunyai kekuatan hukum tetap) Resolved (legally binding) | 4 | - |
| Dalam proses penyelesaian Under settlement process | 2 | - |
| Jumlah Total | 6 | - |

| Pokok Perkara/Gugatan Case Subject/Lawsuit | Status Penyelesaian Settlement Status | Pengaruh terhadap Perusahaan Impact on the Company |
|--|--|--|
| Gugatan Perlindungan Konsumen Consumer Protection Lawsuit | Menolak gugatan penggugat untuk seluruhnya. Dismiss the plaintiff's lawsuit in its entirety. | Berpengaruh terhadap citra perusahaan. Affects to Company's reputation. |
| Gugatan PHK Termination Lawsuit | Menolak gugatan penggugat untuk seluruhnya. Dismiss the plaintiff's lawsuit in its entirety. | Perusahaan melakukan pembayaran pesangon sesuai putusan pengadilan. The Company has fulfilled its severance payment obligations in line with the court's decision. |
| Gugatan PHK Termination Lawsuit | Penyelesaian pada tahap mediasi. Case resolved at the mediation. | Perusahaan melakukan pembayaran pesangon sesuai putusan mediasi. The Company has fulfilled its severance payment obligations in line with the mediation's decision. |
| Gugatan Perlindungan Konsumen Consumer Protection Lawsuit | Belum berkekuatan hukum tetap, perkara masih berjalan dan dalam tahap konsiliasi. The decision is not yet final and binding, the case is currently in the conciliation stage. | Terdapat kemungkinan pembayaran oleh perusahaan terhadap gugatan yang diajukan. The lawsuit may give rise to potential payment obligations for the Company. |
| Gugatan Perlindungan Konsumen Consumer Protection Lawsuit | Belum berkekuatan hukum tetap. Not yet final and binding. | Terdapat kemungkinan pembayaran oleh perusahaan terhadap gugatan yang diajukan. The lawsuit may give rise to potential payment obligations for the Company. |

| Pokok Perkara/Gugatan Case Subject/Lawsuit | Status Penyelesaian Settlement Status | Pengaruh terhadap Perusahaan Impact on the Company |
|--|--|---|
| Penyelesaian Kewajiban Fulfillment of Obligations | Sudah berkekuatan hukum tetap. Final and binding. | Memberikan dampak finansial seiring dengan realisasi pembayaran atas klaim yang diajukan, sebagai bagian dari komitmen Perusahaan dalam memenuhi kewajibannya. Providing financial impacts in line with the payments of submitted claims, which is part of the Company's commitment to fulfilling its obligations. |

Sanksi Administratif

Administrative Sanctions

| No | Keterangan Description | Pihak yang Memberikan Sanksi Imposed by |
|----|---|--|
| 1 | Sanksi Administratif atas Keterlambatan Penyampaian dan Pengumuman Laporan Keuangan Tahunan Perseroan per 31 Desember 2023. Administrative Sanction for the Late Submission and Announcement of the Company's Annual Financial Statements as of December 31, 2023. | Otoritas Jasa Keuangan (OJK) Financial Services Authority (OJK) |
| 2 | Sanksi Administratif atas Keterlambatan Penyampaian dan Pengumuman Laporan Keuangan Tahunan Perseroan per 31 Desember 2022. Administrative Sanction for the Late Submission and Announcement of the Company's Annual Financial Statements as of December 31, 2022. | Otoritas Jasa Keuangan (OJK) Financial Services Authority (OJK) |
| 3 | Sanksi Administratif atas Keterlambatan Penyampaian Laporan Tahunan dan Laporan Keberlanjutan Perseroan Periode Tahun 2022. Administrative Sanction for the Late Submission of the Company's 2022 Annual Report and Sustainability Report. | Otoritas Jasa Keuangan (OJK) Financial Services Authority (OJK) |
| 4 | Sanksi Administratif atas Keterlambatan Penyampaian dan Pengumuman Laporan Keuangan Tahunan Perseroan per 31 Desember 2019. Administrative Sanction for the Late Submission and Announcement of the Company's Annual Financial Statements as of December 31, 2019. | Otoritas Jasa Keuangan (OJK) Financial Services Authority (OJK) |

Sanksi administratif di sepanjang tahun 2025 yang diterima oleh Perseroan merupakan sanksi administratif atas keterlambatan pemenuhan kewajiban Perseroan pada tahun-tahun sebelumnya, dimana sanksi ini tidak bersifat material dan tidak mempengaruhi kelangsungan usaha Perseroan. Selain itu, tidak terdapat sanksi administratif yang dikenakan kepada anggota Direksi maupun anggota Dewan Komisaris. Perseroan juga tidak melakukan pelanggaran hukum apa pun (yang berkaitan dengan masalah perburuhan, ketenagakerjaan, konsumen, kepailitan, komersial, persaingan atau lingkungan), tidak mendapatkan sanksi dari regulator karena tidak membuat pengumuman dalam jangka waktu yang ditentukan untuk peristiwa penting (material event) dan tidak ada bukti bahwa Perseroan belum mematuhi peraturan dan peraturan pencatatan selama setahun terakhir selain dari aturan pengungkapan. Perseroan senantiasa berkomitmen untuk mematuhi peraturan perundang-undangan yang berlaku.

The administrative sanctions imposed on the Company throughout 2025 were administrative sanctions related to late fulfillment of the Company's obligations in previous years; these sanctions were not material and did not affect the Company's business continuity. Furthermore, no administrative sanctions were imposed on members of the Board of Directors or the Board of Commissioners. The Company also did not commit any legal violations (related to labor, employment, consumer, bankruptcy, commercial, competition, or environmental issues), did not receive sanctions from regulators for failing to make announcements within the specified timeframe regarding material events, and there is no evidence that the Company has failed to comply with listing rules and regulations over the past year, aside from disclosure requirements. The Company remains committed to complying with applicable laws and regulations.

Kode Etik [G-07]

Code of Ethics

Dalam pengembangan penerapan governansi korporat, Perseroan telah merumuskan berbagai kebijakan yang menyangkut etika di lingkungan AirAsia. Perseroan mengupayakan penerapan standar etika terbaik dalam menjalankan segenap aktivitas bisnisnya sesuai dengan visi, misi, dan budaya yang dimiliki melalui implementasi Kode Etik.

Kode Etik Perseroan ditetapkan berdasarkan Surat Keputusan Direksi No. AAID/CEO-CORSEC/12-2018/023 tanggal 7 Desember 2018. Pembentukan Kode Etik ini merupakan salah satu wujud komitmen Perseroan dalam menerapkan governansi korporat secara komprehensif untuk mencapai keberhasilan jangka panjang. Kode Etik ini juga berfungsi sebagai pedoman yang mengatur mengenai etika bisnis dan etika kerja, sekaligus menjadi acuan bagi Allstars dalam menjalankan seluruh aktivitasnya sesuai dengan nilai-nilai inti Perseroan.

Kode Etik dan Perilaku [GRI 2-23] [GRI 2-24]

Perseroan meyakini bahwa penerapan Kode Etik dan Perilaku (*Code of Conduct*) merupakan fondasi utama dalam menjaga integritas, profesionalisme, serta kepercayaan seluruh pemangku kepentingan. Kode Etik dan Perilaku menjadi pedoman bagi seluruh Allstars dalam menjalankan tugas dan tanggung jawabnya secara etis, patuh hukum, dan selaras dengan nilai-nilai Perseroan.

Sebagai bentuk komitmen terhadap perbaikan berkelanjutan, Perseroan secara berkala meninjau efektivitas Kode Etik dan Perilaku. Pada tahun 2025 hingga diterbitkannya Laporan Tahunan ini, Perseroan masih dalam proses peninjauan (*review*) atas Kode Etik dan Perilaku yang berlaku, guna memastikan kesesuaiannya dengan dinamika operasional, perkembangan regulasi, serta praktik terbaik governansi korporat.

Pokok-pokok Kode Etik

Penyusunan Kode Etik Perseroan dilakukan berdasarkan nilai-nilai inti dan semangat Perseroan sehingga dapat memberikan pengaruh positif untuk menciptakan suasana yang kondusif bagi Allstars dan dapat mendorong tercapainya visi dan misi Perseroan. Kode Etik Perseroan terdiri dari 3 (tiga) bagian utama, yaitu:

In developing the implementation of corporate governance, the Company has formulated various policies regarding ethical conduct within the AirAsia environment. The Company strives to apply the highest ethical standards in conducting all its business activities in accordance with its vision, mission, and culture through the implementation of the Code of Ethics.

The Company's Code of Ethics was established pursuant to Board of Directors' Decree No. AAID/CEO-CORSEC/12-2018/023 dated December 7, 2018. The Code of Ethics was established as part of the Company's commitment to implementing comprehensive corporate governance to achieve long-term success. It serves as a guideline for business and work ethics, and as a reference for Allstars in carrying out all their activities in accordance with the Company's core values.

Code of Conduct [GRI 2-23] [GRI 2-24]

The Company believes that the implementation of the Code of Conduct is a key foundation in maintaining the integrity, professionalism, and trust of all stakeholders. The Code of Conduct serves as a guide for all Allstars in performing their duties and responsibilities ethically, legally, and in line with the Company's values.

As a demonstration of its commitment to continuous improvement, the Company periodically reviews the effectiveness of the Code of Conduct. From 2025 until the publication of this Annual Report, the Company is still in the process of reviewing the current Code of Conduct to ensure its alignment with operational dynamics, regulatory developments, and best practices in corporate governance.

Code of Conduct Principles

The preparation of the Company's Code of Conduct is based on the Company's core values and spirit, ensuring a positive influence in creating a conducive atmosphere for Allstars and can encourage the achievement of the Company's vision and mission. The Company's Code of Conduct consists of 3 (three) main sections:

1. Etika Bisnis
Standar perilaku yang diterapkan Perseroan dalam berinteraksi dengan pemangku kepentingan yang terdiri dari:
 - a. Kepatuhan terhadap peraturan perundang-undangan;
 - b. Kepedulian terhadap Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja (K3);
 - c. Pemberian kesempatan yang sama kepada karyawan untuk mendapatkan pekerjaan, promosi dan pemberhentian kerja;
 - d. Standar etika dalam hubungan dengan pemangku kepentingan; dan
 - e. Standar etika jajaran manajemen dan karyawan.
2. Etika Kerja
Penerapan nilai-nilai yang dianut oleh Allstars dalam berinteraksi serta digunakan dalam pedoman pelaksanaan pekerjaan sehari-hari yang terdiri dari:
 - a. Komitmen Allstars;
 - b. Etika menjaga nama baik Perseroan;
 - c. Etika menjaga hubungan baik antar karyawan;
 - d. Etika menjaga kerahasiaan data dan informasi Perseroan;
 - e. Etika menjaga dan memanfaatkan fasilitas Perseroan;
 - f. Etika menjaga keamanan, keselamatan dan kesehatan lingkungan kerja;
 - g. Etika melakukan pencatatan data dan laporan; dan
 - h. Etika menghindari benturan kepentingan.
3. Penerapan dan Penegakan Kode Etik

Komitmen penerapan, dan batasan yang tidak boleh dilanggar dalam aktivitas sehari-hari yang terdiri dari:
 - a. Sosialisasi;
 - b. Komitmen dan tanggung jawab;
 - c. Pelaporan atas pelanggaran;
 - d. Penanganan pelanggaran; dan
 - e. Sanksi.

Sosialisasi Kode Etik dan Penegakannya

Perseroan secara konsisten menjalankan program internalisasi Kode Etik untuk memastikan bahwa seluruh Allstars telah memahami dan berpedoman pada Kode Etik dalam menjalankan aktivitasnya. Tim Governansi Korporat Perseroan yang dikoordinasikan oleh *People & Culture Department* dan Divisi Departemen Audit Internal merupakan penanggung jawab utama dalam melaksanakan sosialisasi secara efektif dan menyeluruh untuk membangun komitmen bagi seluruh pihak-pihak yang berkepentingan.

1. Business Ethics
Standards of conduct applied by the Company in interactions with stakeholders, which include:
 - a. Compliance with the laws and regulations;
 - b. Concern for Employment, Occupational Health, and Safety (OHS);
 - c. Equal opportunity for employees in employment, promotion, and termination;
 - d. Ethical standards in relations with stakeholders; and
 - e. Ethical standards for management and employees.
2. Work Ethics
Application of values upheld by the Allstars in daily work interactions, including:
 - a. Commitment of Allstars;
 - b. Ethics in maintaining the Company's reputation;
 - c. Ethics in maintaining good relations among employees;
 - d. Ethics in safeguarding confidential Company data and information;
 - e. Ethics in maintaining and utilizing Company facilities;
 - f. Ethics in ensuring workplace safety, security, and environmental health;
 - g. Ethics in recording data and reports; and
 - h. Ethics in avoiding conflicts of interest.
3. Implementation and Enforcement of the Code of Conduct
Commitment to implementation and boundaries that must not be violated in daily activities, which include:
 - a. Socialization;
 - b. Commitment and responsibility;
 - c. Reporting of violations;
 - d. Handling of violations; and
 - e. Sanctions.

Code of Conduct Socialization and Enforcement

The Company consistently carries out a Code of Conduct internalization program to ensure that all Allstars understand and refer to the Code of Conduct in carrying out their activities. The Company's Corporate Governance Team, which is coordinated by the People & Culture Department and the Internal Audit Division, is primarily responsible for effectively and comprehensively disseminating the Code of Conduct to foster commitment among all stakeholders.

Sosialisasi Kode Etik dilakukan melalui program orientasi karyawan sesuai dengan program yang diselenggarakan oleh Perseroan dan penyegaran secara berkala bagi seluruh Allstars. Selain itu, sosialisasi Kode Etik juga dilakukan kepada pemangku kepentingan Perseroan untuk memberikan pemahaman terhadap etika bisnis dan etika kerja yang dimiliki oleh Perseroan.

Pemberlakuan Kode Etik bagi Seluruh Level Organisasi

Perseroan mengharuskan setiap Allstars untuk memiliki komitmen untuk dapat menyelaraskan diri dengan sistem nilai dan budaya kerja di Perseroan. Untuk itu, seluruh Allstars diwajibkan untuk mengerti, menghayati, dan menjalankan Kode Etik sebagai landasan moral, sikap, dan etika dalam bertindak dan berperilaku. Direksi dan seluruh Kepala Departemen bertanggung jawab dalam memberikan pemahaman penerapan Kode Etik kepada karyawan di lingkungan unit kerja masing-masing dalam rangka keberhasilan penerapannya.

Mekanisme Kepatuhan atas Kode Etik dan Perilaku [GRI 2-25]

Guna memastikan penerapan Kode Etik dan Perilaku berjalan secara efektif, Perseroan menerapkan sistem kepatuhan yang terstruktur dan konsisten. Setiap pelanggaran terhadap Kode Etik dan Perilaku ditindaklanjuti melalui mekanisme disipliner yang tegas, termasuk pemberian peringatan hingga pemutusan hubungan kerja, sesuai dengan tingkat pelanggaran dan prinsip *zero tolerance policy*.

Landasan utama penerapan disiplin tersebut mengacu pada Peraturan Perusahaan Tahun 2025-2027, yang mengatur hak dan kewajiban karyawan serta standar perilaku di lingkungan kerja. Peraturan Perusahaan ini telah disertifikasi dan diverifikasi oleh Dinas Tenaga Kerja (Disnaker), sebagai bentuk kepatuhan terhadap ketentuan ketenagakerjaan yang berlaku. Selain itu, sistem kepatuhan Perseroan juga telah melalui proses sertifikasi dan verifikasi oleh pihak ketiga independen, guna memastikan keandalan dan konsistensi implementasinya.

Perseroan melakukan pemantauan terhadap potensi pelanggaran etika yang mencakup antara lain pelecehan (*harassment*), kecurangan (*fraud*), penyalahgunaan (*misappropriation*), penyalahgunaan fasilitas atau aset perusahaan, serta kategori pelanggaran etika lainnya. Berdasarkan hasil pemantauan dan penelaahan internal, tidak terdapat pelanggaran etika yang terkonfirmasi pada seluruh kategori tersebut selama periode pelaporan.

The socialization of the Code of Ethics is conducted through employee orientation programs in accordance with the Company's established programs and periodic refresher sessions for all Allstars. Additionally, the Code of Conduct is also socialized to the Company's stakeholders to foster an understanding of the Company's business ethics and work ethics.

Application of the Code of Conduct to All Organizational Levels

The Company requires every Allstar to have a commitment to align themselves with the Company's values and work culture. Accordingly, all Allstars are obligated to understand, internalize, and adhere to the Code of Conduct as the moral foundation, attitude, and ethical framework for their actions and behavior. The Board of Directors and all Heads of Department are responsible for ensuring employees under their respective work units understand the implementation of the Code of Conduct to ensure its successful adoption.

Code of Conduct Compliance Mechanism [GRI 2-25]

To ensure that the Code of Conduct is implemented effectively, the Company has implemented a structured and consistent compliance system. Any violation of the Code of Conduct is addressed through strict disciplinary mechanisms, including warnings and termination of employment, according to the degree of violation and the zero-tolerance policy.

The main foundation for the implementation of these disciplinary measures is the Company Regulation 2025-2027, which governs employees' rights and obligations as well as behavioral standards in the workplace. This Company Regulation has been certified and verified by the Department of Labor (Disnaker), demonstrating compliance with applicable labor regulations. Additionally, the Company's compliance system has passed a certification and verification process conducted by an independent third party to ensure the reliability and consistency of its implementation.

The Company monitors potential ethical violations, which include harassment, fraud, misappropriation, misuse of company facilities or assets, and other categories of ethical violations. Based on the results of monitoring and internal review, no confirmed ethical violations were identified across all these categories during the reporting period.

Kondisi ini mencerminkan penerapan kebijakan etika, pengendalian internal, serta mekanisme pelaporan yang dijalankan secara konsisten di lingkungan Perseroan. Sejalan dengan hal tersebut, tidak terdapat penerapan sanksi disipliner maupun pemutusan hubungan kerja terhadap karyawan, serta tidak terdapat penghentian atau tidak diperpanjangnya hubungan kerja sama dengan mitra usaha yang disebabkan oleh pelanggaran etika.

Perseroan memandang hasil ini sebagai bagian dari upaya berkelanjutan dalam membangun budaya integritas, meningkatkan kesadaran etika, serta memastikan bahwa setiap potensi pelanggaran ditangani secara objektif, proporsional, dan sesuai dengan ketentuan yang berlaku.

Sanksi atas Pelanggaran Kode Etik

Untuk memastikan kepatuhan penerapan Kode Etik, Perseroan memberikan sanksi yang tegas dan konsisten kepada karyawan yang terbukti melakukan pelanggaran sesuai dengan ketentuan yang berlaku. Sanksi atas pelanggaran yang dilakukan oleh Dewan Komisaris dan/atau Direksi diberikan dengan mengacu pada Anggaran Dasar Perseroan dan keputusan RUPS. Sementara, pengenaan sanksi terhadap karyawan dilakukan sesuai dengan kesepakatan dalam Peraturan Perusahaan yang dimiliki Perseroan maupun aturan kepegawaian yang berlaku.

Pelaporan adanya dugaan pelanggaran yang dilakukan oleh karyawan harus disertai dengan bukti-bukti pelanggaran. Setiap dugaan pelanggaran yang dilaporkan akan ditindaklanjuti melalui pengkajian atau pemeriksaan lebih lanjut guna proses pembuktian dan penentuan bobot pelanggaran, serta sebagai bahan pertimbangan dalam pemberian tindakan disiplin atau sanksi.

Jumlah Pelanggaran Kode Etik serta Sanksi yang Diberikan

Sepanjang tahun 2025, Perseroan tidak mencatat adanya pelanggaran maupun sanksi yang diberikan atas pelanggaran Kode Etik. Hal ini dinilai dapat mencerminkan tingginya pemahaman Allstars akan pentingnya implementasi Kode Etik pada setiap aktivitas yang dijalankan.

This condition reflects the consistent implementation of ethical policies, internal controls, and reporting mechanisms within the Company. Accordingly, there were no disciplinary sanctions or terminations of employment against employees, nor were there any terminations or non-renewals of business partnerships with business partners caused by ethical violations.

The Company considers this result part of its ongoing efforts to foster a culture of integrity, enhance ethical awareness, and ensure that any potential violations are addressed objectively, proportionally, and in accordance with applicable regulations.

Sanctions for Code of Conduct Violations

To ensure compliance with the Code of Conduct, the Company imposes firm and consistent sanctions on employees who are proven to have committed violations in accordance with applicable regulations. Sanctions for violations committed by the Board of Commissioners and/or the Board of Directors are imposed in accordance with the Company's Articles of Association and decisions of the General Meeting of Shareholders. Meanwhile, sanctions imposed on employees are carried out in accordance with the provisions of the Company's internal regulations and applicable personnel rules.

Reports of alleged violations committed by employees must be accompanied by evidence of the violation. Every reported alleged violation will be followed up through further review or investigation to verify the evidence and determine the severity of the violation, as well as to provide material consideration in imposing disciplinary action or sanctions.

Number of Code of Conduct Violations and Sanctions Imposed

Throughout 2025, the Company recorded no violations or sanctions imposed for Code of Conduct violations. This achievement reflects Allstars' strong understanding of the importance of implementing the Code of Conduct in all their activities.



Tata Kelola Teknologi Informasi

Information Technology Governance

Kebijakan Tata Kelola Teknologi Informasi

Bagi Perseroan, tata kelola teknologi informasi bukan sekadar tentang pengelolaan infrastruktur, melainkan tentang membangun pondasi kepercayaan dan kenyamanan bagi seluruh pengguna. Perseroan meyakini bahwa di balik setiap sistem yang tangguh, terdapat komitmen Perseroan untuk menjaga keamanan data dan keberlangsungan layanan.

Perlindungan dan Ketahanan Infrastruktur Digital

Perseroan secara proaktif menjalankan kebijakan keamanan sistem yang ketat melalui pembaruan sistem operasi secara berkala (*patch management*). Perseroan menyadari bahwa di tengah maraknya ancaman keamanan siber dan risiko kebocoran data (*data breach*), penguatan infrastruktur adalah bentuk tanggung jawab Perseroan. Dengan membangun fondasi sekuriti yang lebih solid, Perseroan berkomitmen untuk meminimalisir risiko dan menangkal setiap gangguan digital, demi memastikan aktivitas bisnis tetap berjalan tanpa hambatan.

Keunggulan Layanan (ISO 20000)

Kebanggaan besar bagi Perseroan di tahun ini adalah keberhasilan Departemen TI dalam meraih sertifikasi ISO 20000, sebuah standar emas internasional dalam IT *Service Management* (ITSM). Pencapaian ini merupakan refleksi dari dedikasi dan kerja keras tim dalam menghadirkan tata kelola layanan yang berkualitas tinggi. Dengan proses internal yang lebih efisien, Perseroan memastikan tingkat ketersediaan layanan (*service availability*) yang optimal, sehingga setiap rekan kerja dan pengguna dapat merasakan kemudahan dalam beraktivitas melalui dukungan teknologi yang andal.

Tujuan Penerapan Tata Kelola Teknologi Informasi

Penerapan tata kelola TI di Perseroan bukan sekadar pemenuhan aspek teknis, melainkan fondasi untuk membangun kepercayaan dan mendukung pertumbuhan bisnis yang berkelanjutan melalui:

Information Technology Governance Policy

For the Company, information technology governance is not merely about managing infrastructure, but about building a foundation of trust and comfort for all users. The Company believes that behind every robust system lies its commitment to safeguarding data security and ensuring service continuity.

Digital Infrastructure Protection and Resilience

The Company proactively implements strict system security policies through regular operating system updates (*patch management*). The Company recognizes that amid the proliferation of cyber security threats and data breach risks, strengthening the infrastructure is a form of the Company's responsibility. By building a more solid security foundation, the Company is committed to minimizing risks and warding off any digital disruptions, to ensure business activities continue to run smoothly.

Service Excellence (ISO 20000)

A major source of pride for the Company this year is the IT Department's success in achieving ISO 20000 certification, an international gold standard in IT *Service Management* (ITSM). This achievement reflects the team's dedication and hard work in delivering high-quality service management. With more efficient internal processes, the Company ensures optimal service availability, enabling every colleague and user to experience ease in their activities through reliable technological support.

Objectives of Information Technology Governance Implementation

The implementation of IT governance at the Company is not merely about meeting technical requirements, but serves as the foundation for building trust and supporting sustainable business growth through:

1. **Ketahanan Keamanan Informasi.** Perseroan menempatkan perlindungan data sebagai prioritas utama. Dengan membangun sistem pertahanan yang tangguh, kami memastikan aset informasi korporasi dan privasi data pelanggan tetap terlindungi dari ancaman siber yang kian dinamis.
2. **Kepatuhan dan Harmonisasi Regulasi.** Sebagai bentuk kepatuhan terhadap hukum yang berlaku, Perseroan memastikan seluruh aktivitas TI selaras dengan kebijakan nasional. Kami secara proaktif menjalin kemitraan strategis dengan institusi berwenang, seperti BSSN dan DGCA, guna memastikan standar keamanan dan operasional kami selalu berada di jalur yang benar.
3. **Optimalisasi Efisiensi Operasional.** Perseroan percaya bahwa teknologi yang dikelola secara optimal adalah kunci efektivitas kerja. Melalui tata kelola sumber data TI yang tepat guna, kami berupaya menghapus hambatan operasional dan memberikan nilai tambah yang maksimal bagi produktivitas perusahaan.

1. **Information Security Resilience.** The Company prioritizes data protection above all else. By building a robust defense system, we ensure that corporate information assets and customer data privacy remain protected from the increasingly dynamic cyber threats.
2. **Regulatory Compliance and Harmonization.** As a form of compliance with applicable laws, the Company ensures all its IT activities are in line with national policies. We proactively establish strategic partnerships with authorized institutions, such as BSSN and DGCA, to ensure our security and operational standards remain on the right track.
3. **Optimizing Operational Efficiency.** The Company believes that optimally managed technology is the key to operational effectiveness. Through effective IT data governance, we strive to eliminate operational barriers and maximize value for corporate productivity.

Struktur Organisasi Pengelola Teknologi Informasi

Untuk memastikan roda transformasi digital berputar dengan optimal, Perseroan membentuk Departemen *Innovation, Communication, and Technology* (ICT) sebagai jantung penggerak teknologi di perusahaan.

Departemen ICT mengemban tanggung jawab penuh mulai dari menjaga stabilitas operasional harian, memimpin inovasi pengembangan sistem, hingga menegakkan prinsip-prinsip tata kelola TI yang akuntabel.

Semangat Perseroan adalah kolaborasi. Oleh karena itu, ICT Perseroan senantiasa bergerak selaras dalam sinergi global bersama tim ICT Grup AirAsia di Malaysia. Kerja sama lintas batas ini memungkinkan terjadinya pertukaran pengetahuan (*knowledge-sharing*) dan standarisasi teknologi, sehingga solusi yang kami hadirkan di tingkat lokal tetap memiliki kualitas dan standar kelas dunia.

Tata Kelola Teknologi Informasi terkait Disruption, Cyber Security, dan Disaster Recovery

Ketangguhan Digital: Menghadapi Disrupsi, Keamanan Siber, dan Pemulihan Bencana

Perseroan menyadari bahwa di era transformasi digital, tantangan bukan hanya datang dari inovasi, tetapi juga risiko yang menyertainya.

Organizational Structure of Information Technology Management

To ensure the wheels of digital transformation turn optimally, the Company established the Innovation, Communication, and Technology (ICT) Department as the driving force of technology within the Company.

The ICT Department is fully responsible for maintaining daily operational stability, leading system development innovation, and upholding the principles of accountable IT governance.

The Company's ethos is collaboration. Therefore, the Company's ICT Department consistently operates in global synergy with the AirAsia Group ICT team in Malaysia. This cross-border collaboration enables knowledge-sharing and technology standardization, ensuring that the solutions we deliver locally maintain world-class quality and standards.

Information Technology Governance Regarding Disruption, Cybersecurity, and Disaster Recovery

Digital Resilience: Addressing Disruption, Cybersecurity, and Disaster Recovery

The Company is aware that in this era of digital transformation, challenges not only stem from innovation but also from the risks that accompany

Perseroan berkomitmen untuk membangun resiliensi (ketangguhan) digital melalui tata kelola TI yang mampu beradaptasi dengan disrupsi, menangkal ancaman siber, dan memastikan pemulihan bencana yang cepat. Bagi Perseroan, keberlanjutan operasional adalah janji Perseroan untuk menjaga kelancaran bisnis dan kepercayaan pelanggan.

Komitmen terhadap Keamanan Informasi

Dalam menghadapi ancaman yang kian beragam mulai dari phishing, malware, denial of service, hingga ransomware, Perseroan tidak hanya mengandalkan teknologi, tetapi juga kesiapan respon. Kami memastikan setiap insiden ditangani dengan cepat dan komprehensif guna melindungi integritas data dan meminimalisir dampak bagi pengguna.

Sebagai langkah nyata dalam membangun ekosistem digital yang sehat dan aman, Perseroan secara konsisten melakukan upaya-upaya pencegahan sebagai berikut:

1. Pembaruan Keamanan Berkala (*Proactive patching*): Kami memastikan seluruh perangkat keras di lingkungan Perseroan selalu terlindungi dengan *security patches* terbaru. Langkah ini adalah bentuk kewaspadaan kami dalam menutup celah kerentanan sebelum risiko muncul.
2. Integritas Perangkat dan Perangkat Lunak: Kami menjunjung tinggi orisinalitas dengan hanya menggunakan perangkat keras dan perangkat lunak asli. Hal ini bukan hanya soal kepatuhan, tetapi juga tentang memastikan stabilitas dan keamanan sistem yang jauh lebih terjamin.
3. Penguatan Akses Nirkabel yang Tersegmentasi: Kami memperketat dan memodernisasi akses nirkabel (Wi-Fi) di lingkungan perusahaan menggunakan teknologi enkripsi terkini. Langkah ini memastikan bahwa setiap koneksi yang terjalin adalah koneksi yang aman dan hanya digunakan oleh pihak yang berwenang.
4. Kesiapsiagaan Pemulihan Bencana (*Disaster Recovery*): Perseroan secara rutin memperkuat prosedur pencadangan data (*data backup*) dan menguji sistem pemulihan bencana. Hal ini dilakukan untuk memastikan bahwa dalam situasi darurat sekalipun, layanan TI dapat segera dipulihkan sehingga aktivitas bisnis dan pelayanan kepada pelanggan tidak terhenti.

Program Strategis Teknologi Informasi Tahun 2025

Sepanjang tahun 2025, Perseroan telah menjalankan sejumlah program strategis di bidang teknologi informasi yang dirancang untuk mendukung transformasi digital, meningkatkan efisiensi operasional, dan memperkuat daya saing bisnis. Program-program tersebut meliputi:

it. The Company is committed to building digital resilience through IT governance capable of adapting to disruption, mitigating cyber threats, and ensuring rapid disaster recovery. For the Company, operational continuity is our commitment to maintain business continuity and customer trust.

Commitment to Information Security

In dealing with increasingly diverse threats of phishing, malware, denial of service, and ransomware, the Company not only relies on technology but also on rapid response. We ensure every incident is handled promptly and comprehensively to protect data integrity and minimize the impact on users.

As a concrete step in building a healthy and secure digital ecosystem, the Company consistently implements the following preventive measures:

1. Regular Security Updates (*Proactive patching*): We ensure all hardware within the Company's environment is always protected with the latest security patches. This step reflects our vigilance in closing security vulnerabilities before risks materialize.
2. Hardware and Software Integrity: We uphold authenticity by using only genuine hardware and software. This is not merely a matter of compliance but also ensures significantly greater system stability and security.
3. Strengthening Segmented Wireless Access: We are tightening and modernizing wireless (Wi-Fi) access within the corporate environment using the latest encryption technologies. This ensures that every established connection is secure and used only by authorized parties.
4. Disaster Recovery Preparedness: The Company routinely strengthens data backup procedures and tests disaster recovery systems. This initiative ensures that even in emergency situations, IT services can be restored immediately so that business operations and customer service are not disrupted.

2025 Strategic Information Technology Program

Throughout 2025, the Company has implemented a number of strategic programs related to information technology, which are designed to support digital transformation, improve operational efficiency, and strengthen business competitiveness. These programs are:

1. Pengembangan Kapabilitas dan Kompetensi SDM TI: "Fokus pada standarisasi kompetensi melalui sertifikasi internasional seperti ITIL *Foundation v4*, guna memastikan setiap talenta TI memiliki kerangka kerja pengelolaan layanan yang selaras dengan praktik terbaik global."
2. Modernisasi Infrastruktur *Cloud* dan Keamanan Siber: "Memperkuat resiliensi sistem melalui adopsi *cloud-native* yang fleksibel dan penguatan lapisan pertahanan siber untuk menjamin keamanan data korporasi secara menyeluruh."
3. Optimasi Operasional melalui Kecerdasan Buatan (AI) dan Otomasi: "Mengintegrasikan teknologi cerdas untuk menyederhanakan proses bisnis yang berulang, sehingga meningkatkan akurasi dan kecepatan respon operasional."
4. Transformasi Pengalaman Digital Pelanggan: "Membangun ekosistem digital yang lebih intuitif dan personal, yang dirancang untuk memberikan kenyamanan lebih bagi pelanggan dalam setiap interaksi digital."

1. Development of IT Human Resources Capabilities and Competencies: "Focusing on standardizing competencies through international certifications, such as ITIL *Foundation v4*, to ensure every IT professional possesses a service management framework aligned with global best practices."
2. Modernization of Cloud Infrastructure and Cybersecurity: "Strengthening system resilience through the adoption of flexible *cloud-native* solutions and reinforcing cybersecurity defenses to ensure comprehensive corporate data security."
3. Operational Optimization through Artificial Intelligence (AI) and Automation: "Integrating intelligent technologies to streamline repetitive business processes, thereby improving operational accuracy and response speed."
4. Transforming the Digital Customer Experience: "Building a more intuitive and personalized digital ecosystem, designed to provide greater convenience for customers in every digital interaction."

Rencana Pengembangan Teknologi Informasi Tahun 2026

Perseroan menetapkan rencana pengembangan teknologi informasi untuk tahun 2026 yang sejalan dengan visi jangka panjang perusahaan dalam mewujudkan transformasi digital yang berkelanjutan. Adapun rencana pengembangan governansi TI ke depan, antara lain:

1. Akselerasi Kapabilitas SDM TI berbasis *Future-ready Skill*: "Mempersiapkan talenta TI yang adaptif terhadap perubahan teknologi yang masif, khususnya dalam penguasaan metodologi mutakhir dan pemanfaatan perangkat teknologi masa depan."
2. Penyusunan Roadmap Strategis Kecerdasan Buatan/AI (3-5 Tahun): "Merumuskan cetak biru pemanfaatan AI jangka menengah dan panjang yang terintegrasi, mencakup tata kelola data, infrastruktur pendukung, hingga implementasi solusi berbasis AI di seluruh lini bisnis."
3. Transformasi Operasional Menuju *Intelligent Enterprise*: "Mengalihkan proses operasional konvensional menjadi ekosistem yang adaptif dan otomatis. Target kami adalah menciptakan sistem yang mampu memberikan analisis prediktif, sehingga Perseroan dapat mengambil keputusan lebih cepat dan tepat berdasarkan data (*data-driven decision making*)."

2026 Information Technology Development Plan

The Company has established an information technology development plan for 2026 that aligns with its long-term vision of achieving sustainable digital transformation. The IT governance development plan includes:

1. Accelerating IT Human Resource Capabilities Based on Future-Ready Skills: "Preparing IT talent to be adaptive to massive technological changes, particularly in mastering cutting-edge methodologies and utilizing future technologies."
2. Development of a Strategic Artificial Intelligence (AI) Roadmap (3-5 Years): "Formulating an integrated mid-to-long-term blueprint for AI utilization, encompassing data governance, supporting infrastructure, and the implementation of AI-based solutions across all business lines."
3. Operational Transformation Toward an Intelligent Enterprise: "Transforming conventional operational processes into an adaptive and automated ecosystem. Our goal is to create a system capable of providing predictive analytics, enabling the Company to make faster and more accurate decisions based on data (*data-driven decision making*)."

Akuntan Publik

Public Accountant

Akuntan publik dan kantor akuntan publik merupakan pihak eksternal yang membantu Perseroan dalam melakukan pemeriksaan atau audit laporan keuangan agar sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia. Perseroan menggunakan jasa akuntan publik dan kantor akuntan publik sesuai dengan peraturan perundang-undangan yang berlaku. Penunjukan akuntan publik dan kantor akuntan publik ini diharapkan dapat mendorong Perseroan untuk memberikan informasi dan data yang akuntabel, independen, dan wajar kepada pemegang saham, regulator, serta pemangku kepentingan lainnya.

Penunjukan akuntan publik dan kantor akuntan publik dilakukan dengan mengacu pada Peraturan OJK No. 9 Tahun 2023 *juncto* Surat Edaran OJK No. 18/SEOJK.03/2023 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan. Berdasarkan ketentuan tersebut, penunjukan akuntan publik dan kantor akuntan publik dilakukan melalui RUPS Tahunan dengan mempertimbangkan evaluasi dan rekomendasi yang disampaikan oleh Komite Audit kepada Dewan Komisaris. Perseroan menyampaikan laporan mengenai penunjukan akuntan publik dan/atau kantor akuntan publik kepada OJK.

Public accountant and public accounting firm are external parties that assist the Company in conducting audits of financial statements to ensure compliance with the Financial Accounting Standards applicable in Indonesia. The Company utilizes the services of public accountant and public accounting firm in accordance with applicable laws and regulations. The appointment of a public accountant and public accounting firm is expected to encourage the Company to provide accountable, independent, and fair information and data to shareholders, regulators, and other stakeholders.

The appointment of public accountant and public accounting firm refers to OJK Regulation No. 9 of 2023 *juncto* OJK Circular Letter No. 18/SEOJK.03/2023 regarding the Use of Public Accountant and Public Accounting Firm Services in Financial Services Activities. Pursuant to these provisions, the appointment of public accountant and public accounting firm is realized through the Annual General Meeting of Shareholders, taking into account the evaluation and recommendations submitted by the Audit Committee to the Board of Commissioners. The Company submits a report regarding the appointment of public accountant and/or public accounting firm to the OJK.



Akuntan Publik yang Melakukan Audit Laporan Keuangan Tahunan Selama 5 Tahun Terakhir

Public Accountants Auditing the Annual Financial Statements for the Past 5 Years

Rincian mengenai akuntan publik beserta informasi lainnya dalam 5 (lima) tahun terakhir dapat dilihat di bawah ini:

Details regarding the public accountants and other information for the past 5 (five) years are provided below:

| Tahun Year | Nama Kantor Akuntan Publik Public Accounting Firm | Jasa yang Diberikan Services Rendered | Jasa Lain Other Services | Biaya Fees |
|------------|---|---|--------------------------|-----------------|
| 2025 | Tanubrata Sutanto Fahmi Bambang & Rekan (anggota firma BDO International Limited) Tanubrata Sutanto Fahmi Bambang & Partners (member of BDO International Limited) | Audit Laporan Keuangan Perseroan Audit of the Company's Financial Statements | Tidak Ada None | Rp1.738.800.000 |
| 2024 | Purwanto, Sungkoro & Surja (anggota firma Ernst & Young Global Limited) Purwanto, Sungkoro & Surja (member of Ernst & Young Global Limited) | Audit Laporan Keuangan Perseroan Audit of the Company's Financial Statements | Tidak Ada None | Rp1.778.000.000 |
| 2023 | Purwanto, Sungkoro & Surja (anggota firma Ernst & Young Global Limited) Purwanto, Sungkoro & Surja (member of Ernst & Young Global Limited) | Audit Laporan Keuangan Perseroan Audit of the Company's Financial Statements | Tidak Ada None | Rp1.400.000.000 |
| 2022 | Purwanto, Sungkoro & Surja (anggota firma Ernst & Young Global Limited) Purwanto, Sungkoro & Surja (member of Ernst & Young Global Limited) | Audit Laporan Keuangan Perseroan Audit of the Company's Financial Statements | Tidak Ada None | Rp1.400.000.000 |
| 2021 | Purwanto, Sungkoro & Surja (anggota firma Ernst & Young Global Limited) Purwanto, Sungkoro & Surja (member of Ernst & Young Global Limited) | Audit Laporan Keuangan Perseroan Audit of the Company's Financial Statements | Tidak Ada None | Rp1.100.000.000 |

Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja kepada Manajemen dan/atau Karyawan

Performance-Based Long-Term Compensation Policy for Management and/or Employees

Hingga 31 Desember 2025, Perseroan tidak memiliki kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan seperti program kepemilikan saham oleh manajemen dan/atau karyawan (MSOP/ESOP).

As of December 31, 2025, the Company does not have a performance-based long-term compensation policy for management and/or employees, such as a management and/or employee stock ownership program (MSOP/ESOP).

Pembelian/Penjualan Saham Dewan Komisaris dan Direksi

Purchase/Sale of Shares of the Board of Commissioners and the Board of Directors

Hingga akhir tahun 2025, Perseroan belum memiliki kebijakan khusus yang mengatur mengenai kepemilikan saham oleh anggota Dewan Komisaris dan/atau Direksi. Meski demikian, seluruh kepemilikan saham anggota Dewan Komisaris dan Direksi telah dilaporkan secara transparan, sesuai dengan ketentuan peraturan yang berlaku. Langkah ini mencerminkan komitmen Perseroan terhadap prinsip keterbukaan dan akuntabilitas dalam menjalankan praktik governansi korporat.

As of the end of 2025, the Company has not yet established a specific policy that regulates share ownership by members of the Board of Commissioners and/or Board of Directors. However, all share ownership by the Board of Commissioners and the Board of Directors has been transparently reported in accordance with applicable regulations. This step reflects the Company's commitment to the principles of transparency and accountability in implementing corporate governance practices.

Kebijakan Transaksi Orang Dalam

Insider Transaction Policy

Perseroan telah memiliki kebijakan tegas untuk menghindari transaksi orang dalam sebagaimana diatur dalam Kode Etik Perseroan. Kode Etik Perseroan turut mengatur tanggung jawab Allstars untuk menjaga kerahasiaan data dan informasi Perseroan, baik dari pihak internal maupun eksternal. Dalam menjaga kerahasiaan tersebut, seluruh Allstars wajib melakukan hal-hal berikut:

1. Mengelola setiap informasi berdasarkan tingkat kerahasiaan dan mengamankan informasi sebagai salah satu sumber daya dalam meningkatkan daya saing Perseroan;
2. Memberikan informasi yang relevan dan proporsional kepada pemangku kepentingan dengan tetap mempertimbangkan kepentingan Perseroan;
3. Memberikan jaminan kepada pihak luar, khususnya pelanggan bahwa semua data dan informasi yang berkaitan dengan bisnis dan pemasok akan dijaga kerahasiaannya dan pemanfaatannya hanya untuk tujuan bisnis, tidak diberikan kepada pihak lain yang tidak berwenang, kecuali atas persetujuan tertulis dari pihak yang mengeluarkan data;
4. Memberikan jaminan bahwa semua data dan informasi yang diperoleh dari pihak luar di mana Perseroan melakukan bisnis hanya dipergunakan sesuai dengan tujuan yang telah ditentukan dan dilarang menyalahgunakan untuk kepentingan pribadi;
5. Dalam hal tertentu ketika karyawan berhenti bekerja atau meninggalkan Perseroan atas kemauan sendiri, maka seluruh dokumen atau catatan termasuk salinan digital (*softcopy*) yang didapat selama bekerja di Perseroan tetap menjadi milik Perseroan;
6. Tugas dan tanggung jawab untuk menjaga kerahasiaan informasi pihak ketiga dan Perseroan tetap melekat meskipun yang bersangkutan sudah tidak lagi bekerja di Perseroan.

The Company has established strict policies to prevent insider transactions, as stipulated in the Company's Code of Conduct. The Code of Conduct also regulates the responsibility of the Allstars to maintain the confidentiality of the Company's data and information, both internally and externally. To uphold this confidentiality, the Allstars are required to:

1. Manage each piece of information according to its level of confidentiality and secure information as a key resource in enhancing the Company's competitiveness;
2. Provide relevant and proportional information to stakeholders while still considering the Company's interests;
3. Ensure external parties, especially customers, that all business-related and supplier-related data and information will be kept confidential and used solely for business purposes, and will not be disclosed to unauthorized parties unless written consent is obtained from the data provider;
4. Guarantee that all data and information obtained from external parties with whom the Company conducts business will only be used for the specified purposes and must not be misused for personal gain;
5. In specific cases where the employees resign or leave the Company voluntarily, all documents or records, including soft copies acquired during employment, remain the property of the Company;
6. Maintain the duty and responsibility to safeguard third-party information and the Company's data, which remains in effect even after the individual is no longer employed by the Company.

Selain itu, untuk menjaga kerahasiaan data bisnis, kepegawaian, dan data lainnya, Allstars dilarang untuk:

1. Memberikan data dan informasi mengenai pelanggan kepada pihak mana pun sesuai aturan rahasia Perseroan dan rahasia jabatan, kecuali secara hukum dibenarkan;
2. Memberikan data dan/atau informasi yang tergolong rahasia Perseroan, baik yang menyangkut keuangan, kebijakan, produk, jasa, teknologi, kepegawaian, dan data lainnya dengan sengaja maupun tidak sengaja yang berpotensi menimbulkan keresahan Allstars maupun yang dapat menimbulkan kerugian Perseroan;
3. Menggunakan data dan informasi yang tergolong rahasia Perseroan untuk kepentingan politik dan kepentingan pihak ketiga lainnya.

Additionally, to safeguard the confidentiality of business, employee, and other data, Allstars are prohibited from:

1. Disclosing customer data and information to any party in accordance with the Company's confidentiality rules and position-related confidentiality requirements, except where legally permitted;
2. Deliberately or unintentionally sharing confidential Company data and/or information, including financial matters, policies, products, services, technology, personnel, and other sensitive data, that could cause concern among Allstars or result in financial or reputational harm to the Company;
3. Using confidential Company data and information for political purposes or for the benefit of third parties.

Akses Informasi dan Data Perseroan

Access to Company Information and Data

Dalam mewujudkan prinsip transparansi dan kepatuhan terhadap keterbukaan informasi, Perseroan secara berkala menyediakan kebutuhan informasi bagi para pemangku kepentingan mengenai Perseroan. Perseroan juga menyampaikan informasi dan fakta material kepada OJK dan BEI selaku regulator melalui surat maupun pelaporan elektronik.

Perseroan secara berkala memperbarui informasi dan memberikan akses informasi mengenai aktivitas dan kinerja Perseroan kepada para pemangku kepentingan agar dapat mengetahui kondisi Perseroan secara jelas dan terbuka. Perseroan memiliki berbagai sarana yang berfungsi sebagai saluran pengungkapan informasi, yaitu:

In realizing the transparency principles and compliance with information disclosure, the Company regularly provides necessary information to stakeholders regarding the Company. The Company also submits material information and facts to OJK and IDX as regulators through letters or electronic reporting.

The Company regularly updates and provides access to information on its activities and performance to stakeholders, ensuring they have a clear and transparent understanding of the Company's condition. The Company utilizes various channels as means of information disclosure, including:

| | | |
|---|---|--|
| Situs Web Perseroan Company Website | http://ir.aaid.co.id/ | |
| Pertemuan yang Diadakan oleh Hubungan Investor Relations Meeting | 1 kali 1 time | |
| Kontak dan Alamat Kantor Pusat Perseroan Company Contact and Head Office Address | Sekretaris Perusahaan Corporate Secretary PT AirAsia Indonesia Tbk AirAsia RedHouse Jl. Marsekal Suryadharma No.1 Kel. Selapajang Jaya, Kec. Neglasari Kota Tangerang, Banten 15127 E-mail : iaa_corporatesecretary@airasia.com | |
| Media Sosial Social Media | Situs Web | : ir.aaid.co.id |
| | Instagram | : @flyairasia |
| | Tiktok | : @flyairasia.id |
| | X | : @airasia_indo |
| | Facebook | : FlyAirAsia |
| | Youtube | : AirAsia |

Kebijakan Anti Penyuapan dan Anti Korupsi (GRI 205-1, 205-2, 205-3) [G-07]

Anti-Bribery and Anti-Corruption Policy

Perseroan berkomitmen untuk menjalankan kegiatan usaha secara beretika, transparan, dan bebas dari praktik penyuapan maupun korupsi. Komitmen ini dituangkan dalam Kebijakan Anti-Penyuapan dan Anti-Korupsi (Anti-Bribery and Anti-Corruption/ ABAC Policy) yang berlaku bagi seluruh Allstars dan pemangku kepentingan terkait.

The Company is committed to carrying out its business activities ethically, transparently, and free from bribery and corruption. This commitment is set forth in the Anti-Bribery and Anti-Corruption Policy (ABAC Policy), which applies to all Allstars and relevant stakeholders.

Pada tahun 2025, Kebijakan ABAC telah direvisi untuk memberikan kejelasan tambahan atas sikap dan panduan kebijakan yang telah ada sebelumnya, khususnya berdasarkan skenario umum yang kerap ditemui dalam kegiatan operasional. Selain itu, Perseroan juga melakukan penyederhanaan Gift Declaration Form agar lebih berfokus pada informasi kunci yang dibutuhkan dalam menilai risiko korupsi, tanpa mengurangi kualitas proses pengendalian. Ringkasan kebijakan dan pembaharuan tahun 2025 disajikan pada tabel berikut:

In 2025, the ABAC Policy was revised to further clarify the existing policy stance and guidelines, particularly in light of common scenarios frequently encountered in operational activities. Additionally, the Company streamlined the Gift Declaration Form to focus more on the key information needed to assess corruption risks, without compromising the quality of the control process. A summary of policies and updates in 2025 is presented in the following table:

| | |
|--|--|
| Kebijakan / Standar Policy / Standard | Pembaruan Tahun 2025 Update in 2025 |
| Anti-Bribery and Anti-Corruption Policy | Direvisi untuk memberikan kejelasan tambahan terhadap sikap kebijakan dan panduan berdasarkan skenario operasional yang umum ditemui Revised to further clarify the policy stance and guideline based on the commonly encountered operational scenarios |
| Gift Declaration Form | Disederhanakan untuk memfokuskan pada informasi utama dalam penilaian risiko korupsi Simplified to focus on key information in the assessment of corruption risks |

Pelatihan dan Inisiatif Anti-Penyuapan dan Anti-Korupsi [GRI 205-2]

Anti-Bribery and Anti-Corruption Training and Initiatives

Guna memastikan pemahaman dan penerapan kebijakan ABAC secara konsisten, Perseroan menyelenggarakan berbagai program pelatihan dan inisiatif kesadaran anti-korupsi yang menjangkau karyawan baru maupun karyawan eksisting.

In order to ensure consistent understanding and implementation of ABAC policies, the Company conducts various training programs and anti-corruption awareness initiatives for both new and existing employees.

Pelatihan mencakup sesi tatap muka dalam proses onboarding, pelatihan khusus bagi awak kabin baru, serta modul *e-learning* ABAC melalui platform Outclass yang dilengkapi dengan asesmen tahunan. Selain itu, seluruh Allstars diwajibkan menyampaikan pernyataan kepatuhan (*attestation*) terhadap ABAC melalui sistem Workday sebagai bentuk komitmen personal terhadap integritas.

The training includes in-person sessions during the onboarding process, specialized training for new cabin crew, and ABAC e-learning modules via the Outclass platform, which includes an annual assessment. Moreover, all Allstars are required to submit an ABAC compliance attestation through the Workday system as a personal commitment to integrity.

Rincian pelatihan dan inisiatif ABAC selama tahun 2025 adalah sebagai berikut:

Details of ABAC training and initiatives throughout 2025 are as follows:

| Jenis Pelatihan / Inisiatif Type of Training/Initiative | Deskripsi Utama Main Description | Target Peserta Target Participants | Durasi Duration |
|--|--|---------------------------------------|--------------------------|
| <i>Do it Right Sessions</i> untuk <i>Cabin Crew</i> baru | Pengenalan perilaku etis dan kepatuhan dalam operasional penerbangan Introduction to ethical conduct and compliance in aviation operations | Karyawan baru New employees | 1 jam 1 hour |
| <i>Onboarding Session</i> untuk karyawan baru | Pengenalan kebijakan perusahaan termasuk ABAC Introduction to company policies, including ABAC | Karyawan baru New employees | 30 menit 30 minutes |
| Modul <i>e-learning</i> Outclass ABAC | Modul kesadaran ABAC (~25 menit) dan asesmen tahunan (10 pertanyaan, kelulusan ≥80%) ABAC awareness module (~25 minutes) and annual assessment (10 questions, passing score ≥80%) | Seluruh karyawan All employees | ±10 menit ±10 minutes |
| <i>Allstars' Attestation</i> ABAC | Pernyataan kepatuhan ABAC melalui Workday, termasuk konsekuensi disipliner atas pelanggaran Statement of compliance with ABAC through Workday, including disciplinary consequences for violations | Seluruh karyawan All employees | 0,5 hari 0.5 day |

Cakupan Pelatihan Anti-Korupsi berdasarkan Kategori Karyawan [GRI 205-2]

Berdasarkan modul *e-learning* Outclass ABAC, berikut adalah jumlah dan persentase karyawan yang telah menerima pelatihan anti-korupsi pada tahun 2025 berdasarkan kategori karyawan:

| Kategori Karyawan Employee Category | Jumlah Karyawan Total Employees | Persentase (%) Percentage (%) |
|--|------------------------------------|----------------------------------|
| Manajemen Senior Senior Management | 4 | 80 |
| Manajemen Management | 65 | 91,5 |
| Eksekutif Executive | 187 | 90,3 |
| Non-Eksekutif Non-Executive | 64 | 85,3 |
| Pilot | 219 | 73,2 |
| Cabin Crew | 505 | 100 |

Insiden Korupsi dan Tindakan Penanganan [GRI 205-3]

Hingga akhir tahun 2025, hasil pemantauan dan penelaahan internal Perseroan tidak menunjukkan adanya insiden korupsi yang terkonfirmasi. Kondisi ini mencerminkan penerapan prinsip integritas dan etika bisnis yang secara konsisten dijalankan dalam seluruh aktivitas operasional Perseroan. Sejalan dengan hal tersebut, selama periode pelaporan tidak terdapat penerapan sanksi disipliner maupun pemutusan hubungan kerja terhadap karyawan, serta tidak terdapat penghentian atau tidak diperpanjangnya kerja sama dengan mitra bisnis yang berkaitan dengan pelanggaran korupsi. Hingga 2025, Perseroan tidak mencatat adanya insiden korupsi yang terkonfirmasi. Dengan demikian, tidak terdapat karyawan yang dikenakan sanksi disipliner atau pemutusan hubungan kerja akibat kasus korupsi, maupun penghentian atau tidak diperpanjangnya kontrak dengan mitra bisnis terkait pelanggaran korupsi.

Scope of Anti-Corruption Training based on Employee Category [GRI 205-2]

Based on the ABAC Outclass *e-learning* modules, the following are the total and percentage of employees who received anti-corruption training in 2025 based on employee category:

Corruption Incidents and Actions Taken [GRI 205-3]

As of the end of 2025, the Company's internal monitoring and review showed no confirmed incidents of corruption. This condition reflects the consistent application of the principles of integrity and business ethics across all of the Company's operational activities. Therefore, during the reporting period, there were no disciplinary sanctions or terminations of employee contracts, nor were there any terminations or non-renewals of partnerships with business partners related to corruption cases. As of 2025, the Company has not recorded any confirmed corruption incidents. Consequently, no employees faced disciplinary sanctions or termination of employment due to corruption cases, and no contracts with business partners were terminated or not renewed due to corruption.

| Indikator Indicator | FY2023 | FY2024 | FY2025 |
|---|--------------|--------------|--------------|
| Jumlah insiden korupsi yang terkonfirmasi Number of confirmed corruption incidents | 0 | 0 | 0 |
| Tindakan yang diambil atas insiden terkonfirmasi Actions taken in response to the corruption incidents | Nihil Nil | Nihil Nil | Nihil Nil |
| Insiden yang mengakibatkan sanksi/pemberhentian karyawan Incidents resulting in the sanction/dismissal of an employee | Nihil Nil | Nihil Nil | Nihil Nil |
| Insiden yang mengakibatkan penghentian/ketidaklanjutan kontrak mitra Incidents resulting in the termination/no-renewal of a partner contract | Nihil Nil | Nihil Nil | Nihil Nil |

Risiko Signifikan Terkait Korupsi dan Tindak Lanjut [GRI 3-3]

Berdasarkan hasil penilaian yang dilakukan, budaya, dan tingkat kesadaran Anti-Bribery and Anti-Corruption (ABAC) di lingkungan Perseroan menunjukkan penguatan dibandingkan tahun-tahun sebelumnya. Peningkatan ini tercermin dari bertambahnya jumlah pelaporan gratifikasi (gift declaration) serta penyelesaian modul pembelajaran daring (e-learning) yang semakin tepat waktu, seiring dengan penguatan program peningkatan kesadaran ABAC yang dijalankan sepanjang tahun 2025.

Sejalan dengan pendekatan pengelolaan risiko yang berkelanjutan, Perseroan juga mengidentifikasi bahwa beberapa area operasional masih memerlukan penguatan lebih lanjut, khususnya dalam interaksi dengan pejabat publik dan pihak ketiga. Oleh karena itu, fokus tindak lanjut pada tahun 2025 dan periode selanjutnya diarahkan pada penguatan program kesadaran ABAC yang lebih terarah, dengan penyesuaian materi dan metode pelatihan secara proporsional terhadap profil risiko serta karakteristik masing-masing fungsi operasional.

Anti Persaingan Tidak Sehat [206-1]

Perseroan berkomitmen untuk menegakkan prinsip keadilan, transparansi, dan etika dalam seluruh praktik bisnis, dengan memastikan setiap kegiatan operasional dan komersial mematuhi peraturan tentang larangan praktik monopoli dan persaingan usaha tidak sehat berdasarkan ketentuan peraturan perundang undangan yang berlaku yaitu Undang - Undang Nomor 5 Tahun 1999 tentang Larangan Praktek Monopoli Dan Persaingan Usaha Tidak Sehat.

Selama tahun pelaporan 2025, Perseroan tidak mencatat adanya insiden, sanksi, maupun proses hukum yang terkait dengan praktik anti persaingan tidak sehat, baik dari Komisi Pengawas Persaingan Usaha (KPPU) di Indonesia maupun dari regulator di yurisdiksi lainnya. Hasil ini mencerminkan efektivitas penerapan kebijakan persaingan usaha dan budaya kepatuhan yang tertanam kuat di seluruh lini organisasi. Melalui pendekatan ini, Perseroan melalui IAA terus memperkuat reputasinya sebagai maskapai yang berintegritas, menjunjung tinggi keadilan dalam berbisnis, serta berperan aktif dalam menciptakan pasar penerbangan yang kompetitif, efisien, dan berorientasi pada kepentingan konsumen.

Perseroan memahami pentingnya penerapan prinsip persaingan usaha yang sehat sebagai bagian dari tata kelola yang bertanggung jawab. Hingga saat ini, Perseroan belum memiliki kebijakan internal yang secara khusus mengatur mengenai larangan praktik monopoli dan persaingan usaha tidak sehat. Namun demikian, seluruh kegiatan usaha Perseroan

Significant Risks Related to Corruption and Follow-up Actions [GRI 3-3]

Based on the assessment results, the culture and level of awareness regarding Anti-Bribery and Anti-Corruption (ABAC) within the Company have shown improvement compared to previous years. This improvement is reflected in the increased number of gift declarations and the timely completion of e-learning modules, in line with the strengthening of ABAC awareness programs implemented throughout 2025.

In line with the sustainable risk management approach, the Company also identified that several operational areas still require further improvement, particularly in interactions with public officials and third parties. Therefore, the focus of follow-up efforts in 2025 and beyond is directed toward a more targeted ABAC awareness program, with training materials and methods tailored proportionally to the risk profile and characteristics of each operational function.

Unfair Competition [206-1]

The Company is committed to upholding the principles of fairness, transparency, and ethics in all business practices, ensuring that every operational and commercial activity complies with regulations regarding the prohibition of monopoly practices and unfair competition in accordance with applicable laws and regulations, specifically Law No. 5 of 1999 on the Prohibition of Monopoly Practices and Unfair Competition.

During the 2025 reporting year, the Company recorded no incidents, sanctions, or legal proceedings related to anti-competitive practices, either from the Indonesian Competition Commission (KPPU) or from regulators in other jurisdictions. This outcome reflects the effectiveness of the implementation of competition policies and a strong culture of compliance embedded throughout the organization. Through this approach, the Company through IAA continues to solidify its reputation as an airline of integrity that upholds fairness in business and actively contributes to creating a competitive, efficient, and consumer-oriented aviation market.

The Company understands the importance of applying the principles of fair competition as part of responsible corporate governance. To date, the Company does not have internal policies specifically regulating the prohibition of monopoly practices and unfair competition. However, all of the Company's business activities are always subject to

senantiasa tunduk pada ketentuan peraturan perundang-undangan yang berlaku, termasuk Undang-Undang Nomor 5 Tahun 1999 tentang Larangan Praktek Monopoli dan Persaingan Usaha Tidak Sehat.

applicable laws and regulations, including Law No. 5 of 1999 on the Prohibition of Monopoly Practices and Unfair Competition.

Sistem Pelaporan Pelanggaran

Whistleblowing System

Kebijakan WBS Perseroan

Perseroan senantiasa berupaya memastikan prinsip akuntabilitas dan menciptakan iklim usaha yang kondusif dengan membentuk Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS). WBS merupakan sistem pengawasan yang efektif dan efisien yang melibatkan seluruh jajaran Perseroan dalam fungsi pengawasan sebagai bagian dari komitmen untuk menerapkan prinsip akuntabilitas dan menumbuhkan iklim bisnis yang positif.

WBS merupakan sarana penyampaian laporan apabila seseorang menemukan hal-hal atau tindakan yang diduga melanggar hukum atau Kode Etik Perseroan. Dalam penerapannya, Perseroan memiliki kebijakan WBS yang tergabung dalam dokumen Kode Etik Perseroan.

Sistem ini merupakan sarana penyampaian informasi secara sistematis dari pemangku kepentingan terkait pelanggaran yang terjadi di lingkungan Perseroan. WBS juga menjadi bagian dari mekanisme deteksi dini atas kemungkinan terjadinya masalah akibat pelanggaran. Dalam penerapannya, kebijakan penerapan WBS dan mekanisme pengelolaan pelanggaran yang terjadi telah dimuat di dalam Kode Etik Perseroan agar dapat dipahami dan diterapkan secara menyeluruh oleh seluruh Allstars.

Mekanisme Pelaporan dan Penanganan Isu (*Whistleblowing System*) [2-16]

Sejalan dengan kerangka keberlanjutan Grup AirAsia, Perseroan telah mengadopsi sistem pelaporan multi-kanal yang memungkinkan seluruh Allstars dan pemangku kepentingan eksternal untuk menyampaikan kekhawatiran, laporan dugaan pelanggaran, maupun potensi risiko yang dapat berdampak signifikan terhadap perusahaan dan operasionalnya.

The Company's WBS Policy

The Company consistently strives to uphold the principle of accountability and foster a conducive business environment by establishing a Whistleblowing System (WBS). The WBS is an effective and efficient oversight system that involves all Company's personnel in the supervisory function as a part of the Company's commitment in applying the principle of accountability and cultivating a positive business climate.

The WBS serves as a reporting channel for individuals who discover incidents or actions suspected of violating the law or the Company's Code of Ethics. In its implementation, the Company has incorporated the WBS policy into the Code of Conduct document.

This system provides a systematic platform for stakeholders to report violations occurring within the Company. The WBS also serves as part of an early detection mechanism for potential issues arising from violations. In practice, the WBS implementation policy and the violation management mechanism are outlined in the Company's Code of Conduct to ensure comprehensive understanding and compliance by all Allstars.

Reporting Mechanism and Handling of Issues (*Whistleblowing System*) [2-16]

In line with AirAsia Group's sustainability framework, the Company has adopted a multi-channel reporting system that allows all Allstars and external stakeholders to raise concerns, report suspected violations, or identify potential risks that could significantly impact the Company and its operations.

Salah satu mekanisme internal yang tersedia adalah AskPAC system, yaitu sistem helpdesk yang dapat diakses oleh seluruh Allstars untuk menyampaikan isu atau permintaan terkait penggajian dan manfaat, dokumen mobilitas, hubungan ketenagakerjaan, layanan karyawan, teknologi sumber daya manusia, hingga proses rekrutmen. Sistem ini juga berfungsi sebagai media komunikasi antar tim People and Culture (PAC) dalam membantu penyelesaian berbagai permasalahan karyawan secara tepat waktu.

Mekanisme Utama: Saluran Whistleblowing

Perseroan, bersama Grup AirAsia, menyediakan kanal pelaporan (*whistleblowing*) yang dapat diajukan melalui email whistleblower@airasia.com Grup AirAsia. Kanal ini ditujukan untuk melaporkan dugaan atas tindakan penipuan dan/atau korupsi, pelanggaran terhadap ketentuan/peraturan, kelalaian, benturan kepentingan, dan perbuatan melawan hukum.

Seluruh sistem pengaduan tersebut menjamin kerahasiaan identitas pelapor serta memberikan perlindungan dari segala bentuk intimidasi, pembalasan, atau tindakan tidak adil lainnya. Pendekatan ini sejalan dengan prinsip Perseroan yang menegakkan budaya keterbukaan, integritas, dan keadilan di seluruh tingkatan organisasi.

Sebagai bagian dari pengendalian gratifikasi, Perseroan juga mewajibkan seluruh Allstars untuk mengisi *Gift Declaration Form* melalui sistem Jira atas setiap penerimaan atau pemberian hadiah, hiburan, dan corporate hospitality (*Gifts, Entertainment and Corporate Hospitality/GECH*) kepada pihak eksternal. Seluruh pengajuan akan dievaluasi dan disetujui oleh fungsi Grup AirAsia Risk. Pada tahun 2025, proses *Gift Declaration* di Jira telah ditinjau dan disederhanakan guna memudahkan pelaporan, tanpa mengurangi kualitas informasi yang dibutuhkan dalam proses evaluasi.

Perlindungan bagi Pelapor

Perseroan menjamin kerahasiaan informasi yang disampaikan dalam laporan pelanggaran dan memberikan perlindungan penuh terhadap Pelapor. Hal tersebut mencakup perlindungan dari segala bentuk intimidasi, diskriminasi, atau tindakan balasan yang dapat merugikan Pelapor. Dengan menjamin perlindungan tersebut, Perseroan berkomitmen menciptakan lingkungan yang aman bagi pelapor untuk menyampaikan informasi terkait dugaan pelanggaran secara jujur dan bertanggung jawab.

One of available internal mechanisms is the AskPAC system, a helpdesk system accessible to all Allstars for raising issues or requests related to payroll and benefits, mobility documents, employment relations, employee services, human resources technology, and recruitment processes. This system also serves as a communication channel among the People and Culture (PAC) team to assist in resolving various employee issues in a timely manner.

Primary Mechanism: Whistleblowing Channel

Together with AirAsia Group, the Company provides a whistleblowing channel that can be accessed via email at whistleblower@airasia.com. This channel is designed to report suspected acts of fraud and/or corruption, violations of regulations, negligence, conflicts of interest, and unlawful conduct.

The entire reporting system guarantees the confidentiality of the whistleblower's identity and provides protection against all forms of intimidation, retaliation, or other unfair treatment. This approach aligns with the Company's principles of fostering a culture of openness, integrity, and fairness at all levels of the organization.

As a part of its gratification control measures, the Company also requires all Allstars to complete a Gift Declaration Form via the Jira system for every receipt or provision of gifts, entertainment, and corporate hospitality (*Gifts, Entertainment, and Corporate Hospitality/GECH*) to external parties. All submissions will be evaluated and approved by AirAsia Group's Risk function. In 2025, the Gift Declaration process in Jira has been reviewed and streamlined to facilitate reporting, without compromising the quality of information required for the evaluation process.

Protection for Whistleblowers

The Company guarantees the confidentiality of information provided in violation reports and offers full protection to Whistleblowers. This includes protection against any form of intimidation, discrimination, or retaliation that could harm the Whistleblower. By guaranteeing this protection, the Company is committed to creating a safe environment for whistleblowers to report alleged violations honestly and responsibly.

Jumlah Pengaduan Pelanggaran dan Pelanggaran dalam Proses

Manajemen puncak menerima laporan berkala mengenai data pelaporan dan tindak lanjut kasus, yang menjadi bahan evaluasi dan pengambilan keputusan strategis. Komitmen terhadap transparansi ini diperkuat dengan penyajian data statistik dan tindak lanjut laporan dalam Laporan Tahunan dan Laporan Keberlanjutan, sebagai bukti penerapan prinsip zero tolerance terhadap pelanggaran serta perlindungan terhadap hak seluruh Allstars.

Sepanjang tahun 2025, Perseroan tidak mencatat adanya kasus pelanggaran etika yang mencakup pelecehan (harassment), kecurangan (fraud), penyalahgunaan aset (misappropriation), penyalahgunaan fasilitas atau properti Perseroan, maupun pelanggaran lainnya. Dengan demikian, total kasus pelanggaran etika yang tercatat di Perseroan selama tahun 2023 - 2025 adalah nihil. Kondisi ini mencerminkan efektivitas penerapan Kode Etik dan Perilaku serta sistem pengendalian internal yang dijalankan secara konsisten di seluruh lini organisasi.

| Jenis Pelanggaran Etika Type of Ethical Violation | 2023 | 2024 | 2025 |
|---|----------|----------|----------|
| Pelecehan (Harassment) | 0 | 0 | 0 |
| Kecurangan (Fraud) | 0 | 0 | 0 |
| Penyalahgunaan Aset (Misappropriation) | 0 | 0 | 0 |
| Penyalahgunaan Fasilitas/Properti Perusahaan Misuse of Company Facilities/Properties | 0 | 0 | 0 |
| Lain-lain Others | 0 | 0 | 0 |
| Total | 0 | 0 | 0 |

Sanksi atau Tindak Lanjut atas Pengaduan yang Selesai Diproses

Jenis pelanggaran yang dapat dilaporkan adalah tindakan yang dapat merugikan Perseroan, meliputi hal-hal sebagai berikut:

1. Penyimpangan dari peraturan dan perundangan yang berlaku.
2. Penyalahgunaan jabatan untuk kepentingan lain di luar Perseroan.
3. Pemerasan.
4. Perbuatan curang.
5. Benturan kepentingan.
6. Gratifikasi.
7. Penyuapan.
8. Perbuatan yang melanggar etika, susila, dan norma kesopanan.

Number of Violation Reports and Ongoing Violations

Senior management receives periodic reports on reporting data and case follow-ups, which are used for evaluation and strategic decision-making. This commitment to transparency is reinforced by the presentation of statistical data and report follow-ups in the Annual Report and Sustainability Report, as evidence of the enforcement of a zero-tolerance policy toward violations and the protection of the rights of all Allstars.

Throughout 2025, the Company recorded no cases of ethical violations, including harassment, fraud, misappropriation of assets, misuse of Company facilities or property, or other violations. Thus, the total number of ethical violations recorded by the Company during the 2023–2025 period is zero. This reflects the effectiveness of the implementation of the Code of Conduct, as well as the internal control systems consistently enforced across all levels of the organization.

Sanctions or Follow-up on Complaints that have Been Processed

The types of violations that can be reported are actions that may harm the Company, including the following:

1. Violations of applicable regulations and laws.
2. Abuse of position for other interests outside the Company.
3. Extortion.
4. Fraudulent acts.
5. Conflicts of interest.
6. Gratification.
7. Bribery.
8. Acts that violate ethics, morality, and standards of decency.

Setiap laporan yang masuk akan dipelajari, diklasifikasikan, dan ditindaklanjuti melalui penyelidikan mendalam berdasarkan fakta-fakta yang diperoleh. Keputusan terhadap terbukti atau tidaknya pelaporan tersebut akan dibuat dan diambil berdasarkan pertimbangan akibat tindakan, derajat kesengajaan, dan motif tindakan. Sanksi yang dijatuhkan dapat berupa teguran lisan, surat peringatan (I, II, III), hingga pemutusan hubungan kerja (PHK). Perseroan tidak akan menoleransi setiap pelanggaran terkait dengan integritas.

Sepanjang tahun 2025, tidak terdapat laporan masuk dalam kategori jenis pelanggaran dalam lingkup yang dapat ditangani melalui mekanisme WBS Perseroan. Perseroan berupaya untuk mempertahankan capaian ini agar penerapan governansi korporat dapat berjalan secara menyeluruh.

Every report received will be reviewed, classified, and followed up through an in-depth investigation based on the facts obtained. A decision regarding whether the report is substantiated or not will be made based on an assessment of the consequences of the action, the degree of intent, and the motive behind the action. Sanctions imposed could be verbal warnings, warning letters (I, II, III), to termination of employment. The Company will not tolerate any violations related to integrity.

Throughout 2025, no incoming reports were categorized as violations that could be handled through the Company's WBS mechanism. The Company strives to maintain this achievement to ensure the comprehensive implementation of corporate governance.



Penerapan Pedoman Governansi Korporat di Perseroan

Implementation of Corporate Governance Guidelines at the Company

Perseroan telah menerapkan prinsip governansi korporat sesuai dengan POJK No. 21/POJK.04/2015 serta SEOJK No. 32/SEOJK.04/2015. Pedoman ini mencakup 5 (lima) aspek, 8 (delapan) prinsip governansi korporat, serta 25 (dua puluh lima) rekomendasi penerapan aspek dan prinsip governansi korporat.

The Company has implemented corporate governance principles in accordance with POJK No. 21/POJK.04/2015 and SEOJK No. 32/SEOJK.04/2015. These guidelines cover 5 (five) aspects, 8 (eight) corporate governance principles, and 25 (twenty-five) recommendations for the implementation of corporate governance aspects and principles.

| No. | Pedoman Tata Kelola Perseroan Terbuka Public Company Governance Guidelines | Penerapan di Perseroan Implementation in the Company |
|---|---|--|
| Hubungan Perseroan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham. Relationship between Public Company and Shareholders in Guaranteeing the Rights of Shareholders. | | |
| Prinsip 1 Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS). Principle 1 Improving the value of General Meeting of Shareholders (GMS) implementation. | | |
| 1. | Perseroan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi dan kepentingan pemegang saham. The Public Company has a mechanism or procedure of both, open and closed voting, which promotes independency and shareholders' interest. | Perseroan telah memenuhi rekomendasi ini. Tata cara mengenai pengambilan suara baik secara terbuka maupun secara tertutup diatur di dalam Anggaran Dasar Perseroan. Dalam setiap pelaksanaan RUPS, mekanisme pengambilan suara merupakan bagian dari tata tertib rapat yang diinformasikan kepada para pemegang saham di awal rapat. The Company has fulfilled this recommendation. The procedures for open and closed voting are regulated in the Company's Articles of Association. In the GMS, the voting mechanism is a part of a meeting order that is informed to shareholders at the beginning of the meeting. |
| 2. | Seluruh anggota Direksi dan anggota Dewan Komisaris Perseroan terbuka hadir dalam RUPS Tahunan. All members of the Board of Directors and the Board of Commissioners of the Public Company attend the Annual GMS. | Sehubungan dengan ketentuan peraturan OJK tentang Penerapan Tata Kelola Perseroan Terbuka, Perseroan senantiasa meningkatkan nilai penyelenggaraan RUPS Tahunan Perseroan antara lain dengan merekomendasikan seluruh anggota Direksi dan Dewan Komisaris Perseroan untuk hadir dalam RUPS Tahunan. Dalam penyelenggaraan RUPS Tahunan 2025, seluruh Dewan Komisaris dan Direksi menghadiri RUPS Tahunan Perseroan. Pursuant to the OJK regulation on the Implementation of Public Company Governance, the Company continues to enhance the value of the Company's Annual GMS by recommending all members of the Company's Board of Directors and Board of Commissioners to attend the Annual GMS. In the 2025 Annual GMS all members of the Board of Commissioners and Board of Directors attended the Company's Annual GMS. |
| 3. | Ringkasan risalah RUPS tersedia dalam situs web Perseroan terbuka paling sedikit selama 1 (satu) tahun. GMS Minutes of Meeting Summary is available at the Public Company's website minimum for 1 (one) year period. | Perseroan telah memenuhi rekomendasi ini. Perseroan menyajikan informasi mengenai risalah RUPS Perseroan di dalam situs web Perseroan sejak tahun 2017 hingga kini. The Company has fulfilled this recommendation. The Company has published information regarding the GMS minutes of meeting since 2017. |

| No. | Pedoman Tata Kelola Perseroan Terbuka Public Company Governance Guidelines | Penerapan di Perseroan Implementation in the Company |
|---|--|--|
| Prinsip 2 Meningkatkan Kualitas Perseroan Terbuka dengan Pemegang Saham atau Investor. Principle 2 Improving the Communication Quality between Public Company and Shareholders or Investors. | | |
| 1. | Perseroan terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. The Public Company has shareholders or investor communication policy. | Perseroan telah memenuhi rekomendasi ini. Perseroan telah menyusun kebijakan komunikasi dengan pemegang saham atau investor di dalam Kode Etik Perseroan dan Pedoman Tata Kelola Perusahaan. The Company has fulfilled this recommendation. The Company has established a policy on communication with shareholders or investors in its Code of Conduct and Corporate Governance Guidelines. |
| 2. | Perseroan terbuka mengungkapkan kebijakan komunikasi Perseroan terbuka dengan pemegang saham atau investor dalam situs web. The Public Company discloses communication policy of the Public Company with shareholders or investor on website. | Perseroan telah memenuhi rekomendasi ini. Kode Etik dan Pedoman Tata Kelola Perusahaan Perseroan seluruhnya dapat diakses melalui situs web Perseroan. The Company has fulfilled this recommendation. The Company's Code of Conduct and Corporate Governance Guidelines are fully accessible on the Company's website. |
| Prinsip 3 Memperkuat Keanggotaan dan Komposisi Dewan Komisaris. Principle 3 Strengthening the Membership and Composition of the Board of Commissioners. | | |
| 1. | Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perseroan terbuka. Determination of the number of the Board of Commissioners members with consideration to the Public Company's condition. | Perseroan telah memenuhi rekomendasi ini. Jumlah anggota Dewan Komisaris Perseroan ditetapkan oleh Pemegang Saham dengan memperhatikan kebutuhan dan kompleksitas usaha Perseroan dan anak usahanya. The Company has fulfilled this recommendation. The number of members of the Company's Board of Commissioners is determined by the Shareholders, taking into account the needs and complexity of the Company's and its subsidiaries' businesses. |
| 2. | Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The composition of the Board of Commissioners shall be determined with due consideration to the diversity of expertise, knowledge and experience required. | Perseroan telah memenuhi rekomendasi ini. Komposisi anggota Dewan Komisaris Perseroan saat ini ditetapkan oleh Pemegang Saham dengan memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The Company has fulfilled this recommendation. The current composition of the Company's Board of Commissioners is determined by the Shareholders, taking into account the diversity of expertise, knowledge, and experience required. |
| Prinsip 4 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Komisaris. Principle 4 Enhancing the Implementation Quality of the Board of Commissioners' Duties and Responsibilities. | | |
| 1. | Dewan Komisaris mempunyai kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has a self-assessment policy to evaluate their performance. | Perseroan telah memenuhi rekomendasi ini. Dewan Komisaris telah menetapkan kebijakan penilaian sendiri dalam menilai kinerjanya. The Company has fulfilled this recommendation. The Board of Commissioners has established a self-assessment policy to evaluate their performance. |
| 2. | Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui laporan tahunan Perseroan terbuka. The Board of Commissioners self-assessment policy is disclosed in the Public Company's annual report. | Perseroan telah memenuhi rekomendasi ini. Perseroan telah mengungkapkan kebijakan penilaian sendiri Dewan Komisaris dalam Laporan Tahunan ini pada bagian Penilaian Kinerja Dewan Komisaris. The Company has fulfilled this recommendation. The Company has disclosed the Board of Commissioners' self-assessment policy in this Annual Report under the "Board of Commissioners' Performance Assessment" section. |

| No. | Pedoman Tata Kelola Perseroan Terbuka Public Company Governance Guidelines | Penerapan di Perseroan Implementation in the Company |
|-----|---|---|
| 3. | <p>Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan.</p> <p>The Board of Commissioners has a resignation policy when its member is involved in financial crime.</p> | <p>Perseroan telah memenuhi rekomendasi ini. Kebijakan pengunduran diri anggota Dewan Komisaris diatur di dalam Anggaran Dasar dan <i>Board Manual</i> Perseroan.</p> <p>The Company has fulfilled this recommendation. The policy regarding the resignation of members of the Board of Commissioners is set forth in the Company's Articles of Association and Board Manual.</p> |
| 4. | <p>Dewan Komisaris atau komite yang menjalankan fungsi nominasi dan remunerasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi.</p> <p>The Board of Commissioners or the Committee carrying out the remuneration and nomination functions shall develop a succession policy as part of the nomination process for members of the Board of Directors.</p> | <p>Perseroan telah memenuhi rekomendasi ini. Komite Nominasi dan Remunerasi Perseroan bertanggung jawab dalam menyusun kebijakan terkait dengan suksesi dalam proses nominasi anggota Direksi.</p> <p>The Company has fulfilled this recommendation. The Company's Nomination and Remuneration Committee is responsible for formulating policies related to succession in the nomination process for members of the Board of Directors.</p> |

Fungsi dan Peran Direksi
Functions and Roles of the Board of Directors

Prinsip 5

Memperkuat Keanggotaan dan Komposisi Direksi.

Principle 5

Strengthening the Membership and Composition of the Board of Directors.

| | | |
|----|--|---|
| 1. | <p>Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perseroan terbuka serta efektivitas dalam pengambilan keputusan.</p> <p>Determination of the number of the Board of Directors shall take into account the condition of the public company and the effectiveness of decision-making.</p> | <p>Perseroan telah memenuhi rekomendasi ini. Jumlah anggota Direksi Perseroan ditetapkan oleh Pemegang Saham dengan mempertimbangkan kondisi Perseroan serta efektivitas dalam pengambilan keputusan terkait dengan operasional Perseroan maupun pengembangan anak perusahaan Perseroan.</p> <p>The Company has fulfilled this recommendation. The number of members of the Board of Directors is determined by the Shareholders, with due consideration to the Company's circumstances and the effectiveness of decision-making for both the Company's operations and the expansion of its subsidiaries.</p> |
| 2. | <p>Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.</p> <p>Determination of the composition of the member of the Board of Directors shall take into account the diversity of expertise, knowledge and experience required.</p> | <p>Perseroan telah memenuhi rekomendasi ini. Komposisi anggota Direksi Perseroan saat ini ditetapkan oleh Pemegang Saham dengan memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan Perseroan maupun dalam rangka pengembangan anak perusahaan Perseroan.</p> <p>The Company has fulfilled this recommendation. The number of members of the Company's Board of Directors is determined by the Shareholders, taking into account the Company's circumstances and the effectiveness of decision-making regarding the Company's operations and the development of its subsidiaries.</p> |
| 3. | <p>Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.</p> <p>Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting.</p> | <p>Perseroan telah memenuhi rekomendasi ini. Anggota Direksi Perseroan yang membidangi keuangan telah memiliki keahlian dan/atau pengetahuan di bidang akuntansi sebagaimana dapat dilihat dalam profil Direktur yang bersangkutan yang diungkapkan dalam Laporan Tahunan ini.</p> <p>The Company has fulfilled this recommendation. The member of the Company's Board of Directors in charge of finance possesses expertise and/or knowledge in the field of accounting, as seen in the relevant Director's profile disclosed in this Annual Report.</p> |

| No. | Pedoman Tata Kelola Perseroan Terbuka Public Company Governance Guidelines | Penerapan di Perseroan Implementation in the Company |
|---|--|---|
| Prinsip 6 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Principle 6 Enhancing the Implementation Quality of the Board of Directors' Duties and Responsibilities. | | |
| 1. | Direksi mempunyai kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Direksi. The Board of Directors has a self-assessment policy to evaluate their performance. | Perseroan telah memenuhi rekomendasi ini. Kebijakan penilaian kinerja Direksi secara umum akan diatur di dalam Pedoman Tata Kelola Perusahaan. The Company has fulfilled this recommendation. The performance assessment policy for the Board of Directors will be regulated in the Corporate Governance Guidelines. |
| 2. | Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perseroan terbuka. The Board of Directors self-assessment policy is disclosed in the Public Company's annual report. | Perseroan telah memenuhi rekomendasi ini. Di dalam Laporan Tahunan ini telah diungkapkan terkait dengan kebijakan penilaian sendiri oleh Direksi. The Company has fulfilled this recommendation. This Annual Report includes disclosures regarding the Board of Directors' self-assessment policy. |
| 3. | Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. The Board of Directors has a resignation policy when its member is involved in financial crime. | Perseroan telah memenuhi rekomendasi ini. Kebijakan pengunduran diri anggota Direksi diatur di dalam Anggaran Dasar dan <i>Board Manual</i> Perseroan. The Company has fulfilled this recommendation. The policy regarding the resignation of members of the Board of Directors is stipulated in the Company's Articles of Association and Board Manual. |
| Prinsip 7 Meningkatkan Aspek Tata Kelola Perseroan melalui Partisipasi Pemangku Kepentingan. Principle 7 Improving Corporate Governance Aspect through Stakeholders Participation. | | |
| 1. | Perseroan terbuka memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i> . The Public Company has a policy to prevent insider trading. | Perseroan telah memenuhi rekomendasi ini. Perseroan mengatur ketentuan terkait dengan pencegahan <i>insider trading</i> dalam <i>Board Manual</i> Perseroan. The Company has fulfilled this recommendation. The Company has established provisions regarding the prevention of insider trading in its Board Manual. |
| 2. | Perseroan terbuka memiliki kebijakan anti-korupsi dan anti- <i>fraud</i> . The Public Company has anti-corruption and anti-fraud policies. | Perseroan telah memenuhi rekomendasi ini. Perseroan tunduk pada kebijakan anti korupsi yang telah ditetapkan dari Grup AirAsia. The Company has fulfilled this recommendation. The Company complies with the anti-corruption policies established by AirAsia Group. |
| 3. | Perseroan terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. The Public Company has a policy regarding the selection and development of vendors or suppliers. | Perseroan telah memenuhi rekomendasi ini. Perseroan menuangkan kebijakan terkait dengan pemasok dan vendor di dalam Kode Etik dan Pedoman Tata Kelola Perusahaan. The Company has fulfilled this recommendation. The Company has incorporated policies regarding suppliers and vendors into its Code of Conduct and Corporate Governance Guidelines. |
| 4. | Perseroan terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. Public Company has a policy regarding the fulfillment of creditors' rights. | Perseroan telah memenuhi rekomendasi ini. Perseroan menuangkan kebijakan terkait dengan pemasok dan vendor di dalam Kode Etik. The Company has fulfilled this recommendation. The Company has incorporated policies regarding suppliers and vendors into its Code of Conduct. |
| 5. | Perseroan terbuka memiliki kebijakan <i>whistleblowing System</i> . The Public Company has a Whistleblowing System policy. | Perseroan telah memiliki sistem <i>whistleblowing</i> sebagaimana telah diungkapkan di dalam Laporan Tahunan Perseroan. The Company has a whistleblowing system, as disclosed in the Company's Annual Report. |

| No. | Pedoman Tata Kelola Perseroan Terbuka Public Company Governance Guidelines | Penerapan di Perseroan Implementation in the Company |
|-----|---|---|
| 6. | <p>Perseroan terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi. The Public Company has a policy regarding the provision of long-term incentives for the Board of Directors.</p> | <p>Struktur remunerasi Direksi yang berlaku saat ini dinilai telah mampu mendukung kinerja Direksi yang akan memberikan dampak jangka panjang bagi kinerja Perseroan. The current remuneration structure for the Board of Directors is considered to be effective in supporting the performance of the Board of Directors, which will have a long-term impact on the Company's performance.</p> |

Prinsip 8
 Meningkatkan Pelaksanaan Keterbukaan Informasi.
Principle 8
 Improving the Implementation of Information Disclosure.

| | | |
|----|---|---|
| 1. | <p>Perseroan terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan Informasi. The Public Company utilizes information technology more extensively other than websites as a medium of information disclosure.</p> | <p>Keterbukaan informasi melalui situs web Perseroan sudah mencukupi. The disclosure of information via the Company's website is sufficient.</p> |
| 2. | <p>Laporan tahunan Perseroan terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perseroan terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perseroan terbuka melalui pemegang saham utama dan pengendali. The Public Company's Annual Report to disclose the ultimate beneficiary in the Public Company's share ownership of at least 5% (five percent), other than ultimate beneficiary disclosure in the Public Company's share ownership through majority and controlling shareholders.</p> | <p>Perseroan telah memenuhi rekomendasi ini dengan mengungkapkan struktur pemegang saham utama dan pengendali di dalam laporan tahunan. The Company has fulfilled this recommendation by disclosing the structure of its major and controlling shareholders in its annual report.</p> |



06



Laporan Keberlanjutan

Sustainability Report



AIRASIA OFFICIAL
MERCHANDISE

Di antara biru langit dan bentang alam Indonesia, kami menyadari bahwa keberlanjutan adalah kompas yang mengarahkan setiap operasional kami untuk terus tumbuh tanpa meninggalkan jejak yang merusak.

Between the blue skies and beautiful landscapes of Indonesia, we realize that sustainability is a compass that guides all our operations to continue growing without leaving a damaging footprint.



Tentang Laporan Keberlanjutan

About Sustainability Report

Periode Pelaporan, Dasar Penyusunan, Frekuensi Pelaporan [2-3]

Laporan Keberlanjutan PT AirAsia Indonesia Tbk tahun 2025 ini, menyajikan kinerja keberlanjutan Perseroan dalam aspek ekonomi, sosial, dan lingkungan selama periode 1 Januari hingga 31 Desember 2025, kecuali dinyatakan lain dalam laporan ini. Laporan ini diterbitkan satu kali setiap tahun sebagai wujud akuntabilitas dan keterbukaan informasi kepada para pemangku kepentingan, serta menjadi bagian yang tidak terpisahkan dari Laporan Tahunan Perseroan.

Penyusunan laporan ini berpedoman pada peraturan dan standar nasional maupun internasional, termasuk:

- Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, yang mewajibkan pelaporan pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL);
- Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik;
- Surat Edaran OJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik; serta
- Standar GRI dengan tingkat kesesuaian "with reference".

Selain itu, laporan ini juga memperhatikan prinsip-prinsip pelaporan keberlanjutan, yaitu akurasi, keseimbangan, kejelasan, keterbandingan, kelengkapan, konteks keberlanjutan, ketepatan waktu, dan keterverifikasian. Setiap informasi disampaikan secara transparan dan berimbang, mencakup capaian positif maupun tantangan yang dihadapi dalam pengelolaan aspek ekonomi, sosial, dan lingkungan.

Sebagai bentuk konsistensi dan efisiensi, Laporan Keberlanjutan ini disusun selaras dengan Laporan Tahunan Perseroan sehingga keduanya saling melengkapi tanpa pengulangan informasi. Untuk kemudahan akses bagi seluruh pemangku kepentingan, laporan ini disajikan dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris serta dapat diunduh melalui situs resmi Perseroan di <https://ir-id.aaid.co.id>.

Reporting Period, Basis of Preparation, Reporting Frequency [2-3]

This 2025 Sustainability Report of PT AirAsia Indonesia Tbk presents the Company's sustainability performance in the economic, social, and environmental aspects from January 1 to December 31, 2025, unless stated otherwise. This report is published annually as a form of accountability and information disclosure to stakeholders, and an integral part of the Company's Annual Report.

The preparation of this report refers to both national and international regulations or standards, including:

- Law No. 40 Year 2007 concerning Limited Liability Company, which requires reporting of Corporate Social and Environmental Responsibilities (CSR);
- Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance in Financial Services Institutions, Issuers, and Public Companies;
- OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Report of Issuers or Public Companies; and
- GRI Standards with a "with reference" compliance level.

Furthermore, this report also considers sustainability reporting principles, which include accuracy, balance, clarity, comparability, completeness, context, sustainability, timeliness, and verifiability. All information is presented transparently and impartially, covering both positive achievements and challenges faced in managing economic, social, and environmental aspects.

As a form of consistency and efficiency, this Sustainability Report is prepared in line with the Company's Annual Report, making them complement each other without repeating information. To facilitate access for all stakeholders, this report is presented in two languages, Indonesian and English, and can be downloaded from the Company's official website at <https://ir-id.aaid.co.id>.



Kontak Pelaporan
Reporting Contact

PT AirAsia Indonesia Tbk

AirAsia RedHouse
 Jl. Marsekal Suryadharma (M1)
 No.1 Kel. Selapajang Jaya,
 Kec. Neglasari, Kota Tangerang,
 Banten 15127 Indonesia
 021 29850888
 ir-id.aaid.co.id

Entitas yang Termasuk dalam Pelaporan Keberlanjutan [2-2]

Laporan Tahunan dan Laporan Keberlanjutan PT AirAsia Indonesia Tbk tahun 2025 memuat informasi mengenai kinerja dan praktik pengelolaan yang dijalankan oleh manajemen di Kantor Pusat Perseroan. Selain informasi keuangan yang disajikan sesuai laporan keuangan Perseroan, seluruh data dan informasi dalam laporan ini bersumber dari aktivitas operasional PT Indonesia AirAsia (IAA), dan bukan merupakan hasil konsolidasi dari entitas anak Perseroan secara keseluruhan. Perseroan menegaskan bahwa cakupan pelaporan ini disusun berdasarkan ketersediaan dan kesiapan data pada entitas tersebut, serta akan dikembangkan secara bertahap pada periode pelaporan berikutnya.

Seluruh data keuangan yang disajikan dalam laporan ini bersumber dari Laporan Keuangan Konsolidasian PT AirAsia Indonesia Tbk Tahun 2025, yang tercakup dalam daftar entitas anak sebagaimana tercantum pada Catatan atas Laporan Keuangan Konsolidasian. Laporan keuangan tersebut telah diaudit pihak ketiga independen yaitu Kantor Akuntan Publik Tanubrata Sutanto Fahmi Bambang & Rekan, guna memastikan keandalan dan akurasi informasi yang disampaikan.

Informasi Penyajian Kembali Informasi [2-4]

Dalam Laporan Tahunan dan Laporan Keberlanjutan ini, terdapat data atau informasi yang disajikan kembali (*restated*) untuk memperbaiki atau menyesuaikan data dari laporan tahun sebelumnya. Seluruh data yang disajikan mencerminkan kondisi aktual berdasarkan hasil pengumpulan dan verifikasi selama periode pelaporan tahun 2025.

Verifikasi Tertulis dari Pihak Independen [G.1] [2-5]

Meskipun Laporan Keberlanjutan Tahun 2025 PT AirAsia Indonesia Tbk belum melalui proses *external assurance* oleh lembaga independen pihak ketiga, Perseroan tetap berkomitmen untuk menjaga

Entities Included in Sustainability Report [2-2]

The 2025 Annual Report and Sustainability Report of PT AirAsia Indonesia Tbk contains information regarding the performance and management practices applied by the management at the Company's Head Office. Other than the financial information presented according to the Company's financial report, all data and information in this report are taken from the operational activities of PT Indonesia AirAsia (IAA), and are not a consolidation of the Company's subsidiaries. The Company emphasizes that the scope of this report is based on the availability and readiness of data at the entity, and will be developed gradually in the next reporting period.

All financial data presented in this report are sourced from the 2025 Consolidated Financial Statements of PT AirAsia Indonesia Tbk, which includes all subsidiaries in the list of subsidiaries as stated in the Note of Consolidated Financial Statements. The Financial Statements have been audited by an independent third party, Public Accounting Firm Tanubrata Sutanto Fahmi Bambang & Partners, which ensures the reliability and accuracy of the information.

Restatement of Information [2-4]

In this Annual Report and Sustainability Report, some data or information are restated for correction or adjustment from the previous report. All data presented reflects the actual conditions based on the collection and verification results throughout the 2025 reporting period.

Written Verification from Independent Party [G.1] [2-5]

Although the 2025 Sustainability Report of PT AirAsia Indonesia Tbk has not undergone external assurance by an independent third party, the Company remains committed to maintaining the accuracy and integrity

keakuratan serta integritas seluruh data yang disajikan. Komitmen ini diwujudkan melalui proses verifikasi internal yang ketat serta mekanisme pengendalian dan penelaahan berlapis pada tingkat tata kelola.

Laporan ini telah ditinjau oleh Komite Audit Perseroan, serta mendapatkan pengesahan (*endorsement*) dari Dewan Direksi dan Dewan Komisaris. Selain itu, sejalan dengan praktik pelaporan keberlanjutan Grup AirAsia, laporan ini juga ditinjau oleh *Sustainability Working Group* (SWG) yang dibentuk pada Desember 2025, untuk memperkuat struktur tata kelola keberlanjutan dan kualitas pengungkapan di tingkat entitas.

Dalam aspek lingkungan, emisi karbon dari penerbangan internasional IAA telah diverifikasi oleh lembaga yang disetujui oleh International Civil Aviation Organization (ICAO) sebagai bagian dari proses *Monitoring, Reporting, and Verification* (MRV) dalam skema *Carbon Offsetting and Reduction Scheme for International Aviation* (CORSIA). Verifikasi ini memastikan bahwa data emisi IAA memenuhi standar internasional yang berlaku dan konsisten dengan proses yang diterapkan di Grup AirAsia.

Dengan seluruh langkah pengendalian dan verifikasi tersebut, Perseroan meyakini bahwa laporan ini telah disusun secara akurat, transparan, dan bertanggung jawab, mencerminkan komitmen Perseroan terhadap tata kelola yang kuat, keterbukaan informasi, serta akuntabilitas kepada seluruh pemangku kepentingan.

Tanggapan atas Umpan Balik Laporan Tahun Sebelumnya [G.3]

Hingga akhir tahun 2025, Perseroan belum menerima umpan balik maupun tanggapan dari para pemangku kepentingan atas Laporan Keberlanjutan Tahun 2024. Dengan demikian, belum terdapat informasi tambahan atau tindak lanjut yang dapat disampaikan dalam Laporan Keberlanjutan tahun ini. Meskipun demikian, Perseroan terus berkomitmen untuk melakukan penyempurnaan secara berkelanjutan, khususnya dalam aspek kuantitatif maupun kualitatif data yang disajikan, agar dapat memberikan informasi yang lebih akurat dan bernilai. Selain itu, Perseroan senantiasa membuka ruang komunikasi bagi seluruh pemangku kepentingan untuk menyampaikan masukan dan saran guna meningkatkan kualitas pelaporan di masa mendatang.

Perubahan pada Organisasi yang Bersifat Signifikan [C.6] [2-6]

Selama tahun 2025, IAA memperkuat pengembangan operasional melalui pembukaan sejumlah rute penerbangan baru, baik domestik maupun internasional, sebagai bagian dari strategi perluasan jaringan dan peningkatan aksesibilitas transportasi udara.

of all data presented. This commitment is realized through a rigorous internal verification process and multi-layered control and review mechanisms at the governance level.

This report has been reviewed by the Company's Audit Committee and has received endorsement from the Board of Directors and the Board of Commissioners. In addition, in line with AirAsia Group's sustainability reporting practices, this report has also been reviewed by the Sustainability Working Group (SWG) formed in December 2025 to strengthen the sustainability governance structure and disclosure quality at the entity level.

In environmental aspects, IAA's carbon emissions from international flights have been verified by an agency approved by the International Civil Aviation Organization (ICAO) as part of the Monitoring, Reporting, and Verification (MRV) process under the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). This verification ensures that IAA's emissions data comply with applicable international standards and are consistent with the processes implemented at AirAsia Group.

With all these control and verification measures in place, the Company believes that this report has been prepared accurately, transparently, and responsibly, reflecting the Company's commitment to strong governance, information disclosure, and accountability to all stakeholders.

Response to Feedback on the Previous Year's Report [G.3]

Until the end of 2025, the Company has yet to receive feedback or response from stakeholders regarding the 2024 Sustainability Report. Therefore, no additional information or follow up actions that can be presented in this Sustainability Report. However, the Company remains committed to continuously improve, especially in the aspects of quantitative or qualitative data presented, with the aim of providing more accurate and valuable information. In addition, the Company always provides a communication channel for all stakeholders to deliver inputs and suggestions for future improvement of reporting quality.

Significant Changes in the Organization [C.6] [2-6]

Throughout 2025, IAA has strengthened its operational development by opening new flight routes, both domestic and international, as part of its network expansion strategy and to improve the accessibility of air transportation.

Pada segmen internasional, IAA membuka rute Denpasar (DPS) – Darwin (DRW), Denpasar (DPS) – Adelaide (ADL), serta Surabaya (SUB) – Bangkok (DMK). Sementara itu, untuk rute domestik, IAA menambah layanan Jakarta (CGK) – Manado (MDC), Surabaya (SUB) – Balikpapan (BPN) – Tarakan (TRK), serta Surabaya (SUB) – Balikpapan (BPN) – Berau (BEJ).

Pembukaan rute-rute tersebut mencerminkan komitmen Perseroan dalam memperluas konektivitas udara, mendukung mobilitas masyarakat, dan mendorong pertumbuhan sektor pariwisata serta aktivitas ekonomi di berbagai wilayah. Inisiatif ini sejalan dengan komitmen Perseroan terhadap pembangunan ekonomi yang berkelanjutan melalui penguatan akses, konektivitas, dan pemerataan peluang pertumbuhan.

Sepanjang tahun 2025, PT AirAsia Indonesia Tbk tidak mengalami perubahan signifikan kegiatan usaha serta arah strategis Perseroan, yang tetap berjalan selaras dengan rencana kerja yang telah ditetapkan sebelumnya, tanpa adanya pembentukan, penggabungan, akuisisi, maupun penghentian entitas anak yang memberikan dampak material terhadap kinerja Perseroan. Dengan demikian, informasi dalam laporan ini mencerminkan kondisi organisasi yang stabil dan konsisten sepanjang periode pelaporan.

Namun demikian, tahun 2025 turut menandai beberapa penguatan tata kelola keberlanjutan di lingkungan Perseroan. Pada Mei 2025, IAA membentuk Departemen Sustainability sebagai fungsi yang bertanggung jawab untuk mengoordinasikan inisiatif keberlanjutan, meningkatkan kualitas pengungkapan, serta mendukung harmonisasi praktik keberlanjutan dengan Grup AirAsia. Selain itu, IAA juga telah membentuk *Sustainability Working Group* (SWG) pada Desember 2025 guna memperkuat integrasi keberlanjutan di seluruh unit dan fungsi operasional.

Pada periode yang sama, terjadi perubahan pada jajaran manajemen puncak, yaitu pergantian Direktur Utama (CEO) pada Juni 2025. Perubahan ini tidak berdampak terhadap stabilitas operasional, dan seluruh strategi serta komitmen Perseroan tetap berjalan sesuai arah yang telah ditetapkan.

Secara keseluruhan, Perseroan memasuki tahun 2025 dengan struktur operasional yang stabil, sekaligus memperkuat fondasi tata kelola keberlanjutan sebagai bagian dari komitmen jangka panjang untuk meningkatkan kinerja dan nilai bagi seluruh pemangku kepentingan.

In the international segment, IAA opened the Denpasar (DPS) – Darwin (DRW), Denpasar (DPS) – Adelaide (ADL), and Surabaya (SUB) – Bangkok (DMK) routes. As for domestic route, IAA expanded its services with Jakarta (CGK) – Manado (MDC), Surabaya (SUB) – Balikpapan (BPN) – Tarakan (TRK), and Surabaya (SUB) – Balikpapan (BPN) – Berau (BEJ).

These new routes reflect the Company's commitment in expanding air connectivity, supporting public mobility, and encouraging tourism development as well as economic activities in various regions. This initiative is in line with the Company's commitment to sustainable economic development by strengthening access, connectivity, and equitable development opportunities.

Throughout 2025, PT AirAsia Indonesia Tbk did not experience significant changes in its business activities and strategic directions, which remained in line with the previously established work plans, without the establishment, mergers, acquisitions, or liquidation of subsidiaries that have no material impacts to the Company's performance. Therefore, all information presented in this report reflects a stable and consistent condition of the organization throughout the reporting period.

However, 2025 marked a number of improvements in the Company's sustainability governance. In May 2025, IAA established a Sustainability Department as a function in charge of coordinating sustainability initiatives, improving disclosure quality, as well as supporting the harmonization of sustainability practices with AirAsia Group. In addition, IAA has also established a Sustainability Working Group (SWG) in December 2025 in order to strengthen the integration of sustainability in all its operational units and functions.

During the same period, there were some changes in the top management with the change of President Director (CEO) in June 2025. This change does not impact operational stability, and all the Company's strategies and commitment remain in line with the established direction.

Overall, the Company started 2025 with a stable operational structure and strengthened its sustainability governance foundation as part of its long-term commitment to improve performance and values for all stakeholders.

Ikhtisar Kinerja Keberlanjutan

Sustainability Performance Highlights

Kinerja Aspek Ekonomi [B.1]

Economic Aspect Performance

| Uraian Description | Satuan Unit | 2025 | 2024 | 2023 |
|---|------------------------------|------------------|-----------|-----------|
| Pendapatan Usaha Operating Revenue | Rp juta Rp million | 7.874.332 | 7.943.931 | 6.625.321 |
| Laba (Rugi) Usaha Operating Profit (Loss) | Rp juta Rp million | (644.591) | (790.393) | (805.761) |
| Jumlah Pemasok Lokal Number of Local Suppliers | Unit | 338 | 355* | 365* |
| Jumlah Penumpang Total Passengers | Orang Person | 5.906.580 | 6.609.656 | 6.182.295 |
| Kapasitas Kursi Seat Capacity | Kursi Seat | 7.147.260 | 7.588.260 | 7.273.620 |
| Available Seat Kilometres (ASK) | (dalam juta) (in million) | 10.687 | 11.142 | 10.338 |
| Revenue Passenger Kilometres (RPK) | (dalam juta) (in million) | 8.641 | 9.636 | 8.783 |
| Jumlah Penerbangan Number of Departures | Unit | 39.591 | 42.155 | 40.274 |
| Tingkat Keterisian Load Factor | % | 83 | 87 | 85 |
| Produk Ramah Lingkungan Environmental Friendly Product | Unit | N/A | N/A | N/A |
| Rata-rata Umur Armada Average Age of Fleet | Tahun Year | 14,8 | 13,9 | 12,8 |

* Pada periode pelaporan 2025, Perseroan melakukan peninjauan kembali terhadap metodologi pengumpulan dan pengelolaan data pemasok sebagai bagian dari peningkatan kualitas tata kelola pengadaan. Sebelumnya, pengelolaan data pengadaan dilakukan secara terpusat (*centralized*) pada tingkat Grup AirAsia. Seiring dengan perubahan struktur operasional pada tahun 2025, fungsi pengadaan mulai dikelola secara mandiri oleh masing-masing entitas (*decentralized*), sehingga proses pengelolaan dan validasi data pemasok dilakukan langsung oleh Perseroan.

Perubahan pendekatan pengelolaan data tersebut mendorong dilakukannya rekonsiliasi ulang terhadap basis data pemasok yang bersumber dari sistem maupun data operasional internal. Hasil peninjauan menunjukkan adanya perbedaan jumlah pemasok pada periode sebelumnya, terutama setelah dilakukan pembersihan data (*data cleansing*) dan penyesuaian status vendor aktif. Dalam sistem pengadaan, vendor yang dalam jangka waktu tertentu tidak lagi digunakan dalam transaksi operasional dapat dinonaktifkan untuk menjaga efisiensi pengelolaan basis data dan mengurangi beban pemeliharaan sistem.

Selain itu, perbedaan waktu penarikan data (*cut-off*) dari sistem juga dapat memengaruhi jumlah pemasok yang tercatat sebagai vendor aktif pada periode tertentu. Berdasarkan proses verifikasi tersebut, Perseroan melakukan penyesuaian (*restatement*) terhadap data jumlah pemasok lokal pada tahun pelaporan sebelumnya.

* During the 2025 reporting period, the Company reviewed its supplier data collection and management methodology as part of efforts to strengthen procurement governance quality. Previously, procurement data management was centralized at the AirAsia Group level. Following changes to the operational structure in 2025, the procurement function began to be managed independently by each entity (*decentralized*), resulting in supplier data management and validation being conducted directly by the Company.

This shift in the data management approach prompted a reconciliation of the supplier database using both system-generated information and internal operational data. The review identified differences in the number of suppliers reported in the prior period, particularly after data cleansing and the alignment of active vendor status. Within the procurement system, vendors that are no longer used in operational transactions for a certain period may be deactivated to maintain database management efficiency and reduce system maintenance requirements.

In addition, differences in system data extraction cut-off dates may also affect the number of suppliers recorded as active vendors in a given period. Based on this verification process, the Company made a restatement to the previously reported number of local suppliers for the prior reporting year.

Kinerja Aspek Lingkungan [B.2]

Environmental Aspect Performance

| Uraian Description | Satuan Unit | 2025 | 2024 | 2023 |
|---|----------------|----------------|----------|----------|
| Penggunaan Air (PDAM) Water Usage | m ³ | 3.307 | 4.395 | 4.661 |
| Penggunaan Energi Listrik (PLN) RedHouse Electricity Consumption at RedHouse | MWh | 1.148 | 1.236 | 1.248 |
| Konsumsi Bahan Bakar Penerbangan Aviation Fuel Consumption | Ton | 219.184 | 230.162* | 208.099* |

| Uraian Description | Satuan Unit | 2025 | 2024 | 2023 |
|--|-----------------------|----------|-------------|--------------|
| Konsumsi Bahan Bakar Solar RedHouse Diesel Fuel Consumption at RedHouse | Liter | 627 | 336 | 498 |
| Emisi Cakupan 1 (dari penerbangan) Scope 1 Emissions (from flights only) | Ton CO ₂ e | 698.662 | 733.656** | 663.330** |
| Emisi Cakupan 2 Scope 2 Emissions | Ton CO ₂ e | 998,76 | 1.075,32*** | 1.085,76 |
| Emisi Cakupan 3 Scope 3 Emissions | Ton CO ₂ e | 989,52 | - | - |
| Volume Limbah B3 Hazardous Waste Volume | Kg | 220,00 | 60,50 | 1.085,80**** |
| Volume Limbah Non-B3 Non-hazardous Waste Volume | Ton | 31,80 | 35,20 | 26,70***** |
| Pengurangan Limbah Waste Reduction | | | | |
| • B3 Hazardous | Kg | (159,50) | 1.025,30 | N/A |
| • Non-B3 Non-hazardous | Ton | 3,40 | (8,50) | 8,97 |
| Pengurangan Emisi Emissions Reduction | | | | |
| • Cakupan 1 Scope 1 | Ton CO ₂ e | 34.994 | (70.326) | (325.470) |
| • Cakupan 2 Scope 2 | Ton CO ₂ e | 76,56 | 10,44 | (175,88) |
| Pelestarian Keanekaragaman Hayati (Penanaman Bibit Mangrove) Biodiversity Preservation (Mangrove Planting) | Bibit Seeds | 519 | 5.000 | 0 |

* Dalam proses pelaporan kinerja lingkungan, khususnya terkait konsumsi bahan bakar penerbangan, Perseroan melakukan penyesuaian (*restatement*) terhadap data historis pada periode pelaporan sebelumnya. Penyesuaian ini dilakukan seiring dengan harmonisasi satuan pengukuran dari kiloliter menjadi ton guna memastikan konsistensi metodologi pelaporan dan keselarasan dengan pendekatan perhitungan emisi yang digunakan.

* In the process of reporting environmental performance, particularly in relation to aviation fuel consumption, the Company made adjustments (*restatements*) to historical data in the previous reporting period. These adjustments were made in line with the harmonization of measurement units from kiloliters to tons in order to ensure consistency in reporting methodology and alignment with the emission calculation approach used.

** Terdapat *restatement* karena adanya penyempurnaan metodologi perhitungan emisi Scope 1, dimana pada periode sebelumnya perhitungan hanya menggunakan faktor emisi CO₂ dari konsumsi bahan bakar penerbangan, sedangkan pada periode pelaporan ini perhitungan telah mencakup faktor emisi CH₄ dan N₂O yang dikonversi ke dalam satuan CO₂ ekuivalen menggunakan Global Warming Potential (GWP).

** There is a *restatement* due to improvements in the Scope 1 emissions calculation methodology, whereby in the previous period the calculation only used CO₂ emission factors from aviation fuel consumption, whereas in this reporting period the calculation includes CH₄ and N₂O emission factors converted into CO₂ equivalent units using Global Warming Potential (GWP).

*** Terdapat *restatement* terhadap data emisi Scope 2 tahun 2024 sebagai bagian dari upaya peningkatan konsistensi metodologi perhitungan emisi gas rumah kaca. *Restatement* dilakukan melalui penyeragaman faktor emisi (*emission factor*) yang digunakan dalam penghitungan emisi listrik agar mengacu pada satu referensi yang sama dan lebih konsisten antar-periode pelaporan.

*** There is a *restatement* due to restating its Scope 2 emissions data for 2024 as part of its efforts to improve the consistency of its greenhouse gas emissions calculation methodology. The *restatement* was carried out by standardizing the emission factors used in calculating electricity emissions so that they refer to the same reference and are more consistent between reporting periods.

**** Terdapat lonjakan signifikan pada tahun 2023 yang terjadi karena adanya kegiatan pembersihan dan pengosongan gudang pasca COVID-19, dimana dilakukan pembuangan barang-barang dan peralatan lama yang menumpuk, seperti komponen metal, kompresor dan komponen AC, kursi roda bekas, serta limbah elektronik lainnya yang termasuk kategori limbah B3. Setelah kegiatan tersebut selesai, volume limbah pada 2024 kembali mencerminkan kondisi operasional normal. Adapun peningkatan pada 2025 bersifat wajar dan terkait dengan penggantian peralatan serta pemeliharaan rutin.

**** There was a significant spike in 2023 due to post-COVID-19 warehouse cleaning and clearance activities, which involved the disposal of accumulated old goods and equipment, such as metal components, compressors and air conditioning components, used wheelchairs, and other electronic waste classified as hazardous waste. Afterwards, the volume of waste in 2024 returned to reflect normal operational conditions. The increase in 2025 is reasonable and related to equipment replacement and routine maintenance.

***** Terdapat *restatement* dikarenakan adanya kesalahan penyajian data atas volume limbah non-B3 yang telah disajikan pada Laporan Keberlanjutan tahun 2024.

***** The *restatement* was due to an error in the presentation of data on the volume of non-hazardous waste that has been presented in the 2024 Sustainability Report.

Kinerja Aspek Sosial [B.3]

Social Aspect Performance

| Uraian Description | Satuan Unit | 2025 | 2024 | 2023 |
|--|-----------------|-------|-------|-------|
| Jumlah Karyawan Number of Employee | Orang Person | 1.163 | 1.585 | 1.709 |
| Jumlah Karyawan Perempuan Number of Female Employee | Orang Person | 454 | 504 | 563 |
| Jumlah Karyawan Laki-laki Number of Male Employee | Orang Person | 709 | 1.081 | 1.146 |

| Uraian Description | Satuan Unit | 2025 | 2024 | 2023 |
|---|-----------------------|----------------|---------------------|---------------------|
| Persentase Perempuan sebagai Anggota Dewan Komisaris, Direksi, dan Komite Percentage of Women as Members of the Board of Commissioners, Board of Directors, and Committees | % | 33 | 36 | 27 |
| Jumlah Perempuan yang Menduduki Posisi Manajemen Senior Number of Women on the Senior Management Positions | Orang Person | 5 | 7 | 4 |
| Jumlah Masyarakat Lokal yang Menduduki Posisi Manajemen Senior Number of Local People on the Senior Management Positions | Orang Person | 27 | 31 | 25 |
| Jumlah Karyawan Difabel Number of Disabled Employee | Orang Person | 0 | 0 | 0 |
| Jumlah Pelatihan* Number of Training* | Pelatihan Training | 636 | 318 | 491 |
| Rata-rata Jam Pelatihan Karyawan Average Employee Training Hour | Jam Hour | 73,14 | 90,41 | 2,92 |
| eNPS (<i>Employee Net Promoter Score</i>) | | 44,5 (Good) | 52,0 (Excellent) | 53,9 (Excellent) |
| NPS (<i>Net Promoter Score</i>) | | 51 | 45 | 50 |
| Jumlah Kecelakaan Kerja Number of Work Accidents | Kali Time | 0 | 0** | 0 |
| Kematian Akibat Kerja Occupational Death | Kali Time | 0 | 0 | 0 |
| Lost Time Injury Frequency Rate (LTIFR) | Rate | 0 | 0 | 0 |

* Jumlah pelatihan disajikan berdasarkan akumulasi seluruh program pelatihan yang diikuti oleh masing-masing departemen sepanjang periode pelaporan. Pendekatan ini mencerminkan intensitas pengembangan kompetensi yang dilakukan secara menyeluruh di tingkat organisasi. Peningkatan signifikan jumlah pelatihan pada tahun 2025 terutama didorong oleh penguatan ekosistem pembelajaran digital Perseroan, melalui implementasi platform *e-learning* baru hasil kerja sama dengan Coursera, serta penambahan modul pelatihan wajib (*mandatory training*) pada platform Outclass. Inisiatif ini memperluas akses pembelajaran, meningkatkan fleksibilitas partisipasi karyawan, serta mendorong budaya pembelajaran berkelanjutan di lingkungan Perseroan.

** Terdapat penyesuaian (*restatement*) atas data kecelakaan kerja tahun 2024 seiring dengan penyesuaian definisi dan klasifikasi insiden. Penyesuaian ini dilakukan untuk memastikan konsistensi pelaporan, dimana insiden yang sebelumnya tercatat tidak termasuk dalam kategori fatalitas. Dengan demikian, jumlah fatalitas kecelakaan kerja tahun 2024 dinyatakan nol (0).

* The number of training sessions is presented as the cumulative total of all training programs attended by each department throughout the reporting period. This approach reflects the intensity of competency development undertaken across the entire organization. The significant increase in the number of training sessions in 2025 was primarily driven by the strengthening of the Company's digital learning ecosystem, through the implementation of a new e-learning platform developed in collaboration with Coursera, as well as the addition of mandatory training modules on the Outclass platform. These initiatives expand access to learning, enhance the flexibility of employee participation, and foster a culture of continuous learning within the Company.

** There has been a restatement of the 2024 workplace accident data in line with the harmonization of incident definitions and classifications. This restatement was conducted to ensure consistency in reporting, as incidents previously recorded were not classified as fatalities. Consequently, the number of workplace fatalities for 2024 is reported as zero (0).

Sepanjang tahun pelaporan, Perseroan melaksanakan sebanyak tiga program Tanggung Jawab Sosial dan Lingkungan (TJSL) utama. Seluruh program dirancang untuk memberikan dampak yang relevan, terukur, dan berkelanjutan, serta diselaraskan dengan kebutuhan pemangku kepentingan dan arah pembangunan berkelanjutan Perseroan. Untuk mendukung pelaksanaan program tersebut, Perseroan mengalokasikan total dana TJSL sebesar Rp436.000.000,00 untuk program Mangrove Planting TERA Batch-6, hibah untuk SwaraOwa, dan hibah untuk Yayasan Arkom Indonesia. Alokasi dana ini dikelola untuk memastikan kontribusi TJSL memberikan nilai tambah yang optimal bagi masyarakat dan lingkungan.

Throughout the reporting year, the Company implemented three major Social and Environmental Responsibility (CSR) programs. All programs were designed to deliver relevant, measurable, and sustainable impacts, and were aligned with the needs of stakeholders and the Company's sustainable development direction. To support the implementation of these programs, the Company allocated a total of Rp436,000,000.00 in CSR funds for the TERA Batch-6 Mangrove Planting program, grant for SwaraOwa, and grant for Yayasan Arkom Indonesia. These funds were managed to ensure that the CSR contributions provided optimal added value for the community and the environment.

CEO Voice: Flying Forward Responsibly [D.1]

Laporan Manajemen | Management Report



Sepanjang tahun 2025, Direksi memandang Perseroan berada dalam fase pemulihan dan konsolidasi yang krusial. Di tengah fokus utama untuk memperkuat kinerja operasional dan menjaga kesinambungan usaha, Perseroan juga mulai menunjukkan progres yang semakin nyata dalam agenda keberlanjutan. Penguatan tata kelola, peningkatan pengelolaan risiko, serta upaya mengelola dampak lingkungan dan sosial dijalankan secara lebih terstruktur seiring dengan arah pemulihan yang semakin solid.

Direksi menyampaikan laporan manajemen terkait penerapan Keuangan Berkelanjutan sepanjang tahun 2025 sebagai bentuk akuntabilitas Perseroan dalam menjalankan tata kelola perusahaan yang baik dan upaya keberlanjutan yang bertanggung jawab. Mengingat karakteristik industri penerbangan yang dinamis dan sensitif terhadap biaya serta risiko operasional, Direksi memandang bahwa keberlanjutan harus dikelola secara seimbang, yaitu dengan menjaga ketahanan usaha, memperkuat kontribusi sosial, dan meminimalkan dampak lingkungan melalui pendekatan yang terukur dan dapat dipertanggungjawabkan.

A. Kebijakan untuk Merespon Tantangan dalam Pemenuhan Strategi Keberlanjutan

1) Nilai Keberlanjutan Perseroan

Bagi Perseroan, keberlanjutan merupakan nilai mendasar untuk memastikan ketahanan dan kontinuitas usaha dalam jangka panjang. Nilai ini diwujudkan melalui upaya yang seimbang untuk meningkatkan kinerja ekonomi, memperkuat kontribusi sosial, serta meminimalkan dampak terhadap lingkungan. Dengan demikian, keberlanjutan bukan hanya merupakan

Throughout 2025, the Board of Directors believes that the Company is in a crucial phase of recovery and consolidation. Amidst its main focus on strengthening operational performance and maintaining business continuity, the Company has also started to show more tangible progress in its sustainability agenda. Enhanced governance, improved risk management, and efforts to manage environmental and social impacts are being implemented more structurally in line with the increasingly solid recovery.

The Board of Directors submits a management report on the implementation of Sustainable Finance throughout 2025 as a form of the Company's accountability in implementing good corporate governance and responsible sustainability efforts. Given the dynamic nature of the aviation industry and its sensitivity to costs and operational risks, the Board of Directors believes that sustainability must be managed in a balanced manner, specifically by maintaining business resilience, strengthening social contributions, and minimizing environmental impact through a measured and accountable approach.

A. Policies to Respond to Challenges in the Fulfillment of Sustainability Strategy

1) The Company's Sustainability Values

For the Company, sustainability is a fundamental value that ensures long-term business security and continuity. This value is realized through balanced efforts to improve economic performance, strengthen social contributions, and minimize environmental impact. Thus, sustainability is not only a matter of fulfilling obligations and compliance, but also a strategic

pemenuhan kewajiban dan kepatuhan, melainkan pendekatan strategis untuk menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan.

Dalam praktiknya, Perseroan mengintegrasikan nilai keberlanjutan ke dalam strategi bisnis dan operasional melalui tiga prinsip, yaitu: integrasi ke proses pengambilan keputusan, penguatan tata kelola dan manajemen risiko, serta pemantauan kinerja yang terukur dan berbasis data. Implementasi prinsip tersebut tercermin melalui berbagai inisiatif, seperti: efisiensi operasional untuk meningkatkan produktivitas sekaligus mengoptimalkan penggunaan sumber daya, transformasi layanan yang inovatif dan berbasis digital untuk meningkatkan pengalaman pelanggan, penguatan tata kelola, kepatuhan, dan perlindungan data untuk menjaga kepercayaan pasar, serta peningkatan kualitas data dan pelaporan agar kinerja keberlanjutan dapat dipantau, dievaluasi, dan dikomunikasikan secara kredibel.

2) Respons Perseroan terhadap Isu Keuangan Berkelanjutan

Perseroan merespons ketentuan Keuangan Berkelanjutan sebagaimana diwajibkan OJK dengan memastikan keberlanjutan menjadi bagian dari tata kelola dan pelaporan Perseroan sebagai emiten atau perusahaan publik, termasuk penyusunan Laporan Keberlanjutan sesuai dengan komponen yang dipersyaratkan, antara lain: strategi keberlanjutan, kinerja ekonomi, sosial, dan lingkungan, serta aspek relevan lainnya.

Secara praktis, Direksi memfokuskan respons pada penguatan kerangka kerja internal melalui penetapan peran dan tanggung jawab, koordinasi lintas fungsi untuk pengumpulan data dan pemantauan kinerja, peningkatan kualitas data, serta konsistensi narasi strategi dan kinerja yang selaras dengan konteks Perseroan, Grup AirAsia, dan industri penerbangan. Perseroan memastikan bahwa setiap inisiatif keberlanjutan dievaluasi berdasarkan dampaknya terhadap stabilitas keuangan, arus kas, dan profitabilitas jangka menengah, guna menjaga keseimbangan antara pertumbuhan, ketahanan usaha, serta tanggung jawab lingkungan dan sosial.

3) Komitmen Pimpinan dalam Menerapkan Keuangan Berkelanjutan

Direksi menegaskan komitmen dalam memastikan pencapaian target penerapan Keuangan Berkelanjutan melalui keteladanan dan arahan dari pimpinan (*leadership commitment*) yang menempatkan keberlanjutan

approach to creating long-term value for all stakeholders.

In practice, the Company integrates sustainability values into its business and operational strategies through three principles: integration into the decision-making process, strengthening governance and risk management, as well as measurable and data-driven performance monitoring. The implementation of these principles is reflected in various initiatives, such as: operational efficiency to increase productivity while optimizing resource use, innovative and digital-based service transformation to enhance customer experience, strengthening governance, compliance, and data protection to maintain market trust, as well as improving data quality and reporting to ensure that sustainability performance can be monitored, evaluated, and communicated credibly.

2) The Company's Response to Sustainable Finance Issues

The Company responds to Sustainable Finance provisions as required by OJK by ensuring that sustainability becomes part of the Company's governance and reporting as an issuer or public company, including compiling Sustainability Report according to the required components, such as: sustainability strategy, economic, social, and environmental performance, as well as other relevant aspects.

In practice, the Board of Directors focused its response on strengthening the internal framework by establishing roles and responsibilities, coordinating cross functional data collection and performance monitoring, improving data quality, and ensuring consistency in the narrative of strategy and performance in line with the context of the Company, AirAsia Group, and the aviation industry. The Company ensures that each sustainability initiative is evaluated based on its impact on financial stability, cash flow, and medium-term profitability, in order to maintain a balance between growth, business resilience, and environmental and social responsibility.

3) Leadership's Commitment in Implementing Sustainable Finance

The Board of Directors emphasizes its commitment to ensure the achievement of Sustainable Finance targets through leadership commitment, which places sustainability as part of the Company's strategic priorities to maintain

sebagai bagian dari prioritas strategis Perseroan untuk menjaga kelanjutan dan ketahanan usaha jangka panjang. Komitmen tersebut diwujudkan dengan memastikan bahwa prinsip Keuangan Berkelanjutan terintegrasi ke dalam tata kelola, perencanaan, pengambilan keputusan, serta pemantauan kinerja Perseroan, sehingga agenda keberlanjutan tidak berdiri sendiri, melainkan menjadi bagian dari cara Perseroan mengelola risiko, meningkatkan efisiensi, dan menciptakan nilai bagi pemangku kepentingan.

Dalam implementasinya, Direksi mendorong penguatan koordinasi lintas fungsi dan memperjelas akuntabilitas pelaksanaan, termasuk melalui dukungan atas pembentukan *Sustainability Working Group* (SWG) sebagai forum kolaboratif untuk menyelaraskan arah, mendorong implementasi program, memastikan konsistensi pengumpulan data dan pelaporan, serta menjadi wadah pembaruan terkait inisiatif dan kinerja keberlanjutan di seluruh fungsi. Selain itu, Direksi memastikan bahwa topik-topik keberlanjutan menjadi salah satu agenda yang dibahas secara rutin dalam rapat manajemen, termasuk dalam rapat Direksi maupun pembahasan bersama Dewan Komisaris, sehingga pencapaian target dapat dipantau secara berkala, tantangan dapat diidentifikasi sejak dini, dan tindak lanjut dapat ditetapkan secara tepat waktu.

Direksi juga meyakini bahwa pencapaian target Keuangan Berkelanjutan tidak dapat dilakukan hanya melalui inisiatif internal, sehingga Perseroan menerapkan pendekatan kolaboratif melalui keterlibatan aktif dengan para pemangku kepentingan utama, termasuk asosiasi maskapai penerbangan, produsen pesawat, produsen bahan bakar, regulator atau pembuat kebijakan, serta asosiasi industri. Keterlibatan ini menjadi landasan bagi berbagai kegiatan bersama dan peluang kolaborasi yang mendukung upaya peningkatan kinerja keberlanjutan di sektor penerbangan. Kepercayaan dan keyakinan yang dibangun melalui kerja sama tersebut mulai menghasilkan manfaat nyata, antara lain membuka ruang diskusi serta langkah-langkah yang semakin konkret dalam mendukung pencapaian tujuan keberlanjutan industri. Di tengah ketidakpastian ekonomi global, kemitraan strategis ini diharapkan dapat memperkuat ketahanan (*resilience*) dan daya saing Perseroan dalam jangka menengah dan panjang.

4) Pencapaian Kinerja Keberlanjutan

Sepanjang tahun 2025, Direksi mengevaluasi pencapaian dengan melakukan pemantauan realisasi indikator ekonomi, sosial, dan lingkungan

long-term business continuity and resilience. This commitment is realized by ensuring that the principles of Sustainable Finance are integrated into the Company's governance, planning, decision-making, and performance monitoring, thereby ensuring that the sustainability agenda does not stand alone but rather becomes part of how the Company manages risk, improves efficiency, and creates value for stakeholders.

In its implementation, the Board of Directors encourages the strengthening of cross-functional coordination and clarifies the accountability of implementation, including by supporting the establishment of a Sustainability Working Group (SWG) as a collaborative forum to align directions, encourage program implementation, ensure consistency in data collection and reporting, and serve as a platform for updates on sustainability initiatives and performance across all functions. In addition, the Board of Directors ensures that sustainability topics are included as one of the items regularly discussed in management meetings, including Board of Directors meetings and joint discussions with the Board of Commissioners, allowing for regular monitoring of target achievement, early identification of challenges, and timely follow-up.

The Board of Directors also believes that achieving Sustainable Finance targets requires more than internal initiatives, hence the Company adopts a collaborative approach through active engagement with key stakeholders, including airlines association, aircraft manufacturers, fuel producers, regulators or policymakers, and industry associations. This involvement serves as the foundation for various joint activities and collaboration opportunities that support efforts to improve sustainability performance in the aviation sector. The trust and confidence built through this cooperation has begun to yield tangible benefits, including facilitating discussion and more concrete steps to support the achievement of industry sustainability goals. Amid global economic uncertainty, this strategic partnership is expected to strengthen the Company's resilience and competitiveness in the medium and long term.

4) Sustainability Performance Achievement

Throughout 2025, the Board of Directors has evaluated the Company's sustainability achievements by monitoring the realization of

Perseroan. Secara umum, capaian di tahun 2025 mencerminkan kemajuan pada area yang terkait langsung dengan efisiensi operasional dan penguatan tata kelola keberlanjutan, sementara beberapa area lain masih dalam proses penguatan dan implementasi seiring peningkatan kebutuhan data, koordinasi lintas fungsi, dan kesiapan proses internal.

5) Tantangan dalam Penerapan Keuangan Berkelanjutan

Direksi menilai bahwa tantangan utama Perseroan dalam pencapaian kinerja Keuangan Berkelanjutan pada tahun 2025 mencakup beberapa hal. Pertama, kesiapan dan konsistensi data metrik keberlanjutan lintas fungsi, termasuk kelengkapan dan kualitas data, konsistensi pencatatan, serta ketersediaan dokumen pendukung untuk indikator ekonomi, sosial, dan lingkungan. Kedua, kebutuhan untuk mengintegrasikan agenda keberlanjutan dengan prioritas operasional serta stabilitas keuangan di industri penerbangan yang sensitif terhadap biaya. Ketiga, perlunya penguatan kapasitas dan koordinasi internal agar implementasi program dan pelaporan berjalan konsisten. Keempat, adanya dinamika eksternal seperti volatilitas biaya operasional dan meningkatnya ekspektasi regulator maupun pemangku kepentingan lainnya.

Untuk menanganinya, Direksi mendorong penguatan tata kelola pelaksanaan program keberlanjutan, penguatan proses konsolidasi data lintas departemen, serta koordinasi melalui *Sustainability Working Group* (SWG) untuk meningkatkan kelengkapan dan kualitas data, memperkuat kolaborasi dalam implementasi program, dan memfasilitasi diskusi lintas fungsi secara rutin. Direksi juga memastikan topik keberlanjutan dibahas secara rutin dalam rapat manajemen agar prioritas program ditetapkan secara *prudent*, risiko dapat diantisipasi lebih dini, dan tindak lanjut dilakukan tepat waktu.

B. Penerapan Keuangan Berkelanjutan

1) Pencapaian Kinerja Penerapan Keberlanjutan

Penerapan Keuangan Berkelanjutan Perseroan pada tahun 2025 dipantau melalui indikator kinerja ekonomi, sosial, dan lingkungan. Direksi menilai bahwa capaian Perseroan di tahun pelaporan telah menunjukkan perkembangan pada inisiatif yang paling relevan terhadap bisnis penerbangan, khususnya pada area efisiensi dan tata kelola, sembari tetap melanjutkan penguatan inisiatif lainnya secara bertahap sesuai kesiapan operasional dan ketersediaan data.

economic, social, and environmental indicators. In general, the achievements in 2025 show progress in areas that are directly related with operational efficiency and the strengthening of sustainability governance, while several other areas are still under improvement and implementation in line with the increasing need for data, cross functional coordination, and internal process readiness.

5) Challenges in the Implementation of Sustainable Finance

The Board of Directors believes that the Company's main challenges in realizing Sustainable Finance in 2025 involve several factors. First, the readiness and consistency of cross-functional sustainability metrics, including the completeness and quality of data, consistency of recording, and availability of supporting documents for economic, social, and environmental indicators. Second, the need to integrate the sustainability agenda with operational priorities and financial stability in the cost-sensitive aviation industry. Third, the need to strengthen internal capacity and coordination so that program implementation and reporting are consistent. Fourth, external dynamics such as operational cost volatility and increasing expectations from regulators and other stakeholders.

To address this, the Board of Directors strives to improve the governance of sustainability programs, strengthen cross-departmental data consolidation processes, and coordination through the Sustainability Working Group (SWG) to improve data completeness and quality, strengthen collaboration in program implementation, and facilitate regular cross-functional discussions. The Board of Directors also ensures that sustainability topics are discussed regularly in management meetings so that program priorities are set prudently, risks can be anticipated early, and follow-up actions are taken promptly.

B. Implementation of Sustainable Finance

1) Achievement in Sustainability Implementation

The Company's implementation of Sustainable Finance in 2025 was monitored based on economic, social, and environmental performance indicators. The Board of Directors considers that the Company's achievement in the reporting year has indicated development on initiatives that are most relevant to aviation business, especially on efficiency and governance sectors, while continuing to strengthen other initiatives gradually in accordance with operational readiness and data availability.

Selama tahun 2025, pada aspek lingkungan Perseroan mencatat manfaat nyata dari berbagai inisiatif efisiensi bahan bakar penerbangan yang diimplementasikan, dengan penghematan bahan bakar sebesar 4.344 ton yang setara dengan penghematan biaya bahan bakar sekitar USD 4.196.304. Pencapaian ini ekuivalen dengan jumlah emisi karbon yang berhasil dihindari (*CO₂ avoidance*) sebesar 13.727 ton CO₂e. Penghematan bahan bakar tersebut turut memberikan kontribusi langsung terhadap efisiensi biaya operasional dan mendukung upaya Perseroan dalam memperbaiki kinerja keuangan serta menurunkan rugi usaha pada tahun 2025.

Pada aspek sosial, untuk pertama kalinya Perseroan meraih sertifikasi "*Great Place To Work*", yaitu pengakuan yang diperoleh berdasarkan umpan balik karyawan melalui survei pengalaman kerja (*Trust Index™*) yang mengukur kualitas budaya kerja, khususnya tingkat kepercayaan, efektivitas kepemimpinan, dan pengalaman karyawan secara menyeluruh. Pencapaian ini mencerminkan bahwa Perseroan membangun lingkungan kerja yang mendukung keterlibatan, kesejahteraan, dan retensi talenta terbaik. Sementara itu, pada aspek tata kelola, Perseroan memperkuat tata kelola keberlanjutan melalui pembentukan fungsi atau unit kerja yang secara khusus menangani keberlanjutan, serta pembentukan *Sustainability Working Group (SWG)*.

2) Prestasi dan Tantangan termasuk Peristiwa Penting Periode Pelaporan

Terdapat beberapa prestasi serta peristiwa penting pada tahun 2025 yang berpengaruh terhadap pencapaian Keuangan Berkelanjutan Perseroan, sekaligus sejumlah tantangan eksternal yang mempengaruhi ketercapaian implementasi program.

Dari sisi prestasi, IAA memperoleh pengakuan global melalui capaian skor 10/10 dalam audit keberlanjutan berbasis data yang dilakukan oleh 42kft.com, dan termasuk dalam 25 maskapai terbaik dari 142 maskapai yang dievaluasi. Pengakuan ini memperkuat kredibilitas arah inisiatif yang menekankan efisiensi operasional, pemanfaatan teknologi ramah lingkungan, kemitraan strategis, serta transparansi pelaporan. Selain itu, pada 2025 Grup AirAsia juga menjadi salah satu penerima penghargaan keberlanjutan (*sustainability awards*) perdana dari AirlineRatings.com, yang menilai inisiatif keberlanjutan maskapai secara global. Penghargaan ini menjadi pengakuan eksternal bahwa upaya-upaya yang dilakukan berada

During 2025, the Company recorded tangible environmental benefits from various aviation fuel efficiency initiatives, with fuel savings of 4,344 tons, equivalent to fuel cost savings of approximately USD 4,196,304. This achievement is equivalent to avoiding 13,727 tons CO₂e in carbon emissions. The fuel savings also contributed directly to operational cost efficiency and supported the Company's efforts to improve its financial performance and reduce operating losses in 2025.

On the social aspect, the Company earned its first "Great Place To Work" certification, which is based on employee feedback through a work experience survey (Trust Index™) that measures the quality of work culture, particularly the level of trust, leadership effectiveness, and overall employee experience. This achievement demonstrates that the Company is building a work environment that supports engagement, well-being, and retention of top talent. Meanwhile, in terms of governance, the Company strengthened its sustainability governance by establishing a function or work unit specifically dedicated to sustainability, as well as forming a Sustainability Working Group (SWG).

2) Achievements and Challenges, including Key Events in the Reporting Period

There were several key achievements and significant events in 2025 that influenced the Company's progress toward Sustainable Finance, as well as a number of external challenges that impacted the implementation of its programs.

In terms of achievements, IAA received global recognition by scoring 10/10 in a data-driven sustainability audit conducted by 42kft.com, and was ranked among the top 25 airlines out of 142 evaluated. This recognition reinforces the credibility of initiatives focused on operational efficiency, the use of eco-friendly technology, strategic partnerships, and transparent reporting. Additionally, in 2025, the AirAsia Group was among the recipients of the inaugural sustainability awards from AirlineRatings.com, which evaluates airlines' sustainability initiatives globally. This award serves as external recognition that the efforts undertaken are on the right track, while also driving improvements in sustainable operations.

pada jalur yang tepat, sekaligus mendorong peningkatan operasional berkelanjutan. Pengakuan tersebut juga memperkuat posisi IAA sebagai maskapai yang memiliki kredibilitas keberlanjutan, yang menjadi faktor pendukung dalam memperluas jaringan internasional dan meningkatkan kepercayaan pasar.

Dari sisi peristiwa penting, pada tahun 2025 Perseroan memperkuat fondasi tata kelola keberlanjutan melalui pembentukan fungsi atau unit kerja yang secara khusus menangani keberlanjutan, termasuk penunjukan penanggung jawab fungsi tersebut, serta pembentukan *Sustainability Working Group* (SWG). Langkah ini berdampak positif terhadap konsistensi implementasi dan kualitas pengungkapan keberlanjutan Perseroan.

Adapun tantangan sepanjang tahun 2025 yang mempengaruhi pencapaian Keuangan Berkelanjutan antara lain pelemahan kurs Rupiah, volatilitas harga bahan bakar penerbangan, serta kenaikan biaya operasional akibat inflasi dan komponen biaya lainnya, yang secara keseluruhan meningkatkan tekanan biaya dan menuntut prioritas program secara lebih *prudent*. Keterbatasan jumlah pesawat atau armada aktif juga berdampak pada fleksibilitas kapasitas dan keandalan operasional, sehingga IAA perlu menjaga keseimbangan antara pemulihan atau ketahanan bisnis dan percepatan agenda keberlanjutan. Selain itu, ketegangan geopolitik di kawasan Asia berpotensi mempengaruhi stabilitas serta permintaan penerbangan rute internasional, yang pada akhirnya turut mempengaruhi perencanaan operasional, kinerja ekonomi, dan strategi implementasi program keberlanjutan agar tetap efektif di tengah ketidakpastian global.

C. Strategi Pencapaian Target

1) Pengelolaan Risiko Penerapan Keuangan Berkelanjutan

Direksi memandang penerapan Keuangan Berkelanjutan sebagai bagian dari penguatan ketahanan dan kelanjutan usaha, sehingga pengelolaan risikonya perlu dilakukan secara terstruktur dan terintegrasi. Pada tahun 2025, Perseroan mengakui bahwa proses pengelolaan risiko keberlanjutan belum sepenuhnya terintegrasi ke dalam kerangka manajemen risiko Perseroan. Namun, Direksi telah menetapkan langkah persiapan yang jelas untuk segera mengimplementasikannya, dengan fokus pada

This recognition further solidifies IAA's position as an airline with credible sustainability credentials, which serves as a key factor in expanding its international network and enhancing market confidence.

In terms of key events, in 2025 the Company strengthened the foundation of its sustainability governance through the establishment of a dedicated function or unit to handle sustainability, including the appointment of a head for this function, as well as the formation of the Sustainability Working Group (SWG). This step has a positive impact on the consistency of implementation and the quality of the Company's sustainability disclosures.

Challenges throughout 2025 that impacted the achievement of Sustainable Finance included the weakening of the Rupiah exchange rate, volatility in aviation fuel prices, and rising operational costs due to inflation and other cost components, which collectively increased cost pressures and required a more prudent prioritization of programs. Limitations in the number of aircraft or the active fleet also impact capacity flexibility and operational reliability, so IAA must maintain a balance between business recovery or resilience and accelerating the sustainability agenda. Additionally, geopolitical tensions in the Asian region have the potential to affect stability and demand for international flight routes, which ultimately influences operational planning, economic performance, and the implementation strategy of sustainability programs to remain effective amid global uncertainty.

C. Strategy for Achieving Targets

1) Risk Management in the Implementation of Sustainable Finance

The Board of Directors views the implementation of Sustainable Finance as part of strengthening business resilience and continuity; therefore, risk management must be conducted in a structured and integrated manner. As of 2025, the Company acknowledges that the sustainability risk management process has not yet been fully integrated into the Company's risk management framework. However, the Board has established clear preparatory steps to implement it immediately, focusing on strengthening

penguatan tata kelola, penetapan akuntabilitas, dan penyusunan mekanisme identifikasi serta pemantauan risiko yang konsisten lintas fungsi.

Dalam tahap persiapan ini, Direksi mengarahkan agar Perseroan melakukan identifikasi dan penilaian risiko serta rencana mitigasi untuk tiga aspek utama, yaitu ekonomi, sosial, dan lingkungan, dengan pendekatan berbasis materialitas dan dampak terhadap operasi. Pada aspek ekonomi, fokus mitigasi diarahkan pada risiko yang dapat mempengaruhi stabilitas dan keberlanjutan kinerja, seperti tekanan biaya operasional, volatilitas faktor eksternal, serta risiko kepatuhan yang berdampak finansial, melalui penguatan disiplin biaya, perencanaan yang lebih adaptif, dan pengawasan kepatuhan yang konsisten. Pada aspek sosial, Direksi menempatkan keselamatan, keamanan, kualitas layanan, serta pengelolaan SDM sebagai prioritas utama, dengan mitigasi melalui penguatan budaya keselamatan, peningkatan kompetensi, serta mekanisme pelaporan dan tindak lanjut yang jelas. Pada aspek lingkungan, mitigasi diarahkan pada upaya yang relevan, berdampak, serta sesuai kapasitas dan kesiapan Perseroan, terutama efisiensi penggunaan sumber daya, pengelolaan dampak operasional, serta peningkatan kualitas data lingkungan untuk mendukung pengambilan keputusan dan pengungkapan yang kredibel.

Secara khusus untuk risiko terkait iklim, Direksi melalui fungsi terkait telah memulai penilaian yang lebih terarah pada tahun pelaporan ini sebagai bagian dari peningkatan kualitas pengungkapan Perseroan. Penilaian tersebut mencakup pemetaan risiko transisi (misalnya: perubahan kebijakan, potensi biaya terkait karbon, dan ekspektasi transparansi pasar) serta risiko fisik (misalnya: gangguan operasional akibat cuaca ekstrem atau kejadian terkait iklim), berikut prioritas area dampak dan rencana tindak lanjut awal. Ke depan, Direksi menargetkan proses ini untuk diformalkan menjadi *risk register* keberlanjutan yang memiliki pemilik risiko (*risk owner*), rencana mitigasi, indikator pemantauan, serta agenda peninjauan berkala di tingkat manajemen dan Direksi. Risiko keberlanjutan, termasuk risiko transisi terkait karbon dan potensi peningkatan biaya kepatuhan, dianalisis dalam konteks dampaknya terhadap struktur biaya dan profitabilitas, sehingga dapat diantisipasi melalui perencanaan yang adaptif dan disiplin keuangan.

governance, establishing accountability, and developing consistent cross-functional mechanisms for risk identification and monitoring.

During this preparatory phase, the Board of Directors has directed the Company to conduct risk identification, assessment, and mitigation planning for three key aspects: economic, social, and environmental using an approach based on materiality and impact on operations. In the economic aspect, mitigation efforts are focused on risks that could affect the stability and sustainability of performance, such as operational cost pressures, volatility of external factors, and compliance risks with financial implications, through strengthened cost discipline, more adaptive planning, and consistent compliance oversight. In the social aspect, the Board of Directors prioritizes safety, security, service quality, and human resource management, with mitigation efforts involving the strengthening of a safety culture, competency enhancement, and clear reporting and follow-up mechanisms. Regarding environmental aspects, mitigation efforts are focused on relevant, impactful initiatives aligned with the Company's capacity and readiness, particularly resource efficiency, management of operational impacts, and improved environmental data quality to support credible decision-making and disclosure.

Specifically regarding climate-related risks, the Board of Directors, through relevant functions, has initiated a more targeted assessment during this reporting year as part of enhancing the quality of the Company's disclosures. This assessment covers the mapping of transition risks (e.g., policy changes, potential carbon-related costs, and market transparency expectations) as well as physical risks (e.g., operational disruptions due to extreme weather or climate-related events), along with the prioritization of impact areas and initial action plans. Moving forward, the Board aims to formalize this process into a sustainability risk register that includes risk owners, mitigation plans, monitoring indicators, and a schedule for periodic reviews at the management and Board levels. Sustainability risks, including carbon-related transition risks and potential increases in compliance costs, are analyzed in the context of their impact on cost structures and profitability, enabling anticipation through adaptive planning and financial discipline.

2) Pemanfaatan Peluang dan Prospek Usaha

Direksi mengidentifikasi bahwa peluang pertumbuhan yang paling relevan bagi Perseroan seiring meningkatnya tuntutan keberlanjutan adalah peluang untuk memperkuat ketahanan usaha, efisiensi biaya, dan kualitas layanan. Dalam konteks industri penerbangan yang sangat dipengaruhi faktor biaya dan reputasi, Direksi memandang bahwa keberlanjutan dapat dicapai melalui peningkatan produktivitas, pengendalian penggunaan sumber daya, dan penguatan kepercayaan pemangku kepentingan. Oleh karena itu, Perseroan memprioritaskan peluang yang dapat diimplementasikan secara realistis dan memberikan dampak terukur bagi kinerja ekonomi, sosial, dan lingkungan.

Secara konkret, Direksi melihat peluang utama pada efisiensi operasional penerbangan (misalnya peningkatan produktivitas armada, optimalisasi proses operasional, dan penguatan disiplin penggunaan sumber daya) serta inovasi layanan yang bertanggung jawab dan berbasis digital untuk meningkatkan pengalaman penumpang sekaligus meningkatkan efisiensi proses internal. Digitalisasi layanan dapat mendorong peningkatan *customer experience* dan respons layanan, penguatan pengambilan keputusan berbasis data, dan pengurangan pemborosan. Di saat yang sama, Direksi juga melihat peluang pada penguatan tata kelola dan kualitas pelaporan untuk meningkatkan kepercayaan pemangku kepentingan dan daya saing Perseroan sebagai emiten.

3) Situasi Eksternal yang Berpotensi Mempengaruhi Keberlanjutan Perseroan

Direksi menilai bahwa faktor eksternal yang paling memengaruhi keberlanjutan Perseroan mencakup dinamika ekonomi seperti volatilitas harga bahan bakar penerbangan dan fluktuasi nilai tukar yang berdampak langsung pada struktur biaya operasional, faktor sosial berupa meningkatnya ekspektasi pemangku kepentingan terhadap praktik keselamatan, kualitas layanan, serta transparansi, serta faktor lingkungan yang terkait dengan tuntutan pengelolaan emisi dan kesiapan menghadapi arah kebijakan industri menuju penerbangan yang lebih rendah karbon. Kombinasi faktor tersebut menuntut Perseroan untuk semakin adaptif dalam perencanaan, disiplin dalam eksekusi, dan konsisten dalam tata kelola.

2) Leveraging Business Opportunities and Prospects

The Board of Directors has identified that the most relevant growth opportunities for the Company amid increasing sustainability demands are opportunities to strengthen business resilience, cost efficiency, and service quality. In the context of the aviation industry, which is heavily influenced by cost and reputation factors, the Board views sustainability as achievable through increased productivity, resource management, and strengthened stakeholder trust. Therefore, the Company prioritizes opportunities that can be realistically implemented and deliver measurable impacts on economic, social, and environmental performance.

Specifically, the Board identifies key opportunities in aviation operational efficiency (such as fleet productivity improvements, operational process optimization, and strengthened resource usage discipline) as well as responsible, digital-based service innovations to enhance the passenger experience while improving internal process efficiency. Service digitalization can drive improvements in customer experience and service responsiveness, strengthen data-driven decision-making, and reduce waste. At the same time, the Board also sees opportunities in strengthening governance and the quality of reporting to enhance stakeholder trust and the Company's competitiveness as a listed entity.

3) External Factors Potentially Affecting the Company's Sustainability

The Board assesses that the external factors most affecting the Company's sustainability include economic dynamics such as volatility in aviation fuel prices and exchange rate fluctuations that directly impact operational cost structures, social factors such as rising stakeholder expectations regarding safety practices, service quality, and transparency, as well as environmental factors related to emission management requirements and readiness to address industry policy trends toward lower-carbon aviation. The combination of these factors demands that the Company be increasingly adaptive in planning, disciplined in execution, and consistent in governance.

Untuk mengantisipasinya, Direksi menerapkan strategi yang berfokus pada penguatan fondasi bisnis sekaligus peningkatan kapabilitas keberlanjutan secara bertahap. Dari sisi ekonomi, Direksi memprioritaskan efisiensi operasional, pengendalian biaya, serta penguatan proses perencanaan yang lebih adaptif terhadap volatilitas. Dari sisi sosial, Direksi memperkuat budaya keselamatan dan kualitas layanan melalui penguatan kompetensi, kepatuhan, serta perbaikan proses layanan pelanggan yang lebih responsif dan berbasis data. Dari sisi lingkungan, Direksi memprioritaskan langkah yang relevan dan berdampak pada operasional, seperti peningkatan efisiensi penggunaan sumber daya, penguatan pengelolaan dampak operasional, serta peningkatan kualitas pelaporan, agar Perseroan dapat memenuhi ekspektasi transparansi dan kesiapan pengungkapan secara kredibel tanpa mengganggu stabilitas keuangan dan operasional.

Selain dinamika ekonomi dan operasional, Perseroan juga mencermati perkembangan kebijakan dan mekanisme global di sektor penerbangan internasional yang semakin menegaskan pentingnya kesiapan industri dalam pengelolaan emisi. Salah satu indikatornya adalah *Sector Growth Factor* (SGF) CORSIA tahun 2024 yang tercatat positif sebesar 15,4%, yang menunjukkan adanya pertumbuhan emisi penerbangan internasional di atas nilai acuan (*baseline*) yang ditetapkan. Kondisi ini menjadi sinyal bahwa kewajiban dan ekspektasi pemenuhan pengurangan emisi di sektor penerbangan akan semakin menguat, sehingga Perseroan memandang perlu untuk terus memperkuat kesiapan dan strategi mitigasi yang terukur.

Penutup

Direksi berkomitmen untuk terus memperkuat penerapan Keuangan Berkelanjutan melalui penguatan tata kelola, peningkatan kualitas data dan pelaporan, pemantauan risiko yang lebih terstruktur, serta implementasi program yang relevan, berdampak, dan sesuai dengan kapasitas dan kesiapan Perseroan. Dengan pendekatan yang *prudent* namun progresif, Perseroan meyakini bahwa penguatan keberlanjutan akan mendukung ketahanan usaha, memperkuat kepercayaan pemangku kepentingan, dan meningkatkan daya saing Perseroan dalam jangka panjang.

To anticipate these challenges, the Board of Directors has implemented a strategy focused on strengthening the business foundation while gradually enhancing sustainability capabilities. From an economic perspective, the Board prioritizes operational efficiency, cost control, and strengthening planning processes to be more adaptive to volatility. From a social perspective, the Board reinforces a culture of safety and service quality through enhanced competencies, compliance, and improvements to customer service processes that are more responsive and data-driven. From an environmental perspective, the Board prioritizes relevant and impactful operational measures, such as improving resource efficiency, strengthening the management of operational impacts, and enhancing the quality of reporting, so that the Company can meet expectations for transparency and credible disclosure readiness without disrupting financial and operational stability.

Beyond economic and operational dynamics, the Company is also monitoring global policy developments and mechanisms in the international aviation sector, which increasingly underscore the industry's need for readiness in emissions management. One indicator is the 2024 CORSIA Sector Growth Factor (SGF), recorded at a positive 15.4%, indicating that international aviation emissions are growing above the established baseline. This situation signals that obligations and expectations regarding the fulfillment of emission reduction targets in the aviation sector will continue to strengthen; therefore, the Company deems it necessary to continue strengthening its preparedness and measurable mitigation strategies.

Conclusion

The Board of Directors is committed to continuously strengthening the implementation of Sustainable Finance through improved governance, enhanced data quality and reporting, more structured risk monitoring, and the implementation of relevant, impactful programs aligned with the Company's capacity and readiness. With a prudent yet progressive approach, the Company believes that strengthening sustainability will support business resilience, reinforce stakeholder trust, and enhance the Company's competitiveness in the long term.

Strategi Keberlanjutan [A.1]

Sustainability Strategy

Perseroan memahami bahwa penerapan prinsip keberlanjutan merupakan proses jangka panjang yang membutuhkan komitmen, konsistensi, dan kolaborasi berkelanjutan. AirAsia meyakini bahwa langkah-langkah kecil yang dilakukan secara terus-menerus dapat membawa perubahan berarti dalam mencapai tujuan pembangunan berkelanjutan. Pandangan ini sejalan dengan semangat Perseroan untuk terus tumbuh secara bertanggung jawab, memberikan nilai tambah bagi pemegang saham, serta menciptakan manfaat yang luas bagi seluruh pemangku kepentingan.

Dalam setiap kegiatan operasional, Perseroan berupaya menanamkan prinsip *Environmental, Social, and Governance* (ESG) secara menyeluruh. Pendekatan ini diharapkan tidak hanya memperkuat daya saing bisnis, tetapi juga memberikan dampak positif bagi karyawan, lingkungan, masyarakat, serta pertumbuhan ekonomi nasional.

Saat ini, Perseroan belum memiliki peta jalan (*roadmap*) keberlanjutan yang disusun secara mandiri. Oleh karena itu, dalam penyusunan dan implementasi strategi keberlanjutan, Perseroan mengacu sepenuhnya pada *Sustainability Framework* di tingkat Grup AirAsia. Kerangka tersebut menjadi pedoman utama dalam memastikan arah kebijakan, prioritas program, serta inisiatif keberlanjutan Perseroan tetap selaras dengan standar dan komitmen keberlanjutan yang berlaku di seluruh entitas Grup AirAsia.

Kerangka Keberlanjutan (*Sustainability Framework*) [C.1] [2-6] [2-22]

Kerangka Keberlanjutan Perseroan selaras dengan Grup AirAsia serta topik-topik material yang telah diidentifikasi oleh Perseroan dan dibangun berdasarkan tiga pilar utama, yaitu Ekonomi, Lingkungan, dan Sosial. Pendekatan holistik ini memastikan bahwa Perseroan secara berkelanjutan menangani prioritas-prioritas utama keberlanjutan. Seiring Perseroan dan Grup AirAsia yang memperoleh pemahaman lebih mendalam mengenai cara mengoptimalkan penyelarasan tujuan bisnis dengan agenda keberlanjutan global, Kerangka Keberlanjutan ini akan diperbarui dan disempurnakan secara konsisten untuk memastikan relevansi dan efektivitasnya.

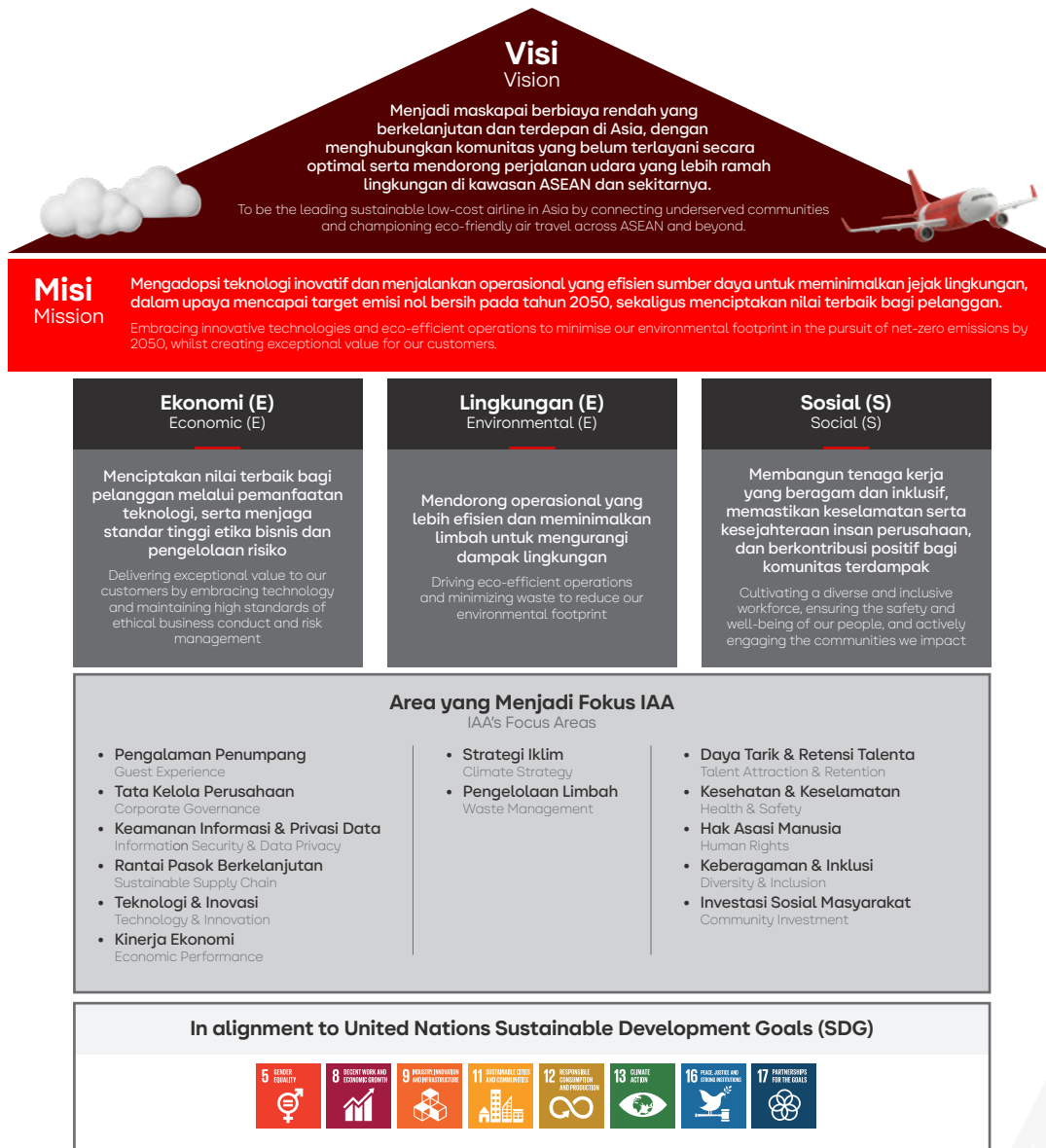
The Company understands that the implementation of sustainability principles is a long-term process that requires commitment, consistency, and sustained collaboration. AirAsia believes that consistent small steps can bring meaningful changes in the achievement of sustainable development goals. This view is in line with the Company's passion to continue growing responsibly, providing added value to shareholders, and creating extensive benefits for all stakeholders.

In every operational activity, the Company strives to thoroughly incorporate the principles of Environmental, Social, and Governance (ESG). This approach is expected to not only enhance business competitiveness, but also positively impact employees, the environment, society, and national economic growth.

Currently, the Company does not have an independently developed sustainability roadmap. Therefore, in the preparation and implementation of its sustainability strategy, the Company refers entirely to the Sustainability Framework at AirAsia Group. This framework serves as the main guideline in ensuring that the Company's policy direction, program priorities, and sustainability initiatives remain in line with the applicable sustainability standards and commitments across AirAsia Group.

Sustainability Framework [C.1] [2-6] [2-22]

The Company's Sustainability Framework is aligned with AirAsia Group's as well as the material topics identified by the Company and built on three main pillars, namely Economic, Environmental, and Social. This holistic approach ensures that the Company continuously addresses key sustainability priorities. As the Company and AirAsia Group gain a deeper understanding of how to optimize the alignment of business objectives with the global sustainability agenda, this Sustainability Framework will be consistently updated and refined to ensure its relevance and effectiveness.



Nilai Keberlanjutan [C.1]

Perseroan menetapkan nilai-nilai keberlanjutan sebagai pedoman perilaku dan pengambilan keputusan, yang menekankan integritas dan tata kelola yang bertanggung jawab, operasional yang efisien dan rendah emisi, keselamatan serta inklusivitas, penciptaan nilai bagi pelanggan, kolaborasi bersama mitra dalam rantai pasok, serta inovasi sebagai penggerak pertumbuhan berkelanjutan. Nilai-nilai tersebut menjadi dasar internalisasi budaya keberlanjutan di seluruh lini organisasi.

Komitmen terhadap Tujuan Pembangunan Berkelanjutan (TPB) PBB

Sejak peluncuran Tujuan Pembangunan Berkelanjutan (TPB) PBB pada tahun 2015, Perseroan menyadari pentingnya agenda global ini serta kontribusi Perseroan dalam mendukung

Sustainability Values [C.1]

The Company establishes sustainability values as guidelines of conduct and decision-making, emphasizing integrity and responsible governance, efficient and low-emission operations, safety and inclusiveness, value creation for customers, collaboration with partners in the supply chain, and innovation as a driver of sustainable growth. These values become the foundation in the internalization of a sustainability culture across all lines of the organization.

Commitment towards the United Nations Sustainable Development Goals (SDGs)

Since the introduction of the United Nations Sustainable Development Goals (SDGs) in 2015, the Company has recognized the importance of this global agenda and its contribution to supporting

pencapaiannya. Pada tahun 2025, Perseroan secara utama memfokuskan perhatian dan kontribusi pada delapan TPB yang selaras dengan inisiatif keberlanjutan yang diimplementasikan sepanjang tahun pelaporan.

its achievement. In 2025, the Company primarily focused its attention and contributions on eight SDGs that were aligned with the sustainability initiatives implemented throughout the reporting year.

| TPB SDGs | Pencapaian Perseroan yang Mendukung TPB The Company's Achievement in Supporting SDGs | |
|---|---|--|
|  | <ul style="list-style-type: none"> 20% dari Direksi IAA adalah perempuan 10% dari pilot IAA adalah perempuan 691 Allstars IAA telah menyelesaikan modul <i>anti-harassment</i> di platform Outclass Memperkuat analisis kesenjangan upah berbasis gender (<i>gender pay gap</i>) | <ul style="list-style-type: none"> 20% of IAA's Board of Directors are female 10% of IAA's pilots are female 691 IAA Allstars have completed the anti-harassment module in the Outclass platform Enhancing gender pay gap analysis |
|  | <ul style="list-style-type: none"> Menyediakan lapangan kerja bagi 1.163 Allstars 312 Allstars di IAA berpartisipasi dalam kursus peningkatan kesadaran <i>Human Trafficking #KnowTheSigns</i> Nol fatalitas dari aktivitas pekerjaan | <ul style="list-style-type: none"> Providing job opportunities for 1,163 Allstars 312 Allstars at IAA have participated in the Human Trafficking awareness training course #KnowTheSigns Zero work-related fatality |
|  | <ul style="list-style-type: none"> Menerapkan berbagai inisiatif penghematan bahan bakar yang menghasilkan penghindaran emisi karbon (<i>CO₂ avoidance</i>) sebesar 13.727 tCO₂e Memperkenalkan teknologi <i>chatbot</i> AskBo | <ul style="list-style-type: none"> Implementing various fuel efficiency initiatives that lead to CO₂ avoidance of 13,727 tCO₂e Introducing the AskBo chatbot technology |
|  | <ul style="list-style-type: none"> <i>Safety Management System</i> yang diterapkan memastikan risiko operasional dikelola secara proaktif melalui prosedur yang relevan untuk mencegah insiden serius Menerapkan <i>briefing</i> turbulensi pada aktivitas <i>briefing</i> pra-penerbangan dan saat penerbangan untuk meningkatkan kewaspadaan awak kabin | <ul style="list-style-type: none"> Safety Management System is implemented to ensure that operational risks are managed proactively through relevant procedures to prevent serious incidents Holding turbulence briefings during pre-flight and in-flight briefings to increase cabin crew awareness |
|  | <ul style="list-style-type: none"> Bermitra dengan 338 pemasok lokal Menerapkan berbagai inisiatif penghematan bahan bakar yang menghasilkan penghematan 4.344 ton bahan bakar | <ul style="list-style-type: none"> Partnering with 338 local suppliers Implementing various fuel efficiency initiatives that lead to 4,344 ton fuel saving |
|  | <ul style="list-style-type: none"> <i>Monitoring, Reporting and Verification (MRV)</i> atas emisi karbon Mengungkapkan emisi Scope 1, 2, dan 3 | <ul style="list-style-type: none"> Monitoring, Reporting and Verification (MRV) of carbon emissions Disclosed Scope 1, 2, and 3 emissions |
|  | <ul style="list-style-type: none"> Menetapkan pengawasan Direksi atas isu keberlanjutan 90% Allstars di IAA mengikuti modul <i>e-learning Anti-Bribery & Anti-Corruption</i> di platform Outclass Nol insiden korupsi | <ul style="list-style-type: none"> Implementing supervision by the Board of Directors on sustainability issues 90% Allstars at IAA attended the Anti-Bribery & Anti-Corruption e-learning module in Outclass platform Zero corruption incidents |
|  | <ul style="list-style-type: none"> Sekitar 800 pemasok aktif dan mitra vendor di sepanjang rantai pasok Melakukan <i>engagement</i> dengan ICAO untuk kepatuhan terhadap CORSIA Melakukan <i>engagement</i> dengan regulator dan asosiasi industri | <ul style="list-style-type: none"> Approximately 800 active suppliers and vendors across the supply chain Engaging with ICAO for compliance with CORSIA Engaging with the regulators and industrial associations |

Kegiatan Membangun Budaya Keberlanjutan [F-1]

Sebagai wujud komitmen terhadap praktik bisnis yang bertanggung jawab, Perseroan senantiasa menanamkan budaya keberlanjutan di seluruh lini organisasi. Perseroan meyakini bahwa keberlanjutan bukan sekadar kebijakan atau inisiatif terpisah, melainkan fondasi utama yang membentuk pola pikir, sikap, dan perilaku setiap insan perusahaan.

Activity to Build Sustainability Culture [F-1]

As a form of commitment to responsible business practices, the Company always instills a culture of sustainability across all lines of the organization. The Company believes that sustainability is not just a separate policy or initiative, but a key foundation that shapes the mindset, attitude, and behavior of every Company personnel. A well-internalized

Budaya keberlanjutan yang terinternalisasi dengan baik diharapkan menjadi pendorong utama dalam mewujudkan praktik bisnis yang beretika, efisien, serta berdampak positif bagi aspek ekonomi, lingkungan, dan sosial.

Penerapan budaya keberlanjutan dilakukan secara menyeluruh dan terencana, dimulai sejak proses rekrutmen melalui penyisipan nilai-nilai keberlanjutan di tahap rekrutmen serta internalisasi secara konsisten melalui sejumlah program dan kegiatan yang mendukung *awareness* terhadap keberlanjutan. Nilai-nilai tersebut kemudian dikuatkan melalui edukasi dan sosialisasi berkelanjutan, serta pembiasaan perilaku sederhana namun berdampak, seperti penggunaan sumber daya secara efisien, pengelolaan limbah yang bertanggung jawab, dan penerapan prinsip etika serta keterbukaan dalam setiap proses kerja.

Pada tahun 2025, IAA telah menetapkan Kebijakan Keberlanjutan (*Sustainability Policy*) yang mencakup aspek ekonomi, sosial, dan lingkungan, serta Kebijakan Rantai Pasok Berkelanjutan (*Sustainable Supply Chain Policy*). Kedua kebijakan tersebut telah disosialisasikan kepada seluruh karyawan dan dapat diakses secara terbuka melalui RedDocs Portal sebagai referensi utama dalam pelaksanaan kegiatan operasional sehari-hari.

Penguatan budaya keberlanjutan terus diwujudkan melalui berbagai program dan inisiatif yang melibatkan seluruh Allstars, antara lain pelaksanaan Sustainability 101 Workshop yang membahas dasar-dasar keberlanjutan, konteks keberlanjutan di sektor aviasi dan di AirAsia, serta peran aktif karyawan dalam mendukung agenda keberlanjutan perusahaan. Selain itu, Perseroan juga memulai gerakan #PlasticDetox yang bertujuan mengurangi penggunaan plastik sekali pakai di lingkungan kerja sebagai bentuk pembiasaan perilaku ramah lingkungan.

Internalisasi budaya keberlanjutan juga diperkuat melalui penyampaian topik-topik keberlanjutan dalam agenda Townhall yang dilaksanakan setiap dua bulan, serta pembaruan informasi keberlanjutan yang disampaikan secara berkala kepada seluruh karyawan melalui platform komunikasi internal perusahaan, Workvivo. Di tingkat manajemen, penguatan budaya keberlanjutan terus dilakukan dengan menjadikan topik keberlanjutan sebagai bagian dari agenda rapat manajemen, baik pada level Head of Department, Direksi, maupun Dewan Komisaris.



sustainability culture is expected to be the main driver in realizing ethical and efficient business practices that positively impact the economic, environmental, and social aspects.

The sustainability culture is implemented comprehensively and systematically, starting from the recruitment process by incorporating sustainability values at the recruitment stage and consistent internalization through a number of programs and activities that raise awareness of sustainability. These values are then reinforced through continuous education and socialization, as well as the habit of simple but impactful behaviors, such as the efficient use of resources, responsible waste management, and the application of ethical principles and openness in every work process.

In 2025, IAA established a Sustainability Policy covering economic, social, and environmental aspects, as well as a Sustainable Supply Chain Policy. Both policies have been disseminated to all employees and are openly accessible through the RedDocs Portal as the main reference in the implementation of daily operational activities.

The reinforcement of sustainability culture is continuously realized through various programs and initiatives involving all Allstars, including the implementation of the Sustainability 101 Workshop, which discusses the basics of sustainability, the context of sustainability in the aviation sector and at AirAsia, as well as the active role of employees in supporting the Company's sustainability agenda. In addition, the Company also started the #PlasticDetox movement, which aims to reduce the use of single-use plastics in the work environment as a form of practicing environmentally friendly behavior.

The internalization of sustainability culture is also strengthened through the presentation of sustainability topics in the Townhall agenda, which is held every two months, as well as regular updates on sustainability information delivered to all employees through the Company's internal communication platform, Workvivo. At the management level, the strengthening of sustainability culture continues to be carried out by making sustainability topics part of the management meeting agenda, both at the Head of Department, Board of Directors, and the Board of Commissioners levels.

Sepanjang tahun 2025, penguatan budaya keberlanjutan juga difokuskan pada pembentukan lingkungan kerja yang sehat, aman, dan inklusif sebagai bagian dari upaya menjaga ketahanan organisasi serta meningkatkan kualitas produktivitas karyawan. Melalui berbagai program yang diinisiasi oleh Tim Culture, Perseroan mengedepankan pendekatan edukatif dan partisipatif agar nilai keberlanjutan dapat dipahami secara menyeluruh dan diterapkan secara konsisten dalam keseharian, baik di lingkungan kerja maupun dalam interaksi sosial yang lebih luas.

1) Workplace Well-being & Healthy Workforce

- Perseroan memperkuat budaya keberlanjutan melalui program kesehatan fisik dan mental Allstars sebagai fondasi produktivitas dan ketahanan organisasi.
- Inisiatif 2025 mencakup edukasi gaya hidup sehat seperti "Brown Bag Session: A Dietician Tips for Your Health" serta "Seminar and Open Booth: Mindful Eating and Vitamin Balance".
- Perseroan juga mendorong pencegahan penyakit melalui "Seminar on Infectious Diseases: TBC", serta pemeriksaan kesehatan seperti Dental Health Day, Skin and Hair Check, dan Hari Jantung Sedunia: Cek Kesehatan Jantung.
- Penguatan kesehatan mental dilakukan melalui "Mental Health – Counseling Session with Naluri", serta partisipasi pada World Mental Health Day dan World Sight Day.

2) Inclusion & Safe Space (Diversity, Equity, & Inclusion)

- Perseroan membangun lingkungan kerja yang inklusif dan aman melalui rangkaian program International Women's Day (IWD) 2025.
- Program Women Safe Spaces diselenggarakan untuk menyediakan dukungan psikologis yang aman melalui sesi konseling privat dengan psikolog.



- Program Women Growth Spaces mendorong pengembangan kepemimpinan melalui sesi *coaching* kelompok.

Throughout 2025, the strengthening of sustainability culture was also focused on creating a healthy, safe, and inclusive work environment as part of efforts to maintain organizational resilience and improve employee productivity. Through various programs initiated by the Culture Team, the Company promotes an educational and participatory approach so that sustainability values can be fully understood and consistently applied in daily life, both in the work environment and in broader social interactions.

1) Workplace Well-being & Healthy Workforce

- The Company strengthens its sustainability culture through the Allstars physical and mental health program as the foundation for organizational productivity and resilience.
- The 2025 initiative includes healthy lifestyle education such as "Brown Bag Session: A Dietician's Tips for Your Health" and "Seminar and Open Booth: Mindful Eating and Vitamin Balance."
- The Company also encourages disease prevention through the "Seminar on Infectious Diseases: TBC," as well as medical checkups such as Dental Health Day, Skin and Hair Check, and World Heart Day: Heart Health Check.
- Mental health is strengthened through "Mental Health – Counseling Session with Naluri," as well as participation in World Mental Health Day and World Sight Day.

2) Inclusion & Safe Space (Diversity, Equity, & Inclusion)

- The Company builds an inclusive and safe work environment through a series of International Women's Day (IWD) 2025 programs.
- The Women Safe Spaces program is organized to provide safe psychological support through private counseling sessions with psychologists.

- The Women Growth Spaces program encourages leadership development through group *coaching* sessions.

- Program Women Health Corner memperkuat edukasi kesehatan perempuan, termasuk deteksi dini kanker payudara dan pap smear.

- The Women Health Corner program strengthens women's health education, including early detection of breast cancer and pap smears.

3) Community & Volunteering

- Budaya keberlanjutan juga diwujudkan melalui kontribusi sosial yang melibatkan partisipasi karyawan.

3) Community & Volunteering

- A culture of sustainability is also realized through social contributions that involve employee participation.



- Pada 2025, Perseroan melaksanakan program "#AllstarsDoGood: Blood Donation" sebagai aksi sosial dan penguatan kepedulian terhadap komunitas.

- In 2025, the Company implemented the "#AllstarsDoGood: Blood Donation" program as a social action and to strengthen community awareness.

4) Literasi & Mindset Berkelanjutan (Pendukung)

- Perseroan turut mendorong ketahanan dan *awareness* karyawan melalui peningkatan literasi.
- Financial Talks menjadi wadah edukasi yang mendukung kesejahteraan finansial Allstars.
- "Fly Further with Impact Investing" memperkuat pemahaman mengenai perspektif nilai jangka panjang dan investasi berdampak.

4) Literacy & Sustainable Mindset (Support)

- The Company also fosters employee resilience and awareness by improving literacy.
- Financial Talks provides an educational platform that supports the financial well-being of Allstars.
- "Fly Further with Impact Investing" improves understanding of long-term value perspectives and impact investing.

Melalui berbagai inisiatif tersebut, Perseroan berupaya memastikan bahwa nilai-nilai keberlanjutan tidak hanya dipahami, tetapi juga menjadi bagian dari perilaku kerja dan budaya organisasi. Dengan demikian, keberlanjutan benar-benar terwujud sebagai bagian dari identitas dan sistem kerja perusahaan yang memberikan nilai tambah bagi pemegang saham, karyawan, masyarakat, dan seluruh pemangku kepentingan.

Through these initiatives, the Company strives to ensure that sustainability values are not only understood but also become part of work behavior and organizational culture. Thus, sustainability is truly realized as part of the Company's identity and work system, providing added value for shareholders, employees, the community, and all stakeholders.

Topik Material dan Batasan Laporan

Material Topics and Boundaries



Proses Identifikasi Topik Material [3-1]

Sebagai bagian dari komitmen untuk mengintegrasikan prinsip keberlanjutan dalam strategi dan operasional bisnis, PT AirAsia Indonesia Tbk, melalui anak usaha PT Indonesia AirAsia (IAA), telah melaksanakan *Materiality Assessment* pertama secara mandiri pada tahun 2025. Proses ini menjadi tonggak penting dalam memperkuat tata kelola keberlanjutan yang transparan, partisipatif, dan berbasis data.

Penilaian dilakukan dengan mengacu pada berbagai kerangka nasional dan internasional, antara lain:

- Global Reporting Initiative (GRI 3: Material Topics 2021) sebagai standar utama dalam penentuan topik material berdasarkan dampak ekonomi, lingkungan, sosial, dan tata kelola;
- POJK No. 51/POJK.03/2017 dan SEOJK No. 16/SEOJK.04/2021, sebagai panduan kepatuhan pelaporan keberlanjutan di Indonesia;
- *Sustainability Disclosure* Grup AirAsia, untuk memastikan keselarasan dengan arah kebijakan Grup AirAsia; dan
- *Benchmarking* terhadap praktik keberlanjutan maskapai sejenis di tingkat regional dan global untuk menjamin relevansi serta daya saing industri.

Pelibatan Pemangku Kepentingan

Dalam proses ini, sebanyak 242 pemangku kepentingan dilibatkan untuk memberikan perspektif yang komprehensif terkait prioritas keberlanjutan. Komposisi responden terdiri dari 166 pemangku kepentingan internal dan 76 pemangku kepentingan eksternal, yang mewakili beragam kepentingan dan pengaruh terhadap operasi perusahaan.

| Kelompok Pemangku Kepentingan Stakeholders Group | Jumlah Responden Number of Respondents | Metode Pelibatan Engagement Method | Peran dan Kontribusi terhadap Proses Materialitas Roles and Contributions to the Materiality Process |
|---|---|---------------------------------------|--|
| Dewan Direksi (BoD) Board of Directors (BoD) | 2 | Online Questionnaire | Menetapkan arah strategis keberlanjutan dan menilai dampak signifikan bagi bisnis. Determine the strategic direction of sustainability and assess the significant impact to business. |
| Kepala Departemen (HoD) Head of Department (HoD) | 5 | Online Questionnaire | Menghubungkan kebijakan dengan implementasi di tiap fungsi operasional. Connect policies with implementation in each operational function. |

Material Topics Identification Process [3-1]

As part of its commitment to integrating sustainability principles into its business strategy and operations, PT AirAsia Indonesia Tbk, through its subsidiary PT Indonesia AirAsia (IAA), conducted its first independent *Materiality Assessment* in 2025. This process is an important milestone in establishing transparency, participatory, and data-driven sustainability governance.

The assessment was conducted with reference to various national and international frameworks, including:

- Global Reporting Initiative (GRI 3: Material Topics 2021) as the main standard in determining material topics based on economic, environmental, social, and governance impacts;
- POJK No. 51/POJK.03/2017 and SEOJK No. 16/SEOJK.04/2021, as guidelines of sustainability reporting compliance in Indonesia;
- AirAsia Group's *Sustainability Disclosure*, to ensure alignment with AirAsia Group's policy direction; and
- *Benchmarking* against similar airlines' sustainability practices at the regional and global levels to ensure industry relevance and competitiveness.

Stakeholder Engagement

In this process, 242 stakeholders were involved to provide a comprehensive perspective on sustainability priorities. The respondents consisted of 166 internal stakeholders and 76 external stakeholders, representing a variety of interests and influences on the Company's operations.

| Kelompok Pemangku Kepentingan Stakeholders Group | Jumlah Responden Number of Respondents | Metode Pelibatan Engagement Method | Peran dan Kontribusi terhadap Proses Materialitas Roles and Contributions to the Materiality Process |
|---|--|------------------------------------|---|
| Manajer & Staf (Allstars) Managers & Staffs (Allstars) | 159 | Online Questionnaire | Memberikan perspektif operasional dan masukan terkait penerapan keberlanjutan di lapangan. Provide operational perspectives and feedbacks related to the on-site implementation of sustainability. |
| Investor / Pemegang Saham Investors/Shareholders | 4 | Online Questionnaire | Menilai ekspektasi transparansi, tata kelola, dan kinerja finansial berkelanjutan. Assess the expectation for transparency, governance, and sustainable financial performance. |
| Regulator / Pemerintah Regulator/Government | 9 | Online Questionnaire | Memberikan arahan kepatuhan, keselamatan penerbangan, peraturan lingkungan, dan pelaporan keberlanjutan Provide direction for compliance, aviation safety, environmental regulation, and sustainability reporting. |
| Pelanggan / Penumpang Customers/Passengers | 42 | Online Questionnaire | Menyampaikan ekspektasi terhadap layanan, keselamatan, dan tanggung jawab sosial. Express expectations regarding services, safety, and social responsibilities. |
| Pemasok / Vendor Suppliers/Vendors | 5 | Online Questionnaire | Menyampaikan pandangan terkait rantai pasok berkelanjutan dan praktik etis. Express opinions regarding sustainable supply chain and ethical practices. |
| Media | 10 | Online Questionnaire | Memberikan masukan atas persepsi publik dan komunikasi korporat. Provide feedback regarding public perception and corporate communication. |
| Komunitas / LSM Communities/NGOs | 6 | Online Questionnaire | Menilai kontribusi sosial, dampak lingkungan, dan hubungan perusahaan dengan masyarakat. Assess social contributions, environmental impacts, and relationship between the Company and the public. |

Pelibatan dilakukan secara kuantitatif melalui *Online Questionnaire* menggunakan skala *likert* 1–5. Metode ini dipilih untuk memperoleh gambaran terukur mengenai persepsi dan prioritas pemangku kepentingan selama periode pelaporan.

Proses Penetapan Prioritas

Proses penentuan prioritas topik material dilakukan melalui analisis dua dimensi utama, yaitu:

1. Tingkat signifikansi dampak terhadap bisnis – berdasarkan pandangan Direksi dan manajemen senior (*internal focus*); dan
2. Tingkat kepentingan bagi pemangku kepentingan – berdasarkan hasil survei.

Hasil penilaian setiap topik kemudian dipetakan ke dalam Matriks Materialitas 2025, yang menggambarkan posisi relatif tiap isu keberlanjutan. Seluruh 13 topik material memperoleh skor diatas 80% pada kedua sumbu matriks, sehingga seluruhnya dikategorikan sebagai "Sangat Penting (*Very Important*)".

The engagement was conducted quantitatively through an *Online Questionnaire* using a 1–5 Likert scale. This method was chosen to obtain a measurable overview of stakeholder perceptions and priorities during the reporting period.

Priority Determination Process

The determination of material topics priority is carried out using two key dimensions, including:

1. The significance of impact on the business – based on the opinions of the Board of Directors and senior management (*internal focus*); and
2. The importance to stakeholders – based on survey results.

The assessment results for each topic were then mapped into the 2025 Materiality Matrix, which illustrates the relative position of each sustainability issue. All 13 material topics scored above 80% on both axes of the matrix, thus all of them were categorized as "Very Important".

Berdasarkan hasil pemetaan, topik keberlanjutan diklasifikasikan ke dalam tiga tingkat prioritas:

- **Topik Utama:** Berdampak tinggi pada bisnis dan memiliki signifikansi besar bagi pemangku kepentingan; wajib dilaporkan secara komprehensif.
- **Topik Pendukung:** Berdampak sedang, tetap relevan untuk pemantauan dan pelaporan ringkas.
- **Isu Emerging:** Isu yang masih berkembang dan akan dipantau untuk peningkatan relevansi di masa mendatang.

Validasi akhir dilakukan oleh Dewan Direksi, memastikan kesesuaian dengan arah strategi bisnis, kebijakan Grup AirAsia, dan nilai-nilai di AirAsia.

Daftar dan Analisis Topik Material

Hasil penilaian menghasilkan 13 topik material yang terbagi ke dalam tiga pilar keberlanjutan: Ekonomi, Lingkungan, dan Sosial.

Based on the mapping results, sustainability topics were classified into three priority levels:

- **Key Topics:** High impact on the business and highly significant to stakeholders; must be reported comprehensively.
- **Supporting Topics:** Moderate impact, still relevant to be monitored and reported briefly.
- **Emerging Issues:** Issues that are still developing and will be monitored to assess their relevance in the future.

Final validation is carried out by the Board of Directors, ensuring alignment with the business strategy direction, AirAsia Group policies, and AirAsia values.

List and Analysis of Material Topics

The assessment results in 13 material topics that are classified into three sustainability pillars: Economic, Environmental, and Social.

| Topik Material Material Topic | Alasan Mengapa Material Materiality Reason | Risiko Utama Key Risk | Peluang Opportunity |
|---|---|--|---|
| Aspek Ekonomi Economic Aspect | | | |
| 1. Tata Kelola Perusahaan Corporate Governance | Menjadi fondasi kepercayaan pemangku kepentingan, memastikan kepatuhan terhadap regulasi, keberlanjutan bisnis, dan reputasi jangka panjang. Serving as the foundation of stakeholder trust, ensuring regulatory compliance, business continuity, and long-term reputation. | Pelanggaran hukum, kecurangan, atau lemahnya tata kelola dapat memicu sanksi serta hilangnya kepercayaan publik. Legal violations, fraud, or weak governance can trigger sanctions and a loss of public trust. | Memperkuat fungsi pengawasan, transparansi, dan akuntabilitas yang meningkatkan kepercayaan investor serta ketahanan bisnis. Strengthening the supervision, transparency, and accountability functions that enhance investor confidence and business resilience. |
| 2. Rantai Pasok Berkelanjutan Sustainable Supply Chain | Mitra dan pemasok berperan langsung terhadap dampak sosial dan lingkungan; penting memastikan seluruh rantai pasok beroperasi secara etis dan bertanggung jawab. Business partners and suppliers are directly responsible for social and environmental impacts; it is essential to ensure that the entire supply chain operates ethically and responsibly. | Ketidapatuhan pemasok terhadap standar ESG, risiko hukum dan reputasi, serta meningkatnya biaya akibat gangguan pasokan. Supplier non-compliance with ESG standards, legal and reputational risks, and increased costs due to supply disruptions. | Pemberdayaan pemasok lokal, penerapan kriteria ESG, dan pembentukan rantai pasok yang tangguh, efisien, dan kompetitif. Empowering local suppliers, implementing ESG criteria, and establishing a resilient, efficient, and competitive supply chain. |
| 3. Pengalaman Pelanggan Customers Experience | Kepuasan pelanggan menjadi kunci loyalitas, pendapatan berkelanjutan, dan persepsi positif terhadap merek AirAsia. Customer satisfaction is vital to AirAsia's brand loyalty, sustainable revenue, and positive perception. | Kegagalan memenuhi harapan pelanggan, kualitas layanan menurun, dan penurunan daya saing. Failure to meet customer expectations, declining service quality, and reduced competitiveness. | Inovasi layanan, digitalisasi, dan sistem umpan balik yang memperkuat kepercayaan pelanggan serta meningkatkan <i>Net Promoter Score (NPS)</i> . Service innovation, digitization, and feedback systems that strengthen customer trust and improve the Net Promoter Score (NPS). |

| Topik Material Material Topic | Alasan Mengapa Material Materiality Reason | Risiko Utama Key Risk | Peluang Opportunity |
|---|--|---|--|
| 4. Inovasi Teknologi Technology & Innovation | Pendorong utama efisiensi operasional, mitigasi risiko, serta meningkatkan pengalaman pelanggan di era digital. The main drivers of operational efficiency, risk mitigation, and enhancing customer experience in the digital age. | Adopsi teknologi yang lambat, kegagalan integrasi sistem, atau meningkatnya biaya implementasi. Slow technology adoption, system integration failures, or increased implementation costs. | Otomatisasi dan analitik digital yang mendukung efisiensi, inovasi, serta pengalaman penerbangan yang lebih <i>seamless</i> . Automation and digital analytics that support efficiency, innovation, and a more seamless flight experience. |
| 5. Keamanan Data & Privasi Data Security & Privacy | Keamanan siber menjadi syarat utama untuk menjaga kepercayaan pelanggan, mematuhi regulasi, dan melindungi data bisnis strategis. Cybersecurity is essential to maintain customer trust, comply with regulations, and protect strategic business data. | Kebocoran data, serangan siber, sanksi regulator, dan kerusakan reputasi merek. Data leaks, cyber attacks, regulatory sanctions, and damage to brand reputation. | Penguatan sistem keamanan siber, peningkatan kesadaran karyawan, serta reputasi unggul sebagai perusahaan yang andal dan terpercaya. Strengthening cybersecurity systems, increasing employee awareness, and maintaining an excellent reputation as a reliable and trustworthy company. |
| 6. Kinerja Ekonomi Economic Performance | Fondasi utama keberlanjutan perusahaan melalui stabilitas finansial, investasi, dan kontribusi terhadap ekonomi nasional. The main foundation of corporate sustainability lies in financial stability, investment, and contribution to the national economy. | Volatilitas ekonomi, kenaikan biaya operasional, atau gangguan arus kas akibat fluktuasi permintaan. Economic volatility, rising operating costs, or cash flow disruptions due to fluctuations in demand. | Penguatan efisiensi, diversifikasi pendapatan, dan inovasi bisnis untuk meningkatkan ketahanan dan nilai bagi pemangku kepentingan. Strengthening efficiency, diversifying revenue, and business innovation to enhance resilience and value for stakeholders. |
| Aspek Lingkungan Environmental Aspect | | | |
| 7. Strategi Iklim Climate Strategy | Industri penerbangan menghadapi tekanan global menuju dekarbonisasi dan efisiensi energi sesuai komitmen <i>Net Zero Emission</i> . The aviation industry faces global pressure towards decarbonization and energy efficiency in line with the commitment to Net Zero Emission. | Ketidakpatuhan terhadap regulasi karbon, biaya operasional meningkat, atau reputasi negatif akibat lambat beradaptasi. Non-compliance with carbon regulations, increased operating costs, or negative reputation due to slow adaptation. | Efisiensi bahan bakar, penerapan teknologi rendah karbon, serta posisi kepemimpinan dalam penerbangan ramah lingkungan (<i>green aviation</i>). Fuel efficiency, implementation of low-carbon technology, and leadership in green aviation. |
| 8. Pengelolaan Limbah Waste Management | Pengelolaan limbah yang baik menjadi bagian penting dalam mengurangi jejak lingkungan dan menjaga kepatuhan. Proper waste management is an integral part of reducing environmental footprints and maintaining compliance. | Limbah tidak terkelola, pelanggaran regulasi, peningkatan biaya, dan penurunan standar kebersihan layanan. Unmanaged waste, regulatory violations, increased costs, and a decline in service cleanliness standards. | Kolaborasi daur ulang, penerapan ekonomi sirkular, efisiensi biaya, dan penguatan citra <i>eco-conscious brand</i> . Recycling collaboration, circular economy implementation, cost efficiency, and strengthening the image of an eco-conscious brand. |
| Aspek Sosial Social Aspect | | | |
| 9. Kesehatan & Keselamatan Health & Safety | Keselamatan penerbangan dan kerja merupakan <i>license to operate</i> dan faktor utama dalam menjaga kepercayaan publik. Aviation and workplace safety are the license to operate and a key factor in maintaining public trust. | Kecelakaan kerja atau penerbangan, kerugian reputasi, dan potensi penghentian operasional. Workplace or flight accidents, reputational damage, and potential operational shutdowns. | Pelatihan keselamatan, teknologi pemantauan, serta budaya <i>safety first</i> yang memperkuat keandalan dan kepercayaan pelanggan. Safety training, monitoring technology, and a safety first culture that strengthens reliability and customer trust. |

| Topik Material Material Topic | Alasan Mengapa Material Materiality Reason | Risiko Utama Key Risk | Peluang Opportunity |
|---|--|--|--|
| 10. Keberagaman & Inklusi Diversity & Inclusion | SDM yang beragam mendorong inovasi dan kreativitas, serta mencerminkan kepatuhan terhadap prinsip kesetaraan dan SDGs. A diverse workforce drives innovation and creativity, and reflects compliance with the principles of equality and SDGs. | Diskriminasi atau ketimpangan kesempatan kerja yang berdampak pada produktivitas dan citra perusahaan. Discrimination or inequality in employment opportunities that impact productivity and the Company's image. | Penguatan budaya inklusif, kepemimpinan berbasis keberagaman, dan posisi sebagai <i>employer of choice</i> . Promoting an inclusive culture, diversity-based leadership, and positioning as an employer of choice. |
| 11. Daya Tarik & Retensi Talenta Talent Attraction & Retention | Talenta unggul menjadi faktor penentu kualitas layanan dan keselamatan penerbangan. Outstanding talent is a determining factor in the quality of service and flight safety. | Tingginya tingkat <i>turnover</i> , kesenjangan kompetensi, dan penurunan produktivitas. High turnover rates, competency gaps, and declining productivity. | Program pengembangan karier, sistem penghargaan berbasis kinerja, dan lingkungan kerja yang mendukung pertumbuhan. Career development programs, performance-based reward systems, and a work environment that supports growth. |
| 12. Hak Asasi Manusia Human Rights | Kepatuhan terhadap standar HAM global menjadi dasar hubungan kerja yang adil dan beretika di seluruh rantai pasok. Compliance with global human rights standards becomes the foundation for fair and ethical working relationships throughout the supply chain. | Pelanggaran HAM, tuntutan hukum, atau penurunan reputasi korporat. Human rights violations, lawsuits, or damage to corporate reputation. | Pelatihan dan <i>due diligence</i> HAM, kolaborasi dengan mitra bisnis patuh HAM, serta penerimaan pasar global. Human rights training and due diligence, collaboration with human rights-compliant business partners, and global market acceptance. |
| 13. Investasi Komunitas Community Investment | Kontribusi sosial dalam pemberdayaan masyarakat sekitar bandara dan pariwisata berkelanjutan mendukung nilai jangka panjang. Social contributions in empowering communities around airports and sustainable tourism support long-term value. | Minimnya dampak sosial, penolakan masyarakat, atau hilangnya <i>social license to operate</i> . Minimum social impact, community rejection, or loss of social license to operate. | Kolaborasi dengan komunitas dan LSM, program berbasis SDGs, peningkatan reputasi positif, serta dukungan bagi ekosistem sosial-ekonomi lokal. Collaboration with communities and NGOs, SDG-based programs, improved reputation, and support for the local socio-economic ecosystem. |

IAA Materiality Matrix



Analisis, Validasi, dan Tindak Lanjut Topik Material

Hasil *Materiality Assessment 2025* menunjukkan bahwa seluruh pemangku kepentingan menempatkan aspek tata kelola, integritas, keamanan data, dan kualitas layanan pelanggan sebagai prioritas utama keberlanjutan AirAsia. Topik sosial seperti kesehatan dan keselamatan, keberagaman, dan hak asasi manusia juga menegaskan fokus perusahaan pada nilai-nilai kemanusiaan dan kesejahteraan pekerja.

Sementara itu, isu lingkungan seperti Strategi Iklim dan Pengelolaan Limbah menjadi area yang akan terus diperkuat melalui edukasi, komunikasi, dan implementasi peta jalan menuju *Net Zero Emission*.

Seluruh hasil penilaian telah divalidasi oleh Dewan Direksi pada November 2025 dan ditetapkan sebagai dasar penyusunan Laporan Keberlanjutan 2025 serta arah strategi keberlanjutan jangka menengah Perseroan.

Sebagai langkah lanjutan:

- IAA akan melakukan survei *pulse* tahunan (mulai 2026) untuk memantau persepsi dan kesadaran pemangku kepentingan tentang topik-topik keberlanjutan yang material;
- Hasil dan kemajuan setiap topik akan dilaporkan secara terbuka dalam Laporan Keberlanjutan tahunan dan forum komunikasi pemangku kepentingan; serta
- Peninjauan ulang materialitas akan dilakukan setiap dua hingga tiga tahun untuk memastikan kesesuaian dengan perubahan regulasi, tren industri, dan ekspektasi pemangku kepentingan.

Analysis, Validation, and Follow up on Material Topics

The results of the *Materiality Assessment 2025* show that all stakeholders consider governance, integrity, data security, and customer service quality to be AirAsia's top sustainability priorities. Social topics such as health and safety, diversity, and human rights also highlight the Company's focus on human values and employee welfare.

Meanwhile, environmental issues such as Climate Strategy and Waste Management are areas that will be further strengthened through education, communication, and implementation of the roadmap towards *Net Zero Emission*.

All assessment results have been validated by the Board of Directors in November 2025 and established as the basis for the preparation of the 2025 Sustainability Report and the Company's medium-term sustainability strategy direction.

As a follow-up measure:

- IAA will conduct an annual pulse survey (starting in 2026) to monitor stakeholder perceptions and awareness of material sustainability topics;
- The results and progress of each topic will be reported publicly in the annual Sustainability Report and stakeholder communication forums; and
- A materiality review will be conducted every two to three years to ensure alignment with regulatory changes, industry trends, and stakeholder expectations.



Dengan pendekatan ini, Perseroan menegaskan bahwa keberlanjutan bukan sekadar kewajiban pelaporan, tetapi bagian dari strategi bisnis, budaya organisasi, dan komitmen kolektif untuk menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan.

Perubahan Topik Material Tahun 2025

Proses pembaruan penilaian materialitas yang dilakukan pada tahun 2025 menunjukkan bahwa sebagian besar topik material Perseroan tetap konsisten dengan pengungkapan topik material pada laporan tahun sebelumnya. Hal ini mencerminkan bahwa fokus keberlanjutan perusahaan masih berakar pada isu-isu utama yang relevan dengan karakteristik bisnis penerbangan, seperti keselamatan dan kesehatan kerja, pengalaman pelanggan, inovasi teknologi, efisiensi operasional, serta pengelolaan lingkungan.

Namun, seiring dengan berkembangnya konteks bisnis dan meningkatnya ekspektasi pemangku kepentingan, hasil penilaian tahun ini juga mengindikasikan perlunya penyempurnaan pada cakupan isu-isu keberlanjutan. Dari proses tersebut, muncul satu perubahan penting dalam struktur materialitas Perseroan, yaitu penambahan topik material baru: **Kinerja Ekonomi**. Penambahan topik ini juga didasarkan pada hasil *benchmark* terhadap praktik pelaporan perusahaan sejenis di industri. Kehadiran topik Kinerja Ekonomi tidak hanya menjadi respons atas dinamika industri yang semakin kompleks, tetapi juga mencerminkan komitmen Perseroan untuk menyajikan informasi keberlanjutan yang lebih utuh, relevan, dan terintegrasi, dengan menempatkan kinerja ekonomi sebagai bagian yang saling terkait dengan aspek lingkungan, sosial, dan tata kelola dalam penciptaan nilai jangka panjang.

Melalui penyesuaian ini, AirAsia memastikan bahwa analisis materialitas 2025 tidak hanya semakin relevan dan adaptif, tetapi juga mencerminkan kebutuhan informasi yang berkembang di antara para pemangku kepentingan. Penambahan Kinerja Ekonomi sekaligus memperkuat pendekatan perusahaan dalam menunjukkan bagaimana performa finansial, strategi keberlanjutan, dan tata kelola risiko saling terhubung dan bersama-sama membentuk nilai jangka panjang bagi perusahaan dan seluruh pemangku kepentingan.

With this approach, the Company emphasizes that sustainability is not merely a reporting obligation, but part of its business strategy, organizational culture, and collective commitment to creating long-term value for all stakeholders.

Changes to Material Topics in 2025

The materiality assessment update process conducted in 2025 shows that most of the Company's material topics remain consistent with the material topics disclosed in the previous year's report. This indicates that the Company's sustainability focus remains rooted in key issues relevant to the nature of the aviation business, such as occupational safety and health, customer experience, technological innovation, operational efficiency, and environmental management.

However, in line with the evolving business context and increasing stakeholder expectations, this year's assessment results also indicate the need for improvements in the scope of sustainability issues. From this process, an important change emerged in the Company's materiality structure, namely the addition of a new material topic: **Economic Performance**. The addition of this topic was also based on the results of a benchmarking of reporting practices of similar companies in the industry. The inclusion of the Economic Performance topic is not only a response to the increasingly complex dynamics of the industry, but also reflects the Company's commitment to presenting more comprehensive, relevant, and integrated sustainability information, by placing economic performance as an integral part of environmental, social, and governance aspects in the creation of long-term value.

Through this adjustment, AirAsia ensures that the 2025 materiality analysis is not only more relevant and adaptive, but also reflects the evolving information needs of stakeholders. The addition of Economic Performance also reinforces the Company's approach in demonstrating how financial performance, sustainability strategies, and risk management are interconnected and together form long-term value for the company and all stakeholders.

Tata Kelola Keberlanjutan

Sustainability Governance

Pendekatan Kami [3-3]

Perseroan meyakini bahwa tata kelola perusahaan yang baik merupakan fondasi utama untuk memastikan praktik bisnis yang etis, transparan, dan berkelanjutan. Melalui penerapan prinsip *governance* yang kuat, Perseroan berupaya menjaga kepercayaan serta melindungi kepentingan seluruh pemangku kepentingan, sekaligus mendorong pertumbuhan perusahaan yang sehat dan kompetitif.

Sebagai bagian dari komitmen ini, Perseroan juga secara proaktif mengidentifikasi potensi risiko ketidakpatuhan yang dapat berdampak negatif terhadap keberlangsungan usaha maupun pemangku kepentingan. Untuk mengantisipasi hal tersebut, Perseroan secara konsisten memperkuat sistem tata kelola keberlanjutan melalui penerapan pengendalian internal yang efektif dan manajemen risiko yang terintegrasi.

Komitmen ini diwujudkan melalui implementasi sejumlah kebijakan strategis, antara lain:

1. Korupsi dan penyuapan;
2. Diskriminasi;
3. Kerahasiaan informasi;
4. Benturan kepentingan;
5. Praktik antimonopoli/anti-persaingan usaha;
6. Pencucian uang dan/atau perdagangan orang dalam (*insider trading*);
7. Lingkungan, kesehatan, dan keselamatan kerja (K3);
8. Pelaporan pelanggaran.

Tugas dan Tanggung Jawab Struktur Tata Kelola dalam Pelaksanaan Kinerja Keberlanjutan [E.1] [2-12] [2-13] [2-14] [3-3]

Pelaksanaan governansi keberlanjutan di Perseroan berpedoman pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas serta Peraturan OJK No. 51/POJK.03/2017 mengenai penerapan keuangan berkelanjutan bagi lembaga jasa keuangan, emiten, dan perusahaan publik.

Berdasarkan ketentuan tersebut, struktur Tata Kelola Perseroan terdiri atas tiga organ utama, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Masing-masing organ memiliki peran dan tanggung jawab yang dijalankan sesuai Anggaran Dasar serta regulasi yang berlaku di Indonesia.

Our Approach [3-3]

The Company believes that good corporate governance is the main foundation to ensure ethical, transparent, and sustainable business practices. Through the implementation of strong governance principles, the Company strives to maintain trust and protect the interests of all stakeholders, while promoting healthy and competitive company growth.

As part of this commitment, the Company also proactively identifies potential compliance risks that could negatively impact business continuity and stakeholders. In anticipation, the Company consistently strengthens its sustainability governance system through the implementation of effective internal controls and integrated risk management.

This commitment is realized through the implementation of a number of strategic policies, including:

1. Corruption and bribery;
2. Discrimination;
3. Confidentiality of information;
4. Conflicts of interest;
5. Antitrust/anti-competitive practices;
6. Money-laundering and/or insider trading/dealing;
7. Environment, health and safety;
8. Whistleblowing.

Duties and Responsibilities of the Governance Structure in the Implementation of Sustainability Performance [E.1] [2-12] [2-13] [2-14] [3-3]

The implementation of sustainability governance in the Company refers to Law No. 40 of 2007 concerning Limited Liability Companies and OJK Regulation No. 51/POJK.03/2017 concerning the implementation of sustainable finance for financial service institutions, issuers, and public companies.

Based on these provisions, the Company's governance structure consists of three main organs, the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. Each organ performs its respective roles and responsibilities in accordance with the Articles of Association and applicable regulations in Indonesia.

Dalam konteks keberlanjutan, Direksi memegang tanggung jawab utama dalam merumuskan kebijakan, strategi, dan sasaran keberlanjutan yang mencakup aspek *Environmental, Social, and Governance* (ESG). Direksi memastikan bahwa keberlanjutan menjadi bagian integral dari strategi bisnis dan proses pengambilan keputusan perusahaan.

Untuk menjamin efektivitas pelaksanaan program keberlanjutan, Direksi mendelegasikan fungsi koordinasi dan operasional harian kepada Departemen Sustainability. Unit ini bertanggung jawab dalam mengoordinasikan perencanaan, implementasi, pemantauan, serta evaluasi berbagai inisiatif keberlanjutan di seluruh lini organisasi.

Sebagai bagian dari penguatan tata kelola keberlanjutan, IAA juga membentuk *Sustainability Working Group* (SWG) sebagai platform formal koordinasi lintas fungsi dalam implementasi dan pemantauan inisiatif keberlanjutan perusahaan. SWG terdiri dari perwakilan seluruh departemen terkait, dipimpin oleh Departemen Sustainability, dan berada di bawah pengawasan manajemen perusahaan. Untuk memastikan konsistensi pelaksanaan dan efektivitas pengawasan, SWG melaksanakan rapat secara rutin setiap tiga bulan (*quarterly*) guna membahas perkembangan program, isu strategis, serta tindak lanjut atas target dan kinerja keberlanjutan. Beberapa tugas dan tanggung jawab lainnya:

- Mengkoordinasikan penyusunan dan implementasi strategi serta rencana kerja keberlanjutan;
- Memastikan keselarasan antara inisiatif keberlanjutan dengan arah strategis dan kebijakan Grup AirAsia;
- Mengelola proses pelaporan keberlanjutan dan komunikasi dengan pemangku kepentingan;
- Melakukan koordinasi lintas departemen dalam pengumpulan data, pelaksanaan, dan pemantauan program ESG;
- Mengidentifikasi risiko dan peluang keberlanjutan di tingkat operasional;
- Melakukan evaluasi kinerja keberlanjutan dan efektivitas program yang berjalan; serta
- Menyusun rekomendasi perbaikan berkelanjutan kepada Direksi.

Seluruh perkembangan dan capaian program keberlanjutan dilaporkan secara berkala kepada Direksi untuk ditinjau dan mendapatkan arahan strategis. Dewan Komisaris menjalankan fungsi pengawasan dan pemberian nasihat, memastikan bahwa kebijakan yang mendukung keberlanjutan Perseroan telah dilaksanakan secara konsisten, transparan, serta sesuai dengan prinsip tata kelola perusahaan yang baik. Selain itu, Perseroan juga mengacu pada kerangka keberlanjutan Grup AirAsia,

In the context of sustainability, the Board of Directors is primarily responsible for formulating sustainability policies, strategies, and objectives that cover Environmental, Social, and Governance (ESG) aspects. The Board of Directors ensures that sustainability is an integral part of the Company's business strategy and decision-making process.

In order to ensure effective implementation of sustainability programs, the Board of Directors delegates the daily coordination and operational functions to the Sustainability Department. This unit is responsible for coordinating the planning, implementation, monitoring, and evaluation of various sustainability initiatives across the organization.

As an effort to strengthen sustainability governance, IAA has also established a Sustainability Working Group (SWG) as a formal platform for cross-functional coordination in the implementation and monitoring of the Company's sustainability initiatives. The SWG consists of representatives from all relevant departments, led by the Sustainability Department, and is under the supervision of company management. To ensure consistency in the implementation and effectiveness of supervision, the SWG holds regular quarterly meetings to discuss program developments, strategic issues, and follow-up on sustainability targets and performance. Other duties and responsibilities include:

- Coordinating the development and implementation of sustainability strategies and work plans;
- Ensuring alignment between sustainability initiatives and AirAsia Group's strategic direction and policies;
- Managing the sustainability reporting process and communication with stakeholders;
- Coordinating across departments in data collection, implementation, and monitoring of ESG programs;
- Identifying sustainability risks and opportunities at the operational level;
- Evaluating sustainability performance and the effectiveness of ongoing programs; and
- Developing recommendations for continuous improvement to the Board of Directors.

All developments and achievements of the sustainability program are reported regularly to the Board of Directors for review and strategic direction. The Board of Commissioners performs supervisory and advisory functions, ensuring that policies supporting the Company's sustainability are implemented consistently, transparently, and in accordance with good corporate governance principles. In addition, the Company also refers to the AirAsia Group's sustainability framework,

yang menjadi panduan bersama bagi seluruh entitas grup dalam menyusun kebijakan, program, dan laporan keberlanjutan. Keselarasan ini memastikan upaya yang dilakukan di tingkat lokal tetap mendukung tujuan keberlanjutan Grup AirAsia secara keseluruhan.

Dengan pendekatan yang terkoordinasi namun tetap sederhana, Perseroan terus berupaya mengintegrasikan prinsip keberlanjutan ke dalam operasional sehari-hari. Langkah-langkah yang dilakukan bersifat bertahap, namun dijalankan secara konsisten sebagai bagian dari komitmen perusahaan untuk tumbuh secara bertanggung jawab dan memberikan manfaat bagi seluruh pemangku kepentingan.

Keragaman Direksi dan Dewan Komisaris
[2-9] [2-10]

Perseroan memandang keragaman dalam struktur tata kelola sebagai elemen penting untuk mendukung pengambilan keputusan yang objektif, inklusif, dan selaras dengan dinamika bisnis. Keragaman Direksi dan Dewan Komisaris Perseroan ditinjau berdasarkan aspek gender dan kelompok usia, sebagai bagian dari upaya memastikan keberimbangan perspektif dalam pengawasan dan pengelolaan perusahaan.

Hingga akhir tahun 2025, Dewan Komisaris Perseroan seluruhnya terdiri dari anggota laki-laki, sementara pada komposisi Direksi terdapat keterwakilan perempuan. Dari sisi kelompok usia, mayoritas anggota Direksi berada pada rentang usia produktif 30-50 tahun dan Dewan Komisaris berada pada rentang usia >50 tahun, yang mencerminkan kombinasi pengalaman profesional dan kapasitas kepemimpinan aktif dalam mendukung strategi perusahaan.

Rincian keragaman Direksi dan Dewan Komisaris disajikan pada tabel berikut:

which serves as a common guide for all group entities in developing sustainability policies, programs, and reports. This alignment ensures that efforts made at the local level continue to support the AirAsia Group's overall sustainability goals.

With a coordinated yet simple approach, the Company continuously strives to integrate sustainability principles into its daily operations. The steps taken are gradual but consistently implemented as part of the Company's commitment to grow responsibly and provide benefits to all stakeholders.

Diversity of the Board of Directors and the Board of Commissioners [2-9] [2-10]

The Company regards diversity in its governance structure as an important element in supporting objective, inclusive, and business-aligned decision-making. The diversity of the Company's Board of Directors and the Board of Commissioners is reviewed based on gender and age group, as part of efforts to ensure a balanced perspective in the supervision and management of the Company.

Until the end of 2025, the Company's Board of Commissioners consists of male members, while the Board of Directors includes female representatives. In terms of age group, the majority of members of the Board of Directors members are in the productive age range of 30-50 years old, while the Board of Commissioners are in the age range of >50 years old, reflecting a combination of professional experience and active leadership capacity in supporting the company's strategy.

Details of the diversity of the Board of Directors and the Board of Commissioners are presented in the following table:

| Indikator Indicators | Gender & Usia Gender & Age | 2023 | | 2024 | | 2025 | |
|---|-------------------------------|-----------------|--------------------------|-----------------|--------------------------|-----------------|--------------------------|
| | | Jumlah Total | Persentase Percentage | Jumlah Total | Persentase Percentage | Jumlah Total | Persentase Percentage |
| Dewan Komisaris Board of Commissioners | Perempuan Female | 0 | 0% | 0 | 0% | 0 | 0% |
| | Laki-laki Male | 3 | 100% | 3 | 100% | 4 | 100% |
| | <30 tahun years old | 0 | 0% | 0 | 0% | 0 | 0% |
| | 30-50 tahun years old | 1 | 33% | 2 | 67% | 1 | 25% |
| | >50 tahun years old | 2 | 67% | 1 | 33% | 3 | 75% |
| Direksi Board of Directors | Perempuan Female | 1 | 20% | 2 | 40% | 1 | 20% |
| | Laki-laki Male | 4 | 80% | 3 | 60% | 4 | 80% |
| | <30 tahun years old | 0 | 0% | 0 | 0% | 0 | 0% |
| | 30-50 tahun years old | 3 | 60% | 3 | 60% | 3 | 60% |
| | >50 tahun years old | 2 | 40% | 2 | 40% | 2 | 40% |

Perseroan belum memiliki pernyataan formal tertulis dari manajemen terkait dukungan terhadap keragaman gender. Namun demikian, prinsip keragaman telah diimplementasikan secara praktis dalam proses seleksi dan penunjukan anggota Dewan, dengan mempertimbangkan keseimbangan gender sebagai salah satu faktor dalam pembentukan struktur kepemimpinan. Pendekatan ini mencerminkan komitmen Perseroan untuk secara bertahap membangun tata kelola yang inklusif dan adaptif terhadap praktik terbaik. [GRI 2-24]

Peran Dewan Direksi dan Dewan Komisaris dalam Pembahasan Isu Keberlanjutan [2-12] [2-13]

Selama tahun 2025, Direksi secara aktif terlibat dalam pengawasan dan pembahasan isu keberlanjutan. Isu-isu keberlanjutan dibahas setidaknya satu kali setiap bulan dalam Rapat Direksi, mencakup perkembangan kinerja ESG, efisiensi operasional, pengelolaan dampak lingkungan, serta inisiatif keberlanjutan strategis.

Selain itu, pembahasan keberlanjutan juga dilakukan dalam Rapat Gabungan Direksi dan Dewan Komisaris yang diselenggarakan secara kuartalan. Forum ini digunakan untuk menyelaraskan arah strategis, memastikan pengawasan yang memadai, serta mengevaluasi kemajuan implementasi agenda keberlanjutan Perseroan secara menyeluruh.

Integrasi Target Keberlanjutan dalam KPI Direksi [3-3]

Pada tahun 2025, Perseroan telah mengintegrasikan aspek keberlanjutan ke dalam *Key Performance Indicators* (KPI) korporasi yang menjadi dasar penilaian kinerja Direksi. Indikator keberlanjutan yang digunakan mencakup *Carbon Intensity Measure* dan *ESG Rating*, yang mencerminkan komitmen Perseroan dalam mengelola dampak lingkungan sekaligus meningkatkan kualitas tata kelola dan kinerja keberlanjutan secara keseluruhan.

Integrasi indikator tersebut memastikan bahwa pengambilan keputusan strategis di tingkat Direksi tidak hanya berorientasi pada kinerja keuangan, tetapi juga mempertimbangkan aspek lingkungan, sosial, dan tata kelola sebagai bagian dari penciptaan nilai jangka panjang.

Pelatihan dan Pengembangan Kompetensi Keberlanjutan [E.2] [404-1]

Menyadari bahwa keberlanjutan merupakan elemen penting bagi ketahanan dan pertumbuhan jangka panjang perusahaan, Perseroan berkomitmen untuk memperkuat kompetensi seluruh Allstars melalui

The Company has yet to issue a formal written statement from management regarding its support for gender diversity. However, the principle of diversity has been implemented in practice during the selection and appointment of Board members, with gender balance being one of the factors considered in the formation of the leadership structure. This approach reflects the Company's commitment to gradually developing inclusive and adaptive governance in line with best practices. [GRI 2-24]

Role of the Board of Directors and the Board of Commissioners in the Discussion of Sustainability Issues [2-12] [2-13]

Throughout 2025, the Board of Directors was actively involved in monitoring and discussing sustainability issues. Sustainability issues were discussed at least once a month at Board of Directors meetings, covering ESG performance developments, operational efficiency, environmental impact management, and strategic sustainability initiatives.

In addition, sustainability discussions were also held in the Joint Board of Directors and the Board of Commissioners Meeting, which was held quarterly. This forum was used to align strategic directions, ensure adequate oversight, and evaluate the progress of the Company's overall sustainability agenda implementation.

Integration of Sustainability Targets into the Board of Directors' KPIs [3-3]

In 2025, the Company has integrated sustainability aspects into corporate Key Performance Indicators (KPIs), which are used as the basis in assessing the performance of the Board of Directors. The sustainability indicators being used include Carbon Intensity Measure and ESG Rating, which reflect the Company's commitment to managing environmental impact while improving the quality of governance and overall sustainability performance.

The integration of these indicators ensures that strategic decision-making at the Board of Directors level is not only oriented towards financial performance, but also considers environmental, social, and governance aspects as part of long-term value creation.

Sustainability Competency Development and Training [E.2] [404-1]

Realizing that sustainability is an important element for the Company's long-term resilience and growth, the Company is committed to strengthening the competencies of all Allstars through training

program pelatihan yang berfokus pada pemahaman dan penerapan prinsip-prinsip keberlanjutan di lingkungan kerja. Inisiatif ini tidak hanya bertujuan meningkatkan kesadaran, tetapi juga menanamkan nilai tanggung jawab lingkungan, sosial, dan tata kelola (ESG) dalam setiap aspek operasional perusahaan.

programs that focus on understanding and applying sustainability principles in the work environment. This initiative aims not only to raise awareness, but also to instill environmental, social, and governance (ESG) values in every aspect of the Company's operations.

Program Executive Sustainability Leadership Executive Sustainability Leadership Program

| No. | Nama Peserta Participant Name | Nama Pelatihan Training Title | Waktu Pelaksanaan Training Date | Penyelenggara Organizer |
|-----|--|---|--|----------------------------|
| 1. | Sabam Hutajulu (Komisaris) (Commissioner) | Pelatihan Komisaris: Strategi Mengawasi Kinerja Keuangan Perusahaan Commissioner Training: Strategy to Supervise Company Financial Performance | 12 Juni 2025 & 18 September 2025 June 12, 2025 & September 18, 2025 | Eksternal External |
| 2. | Sabam Hutajulu (Komisaris) (Commissioner) | Internal Audit & Risk Management for Top Management | 14 Juli 2025 July 14, 2025 | Eksternal External |
| 3. | Sabam Hutajulu (Komisaris) (Commissioner) | Business Transformation and Risk Management in Digital Age | 29 Juli 2025 July 29, 2025 | Eksternal External |
| 4. | Sabam Hutajulu (Komisaris) (Commissioner) | Strategic Leadership Foresight for Better Sustainability and Sustaining Growth Through Innovation of the Three Axes of Business | 23 Juli 2025 July 23, 2025 | Eksternal External |
| 5. | Sabam Hutajulu (Komisaris) (Commissioner) | Commissioner Excellence Mastering Strategic Planning and Enterprise Risk | 13 Agustus 2025 August 13, 2025 | Eksternal External |
| 6. | Sabam Hutajulu (Komisaris) (Commissioner) | Enhancing Risk Culture and Governance Excellence for Top Level Management - Strategic Foresight Management | 20 November 2025 November 20, 2025 | Eksternal External |
| 7. | Raden Achmad Sadikin (Direktur Utama) (President Director) | Aviation Security Enforcement & Profiling Training | 24-25 Februari 2025 February 24-25, 2025 | Internal Internal |
| 8. | Raden Achmad Sadikin (Direktur Utama) (President Director) | EDTO (Extended Diversion Time Operations) Ground Class | 28 Februari 2025 February 28, 2025 | Internal Internal |
| 9. | Raden Achmad Sadikin (Direktur Utama) (President Director) | ICAO USOAP (Universal Safety Oversight Audit Programme) Course | 4 Juni 2025 June 4, 2025 | Eksternal External |
| 10. | Raden Achmad Sadikin (Direktur Utama) (President Director) | Human Factors Workshop | 25 Juni 2025 June 25, 2025 | Internal Internal |
| 11. | Luh Gede Mega Putri Tjatera (Direktur) (Director) | KEPAP 2021: Kepatuhan Terhadap Kode Etik, Prinsip Dasar Etika, Noclar, serta Independensi dalam Perikatan Audit, Perikatan Reviu dan Perikatan Asurans Lainnya KEPAP 2021: Compliance with the Code of Conduct, Basic Ethical Principles, Noclar, and Independence in Audit Engagement, Review Engagement, and Other Assurance Engagements | 19 September 2025 September 19, 2025 | Eksternal External |
| 12. | Luh Gede Mega Putri Tjatera (Direktur) (Director) | Standar Manajemen Mutu 1, Standar Manajemen Mutu 2, Standar Audit 220 (Revisi), dan Toolkit Manajemen Mutu Quality Management Standard 1, Quality Management Standard 2, Audit Standard 220 (Revision), and Quality Management Toolkit | 17 September 2025 September 17, 2025 | Eksternal External |

| No. | Nama Peserta Participant Name | Nama Pelatihan Training Title | Waktu Pelaksanaan Training Date | Penyelenggara Organizer |
|-----|---|--|---------------------------------------|----------------------------|
| 13. | Luh Gede Mega Putri Tjatera (Direktur) (Director) | Audit on Sustainable Infrastructure Project | 22 Agustus 2025 August 22, 2025 | Eksternal External |
| 14. | Akhmad Maulana Hendarto (Direktur) (Director) | Safety Emergency Procedures Recurrent | 16 April 2025 April 16, 2025 | Eksternal External |
| 15. | Akhmad Maulana Hendarto (Direktur) (Director) | Threat Error Management | 22 April 2025 April 22, 2025 | Eksternal External |
| 16. | Akhmad Maulana Hendarto (Direktur) (Director) | Aviation Security | 24 April 2025 April 24, 2025 | Eksternal External |
| 17. | Akhmad Maulana Hendarto (Direktur) (Director) | Approach and Landing Accident Reduction | 7 Juli 2025 July 7, 2025 | Eksternal External |
| 18. | Akhmad Maulana Hendarto (Direktur) (Director) | Managing Carbon Brakes | 28 Januari 2025 January 28, 2025 | Internal Internal |
| 19. | Akhmad Maulana Hendarto (Direktur) (Director) | Preventing Runway Incursion | 14 Oktober 2025 October 14, 2025 | Internal Internal |
| 20. | Akhmad Maulana Hendarto (Direktur) (Director) | TCAS RA Prevention | 13 Februari 2025 February 13, 2025 | Internal Internal |
| 21. | Akhmad Maulana Hendarto (Direktur) (Director) | GNSS Interference Awareness Training | 18 Agustus 2025 August 18, 2025 | Internal Internal |
| 22. | Akhmad Maulana Hendarto (Direktur) (Director) | When Mayday Isn't Enough - Taking Control During Emergency | 18 Agustus 2025 August 18, 2025 | Internal Internal |
| 23. | Akhmad Maulana Hendarto (Direktur) (Director) | Introduction to Mission+ v2.0 & Mission+ Briefing v2.0 | 12 Desember 2025 December 12, 2025 | Internal Internal |
| 24. | Wahyu Ristanto (Direktur) (Director) | Human Factor Recurrent | 28 Agustus 2025 August 28, 2025 | Eksternal External |
| 25. | Deva Prasetyo Wibowo (Direktur) (Director) | Just Culture (JERC) | 17 April 2025 April 17, 2025 | Internal Internal |

Sustainability in Action: Peningkatan Kompetensi Keberlanjutan bagi Karyawan Sustainability in Action: Improving Sustainability Competency for Employees

| No. | Nama Pelatihan Training Title | Waktu Pelaksanaan Training Date | Penyelenggara Organizer | Peserta Participant |
|-----|---|---|----------------------------|--|
| 1. | Sustainability 101 Workshop at IAA RedHouse | 23 September 2025 September 23, 2025 | Internal Internal | Karyawan IAA (Allstars) IAA Employees (Allstars) |
| 2. | Sustainability 101 Workshop at DPS Hub | 21 November 2025 November 21, 2025 | Internal Internal | Karyawan IAA (Allstars) IAA Employees (Allstars) |
| 3. | Sustainable Supply Chain Training | 24 Juli 2025 July 2024, 2025 | Eksternal External | Sustainability Dept., Procurement Dept., Inflight Service Dept., Engineering Dept. |
| 4. | ICAO CORSIA Workshop | 3–5 November 2025 November 3–5, 2025 | Eksternal External | Sustainability Dept. |
| 5. | ICAO SAP Workshop | 6–7 November 2025 November 6–7, 2025 | Eksternal External | Sustainability Dept. |
| 6. | ACMF-ISSB Technical Training on IFRS Sustainability Disclosures Standards | 28 Mei 2025 May 28, 2025 | Eksternal External | Sustainability Dept. |
| 7. | Workshop on IFRS Sustainability Standards | 23 September 2025 September 23, 2025 | Eksternal External | Sustainability Dept. |

Keamanan Informasi dan Privasi Data [3-3]

Perseroan memandang keamanan informasi dan perlindungan data pribadi sebagai fondasi utama dalam menjaga kepercayaan pelanggan, karyawan, dan mitra usaha, sekaligus memastikan kepatuhan terhadap regulasi yang berlaku. Seiring meningkatnya ketergantungan pada sistem digital dalam operasional penerbangan, Perseroan secara berkelanjutan memperkuat kebijakan, kerangka kerja, serta pengendalian keamanan siber dan privasi data.

Pendekatan Perseroan berfokus pada perlindungan aset informasi strategis dan data pribadi melalui penerapan prinsip kerahasiaan (*confidentiality*), integritas (*integrity*), dan ketersediaan (*availability*), serta integrasi keamanan informasi ke dalam manajemen risiko perusahaan.

Kebijakan, Standar, dan Strategi Keamanan Informasi

Daftar Kebijakan, Standar, dan Strategi Keamanan Informasi & Privasi Data di Grup AirAsia List of Information Security & Data Privacy Policies, Standards, and Strategies at AirAsia Group

| No. | Kebijakan / Standar Policy / Standard | Deskripsi Singkat Brief Description |
|-----|--|---|
| 1. | Information Security Policy (AA/ISM/M/001) | Melindungi sumber daya informasi perusahaan berdasarkan prinsip kerahasiaan, integritas, dan ketersediaan; mengacu pada PCI DSS, ISO 27001, standar industri, dan praktik terbaik terkait keamanan informasi. Protecting corporate information resources based on the principles of confidentiality, integrity, and availability; referring to PCI DSS, ISO 27001, industry standards, and best practices related to information security. |
| 2. | Data Governance Policy (AA/ISM/S/010) | Mengatur pengelolaan, perlindungan, dan dokumentasi data, peran dan tanggung jawab, serta kepatuhan terhadap hukum dan standar. Organizing data management, protection, and documentation, roles and responsibilities, as well as compliance with laws and standards |
| 3. | Server, Database and Network Hardening Policy (AA/ISM/S/006) | Menetapkan kebijakan, standar, aturan, dan prosedur pengamanan <i>server</i> , <i>database</i> , dan jaringan untuk meminimalkan risiko teknologi informasi dan memastikan kepatuhan pada regulasi. Establishing security policies, standards, rules, and procedures for servers, databases, and networks to minimize information technology risks and ensure compliance with regulations. |
| 4. | Information Security Incident Response SOP (AA/ISM/S/009) | Panduan respons insiden keamanan informasi secara efektif dan efisien untuk meminimalkan terjadinya gangguan layanan, kehilangan informasi, dan dampak pada reputasi perusahaan. Guidelines for responding to information security incidents effectively and efficiently in order to minimize service disruptions, information loss, and impact on the Company's reputation |
| 5. | BS EN ISO/IEC 27001:2023 | Standar internasional sistem manajemen keamanan informasi, yang membantu perusahaan untuk mengamankan aset informasi, beroperasi secara efisien, dan membentuk ketahanan. International standards for information security management systems, which help companies safeguard their information assets, operate efficiently, and build resilience. |
| 6. | Personal Data Protection Act 2010 (AA/LGL/S/009) | Ketentuan legal terkait perlindungan data pribadi (yang berhubungan dengan aktivitas komersial dan transaksi lainnya) di yurisdiksi masing-masing AOC (termasuk IAA). Legal provisions regarding personal data protection (related to commercial activities and other transactions) in each AOC jurisdiction (including IAA) |

Information Security and Data Privacy [3-3]

The Company considers information security and personal data protection as the main foundation in maintaining the trust of customers, employees, and business partners, whilst ensuring compliance with applicable regulations. With the growing reliance on digital systems in flight operations, the Company continuously strengthens its policies, frameworks, and controls for cybersecurity and data privacy.

The Company's approach focuses on protecting strategic information assets and personal data through the application of the principles of confidentiality, integrity, and availability, as well as the integration of information security into corporate risk management.

Information Security Policies, Standards, and Strategies

| No. | Kebijakan / Standar Policy / Standard | Deskripsi Singkat Brief Description |
|-----|--|---|
| 7. | Data Security and Privacy (AA/ISM/S/016) | Komitmen untuk menghormati dan melindungi privasi dan data pelanggan, karyawan, dan pihak ketiga, serta melindungi kerahasiaan informasi penting terkait bisnis perusahaan dari berbagai ancaman internal dan eksternal. Commitment to respect and protect the privacy and data of customers, employees, and third parties, as well as to protect the confidentiality of important information related to the Company's business from various internal and external threats. |
| 8. | Risk-Driven Cyber Security Strategy | Strategi keamanan siber berbasis risiko dengan empat <i>workstreams</i> utama (dijelaskan lebih rinci di bawah tabel ini). Risk-based cybersecurity strategy with four key workstreams (explained in more detail below this table) |
| 9. | Unified Control Library | Berlandaskan pada <i>Standard of Good Practice (SOGP)</i> dengan tujuan untuk mengonsolidasi kontrol keamanan siber lintas standar dan regulasi (ISO 27001, NIST CSF, PCI DSS, dan regulasi negara spesifik). Based on the Standard of Good Practice (SOGP) with the aim of consolidating cybersecurity controls across standards and regulations (ISO 27001, NIST CSF, PCI DSS, and country-specific regulations). |
| 10. | Cyber Security Risk Management Framework | Kerangka manajemen risiko siber berbasis standar ISF IRAM2, yang meliputi <i>Business Impact Assessment, Threat Prioritization, Vulnerability Scoring, Likelihood Evaluation, Risk Calculation and Mitigation</i> . A risk-driven cyber security management framework based on the ISF IRAM2 standard, which includes Business Impact Assessment, Threat Prioritization, Vulnerability Scoring, Likelihood Evaluation, Risk Calculation and Mitigation. |

Strategi Keamanan Siber Berbasis Risiko

Risk-Driven Cyber Security Strategy

| Workstream | Fokus Utama Key Focus |
|--------------------------------|--|
| Cyber Security Risk Management | Penilaian dampak bisnis berdasarkan skenario ancaman siber, evaluasi postur risiko sistem beserta penyusunan rencana pengurangan risiko, dan pelaksanaan <i>third-party cyber assurance</i> . Business impact assessment based on cyber threat scenarios, evaluation of system risk posture along with the preparation of risk mitigation plans, and implementation of third-party cyber assurance. |
| Cyber Defence | Pemantauan keamanan 24x7 dan otomasi sistem peringatan melalui <i>Security Monitoring Solution (SIEM)</i> , serta respons insiden secara terstruktur dan tepat waktu untuk meminimalkan gangguan. 24/7 security monitoring and automated warning systems through Security Monitoring Solution (SIEM), as well as structured and timely incident response to minimize disruption |
| Cyber Security Behaviour | Pembuatan kurikulum kesadaran keamanan siber, pelaksanaan simulasi <i>phishing</i> secara berkala, dan pembuatan materi edukasi yang menarik. Development of a cybersecurity awareness curriculum, regular implementation of phishing simulations, and creation of engaging educational materials. |
| Identity & Access Management | Perbaikan proses pemantauan dan tata kelola akses dan akun, serta penerapan konsep <i>least privilege</i> dan pemisahan tanggung jawab terstandarisasi. Improvements to the monitoring process and the management of access and accounts, as well as the implementation of the least privilege concept and standardized segregation of responsibilities |

Sepanjang tahun 2025, strategi ini mulai diimplementasikan melalui peningkatan sistem pemantauan keamanan, simulasi *phishing* berbasis kecerdasan buatan, penilaian kerentanan berkelanjutan, serta perencanaan inisiatif lanjutan seperti *red-teaming* dan pengujian keamanan API.

Throughout 2025, the above strategies were implemented by upgrading security monitoring systems, conducting artificial intelligence-based phishing simulations, performing continuous vulnerability assessments, and planning advanced initiatives such as red-teaming and API security testing.

Tata Kelola Privasi Data

Untuk memastikan kepatuhan perlindungan data pribadi, Grup AirAsia telah menunjuk *Data Protection Officer* (DPO) dari Group Legal Department. Dalam pelaksanaannya, fungsi Cyber Security mendukung DPO pada aspek keamanan data, sementara pengelolaan tata kelola privasi dijalankan sesuai ketentuan perundang-undangan dan kebijakan internal yang berlaku.

Pendekatan ini memastikan bahwa pengelolaan data pribadi tidak hanya berfokus pada aspek teknis keamanan, tetapi juga kepatuhan hukum dan akuntabilitas organisasi.

Pembaruan Struktur dan Peran Tata Kelola Keamanan Siber Tahun 2025

Sepanjang tahun 2025, Perseroan melakukan penguatan tata kelola keamanan siber sebagai respons atas meningkatnya ketergantungan operasional terhadap ekosistem digital dan pengelolaan data lintas fungsi. Penguatan ini diwujudkan melalui pembaruan struktur organisasi, peran, serta mekanisme koordinasi yang lebih terintegrasi antara tingkat Grup AirAsia dan unit bisnis.

Pada tingkat Grup AirAsia, Group Chief Information Security Officer (CISO) memegang peran strategis sebagai pemilik proses (*process owner*) atas seluruh aktivitas *assurance* yang berkaitan dengan kerahasiaan, integritas, dan ketersediaan data perusahaan, karyawan, pelanggan, serta mitra bisnis. CISO bertanggung jawab dalam menetapkan kebijakan keamanan informasi Grup AirAsia, bekerja sama dengan manajemen eksekutif dalam merancang, mengimplementasikan, dan memelihara program manajemen keamanan informasi, serta memastikan perlindungan aset informasi perusahaan berjalan secara memadai. Dalam menjalankan fungsi pengawasan, CISO secara berkala melaporkan kondisi keamanan siber kepada Dewan Direksi, termasuk pembaruan postur keamanan serta usulan solusi dan peningkatan sistem keamanan dan perlindungan informasi.

Pada tahun 2025, Grup AirAsia menunjuk CISO baru. Di bawah kepemimpinan ini, sejumlah inisiatif strategis mengalami percepatan, termasuk perolehan sertifikasi ISO 27001:2022 dan PCI DSS 4.0.1, peluncuran *cyber security roadshow* pertama untuk Grup AirAsia, serta pembaruan kebijakan keamanan siber agar selaras dengan lanskap ancaman dan kebutuhan bisnis terkini.

Data Privacy Governance

To ensure compliance with personal data protection, AirAsia Group has appointed a Data Protection Officer (DPO) from the Group Legal Department. In practice, the Cyber Security function supports the DPO in data security aspects, while privacy governance is carried out in accordance with applicable laws and internal policies.

This approach ensures that personal data management focuses not only on technical security aspects, but also on legal compliance and organizational accountability.

Updates to the Structure and Role of Cybersecurity Governance in 2025

Throughout 2025, the Company has updated its cybersecurity governance in response to the increasing operational reliance on the digital ecosystem and cross-functional data management. This improvement was realized through organizational structure updates, roles, and more integrated coordination mechanisms between the AirAsia Group and business units.

At AirAsia Group, the Group Chief Information Security Officer (CISO) holds a strategic role as the process owner of all assurance activities related to the confidentiality, integrity, and availability of company, employee, customer, and business partner data. The CISO is responsible for establishing AirAsia Group's information security policies, working with executive management to design, implement, and maintain information security management programs, and ensuring that the protection of company information assets is adequate. In carrying out its supervisory function, the CISO regularly reports on cybersecurity conditions to the Board of Directors, including security posture updates and proposed solutions and improvements to security and information protection systems.

In 2025, AirAsia Group appointed a new CISO. Under this leadership, a number of strategic initiatives were accelerated, including the acquisition of ISO 27001:2022 and PCI DSS 4.0.1 certifications, the launch of the first cyber security roadshow for AirAsia Group, and the refreshment of cyber security policies to align with the current threat landscape and business needs.

Seiring dengan perluasan cakupan risiko digital, Group Information Security secara resmi direposisi dan menggunakan nomenklatur Cyber Security Team. Perubahan ini mencerminkan perluasan mandat yang tidak hanya mencakup pengelolaan informasi, tetapi juga keamanan perangkat lunak, infrastruktur, serta keseluruhan ekosistem digital perusahaan. Tim ini bertanggung jawab dalam menetapkan tujuan dan persyaratan keamanan siber, memastikan kepatuhan terhadap kebijakan dan prosedur, mengelola mitigasi risiko serta pengendalian insiden keamanan, menguji efektivitas kontrol keamanan secara berkala, serta merancang dan melaksanakan program *Information Security Awareness Training* bagi seluruh Allstars.

Pada tingkat operasional, struktur kepemimpinan Cyber Security diperkuat dengan pembagian fungsi ke dalam empat Head of Department, yaitu:

1. Head of Governance, Risk, and Compliance, yang bertanggung jawab atas pengembangan dan pemeliharaan kebijakan, standar, dan dokumentasi tata kelola keamanan siber, penyusunan strategi risiko siber sesuai *risk appetite* perusahaan, serta pelaksanaan asesmen dan audit kepatuhan siber;
2. Head of Cyber Defense, yang mengelola pemantauan insiden siber secara *real-time*, penanganan dan pemulihan insiden, analisis forensik, serta pelaksanaan *vulnerability assessment* dan *penetration testing* pada aplikasi, infrastruktur, dan *endpoint*;
3. Head of Cyber Strategy and Architecture, yang memastikan pengembangan arsitektur sistem selaras dengan prinsip *zero-trust architecture*, *secure-by-design*, serta strategi keamanan siber yang mendukung visi, misi, dan konteks risiko perusahaan;
4. Head of Cyber Change and Program, yang mengelola program kesadaran dan pelatihan keamanan siber serta memantau keselarasan dan progres berbagai inisiatif keamanan siber.

Selain itu, Business CISO (B-CISO) ditugaskan pada masing-masing lini bisnis untuk memastikan penerjemahan kebijakan dan kebutuhan keamanan siber di tingkat operasional. B-CISO berperan sebagai penghubung utama antara unit bisnis dan Cyber Security Team, termasuk dalam identifikasi kebutuhan, komunikasi tata kelola, eskalasi insiden, serta mitigasi risiko siber.

Pada tahun 2025, Perseroan melaksanakan sejumlah inisiatif tata kelola siber untuk memperkuat kesiapan organisasi terhadap risiko keamanan informasi. Salah satu inisiatif utama adalah pelaksanaan simulasi *phishing* kepada karyawan untuk mengukur tingkat kewaspadaan serta efektivitas respons individu terhadap ancaman siber. Sepanjang periode pelaporan, dua simulasi *phishing* telah dilakukan dengan rata-rata tingkat kegagalan sebesar 5%.

Along with the expansion of the scope of digital risks, Group Information Security was officially repositioned and changed its name to the Cyber Security Team. This change reflects an expanded mandate that not only covers information management, but also software security, infrastructure, and the Company's entire digital ecosystem. The team is responsible for setting cybersecurity objectives and requirements, ensuring compliance with policies and procedures, managing risk mitigation and security incident control, periodically testing the effectiveness of security controls, as well as designing and implementing an Information Security Awareness Training program for all Allstars.

At the operational level, the Cyber Security leadership structure is reinforced by dividing functions into four Heads of Department, namely:

1. Head of Governance, Risk, and Compliance, who is responsible for developing and maintaining cybersecurity governance policies, standards, and documentation, formulating cybersecurity strategies in accordance with the Company's risk appetite, and conducting cybersecurity compliance assessments and audits;
2. Head of Cyber Defense, who manages real-time cyber incident monitoring, incident handling and recovery, forensic analysis, and the implementation of vulnerability assessments and penetration testing on applications, infrastructure, and endpoints;
3. Head of Cyber Strategy and Architecture, who ensures that system architecture development is in line with the principles of zero-trust architecture, secure-by-design, and cyber security strategies that support the Company's vision, mission, and risk context;
4. Head of Cyber Change and Program, who manages cybersecurity awareness and training programs and monitors the alignment and progress of various cybersecurity initiatives.

In addition, Business CISOs (B-CISOs) are assigned to each line of business to ensure the translation of cybersecurity policies and requirements at the operational level. B-CISOs serve as the main liaison between business units and the Cyber Security Team, including in the identification of requirements, governance communication, incident escalation, and cyber risk mitigation.

In 2025, the Company implemented a number of cyber governance initiatives to strengthen the organization's preparedness for information security risks. One of the main initiatives was the implementation of phishing simulations for employees to measure their level of awareness and the effectiveness of their individual responses to cyber threats. During the reporting period, two phishing simulations were conducted with an average failure rate of 5%. These results were used

Hasil ini digunakan sebagai dasar penyusunan pelatihan yang lebih terarah bagi karyawan yang membutuhkan penguatan kompetensi.

Dalam aspek kepatuhan dan manajemen risiko, perusahaan melakukan evaluasi terhadap implementasi *automated security compliance and risk workflow*. Sistem ini telah dinonaktifkan pada tahun 2025 dan digantikan dengan pendekatan lain yang dinilai lebih sesuai dengan kebutuhan operasional.

Sebagai gantinya, proses asesmen kepatuhan keamanan informasi diperkuat melalui pemanfaatan Jira Software sebagai *issue tracking system*. Melalui mekanisme ini, checklist keamanan informasi yang mengacu pada kebijakan internal dan praktik terbaik diperluas cakupannya, termasuk aspek pengelolaan data dan akses.

Dalam mengelola risiko keamanan informasi yang berasal dari pihak ketiga, Grup AirAsia menerapkan proses *Third-Party Risk Assessment* (TPRA) yang terstruktur. Proses ini dimulai dengan penyebaran kuesioner untuk mengidentifikasi potensi kelemahan dalam proses dan kontrol pihak ketiga. Selanjutnya, pemilik risiko melakukan identifikasi risiko serta memastikan pengendalian keamanan yang relevan telah diterapkan. Apabila risiko residual berada pada tingkat "High" atau "Very High", persetujuan dari Group CISO wajib diperoleh sebelum kerja sama dilanjutkan. Pemilik risiko bertanggung jawab penuh atas implementasi rencana mitigasi yang telah disepakati.

Inisiatif Keamanan Data dan Privasi Tahun 2025

Sepanjang tahun 2025, Perseroan memperkuat sistem keamanan data dan perlindungan privasi melalui sejumlah inisiatif lintas pilar. Pada ranah operasional, perusahaan meningkatkan kapabilitas *Endpoint Detection and Response* (EDR) untuk mendeteksi dan merespons ancaman seperti *malware* dan *ransomware* pada perangkat *endpoint*, *server*, dan sumber daya *cloud*. Selain itu, implementasi *User Account/Identity Protection* (IDP) memungkinkan pemantauan aktivitas akun pengguna secara lebih proaktif, termasuk identifikasi miskonfigurasi dan potensi kerentanan pada sistem manajemen akun.

Perseroan juga melakukan *upgrade* solusi keamanan aplikasi web guna melindungi situs yang dapat diakses langsung oleh publik (*public facing website*) dari berbagai bentuk serangan siber. Dalam aspek tata kelola data, Perseroan menyelesaikan implementasi kerangka tata kelola untuk arsitektur Data Mesh, termasuk proses *vetting* atas seluruh aset data yang tersedia melalui Google Dataplex guna memastikan keamanan dan kepatuhan privasi.

as the basis for developing more targeted training for employees who needed to strengthen their competencies.

In terms of compliance and risk management, the Company evaluated the implementation of automated security compliance and risk workflow. This system was deactivated in 2025 and replaced with another approach that was deemed more suitable for operational needs.

Instead, the information security compliance assessment process was enhanced through the use of Jira Software as an issue tracking system. Through this mechanism, the scope of the information security checklist, which refers to internal policies and best practices was expanded to include aspects of data management and access.

In managing information security risks arising from third parties, AirAsia Group implements a structured Third-Party Risk Assessment (TPRA) process. This process begins with the distribution of questionnaires to identify potential weaknesses in third-party processes and controls. Afterwards, risk owners identify risks and ensure that relevant security controls are in place. If the residual risk is rated "High" or "Very High," approval from the Group CISO is required before the cooperation can continue. Risk owners are fully responsible for implementing the agreed mitigation plan.

Data Security and Privacy Initiatives in 2025

Throughout 2025, the Company strengthened its data security and privacy protection systems through a number of cross-pillar initiatives. At the operational level, the Company enhanced its Endpoint Detection and Response (EDR) capabilities to detect and respond to threats such as malware and ransomware on endpoint devices, servers, and cloud resources. In addition, the implementation of User Account/Identity Protection (IDP) enabled more proactive monitoring of user account activity, including the identification of misconfigurations and potential vulnerabilities in the account management system.

The Company also upgraded its web application security solutions to protect publicly accessible websites from various forms of cyberattacks. In terms of data governance, the Company completed the implementation of a governance framework for Data Mesh architecture, including a vetting process for all data assets available through Google Dataplex to ensure security and privacy compliance.

Pada tingkat infrastruktur kritis, Perseroan mengimplementasikan *Privileged Access Management* (PAM) untuk memperkuat pengelolaan akses istimewa. Melalui sistem ini, pengguna admin teknologi informasi tidak lagi menyimpan kredensial akses istimewa secara langsung, dan seluruh aktivitas pada sistem kritis harus melalui proses persetujuan dan pemantauan.

Di bidang tata kelola, risiko, dan kepatuhan (GRC), perusahaan mengembangkan *Automated Security Awareness Platform* sebagai peningkatan dari platform *e-learning* sebelumnya. Platform ini menyediakan konten pelatihan terkini, simulasi ancaman, evaluasi, serta pengingat otomatis dengan target tingkat penyelesaian pelatihan sebesar 80%. Selain itu, pelaporan kepatuhan melalui Jira Software telah diselesaikan dan menjadi mekanisme wajib dalam proses penilaian keamanan setiap pengembangan dan peluncuran aplikasi.

Insiden Keamanan Siber dan Tindak Lanjut

Selama periode tahun 2023 hingga 2025, tidak terdapat pengaduan terbukti terkait pelanggaran privasi pelanggan maupun kehilangan data pelanggan. Sementara itu jumlah individu yang terdampak insiden keamanan data tercatat satu orang pada tahun 2023, serta nihil pada 2024 dan 2025. Tidak terdapat denda atau sanksi finansial yang dibayarkan sehubungan dengan insiden keamanan siber selama periode tersebut.

Untuk menyelesaikan dan mencegah potensi insiden, perusahaan telah mengimplementasikan kontrol teknis utama, termasuk EDR dan SIEM. Pada tahun 2025, Perseroan juga melakukan migrasi ke sistem SIEM baru yang dilengkapi dengan fitur tambahan berupa *integrated threat intelligence platform* guna meningkatkan kemampuan deteksi dan respons ancaman.

Kesadaran Keamanan Siber dan Kesiapsiagaan Insiden

Guna menumbuhkan budaya kesadaran keamanan siber, Perseroan menyelenggarakan berbagai program pelatihan dan edukasi sepanjang tahun 2025:

1. Program *Information Security Awareness Education* diwajibkan bagi karyawan baru dan karyawan eksisting, dengan durasi 30 menit per karyawan per tahun dan diikuti oleh 1.204 peserta;
2. Perusahaan secara rutin membagikan materi kesadaran keamanan informasi melalui *Information Security Awareness Post* yang diterbitkan secara dua mingguan, dengan total delapan publikasi selama tahun berjalan;

At the critical infrastructure level, the Company implemented Privileged Access Management (PAM) to tighten privileged access management. Through this system, information technology administrators no longer store privileged access credentials directly, and all activities on critical systems must go through an approval and monitoring process.

In the area of governance, risk, and compliance (GRC), the Company developed an Automated Security Awareness Platform as an upgrade from its previous e-learning platform. This platform provides the latest training content, threat simulations, evaluations, and automated reminders with a training completion target of 80%. In addition, compliance reporting through Jira Software has been completed and has become a mandatory mechanism in the security assessment process for every application development and launch.

Cybersecurity Incidents and Follow-up

During the period from 2023 to 2025, there were no proven complaints related to customer privacy violations or customer data loss. Meanwhile, one individual was affected by a data security incident in 2023, with none in 2024 and 2025. There were no fines or financial penalties paid in connection with cybersecurity incidents during this period.

To resolve and prevent potential incidents, the Company has implemented key technical controls, including EDR and SIEM. In 2025, the Company also migrated to a new SIEM system equipped with an additional feature in the form of an integrated threat intelligence platform to improve threat detection and response capabilities.

Cybersecurity Awareness and Incident Preparedness

In order to foster a culture of cybersecurity awareness, the Company organized various training and education programs throughout 2025:

1. The Information Security Awareness Education program is mandatory for new and existing employees, with a duration of 30 minutes per employee per year and attended by 1,204 participants;
2. The Company regularly distributes information security awareness materials through the Information Security Awareness Post, which is published biweekly, with a total of eight publications during the year;

3. Perusahaan melaksanakan *Cyber Drill (Table Top Exercise)* sebanyak dua kali, yang mensimulasikan skenario serangan siber nyata untuk menguji efektivitas prosedur respons insiden lintas fungsi. Latihan ini diikuti oleh 38 peserta dan menjadi dasar evaluasi untuk mengevaluasi dan menutup kekurangan yang teridentifikasi;
4. Bagi pengembang dan *software engineers*, *Secure Coding Awareness Training* diselenggarakan secara tahunan guna memastikan prinsip keamanan tertanam sejak tahap perancangan aplikasi.

Perseroan telah memiliki *business continuity plan*, *contingency plan*, serta prosedur *incident response* yang diterapkan secara konsisten dan diuji setidaknya satu kali setiap tahun untuk memastikan kesiapan organisasi dalam menghadapi gangguan operasional maupun insiden siber.

Keterlibatan Pemangku Kepentingan

[E.4] [2-29]

Bagi Perseroan, keterlibatan pemangku kepentingan merupakan elemen kunci dalam memastikan keberhasilan dan keberlanjutan bisnis. Pemangku kepentingan mencakup seluruh pihak yang terpengaruh, baik secara langsung maupun tidak langsung, oleh kegiatan operasional, serta pihak yang memiliki peran penting dalam memberikan izin, dukungan, dan legitimasi bagi Perseroan untuk beroperasi secara berkelanjutan.

Pemangku kepentingan Perseroan terdiri atas berbagai kelompok yang berada di tingkat lokal, regional, nasional, hingga internasional, yang masing-masing memiliki kepentingan dan ekspektasi berbeda terhadap kinerja Perseroan.

Untuk memastikan setiap inisiatif bisnis memberikan manfaat yang seimbang bagi seluruh pihak, Perseroan secara sistematis melakukan identifikasi dan pemetaan pemangku kepentingan berdasarkan tingkat pengaruh dan dampak terhadap kegiatan usaha. Proses ini dilakukan untuk memahami isu-isu prioritas yang paling relevan bagi masing-masing kelompok pemangku kepentingan serta memastikan bahwa strategi komunikasi, keterlibatan, dan tindak lanjut yang disusun dapat dilakukan secara tepat, terukur, dan selaras dengan arah keberlanjutan Perseroan.

Keterlibatan dengan pemangku kepentingan dijalankan secara berkesinambungan melalui berbagai saluran komunikasi, baik formal maupun informal. Interaksi rutin ini memungkinkan Perseroan untuk menerima aspirasi, tanggapan, serta masukan konstruktif yang menjadi dasar dalam penyempurnaan kebijakan dan peningkatan kinerja keberlanjutan.

3. The Company held two *Cyber Drills (Table Top Exercises)*, which simulated real cyber attack scenarios to test the effectiveness of cross-functional incident response procedures. These exercises were attended by 38 participants and formed the basis for evaluating and addressing identified gaps;
4. For developers and software engineers, *Secure Coding Awareness Training* is held annually to ensure that security principles are embedded from the application design stage.

The Company has a business continuity plan, contingency plan, and incident response procedures that are consistently implemented and tested at least once a year to ensure the organization's readiness in the event of operational disruptions or cyber incidents.

Stakeholder Engagement [E.4] [2-29]

For the Company, stakeholder engagement is a key element in ensuring business success and sustainability. Stakeholders include all parties affected, either directly or indirectly, by operational activities, as well as parties that play an important role in providing permission, support, and legitimacy for the Company to operate sustainably.

The Company's stakeholders consist of various local, regional, national, and international groups, each with different interests and expectations regarding the Company's performance.

To ensure that every business initiative provides balanced benefits for all parties, the Company systematically identifies and maps stakeholders based on their level of influence and impact on business activities. This process aims to understand the priority issues that are most relevant to each stakeholder group and to ensure that the communication, engagement, and follow-up strategies developed are appropriate, measurable, and aligned with the Company's sustainability direction.

Stakeholder engagement is carried out continuously through various communication channels, both formal and informal. These regular interactions enable the Company to receive aspirations, responses, and constructive input that form the basis for policy refinement and sustainability performance improvement.

Informasi lebih lanjut mengenai kelompok pemangku kepentingan yang teridentifikasi serta metode pelibatangannya disajikan pada tabel berikut:

Further information on the identified stakeholder groups and the methods of engagement is presented in the following table:

| Kelompok Pemangku Kepentingan Stakeholder Group | Basis Identifikasi / Alasan & Peran Kritis Basis of Identification / Critical Reason & Role | Saluran & Metode Pelibatan (Frekuensi) Engagement Channel & Method (Frequency) | Isu / Topik Utama Key Issue / Topic | Fungsi / Penanggung Jawab Utama Primary Function / Person in Charge | Respons & Pendekatan Perusahaan Company Response & Approach |
|---|---|--|--|--|---|
| Pelanggan Guests / Customers | <ul style="list-style-type: none"> • Sumber utama pendapatan dan reputasi perusahaan • Penentu kepercayaan publik • Berdasarkan ketergantungan dan kedekatan hubungan • The main source of the Company's income and reputation • The determinant of public trust • Based on dependence and intimacy of relationships | <ul style="list-style-type: none"> • Survei kepuasan pelanggan • <i>Feedback digital</i> & media sosial (harian) • Forum pelanggan & komunikasi langsung (berkala) • Promosi & kampanye digital (sesuai kebutuhan) • Customer satisfaction surveys • Digital feedback & social media (daily) • Customer forums & direct communication (periodic) • Digital promotions & campaigns (as needed) | <ul style="list-style-type: none"> • Kualitas layanan & keselamatan • Ketepatan jadwal penerbangan & kompensasi keterlambatan • Akses digital & pengalaman pelanggan • Service quality & safety • Flight punctuality & compensation for delays • Digital access & customer experience | <ul style="list-style-type: none"> • Customer Happiness • Sekretaris Perusahaan • Ground Operations Dept. • Customer Happiness • Corporate Secretary • Ground Operations Dept. | <ul style="list-style-type: none"> • Tindak lanjut hasil survei & <i>feedback</i> • Peningkatan layanan digital & kompensasi <i>delay</i> • Penguatan program loyalitas & komunikasi dua arah • Follow up on survey results and feedback • Improve digital services and compensation for delays • Strengthen loyalty programs and two-way communication |
| Karyawan Allstars | <ul style="list-style-type: none"> • Penggerak operasional & budaya keberlanjutan • Penentu inovasi & keselamatan kerja • Berdasarkan ketergantungan & tanggung jawab bersama • Driver of operations and sustainability culture • Determinant of innovation and workplace safety • Based on mutual dependence and shared responsibility | <ul style="list-style-type: none"> • <i>Townhall meeting</i> (dua bulanan) • <i>Employee survey</i> (tahunan) • <i>Platform</i> komunikasi internal & <i>chat group</i> (berkelanjutan) • Pelatihan & <i>wellbeing program</i> (rutin) • Townhall meetings (bi-monthly) • Employee surveys (annual) • Internal communication platforms & chat groups (ongoing) • Training & wellbeing programs (routine) | <ul style="list-style-type: none"> • Keselamatan, kesehatan, dan kesejahteraan kerja • Pengembangan karier & kompetensi • Keadilan, kesetaraan, inklusi & remunerasi • Occupational safety, health, and well-being • Career and competency development • Fairness, equality, inclusion, and remuneration | <ul style="list-style-type: none"> • People and Culture Dept. • Safety Dept. • Facility Management Dept. • People and Culture Dept. • Safety Dept. • Facility Management Dept. | <ul style="list-style-type: none"> • Program pelatihan kompetensi & <i>leadership</i> • Kebijakan <i>diversity & inclusion</i> • Penghargaan kinerja & kesejahteraan karyawan • Competency & leadership training programs • Diversity & inclusion policies • Employee performance & welfare awards |

| Kelompok Pemangku Kepentingan Stakeholder Group | Basis Identifikasi / Alasan & Peran Kritis Basis of Identification / Critical Reason & Role | Saluran & Metode Pelibatan (Frekuensi) Engagement Channel & Method (Frequency) | Isu / Topik Utama Key Issue / Topic | Fungsi / Penanggung Jawab Utama Primary Function / Person in Charge | Respons & Pendekatan Perusahaan Company Response & Approach |
|---|--|--|---|--|---|
| Investor & Pemegang Saham Investors & Shareholders | <ul style="list-style-type: none"> • Penyedia modal & pengambil keputusan strategis • Pemantau kinerja & tata kelola • Berdasarkan pengaruh & tanggung jawab finansial • Investors & strategic decision makers • Performance & governance supervisors • Based on influence & financial responsibility | <ul style="list-style-type: none"> • RUPS (tahunan dan sesuai kebutuhan) • <i>Public expose</i> (tahunan) • Laporan keuangan & kinerja operasional (rutin) • Komunikasi melalui kanal komunikasi yang tersedia sesuai kebutuhan • GMS (annual and as needed) • <i>Public expose</i> (annual) • Financial statements & operational performance reports (routine) • Communication through available communication channels as needed | <ul style="list-style-type: none"> • Kinerja operasional, keuangan & ekonomi • Transparansi & prospek bisnis • Strategi keberlanjutan jangka panjang • Kebijakan dividen & remunerasi • Operational, financial, and economic performance • Transparency and business prospects • Long-term sustainability strategy • Dividend and remuneration policy | <ul style="list-style-type: none"> • Sekretaris Perusahaan • Manajemen Puncak • Corporate Communications • Corporate Secretary • Top Management • Corporate Communications | <ul style="list-style-type: none"> • Penyampaian kinerja perusahaan, laporan keuangan & keberlanjutan secara berkala • <i>Investor briefing & Q&A session</i> • Keterbukaan Informasi melalui situs web Perusahaan • Regular reporting of company performance, financial statements, and sustainability • Investor briefings and Q&A sessions • Disclosure of information through the Company's website |
| Pemerintah & Regulator Government & Regulators | <ul style="list-style-type: none"> • Pembuat kebijakan & pemberi izin operasi • Penjamin kepatuhan hukum, keselamatan & lingkungan • Berdasarkan pengaruh & tanggung jawab hukum • Policy makers & issuers of operating licenses • Guarantors of legal, safety, and environmental compliance • Based on influence and legal responsibility | <ul style="list-style-type: none"> • Rapat koordinasi reguler (triwulan) • <i>Compliance submission</i> & pelaporan wajib (berkala/ insidental) • Forum asosiasi & <i>industry dialogue</i> (berkala/ insidental) • Regular coordination meetings (quarterly) • Compliance submission & mandatory reporting (periodic/ incidental) • Association forums & industry dialogue (periodic/ incidental) | <ul style="list-style-type: none"> • Kepatuhan hukum & peraturan • Keselamatan operasional & perlindungan konsumen • Lingkungan & emisi karbon • Komunikasi regulatif tepat waktu • Legal and regulatory compliance • Operational safety and consumer protection • Environment and carbon emissions • Timely regulatory communication | <ul style="list-style-type: none"> • Risk Management • Government Relations Dept. • Sekretaris Perusahaan • Sustainability Dept. • Risk Management • Government Relations Dept. • Corporate Secretary • Sustainability Dept. | <ul style="list-style-type: none"> • Pelaporan kepatuhan & klarifikasi audit • Partisipasi dalam forum industri penerbangan • Pembaruan kebijakan sesuai regulasi terbaru • Compliance reporting & audit clarification • Participation in aviation industry forums • Policy updates in accordance with the latest regulations |

| Kelompok Pemangku Kepentingan Stakeholder Group | Basis Identifikasi / Alasan & Peran Kritis Basis of Identification / Critical Reason & Role | Saluran & Metode Pelibatan (Frekuensi) Engagement Channel & Method (Frequency) | Isu / Topik Utama Key Issue / Topic | Fungsi / Penanggung Jawab Utama Primary Function / Person in Charge | Respons & Pendekatan Perusahaan Company Response & Approach |
|---|---|---|---|--|--|
| Pemasok / Vendor Vendors/ Suppliers | <ul style="list-style-type: none"> Mitra penting dalam rantai pasok berkelanjutan Penentu efektivitas operasional & penerapan etika bisnis Berdasarkan ketergantungan & tanggung jawab bersama Key partners in the sustainable supply chain Determinants of operational effectiveness and business ethics implementation Based on mutual dependence and shared responsibility | <ul style="list-style-type: none"> Audit & evaluasi kinerja pemasok (berkala) Koordinasi operasional sesuai kebutuhan Audit & evaluation of supplier performance (periodic) Operational coordination as needed | <ul style="list-style-type: none"> Kinerja & kepatuhan etika Prinsip keberlanjutan & transparansi rantai pasok Penilaian kinerja berimbang & kesinambungan kerja sama Performance & ethical compliance Principles of sustainability & supply chain transparency Balanced performance assessment & continuity of cooperation | <ul style="list-style-type: none"> Procurement Dept. Inflight Service Dept. Engineering Dept. (Purchasing) Procurement Dept. Inflight Service Dept. Engineering Dept. (Purchasing) | <ul style="list-style-type: none"> Penerapan <i>Supplier Code of Conduct</i> Audit ESG & kepatuhan etika Kolaborasi peningkatan efisiensi & tanggung jawab sosial Implementation of the Supplier Code of Conduct ESG & ethical compliance audits Collaboration on efficiency improvements & social responsibility |
| Media | <ul style="list-style-type: none"> Penghubung utama dengan publik Pembentuk persepsi & reputasi perusahaan Berdasarkan pengaruh komunikasi publik Main liaison with the public Influencer of corporate perception and reputation Based on the influence of public communication | <ul style="list-style-type: none"> Press conference Press release & media briefing (rutin) Kunjungan media & wawancara (sesuai kebutuhan) Peliputan kegiatan & inovasi layanan Press conference Press release & media briefing (routine) Media visits & interviews (as needed) Coverage of activities & service innovations | <ul style="list-style-type: none"> Transparansi informasi Kinerja & inovasi layanan Reputasi & literasi publik tentang keberlanjutan Information transparency Service performance and innovation Reputation and public literacy regarding sustainability | <ul style="list-style-type: none"> Sekretaris Perusahaan Corporate Communication Corporate Secretary Corporate Communication | <ul style="list-style-type: none"> Publikasi berita & klarifikasi isu secara proaktif Kolaborasi peliputan inovasi layanan Peningkatan literasi publik tentang keberlanjutan Proactive publication of news and clarification of issues Collaboration on coverage of service innovations Improvement of public literacy on sustainability |



| Kelompok Pemangku Kepentingan Stakeholder Group | Basis Identifikasi / Alasan & Peran Kritis Basis of Identification / Critical Reason & Role | Saluran & Metode Pelibatan (Frekuensi) Engagement Channel & Method (Frequency) | Isu / Topik Utama Key Issue / Topic | Fungsi / Penanggung Jawab Utama Primary Function / Person in Charge | Respons & Pendekatan Perusahaan Company Response & Approach |
|---|--|---|---|--|---|
| Komunitas/ NGO/ Masyarakat Lokal Communities/ NGOs/Local Communities | <ul style="list-style-type: none"> • Pemegang <i>social license to operate</i> • Mitra dalam program sosial & pemberdayaan • Berdasarkan pengaruh & kedekatan geografis • Holder of the social license to operate • Partner in social and empowerment programs • Based on influence and geographical proximity | <ul style="list-style-type: none"> • Program TJSL (berkala) • Forum komunitas & kemitraan lokal (berkala) • Kegiatan edukasi, budaya, agama & lingkungan (sesuai kebutuhan) • CSR program (periodic) • Community forum & local partnerships (periodic) • Educational, cultural, religious, and environmental activities (as needed) | <ul style="list-style-type: none"> • Edukasi & pemberdayaan ekonomi • Lingkungan & sosial kemasyarakatan • Dukungan pariwisata & budaya lokal • Education & economic empowerment • Environment & social community • Support for tourism & local culture | <ul style="list-style-type: none"> • Sustainability Dept. • Sekretaris Perusahaan • Facility Management Dept. • AirAsia Foundation • Sustainability Dept. • Corporate Secretary • Facility Management Dept. • AirAsia Foundation | <ul style="list-style-type: none"> • Pelaksanaan program kemitraan sosial • Pelaporan hasil & dampak program tahunan • Pengembangan proyek berbasis kebutuhan lokal • Implementation of social partnership programs • Reporting on annual program results and impact • Development of projects based on local needs |

Komunikasi Masalah Penting [2-16]

Sebagai bagian dari tata kelola yang transparan dan bertanggung jawab, Perseroan menerapkan mekanisme komunikasi dua arah antara Perseroan dan pemangku kepentingan. Pendekatan ini memastikan setiap isu penting yang berpotensi mempengaruhi kinerja maupun keberlanjutan perusahaan dapat diidentifikasi, dibahas, dan ditindaklanjuti secara tepat.

Pada tingkat tata kelola tertinggi, Direksi secara rutin menerima dan menelaah laporan dari berbagai unit kerja yang memuat perkembangan operasional, peluang, serta isu strategis yang berkaitan dengan aspek ekonomi, lingkungan, sosial, dan tata kelola. Proses penyampaian informasi dilakukan melalui berbagai jalur komunikasi, antara lain:

- **Rapat koordinasi berkala** antara Direksi, manajemen senior, dan fungsi terkait;
- **Laporan resmi dari Sekretaris Perusahaan** yang memuat perkembangan program keberlanjutan, tantangan, dan isu material yang memerlukan perhatian manajemen;
- **Forum internal dan eksternal**, seperti *townhall meeting*, Rapat Umum Pemegang Saham (RUPS), *public expose*, atau sesi diskusi strategis yang mempertemukan manajemen dengan pemangku kepentingan utama.

(Informasi lebih lengkap dapat dilihat pada Bab Tata Kelola Perusahaan)

Communication of Critical Issues [2-16]

As part of transparent and responsible governance, the Company implements a two-way communication mechanism between the Company and its stakeholders. This approach ensures that any critical issues that could potentially affect the Company's performance and sustainability can be identified, discussed, and followed up appropriately.

At the highest governance level, the Board of Directors routinely receives and reviews reports from various work units containing operational developments, opportunities, and strategic issues related to economic, environmental, social, and governance aspects. The information delivery process is carried out through various communication channels, including:

- **Periodic coordination meetings** between the Board of Directors, senior management, and related functions;
- **Official reports from the Corporate Secretary** containing sustainability program developments, challenges, and material issues that require management attention;
- **Internal and external forums**, such as town hall meetings, General Meetings of Shareholders (GMS), public exposes, or strategic discussion sessions that bring together management and key stakeholders.

(More detailed information can be found in the Corporate Governance Chapter)

Setiap isu penting yang muncul, baik dari hasil *materiality assessment*, pemantauan operasional, masukan pemangku kepentingan, maupun perubahan regulasi akan diidentifikasi, dikaji risiko serta peluangnya, dan ditindaklanjuti melalui keputusan strategis atau arahan manajemen. Hasil pembahasan dan tindak lanjut tersebut kemudian dikomunikasikan secara transparan kepada seluruh lapisan organisasi, dan bila relevan, disampaikan kepada pemangku kepentingan eksternal seperti investor, pelanggan, regulator, mitra usaha, media, atau masyarakat.

Melalui mekanisme komunikasi yang terbuka dan terstruktur ini, Perseroan memastikan bahwa setiap isu material tidak hanya sampai di tingkat pengambilan keputusan, tetapi juga ditangani secara cepat, terukur, dan akuntabel. Pendekatan ini memperkuat budaya perusahaan yang adaptif, responsif, dan terpercaya, sejalan dengan prinsip tata kelola yang baik.

Jenis dan Kejadian Pelanggaran Etika

Manajemen puncak menerima laporan berkala mengenai data pelaporan dan tindak lanjut kasus, yang menjadi bahan evaluasi dan pengambilan keputusan strategis. Komitmen terhadap transparansi ini diperkuat dengan penyajian data statistik dan tindak lanjut laporan dalam Laporan Tahunan dan Laporan Keberlanjutan, sebagai bukti penerapan prinsip *zero tolerance* terhadap pelanggaran serta perlindungan terhadap hak seluruh insan perusahaan.

Sepanjang tahun 2025, Perseroan tidak mencatat adanya kasus pelanggaran etika yang mencakup pelecehan (*harassment*), kecurangan (*fraud*), penyalahgunaan aset (*misappropriation*), penyalahgunaan fasilitas atau properti perusahaan, maupun pelanggaran lainnya. Dengan demikian, total kasus pelanggaran etika yang tercatat di Perseroan selama tahun 2023 - 2025 adalah nihil. Kondisi ini mencerminkan efektivitas penerapan Kode Etik dan Perilaku serta sistem pengendalian internal yang dijalankan secara konsisten di seluruh lini organisasi.

Every important issue that arises, whether from the results of a materiality assessment, operational monitoring, stakeholder input, or regulatory changes, will be identified, assessed for risks and opportunities, and followed up through strategic decisions or management directives. The results of these discussions and follow-ups are then communicated transparently to all levels of the organization and, where relevant, to external stakeholders such as investors, customers, regulators, business partners, media, or public.

Through this open and structured communication mechanism, the Company ensures that every material issue not only reaches the decision-making level, but is also handled quickly, measurably, and accountably. This approach enhances the Company's adaptive, responsive, and trustworthy culture, in line with the principles of good governance.

Types and Incidents of Ethical Violations

Top management receives periodic reports on case reporting and follow-up data, which are used for evaluation and strategic decision-making. This commitment to transparency is reinforced by the presentation of statistical data and follow-up reports in the Annual Report and Sustainability Report, as evidence of the application of the principle of zero tolerance for violations and the protection of the rights of all company personnel.

Throughout 2025, the Company did not record any cases of ethical violations, including harassment, fraud, misappropriation of assets, misappropriation of company facilities or property, or other violations. Thus, the total number of ethical violations recorded by the Company during 2023-2025 is zero. This achievement reflects the effectiveness of the implementation of the Code of Ethics and Conduct as well as the internal control system that is consistently implemented across all lines of the organization.

| Jenis Pelanggaran Etika Type of Ethical Violation | 2023 | 2024 | 2025 |
|---|----------|----------|----------|
| Pelecehan (Harassment) | 0 | 0 | 0 |
| Kecurangan (Fraud) | 0 | 0 | 0 |
| Penyalahgunaan Aset Asset Misappropriation | 0 | 0 | 0 |
| Penyalahgunaan Fasilitas atau Properti Perusahaan Misappropriation of Company Facilities or Properties | 0 | 0 | 0 |
| Lain-lain Others | 0 | 0 | 0 |
| Total | 0 | 0 | 0 |

Integrasi dengan Nilai Grup AirAsia

Pendekatan ini sejalan dengan nilai-nilai Grup AirAsia, yang menekankan pentingnya komunikasi terbuka, transparansi, dan perlindungan hak individu. Setiap isu material atau potensi risiko diperlakukan sebagai prioritas untuk dikomunikasikan dan diselesaikan secara tuntas di tingkat tata kelola tertinggi, memastikan bahwa Perseroan senantiasa menjunjung prinsip integritas, keadilan, dan akuntabilitas dalam setiap aspek operasionalnya.

Selain itu, Perseroan juga menyediakan Lembar Umpan Balik pada bagian akhir Laporan Tahunan dan Laporan Keberlanjutan. Fasilitas ini memungkinkan seluruh pemangku kepentingan untuk menyampaikan opini, saran, maupun evaluasi terhadap kinerja keberlanjutan Perseroan. Setiap masukan yang diterima menjadi bahan pertimbangan berharga dalam memperbaiki kebijakan dan memperkuat program kerja yang mencakup aspek ekonomi, lingkungan, dan sosial. Dengan cara ini, Perseroan memastikan setiap langkah keberlanjutan senantiasa selaras dengan harapan para pemangku kepentingan dan tujuan perusahaan untuk tumbuh secara bertanggung jawab.

Kendala dalam Penerapan Keuangan Berkelanjutan [E.5] [2-25]

Perseroan menyadari bahwa perjalanan menuju penerapan keuangan berkelanjutan merupakan proses bertahap yang penuh tantangan dan memerlukan pendekatan yang strategis, terukur, serta kolaboratif. Sejalan dengan komitmen terhadap prinsip *Environmental, Social, and Governance* (ESG) serta target *Net Zero Emission 2050*, Perseroan secara terbuka mengidentifikasi sejumlah kendala utama yang dihadapi dalam penerapan praktik keuangan berkelanjutan sepanjang tahun 2025, beserta strategi mitigasinya sebagai berikut:

| Kendala Utama Primary Challenges | Dampak yang Ditimbulkan Impacts | Strategi Penanganan atau Mitigasi Management or Mitigation Strategies |
|---|---|---|
| 1. Peningkatan biaya operasional dan terbatasnya akses pendanaan serta insentif fiskal untuk program keberlanjutan. Increased operating costs and limited access to funding and fiscal incentives for sustainability programs. | Fluktuasi harga bahan bakar dan energi meningkatkan beban biaya operasional, serta sulitnya adaptasi teknologi ramah lingkungan (misalnya: penggunaan <i>Sustainable Aviation Fuel</i>). Fluctuations in fuel and energy prices increase operational costs, as well as the difficulty of adapting environmentally friendly technologies (e.g., the use of <i>Sustainable Aviation Fuel</i>). | <ul style="list-style-type: none"> Melakukan pemantauan dan evaluasi biaya secara berkala, serta mendorong efisiensi operasional. Melakukan studi kelayakan finansial untuk penerapan teknologi ramah lingkungan. Melakukan <i>engagement</i> dengan regulator dan pemangku kepentingan lainnya secara berkala, serta advokasi yang relevan. Conduct regular cost monitoring and evaluation, and promote operational efficiency. Conduct financial feasibility studies for the implementation of environmentally friendly technologies. Establish regular engagement with regulators and other stakeholders, and conduct relevant advocacy. |

Integration with AirAsia Group Values

This approach is in line with AirAsia Group values, which emphasize the importance of open communication, transparency, and protection of individual rights. Any material issues or potential risks are prioritized to be communicated and resolved thoroughly at the highest level of governance, ensuring that the Company always upholds the principles of integrity, fairness, and accountability in every aspect of its operations.

In addition, the Company also provides a Feedback Sheet at the end of the Annual Report and Sustainability Report. This facility allows all stakeholders to convey their opinions, suggestions, and evaluations of the Company's sustainability performance. Every input received becomes valuable consideration in improving policies and strengthening work programs that cover economic, environmental, and social aspects. In this way, the Company ensures that every sustainability initiative is always in line with the expectations of stakeholders and the company's goal of growing responsibly.

Challenges in the Implementation of Sustainable Finance [E.5] [2-25]

The Company is aware that the implementation of sustainable finance is a long and challenging journey that requires a strategic, measurable, and collaborative approach. In line with its commitment to the principles of Environmental, Social, and Governance (ESG) and the Net Zero Emission 2050 target, the Company openly identifies a number of key challenges faced in implementing sustainable finance practices throughout 2025, along with mitigation strategies as follows:

| Kendala Utama Primary Challenges | Dampak yang Ditimbulkan Impacts | Strategi Penanganan atau Mitigasi Management or Mitigation Strategies |
|---|---|--|
| <p>2. Keterbatasan data ESG (perihal akurasi, standarisasi, integrasi, dan kelengkapan) Limited ESG data (in terms of accuracy, standardization, integration, and completeness)</p> | <ul style="list-style-type: none"> • Kesulitan memantau kinerja ESG secara akurat dan <i>real time</i>. • Inkonsistensi pelaporan dan potensi kesalahan data. • Pengambilan keputusan berbasis data menjadi kurang optimal. • Difficulty in accurately monitoring ESG performance in real time. • Inconsistent reporting and potential data errors. • Data-driven decision making becomes less optimal. | <ul style="list-style-type: none"> • Menyusun <i>roadmap</i> dan sistem integrasi data ESG. • Standarisasi proses pencatatan dan konsolidasi data lintas fungsi. • Peningkatan akurasi, kelengkapan, dan keandalan data melalui penguatan pengendalian dan koordinasi internal. • Developing an ESG roadmap and data integration system. • Standardizing cross-functional data recording and consolidation processes. • Improving data accuracy, completeness, and reliability through strengthened internal control and coordination. |
| <p>3. Dinamika regulasi dan standar keberlanjutan nasional dan global yang belum seragam dan belum terintegrasi. The dynamics of national and global sustainability regulations and standards that are not yet standardized and integrated.</p> | <ul style="list-style-type: none"> • Meningkatnya beban penyesuaian terhadap berbagai regulasi dan standar pelaporan yang berbeda. • Risiko ketidaksesuaian dan ketidakpatuhan terhadap regulasi baru. • Kompleksitas dalam menjaga konsistensi pengungkapan keberlanjutan. • Increased burden to comply with various regulations and different reporting standards. • Risk of non-compliance and non-adherence to new regulations. • Complexity in maintaining consistency in sustainability disclosure. | <ul style="list-style-type: none"> • Memantau secara aktif perkembangan regulasi dan standar nasional dan global. • Menyelaraskan kebijakan internal melalui koordinasi dengan Grup AirAsia. • Peningkatan kapasitas internal melalui pelatihan, <i>benchmarking</i>, dan kolaborasi pemangku kepentingan. • Actively monitor developments in national and global regulations and standards. • Align internal policies through coordination with the AirAsia Group. • Enhance internal capacity through training, benchmarking, and stakeholder collaboration. |
| <p>4. Ketergantungan pada bahan bakar fosil dan material tinggi karbon. Reliance on fossil fuels and high-carbon materials.</p> | <ul style="list-style-type: none"> • Meningkatkan emisi GRK dari operasional penerbangan dan infrastruktur pendukung. • Berpotensi meningkatkan biaya operasional akibat volatilitas harga bahan bakar/energi fosil. • Membatasi fleksibilitas dan ketahanan bisnis karena opsi energi alternatif di sektor aviasi masih terbatas. • Increased GHG emissions from flight operations and supporting infrastructure. • Potential increase in operating costs due to volatility in fossil fuel/energy prices. • Limited business flexibility and resilience due to the limited availability of alternative energy options in the aviation sector. | <ul style="list-style-type: none"> • Mengoptimalkan program efisiensi bahan bakar untuk menekan konsumsi dan emisi operasional. • Mendorong edukasi internal dan rantai pasok agar secara bertahap mengadopsi material serta praktik kerja yang lebih ramah lingkungan dan rendah karbon. • Optimizing fuel efficiency programs to reduce operational consumption and emissions. • Promoting internal education and supply chain awareness to gradually adopt more environmentally friendly and low-carbon materials and work practices. |
| <p>5. Optimalisasi Roadmap Strategis dan Keterlibatan Pemangku Kepentingan. Optimization of Strategic Roadmap and Stakeholder Engagement.</p> | <ul style="list-style-type: none"> • Integrasi ESG belum merata di seluruh unit kerja dan rantai pasok. • Implementasi kebijakan berpotensi tidak konsisten antar fungsi/area operasional. • Pengukuran dan pelaporan kinerja ESG menjadi kurang menyeluruh dan terstruktur. • Risiko kepatuhan dan reputasi dapat meningkat jika pemahaman ESG tidak selaras di internal dan mitra bisnis. • Peluang efisiensi dan inovasi keberlanjutan dari kolaborasi dengan pemasok/mitra belum optimal. • ESG integration is still uneven across work units and supply chains. • Policy implementation may be inconsistent across functions/operational areas. • ESG performance measurement and reporting are less comprehensive and structured. • Compliance and reputation risks may increase if ESG understanding is not aligned internally and with business partners. • Opportunities for efficiency and sustainability innovation from collaboration with suppliers/partners are suboptimal. | <ul style="list-style-type: none"> • Melakukan sosialisasi kebijakan dan program keberlanjutan secara berkala. • Mengadakan forum <i>engagement</i> rutin antara pemangku kepentingan internal dan eksternal. • Melakukan peninjauan dan pembaharuan <i>roadmap</i> secara periodik sesuai dinamika industri. • Conduct regular socialization of sustainability policies and programs. • Hold regular engagement forums between internal and external stakeholders. • Review and update the roadmap periodically in line with industry dynamics. |

| Kendala Utama Primary Challenges | Dampak yang Ditimbulkan Impacts | Strategi Penanganan atau Mitigasi Management or Mitigation Strategies |
|---|--|---|
| 6. Pemahaman atas ESG & keberlanjutan yang belum optimal. Suboptimal understanding of ESG & sustainability. | Keterbatasan pelatihan formal terkait ESG, kemampuan pelaporan, serta kesiapan sistem digital untuk pemantauan kinerja keberlanjutan. Limitations in formal training related to ESG, reporting capabilities, and the readiness of digital systems for monitoring sustainability performance. | <ul style="list-style-type: none"> • Menyelenggarakan <i>workshop</i> dan sesi berbagi pengetahuan terkait ESG. • Meningkatkan kompetensi SDM kunci dalam bidang keberlanjutan. • Menambahkan topik keberlanjutan ke dalam agenda pembahasan rapat koordinasi berkala. • Organizing workshops and knowledge-sharing sessions related to ESG. • Improving the competence of key human resources in the field of sustainability. • Adding sustainability topics to the agenda of regular coordination meetings. |

Untuk memastikan efektivitas implementasi strategi tersebut, kedepannya Perseroan akan menerapkan langkah-langkah pendukung sebagai berikut:

- Pada akhir tahun 2025, IAA telah membentuk *Sustainability Working Group* (SWG), dengan agenda rapat rutin untuk memperkuat koordinasi, implementasi, dan pengawasan inisiatif keberlanjutan di seluruh unit kerja, serta memastikan keselarasan praktik keberlanjutan IAA dengan standar dan pedoman Grup AirAsia;
- Sosialisasi aktif kebijakan dan inisiatif keberlanjutan kepada seluruh karyawan, serta edukasi kepada pemasok dan mitra usaha agar memahami dan berpartisipasi dalam penerapan prinsip ESG;
- Peningkatan sistem pelaporan dan audit internal, guna mendeteksi potensi kendala sejak dini dan mendorong perbaikan berkelanjutan.

Dengan pendekatan mitigasi yang sistematis dan pemantauan kinerja yang transparan, Perseroan optimis untuk dapat terus meningkatkan kualitas praktik keuangan berkelanjutan. Langkah ini sekaligus memperkuat kontribusi perusahaan terhadap Tujuan Pembangunan Berkelanjutan (TPB/SDGs) secara nyata, terukur, dan berkelanjutan.

To ensure that the above strategies are implemented effectively, the Company will apply the following supporting measures:

- At the end of 2025, IAA had formed a Sustainability Working Group (SWG), which held regular meetings to strengthen coordination, implementation, and supervision of sustainability initiatives across all work units, as well as to ensure the alignment of IAA's sustainability practices with AirAsia Group standards and guidelines;
- Active socialization of sustainability policies and initiatives to all employees, as well as education for suppliers and business partners to understand and participate in the application of ESG principles;
- Improvement of internal reporting and audit systems to detect potential obstacles early on and encourage continuous improvement.

With a systematic mitigation approach and transparent performance monitoring, the Company is optimistic in its ability to further improve the quality of its sustainable finance practices. This initiative also strengthens the Company's contribution to the Sustainable Development Goals (SDGs) in a tangible, measurable, and sustainable manner.



Kinerja Ekonomi

Economic Performance

Pendekatan Kami [3-3]

Perseroan memahami bahwa kinerja ekonomi yang berkelanjutan memainkan peran penting dalam menentukan arah strategi perusahaan, khususnya dalam upaya mengurangi potensi dampak negatif dari kegiatan operasional. Dengan kesadaran ini, Perseroan senantiasa menempatkan perhatian besar pada pencapaian kinerja yang kuat sekaligus memberikan kontribusi nyata terhadap pertumbuhan ekonomi.

Sebagai bagian dari industri penerbangan yang terintegrasi dengan sektor transportasi dan pariwisata, kegiatan usaha Perseroan dan entitas anaknya memiliki peranan strategis dalam mendorong perkembangan ekonomi nasional. Untuk memastikan nilai tambah tersebut tetap berkelanjutan, perusahaan menerapkan pendekatan bisnis yang bertanggung jawab, beretika, dan berorientasi jangka panjang.

Komitmen Perseroan terhadap kinerja ekonomi diwujudkan melalui berbagai inisiatif, antara lain:

1. Distribusi nilai ekonomi kepada seluruh pemangku kepentingan secara adil dan transparan;
2. Penciptaan lapangan kerja yang luas, dengan prioritas bagi tenaga kerja lokal di wilayah operasional;
3. Pemberian dampak ekonomi tidak langsung melalui program tanggung jawab sosial perusahaan (TJSL) yang berkesinambungan;
4. Penolakan terhadap praktik tidak etis, termasuk Korupsi, Kolusi, Nepotisme (KKN), monopoli, serta persaingan usaha yang tidak sehat; dan
5. Kepatuhan terhadap peraturan perundang-undangan dan kebijakan pemerintah yang berlaku.

Perseroan meyakini bahwa keberhasilan dalam menjaga efisiensi operasional dan mencapai kinerja finansial yang optimal akan memperkuat kemampuan perusahaan untuk terus tumbuh, berinovasi, dan memperluas distribusi nilai ekonomi bagi seluruh pemangku kepentingan.

Our Approach [3-3]

The Company is aware that sustainable economic performance is vital in determining the direction of corporate strategy, particularly in efforts to reduce the potential negative impact of operational activities. With this awareness, the Company remains focused on achieving strong performance while making a tangible contribution to economic growth.

As part of the aviation industry, which is integrated with the transportation and tourism sectors, the business activities of the Company and its subsidiaries play a strategic role in driving national economic development. To ensure the sustainability of this added value, the Company implements a responsible, ethical, and long-term business approach.

The Company's commitment to economic performance is manifested through various initiatives, including:

1. Fair and transparent distribution of economic value to all stakeholders;
2. Creation of extensive employment opportunities, with priority given to local workers in the operational areas;
3. Providing indirect economic impact through sustainable corporate social responsibility (CSR) programs;
4. Refusing unethical practices, including corruption, collusion, nepotism (KKN), monopolies, and unfair business competition; and
5. Compliance with applicable laws and regulations and government policies.

The Company believes that success in maintaining operational efficiency and achieving optimal financial performance will enhance its ability to continue growing, innovating, and expanding the distribution of economic value to all stakeholders.



Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi Pada Instrumen Keuangan atau Proyek yang Sejalan dengan Pembangunan Berkelanjutan [F.3]

Perseroan secara konsisten berupaya menghadirkan nilai positif bagi seluruh pemangku kepentingan melalui berbagai inisiatif yang berfokus pada keberlanjutan. Salah satu wujud komitmen tersebut adalah investasi dalam program dan kegiatan yang mendukung pencapaian tujuan pembangunan berkelanjutan, sekaligus mendorong peningkatan kualitas layanan penerbangan.

Pada tahun 2025, Perseroan mengalokasikan investasi untuk program efisiensi bahan bakar penerbangan dengan estimasi nilai sekitar USD 151.000, yang difokuskan pada upaya peningkatan efisiensi operasional dan pengurangan konsumsi bahan bakar. Nilai tersebut masih bersifat estimasi, mengingat tagihan akhir (*final invoice*) terkait pelaksanaan program pada tahun 2025 masih dalam proses penerbitan.

Selain itu, Perseroan juga melaksanakan berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) di bidang lingkungan, antara lain melalui:

- Program Penanaman Mangrove TERA Batch-6 dengan nilai kontribusi sebesar Rp50.000.000,00 yang bertujuan mendukung rehabilitasi ekosistem pesisir dan peningkatan daya dukung lingkungan;
- Pemberian grant kepada SwaraOwa sebesar Rp291.500.000,00 sebagai dukungan terhadap upaya pelestarian keanekaragaman hayati, khususnya perlindungan satwa endemik Indonesia;
- Pemberian grant kepada Yayasan Arkom Indonesia sebesar Rp94.500.000,00 yang difokuskan pada penguatan kapasitas masyarakat dalam pengelolaan lingkungan dan ketahanan wilayah.

Melalui berbagai inisiatif tersebut, Perseroan memandang investasi keberlanjutan sebagai bagian dari upaya membangun operasional yang lebih efisien, bertanggung jawab, dan selaras dengan arah transisi menuju ekonomi yang lebih berkelanjutan.

Comparison of Portfolio Targets and Performance, Financing Targets, or Investments in Financial Instruments or Projects Aligned with Sustainable Development [F.3]

The Company consistently strives to deliver positive value to all stakeholders through various initiatives focused on sustainability. One manifestation of this commitment is investment in programs and activities that support the achievement of sustainable development goals, while also encouraging improvements in the quality of flight services.

In 2025, the Company allocated investments for aviation fuel efficiency programs with an estimated value of around USD 151,000, which focused on efforts to improve operational efficiency and reduce fuel consumption. This value is still an estimate, considering that the final invoice related to the implementation of the program in 2025 is still in the process of being issued.

In addition, the Company also implemented various Social and Environmental Responsibility (SER) programs in the environmental field, including through:

- The TERA Batch-6 Mangrove Planting Program with a contribution value of Rp50,000,000, which aims to support coastal ecosystem rehabilitation and improve environmental carrying capacity;
- A grant of Rp291,500,000 to SwaraOwa, in support of biodiversity conservation efforts, particularly the protection of Indonesia's endemic species;
- A grant of Rp94,500,000 to Yayasan Arkom Indonesia, focused on strengthening community capacity in environmental management and regional resilience.

Through these various initiatives, the Company views sustainable investment as part of its efforts to build more efficient, responsible operations that are in line with the transition towards a more sustainable economy.

Nilai Ekonomi Langsung yang Dihasilkan dan Didistribusikan [201-1]

Sebagai entitas bisnis yang bertanggung jawab, Perseroan berkomitmen untuk menciptakan dan mendistribusikan nilai ekonomi yang memberi manfaat bagi seluruh pemangku kepentingan. Nilai ekonomi langsung yang dihasilkan mencerminkan total pendapatan yang diperoleh dari aktivitas operasional perusahaan, sementara nilai ekonomi yang didistribusikan meliputi seluruh pengeluaran yang digunakan untuk mendukung keberlangsungan dan efisiensi operasional, termasuk pembayaran kepada pemasok, karyawan, pemegang saham, serta kontribusi terhadap pemerintah dan masyarakat.

Melalui pengelolaan keuangan yang transparan dan berorientasi jangka panjang, Perseroan berupaya memastikan bahwa setiap aktivitas ekonomi tidak hanya menciptakan keuntungan finansial, tetapi juga memberikan kontribusi nyata terhadap kesejahteraan sosial dan pembangunan ekonomi di wilayah operasionalnya.

Direct Economic Value Generated and Distributed [201-1]

As a responsible business entity, the Company is committed to generating and distributing economic value that benefits all stakeholders. The direct economic value generated reflects the total revenue earned from the Company's operational activities, while the distributed economic value includes all expenditures used to support operational sustainability and efficiency, including payments to suppliers, employees, shareholders, as well as contributions to the government and society.

Through transparent and long-term financial management, the Company strives to ensure that every economic activity not only generates financial profits, but also makes a real contribution to social welfare and economic development in its operational areas.

Nilai Ekonomi Langsung yang Dihasilkan dan Didistribusikan [201-1]

Direct Economic Value Generated and Distributed

| Uraian Description | Satuan Unit | 2025 | 2024 |
|---|-----------------------|------------------|-----------|
| Nilai Ekonomi yang Dihasilkan Economic Value Generated | | | |
| Pendapatan Usaha Operating Revenue | Rp juta Rp million | 7.874.332 | 7.943.931 |
| Pendapatan Keuangan Financial Income | Rp juta Rp million | 778 | 1.797 |
| Jumlah Nilai Ekonomi yang Dihasilkan (A) Total Economic Values Generated (A) | Rp juta Rp million | 7.875.110 | 7.945.728 |
| Nilai Ekonomi yang Didistribusikan ke Pemangku Kepentingan: Economic Values Distributed to Stakeholders | | | |
| Biaya Operasional (Bahan Bakar, Perbaikan & Pemeliharaan, Pelayanan Pesawat & Penerbangan, Sewa Pesawat) Operating Expenses (Fuel, Repair & Maintenance, Aircraft & Airline Services, Aircraft Rental) | Rp juta Rp million | 6.188.836 | 6.122.999 |
| Pembayaran Gaji dan Tunjangan Karyawan Payment of Employee Salaries and Allowances | Rp juta Rp million | 728.320 | 768.219 |
| Beban Pajak Penghasilan Pembayaran kepada Pemerintah (Pajak, Retribusi, dan Lainnya) Income Tax Expenses Payment to Government (Tax, Retribution, and Others) | Rp juta Rp million | 3.420 | 3.316 |
| Alokasi Dana Investasi Sosial Allocation of Social Investment Funds | Rp juta Rp million | 410 | 332 |
| Jumlah Nilai Ekonomi yang Didistribusikan (B) Total Economic Value Distributed (B) | Rp juta Rp million | 6.920.986 | 6.894.866 |
| Nilai Ekonomi yang Ditahan Economic Value Retained | | | |
| Jumlah Nilai Ekonomi yang Ditahan (A-B) Total Economic Value Retained (A-B) | Rp juta Rp million | 954.124 | 1.050.862 |

Dampak, Risiko dan Peluang Perubahan Iklim [201-2]

IAA menyadari bahwa perubahan iklim merupakan tantangan global yang membawa implikasi nyata terhadap keberlanjutan bisnis, mulai dari risiko fisik terhadap operasional penerbangan hingga dampak finansial dan reputasi jangka panjang. Dalam menjalankan kegiatan usahanya, IAA menghadapi potensi risiko akibat meningkatnya frekuensi cuaca ekstrem, curah hujan yang lebih tinggi, serta kenaikan suhu rata-rata global.

Dampak tersebut bersifat langsung terhadap operasional penerbangan, antara lain melalui peningkatan potensi turbulensi, gangguan jadwal penerbangan, hingga keterlambatan (*delay*) yang dapat memengaruhi efisiensi operasional dan pengalaman pelanggan. Di sisi lain, IAA memahami bahwa aktivitas penerbangan juga berkontribusi terhadap emisi gas rumah kaca. Oleh karena itu, IAA berkomitmen untuk terus berinovasi dalam penerapan teknologi yang lebih efisien serta optimalisasi penggunaan bahan bakar guna menekan jejak karbon operasional secara bertahap dan terukur.

Selain itu, IAA menjalankan berbagai inisiatif mitigasi iklim yang mencakup efisiensi energi, pengendalian emisi, konservasi air, serta pengelolaan limbah secara bertanggung jawab. Pendekatan ini tidak hanya mendukung pencapaian target lingkungan perusahaan, tetapi juga memperkuat kontribusi IAA terhadap upaya global dalam menghadapi krisis iklim.

Pendekatan Manajemen dan Kerangka Strategis

IAA mengadopsi pendekatan berbasis risiko dan peluang (*risk and opportunity-based approach*) dalam mengelola dampak perubahan iklim. Strategi ini diselaraskan dengan kerangka Task Force on Climate-related Financial Disclosures (TCFD) dan IFRS S2, serta mengacu pada arah kebijakan Grup AirAsia.

Pendekatan tersebut mencakup identifikasi risiko fisik, risiko transisi, dan peluang strategis yang dapat memengaruhi kinerja keuangan, reputasi, serta kesinambungan operasional. Proses ini dijalankan melalui koordinasi lintas unit dan evaluasi berkala dalam sistem *Enterprise Risk Management* (ERM) yang terintegrasi. Integrasi ini memastikan adanya pendekatan yang terstruktur untuk menilai kemungkinan (*likelihood*) dan dampak (*impact*) dari risiko fisik maupun risiko transisi.

Impacts, Risks and Opportunities from Climate Change [201-2]

IAA realizes that climate change is a global challenge that has real implications for business sustainability, including physical risks to flight operations and long-term financial and reputational impacts. In conducting its business activities, IAA faces potential risks due to the increasing frequency of extreme weather, higher rainfall, and rising global average temperatures.

These impacts have a direct effect on flight operations, including increased potential for turbulence, disruptions to flight schedules, and delays, which can affect operational efficiency and customer experience. On the other hand, IAA recognizes that aviation activities also contribute to greenhouse gas emissions. Therefore, IAA is committed to continuing to innovate in the implementation of more efficient technologies and the optimization of fuel usage to gradually and measurably reduce its operational carbon footprint.

Furthermore, IAA implements various climate mitigation initiatives that cover energy efficiency, emission control, water conservation, and responsible waste management. This approach not only supports the achievement of the Company's environmental targets but also strengthens IAA's contribution to global efforts in addressing the climate crisis.

Management Approach and Strategic Framework

IAA adopts a risk and opportunity-based approach in managing the impact of climate change. This strategy is aligned with the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS S2 frameworks, and refers to the AirAsia Group's policy direction.

This approach includes the identification of physical risks, transition risks, and strategic opportunities that could affect financial performance, reputation, and operational continuity. This process is carried out through cross-unit coordination and periodic evaluation within an integrated Enterprise Risk Management (ERM) system. This integration ensures a structured approach to assessing the likelihood and impact of physical and transition risks.

Identifikasi Risiko dan Strategi Mitigasi Risiko Iklim

Climate Risk Identification and Mitigation Strategies

| Jenis Risiko Risk Type | | Jangka Waktu Risiko Risk Timeframe | Deskripsi Risiko terkait Iklim Climate-related Risk Description |
|-------------------------------------|--|---------------------------------------|--|
| Risiko Transisi Transition Risks | Kebijakan dan Regulasi Policy and Legal | S,M,L | <p>Penerapan regulasi terkait iklim yang lebih ketat, termasuk mekanisme penetapan harga karbon (<i>carbon pricing</i>), serta mandat pencampuran <i>Sustainable Aviation Fuel</i> (SAF) yang bersifat wajib. Sebagai peserta CORSIA, eksposur utama mencakup perubahan pada kriteria kelayakan kredit <i>offset</i>, volatilitas harga kredit karbon, serta penerapan mekanisme penetapan harga karbon nasional yang baru. Perkembangan ini dapat secara material meningkatkan biaya kepatuhan dan berdampak negatif terhadap margin operasional.</p> <p>Implementation of stringent climate-related regulations, including carbon pricing mechanisms, and mandatory Sustainable Aviation Fuel (SAF) blending mandates.</p> <p>As a participant of CORSIA, key exposures include changes to offset credit eligibility criteria, volatility in carbon credit prices, and the introduction of new national carbon pricing mechanisms. These developments could materially increase compliance costs and adversely affect operating margins.</p> |
| | | | <p>Penerapan kerangka pengungkapan terkait keberlanjutan dan iklim yang bersifat wajib.</p> <p>Implementation of mandatory sustainability and climate-related disclosure frameworks.</p> |
| | Teknologi Technology | L | <p>Peningkatan pengawasan dari para pemangku kepentingan terhadap klaim terkait keberlanjutan dan iklim, yang berpotensi meningkatkan eksposur terhadap tuduhan "<i>greenwashing</i>" atau tindakan litigasi.</p> <p>Heightened scrutiny from stakeholders regarding sustainability and climate-related claims, leading to potential exposure to "greenwashing" allegations or litigation.</p> |
| | | | <p>Perkembangan pesat teknologi rendah karbon yang dapat membuat armada berbahan bakar fosil serta peralatan operasional darat yang ada menjadi tidak terpakai lebih cepat dari perkiraan.</p> <p>Rapid advancement of low-carbon technologies rendering the existing fossil-fuel fleet and ground equipment prematurely obsolete.</p> |

Note: Short term (1-2 years), Medium term (2-5 years), Long term (beyond 5 years)

| Potensi Dampak Finansial Potential Financial Impact | Strategi Mitigasi Mitigation Strategy |
|---|--|
| <p>Peningkatan biaya operasional langsung, yang berpotensi mendorong kenaikan harga tiket, sehingga dapat menekan permintaan perjalanan yang sensitif terhadap harga serta memperkecil margin keuntungan.</p> <p>Escalation in direct operating costs; leading to potential fare increases, which may suppress price-sensitive travel demand and compress profit margins.</p> | <ul style="list-style-type: none"> • Keterlibatan proaktif dengan instansi pemerintah untuk membentuk kerangka kerja dan kebijakan dekarbonisasi yang <i>feasible</i>. • Pemantauan berkelanjutan atas perkembangan regulasi global untuk mengantisipasi kewajiban kepatuhan. • Pelaksanaan strategi Net Zero 2050 IAA, dengan memprioritaskan modernisasi armada, efisiensi operasional, dan integrasi SAF. • Penerapan <i>carbon fee</i> untuk mengurangi eksposur biaya. • Dialog strategis yang berkelanjutan dengan pemasok bahan bakar untuk mempercepat jadwal produksi SAF dan mengamankan pasokan. • Kolaborasi dalam kegiatan R&D untuk mengeksplorasi bahan baku SAF alternatif dan teknologi produksi. • Proactive engagement with government bodies to shape feasible decarbonization frameworks and policies. • Continuous monitoring of global regulatory developments to anticipate compliance obligations. • Execution of IAA's Net Zero 2050 strategy, prioritizing fleet modernization, operational efficiency, and SAF integration. • Introduction of carbon fee to mitigate cost exposure. • Ongoing strategic dialogue with fuel suppliers to accelerate SAF production timelines and secure supply. • Collaborating on R&D to explore alternative SAF feedstocks and production technologies. |
| <p>Peningkatan biaya pelaporan, termasuk biaya SDM, perangkat pengukuran, serta biaya audit.</p> <p>Increase in reporting costs, including manpower expenses, measuring tools and audit fees.</p> | <ul style="list-style-type: none"> • Memanfaatkan infrastruktur digital yang telah ada dan mengadopsi perangkat manajemen data otomatis untuk memudahkan proses pengumpulan data serta meminimalkan pekerjaan manual. • Memanfaatkan sumber daya audit internal untuk melakukan validasi pra-asurans (<i>pre-assurance</i>), memastikan kesiapan data dan efisiensi biaya sebelum melibatkan auditor eksternal. • Berpartisipasi dalam <i>industry peer groups</i> dan sesi pelatihan untuk mengadopsi praktik terbaik dalam penerapan kerangka baru (seperti IFRS S1 & S2) secara efektif. • Leverage existing digital infrastructure and adopt automated data management tools to streamline collection and minimize manual effort. • Utilize internal audit resources to conduct pre-assurance validation, ensuring data readiness and cost-efficiency before engaging external auditors. • Participation in industry peer groups and working sessions to adopt best practices for implementing new frameworks (such as IFRS S1 & S2) effectively. |
| <p>Potensi timbulnya biaya hukum yang signifikan, denda regulasi, serta penurunan reputasi, yang dapat menggerus ekuitas <i>brand</i> dan kepercayaan investor.</p> <p>Potential for significant legal defense costs, regulatory fines, and reputational degradation, which could erode brand equity and investor confidence.</p> | <ul style="list-style-type: none"> • Memastikan seluruh komunikasi terkait keberlanjutan didasarkan pada data yang dapat diverifikasi serta kerangka pelaporan yang terstandarisasi. • Menjaga komunikasi yang terbuka, akurat, dan konsisten mengenai peta jalan dekarbonisasi IAA, dengan mengakui adanya progres maupun tantangan untuk mengelola ekspektasi. • Ensure all sustainability communications are rooted in verifiable data and standardized reporting frameworks. • Maintain open, accurate, and consistent communication regarding IAA's decarbonization roadmap, acknowledging both progress and challenges to manage expectations. |
| <p>Potensi penurunan nilai aset, percepatan depresiasi, serta kebutuhan belanja modal (<i>capital expenditure</i>) yang signifikan untuk pembaruan armada.</p> <p>Potential asset devaluation, accelerated depreciation, and significant capital expenditure required for fleet renewal.</p> | <ul style="list-style-type: none"> • Menegosiasikan perjanjian pembelian yang mencakup <i>conversion rights</i>, sehingga pesanan yang belum terpenuhi dapat ditingkatkan ke spesifikasi generasi berikutnya. • Memperkuat strategi armada dengan mengatur jatuh tempo sewa (<i>lease maturities</i>) secara bertahap serta memasukkan klausul fleksibilitas untuk memfasilitasi transisi ke teknologi yang lebih baru. • Negotiate purchase agreements that include conversion rights, allowing unfulfilled deliveries to be upgraded to next-generation specifications. • Enhance fleet strategy by staggering lease maturities and incorporating flexibility clauses to facilitate transitions to newer technology. |

Jenis Risiko
Risk Type

Jangka Waktu Risiko
Risk Timeframe

Deskripsi Risiko terkait Iklim
Climate-related Risk Description

| | | | |
|--------------------------------|-------------------|-------|--|
| | | M, L | <p>Komersialisasi teknologi SAF yang berjalan lambat dapat menyebabkan kekurangan pasokan yang bersifat kronis serta harga yang tetap tinggi dibandingkan bahan bakar penerbangan konvensional.</p> <p>Slow commercialization of SAF technologies may lead to chronic supply shortages and persistently high price premiums compared to conventional jet fuel.</p> |
| Pasar Market | | S,M,L | <p>Meningkatnya kesadaran terhadap isu iklim dapat mendorong wisatawan dan klien korporasi untuk mengurangi frekuensi penerbangan atau memprioritaskan alternatif transportasi dengan jejak karbon yang lebih rendah.</p> <p>Growing climate awareness may lead travelers and corporate clients to reduce flight frequency or prioritize lower-carbon transport alternatives.</p> |
| Reputasi Reputation | | S,M,L | <p>Sentimen negatif dari pemangku kepentingan apabila IAA dipersepsikan bertindak kurang memadai atau terlalu lambat dalam merespons krisis iklim dibandingkan perusahaan sejenis.</p> <p>Negative stakeholder sentiment if perceived as acting insufficiently or slowly on the climate crisis compared to peers.</p> |
| Risiko Fisik Physical Risks | Akut Acute | M, L | <p>Gangguan operasional akibat suhu ekstrem yang menyebabkan aset-aset kritis seperti pesawat, peralatan operasional darat, atau pusat data (<i>data centers</i>) menjadi tidak dapat beroperasi untuk sementara waktu.</p> <p>Operational disruption caused by extreme temperatures rendering critical assets such as aircraft, ground equipment, or data centers temporarily inoperable.</p> |
| | | S,M,L | <p>Peningkatan frekuensi dan intensitas kejadian iklim ekstrem (misalnya topan dan banjir) yang berdampak pada operasional serta integritas infrastruktur.</p> <p>Increased frequency and intensity of extreme climate events (e.g., typhoons, floods) impacting operations and infrastructure integrity.</p> |
| | Kronis Chronic | L | <p>Perubahan iklim jangka panjang dan kenaikan permukaan laut yang berpotensi membuat aset di wilayah dataran rendah serta bandara pesisir tidak dapat beroperasi atau menjadi lebih rentan terhadap banjir.</p> <p>Long-term climate shifts and sea-level rise potentially rendering low-lying assets and coastal airports inoperable or flood-prone.</p> |

Note: Short term (1-2 years), Medium term (2-5 years), Long term (beyond 5 years)

| Potensi Dampak Finansial Potential Financial Impact | Strategi Mitigasi Mitigation Strategy |
|--|---|
| <p>Peningkatan biaya bahan bakar yang menyebabkan naiknya biaya operasional dan kenaikan harga tiket yang tidak terelakkan, yang berpotensi memengaruhi daya saing di pasar.</p> <p>Escalated fuel costs resulting in higher operating expenses and inevitable fare increases, potentially affecting market competitiveness.</p> | <ul style="list-style-type: none"> • Melakukan advokasi kepada pemerintah untuk mendorong insentif serta mekanisme dukungan harga guna menjembatani kesenjangan biaya dan mempercepat adopsi secara komersial. • Berkolaborasi dengan para pemangku kepentingan industri untuk memperkuat sinyal permintaan (<i>demand signals</i>) yang mendorong investasi pada kapasitas produksi. • Lobby for government incentives and price-support mechanisms to bridge the cost gap and accelerate commercial adoption. • Collaborate with industry stakeholders to drive demand signals that encourage investment in production capacity. |
| <p>Penurunan tingkat keterisian (<i>load factor</i>) penumpang dan volume tiket, yang secara langsung berdampak pada pendapatan utama.</p> <p>Reduced passenger load factors and ticket volume, directly impacting top-line revenue.</p> | <ul style="list-style-type: none"> • Penerapan program <i>voluntary offset</i>, yang memungkinkan penumpang menetralkan jejak emisi penerbangan. • Investasi strategis pada SAF dan proyek karbon untuk melakukan <i>hedging</i> terhadap peningkatan biaya dekarbonisasi, sehingga harga tiket tetap kompetitif sekaligus menyediakan opsi perjalanan yang lebih ramah lingkungan. • Introduction of a voluntary offset program, empowering passengers to neutralize flight footprint. • Strategic investment in SAF and carbon projects to hedge against rising decarbonization costs, ensuring fares remain competitive while offering greener travel options. |
| <p>Kehilangan pangsa pasar dari para kompetitor yang dipersepsikan lebih berkelanjutan; serta potensi divestasi oleh investor yang fokus pada aspek ESG dan meningkatnya biaya pinjaman dari lembaga keuangan.</p> <p>Loss of market share to competitors perceived as more sustainable; and potential divestment by ESG-focused investors and higher cost of borrowing from financial institutions.</p> | <ul style="list-style-type: none"> • Memformalkan dan mempublikasikan komitmen Net Zero 2050 berbasis sains (<i>science-based</i>), yang didukung oleh peta jalan yang jelas dan bertahap. • Berinvestasi pada inisiatif pengurangan karbon yang berdampak signifikan serta secara konsisten mengomunikasikan progres melalui pelibatan pemangku kepentingan yang transparan dan multikanal. • Formalize and publicize a science-based Net Zero 2050 commitment, supported by a clear, phased roadmap. • Invest in high-impact carbon reduction initiatives and consistently communicate progress through transparent, multi-channel stakeholder engagement. |
| <p>Kehilangan pendapatan serta peningkatan biaya kompensasi akibat penundaan dan pembatalan penerbangan yang terpaksa dilakukan, serta gangguan pada jaringan operasi.</p> <p>Revenue loss and increased compensation costs resulting from forced flight delays, cancellations, and network interruptions.</p> | <ul style="list-style-type: none"> • Penerapan penyesuaian penjadwalan musiman untuk menghindari periode dengan tingkat risiko puncak. • Pelaksanaan pembatalan dan penjadwalan ulang secara preemtif untuk mencegah penumpang terlantar serta melindungi integritas aset. • Implementation of seasonal scheduling adjustments to avoid peak risk periods. • Execution of preemptive cancellations and rescheduling to prevent passenger stranding and protect asset integrity. |
| <p>Biaya kerusakan aset, peningkatan premi asuransi, serta kehilangan pendapatan akibat gangguan perjalanan.</p> <p>Cost of asset damage, increase in insurance premiums and revenue loss due to travel disruption.</p> | <ul style="list-style-type: none"> • Menjaga <i>Business Continuity Plan</i> (BCP) yang kuat untuk memastikan pemulihan yang cepat. • Maintenance of robust Business Continuity Plans (BCP) to ensure rapid recovery. |
| <p>Peningkatan biaya (<i>charges</i>) dan pungutan/pajak (<i>levies</i>) pada infrastruktur baru yang lebih tangguh terhadap iklim; serta penurunan volume penumpang apabila bandara pengganti berlokasi lebih jauh dari pusat kota dengan konektivitas yang kurang memadai.</p> <p>Higher charges and levies at new, climate-resilient infrastructure; and reduced passenger volume if replacement airports are located further from city centers with poor connectivity.</p> | <ul style="list-style-type: none"> • Memprioritaskan pemilihan aset/bandara hub yang berlokasi di zona yang terlindungi dari kenaikan permukaan laut dan cuaca ekstrem. • Memperkuat pelatihan pilot untuk menghadapi pola cuaca yang terus berubah serta memastikan <i>Business Continuity Plan</i> (BCP) selalu mengalami pembaruan. • Memastikan bandara tujuan didukung oleh transportasi umum yang memadai untuk memitigasi dampak waktu perjalanan menuju bandara yang lebih panjang serta meminimalkan emisi Cakupan 3. • Prioritize the selection of assets/hub airports located in zones shielded from sea-level rise and extreme weather. • Reinforce pilot training to handle evolving weather regimes and maintain up-to-date Business Continuity Plans. • Ensure destination airports are well-served by public transport to mitigate the impact of longer airport transfers and minimize Scope 3 emissions. |

Di luar strategi mitigasi, IAA memandang lanskap iklim sebagai sumber keunggulan strategis. IAA mengidentifikasi dan mengevaluasi peluang terkait iklim, mulai dari efisiensi sumber daya hingga ketahanan operasional, serta mengintegrasikan pertimbangan tersebut secara langsung ke dalam strategi korporasi dan perencanaan keuangan perusahaan. Dengan menyelaraskan tujuan keberlanjutan dengan operasional bisnis, IAA memastikan bahwa respons perusahaan terhadap tantangan iklim menjadi katalis bagi ketahanan serta penciptaan nilai jangka panjang.

Beyond mitigation strategy, IAA views the climate landscape as a source of strategic advantage. IAA identifies and evaluates climate-related opportunities—ranging from resource efficiency to operational resilience—and integrates these considerations directly into corporate strategy and financial planning. By aligning sustainability objectives with business operations, IAA ensures that response to climate challenges acts as a catalyst for resilience and long-term value creation.

Berikut adalah beberapa peluang terkait iklim spesifik yang telah diidentifikasi:

The following are among specific climate-related opportunities that have been identified:

| Peluang terkait Iklim Climate-related Opportunities | Potensi Dampak Finansial Potential Financial Impact | Strategi Mitigasi Mitigation Strategy |
|--|--|--|
| Efisiensi sumber daya Resource efficiency | Pengurangan langsung biaya operasional melalui modernisasi armada dan peningkatan manajemen lalu lintas udara, yang memperkuat posisi IAA sebagai pemimpin industri dengan <i>Cost per ASK</i> (CASK) dan <i>CO2 per ASK</i> paling rendah. Direct reduction in operating costs through fleet modernization and air traffic management improvements, reinforcing IAA's position as the industry leader with the lowest Cost per ASK (CASK) and CO2 per ASK. | <ul style="list-style-type: none"> Melakukan konsultasi secara berkala dengan otoritas penerbangan sipil untuk mengintegrasikan langkah-langkah efisiensi bahan bakar yang baru ke dalam <i>State Action Plans</i> nasional. Melakukan advokasi untuk perbaikan struktural pada sistem ruang udara nasional (misalnya: pemendekan rute penerbangan) guna menurunkan emisi GRK secara struktural. Consult regularly with civil aviation authorities to integrate new fuel efficiency measures into national State Action Plans. Advocate for structural improvements to national airspace systems (e.g., shortened flight paths) to structurally lower GHG emissions. |
| Diversifikasi sumber daya Resource diversification | Mengurangi eksposur terhadap volatilitas harga bahan bakar fosil dan meningkatnya pajak karbon, sehingga berpotensi menstabilkan biaya operasional jangka panjang. Reduces exposure to volatile fossil fuel prices and escalating carbon taxes, potentially stabilizing long-term operating costs. | <ul style="list-style-type: none"> Pelibatan berkelanjutan dengan pemasok untuk memastikan ketersediaan SAF, dengan memprioritaskan penggunaan bahan baku yang tersedia secara lokal. Pelaksanaan penandatanganan MoU dengan Airbus untuk mengeksplorasi produksi SAF yang terdesentralisasi dengan memanfaatkan bahan baku dan teknologi alternatif di seluruh Asia Tenggara. Ongoing engagement with suppliers to establish SAF availability, prioritizing the use of locally available feedstocks. Execution of an MoU with Airbus to explore decentralized SAF production using alternative feedstocks and technologies across Southeast Asia |
| Produk dan jasa Products and services | Peningkatan pendapatan <i>ancillary</i> dari penjualan <i>offset</i> dan paket tur berkelanjutan, sekaligus perluasan pangsa pasar di segmen wisatawan yang semakin sadar lingkungan (<i>eco-conscious</i>). Increased ancillary income from offset sales and sustainable tour packages, alongside market share expansion among the growing segment of eco-conscious travelers. | <ul style="list-style-type: none"> Meningkatkan platform pemesanan agar penumpang dapat menyesuaikan kontribusi <i>carbon fee</i> mereka. Berkolaborasi dengan <i>social enterprise</i> untuk menjual aktivitas dan pengalaman perjalanan berkelanjutan yang terakreditasi. Enhance the booking platform to allow passengers to customize their carbon fee contributions. Collaborate with social enterprises to retail accredited sustainable travel activities and experiences. |

| Peluang terkait Iklim Climate-related Opportunities | Potensi Dampak Finansial Potential Financial Impact | Strategi Mitigasi Mitigation Strategy |
|--|---|---|
| Efisiensi proses administrasi Administrative efficiency | Penghematan biaya langsung melalui penghapusan penggunaan kertas fisik, biaya pencetakan, serta biaya penyimpanan, disertai peningkatan kecepatan pemrosesan. Direct cost savings from the elimination of physical paper, printing, and warehousing/storage fees, alongside increased processing speed. | Pelibatan aktif dengan otoritas penerbangan untuk memperoleh persetujuan penggunaan e-dokumentasi dan tanda tangan digital dalam pencatatan serta penyampaian dokumen wajib kepada regulator. Active engagement with aviation authorities to authorize e-documentation and digital signatures for mandatory regulatory record-keeping and submissions. |
| Pasar Markets | Pendapatan berkelanjutan yang didorong oleh kebutuhan mobilisasi pekerja bantuan (<i>aid workers</i>), tim rekonstruksi, serta penduduk yang kembali selama fase rehabilitasi. Sustained revenue generation driven by the essential movement of aid workers, reconstruction teams, and returning residents during rehabilitation phases. | Memprioritaskan dimulainya kembali penerbangan komersial ke wilayah terdampak secepat mungkin ketika aspek keselamatan telah memungkinkan, sehingga memposisikan Grup AirAsia sebagai <i>enabler</i> utama dalam program pemulihan dan pembangunan kembali nasional. Prioritize the rapid resumption of commercial flights to affected zones as soon as safety permits, positioning the AirAsia Group as a key enabler of national rebuilding programs. |
| Ketahanan operasional Operational resilience | Meminimalkan gangguan operasional dan melindungi arus pendapatan dengan memusatkan kapasitas pada lokasi yang terlindungi secara geografis. Minimized operational disruptions and protected revenue streams by concentrating capacity in geographically shielded locations. | <ul style="list-style-type: none"> Investasi pada perangkat prakiraan iklim yang canggih untuk mendukung alokasi armada dan perencanaan rute jangka panjang. Pelibatan dengan mitra bandara untuk menilai serta menyalurkan peta jalan ketahanan (<i>resilience roadmap</i>) mereka dengan kebutuhan operasional IAA. Investment in advanced climate forecasting tools to guide long-term fleet allocation and route planning. Engagement with airport partners to assess and align their resilience roadmaps with IAA's operational needs. |

Metrik dan Target

Pada tahap ini dalam upaya menghadapi perubahan iklim, Perseroan berfokus pada penyusunan *baseline* data yang diperlukan untuk menetapkan target-target spesifik bagi inisiatif dekarbonisasinya. Sementara itu, Perseroan tetap melakukan pemantauan kinerja secara berkala melalui indikator dan evaluasi internal yang relevan, guna memastikan pendekatan implementasi berjalan efektif, terukur, dan optimal. Hasil pemantauan ini menjadi dasar peningkatan berkelanjutan, termasuk untuk memperkuat keandalan data, mengevaluasi peluang penurunan emisi, dan menyusun arah target secara bertahap seiring dengan perkembangan kebijakan, kesiapan teknologi, serta ketersediaan solusi pasar.

Metrics and Targets

At this stage of its climate journey, the Company is focused on establishing the data baselines required to set specific targets for its decarbonization initiatives. In the interim, the Company continues to monitor performance regularly through relevant indicators and internal evaluations to ensure that the implementation approach is effective, measurable, and optimal. The results of this monitoring serve as the basis for continuous improvement, including to strengthen data reliability, evaluate emission reduction opportunities, and gradually formulate target directions in line with policy developments, technological readiness, and the availability of market solutions.

Pelaporan Emisi GRK

GHG Emissions Report

| Nama Name | Total Emisi (tCO ₂ e) Total Emissions (tCO ₂ e) |
|---|--|
| Kategori 1: Emisi GRK Langsung dan Pembuangan Category 1: Direct GHG Emissions and Exhaust | |
| Emisi langsung dari pembakaran bergerak Direct emissions from mobile combustion | 698.662 |
| Total Emisi Langsung (Scope 1) Total Direct Emissions (Scope 1) | 698.662 |

| Nama Name | Total Emisi (tCO ₂ e) Total Emissions (tCO ₂ e) |
|---|--|
| Kategori 2: Emisi GRK tidak langsung dari energi yang diimpor/dibeli Category 2: Indirect GHG Emissions from imported/purchased energy | |
| Emisi tidak langsung dari konsumsi jaringan energi yang diimpor/dibeli Indirect emissions from consumption of imported/purchased energy | 998,76 |
| Total Emisi Tidak Langsung (Scope 2) Total Indirect Emissions (Scope 2) | 998,76 |
| Kategori 3: Emisi GRK tidak langsung dari transportasi Category 3: Indirect GHG emissions from transportation | |
| Perjalanan dinas Business travel | 989,52 |
| Total Emisi Tidak Langsung (Scope 3) Total Indirect Emissions (Scope 3) | 989,52 |
| Total Emisi GRK (Scope 1 dan 2) Total GHG Emissions (Scope 1 and 2) | 699.660,76 |
| Total Emisi GRK (Scope 1, 2, dan 3) Total GHG Emissions (Scope 1, 2 and 3) | 700.650,28 |

Bantuan Finansial dari Pemerintah [201-4]

Sepanjang tahun 2025, Perseroan tidak menerima bentuk dukungan finansial apapun dari Pemerintah dalam menjalankan kegiatan operasionalnya. Seluruh aktivitas usaha dibiayai melalui sumber daya internal dan kemitraan komersial yang sah, sebagai wujud komitmen perusahaan terhadap kemandirian finansial dan tata kelola bisnis yang transparan.

Rantai Pasok Berkelanjutan [2-6]

Perseroan menyadari bahwa keberhasilan operasional tidak terlepas dari dukungan para mitra pemasok yang menjadi bagian penting dalam rantai nilai perusahaan. Sejalan dengan pendekatan praktik pengadaan di Grup AirAsia, Perseroan berkomitmen membangun kemitraan yang berkelanjutan, transparan, dan bertanggung jawab berlandaskan kepercayaan, dengan mendorong integrasi nilai-nilai keberlanjutan di seluruh tahapan proses pengadaan.

Komitmen ini dilandasi pemahaman bahwa aktivitas operasional penerbangan, selain menciptakan kontribusi ekonomi dan sosial, juga membawa potensi risiko lingkungan dan sosial, seperti emisi karbon, limbah, serta risiko kepatuhan pada praktik ketenagakerjaan dan keselamatan. Oleh karena itu, pengelolaan rantai pasok berkelanjutan diposisikan sebagai bagian dari strategi mitigasi risiko, peningkatan ketahanan operasional, serta penciptaan nilai jangka panjang yang inklusif.

Pendekatan dan Prinsip Pengelolaan

Dalam proses pengadaan barang dan jasa, Perseroan mengedepankan prinsip transparansi, akuntabilitas, efisiensi, efektivitas, keadilan, keamanan, dan keberlangsungan bisnis, dengan

Financial Support from the Government

[201-4]

Throughout 2025, the Company did not receive any financial support from the Government in carrying out its operational activities. All of the business activities are financed from internal sources and legal commercial partnership, demonstrating the company's commitment to financial independence and transparent business governance.

Sustainable Supply Chain [2-6]

The Company is aware that operational success is inseparable from the support of its suppliers, who are an integral part of the company's value chain. In line with AirAsia Group's procurement practices, the Company is committed to building sustainable, transparent, and responsible partnerships based on trust, by promoting the integration of sustainability values throughout all stages of the procurement process.

This commitment is based on the understanding that flight operations, other than creating economic and social contributions, also carry potential environmental and social risks, such as carbon emissions, waste, and compliance risks in labor and safety practices. Therefore, sustainable supply chain management is positioned as part of a strategy for risk mitigation, increased operational resilience, and the creation of inclusive long-term value.

Management Approach and Principles

In the procurement of goods and services, the Company prioritizes the principles of transparency, accountability, efficiency, effectiveness, fairness, security, and business sustainability, whilst ensuring

memastikan kesempatan yang setara bagi pemasok domestik maupun internasional serta kepatuhan penuh terhadap hukum dan regulasi yang berlaku. Pendekatan ini selaras dengan praktik pengadaan di Grup AirAsia yang menekankan integritas bisnis, pengelolaan risiko rantai pasok, serta konsistensi standar pengadaan di seluruh entitas.

Selain memenuhi aspek biaya, kualitas, dan ketepatan waktu, Perseroan memastikan pengadaan memberikan nilai bisnis maksimal melalui keseimbangan antara efisiensi biaya, keandalan pengiriman, konsistensi standar kualitas, serta inovasi produk dan layanan. Perseroan juga mendorong sinergi lintas fungsi untuk memastikan proses pengadaan berjalan lebih terkoordinasi, efisien, dan selaras dengan arah strategis perusahaan.

Perseroan memprioritaskan pemasok lokal selama mampu memenuhi standar mutu, efisiensi, serta kriteria keberlanjutan yang ditetapkan. Kebijakan ini tidak hanya memperkuat ketahanan rantai pasok, namun juga mendukung pertumbuhan ekonomi nasional dan pemberdayaan pelaku usaha lokal.

Kode Etik Pemasok dan Standar Keberlanjutan
[408-1] [409-1] [414-1]

Untuk memastikan keselarasan nilai dan perilaku bisnis, Perseroan mengadopsi *Supplier Code of Conduct* (SCOC) dari Grup AirAsia sebagai acuan utama dalam pengelolaan hubungan dengan seluruh pemasok. Kebijakan ini menjadi salah satu bentuk komitmen Perseroan dalam menjalankan praktik usaha yang efisien, etis, bertanggung jawab, dan berkelanjutan, sekaligus memastikan rantai pasok mendukung hasil bisnis yang adil serta kompetitif.

SCOC menetapkan standar etika dan operasional yang bersifat wajib bagi seluruh rantai pasok Perseroan. Kebijakan ini mewajibkan kepatuhan yang ketat terhadap praktik terbaik dalam empat pilar utama berikut:

1. Tata Kelola & Integritas: Nol toleransi terhadap korupsi, pengelolaan konflik kepentingan secara ketat, kepatuhan terhadap ketentuan persaingan usaha yang sehat (*antitrust*), serta perlindungan privasi data yang kuat.
2. Pengelolaan Lingkungan (*Environmental Stewardship*): Pengelolaan risiko iklim secara aktif, pencegahan polusi, efisiensi sumber daya, dan perlindungan keanekaragaman hayati.
3. Hak Asasi Manusia dan Ketenagakerjaan: Komitmen yang teguh terhadap praktik ketenagakerjaan yang adil dan kondisi kerja yang aman, termasuk larangan mutlak terhadap tenaga kerja paksa dan pekerja anak.

equal opportunities for domestic and international suppliers and strict compliance with applicable laws and regulations. This approach is in line with AirAsia Group's procurement practices, which emphasize business integrity, supply chain risk management, and consistency of procurement standards across all entities.

In addition to meeting cost, quality, and timeliness aspects, the Company ensures that procurement provides maximum business value through a balance of cost efficiency, delivery reliability, consistency in quality standards, and product and service innovation. The Company also encourages cross-functional synergy to ensure that the procurement process is more coordinated, efficient, and aligned with the company's strategic direction.

The Company prioritizes local suppliers as long as they are able to meet the established quality, efficiency, and sustainability criteria. This policy not only strengthens supply chain resilience, but also supports national economic growth and the empowerment of local businesses.

Supplier Code of Conduct and Sustainability Standards
[408-1] [409-1] [414-1]

To ensure alignment of business values and conduct, the Company has adopted AirAsia Group's *Supplier Code of Conduct* (SCOC) as the main reference in managing relationships with all suppliers. This policy is a form of the Company's commitment to conducting efficient, ethical, responsible, and sustainable business practices, while ensuring that the supply chain supports fair and competitive business outcomes.

The SCOC sets mandatory ethical and operational standards for the Company's entire supply chain. This policy requires strict compliance with best practices in the following four main pillars:

1. Governance & Integrity: Zero tolerance for corruption, strict management of conflicts of interest, compliance with fair business competition (*antitrust*) regulations, and strong data privacy protection.
2. Environmental Stewardship: Active climate risk management, pollution prevention, resource efficiency, and biodiversity protection.
3. Human Rights and Labor: A firm commitment to fair labor practices and safe working conditions, including a strict zero-tolerance policy on forced labor and child labor.

4. Tanggung Jawab Sosial: Keterlibatan yang etis serta kontribusi terhadap komunitas lokal tempat Perseroan beroperasi.

Pada tahun 2025, Grup AirAsia melakukan revisi secara komprehensif terhadap SCOC untuk memperketat ekspektasi tata kelola dan kepatuhan.

1. Melakukan penyesuaian yang eksplisit dengan prinsip-prinsip International Labor Organization (ILO) dan ketentuan hukum terkait *modern slavery*, disertai penguatan kewajiban perlindungan data.
2. Memformalkan hak Grup AirAsia untuk melakukan audit dan *due diligence*, sehingga memperkuat kemampuan Perseroan untuk memverifikasi kepatuhan dan tidak semata-mata bergantung pada deklarasi mandiri (*self-declaration*) pemasok.
3. Memperluas cakupan pengawasan etika melalui penegakan kewajiban pelaporan pelanggaran (*whistleblowing*) secara langsung dan menyelaraskan seluruh protokol pemasok dengan Kebijakan *Anti-Bribery and Anti-Corruption* (ABAC) Grup AirAsia yang tersentralisasi.

Untuk memastikan standar ini dapat dioperasionalkan, SCOC diintegrasikan ke dalam setiap tahap siklus pengadaan, mulai dari *sourcing* awal hingga pembaruan kontrak. Pengakuan formal atas SCOC merupakan prasyarat yang wajib untuk menjalin kemitraan. Dengan secara eksplisit menetapkan *good corporate governance* sebagai metrik utama dalam proses *sourcing*, Perseroan telah menyelaraskan penilaian kinerja pemasok dengan standar manajemen risiko secara lebih luas, sehingga efisiensi biaya tidak pernah dicapai dengan mengorbankan integritas dan etika.

4. Social Responsibility: Ethical engagement and contribution to the local communities where the Company operates.

In 2025, AirAsia Group comprehensively revised its SCOC to tighten governance and compliance expectations.

1. Explicit alignment with International Labor Organization (ILO) principles and legal provisions related to modern slavery, accompanied by strengthened data protection obligations.
2. Formalization of the AirAsia Group's right to conduct audits and due diligence, thereby strengthening the Company's ability to verify compliance and not solely relying on suppliers' self-declarations.
3. Expanding the scope of ethical oversight through the enforcement of direct whistleblowing obligations and aligning all supplier protocols with AirAsia Group's centralized Anti-Bribery and Anti-Corruption (ABAC) Policy.

To ensure these standards are operable, SCOC is integrated into every stage of the procurement cycle, from initial sourcing to contract renewal. Formal recognition of SCOC is a mandatory prerequisite for establishing partnerships. By explicitly designating good corporate governance as a key metric in the sourcing process, the Company has aligned supplier performance assessments with broader risk management standards, ensuring that cost efficiencies are never achieved at the expense of integrity and ethics.



Penguatan Kapabilitas melalui Pelatihan Rantai Pasok Berkelanjutan (Sustainable Supply Chain Training) di Bulan Juli 2025

Sebagai penguatan implementasi pengadaan berkelanjutan, pada tahun 2025 Grup AirAsia menyelenggarakan *Sustainable Supply Chain Training*. Pelatihan ini diikuti oleh departemen yang terlibat dalam fungsi pengadaan, termasuk Departemen *Procurement*, *Engineering*

Enhancing Capabilities through Sustainable Supply Chain Training in July 2025

To strengthen the implementation of sustainable procurement, in 2025 the AirAsia Group held Sustainable Supply Chain Training. This training was attended by departments involved in procurement functions, including the Procurement, Engineering (aircraft-related sourcing), and Inflight Services

(aircraft-related sourcing), serta *Inflight Services*, untuk membangun pemahaman dasar sekaligus meningkatkan kapabilitas implementasi pengadaan berkelanjutan di lingkungan kerja.

Melalui pelatihan ini, IAA menegaskan bahwa pengadaan berkelanjutan tidak semata berorientasi pada kepatuhan, melainkan integrasi pertimbangan lingkungan, sosial, dan tata kelola (ESG) dalam proses *sourcing*, kontrak, hingga indikator kinerja, di samping aspek harga, kualitas, dan pengiriman. Pendekatan ini memperkuat transparansi, ketahanan rantai pasok, serta kolaborasi jangka panjang dengan pemasok.

Pelatihan tersebut turut membekali peserta dengan kerangka implementasi rantai pasok berkelanjutan yang mencakup penguatan komitmen, perencanaan, keterlibatan pemasok, hingga pengelolaan kinerja secara bertahap.

departments, to build a basic understanding and improve the capabilities of implementing sustainable procurement in the work environment.

Through this training, IAA emphasizes that sustainable procurement is not solely focused on compliance, but rather the integration of environmental, social, and governance (ESG) considerations in the sourcing, contracting, and performance indicator processes, in addition to price, quality, and delivery aspects. This approach strengthens transparency, supply chain resilience, and long-term collaboration with suppliers.

The training also provided participants with a framework of sustainable supply chain implementation that includes strengthening commitment, planning, supplier engagement, and gradual performance management.

Pengesahan Kebijakan Rantai Pasok Berkelanjutan (Sustainable Supply Chain Policy)
Approval of the Sustainable Supply Chain Policy



Sebagai tindak lanjut dari penguatan kapabilitas internal, IAA menyusun dan mengesahkan *Sustainable Supply Chain Policy* pada November 2025. Kebijakan ini berfungsi sebagai pedoman formal untuk memastikan praktik pengadaan dijalankan secara bertanggung jawab serta memperkuat integrasi prinsip ESG dalam proses seleksi, evaluasi, dan pengelolaan pemasok.

Dalam kebijakan tersebut, IAA menegaskan komitmen terhadap perlindungan data dan informasi, penghormatan terhadap hak asasi manusia, serta penerapan praktik ketenagakerjaan yang adil dan aman.

Pada aspek tata kelola, kebijakan ini menekankan integritas bisnis dengan mewajibkan pencegahan korupsi, suap, benturan kepentingan, dan perilaku anti-kompetitif, termasuk melalui mekanisme pelaporan (*whistleblowing*) yang berlaku di tingkat Grup AirAsia.

Sementara itu, pada aspek lingkungan, IAA mendorong pemasok untuk berkontribusi dalam pengelolaan emisi, efisiensi energi dan air, pengelolaan limbah, perlindungan lingkungan hidup, serta dukungan terhadap pencapaian Tujuan Pembangunan Berkelanjutan (TPB).

As a follow-up to the strengthening of internal capabilities, IAA developed and approved the Sustainable Supply Chain Policy in November 2025. This policy serves as a formal guideline to ensure that procurement practices are carried out responsibly and to strengthen the integration of ESG principles in the supplier selection, evaluation, and management processes.

In this policy, IAA stresses its commitment to data and information protection, respect for human rights, and the implementation of fair and safe labor practices.

In terms of governance, this policy emphasizes business integrity by requiring the prevention of corruption, bribery, conflicts of interest, and anti-competitive behavior, including through a whistleblowing mechanism that applies at AirAsia Group.

On the environmental aspect, IAA encourages suppliers to contribute to emissions management, energy and water efficiency, waste management, environmental protection, and support for the achievement of Sustainable Development Goals (SDGs).

Proses Seleksi Pemasok [308-1] [308-2] [414-1] [414-2]

Untuk memastikan integritas rantai pasok, Perseroan menerapkan proses seleksi yang ketat, objektif, dan transparan melalui sistem *e-procurement*. Setiap calon pemasok wajib mematuhi SCOC dan memenuhi persyaratan lingkungan, sosial, serta tata kelola yang telah ditetapkan perusahaan.

Supplier Selection Process [308-1] [308-2] [414-1] [414-2]

To ensure the integrity of the supply chain, the Company implements a rigorous, objective, and transparent selection process through an e-procurement system. Each prospective supplier is required to comply with the SCOC and meet the environmental, social, and governance requirements set by the company.

Tahapan utama proses seleksi meliputi:

The main stages of the selection process are as follows:

| Langkah Stage | Proses dan Kriteria Process and Criteria |
|--|--|
| Langkah 1: Sourcing & Permintaan Penawaran / Proposal Stage 1: Sourcing & Request for Quotation/ Proposal | Calon pemasok yang potensial diundang untuk mengikuti proses penawaran sesuai dengan permintaan yang sudah diberikan. Sebagai prasyarat untuk berpartisipasi, seluruh calon vendor wajib menyatakan kesediaan untuk mematuhi SCOC dan menyerahkan dokumen pendukung jika diperlukan. Potential suppliers are invited to participate in the bidding process as per the request provided. As a prerequisite for participation, all prospective vendors must declare their willingness to comply with SCOC and submit supporting documents if required. |
| Langkah 2: Penilaian dan Evaluasi Stage 2 : Assessment and Evaluation | Seluruh proposal akan melalui penilaian multidimensi yang mencakup: <ul style="list-style-type: none"> Kapabilitas Operasional: Kesesuaian terhadap spesifikasi teknis, standar kualitas, kuantitas, keamanan, dan keandalan pengiriman. Kelayakan Komersial: Daya saing biaya/harga dan kondisi finansial. Keberlanjutan & Tata Kelola: Pernyataan kepatuhan wajib atas SCOC serta kepatuhan terhadap kriteria ESG tertentu. All proposals are subject to a multi-dimensional assessment covering: <ul style="list-style-type: none"> Operational Capability: Compliance with technical specifications, quality standards, quantity, safety, and reliability of delivery. Commercial Viability: Cost/price competitiveness and financial condition. Sustainability & Governance: Statement of compliance with SCOC and specific ESG criteria. |
| Langkah 3: Pemilihan dan Persetujuan Stage 3: Selection and Approval | Rekomendasi akhir untuk pemasok yang terpilih diajukan kepada otoritas pengadaan atau para pemangku kepentingan yang relevan untuk mendapatkan persetujuan. Setelah disetujui, kontrak kerja sama akan dibuat dan ditandatangani dengan bantuan Tim Legal, untuk memastikan kejelasan tanggung jawab, tingkat layanan (<i>service levels</i>), serta akuntabilitas bagi kedua belah pihak. The final recommendation for the selected supplier is submitted to the procurement authority or relevant stakeholders for approval. Once approved, a cooperation contract is drafted and signed with the assistance of the Legal Team to ensure clarity of responsibilities, service levels, and accountability for both parties. |

Pengelolaan Rantai Pasok [203-1] [203-2] [204-1]

Perseroan mengelola hubungan dengan pemasok sebagai bagian integral dari keberlangsungan operasional dan efisiensi bisnis. Data pemasok yang disajikan pada bagian ini tidak mencakup pemasok bahan bakar, pembelian pesawat, dan lessor, sehingga merefleksikan pemasok yang secara langsung mendukung kegiatan operasional harian Perseroan.

Pada tahun 2025, Perseroan memiliki 800 pemasok. Sementara itu, jumlah pemasok baru pada tahun 2025 tercatat sebanyak 28 pemasok, lebih rendah dibandingkan tahun-tahun sebelumnya, sejalan dengan pendekatan Perseroan yang lebih selektif dalam penambahan mitra baru.

Management of Supply Chain [203-1] [203-2] [204-1]

The Company manages relationships with suppliers as an integral part of its operational sustainability and business efficiency. The supplier data presented in this section does not include fuel suppliers, aircraft purchases, and lessors, thus reflecting suppliers that directly support the Company's daily operations.

In 2025, the Company had 800 suppliers. Meanwhile, the number of new suppliers in 2025 was recorded at 28 suppliers, lower than in previous years, in line with the Company's more selective approach in adding new partners.

Tabel Jumlah Pemasok Perseroan Company Suppliers Table

| Indikator Indicator | 2023 | 2024 | 2025 |
|----------------------------------|------|------|------|
| Pemasok baru New suppliers | 58 | 50 | 28 |
| Total pemasok Total suppliers | 832 | 858 | 800 |

Perseroan terus bekerja sama dengan pemasok lokal di Indonesia sebagai bagian dari kontribusi terhadap perekonomian nasional. Pada tahun 2025,

The Company continues to collaborate with local suppliers in Indonesia as part of its contribution to the nation's economy. In 2025, the Company had

jumlah pemasok lokal (tidak termasuk pemasok bahan bakar, pembelian pesawat, dan lessor) tercatat sebanyak 338 pemasok.

338 local suppliers (excluding suppliers of fuel, aircraft purchases, and lessors).

Tabel Jumlah Pemasok Lokal

Local Suppliers Table

| Indikator Indicator | 2023 | 2024 | 2025 |
|---|------|------|------|
| Jumlah pemasok lokal Total local suppliers | 365 | 355 | 338 |

Pengeluaran kepada Pemasok

Total nilai pengeluaran IAA kepada seluruh pemasok pada tahun 2025 tercatat sebesar USD 7.761.122,93, meningkat dibandingkan tahun 2024. Perseroan mencatat bahwa pengeluaran tidak dapat dipisahkan antara pemasok lokal dan luar negeri, sehingga data yang tersedia hanya mencerminkan total belanja pemasok secara keseluruhan.

Expenses to Suppliers

IAA's total expenses to all suppliers in 2025 was recorded at USD 7,761,122.93, an increase compared to 2024. The Company notes that expenses cannot be separated between local and foreign suppliers, therefore the available data only reflects the total expenses to suppliers as a whole.

Tabel Pengeluaran kepada Pemasok [204-1]

Table of Total Expenses to Suppliers

| Indikator Indicator | 2023 (USD) | 2024 (USD) | 2025 (USD) |
|---|--------------|--------------|--------------|
| Total pengeluaran kepada seluruh pemasok Total expenses to all suppliers | 5.748.396,73 | 5.775.236,74 | 7.761.122,93 |

Line of Business (LOB) dalam Rantai Pasok IAA

Angka pemasok dan pengeluaran tersebut mencakup berbagai lini bisnis (LOB) yang mendukung kegiatan operasional IAA, antara lain:

- Apparel;
- Commercial & Marketing;
- Duty Free;
- Food & Beverages;
- Rental, Construction & Renovation;
- Facilities Services;
- General Items;
- Ground Services Equipment;
- Ground Services Operations;
- Airline IT; Airport IT; Enterprise; HW/SW, Infrastructure/Network & Information Security;
- Logistic & Transportation;
- Merchandise; dan
- Professional Services.

Keberagaman LOB ini mencerminkan kompleksitas kebutuhan operasional IAA serta pentingnya pengelolaan pemasok yang terstruktur dan terkoordinasi.

Perseroan juga melakukan pemantauan terhadap pemasok kritis, yaitu pemasok dengan nilai *purchase order* di atas batas minimum pengeluaran yang telah ditentukan.

Line of Business (LOB) in IAA's Supply Chain

The number of suppliers and expenses cover various lines of business (LOB) that support IAA's operational activities, including:

- Apparel;
- Commercial & Marketing;
- Duty Free;
- Food & Beverages;
- Rental, Construction & Renovation;
- Facilities Services;
- General Items;
- Ground Services Equipment;
- Ground Services Operations;
- Airline IT; Airport IT; Enterprise; HW/SW, Infrastructure/Network & Information Security;
- Logistic & Transportation;
- Merchandise; and
- Professional Services.

This diverse LOB reflects the complexity of IAA's operational needs and the importance of a structured and coordinated supplier management.

The Company also monitors critical suppliers, which includes suppliers with purchase order above the established minimum expenses.

Tabel Pemasok Kritis dan Evaluasi Kinerja

Table of Critical Suppliers and Performance Evaluation

| Indikator Indicator | 2023 | 2024 | 2025 |
|---|------|------|------|
| Jumlah pemasok kritis Total critical suppliers | 5 | 4 | 16 |
| Pemasok kritis yang dievaluasi kinerjanya Critical suppliers whose performance is evaluated | 5 | 4 | 16 |
| Pemasok kritis dengan kinerja di bawah standar Critical suppliers with substandard performance | 0 | 0 | 0 |

Pada seluruh periode pelaporan, tidak terdapat pemasok kritis dengan kinerja di bawah standar, menunjukkan bahwa proses seleksi dan pengelolaan pemasok berjalan sesuai dengan kebutuhan operasional Perseroan.

Throughout the reporting period, there were no critical suppliers with substandard performance, indicating that the supplier selection and management processes were in line with the Company's operational needs.

Kinerja Lingkungan Hidup

Environmental Performance

Pengelolaan Lingkungan dan Perubahan Iklim [3-3] [102-1] [102-2]

Pendekatan Manajemen

Perseroan menempatkan pengelolaan lingkungan sebagai salah satu prioritas dalam strategi keberlanjutan. Bagi Perseroan, pengelolaan lingkungan bukan hanya kewajiban regulatif, melainkan bagian integral dari komitmen perusahaan dalam mewujudkan pertumbuhan bisnis yang bertanggung jawab dan berkelanjutan. Komitmen ini diwujudkan melalui penerapan praktik operasional yang efisien, berorientasi pada pengurangan emisi, serta menjaga kelestarian sumber daya alam di seluruh rantai bisnis.

Perseroan berkomitmen untuk menangani dampak perubahan iklim dan telah menetapkan target untuk mencapai emisi nol bersih (*Net Zero Emissions*) pada tahun 2050. Untuk mencapai target tersebut, IAA telah menetapkan empat inisiatif utama industri penerbangan (*aviation pathways*) yang didukung oleh inisiatif tambahan di bawah Kebijakan Keberlanjutan (*Sustainability Policy*) perusahaan. Upaya ini berfokus pada pengendalian polusi, emisi gas rumah kaca (GRK), dan konsumsi energi, sekaligus mendorong pengelolaan air yang bertanggung jawab serta perlindungan keanekaragaman hayati.

Environmental Management and Climate Change [3-3] [102-1] [102-2]

Management Approach

The Company regards environmental management as one of its priorities in its sustainability strategy. For the Company, environmental management is not only a regulatory obligation, but also an integral part of its commitment to achieving responsible and sustainable business growth. This commitment is realized through the implementation of efficient operational practices, focused on reducing emissions and preserving natural resources throughout the business chain.

The Company is committed to addressing the impacts of climate change and has set a target to achieve net zero emissions by 2050. To achieve this target, IAA has established four key aviation pathways supported by additional initiatives under the company's Sustainability Policy. These efforts focus on controlling pollution, greenhouse gas (GHG) emissions, and energy consumption, while promoting responsible water management and biodiversity protection.

Pendekatan pengelolaan kinerja lingkungan IAA disusun dan dijalankan dengan mengacu pada kerangka kebijakan dan kepatuhan berikut:

1. Environmental Policy Statement;
2. Sustainability Policy;
3. Persyaratan dalam skema Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA);
4. Ketentuan dan panduan dari International Civil Aviation Organization (ICAO);
5. Environment Manual; serta
6. Peraturan perundang-undangan dan ketentuan lingkungan hidup lainnya yang berlaku di Indonesia.

Dengan basis ini, IAA memastikan program dan inisiatif lingkungan dapat dijalankan secara terstruktur, terukur, serta dapat ditinjau secara berkala untuk menjaga relevansi dan efektivitasnya.

IAA's environmental management approach is developed and implemented based on the following policy and compliance frameworks:

1. Environmental Policy Statement;
2. Sustainability Policy;
3. Requirements under the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA);
4. Provisions and guidelines from the International Civil Aviation Organization (ICAO);
5. Environment Manual; and
6. Other environmental laws and regulations applicable in Indonesia.

With this basis, IAA ensures that environmental programs and initiatives can be implemented structurally, measurably, and reviewed periodically to maintain their relevance and effectiveness.

AirAsia Net Zero by 2050



Tinjauan Tahun 2025

Pada bulan Oktober 2025, International Civil Aviation Organization (ICAO) menerbitkan *Sectoral Growth Factor (SGF)* positif pertama dalam skema *offsetting*-nya, yang dengan demikian menegaskan kewajiban *offsetting* bagi ratusan maskapai yang berbasis di 126 negara yang memilih berpartisipasi dalam CORSIA sejak 1 Januari 2024.

Hal ini merupakan perkembangan paling signifikan dalam mendorong transisi perubahan iklim di sektor penerbangan global, karena menetapkan target pengurangan dan *offsetting* yang bersifat wajib bagi ribuan maskapai di seluruh dunia. Untuk memenuhi kewajiban kepatuhan ini, maskapai perlu mempercepat implementasi pada keempat pilar dekarbonisasi.

Capaian IAA dalam mendorong transisi menuju net zero dapat dirangkum sebagai berikut:

2025 Overview

In October 2025, the International Civil Aviation Organization (ICAO) published the first positive *Sectoral Growth Factor (SGF)* of its offsetting scheme, thereby confirming mandatory offsetting for hundreds of airlines based in the 126 States that opted to participate in CORSIA from 1 January 2024.

This represents the most significant development to advance the climate change transition of the global aviation sector as it sets up mandatory reduction and offsetting targets for thousands of airlines around the world. To meet this compliance, airlines have to step up to deliver on all four decarbonization pillars.

IAA's achievements to advance its net zero transition may be summarized as follows:

| Strategi Strategies | Kontribusi yang Diharapkan terhadap Target 2030 Expected Contribution to 2030 Targets | Inisiatif Utama Tahun 2025 2025 Key Initiatives |
|---|---|---|
| Efisiensi Operasional Operational Efficiencies | 5% | <ul style="list-style-type: none"> Menerapkan 15 inisiatif operasi penerbangan, yang menghasilkan pengurangan emisi CO2 sebesar 13.727 ton. Implemented 15 flight operations initiatives, delivering CO2 reduction of 13,727 tonnes. |
| Teknologi Pesawat Terbang Aircraft Technologies | 2% | |
| Bahan Bakar Penerbangan Berkelanjutan Sustainable Aviation Fuels (SAF) | 3% | |
| Offsetting Karbon Carbon Offsetting | 13% | <ul style="list-style-type: none"> Memperoleh persetujuan dari Ditjen Perhubungan Udara Indonesia untuk mulai menerapkan <i>carbon fee</i> pada tahun 2026 guna menutup biaya CORSIA. Secured approvals from DGCA Indonesia to introduce carbon fees from 2026 to cover CORSIA costs. |

Sorotan Praktik Terbaik

Best Practice Highlights

Menetapkan Arah dalam Pembiayaan Dekarbonisasi Berkelanjutan Setting the Agenda on Sustainable Decarbonization Financing



AirAsia berperan penting dalam pengembangan mekanisme penetapan harga karbon yang memungkinkan maskapai penerbangan mengenakan *carbon surcharge* pada tarif penerbangan. Sebelumnya, maskapai-maskapai di ASEAN tidak diperkenankan mengenakan biaya lingkungan, meskipun tekanan global untuk melakukan dekarbonisasi terus meningkat. Melalui advokasi yang berkelanjutan, IAA telah memperoleh persetujuan dari Ditjen Perhubungan Udara Indonesia untuk mulai menerapkan *surcharge* yang transparan sejak tahun 2026, dengan tetap tunduk pada pengawasan regulator. Perkembangan penting ini membuka jalur yang berkelanjutan bagi industri untuk memulihkan biaya dekarbonisasi dan mendanai transisinya di kawasan.

AirAsia is instrumental in developing a carbon pricing mechanism for airlines to introduce carbon surcharges to airfares. Prior to this, ASEAN airlines were not permitted to introduce environmental fees despite global pressures to decarbonize. Through sustained advocacy, IAA has secured approvals from DGCA Indonesia to introduce transparent surcharges starting in 2026, subject to regulatory oversight. This landmark development establishes a sustainable pathway for the industry to recover decarbonization costs and finance its transition in the region.

Pemodelan Net Zero

Sebagai respons atas konfirmasi pertama *sectoral growth factor* CORSIA yang bernilai positif, Grup AirAsia memperbarui pemodelan net zero dengan memasukkan statistik terbaru serta dua penyempurnaan penting.

Pertama, Grup AirAsia memetakan secara rinci jadwal pengiriman armada baru A321neo hingga tahun 2035. Jadwal ini mencakup baik ekspansi armada maupun penggantian bertahap pesawat yang lebih tua, yang diharapkan dapat memoderasi laju pertumbuhan emisi. Kedua, model tersebut kini juga memasukkan proyeksi dampak dari investasi pada teknologi darat baru yang direncanakan pada tahun 2026, yang diperkirakan dapat menurunkan konsumsi bahan bakar avtur secara keseluruhan sebesar 1% apabila diimplementasikan secara optimal.

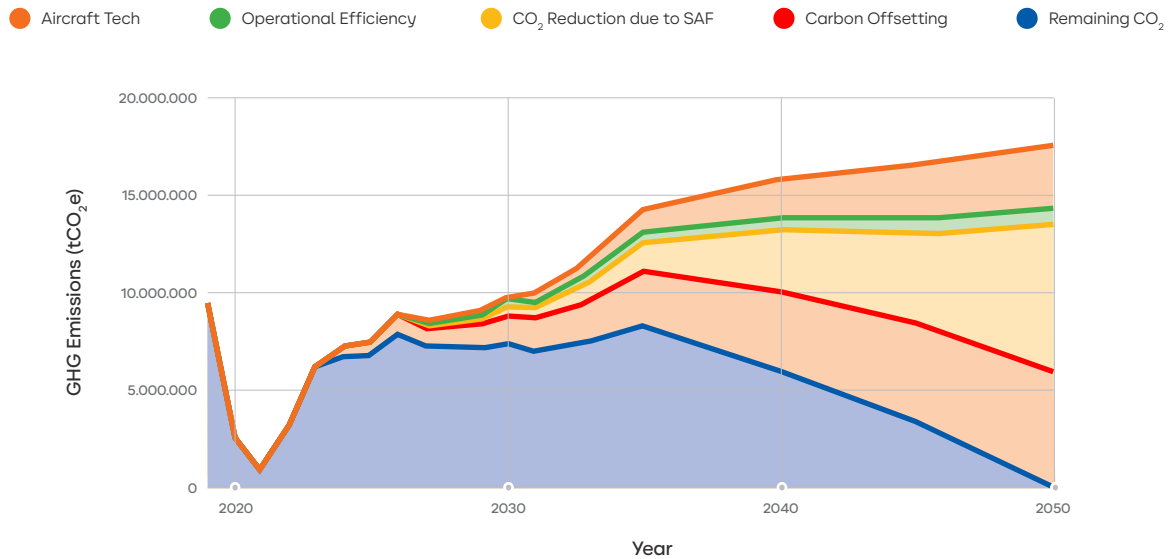
Net Zero Modelling

In response to the first confirmed positive CORSIA *sectoral growth factor*, AirAsia Group updated its net zero modelling to incorporate the latest statistics and two critical refinements.

First, AirAsia Group mapped the detailed delivery schedule of its new A321neo fleet through 2035. This schedule accounts for both expansion and the phased replacement of older aircraft, which is expected to moderate its emissions growth trajectory. Second, the model now includes the projected impact of its investment in new ground technologies planned in 2026, which are anticipated to reduce overall jet fuel consumption by 1% upon optimal implementation.

Sebagai konsekuensinya, grafik net zero yang telah diperbarui menunjukkan profil pertumbuhan emisi yang lebih landai pada periode 2027 hingga 2035. Perubahan ini menegaskan kontribusi yang secara proporsional lebih besar dari modernisasi armada dan efisiensi operasional terhadap pengurangan emisi selama periode transisi yang krusial ini.

Consequently, the updated net zero chart reflects a flatter emissions growth profile between 2027 and 2035. This shift underscores the proportionately greater contribution to emissions reduction from fleet modernization and operation efficiencies during this key transitional period.



Dengan *sectoral growth factor* CORSIA yang lebih tinggi dari perkiraan sebelumnya, Grup AirAsia juga menyesuaikan target pengurangan emisi untuk periode 2025–2035. Sebagai contoh, untuk tahun 2025, target pengurangan emisi Grup AirAsia telah dinaikkan dari 5% menjadi 7%, dan untuk tahun 2030 menjadi 20%-23%.

With higher than earlier expected CORSIA sectoral growth factors, AirAsia Group also adjusted its emissions reduction targets for the period between 2025-2035. For the year 2025, for example, AirAsia Group's emissions reduction target has been raised from 5% to 7% for 2025 and 20%-23% for 2030.

| Tahun Year | Total Pengurangan Emisi/Target Offsetting (Tahun Baseline: 2019) Total Emissions Reduction/Offsetting Target (Baseline Year: 2019) |
|---------------|---|
| 2025 | 7% |
| 2030 | 23% |
| 2035 | 35% |
| 2040 | 55% |
| 2045 | 75% |
| 2050 | 100% |

Hingga tahun 2035, target pengurangan emisi Grup AirAsia akan mengikuti proyeksi offsetting CORSIA. Setelah itu, target tersebut akan melampaui persyaratan CORSIA, karena Grup AirAsia memperkirakan bahwa pada tahun 2035 skema pengurangan emisi domestik juga akan mencakup sektor penerbangan domestik.

Up until 2035, AirAsia Group's emissions reduction targets will track CORSIA offsetting forecasts. Thereafter, it will exceed CORSIA requirements as AirAsia Group expects that by 2035, domestic emissions reduction schemes will also cover the domestic aviation sector.

Progres tahun ini dalam mendorong empat jalur net zero IAA dijabarkan lebih lanjut di bawah ini.

This year's progress in advancing IAA's four net zero pathways is detailed below.

Pathway 1: Efisiensi Operasional [F.7] [F.26]

Sepanjang tahun 2025, IAA terus memperkuat program efisiensi penerbangan yang telah lama dijalankannya untuk mengurangi emisi langsung dari sumbernya. Secara total, IAA menerapkan 15 prosedur operasi ramah lingkungan yang semakin meningkatkan efisiensi penerbangan.

Tabel di bawah ini menyajikan gambaran umum mengenai kontributor utama terhadap penurunan emisi CO2 pada tahun 2025. Penjelasan mengenai seluruh langkah efisiensi bahan bakar yang tercantum tersedia di dalam *AirAsia's Guide to Aviation Sustainability* atau dalam laporan keberlanjutan Perseroan sebelumnya.



Pathway 1: Operational Efficiency [F.7] [F.26]

Throughout 2025, IAA continued strengthening its long-standing flight efficiency program to reduce emissions at source. In total, IAA operated 15 green operating procedures which further enhanced flight efficiency.

The table below provides an overview of the top contributors to 2025 CO2 reductions. Descriptions of all listed fuel efficiency measures are available in *AirAsia's Guide to Aviation Sustainability* or from the Company's previous sustainability report.

Kinerja Tahun 2025 (IAA)

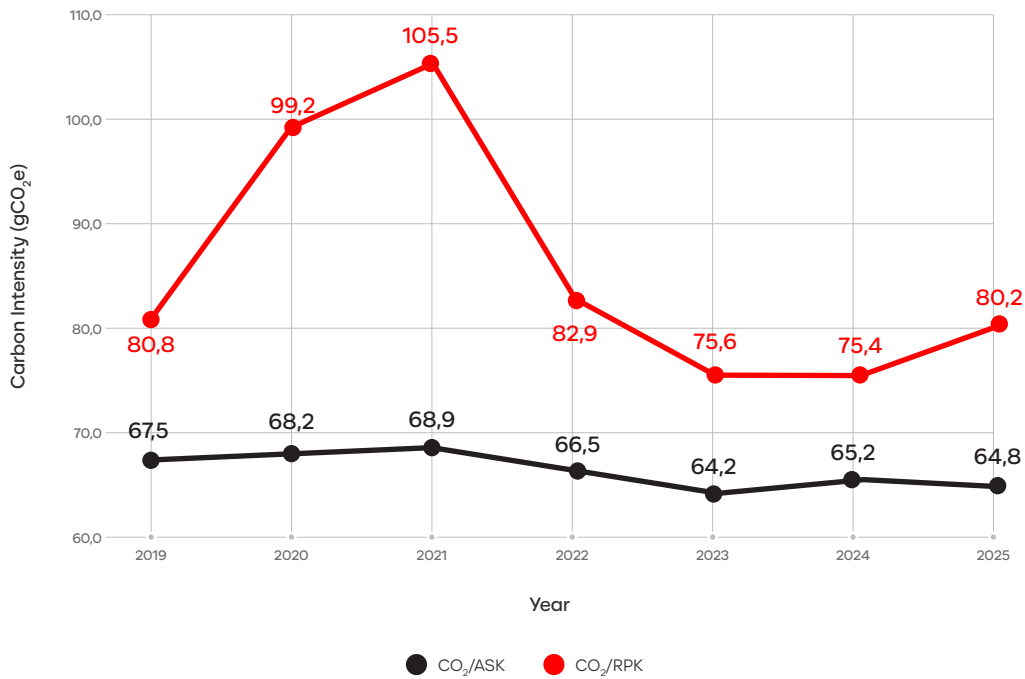
Performance Highlights 2025 (IAA)

| No. | Langkah Utama Efisiensi Operasional Key Operational Efficiency Measure | Tingkat Penerapan di IAA IAA Implementation Rate | | | Penghematan Bahan Bakar IAA Tahun 2025 (ton) 2025 IAA Fuel Savings (t) | Emisi yang Dihindari IAA Tahun 2025 (tCO ₂ e) 2025 IAA Emissions Avoided (tCO ₂ e) |
|-----|---|---|------|------|---|---|
| | | 2023 | 2024 | 2025 | | |
| 1 | OptiClimb | 67% | 68% | 77% | 2.519 | 7.960 |
| 2 | Single Engine Taxi - Arrival | 96% | 81% | 91% | 308 | 973 |
| 3 | Single Engine Taxi - Departure | 45% | 45% | 69% | 487 | 1.539 |
| 4 | Reduced Flaps Landing | 73% | 81% | 98% | 265 | 837 |
| 5 | Idle Reverse Landing | 79% | 100% | 97% | 195 | 616 |
| 6 | CONF1+F Take-Off | 98% | 94% | 98% | 397 | 1.255 |

Langkah-langkah tersebut menghasilkan penurunan intensitas karbon secara keseluruhan sebesar 1,3% per kursi, dari 65,2 g/ASK menjadi 64,8 g/ASK. Namun demikian, intensitas karbon per penumpang meningkat, terutama disebabkan oleh *load factor* yang lebih rendah di empat AOC yang lebih besar, termasuk IAA, sebagai dampak dari melemahnya permintaan perjalanan akibat ketidakpastian geopolitik dan ekonomi global yang masih berlangsung.

These measures led to an overall 1.3% reduction in carbon intensity on a per-seat basis from 65.2 g/ASK to 64.8 g/ASK. However, carbon intensity on a per-passenger basis rose largely due to lower load factors across the four larger AOCs, including IAA, a consequence of dampened travel demand from ongoing global geopolitical and economic uncertainties.

IAA Carbon Intensity



Menyadari bahwa inisiatif internal telah mendekati utilisasi penuh, IAA juga berfokus pada upaya mengatasi *bottleneck* sistemik dalam manajemen lalu lintas udara (*air traffic management/ATM*). Pada bulan Juni 2025, personel Flight Operations IAA, termasuk pilot, menghadiri ASEAN Workshop of Operational Efficiencies yang diselenggarakan oleh European Aviation Safety Agency (EASA) di Malaysia, yang mempertemukan otoritas pengatur lalu lintas udara dan operator di kawasan untuk membahas progres dalam manajemen ruang udara, berbagi praktik terbaik, serta meningkatkan pemantauan emisi. Para ahli dari proyek Single European Sky ATM Research (SESAR) di Eropa juga membagikan hasil riset yang relevan untuk meningkatkan efisiensi ruang udara di kawasan.

Recognizing that internal initiatives are approaching full utilisation, IAA also focused on tackling systemic bottlenecks in air traffic management (ATM). In June 2025, IAA Flight Operations personnels, including pilot, attended the ASEAN Workshop of Operational Efficiencies organized by the European Aviation Safety Agency (EASA) in Malaysia, bringing together regional air traffic control authorities and operators to discuss advancements in airspace management, share best practices and improve emissions monitoring. Experts from Europe's Single European Sky ATM Research (SESAR) project also shared applicable research to enhance regional airspace efficiency.

Tabel di bawah ini menunjukkan hasil keseluruhan dari investasi berkelanjutan IAA pada berbagai inisiatif efisiensi bahan bakar:

The table below shows the overall returns of IAA's consistent investment in fuel efficiency initiatives:

| | |
|--|------------------|
| Bahan Bakar yang Dihemat (ton) Fuel Saved (tonnes) | 4.344 |
| CO ₂ yang Dihindari (ton CO ₂ e) CO ₂ Avoided (tonnes CO ₂ e) | 13.727 |
| Setara dengan Jumlah Pohon yang Ditanam Equivalent Trees Planted | ~229.000 |
| Biaya Bahan Bakar yang Dihemat (USD) Fuel Cost Saved (USD) | 4.196.304 |

Pathway 2: Manajemen Armada Pesawat [F.7] [F.26]

Pada tahun 2025, dua pesawat IAA dikembalikan kepada lessor sehubungan dengan berakhirnya masa sewa. Setelah memperhitungkan pergerakan tersebut, rata-rata usia armada IAA sedikit meningkat menjadi 14,8 tahun dari 13,9 tahun pada tahun sebelumnya.

Grup AirAsia menerapkan pendekatan dua jalur dalam mengelola kebutuhan penggantian dan ekspansi armada untuk dekade mendatang. Untuk memenuhi kebutuhan ekspansi armada guna mendukung strategi jaringan global berbiaya rendah, Grup AirAsia mengonversi sebagian dari *outstanding order book* sebanyak 354 unit A321neo menjadi model A321LR (*long range*) dengan estimasi jangkauan maksimum 6,5 jam.

Untuk penggantian armada A320ceo, Grup AirAsia saat ini sedang mengevaluasi dua model *regional jet* dengan jangkauan terbang lima jam dan kapasitas 160 kursi. *Regional jet* ini akan memungkinkan operasi penerbangan yang lebih efisien sekaligus membantu Grup AirAsia menyesuaikan kapasitas secara lebih tepat untuk mengurangi kapasitas berlebih pada beberapa rute regional. Rencana penggantian armada ini juga akan memungkinkan penurunan usia armada secara bertahap seiring dengan proyeksi induksi pesawat baru mulai tahun 2028 dan seterusnya.

Untuk meningkatkan efisiensi bahan bakar, seluruh pesawat baru akan dilengkapi dengan konfigurasi penuh kelas ekonomi (*all-economy class*) dan kursi ringan (*lightweight seats*). Pesawat baru juga akan dipasang dengan perangkat lunak yang memungkinkan penerapan program efisiensi bahan bakar lanjutan sebagaimana dijelaskan pada bagian sebelumnya.

Tabel di bawah ini menyajikan informasi lebih lanjut mengenai armada IAA:

Distribusi Armada IAA per Tanggal 31 Desember 2025

IAA's Fleet Distribution as of 31 December 2025

| Model Model | Jumlah Unit Units | Umur Rata-rata (tahun) Average Age (years) | Kapasitas (kursi) Capacity (Seats) | Jumlah Unit yang Berakhir Masa Sewa Number of Units Retired |
|-------------|-------------------|--|------------------------------------|---|
| A320 | 28 | 14,8 | 180 | 2 |

Umur Armada

Fleet Age

| Umur Armada Fleet Age | % dari Total Armada % of Total Fleet |
|-------------------------|--------------------------------------|
| < 7 tahun < 7 years | - |
| 7-13 tahun 7-13 years | 25% |
| > 13 tahun > 13 years | 75% |

Pathway 2: Fleet Management [F.7] [F.26]

In 2025, two aircrafts were returned to lessors due to lease expiries from IAA. After accounting for these movements, IAA's average fleet age rose slightly to 14.8 years from 13.9 years the previous year.

AirAsia Group is taking a two-pronged approach to managing its fleet replacement and expansion needs for the next decade. To meet the fleet expansion needs to power its global low-cost network strategy, AirAsia Group converted a portion of its outstanding 354 A321neo order book to A321LR (*long range*) models with an estimated 6.5-hour maximum range.

For replacement of its A320ceo fleet, AirAsia Group is currently assessing two regional jet models with a five-hour flight range and 160 seat capacity. These regional jets will enable both more efficient flying and allow AirAsia Group to rightsize to reduce excess capacity on some regional routes. The fleet replacement plan will also enable gradual lowering of fleet age upon its expected induction from 2028 onwards.

To enhance fuel efficiency, all new aircraft will be equipped with all-economy class and lightweight seats. New aircraft will also be pre-installed with software that allows implementation of the advanced fuel efficiency program as detailed in the section above.

The tables below provide more information on IAA's fleet:

Kekuatan Armada per tanggal 31 Desember di Setiap Tahun Kalender

Fleet Strength as of 31 December of Each Calendar Year

| Tahun Year | Jumlah Armada Fleet Size | Jumlah yang Beroperasi Units in Service | % Operasional % Operational |
|---------------|-----------------------------|--|--------------------------------|
| 2023 | 32 | 24 | 75% |
| 2024 | 30 | 24 | 80% |
| 2025 | 28 | 22 | 79% |

Pathway 3: Bahan Bakar Penerbangan Berkelanjutan (Sustainable Aviation Fuel/SAF)

[F.5] [F.7] [F.26]

Grup AirAsia terlibat aktif dalam perkembangan SAF di tingkat regional, dengan fokus pada kerangka kebijakan dan rantai pasok bahan baku. Pada Januari 2025, sebagai tindak lanjut atas kemitraan tahun 2024 untuk mengeksplorasi produksi SAF yang terdesentralisasi di Asia Tenggara, Grup AirAsia dan Airbus mengadakan diskusi awal dengan para peneliti dari IPB University di Indonesia untuk menjajaki studi pemetaan aksesibilitas bahan baku biomassa terhadap pasokan yang tersedia di Indonesia. Secara paralel, Grup AirAsia juga melakukan advokasi untuk penyesuaian kebijakan di tingkat regional, termasuk merekomendasikan dukungan Malaysia atas *working paper* yang dipimpin Indonesia di ICAO untuk menilai emisi siklus hidup (*life cycle emissions*) SAF yang berasal dari *palm oil mill effluents* (POME) serta menetapkan kelayakannya dalam kerangka CORSIA Eligible Fuels.

Dari sisi kebijakan, IAA melakukan dialog dengan Kementerian Perhubungan, Kementerian Energi dan Sumber Daya Mineral, serta Kementerian Koordinator Bidang Infrastruktur dan Pembangunan Kewilayahan untuk membahas peta jalan SAF nasional Indonesia.

Pathway 4: Carbon Offsetting

[F.7] [F.26]

Untuk memenuhi kepatuhan terhadap CORSIA, IAA secara strategis memfokuskan perhatian pada Indonesia sebagai sumber jangka panjang kredit karbon yang memenuhi syarat. Hal ini didorong oleh arah kebijakan pemerintah yang tegas, khususnya melalui Peraturan Presiden Nomor 110 Tahun 2025 yang menempatkan Indonesia sebagai calon pemimpin masa depan di pasar karbon global. Regulasi tersebut bertujuan untuk menarik pendanaan iklim dengan menyederhanakan pengembangan proyek karbon serta menciptakan lingkungan regulasi yang kuat untuk mendukungnya.

Meskipun saat ini belum tersedia kredit karbon berlabel CORSIA yang berasal dari Indonesia, IAA secara proaktif menjalin keterlibatan dengan para pengembang proyek lokal, menyampaikan

Pathway 3: Sustainable Aviation Fuel (SAF)

[F.5] [F.7] [F.26]

AirAsia Group is actively engaged in regional SAF developments, focusing on policy frameworks and feedstock supply chain. In January 2025, building on a 2024 partnership to explore decentralized SAF production in Southeast Asia, AirAsia Group and Airbus held preliminary discussions with researchers from Indonesia's IPB University to scope a study mapping biomass feedstock accessibility against Indonesia's supply. Concurrently, AirAsia Group advocated for regional policy alignment, recommending Malaysia's endorsement of an Indonesia-led ICAO working paper to assess the life cycle emissions of SAF derived from palm oil mill effluents (POME) and to establish its eligibility under the CORSIA Eligible Fuels framework.

On the policy front, IAA engaged in dialogues with the Indonesia Ministry of Transportation, Ministry of Energy and Mineral Resources, and Coordinating Ministry of Infrastructure and Regional Development, to deliberate the country's national SAF roadmap.

Pathway 4: Carbon Offsetting

[F.7] [F.26]

To meet CORSIA compliance, IAA is strategically focusing on Indonesia as a long-term source of eligible carbon credits. This is driven by the government's decisive policy direction, notably through Presidential Regulation No. 110 of 2025 which positions Indonesia as a future leader in the global carbon market. The regulation aims to attract climate finance by streamlining carbon project development and creating a robust regulatory environment to facilitate it.

While there are no CORSIA-labelled credits currently available from Indonesia, IAA is proactively engaging with local project developers, communicating the growing demand from the aviation sector and

peningkatan permintaan dari sektor penerbangan, serta mendorong para pengembang proyek karbon untuk meningkatkan sertifikasi proyek sesuai dengan metodologi yang memenuhi syarat CORSIA. Sebagai contoh, IAA mempresentasikan proyeksi kebutuhan CORSIA Tahap 1 sektor penerbangan Indonesia dalam sebuah panel tingkat tinggi pada Indonesia Carbon Digital Conference. Platform yang berpengaruh ini memberikan saluran langsung untuk mengomunikasikan persyaratan CORSIA kepada para perwakilan senior, khususnya pengembang proyek karbon terkemuka, pejabat registri karbon, serta kementerian-kementerian utama, termasuk Kementerian Lingkungan Hidup, Kementerian Kehutanan, serta Kementerian Energi dan Sumber Daya Mineral. Keterlibatan ini membantu mendorong penyelarasan strategis antara *pipeline* pasokan kredit karbon Indonesia dan kebutuhan kepatuhan sektor penerbangan yang terus meningkat.

IAA juga menangani tantangan krusial terkait pemulihan biaya bagi maskapai melalui advokasi atas mekanisme penetapan harga karbon yang memungkinkan maskapai mengintegrasikan biaya CORSIA ke dalam tarif penerbangan. Sebelumnya, maskapai di Indonesia tidak diperkenankan mengenakan biaya lingkungan. Melalui advokasi yang berkelanjutan, IAA memperoleh persetujuan dari Direktorat Jenderal Perhubungan Udara Indonesia untuk mulai menerapkan *surcharge* yang transparan sejak tahun 2026. Di luar keterlibatan dengan otoritas, IAA juga menyelenggarakan *briefing* khusus terkait keberlanjutan bagi anggota Indonesia National Air Carriers Association (INACA) untuk membangun posisi industri yang selaras serta merekomendasikan kebijakan pendukung guna mengatasi kekurangan pasokan kredit CORSIA. Langkah ini membentuk jalur yang berkelanjutan bagi industri untuk memulihkan biaya dekarbonisasi dan mendanai transisi iklimnya.

Pelibatan Pemangku Kepentingan

Salah satu fondasi utama dari strategi iklim IAA adalah memperluas pelibatan pemangku kepentingan tidak hanya kepada pembuat kebijakan dan spesialis industri, tetapi juga untuk mendorong kesadaran publik yang lebih luas dan pengambilan keputusan yang lebih terinformasi di seluruh tingkat organisasi perusahaan.

Untuk memastikan keselarasan di tingkat kepemimpinan, Grup AirAsia menyelenggarakan *sustainability briefing* komprehensif yang kedua pada tahun 2025 bagi seluruh direktur dan eksekutif C-level di seluruh Grup Capital A. Hal ini juga didukung oleh pertemuan *Sustainability Working Group* setiap triwulan dan sesi khusus *Sustainability Board Committee*, sehingga pengawasan strategis tetap sepenuhnya selaras dengan perkembangan lanskap regulasi dan industri.

encouraging carbon project developers to upgrade their certification in accordance with CORSIA-eligible methodologies. As an example, IAA presented the Indonesian aviation sector's forecasted CORSIA Phase 1 requirements on a high-level panel at the Indonesia Carbon Digital Conference. This influential platform provided a direct channel to communicate CORSIA requirements to senior representatives especially top carbon project developers, carbon registry officials, and key ministries, including the Ministry of Environment, Ministry of Forestry, and Ministry of Energy and Mineral Resources. This engagement helps foster strategic alignment between Indonesia's carbon credit supply pipeline and the aviation sector's escalating compliance needs.

IAA is also addressing the critical challenge of cost recovery for airlines by advocating for a carbon pricing mechanism that allows airlines to integrate CORSIA costs into airfares. Prior to this, Indonesian carriers were not permitted to introduce environmental fees. Through sustained advocacy, IAA secured approval from the Directorate General of Civil Aviation Indonesia to introduce transparent surcharges starting in 2026. Beyond engagements with the authorities, IAA also organized a special sustainability briefing for members of the Indonesia Air Carriers Association (INACA) to develop a unified industry position and recommend supportive policies to address CORSIA credit supply shortages. This establishes a sustainable pathway for the industry to recover decarbonization costs and finance its climate transition.

Stakeholder Engagement

A cornerstone of IAA climate strategy is extending stakeholder engagement beyond policy-makers and industry specialists to foster broader public awareness and informed decision-making at all levels of the company's organization.

To ensure leadership alignment, AirAsia Group conducted its second comprehensive sustainability briefing in 2025 for all directors and C-level executives across the Capital A Group. This is also supported by quarterly Sustainability Working Group meetings and dedicated Sustainability Board Committee sessions, ensuring that strategic oversight remains fully attuned to the evolving regulatory and industry landscape.



Menanamkan keberlanjutan di seluruh organisasi juga sama pentingnya. Pada tahun 2025, IAA meluncurkan *workshop* "Sustainability 101" bagi para karyawan (Allstars). Sesi tatap muka yang seluruh kuotanya terisi penuh ini, yang diselenggarakan di Jakarta dan Bali, meningkatkan pemahaman mengenai prioritas ESG perusahaan bagi 55 anggota staf serta menegaskan peran setiap Allstar dalam mencapai tujuan bersama IAA.

Embedding sustainability across the organization is equally critical. In 2025, IAA launched the "Sustainability 101" workshop for our employees (Allstars). These fully-subscribed, in-person sessions, held in Jakarta and Bali, deepened the understanding of the Company's ESG priorities among 55 staff members and highlighted every Allstar's role in achieving IAA collective goals.



IAA juga terus berbagi wawasan melalui konferensi internasional. Pada bulan Desember 2025, perwakilan IAA diundang untuk berbicara sebagai panelis dalam Carbon Digital Conference (CDC) 2025 yang diselenggarakan di Institut Teknologi Bandung (ITB), Bandung, sebagai bagian dari sesi panel yang membahas kepatuhan CORSIA dan kesiapan pasar. Keterlibatan ini mencerminkan komitmen IAA untuk mendorong dialog yang konstruktif dengan berbagai pemangku kepentingan, sekaligus mendukung pemahaman yang lebih luas mengenai peluang dan tantangan yang terkait dengan dekarbonisasi sektor penerbangan dan pengembangan pasar karbon di Indonesia.

IAA also continues to share insights through international conferences. In December 2025, IAA representative was invited to speak as a panelist at the Carbon Digital Conference (CDC) 2025 held at the Bandung Institute of Technology (ITB), Bandung, as part of a panel session discussing CORSIA compliance and market readiness. This engagement reflects IAA's commitment to fostering constructive dialogue with various stakeholders, while also supporting broader understanding of the opportunities and challenges associated with aviation decarbonization and carbon market development in Indonesia.

Melalui pendekatan berlapis ini, mulai dari briefing di tingkat dewan, pelatihan karyawan, hingga forum publik, IAA memperkuat perannya bukan sekadar sebagai peserta kebijakan, melainkan sebagai pemimpin industri yang proaktif dalam mendorong transisi yang kredibel dan kolaboratif menuju target iklim global.

Through this multi-layered approach, from boardroom briefings and employee training to public forums, IAA solidifies its role not merely as a policy participant but as a proactive industry leader championing a credible and collaborative transition toward global climate targets.

Pengelolaan Limbah

[F.13] [F.14] [306-1] [306-2] [306-3] [306-4] [306-5]

Pendekatan dan Komitmen

Sebagai bagian dari komitmen terhadap operasional yang berkelanjutan, Perseroan menerapkan sistem pengelolaan limbah yang terintegrasi untuk memastikan seluruh kegiatan operasional berjalan dengan prinsip tanggung jawab lingkungan. Sistem ini mencakup pengelolaan limbah Bahan Berbahaya dan Beracun (B3) maupun non-B3, baik dalam bentuk padat maupun cair. Seluruh kegiatan pengelolaan dilakukan berdasarkan prinsip kehati-hatian, kepatuhan terhadap peraturan lingkungan hidup, dan penerapan standar operasional terbaik yang sejalan dengan kebijakan keberlanjutan Perseroan.

Melalui pendekatan ini, Perseroan tidak hanya berfokus pada kepatuhan terhadap regulasi, tetapi juga berupaya meminimalkan dampak ekologis dan memperkuat kontribusinya terhadap mitigasi perubahan iklim. Upaya ini mencerminkan nilai inti perusahaan dalam menciptakan keseimbangan antara pertumbuhan bisnis dan perlindungan lingkungan.

Mekanisme Pengelolaan Limbah di Perseroan

Untuk menjamin efektivitas pelaksanaan pengelolaan limbah, Departemen Facility Management bertugas melakukan pemantauan, pengawasan, dan evaluasi secara berkala terhadap seluruh proses pengelolaan limbah di Gedung RedHouse. Pemantauan dilakukan mulai dari tahapan pemilahan, pengumpulan, penyimpanan, hingga pengangkutan dan pemrosesan akhir.

Limbah padat non-B3 seperti kertas, plastik, dan sisa makanan, dipisahkan sejak dari sumbernya dan dikelola melalui kerja sama dengan mitra pengelola lingkungan berizin. Kertas bekas digunakan kembali untuk kebutuhan internal, sementara limbah organik dan anorganik dikirim ke Tempat Pengolahan Sampah Terpadu (TPST).

Limbah yang dihasilkan dari operasional penerbangan serta aktivitas operasional di area bandara pada prinsipnya dikelola dan ditangani oleh otoritas bandara sesuai ketentuan dan prosedur pengelolaan limbah yang berlaku di masing-masing bandara. Perseroan mendukung penerapan pengelolaan tersebut melalui kepatuhan terhadap ketentuan operasional serta koordinasi yang diperlukan guna memastikan penanganan limbah berjalan tertib, aman, dan sesuai regulasi. Adapun limbah B3 yang dihasilkan dari kegiatan perawatan pesawat (seperti: oli bekas, baterai, dan ban) disimpan dalam fasilitas khusus yang memenuhi ketentuan keselamatan dan diserahkan kepada pihak ketiga berizin untuk dilakukan pengolahan atau pembuangan akhir.

Waste Management

[F.13] [F.14] [306-1] [306-2] [306-3] [306-4] [306-5]

Approach and Commitment

As part of its commitment to sustainable operations, the Company implements an integrated waste management system to ensure that all operational activities are carried out in accordance with the principle of environmental responsibility. This system covers the management of hazardous and toxic (B3) and non-hazardous waste, both in solid and liquid form. All waste management activities are carried out based on the principles of prudence, compliance with environmental regulations, and the application of best operational standards in line with the Company's sustainability policies.

Through this approach, the Company not only focuses on regulatory compliance, but also strives to minimize its ecological impact and strengthen its contribution to climate change mitigation. These efforts reflect the Company's core values of creating a balance between business growth and environmental protection.

Waste Management Mechanisms at the Company

To ensure effective waste management, the Facility Management Department is responsible for monitoring, supervising, and periodically evaluating all waste management processes at the RedHouse Building. Monitoring is carried out from the sorting, collection, and storage stages to transportation and final processing.

Non-hazardous solid waste such as paper, plastic, and food waste is separated at its source and managed in collaboration with licensed environmental management partners. Used paper is recycled for internal needs, while organic and inorganic waste is sent to an Integrated Waste Management Facility (TPST).

In principle, waste generated from flight operations and operational activities in the airport area is managed and handled by the airport authorities in accordance with the waste management regulations and procedures applicable at each airport. The Company supports this management by complying with operational regulations and the necessary coordination to ensure that waste handling is orderly, safe, and in accordance with regulations. Hazardous waste generated from aircraft maintenance activities (such as used oil, batteries, and tires) is stored in special facilities that meet safety requirements and handed over to licensed third parties for processing or final disposal.

Untuk limbah cair domestik, termasuk air limbah dari fasilitas kantor, Perseroan mengoperasikan *Sewage Treatment Plant* (STP) yang memproses efluen hingga memenuhi baku mutu lingkungan sebelum dialirkan ke saluran umum.

Kinerja Pengelolaan Limbah [F.15]

Sepanjang tahun 2025, Perseroan mencatat peningkatan efektivitas pengelolaan limbah di seluruh area operasional. Tidak ditemukan insiden tumpahan, kebocoran, atau pelanggaran pengelolaan limbah baik untuk kategori B3 maupun non-B3. Capaian ini menunjukkan konsistensi Perseroan dalam menerapkan sistem pengawasan internal yang kuat serta kepatuhan terhadap seluruh prosedur lingkungan.

Sebagian besar limbah domestik yang dihasilkan berasal dari aktivitas di kantor pusat, termasuk sisa makanan dan plastik kemasan. Seluruh limbah tersebut dikelola dengan memperhatikan standar kebersihan dan keamanan lingkungan.

Limbah residu yang tidak dapat diolah kembali diangkut ke Tempat Pemrosesan Akhir (TPA) sesuai ketentuan dan izin dari pemerintah daerah. Volume dan proporsi limbah yang didaur ulang maupun dikirim ke TPA dicatat secara agregat dalam laporan kinerja lingkungan sebagai bentuk transparansi dan akuntabilitas kepada pemangku kepentingan.

For domestic liquid waste, including wastewater from office facilities, the Company operates a *Sewage Treatment Plant* (STP) that processes effluent to meet environmental quality standards before it is discharged into public sewers.

Waste Management Performance [F.15]

Throughout 2025, the Company recorded an increase in the effectiveness of waste management in all operational areas. There were no incidents of spills, leaks, or waste management violations for either hazardous or non-hazardous waste. This achievement demonstrates the Company's consistency in implementing a robust internal monitoring system and compliance with all environmental procedures.

Most of the domestic waste is generated from activities at the head office, including food scraps and plastic packaging. All waste is managed in accordance with environmental hygiene and safety standards.

Residual waste that cannot be recycled is transported to a final processing site (TPA) in accordance with local government regulations and permits. The volume and proportion of waste that is recycled or sent to the landfill is recorded in aggregate within the environmental performance report as a form of transparency and accountability to stakeholders.

Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis

Total Waste and Effluents Generated by Types

| Jenis Limbah Type of Waste | Satuan Unit | 2025 | 2024 | 2023 |
|---|----------------|--------|-------|-----------|
| Volume Limbah Non-B3 RedHouse Non-hazardous Waste Volume at RedHouse | Ton | 31,93 | 35,20 | 26,70 |
| Volume Limbah B3 RedHouse Hazardous Waste Volume at RedHouse | Kg | 220,00 | 60,50 | 1.085,80* |

* Terdapat lonjakan signifikan pada tahun 2023 yang terjadi karena adanya kegiatan pembersihan dan pengosongan gudang pasca COVID-19, dimana dilakukan pembuangan barang-barang dan peralatan lama yang menumpuk, seperti komponen metal, kompresor dan komponen AC, kursi roda bekas, serta limbah elektronik lainnya yang termasuk kategori limbah B3. Setelah kegiatan tersebut selesai, volume limbah pada 2024 kembali mencerminkan kondisi operasional normal. Adapun peningkatan pada 2025 bersifat wajar dan terkait dengan penggantian peralatan serta pemeliharaan rutin.
 There was a significant spike in 2023 due to post-COVID-19 warehouse cleaning and clearing activities, which involved the disposal of accumulated old goods and equipment, such as metal components, compressors and air conditioning components, used wheelchairs, and other electronic waste classified as hazardous waste. After these clearance, the volume of waste in 2024 returned to normal operational conditions. The increase in 2025 is reasonable and related to equipment replacement and routine maintenance.

Pada tahun 2025, jumlah limbah non-B3 yang dihasilkan di RedHouse tercatat sebesar 31,93 ton, mengalami penurunan dibandingkan tahun 2024 yang mencapai 35,20 ton. Penurunan ini terutama disebabkan oleh berkurangnya frekuensi pemangkasan pohon, sehingga volume limbah organik yang berasal dari aktivitas pemeliharaan area hijau turut menurun.

In 2025, the amount of non-hazardous waste generated at RedHouse was 31.93 tons, a decrease compared to 2024, which reached 35.20 tons. This decrease was mainly due to the reduced frequency of tree pruning, which resulted in a decrease in the volume of organic waste from green area maintenance activities.

Sementara itu, Perseroan saat ini tengah melakukan penyesuaian metodologi pencatatan volume limbah cair RedHouse untuk memastikan konsistensi dan keterbandingan data ke depan. Penyempurnaan ini ditargetkan mulai diterapkan pada periode pelaporan berikutnya, sebagai bagian dari komitmen terhadap peningkatan kualitas pengungkapan dan akurasi data keberlanjutan.

Meanwhile, the Company is currently adjusting its methodology for recording RedHouse liquid waste or effluent volumes to ensure data consistency and comparability going forward. These improvements are scheduled to be implemented starting with the next reporting period, as part of the Company's commitment to enhancing the quality of its disclosures and the accuracy of its sustainability data.

Tabel Jenis dan Volume Limbah Non-B3 di RedHouse
Table of Non-hazardous Waste Type and Volume at RedHouse

| Jenis Limbah Type of Waste | Satuan Unit | 2025 |
|-------------------------------|----------------|------------------|
| Organik Organic | Kg | 12.483,70 |
| Non-Organik Non-Organic | Kg | 15.350,40 |
| Residu Residue | Kg | 3.933,70 |
| E-Waste | Kg | 163 |
| Total | Kg | 31.930,80 |

Keterangan:

- Organik: sayur, buah, daun, sisa makanan, dan sejenisnya.
- Non-organik: plastik, botol, kaleng, kaca, kardus, kertas, dan sejenisnya.
- Residu: bungkus makanan, *snack wrapper*, tisu, *styrofoam*, dan sejenisnya.

Description:

- Organic: vegetables, fruits, leaves, food scraps, and similar items.
- Non-organic: plastic, bottles, cans, glass, cardboard, paper, and similar items.
- Residue: food wrappers, snack wrappers, tissues, styrofoam, and similar items.

Inisiatif Pengurangan Sampah

Sepanjang tahun 2025, RedHouse menjalankan sejumlah inisiatif untuk memperkuat praktik pengelolaan sampah yang lebih bertanggung jawab, khususnya pada tahap pemilahan limbah di sumbernya. Inisiatif utama yang telah diterapkan meliputi:

1. Pembangunan TPS sesuai regulasi pemerintah dengan pemisahan penyimpanan menjadi tiga kategori limbah;
2. Penerapan kode warna pada plastik dan tempat sampah (hijau, kuning, hitam/abu-abu) sesuai jenis limbah;
3. Kampanye dan sosialisasi pemisahan sampah di area RedHouse untuk meningkatkan kesadaran karyawan.

Terkait sampah makanan, RedHouse telah menyediakan tempat sampah terpisah untuk kategori organik. Namun, implementasinya belum berjalan optimal karena masih ditemukan pencampuran dengan jenis limbah lain. Sebagai tindak lanjut, rencana yang disiapkan untuk tahun 2026 meliputi:

- a. pemisahan sampah organik menggunakan tempat dan plastik sampah berwarna hijau secara konsisten; dan
- b. pengembangan program *composting* atau penyediaan bak organik sebagai upaya pengurangan limbah makanan yang dibuang ke tempat pembuangan akhir.

Waste Reduction Initiatives

Throughout 2025, RedHouse implemented a number of initiatives to improve responsible waste management practices, particularly in terms of sorting waste at its source. The main initiatives that have been implemented include:

1. Construction of waste collection sites in accordance with government regulations, with waste separated into three categories;
2. Implementation of color codes on plastic and trash bins (green, yellow, black/gray) according to waste type;
3. Campaigns and socialization of waste separation in the RedHouse area to increase employee awareness.

Regarding food waste, RedHouse has provided separate bins for organic waste. However, its implementation has not been optimal as it is still mixed with other types of waste. As a follow-up, the following plans were prepared for 2026:

- a. Consistent separation of organic waste using green trash bins and plastic bags; and
- b. Development of a *composting* program or provision of organic bins as an effort to reduce food waste sent to landfills.

Daur Ulang Limbah [306-4]

Pada tahun 2025, RedHouse mulai menerapkan pencatatan dan pengelompokan limbah kantor secara lebih terstruktur, sebagaimana ditunjukkan oleh Tabel Jenis dan Volume Limbah Non-B3 di RedHouse. Langkah ini dilakukan seiring dengan pembangunan Tempat Penampungan Sementara (TPS) serta penggantian warna plastik dan tempat sampah untuk mencegah tercampurnya jenis limbah. Oleh karena itu, data tahun 2025 menjadi *baseline* awal bagi pemantauan daur ulang ke depan, bukan sebagai pembandingan langsung terhadap tahun sebelumnya.

Limbah Non-B3 yang Dibuang ke Tempat Pembuangan

Jumlah limbah non-B3 yang dibuang dari RedHouse pada tahun 2025 tercatat sebesar 31,93 ton, berkurang 9,30% dibandingkan tahun 2024. Selama tahun 2025, tidak terdapat praktik pembakaran (insinerasi) limbah di RedHouse. Selain itu, seluruh limbah non-B3 yang dihasilkan belum dialihkan dari pembuangan karena tidak terdapat limbah yang didaur ulang pada periode pelaporan.

Komposisi limbah non-B3 di RedHouse pada tahun 2025 didominasi oleh limbah non-organik dan organik, yang masing-masing mencerminkan karakteristik aktivitas operasional sehari-hari. Limbah organik memiliki potensi untuk dikelola lebih lanjut melalui pengolahan kompos, sementara limbah non-organik dapat dioptimalkan melalui skema daur ulang. Adapun limbah elektronik (*e-waste*), meskipun jumlahnya relatif kecil, tetap memerlukan penanganan khusus melalui mekanisme pengelolaan dan daur ulang yang sesuai dengan ketentuan yang berlaku.

Perseroan secara berkelanjutan berkomitmen untuk meningkatkan praktik pengelolaan limbah yang lebih berkelanjutan, antara lain melalui pemilahan di sumber limbah, peningkatan kesadaran karyawan, serta eksplorasi peluang kerja sama dengan pihak ketiga untuk mendukung pengolahan dan daur ulang limbah. Pendekatan ini diharapkan dapat mengoptimalkan pemanfaatan kembali sumber daya sekaligus meminimalkan dampak lingkungan dari aktivitas operasional.

Tabel Limbah Non-B3 yang Dibuang ke Tempat Pembuangan

Table of Non-hazardous Waste Disposed to Landfill

| Entitas Entity | Satuan Unit | 2025 | 2024 | 2023 |
|-------------------|----------------|-------|-------|--------|
| IAA (RedHouse) | Ton | 31,93 | 35,20 | 14,45* |

* Jumlah limbah non B3 tahun 2023 yang dibuang ke tempat pembuangan berbeda dengan jumlah limbah yang dihasilkan. Hal ini dikarenakan ada sebagian limbah yang dikelola oleh pihak ketiga.
The amount of non-hazardous waste disposed to landfill in 2023 differs from the amount of waste generated. This is because some of the waste was managed by third parties.

Waste Recycling [306-4]

In 2025, RedHouse started to implement a more structured system for recording and sorting office waste, as indicated in the Table of Non-hazardous Waste Type and Volume at RedHouse. This initiative was carried out in conjunction with the construction of a temporary storage facility (TPS) and the replacement of plastic and trash bins with different colors to prevent the mixing of different types of waste. Therefore, the 2025 data serves as the initial baseline for future recycling monitoring, rather than as a direct comparison to previous years.

Non-Hazardous Waste Disposed to Landfills

The amount of non-hazardous waste disposed from RedHouse in 2025 was recorded at 31.93 tons, a 9.30% decrease compared to 2024. During 2025, there was no waste incineration at RedHouse. In addition, all non-hazardous waste generated has not been diverted from disposal because there was no waste recycled during the reporting period.

The composition of non-hazardous waste at RedHouse in 2025 was dominated by non-organic and organic waste, each reflecting the characteristics of daily operational activities. Organic waste has the potential for further management through composting, while non-organic waste can be optimized through recycling schemes. As for electronic waste (*e-waste*), although the volume is relatively small, it still requires special handling through management and recycling mechanisms in accordance with applicable regulations.

The Company is committed to continuously improving more sustainable waste management practices, including through source separation, raising employee awareness, and exploring opportunities for collaboration with third parties to support waste processing and recycling. This approach is expected to optimize the reuse of resources while minimizing the environmental impact of operational activities.

Pengungkapan Penggunaan Material Ramah Lingkungan dalam Kegiatan Operasional [F.5]

Sepanjang tahun pelaporan 2025, Perseroan belum dapat merealisasikan penggunaan material ramah lingkungan maupun material hasil daur ulang dalam kegiatan operasional. Meskipun demikian, Perseroan terus melakukan pemantauan terhadap perkembangan teknologi dan inovasi material berkelanjutan yang relevan dengan sektor aviasi.

Inovasi Pengembangan Produk dan Digitalisasi untuk Efisiensi Operasional [F.26] [3-3]

Sejalan dengan upaya meningkatkan efisiensi operasional sekaligus mengurangi dampak lingkungan dari proses bisnis, Perseroan mulai melakukan peninjauan berbagai inisiatif transformasi digital dalam kegiatan operasional penerbangan. Inisiatif digitalisasi ini diarahkan untuk secara bertahap mengurangi ketergantungan terhadap dokumen berbasis kertas (*paper-based process*), meningkatkan akurasi data operasional, serta mendukung penyederhanaan alur kerja harian di lingkungan penerbangan.

Salah satu inisiatif yang sedang dalam tahap eksplorasi adalah rencana implementasi Mission+ sebagai *electronic flight plan*. Sistem ini direncanakan untuk menggantikan penggunaan *paper flight plan* yang sebelumnya digunakan dalam operasional harian. Digitalisasi tersebut berpotensi mengurangi penggunaan kertas dan aktivitas pencetakan secara signifikan, dengan estimasi efisiensi biaya hingga sekitar Rp500 juta per tahun. Hingga akhir tahun 2025, inisiatif Mission+ masih berada pada tahap sertifikasi regulator sebelum dapat diimplementasikan secara penuh.

Selain itu, Perseroan juga sedang mengeksplorasi pengembangan *Electronic Voyage Report* (eVR) sebagai bagian dari rencana digitalisasi pelaporan penerbangan. eVR dirancang sebagai alternatif pengganti *paper voyage report* yang digunakan dalam setiap penerbangan. Berdasarkan estimasi awal, apabila sistem ini diterapkan, eVR berpotensi menghemat hingga sekitar 24.000 lembar kertas per tahun, dengan asumsi setiap penerbangan menggunakan satu lembar kertas dan rata-rata terdapat sekitar 2.000 penerbangan per bulan. Pengurangan ini diproyeksikan tidak hanya berdampak pada efisiensi penggunaan sumber daya, tetapi juga berpotensi berkontribusi pada penurunan jejak karbon yang berasal dari proses pencetakan dokumen. Hingga akhir tahun 2025, inisiatif eVR masih berada pada tahap peninjauan dan studi awal (*feasibility phase*) untuk memastikan kesiapan sistem, aspek keselamatan, serta integrasi dengan proses operasional yang ada.

Disclosure of the Use of Environmentally Friendly Materials in Operational Activities [F.5]

Throughout the 2025 reporting year, the Company has not been able to realize the use of environmentally friendly materials or recycled materials in its operational activities. However, the Company continuously monitors developments in technology and innovations in sustainable materials relevant to the aviation sector.

Product Development and Digitalization Innovations for Operational Efficiency [F.26] [3-3]

In line with efforts to improve operational efficiency while reducing the environmental impact of business processes, the Company has begun exploring various digital transformation initiatives in its flight operations. These digitization initiatives are aimed at gradually reducing dependence on paper-based processes, improving the accuracy of operational data, and supporting the simplification of daily workflows in the aviation environment.

One of the initiatives currently being explored is the planned implementation of Mission+ as an electronic flight plan. This system is planned to replace the use of paper flight plans previously used in daily operations. This digitalization has the potential to significantly reduce paper usage and printing activities, with estimated cost efficiencies of up to around Rp500 million per year. As of end 2025, the Mission+ initiative is still in the process of obtaining regulatory certification requirements before it can be fully implemented.

In addition, the Company is also exploring the development of Electronic Voyage Reports (eVR) as part of its flight reporting digitization plan. eVR is designed as an alternative to paper voyage reports used in every flight. Based on initial estimates, if this system is implemented, eVR has the potential to save up to approximately 24,000 sheets of paper per year, assuming that each flight uses one sheet of paper and there are an average of around 2,000 flights per month. This reduction is projected to not only have an impact on resource efficiency, but also potentially contribute to a reduction in the carbon footprint resulting from the document printing process. As of end 2025, the eVR initiative is still in the exploration and preliminary study (*feasibility phase*) stage to ensure system readiness, safety aspects, and integration with existing operational processes.

Melalui berbagai inisiatif digitalisasi tersebut, Perseroan memandang transformasi digital sebagai arah pengembangan jangka panjang yang diharapkan dapat mendukung operasional yang lebih efisien, bertanggung jawab, dan selaras dengan agenda keberlanjutan jangka panjang, dengan implementasi yang dilakukan secara bertahap sesuai kesiapan operasional dan persyaratan regulator.

Transformasi Digital [F.26]

Sejalan dengan Kerangka Keberlanjutan Grup AirAsia, IAA terus memperkuat efisiensi operasional melalui pemanfaatan teknologi digital. Inisiatif ini ditujukan untuk meningkatkan produktivitas dan ketepatan proses, memperkuat tata kelola dokumen, serta membangun fondasi organisasi yang berbasis data.

1. Digital Trip Files (DTF)

Sejak implementasi *Digital Trip Files*, seluruh *station* di Indonesia telah sepenuhnya menerapkan sistem pengarsipan dokumen kedatangan dan keberangkatan penerbangan dalam bentuk *softcopy*. Sebelumnya, setiap penerbangan memerlukan rata-rata 20 lembar dokumen cetak. Melalui sistem unggah langsung ke platform *cloud* yang aman, kebutuhan pencetakan dokumen fisik dapat dieliminasi.

2. Digitalisasi Manual Operasional (E-Manuals)

IAA telah menyelesaikan transisi *Ground Operations Manual Part 1 and Part 2*, *Station Manager's Manual*, dan *Cargo Handling Manual* ke format digital. Seluruh manual kini tersedia dalam bentuk *softcopy*, dengan satu salinan induk yang disimpan oleh *Document Control Centre (DCC)* IAA. Pada tahun 2025, sistem dokumentasi *station* telah ditambahkan *DocuNet* sebagai *secondary document source* selain sumber utama, yaitu *RedDocs*, untuk memastikan pengendalian dokumen yang lebih terpusat, mutakhir, dan terdokumentasi dengan baik.

3. Cloud First Strategy

IAA menerapkan pendekatan *cloud-first strategy* dalam pengembangan infrastruktur teknologi informasi. Seluruh infrastruktur server dan sistem eksternal telah dimigrasikan ke *Google Cloud Platform (GCP)*. Migrasi ini memungkinkan peningkatan skalabilitas, fleksibilitas, dan keamanan sistem dibandingkan pendekatan *on-premises*. Strategi ini juga memperkuat ketahanan sistem serta efisiensi biaya jangka panjang.

Through these various digitization initiatives, the Company views digital transformation as a long-term development direction that is expected to support more efficient and responsible operations that are in line with the long-term sustainability agenda, with implementation carried out in stages in accordance with operational readiness and regulatory requirements.

Digital Transformation [F.26]

In line with AirAsia Group Sustainability Framework, IAA continues to strengthen its operational efficiency through the use of digital technology. These initiatives are aimed at improving process productivity and accuracy, strengthening document management, and building a data-driven organizational foundation.

1. Digital Trip Files (DTF)

Since the implementation of *Digital Trip Files*, all *stations* in Indonesia have fully implemented a system to archive flight arrival and departure documents in *softcopy*. Previously, each flight required an average of 20 printed documents. Through a system of direct uploading to a secure *cloud platform*, the need for physical document printing has been eliminated.

2. Operational Manual Digitization (E-Manuals)

IAA has completed the transition of *Ground Operations Manual Part 1 and Part 2*, *Station Manager's Manual*, and *Cargo Handling Manual* to digital format. All manuals are now available in *softcopy*, with one master copy stored by IAA's *Document Control Center (DCC)*. In 2025, the *station documentation system* added *DocuNet* as a *secondary document source* in addition to the main source, *RedDocs*, to ensure more centralized, up-to-date, and well-documented document control.

3. Cloud First Strategy

IAA implements a *cloud-first strategy* approach in the development of its information technology infrastructure. All server infrastructure and external systems have been migrated to *Google Cloud Platform (GCP)*. This migration enables increased scalability, flexibility, and system security compared to an *on-premises* approach. This strategy also strengthens system resilience and long-term cost efficiency.

4. **Data Democratization**

Sebagai bagian dari rencana lima tahun Grup ICT, IAA mendukung agenda *data democratization* untuk membangun organisasi yang semakin berbasis data. Pendekatan ini memungkinkan Allstars mengakses data secara mandiri (*self-service analytics*) tanpa ketergantungan langsung pada tim IT. Pada kuartal IV tahun 2025, IAA memperkenalkan AskIVANA sebagai bagian dari produk demokratisasi data. Platform ini dirancang untuk memudahkan akses informasi dan mendukung pengambilan keputusan yang lebih cepat dan berbasis data.

5. **Corporate ICT Portal (ICT4U)**

IAA juga mengoperasikan ICT4U Portal sebagai portal *self-service* ICT yang menyediakan katalog layanan teknologi, termasuk instalasi perangkat lunak dan pengadaan perangkat keras seperti desktop, laptop, dan perangkat pendukung lainnya. Pada tahun 2025, ICT4U telah resmi diimplementasikan dan akan diperkenalkan kembali secara lebih luas kepada seluruh Allstars.

6. **Group AOCs Flight Tracking & Aircraft Communications Transition Program**

Dalam rangka harmonisasi sistem pelacakan penerbangan di tingkat Grup AirAsia, IAA mengadopsi platform SkyIQ untuk tim *Flight Operations*. Inisiatif ini merupakan bagian dari konsolidasi sistem pelacakan dari beberapa platform menjadi satu standar terpadu di seluruh AOC Grup AirAsia. Sepanjang 2025, IAA melakukan serangkaian evaluasi dan diskusi teknis untuk menyesuaikan fitur SkyIQ dengan kebutuhan operasional IAA.

7. **Digitalisasi Proses Check-in dan E-Boarding Pass**

Sebagai bagian dari transformasi layanan pelanggan, IAA terus mendorong pemanfaatan *Self Check-in* dan *Mobile Check-in*. Layanan ini tersedia sejak 14 hari hingga 1 jam sebelum jadwal keberangkatan. Pada tahun 2025, metode *Self Check-in* telah mencapai 65% dari total metode *check-in* penumpang. IAA menargetkan peningkatan hingga 70% sebagai bagian dari upaya mengurangi antrian di bandara, meminimalkan pencetakan dokumen fisik, serta memberikan pengalaman perjalanan yang lebih praktis. Fitur *e-Boarding Pass* juga telah diterima di seluruh bandara di Indonesia. Pengembangan terbaru memungkinkan penyimpanan hingga sembilan boarding pass dalam satu kode pemesanan (PNR) serta kemudahan berbagi melalui berbagai kanal digital seperti WhatsApp, Telegram, dan email.

4. **Data Democratization**

As part of ICT Group's five-year plan, IAA supports the data democratization agenda to build an increasingly data-driven organization. This approach allows Allstars to access data independently (*self-service analytics*) without relying directly on the IT team. In the fourth quarter of 2025, IAA introduced AskIVANA as part of its data democratization products. This platform is designed to facilitate access to information and support faster, data-driven decision-making.

5. **Corporate ICT Portal (ICT4U)**

IAA also operates the ICT4U Portal as a *self-service* ICT portal that provides a catalog of technology services, including software installation and hardware procurement such as desktops, laptops, and other supporting devices. In 2025, ICT4U will be officially implemented and will be reintroduced more widely to all Allstars.

6. **Group AOCs Flight Tracking & Aircraft Communications Transition Program**

In order to harmonize the flight tracking system within AirAsia Group, IAA adopted the SkyIQ platform for the *Flight Operations* team. This initiative is part of the consolidation of tracking systems from several platforms into a single integrated standard across the AirAsia Group AOC. Throughout 2025, IAA conducted a series of evaluations and technical discussions to tailor SkyIQ features to IAA's operational needs.

7. **Digitization of Check-in Processes and E-Boarding Pass**

As part of its customer service transformation, IAA continues to promote the use of *Self Check-in* and *Mobile Check-in*. These services are available from 14 days to 1 hour before the scheduled departure time. In 2025, the *Self Check-in* method accounted for 65% of all passenger check-in methods. IAA is targeting an increase in usage by 70% as part of its efforts to reduce queues at airports, minimize the printing of physical documents, and provide a more practical travel experience. The *e-Boarding Pass* feature has also been accepted at all airports in Indonesia. The latest development allows for the storage of up to nine boarding passes in one booking code (PNR) and easy sharing through various digital channels such as WhatsApp, Telegram, and email.

Penggunaan Energi

[F.6] [F.12] [302-1] [302-2] [302-3] [302-4]

Dalam menjalankan kegiatan operasionalnya, Perseroan secara konsisten melakukan pengukuran dan pemantauan atas konsumsi energi di seluruh lini usaha. Untuk mendukung kegiatan perkantoran, sumber energi utama yang digunakan berasal dari pasokan listrik PT Perusahaan Listrik Negara (Persero), serta bahan bakar solar yang digunakan sebagai penggerak *generator set* guna menjaga keandalan operasional.

Sementara itu, aktivitas penerbangan yang dioperasikan oleh IAA memanfaatkan Bahan Bakar Minyak (BBM) jenis Avtur Jet A-1 sebagai sumber energi utama dalam menunjang layanan penerbangan. Perseroan terus berupaya mengoptimalkan efisiensi energi melalui pemantauan konsumsi dan penerapan inisiatif efisiensi bahan bakar maupun energi listrik untuk kegiatan operasional.

Energy Usage

[F.6] [F.12] [302-1] [302-2] [302-3] [302-4]

In carrying out its operational activities, the Company consistently measures and monitors energy consumption across all lines of business. To support office activities, the main energy sources are electricity supplied by PT Perusahaan Listrik Negara (Persero) and diesel fuel used to power generator sets to maintain operational reliability.

Meanwhile, flight activities operated by IAA rely on Avtur Jet A-1 fuel as the main energy source to support flight services. The Company continuously strives to optimize energy efficiency by monitoring consumption and implementing fuel and electricity efficiency initiatives for operational activities.

Tabel Konsumsi Energi

Energy Consumption Table

| Energi Energy | Satuan Unit | 2025 | 2024 | 2023 |
|---|-----------------|--------------|---------------|--------------|
| Konsumsi Bahan Bakar Penerbangan Aviation Fuel Consumption | Ton | 219.184 | 230.162* | 208.099* |
| | GJ** | 9.666.003,42 | 10.150.139,17 | 9.177.179,44 |
| Intensitas Konsumsi Bahan Bakar Penerbangan Intensity of Aviation Fuel Consumption | (Liter/100 RPK) | 3,02 | 3,04 | 3,23 |
| Konsumsi Bahan Bakar Diesel Diesel Fuel Consumption | Liter | 627 | 336 | 498 |
| | GJ** | 22,73 | 12,18 | 18,05 |
| Konsumsi Energi Listrik (PLN) RedHouse Electricity Consumption (PLN) at RedHouse | MWh | 1.148 | 1.236 | 1.248 |

* Dalam proses pelaporan kinerja lingkungan, khususnya terkait konsumsi bahan bakar penerbangan, Perseroan melakukan penyesuaian (*restatement*) terhadap data historis pada periode pelaporan sebelumnya. Penyesuaian ini dilakukan seiring dengan harmonisasi satuan pengukuran dari **kiloliter** menjadi **ton** guna memastikan konsistensi metodologi pelaporan dan keselarasan dengan pendekatan perhitungan emisi yang digunakan.

** Konversi konsumsi bahan bakar ke dalam satuan energi Gigajoule (GJ) dihitung dengan mengacu pada faktor konversi yang tercantum dalam *2006 IPCC Guidelines for National Greenhouse Gas Inventories*. Nilai konversi yang digunakan adalah sebagai berikut:

- **Jet Kerosene** menggunakan *Net Calorific Value* sebesar **44,1 TJ/Gg**
- **Diesel Oil** menggunakan *Net Calorific Value* sebesar **43,0 TJ/Gg**

Perhitungan dilakukan dengan mengonversi massa bahan bakar (dalam ton) ke dalam satuan energi (GJ), dengan ketentuan bahwa 1 TJ setara dengan 1000 GJ dan 1 Gg setara dengan 1000 ton. Dengan demikian, faktor konversi energi yang digunakan adalah:

- **Jet Kerosene:** 44,1 GJ/ton
- **Diesel Oil:** 43,0 GJ/ton

Pendekatan ini memastikan konsistensi dan keterbandingan data konsumsi energi dengan metodologi perhitungan emisi gas rumah kaca yang diakui secara internasional.

* In the process of reporting environmental performance, particularly in relation to aviation fuel consumption, the Company made adjustments (*restatements*) to historical data from previous reporting periods. These adjustments were made in line with the harmonization of measurement units from **kiloliters** to **tons** in order to ensure consistency in reporting methodology and alignment with the emissions calculation approach used.

** The conversion of fuel consumption into Gigajoule (GJ) energy units was calculated by referring to the conversion factors listed in the *2006 IPCC Guidelines for National Greenhouse Gas Inventories*. The conversion values used are as follows:

- **Jet Kerosene** uses a *Net Calorific Value* of **44.1 TJ/Gg**
- **Diesel Oil** uses a *Net Calorific Value* of **43.0 TJ/Gg**

Calculations are made by converting fuel mass (in tons) into energy units (GJ), with the stipulation that 1 TJ is equivalent to 1,000 GJ and 1 Gg is equivalent to 1,000 tons. Thus, the energy conversion factors used are:

- **Jet Kerosene:** 44.1 GJ/ton
- **Diesel Oil:** 43.0 GJ/ton

This approach ensures consistency and comparability of energy consumption data with internationally recognized greenhouse gas emission calculation methodologies.

Pada tahun 2025, penurunan konsumsi bahan bakar penerbangan dicapai melalui berbagai inisiatif efisiensi operasional yang telah dijelaskan pada bagian *AirAsia Net Zero by 2050*. Selain itu, juga terjadi penurunan konsumsi listrik dibandingkan dengan tahun 2024. Penurunan tersebut dipengaruhi oleh implementasi inisiatif penghematan listrik di lingkungan perusahaan.

In 2025, the decrease in aviation fuel consumption was achieved through various operational efficiency initiatives that have been described in the *AirAsia Net Zero by 2050* section. Besides, consumption of electricity has decreased compared to 2024. This was influenced by the implementation of electricity saving initiatives within the company.

Inisiatif Efisiensi Penggunaan Energi Listrik

Sepanjang tahun 2025, RedHouse menjalankan sejumlah inisiatif utama untuk mengurangi konsumsi energi listrik dan meningkatkan efisiensi, antara lain:

1. Konversi Lampu ke LED
Perusahaan melakukan penggantian lampu non-LED menjadi lampu LED secara bertahap, dengan tingkat implementasi mencapai sekitar 85% hingga akhir tahun 2025. Inisiatif ini berkontribusi pada penurunan konsumsi listrik, khususnya di area perkantoran dan fasilitas pendukung.
2. Pengaturan Jadwal Penggunaan Energi Sesuai Jam Kerja
Perseroan menerapkan pengaturan penggunaan energi listrik sesuai jam operasional kerja, termasuk pengendalian penggunaan sistem pendingin udara. Selain itu, dipasang *signage* pengingat untuk mematikan lampu dan peralatan listrik pada ruangan yang tidak digunakan, sebagai bagian dari upaya membangun kesadaran bersama di lingkungan kerja.
3. Efisiensi Operasional Lift
Untuk meningkatkan efisiensi energi, Perseroan melakukan pengaturan operasional lift, termasuk pembatasan jumlah lift yang beroperasi pada hari kerja, jam operasional tertentu, serta akhir pekan, tanpa mengurangi aksesibilitas bagi karyawan dan tamu.

Dari implementasi berbagai inisiatif efisiensi energi listrik tersebut, pada tahun 2025 Perseroan berhasil mencatat pengurangan konsumsi listrik sebesar 7,11% (88 MWh). Capaian ini menjadi indikator awal bahwa pendekatan efisiensi energi yang diterapkan mulai memberikan hasil yang terukur, sekaligus menjadi dasar untuk pengembangan inisiatif lanjutan di tahun berikutnya.

Ke depan, Perseroan akan melanjutkan dan menyempurnakan program efisiensi energi listrik yang telah berjalan, termasuk penyelesaian konversi lampu LED serta evaluasi lanjutan terhadap pola penggunaan listrik di RedHouse. Pada tahun 2026, Perseroan berencana memperkuat pemantauan konsumsi energi listrik secara lebih terstruktur sebagai dasar identifikasi peluang efisiensi tambahan, dengan tetap mempertimbangkan kebutuhan operasional dan kenyamanan lingkungan kerja.

Pengelolaan Konsumsi Bahan Bakar Operasional Darat [2-5] [305-1]

Dalam mendukung kelancaran operasional penerbangan, Perseroan menggunakan kendaraan operasional darat sebagai bagian dari aktivitas *ground handling* di bandara. Seluruh kendaraan darat yang digunakan merupakan kendaraan sewaan dari pihak ketiga, dimana skema sewa tersebut

Electricity Efficiency Initiatives

Throughout 2025, RedHouse has implemented a number of key initiatives to reduce electricity consumption and improve efficiency, including:

1. Conversion to LED Lighting
The company is gradually replacing non-LED lighting with LED lighting, with an implementation rate of around 85% by the end of 2025. This initiative contributes to a reduction in electricity consumption, particularly in office areas and support facilities.
2. Regulating Energy Use According to Working Hours
The company regulates electricity use according to working hours, including controlling the use of air conditioning systems. In addition, signage has been placed to remind people to turn off lights and electrical equipment in unused rooms, as part of efforts to build collective awareness in the work environment.
3. Elevator Operational Efficiency
To improve energy efficiency, the Company regulates elevator operations, including limiting the number of elevators operating on weekdays, during certain operating hours, and on weekends, without reducing accessibility for employees and guests.

From the implementation of various electrical energy efficiency initiatives, the Company successfully recorded a 7.11% reduction in electricity consumption (88 MWh) in 2025. This achievement is an initial indicator that the energy efficiency approach applied is beginning to yield measurable results, as well as a basis for the development of further initiatives in the following year.

Going forward, the Company will continue and refine its existing electricity efficiency program, including completing the conversion to LED lighting and conducting further evaluations of electricity usage patterns at RedHouse. In 2026, the Company plans to strengthen its monitoring of electricity consumption more structurally as a basis for identifying additional efficiency opportunities, while still considering operational needs and workplace comfort.

Management of Ground Operations Fuel Consumption [2-5] [305-1]

To support smooth flight operations, the Company uses land vehicles as part of its ground handling activities at airports. All land vehicles used are leased from third parties, with the lease scheme covering fuel costs. With this operational model, the Company does not directly purchase fuel for

telah mencakup biaya bahan bakar di dalamnya. Dengan model operasional ini, Perseroan tidak melakukan pembelian bahan bakar secara langsung untuk kendaraan darat, sehingga tidak terdapat pencatatan konsumsi bahan bakar operasional darat yang berdiri sendiri dalam inventaris energi Perseroan.

Meskipun demikian, Perseroan tetap mendorong efisiensi operasional melalui koordinasi dengan penyedia jasa pihak ketiga, khususnya dalam memastikan penggunaan kendaraan yang sesuai kebutuhan operasional serta meminimalkan aktivitas yang tidak bernilai tambah. Pendekatan ini menjadi bagian dari upaya tidak langsung Perseroan dalam mengelola dampak lingkungan dari aktivitas operasional darat secara bertanggung jawab.

Pendekatan terhadap Penggunaan Kendaraan Listrik [3-3] [305-1]

Seiring dengan meningkatnya perhatian global terhadap transisi energi dan dekarbonisasi sektor transportasi, Perseroan secara berkala melakukan kajian terhadap potensi adopsi kendaraan listrik (*electric vehicles*) sebagai penunjang operasional darat. Namun demikian, hingga akhir tahun 2025, Perseroan belum memiliki rencana pengadaan kendaraan listrik dalam waktu dekat.

Keputusan ini terutama dipengaruhi oleh keterbatasan infrastruktur pendukung di lingkungan bandara di Indonesia, khususnya ketersediaan fasilitas pengisian daya (*charging facilities*) yang belum memadai untuk mendukung operasional harian dan berkelanjutan. Perseroan memandang bahwa kesiapan ekosistem menjadi faktor kunci dalam memastikan implementasi kendaraan listrik dapat berjalan efektif tanpa mengganggu keselamatan dan ketepatan waktu operasional. Meskipun demikian, Perseroan tetap memantau perkembangan infrastruktur dan kebijakan terkait kendaraan listrik sebagai bahan pertimbangan untuk perencanaan jangka menengah dan panjang.

Pengendalian Emisi Gas Rumah Kaca (GRK) [F.11] [102-4] [102-5] [102-6] [102-7] [102-8]

Sebagai bagian dari komitmen menuju *Net Zero Emissions 2050*, IAA menempatkan pengendalian dan penurunan emisi gas rumah kaca (GRK) sebagai prioritas utama dalam strategi keberlanjutan perusahaan. Sejak tahun 2021, IAA terus berupaya mengelola intensitas emisi melalui efisiensi operasional, inovasi teknologi, serta penggunaan energi yang lebih bertanggung jawab. Upaya dekarbonisasi ini dilaksanakan melalui modernisasi armada pesawat dengan tipe generasi baru yang memiliki efisiensi bahan bakar tinggi, optimalisasi rute penerbangan, serta penerapan prosedur *Fuel Efficiency Management Program* yang diawasi secara ketat.

land vehicles, so there is no separate recording of ground operational fuel consumption in the Company's energy inventory.

Nevertheless, the Company continues to promote operational efficiency through coordination with third-party service providers, particularly in ensuring the use of vehicles that are appropriate for operational needs and minimizing activities that do not add value. This approach is part of the Company's indirect efforts to responsibly manage the environmental impact of its land-based operational activities.

Approach to Electric Vehicle Use [3-3] [305-1]

In line with the increasing global attention to energy transition and decarbonization of the transportation sector, the Company periodically conducts studies on the potential adoption of electric vehicles to support land operations. However, until the end of 2025, the Company has no plans to procure electric vehicles in the near future.

This decision is mainly influenced by the limited supporting infrastructure in airport environments in Indonesia, particularly the inadequate availability of charging facilities to support daily and sustainable operations. The Company views ecosystem readiness as a key factor in ensuring the effective implementation of electric vehicles without compromising operational safety and punctuality. Nevertheless, the Company continues to monitor developments in infrastructure and policies related to electric vehicles as considerations for its medium- and long-term planning.

Greenhouse Gas (GHG) Emissions Control [F.11] [102-4] [102-5] [102-6] [102-7] [102-8]

As part of its commitment towards *Net Zero Emissions 2050*, IAA prioritizes greenhouse gas (GHG) emission control and reduction in its corporate sustainability strategy. Since 2021, IAA has been continuously striving to manage emission intensity through operational efficiency, technological innovation, and more responsible energy use. These decarbonization efforts are carried out by modernizing the aircraft fleet with new generation types that have high fuel efficiency, optimizing flight routes, and implementing a strictly supervised *Fuel Efficiency Management Program*.

Selain itu, Perseroan juga melaksanakan program efisiensi energi di area non-penerbangan, seperti kantor pusat (RedHouse) dan fasilitas pendukung lainnya. Penggunaan lampu LED, pengaturan waktu operasional pendingin ruangan, serta pemantauan konsumsi listrik diharapkan dapat menurunkan emisi tidak langsung (Scope 2). Dalam lingkup rantai pasok, Perseroan saat ini masih berada dalam tahap penguatan ketersediaan dan konsistensi data untuk pemantauan emisi tidak langsung (Scope 3). Oleh karena itu, pengungkapan emisi Scope 3 pada periode pelaporan ini difokuskan khusus untuk tahun 2025, dengan cakupan Kategori 6: *Business Travel* (perjalanan dinas). Ke depan, IAA akan secara bertahap memperluas ruang lingkup pengukuran emisi Scope 3 seiring dengan peningkatan kualitas data, termasuk melalui penguatan koordinasi lintas fungsi serta kolaborasi yang lebih aktif bersama mitra bisnis untuk mendorong praktik operasional yang lebih efisien energi dan rendah karbon.

In addition, the Company also implements energy efficiency programs in non-flight areas, such as the head office (RedHouse) and other supporting facilities. The use of LED lights, the regulation of air conditioning operating times, and the monitoring of electricity consumption are expected to reduce indirect emissions (Scope 2). In the supply chain, the Company is still in the process of enhancing the availability and consistency of data to monitor indirect emissions (Scope 3). Therefore, the disclosure of Scope 3 emissions in this reporting period is focused specifically on 2025, covering Category 6: *Business Travel*. Going forward, IAA will gradually expand the scope of Scope 3 emissions measurement as data quality improves, including through stronger cross-functional coordination and more active collaboration with business partners to promote more energy-efficient and low-carbon operational practices.

| | Emisi Scope 1 Scope 1 Emissions | Emisi Scope 2 Scope 2 Emissions | Emisi Scope 3 Scope 3 Emissions |
|-------------------------------------|--|--|---|
| Deskripsi Description | Emisi GRK langsung yang dihasilkan dari sumber yang dimiliki dan dioperasikan oleh perusahaan Direct GHG emissions generated by sources owned and operated by the company | Emisi GRK tidak langsung yang dihasilkan dari konsumsi energi listrik Indirect GHG emissions from electricity consumption | Emisi GRK tidak langsung lainnya yang dihasilkan di sepanjang rantai pasok, baik aktivitas <i>upstream</i> maupun <i>downstream</i> Other indirect GHG emissions across the supply chain, including upstream and downstream activities |
| Sumber Emisi Source of Emissions | Konsumsi bahan bakar pesawat terbang Aircraft fuel consumption | Konsumsi energi listrik di RedHouse Electricity consumption at RedHouse | Aktivitas perjalanan dinas (<i>business travel</i>) Business travel |

Untuk penghitungan emisi GRK, Perseroan berpedoman pada pendekatan dan panduan yang ditetapkan dalam "Greenhouse Gas Protocol Corporate Accounting and Reporting Standard", dengan data emisi dihitung menggunakan faktor emisi (*emission factors*) yang relevan sesuai dengan negara tempat Perseroan beroperasi. Rincian emisi Perseroan selama tiga (3) tahun terakhir dapat dilihat pada tabel berikut:

To calculate GHG emissions, the Company refers to the approaches and guidelines set in the "Greenhouse Gas Protocol Corporate Accounting and Reporting Standard", in which emission data is calculated using emission factors that are relevant with the country where the Company operates. Details of the Company's emissions in the last three (3) years are presented in the following table:

| Parameter | Satuan Unit | 2025 | 2024 | 2023 |
|--|------------------------|-------------|-------------|-------------|
| Emisi Cakupan 1 (dari penerbangan saja) Scope 1 Emissions (flights only) | Ton CO ₂ e | 698,662 | 733,656* | 663,330* |
| Intensitas Emisi Cakupan 1 (per RPK) Intensity of Scope 1 Emissions (per RPK) | gCO ₂ e/RPK | 80,85 | 76,14 | 75,52 |
| Intensitas Emisi Cakupan 1 (per ASK) Intensity of Scope 1 Emissions (per ASK) | gCO ₂ e/ASK | 65,37 | 65,85 | 64,16 |
| Emisi Cakupan 2 Scope 2 Emissions | Ton CO ₂ e | 998,76 | 1.075,32** | 1.085,76 |

| Parameter | Satuan Unit | 2025 | 2024 | 2023 |
|---|---|------------|------------|------------|
| Intensitas Emisi Cakupan 2 (per luas area kantor) Intensity of Scope 2 Emissions (per office area) | Ton CO ₂ e/m ² | 0,10 | 0,11 | 0,11 |
| Emisi Cakupan 3 - Kategori 6 (Perjalanan Dinas)*** Scope 3 Emissions - Category 6 (Business Travel)*** | Ton CO ₂ e | 989,52 | - | - |
| Total Emisi Cakupan 1, 2, dan 3 Total Scope 1, 2, and 3 Emissions | Ton CO ₂ e | 700.650,28 | 734.731,32 | 664.415,76 |
| Pendapatan Usaha Operating Revenue | Rp juta Rp million | 7.874.332 | 7.943.931 | 6.625.321 |
| Intensitas Emisi ^[E-02] Intensity of Emissions ^[E-02] | Ton CO ₂ e / Rp juta Ton CO ₂ e / Rp million | 0,089 | 0,092 | 0,100 |

* Terdapat *restatement* karena adanya penyempurnaan metodologi perhitungan emisi Scope 1, dimana pada periode sebelumnya perhitungan hanya menggunakan faktor emisi CO₂ dari konsumsi bahan bakar penerbangan, sedangkan pada periode pelaporan ini perhitungan telah mencakup faktor emisi CH₄ dan N₂O yang dikonversi ke dalam satuan CO₂ ekuivalen menggunakan Global Warming Potential (GWP).

** Terdapat *restatement* terhadap data emisi Scope 2 tahun 2024 sebagai bagian dari upaya peningkatan konsistensi metodologi perhitungan emisi gas rumah kaca. *Restatement* dilakukan melalui penyeragaman faktor emisi (*emission factor*) yang digunakan dalam penghitungan emisi listrik agar mengacu pada satu referensi yang sama dan lebih konsisten antar-periode pelaporan.

*** Emisi yang dihasilkan dari aktivitas perjalanan dinas (*business travel*) meliputi penerbangan untuk perjalanan dinas dengan menggunakan maskapai selain AirAsia (*non-AirAsia flights*) dan aktivitas menginap di hotel. Emisi dihitung berdasarkan metodologi pada "Technical Guidance for Calculating Scope 3 Emissions" yang dipublikasikan oleh GHG Protocol, dan faktor emisi yang bersumber dari "UK Government GHG Conversion Factors for Company Reporting" (versi 1.1 tahun 2024).

* There is a *restatement* due to improvements in the Scope 1 emissions calculation methodology, whereby in the previous period the calculation only used CO₂ emission factors from aviation fuel consumption, whereas in this reporting period the calculation includes CH₄ and N₂O emission factors converted into CO₂ equivalent units using Global Warming Potential (GWP).

** There is a *restatement* due to restating its Scope 2 emissions data for 2024 as part of its efforts to improve the consistency of its greenhouse gas emissions calculation methodology. The *restatement* was carried out by standardizing the emission factors used in calculating electricity emissions so that they refer to the same reference and are more consistent between reporting periods.

*** Emissions generated from business travel include flights for business travels using airlines other than AirAsia (*non-AirAsia flights*) and hotel stays. Emissions are calculated based on the methodology in the Technical Guidance for Calculating Scope 3 Emissions published by the GHG Protocol, and emission factors sourced from the UK Government GHG Conversion Factors for Company Reporting (version 1.1 year 2024).

Emisi Non-GRK ^[305-7]

Selain emisi GRK, pembakaran bahan bakar penerbangan juga menghasilkan nitrogen oksida (NO_x), sulfur oksida (SO_x), dan senyawa organik volatil (VOC). Emisi lainnya ini memengaruhi kualitas udara. Selama beberapa tahun ke belakang, penyempurnaan desain mesin pesawat telah secara bertahap menurunkan emisi non-GRK tersebut. Melalui Annex 16 Volume III pada *International Standards on Environmental Protection*, ICAO telah menetapkan ambang batas emisi yang dapat diterima dari mesin pesawat untuk jenis-jenis gas tersebut.

Sebagai bentuk kepatuhan terhadap standar ICAO, IAA berupaya mempertahankan armada pesawat yang relatif muda dan menggunakan teknologi terbaru. Hingga tahun 2025, seluruh mesin pesawat IAA telah memenuhi standar emisi NO_x dari ICAO CAEP/8 yang paling ketat. Seiring dengan upaya untuk terus mengganti (*phase out*) pesawat dengan umur yang lebih tua, Grup AirAsia menargetkan kepatuhan 100% terhadap standar emisi NO_x dari ICAO CAEP/8.

Non-GHG Emissions ^[305-7]

Other than GHG emissions, the combustion of aviation fuel also produces nitrogen oxides (NO_x), sulfur oxides (SO_x), and volatile organic compounds (VOCs) which affect air quality. Over the past few years, improvements in aircraft engine design have gradually reduced these non-GHG emissions. Through Annex 16 Volume III of the *International Standards on Environmental Protection*, ICAO has set acceptable emission thresholds for aircraft engines for these types of gases.

In compliance with ICAO standards, IAA strives to maintain a relatively young fleet of aircraft and use the latest technology. As of 2025, all IAA aircraft engines have met the most stringent NO_x emission standards of ICAO CAEP/8. Along with efforts to continue phasing out older aircraft, AirAsia Group is targeting 100% compliance with ICAO CAEP/8 NO_x emission standards.

Tabel Emisi Non-GRK

Non-GHG Emissions Table

| Parameter | Satuan Unit | 2025 | 2024 | 2023 |
|----------------------------|-------------|---------|---------|---------|
| Emisi NOx NOx Emissions | Ton | 699,49 | 744,79 | 711,56 |
| Emisi SOx SOx Emissions | Ton | 31,99 | 34,07 | 32,55 |
| Emisi VOC VOC Emissions | Kg | 110.600 | 117.763 | 112.508 |

Catatan:

1. Data emisi NOx dan data kepatuhan diperoleh dari ICAO Emissions Data Bank Issue 29B.
2. Data emisi SO2 dan VOC bersumber dari US Environmental Protection Agency (US EPA) pada *Generic Aircraft Type Emission Factors Table*, kategori *Aircraft/Commercial*. SO2 merupakan komponen tertinggi dari emisi SOx berdasarkan standar US EPA sehingga untuk tujuan perhitungan, SO2 dianggap sebagai SOx.

Note:

1. NOx emission data and compliance data were obtained from ICAO Emissions Data Bank Issue 29B.
2. SO2 and VOC emission data were sourced from the US Environmental Protection Agency (US EPA) in the *Generic Aircraft Type Emission Factors Table*, category *Aircraft/Commercial*. SO2 is the highest component of SOx emissions based on US EPA standards; therefore, SO2 is considered SOx for calculation purposes.

Pengelolaan Kebisingan (Noise Management)

Kebisingan mesin pesawat dapat berdampak pada kondisi fisik maupun psikis masyarakat di sekitar bandara, serta berpotensi mengganggu ekosistem alam. Menyadari hal tersebut, seluruh pesawat AirAsia mematuhi beberapa standar kebisingan sebagai berikut:

Noise Management

Aircraft noise can affect the physical and psychological well-being of communities living near airports, while also potentially disrupting the natural ecosystem. Recognizing this, all AirAsia aircraft comply with the following noise standards:

| No. | Kebijakan atau Standar Policy and Standard | Pemenuhan Standar di 2025 Fulfillment of Standard in 2025 |
|-----|---|--|
| 1 | ICAO Annex 16 Chapter 4 | 100% |
| 2 | CAAM Civil Aviation Directive - Environmental Protection (Aircraft Noise) | 100% |
| 3 | Airport Noise Abatement Procedures | 100% |

Untuk meminimalkan polusi kebisingan, IAA menerapkan langkah-langkah operasional seperti *idle reverse landing*, *reduced flap landing*, dan *single-engine taxi* apabila memungkinkan. Praktik-praktik ini secara signifikan mengurangi emisi kebisingan sekaligus menjaga efisiensi operasional.

To minimize noise pollution, IAA implements operational measures such as *idle reverse landing*, *reduced flap landing*, and *single-engine taxi* when possible. These practices significantly reduce noise whilst retaining operational efficiency.

Penggunaan Air

[F.8] [303-1] [303-2] [303-3] [303-4] [303-5]

Air merupakan salah satu sumber daya penting yang digunakan Perseroan untuk menunjang aktivitas operasional, khususnya kebutuhan harian perkantoran seperti mandi, cuci, dan kakus (MCK). Pasokan air di kantor pusat (RedHouse) berasal dari Perusahaan Daerah Air Minum (PDAM).

Perseroan menjaga konsumsi air tetap efisien dan melakukan monitoring ketat penggunaan air untuk mencegah pemborosan serta meminimalkan risiko kekurangan pasokan di wilayah operasional. Seluruh limbah air atau efluen diolah melalui Instalasi Pengolahan Air Limbah (IPAL) sebelum dibuang ke lingkungan, sesuai regulasi lingkungan hidup.

Water Usage [F.8] [303-1] [303-2] [303-3] [303-4] [303-5]

Water is one of the important resources used by the Company to support its operational activities, particularly for daily office needs such as bathing, washing, and toilets (MCK). The water supply at the head office (RedHouse) comes from the Regional Water Company (PDAM).

The Company maintains efficient water consumption and closely monitors water usage to prevent waste and minimize the risk of supply shortages in its operational areas. All wastewater or effluent is treated through a Wastewater Treatment Plant (IPAL) before being discharged into the environment, in accordance with environmental regulations.

Target dan Upaya Pengurangan Konsumsi Air

[3-3] [303-5]

Perseroan menyadari bahwa pengelolaan air merupakan bagian penting dari upaya efisiensi sumber daya dan tanggung jawab lingkungan, khususnya dalam operasional perkantoran dan fasilitas pendukung. Sepanjang tahun 2025, konsumsi air Perseroan tercatat dengan rata-rata sebesar 274 m² per bulan, yang mencerminkan kebutuhan operasional normal pada periode pelaporan.

Berdasarkan evaluasi atas pola konsumsi tersebut, Perseroan telah menetapkan target pengurangan konsumsi air untuk tahun 2026, yaitu mencapai rata-rata 250 m² per bulan. Target ini setara dengan penurunan sekitar 25 m² per bulan dibandingkan dengan rata-rata konsumsi tahun 2025. Penetapan target dilakukan secara realistis dengan mempertimbangkan kondisi operasional, kebutuhan karyawan, serta potensi efisiensi yang dapat dicapai tanpa mengganggu kenyamanan dan fungsi fasilitas.

Sebagai langkah konkret untuk mendukung pencapaian target tersebut, Perseroan secara bertahap menerapkan sejumlah inisiatif efisiensi air, antara lain pemasangan keran otomatis pada fasilitas toilet untuk mengurangi penggunaan air yang tidak diperlukan. Selain itu, Perseroan juga melakukan penyesuaian debit air pada keran toilet eksisting guna memastikan penggunaan air tetap optimal sesuai kebutuhan. Inisiatif-inisiatif ini diharapkan dapat membangun kebiasaan penggunaan air yang lebih bijak di lingkungan kerja, sekaligus berkontribusi pada pengurangan konsumsi air secara berkelanjutan.

Tabel Konsumsi Air

Water Consumption Table

| Penggunaan Air Water Usage | Satuan Unit | 2025 | 2024 | 2023 |
|---|----------------|-------|-------|-------|
| Penggunaan Air (PDAM) Water Usage (PDAM) | m ³ | 3.307 | 4.395 | 4.661 |

Sepanjang tahun 2025, Perseroan mencatat penurunan konsumsi air dibandingkan dengan tahun 2024. Penurunan sebesar 24,75% ini tercermin pada intensitas penggunaan air, seiring dengan berkurangnya kebutuhan air untuk aktivitas non-rutin. Kondisi tersebut terutama dipengaruhi oleh tingginya aktivitas proyek renovasi dan pembangunan fasilitas pada tahun 2024, yang tidak lagi berlangsung secara signifikan pada tahun pelaporan 2025.

Water Conservation Targets and Efforts

[3-3] [303-5]

The Company recognizes that water management is an important part of resource efficiency and environmental responsibility, particularly in the operation of offices and supporting facilities. Throughout 2025, the Company's water consumption was recorded at an average of 274 m² per month, reflecting normal operational requirements during the reporting period.

Based on an evaluation of this consumption pattern, the Company has set a water conservation target for 2026 of 250 m² per month on average. This target represents a reduction of approximately 25 m² per month compared to the average consumption in 2025. The target was set realistically, taking into account operational conditions, employee needs, and potential efficiencies that can be achieved without compromising the comfort and functionality of the facilities.

As a concrete step to support the achievement of this target, the Company is gradually implementing a number of water efficiency initiatives, including the installation of automatic faucets in toilet facilities to reduce unnecessary water use. In addition, the Company is also adjusting the water flow rate on existing toilet faucets to ensure that water usage remains optimal as needed. These initiatives are expected to foster more prudent water usage habits in the work environment, while contributing to a reduction in water consumption in a sustainable manner.

Throughout 2025, the Company's water consumption decreased compared to 2024. This 24.75% decrease was reflected in the intensity of water use, along with a reduction in water requirements for non-routine activities. This condition was mainly influenced by the intensity of renovation and facility construction projects in 2024, which were no longer significant in the 2025 reporting year.

Pada tahun 2024, konsumsi air meningkat sejalan dengan pelaksanaan sejumlah proyek infrastruktur, antara lain pembangunan fasilitas lapangan olahraga RedCourt, pembaharuan *paving block* fase 1, serta pembangunan Tempat Penampungan Sementara (TPS) limbah. Seluruh proyek tersebut memerlukan pasokan air dalam jumlah lebih besar, khususnya untuk pekerjaan konstruksi, pembersihan area, dan pengujian fasilitas. Dengan selesainya sebagian besar proyek tersebut, kebutuhan air pada tahun 2025 kembali berada pada tingkat operasional yang lebih normal dan stabil.

Penurunan konsumsi air ini tidak diposisikan sebagai pencapaian yang bersifat sementara, melainkan menjadi indikator awal atas penguatan pengelolaan sumber daya air yang lebih terkendali dan terukur di lingkungan operasional. Perseroan terus memantau penggunaan air secara berkala untuk memastikan bahwa efisiensi yang dicapai tidak berdampak pada kualitas operasional maupun kenyamanan lingkungan kerja.

Perseroan memiliki rencana pengelolaan air yang dirancang untuk memastikan konservasi serta efisiensi penggunaan air secara berkelanjutan. Rencana ini menjadi bagian dari pendekatan Perseroan dalam mengelola sumber daya alam secara bertanggung jawab.

Rencana pengelolaan air tersebut mencakup beberapa inisiatif utama, antara lain:

- target pengurangan konsumsi air, penetapan perangkat hemat air;
- pengaturan debit dan tekanan air; serta
- implementasi program pemanfaatan air olahan dari *Sewage Treatment Plant* (STP) untuk kegiatan penyiraman tanaman di RedHouse.

Melalui pemanfaatan air hasil olahan STP, Perseroan berupaya mengurangi ketergantungan terhadap air bersih sekaligus mengoptimalkan penggunaan kembali air untuk kebutuhan operasional yang aman dan sesuai peruntukannya. Pendekatan ini mendukung upaya konservasi air tanpa mengurangi standar kebersihan, keselamatan, dan kenyamanan lingkungan kerja.

Ke depan, Perseroan akan terus menyempurnakan penerapan rencana pengelolaan air melalui pemantauan berkala, evaluasi efektivitas inisiatif, serta peningkatan kesadaran karyawan terhadap pentingnya penggunaan air secara efisien. Dengan langkah-langkah tersebut, Perseroan berkomitmen untuk menjaga keseimbangan antara kebutuhan operasional dan tanggung jawab terhadap kelestarian sumber daya air.

In 2024, water consumption increased in line with the realization of a number of infrastructure projects, including the construction of the RedCourt sports facility, the renewal of phase 1 paving blocks, and the construction of a temporary waste storage facility (TPS). All of these projects required a larger supply of water, particularly for construction work, area cleaning, and facility testing. With the completion of most of these projects, water demand in 2025 returned to a more normal and stable operational level.

This reduction in water consumption is not positioned as a temporary achievement, but rather as an early indicator of stronger, more controlled, and measurable water resource management in the operational environment. The Company continues to monitor water usage regularly to ensure that the efficiency does not impact operational quality or workplace comfort.

The Company has a water management plan designed to ensure sustainable conservation and efficiency in water usage. This plan is part of the Company's approach to responsible natural resource management.

The water management plan includes several key initiatives, including:

- water conservation targets, installation of water-saving devices;
- regulation of water flow and pressure; and
- implementation of a program to utilize treated water from the Sewage Treatment Plant (STP) for watering plants at RedHouse.

By utilizing treated water from the STP, the Company seeks to reduce its dependence on clean water while optimizing the reuse of water for safe and appropriate operational needs. This approach supports water conservation efforts without compromising hygiene, safety, and workplace comfort standards.

Going forward, the Company will continue to refine the implementation of its water management plan through regular monitoring, evaluation of the effectiveness of initiatives, and increasing employee awareness of the importance of efficient water use. With these efforts, the Company is committed to maintaining a balance between operational needs and its responsibility for the sustainability of water resources.

Pengelolaan Air Limbah [303-2] [303-4]

Perseroan mengelola air limbah operasional secara bertanggung jawab sebagai bagian dari upaya menjaga kualitas lingkungan dan memastikan kepatuhan terhadap ketentuan yang berlaku. Sepanjang tahun 2025, pengolahan air limbah di lingkungan operasional Perseroan dilakukan dengan memanfaatkan *Sewage Treatment Plant* (STP) yang dikelola berdasarkan Prosedur Operasional Standar (SOP) internal.

Sistem pengolahan air limbah yang digunakan adalah Instalasi Pengolahan Air Limbah (IPAL) dengan sistem anaerob berkapasitas 60 m³, yang dirancang untuk mengolah air limbah domestik sebelum dilepas ke lingkungan. Air limbah yang telah melalui proses pengolahan selanjutnya dialirkan ke saluran drainase pemerintah, dengan tetap memperhatikan baku mutu dan persyaratan teknis yang ditetapkan oleh otoritas terkait.

Pada tahun 2025, tidak terdapat perubahan signifikan pada sistem pengolahan air limbah yang digunakan. Fokus pengelolaan diarahkan pada konsistensi operasional STP, pemantauan rutin, serta pemenuhan kewajiban kepatuhan agar proses pengolahan berjalan sesuai kapasitas dan fungsi yang direncanakan. Pendekatan ini bertujuan untuk meminimalkan potensi dampak lingkungan dari aktivitas operasional harian Perseroan.

Kepatuhan terhadap Regulasi Pengelolaan Air Limbah

Dalam mengelola air limbah, Perseroan mengacu dan mematuhi ketentuan peraturan perundang-undangan yang berlaku, antara lain:

1. Peraturan Pemerintah Nomor 82 Tahun 2001 tentang Pengelolaan Kualitas Air dan Pengendalian Pencemaran Air;
2. Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 68 Tahun 2016 tentang Baku Mutu Air Limbah Domestik; serta
3. Ketentuan dan persyaratan teknis yang ditetapkan oleh Dinas Lingkungan Hidup (DLH) Kota Tangerang.

Sepanjang tahun 2025, tidak terdapat pembaruan regulasi yang berdampak signifikan terhadap mekanisme pengelolaan air limbah. Perseroan tetap memastikan bahwa seluruh proses pengolahan dan pembuangan air limbah dilakukan sesuai dengan peraturan yang berlaku serta memenuhi persyaratan pengawasan dari instansi berwenang.

Ke depan, Perseroan akan terus menjaga kepatuhan dan keandalan sistem pengolahan air limbah melalui pemantauan berkala dan evaluasi operasional,

Wastewater Management [303-2] [303-4]

The Company manages operational wastewater responsibly as part of its efforts to maintain environmental quality and ensure compliance with applicable regulations. Throughout 2025, wastewater treatment in the Company's operational environment was carried out using a Sewage Treatment Plant (STP) managed in accordance with internal Standard Operating Procedures (SOPs).

The Wastewater Treatment Plant (WWTP) uses an anaerobic system with a capacity of 60 m³, designed to treat domestic wastewater before being discharged into the environment. The treated wastewater is then discharged into government drainage channels, in accordance with the quality standards and technical requirements set by the relevant authorities.

In 2025, there were no significant changes to the wastewater treatment system used. Management focused on the operational consistency of the STP, routine monitoring, and compliance with obligations so that the treatment process ran according to its planned capacity and function. This approach aimed to minimize the potential environmental impact of the Company's daily operations.

Compliance with Wastewater Management Regulations

In managing wastewater, the Company refers and complies with applicable laws and regulations, including:

1. Government Regulation No. 82 of 2001 concerning Water Quality Management and Water Pollution Control;
2. Minister of Environment and Forestry Regulation No. 68 of 2016 concerning Domestic Wastewater Quality Standards; and
3. Technical provisions and requirements set by the Tangerang City Environment Agency (DLH).

Throughout 2025, there were no regulatory updates that significantly impacted wastewater management mechanisms. The Company continues to ensure that all wastewater treatment and disposal processes are carried out in accordance with applicable regulations and meet the supervision requirements of the competent authorities.

Going forward, the Company will continue to maintain the compliance and reliability of its wastewater treatment system through regular

sebagai bagian dari komitmen Perseroan dalam menjalankan kegiatan usaha yang bertanggung jawab terhadap lingkungan dan masyarakat sekitar.

Keanekaragaman Hayati

[F.9] [F.10] [304-1] [304-2] [304-3] [304-4]

Sebagai bagian dari komitmen terhadap praktik bisnis yang bertanggung jawab dan berkelanjutan, Perseroan memastikan bahwa seluruh kegiatan operasional, termasuk layanan pengiriman kargo yang melibatkan flora dan fauna, dilaksanakan sesuai dengan ketentuan hukum nasional dan konvensi internasional. Komitmen ini tidak hanya berorientasi pada kepatuhan, tetapi juga merupakan bagian dari upaya nyata perusahaan untuk mendukung pelestarian keanekaragaman hayati dan mencegah terjadinya perdagangan ilegal satwa serta tumbuhan langka.

Perseroan menyadari bahwa keberadaan kegiatan operasional di berbagai bandara dan rute penerbangan dapat bersinggungan dengan wilayah yang berada dekat atau memiliki nilai konservasi dan keanekaragaman hayati. Oleh karena itu, Perseroan berkomitmen untuk memastikan seluruh aktivitas operasional dijalankan secara bertanggung jawab dan sesuai ketentuan yang berlaku, sebagai bagian dari dukungan terhadap pelestarian ekosistem. Upaya konservasi keanekaragaman hayati dilakukan melalui penguatan tata kelola dan kepatuhan, penerapan prosedur operasional yang relevan, serta koordinasi dengan otoritas dan pemangku kepentingan terkait guna memastikan aktivitas Perseroan tetap selaras dengan prinsip keberlanjutan dan perlindungan lingkungan.

Dalam operasionalnya, IAA tidak menerima pengiriman *live animal (pet)* dan hewan yang terancam punah, seperti: hiu, pari manta, dan trenggiling. IAA menerima beberapa jenis komoditas yang diangkut dalam layanan kargo berupa *perishable shipment* tertentu, seperti: *live fish, edible fish, live crab, live eel, live shell, live plant, frozen meat, frozen seafood, fresh fruit, cut flower, vegetable*, dan bibit ikan, sesuai dengan ketentuan dan prosedur operasional standar yang berlaku. IAA menerapkan kebijakan *zero tolerance* terhadap penyelundupan, perdagangan ilegal satwa, maupun pengiriman hasil hutan yang melanggar ketentuan nasional maupun perjanjian internasional.

Hingga 31 Desember 2025, seluruh aktivitas usaha Perseroan beserta entitas anak tidak beroperasi di kawasan konservasi, area lindung, atau wilayah yang memiliki nilai penting bagi keanekaragaman hayati menurut kriteria nasional maupun internasional. Sampai akhir tahun 2025 tidak terdapat risiko atau

monitoring and operational evaluations, in line with its commitment to conducting business activities that are responsible towards the environment and the surrounding community.

Biodiversity

[F.9] [F.10] [304-1] [304-2] [304-3] [304-4]

As part of its commitment to responsible and sustainable business practices, the Company ensures that all operational activities, including cargo delivery services that involve flora and fauna, are carried out in accordance with national laws and international conventions. This commitment is not only compliance-oriented, but also part of the company's concrete efforts to support biodiversity conservation and prevent the illegal trade of rare animals and plants.

The Company recognizes that its operational activities at various airports and flight routes may intersect with areas that are located near or have conservation and biodiversity value. Therefore, the Company is committed to ensuring that all operational activities are carried out responsibly and in accordance with applicable regulations, in line with its support for ecosystem conservation. Biodiversity conservation efforts are carried out by strengthening governance and compliance, implementing relevant operational procedures, and coordinating with relevant authorities and stakeholders to ensure that the Company's activities remain in line with the principles of sustainability and environmental protection.

In its operations, IAA does not accept shipments of live animals (pets) and endangered animals, such as sharks, manta rays, and pangolins. IAA accepts several types of commodities transported in cargo services in the form of certain perishable shipments, such as: live fish, edible fish, live crabs, live eels, live shells, live plants, frozen meat, frozen seafood, fresh fruit, cut flowers, vegetables, and fish seeds, subject to applicable regulations and standard operating procedures. IAA implements a zero tolerance policy against smuggling, illegal wildlife trade, and shipment of forest products that violate national regulations and international agreements.

As of December 31, 2025, all business activities of the Company and its subsidiaries are not operating in conservation areas, protected areas, or areas that are important for biodiversity according to national and international criteria. Until the end of 2025, there were no significant direct risks or

dampak langsung yang signifikan terhadap flora dan fauna yang dilindungi, keanekaragaman hayati, maupun ekosistem kritis yang diakibatkan oleh kegiatan operasional perusahaan. Sepanjang tahun pelaporan, Perseroan juga tidak mencatat adanya kasus pelanggaran atau pengiriman kargo flora dan fauna yang dilindungi tanpa izin.

Pada tahun pelaporan, terdapat program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perseroan yang berkontribusi terhadap pelestarian keanekaragaman hayati, terutama Program Penanaman Mangrove TERA Batch-6 dan pemberian hibah kepada *social enterprise* SwaraOwa. Informasi lebih rinci mengenai program-program ini dapat dilihat pada bagian Kegiatan Tanggung Jawab Sosial dan Lingkungan.

Biaya Lingkungan Hidup [F.4]

Sebagai wujud nyata komitmen terhadap pelestarian lingkungan, Perseroan terus berinvestasi dalam berbagai inisiatif yang mendukung keberlanjutan dan penanganan isu-isu lingkungan. Program ini difokuskan untuk mengurangi dampak negatif dari kegiatan operasional, termasuk potensi pencemaran air dan limbah, polusi udara serta emisi, hingga kebisingan yang dapat mempengaruhi kenyamanan, kesehatan, dan keselamatan karyawan maupun masyarakat sekitar.

Selama tahun 2025, Perseroan telah mengeluarkan biaya sebesar Rp436.000.000,00,- yang digunakan untuk mendukung kegiatan pemeliharaan, pengelolaan, dan pengembangan lingkungan hidup. Investasi ini merupakan bagian dari upaya berkelanjutan dalam menjaga keseimbangan antara pertumbuhan bisnis dan tanggung jawab lingkungan.

Pengaduan terkait Lingkungan Hidup [F.16]

Perseroan menegaskan komitmennya untuk menjalankan setiap aktivitas operasional secara bertanggung jawab dan sesuai prinsip tata kelola lingkungan yang baik (*Good Environmental Governance*). Sebagai bagian dari sistem manajemen lingkungan, Perseroan menerapkan prinsip kehati-hatian (*precautionary principle*) dalam setiap proses bisnis serta memastikan kepatuhan terhadap seluruh peraturan nasional dan kebijakan lingkungan internasional yang relevan.

Untuk mendukung hal tersebut, Perseroan memiliki mekanisme pengaduan dan pelaporan lingkungan yang dapat diakses oleh karyawan, mitra kerja, maupun masyarakat umum melalui kanal resmi perusahaan. Seluruh laporan atau keluhan yang diterima akan diverifikasi dan ditindaklanjuti oleh bagian atau tim terkait sesuai dengan prosedur dan peraturan yang berlaku.

impacts on protected flora and fauna, biodiversity, or critical ecosystems resulting from the company's operational activities. Throughout the reporting year, the Company also did not record any cases of violations or shipments of protected flora and fauna without permission.

During the reporting year, the Company implemented a Social and Environmental Responsibility (SER) program that contributed to the preservation of biodiversity, particularly the TERA Batch-6 Mangrove Planting Program and the provision of grants to the social enterprise SwaraOwa. Detailed information about these programs can be found in the Social and Environmental Responsibility Activities section.

Environmental Expenses [F.4]

As a tangible manifestation of its commitment to environmental conservation, the Company continues to invest in various initiatives that support sustainability and address environmental issues. This program focuses on reducing the negative impact of operational activities, including potential water and waste pollution, air pollution and emissions, and noise that can affect the comfort, health, and safety of employees and the surrounding community.

In 2025, the Company has spent Rp436.000.000,00,- to support environmental maintenance, management, and development activities. This investment is part of ongoing efforts to maintain a balance between business growth and environmental responsibility.

Environmental Complaints [F.16]

The Company emphasizes its commitment to conducting all operational activities responsibly and in accordance with the principles of good environmental governance. As part of its environmental management system, the Company applies the precautionary principle in all business processes and ensures compliance with all relevant national regulations and international environmental policies.

To support its commitment, the Company has established an environmental complaint and reporting mechanism that is accessible to employees, business partners, and the general public through the Company's official channels. All reports or complaints received will be verified and followed up by the relevant department or team in accordance with applicable procedures and regulations.

Sepanjang tahun pelaporan 2025, Perseroan tidak menerima pengaduan maupun keluhan terkait pengelolaan lingkungan hidup di seluruh area operasional. Hasil ini mencerminkan efektivitas sistem pemantauan dan implementasi kebijakan lingkungan perusahaan, serta menunjukkan tingkat kepatuhan yang tinggi terhadap peraturan yang berlaku.

Capaian tersebut menekankan konsistensi Perseroan dalam menjaga kualitas lingkungan, membangun hubungan yang harmonis dengan masyarakat sekitar, dan memastikan bahwa pertumbuhan bisnis yang dicapai selalu sejalan dengan tanggung jawab sosial dan lingkungan perusahaan.

Kepatuhan terhadap Regulasi [307-1]

Perseroan berkomitmen penuh untuk mematuhi seluruh peraturan dan standar lingkungan yang berlaku, baik di tingkat nasional maupun internasional di setiap kawasan operasinya. Sepanjang periode pelaporan, tidak terdapat pelanggaran material terhadap undang-undang atau regulasi lingkungan, serta tidak ada sanksi administratif maupun yudisial yang signifikan. Komitmen ini diwujudkan melalui pemantauan dan evaluasi kepatuhan secara berkala, pelaksanaan audit internal, pembaruan kebijakan lingkungan, serta program pelatihan bagi seluruh karyawan guna memperkuat penerapan praktik operasional yang ramah lingkungan.

Throughout the 2025 reporting year, the Company did not receive any complaints or grievances related to environmental management in all of its operational areas. This achievement reflects the effectiveness of the company's environmental monitoring systems and policy implementation, while also demonstrating a high level of compliance with applicable regulations.

This achievement highlights the Company's consistency in maintaining environmental quality, building harmonious relationships with the surrounding community, and ensuring that its business growth is always in line with its social and environmental responsibilities.

Regulatory Compliance [307-1]

The Company is fully committed to complying with all applicable environmental regulations and standards, both nationally and internationally, in each of its operating areas. Throughout the reporting period, there were no material violations of environmental laws or regulations, nor were there any significant administrative or judicial sanctions. This commitment is realized through regular monitoring and evaluation of compliance, implementation of internal audits, updating of environmental policies, and training programs for all employees to strengthen the implementation of environmentally friendly operational practices.

Kinerja Sosial

Social Performance

Pendekatan Kami [3-3]

Perseroan memandang bahwa sumber daya manusia dan nilai-nilai sosial merupakan fondasi utama dalam menjalankan kegiatan bisnis secara berkelanjutan. Dalam aspek pengembangan SDM, Perseroan berupaya menciptakan lingkungan kerja yang inklusif dan produktif dengan memperlakukan setiap karyawan sebagai bagian dari satu keluarga besar.

Our Approach [3-3]

The Company believes that human resources and social values are the main foundations of sustainable business activities. In terms of human resource development, the Company strives to create an inclusive and productive work environment by treating every employee as part of one big family.

Guna memastikan nilai-nilai tersebut diterapkan secara konsisten dalam praktik operasional, Perseroan didukung oleh kerangka kebijakan dan sistem keselamatan sebagai berikut:

- **Safety Policy Statement**
Kebijakan Keselamatan IAA yang telah mengalami amandemen dipublikasikan pada bulan Agustus 2025 seiring dengan perubahan *postholder*, sebagai penegasan kembali komitmen manajemen terhadap penerapan Sistem Manajemen Keselamatan (*Safety Management System/SMS*).
- **Penyelarasan Regulasi dan Standar Internasional**
Seluruh penerapan Sistem Manajemen Keselamatan IAA diselaraskan dengan ICAO Standards and Recommended Practices (SARPs) Annex 19 - Safety Management, sebagaimana diadopsi dalam Republic of Indonesia CASR Part 19.
- **Occupational Safety, Health, and Environmental Manual**
IAA mengacu pada SMK3 Manual 02 00 November 2025 (Doc No. IAA/FMD/M/001) sebagai pedoman utama dalam pengelolaan keselamatan dan kesehatan kerja serta aspek lingkungan di seluruh aktivitas operasional.
- **Emergency Response Plan (ERP)**
Kesiapsiagaan dalam menghadapi kondisi darurat diatur melalui ERP Manual 01 00 April 2025 (Doc No. IAA/CSF/M/003) untuk memastikan respons darurat yang terkoordinasi dan efektif.
- **Flight Data Analysis Manual**
Pendekatan keselamatan berbasis data diterapkan melalui FDA SOP 04 00 September 2024 (Doc No. IAA/CSF/S/001) guna memantau kinerja penerbangan dan mengidentifikasi potensi risiko keselamatan secara proaktif.
- **IATA Operational Safety Audit (IOSA)**
IAA merencanakan pelaksanaan IOSA pada tahun 2026 sebagai bagian dari upaya peningkatan berkelanjutan dan penyelarasan dengan standar keselamatan internasional industri penerbangan.

Dari sisi pendekatan sosial, Perseroan memastikan bahwa setiap aktivitas operasional, termasuk produk dan layanan yang dihadirkan, mampu memberikan dampak positif bagi masyarakat. Komitmen ini diwujudkan melalui berbagai prioritas utama, antara lain:

1. Menjaga keselamatan kerja di seluruh area operasional;
2. Mendorong pemberdayaan dan pengembangan kompetensi Allstars;
3. Melaksanakan program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berfokus pada peningkatan kesejahteraan masyarakat.

To ensure that these values are consistently applied in operational practices, the Company is supported by the following policy framework and safety system:

- **Safety Policy Statement**
The amended IAA Safety Policy was published in August 2025 in line with changes in *postholder*, as a reaffirmation of management's commitment to the implementation of the Safety Management System (SMS).
- **Alignment with International Regulations and Standards**
The implementation of the IAA Safety Management System is aligned with ICAO Standards and Recommended Practices (SARPs) Annex 19 - Safety Management, as adopted in the Republic of Indonesia CASR Part 19.
- **Occupational Safety, Health, and Environmental Manual**
IAA refers to SMK3 Manual 02 00 November 2025 (Doc No. IAA/FMD/M/001) as the main guideline in managing occupational safety and health as well as environmental aspects in all operational activities.
- **Emergency Response Plan (ERP)**
Preparedness in facing emergency conditions is regulated through the ERP Manual 01 00 April 2025 (Doc No. IAA/CSF/M/003) to ensure a coordinated and effective emergency response.
- **Flight Data Analysis Manual**
A data-based safety approach is implemented through FDA SOP 04 00 September 2024 (Doc No. IAA/CSF/S/001) to monitor flight performance and proactively identify potential safety risks.⁴
- **IATA Operational Safety Audit (IOSA)**
IAA plans to implement IOSA in 2026 as part of its continuous improvement efforts and alignment with international aviation safety standards.

From a social perspective, the Company ensures that all operational activities, including the products and services it provides, are able to positively impact the community. This commitment is realized through several key priorities, including:

1. Maintaining occupational safety in all operational areas;
2. Promoting the empowerment and competency development of Allstars;
3. Implementing a Social and Environmental Responsibility program that focuses on improving community welfare.

Perekrutan dan Retensi Talenta [F.18]

Perseroan memandang talenta sebagai penggerak utama keberlanjutan organisasi. Oleh karena itu, Perseroan menerapkan strategi perekrutan yang berfokus pada penarikan talenta terbaik yang selaras dengan nilai, budaya, dan tujuan jangka panjang perusahaan. Proses perekrutan dirancang secara transparan, inklusif, dan berbasis kompetensi dengan memanfaatkan berbagai kanal, termasuk platform daring, kemitraan dengan institusi pendidikan, serta program *internal recruitment*.

Selain pemenuhan kebutuhan bisnis, strategi ini juga menekankan penguatan *employer branding* melalui komunikasi yang konsisten mengenai nilai perusahaan, lingkungan kerja yang kolaboratif, serta peluang pengembangan karir jangka panjang. Pendekatan ini memastikan bahwa kandidat yang bergabung tidak hanya memiliki kapabilitas teknis yang sesuai, tetapi juga komitmen terhadap pertumbuhan dan keberlanjutan organisasi.

Kesetaraan Kesempatan Kerja dan Rekrutmen yang Inklusif

Perseroan menerapkan prinsip *Equal Employment Opportunity* (EEO) dalam seluruh proses perekrutan. Setiap kandidat dinilai secara adil dan berbasis merit, tanpa diskriminasi atas dasar jenis kelamin, usia, etnis, agama, disabilitas, maupun karakteristik personal lainnya. Kebijakan rekrutmen non-diskriminatif diterapkan secara konsisten, didukung oleh kriteria seleksi yang terstandarisasi untuk meminimalkan potensi bias, serta kepatuhan terhadap peraturan ketenagakerjaan yang berlaku.

Komitmen terhadap keberagaman dan inklusi ini bertujuan untuk menciptakan lingkungan kerja yang saling menghargai perbedaan dan menyediakan kesempatan yang setara bagi seluruh talenta untuk berkembang.

Inisiatif Perekrutan Talenta Tahun 2025

Pada tahun 2025, Perseroan melaksanakan berbagai inisiatif untuk memastikan pemenuhan kebutuhan talenta yang tepat dan berkelanjutan. Melalui *internal and external job posting* di platform internal (Workvivo dan Workday) serta platform profesional eksternal seperti LinkedIn, sekitar 30% kebutuhan posisi berhasil dipenuhi melalui mobilitas internal. Hal ini mendukung pengembangan karir karyawan sekaligus meningkatkan retensi talenta. Sementara itu, perekrutan eksternal memperkaya organisasi dengan perspektif dan keahlian baru dari latar belakang yang beragam.

Talent Recruitment and Retention [F.18]

The Company regards talent as the driving force behind organizational sustainability. Therefore, the Company's recruitment strategy focuses on attracting the best talent who are aligned with its values, culture, and long-term goals. The recruitment process is designed to be transparent, inclusive, and competency-based, utilizing various channels, including online platforms, partnerships with educational institutions, and internal recruitment programs.

Besides fulfilling business needs, this strategy also focuses on strengthening employer branding through consistent communication about company values, a collaborative work environment, and long-term career development opportunities. This approach ensures that new hires not only have the right technical capabilities, but also a commitment to the growth and sustainability of the organization.

Equal Employment Opportunity and Inclusive Recruitment

The Company applies the principle of Equal Employment Opportunity (EEO) in all recruitment processes. Each candidate is assessed fairly and based on merit, regardless of gender, age, ethnicity, religion, disability, or other personal characteristics. A non-discriminatory recruitment policy is consistently applied, supported by standardized selection criteria to minimize potential bias, as well as compliance with applicable labor regulations.

This commitment to diversity and inclusion aims to create a work environment that respects differences and provides equal opportunities for all talents to develop.

2025 Talent Recruitment Initiative

In 2025, the Company implemented various initiatives to ensure the fulfillment of appropriate and sustainable talent needs. Through internal and external job postings on internal platforms (Workvivo and Workday) and external professional platforms such as LinkedIn, approximately 30% of position needs were successfully occupied through internal mobility. This has supported employee career development while increasing talent retention. Meanwhile, external recruitment has enriched the organization with new perspectives and expertise from diverse backgrounds.

Untuk posisi manajerial, spesialis, dan peran kritikal, Perseroan memanfaatkan layanan *headhunter* dan rekrutmen profesional. Pendekatan ini menghasilkan tingkat kecocokan kandidat yang tinggi, dengan sekitar 90% kandidat memenuhi ekspektasi manajer perekrutan dari sisi kompetensi, pengalaman, dan kesesuaian peran.

Penguatan *employer branding* juga dilakukan melalui keterlibatan kampus dan institusi pendidikan. Program ini berkontribusi pada peningkatan proporsi perekrutan dari jalur magang, sekaligus memperkuat *early talent pipeline* sebagai bagian dari regenerasi tenaga kerja yang berkelanjutan.

Pembentukan Jalur Talenta dan Keterlibatan Kampus

Sebagai bagian dari strategi jangka panjang, Perseroan aktif membangun jalur talenta melalui berbagai kegiatan kampus. Partisipasi sebagai pembicara tamu di Universitas Indonesia pada bulan Mei 2025 meningkatkan kesadaran mahasiswa tingkat akhir terhadap peluang karir. Kunjungan kampus ke Institut Teknologi Del menghasilkan perekrutan tiga alumni pada tahun 2025, khususnya untuk memperkuat talenta berbasis teknologi.

Selain itu, *campus roadshow* di tiga universitas di Manado, yaitu Universitas Sam Ratulangi, Universitas Negeri Manado, dan Universitas Klabat dilaksanakan untuk memperluas akses talenta dari Indonesia Timur, sekaligus menyampaikan komitmen Perseroan terhadap *Diversity, Equity, and Inclusion (DEI)*. Program *industrial visit* di Universitas Brawijaya juga memperkuat *employer branding* melalui berbagi pengalaman langsung dari alumni yang bekerja di AirAsia, sehingga meningkatkan minat mahasiswa terhadap program magang dan karier awal.

Keberagaman, Kesetaraan, dan Inklusi

Perseroan berkomitmen untuk membangun lingkungan kerja yang menghargai keberagaman, menjunjung kesetaraan, dan mendorong inklusi bagi seluruh Allstars. Komitmen ini diwujudkan melalui kebijakan, praktik sumber daya manusia, serta inisiatif budaya yang memastikan setiap individu diperlakukan secara adil, memiliki kesempatan yang setara, dan dapat berkontribusi secara optimal sesuai kompetensinya.

Pendekatan *Diversity, Equity, and Inclusion (DEI)* di Perseroan diterapkan secara terintegrasi dengan proses rekrutmen, pengembangan karyawan, serta pengelolaan budaya kerja, sejalan dengan nilai perusahaan dan prinsip keberlanjutan jangka panjang.

For managerial, specialist, and critical roles, the Company utilizes headhunter and professional recruitment services. This approach results in a high level of candidate suitability, with approximately 90% of candidates meeting the expectations of recruitment managers in terms of competence, experience, and role suitability.

Employer branding is also strengthened through engagement with campuses and educational institutions. This program contributes to an increase in the proportion of recruitment from internships, while strengthening the early talent pipeline as part of sustainable workforce regeneration.

Establishment of Talent Pathways and Campus Engagement

As part of its long-term strategy, the Company actively builds talent pathways through various campus activities. Participation as a guest speaker at the University of Indonesia in May 2025 raises awareness among final-year students about career opportunities. A campus visit to the Del Institute of Technology resulted in the recruitment of three alumni in 2025, specifically to strengthen technology-based talent.

In addition, a campus roadshow was held at three universities in Manado, including at Sam Ratulangi University, Manado State University, and Klabat University to expand access to talent from Eastern Indonesia, while also conveying the Company's commitment to Diversity, Equity, and Inclusion (DEI). The industrial visit program at Brawijaya University also strengthened employer branding by sharing firsthand experiences from alumni working at AirAsia, thereby increasing student interest in internship programs and early careers.

Diversity, Equity, and Inclusion

The Company is committed to building a work environment that values diversity, upholds equality, and promotes inclusion for all Allstars. This commitment is realized through policies, human resource practices, and cultural initiatives that ensure every individual is treated fairly, has equal opportunities, and can contribute optimally according to their competencies.

The Company's Diversity, Equity, and Inclusion (DEI) approach is integrated into the recruitment process, employee development, and work culture management, in line with the company's values and long-term sustainability principles.

Kesenjangan Upah Berbasis Gender (Gender Pay Gap)

IAA berkomitmen sebagai pemberi kerja yang menerapkan prinsip kesetaraan (*equal opportunity*), dengan secara proaktif mengidentifikasi dan merespons kesenjangan remunerasi guna memastikan terciptanya lingkungan kerja yang adil dan setara. Selaras dengan praktik terbaik internasional serta kerangka regulasi yang diterapkan oleh Grup AirAsia terkait pelaporan *gender pay gap*, IAA melakukan analisis yang mendalam pada delapan tingkatan jabatan (*job grades*) yang berbeda. Pendekatan terstruktur ini memungkinkan IAA untuk memantau aspek kesetaraan dan memperkuat inklusivitas dalam industri penerbangan yang secara historis didominasi oleh laki-laki.

Data yang disajikan pada bagian ini merinci kinerja kesenjangan upah IAA tahun 2025 di seluruh kategori karyawan. Mengingat ketimpangan gender yang ekstrem pada peran pilot dan awak kabin dapat mempengaruhi tren data, IAA mengelompokkan pelaporan ke dalam dua kelompok data, yaitu: **All Allstars** dan **Allstars tanpa Pilot & Awak Kabin**. Segmentasi ini memungkinkan untuk menyaring data pencilon (*outlier*) teknis dan memperoleh gambaran yang lebih mendalam serta dapat melakukan tindak lanjut terkait potensi bias di organisasi secara lebih luas.

Gender Pay Gap

IAA is committed to being an equal-opportunity employer, proactively identifying and addressing remuneration gaps to ensure a fair and equitable workplace. In line with international best practices and the regulatory framework adopted by the AirAsia Group for gender pay gap reporting, IAA conducts an in-depth analysis across eight distinct job grades. This structured approach enables IAA to monitor pay equity and strengthen inclusivity within the aviation industry, which has historically been male-dominated.

The data presented in this section details IAA's 2025 gender pay gap performance across all employee categories. Recognizing that extreme gender imbalances in pilot and cabin crew roles may influence overall data trends, IAA has grouped its reporting into two datasets: **All Allstars** and **Allstars excluding Pilots & Cabin Crew**. This segmentation allows IAA to filter out technical outliers, gain a deeper understanding of the underlying trends, and take more informed follow-up actions in relation to potential biases across the broader organization.

(1) Berikut Merupakan Kinerja Upah IAA per Jam Tahun 2025: The Following Reflects IAA's 2025 Hourly Pay Performance:

| (1a) | Semua Allstars All Allstars | (1b) | Allstars Tanpa Pilot & Awak Kabin Allstars Excluding Pilots & Cabin Crew |
|------|--|------|---|
| | Rata-rata Mean: 62,62% Median: 72,59% | | Rata-rata Mean: 15,18% Median: -16,49% |

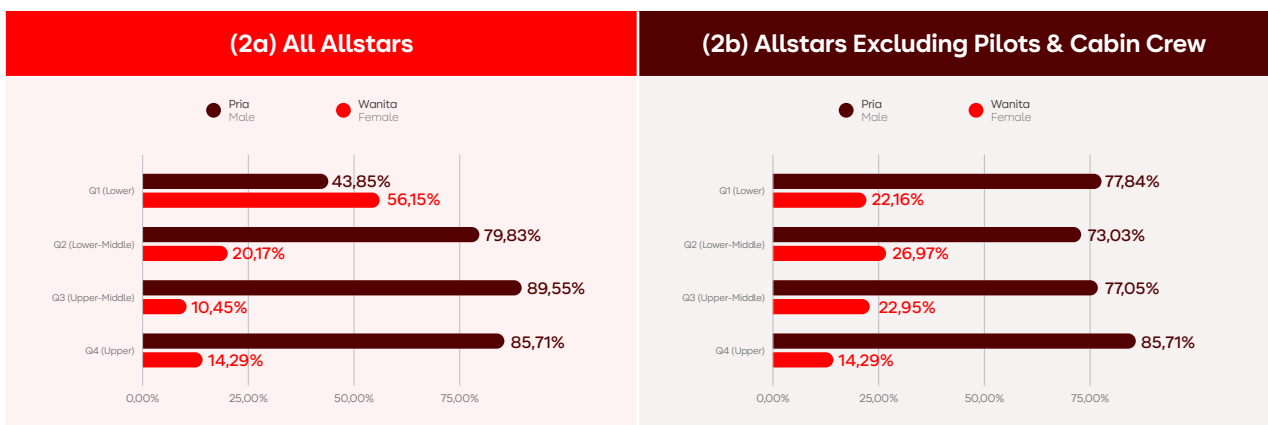
Catatan:

- Kesenjangan upah rata-rata (*mean pay gap*) adalah perbandingan rata-rata upah per jam karyawan perempuan terhadap karyawan laki-laki.
- Kesenjangan upah median (*median pay gap*) menunjukkan titik tengah perbandingan upah karyawan perempuan dan karyawan laki-laki.
- Persentase positif menunjukkan karyawan perempuan dibayar lebih rendah dibandingkan karyawan laki-laki, sedangkan persentase negatif menunjukkan sebaliknya.

Notes:

- The mean pay gap is the comparison between the average hourly pay of female employees and that of male employees.
- The median pay gap represents the midpoint in the comparison between the hourly pay of female and male employees.
- A positive percentage indicates that female employees are paid less than male employees, while a negative percentage indicates the opposite.

(2) Proporsi Jumlah Karyawan pada Setiap Kuartil Jabatan berdasarkan Gender: The Proportion of Employees in each Pay Quartile by Gender:



Interpretasi Data

Allstars

Analisis pada tingkat perusahaan menunjukkan kesenjangan upah rata-rata sebesar **62,62%** dan kesenjangan upah median sebesar **72,59%**. Angka-angka ini terutama mencerminkan ketidakseimbangan struktural historis, bukan ketidakadilan pemberian upah. Mengingat pilot dan awak kabin merupakan mayoritas dari total karyawan IAA, yakni **70,29%**, struktur remunerasi di fungsi penerbangan (*flight deck*) menjadi faktor pendorong utama kesenjangan upah. Representasi perempuan pada peran pilot yang saat ini sebesar **10,65%** menjelaskan penyebab rata-rata upah tetap jauh lebih tinggi bagi karyawan laki-laki.

Allstars Tanpa Pilot & Awak Kabin

Dengan mengevaluasi kesenjangan upah karyawan di luar peran pilot dan awak kabin secara terpisah, IAA memperoleh pemahaman yang lebih presisi mengenai kesetaraan remunerasi pada fungsi-fungsi lainnya. Dalam demografi ini, kesenjangan upah relatif lebih rendah, dengan **rata-rata (mean) 15,18%** dan **median -16,49%**.

Nilai *mean* yang positif menunjukkan bahwa secara rata-rata karyawan laki-laki masih menerima remunerasi yang lebih tinggi secara keseluruhan, yang kemungkinan dipengaruhi oleh sejumlah karyawan laki-laki yang berada pada posisi dengan tingkat remunerasi lebih tinggi. Sebaliknya, nilai median yang negatif menunjukkan bahwa karyawan perempuan pada posisi tengah menerima remunerasi lebih tinggi dibandingkan karyawan laki-laki pada posisi tersebut, yang mengindikasikan bahwa karyawan perempuan tidak terkonsentrasi pada posisi dengan remunerasi terendah dan kemungkinan lebih banyak terwakili pada posisi dengan tingkat remunerasi yang relatif lebih tinggi di sekitar nilai tengah distribusi remunerasi.

Analisis berdasarkan kuartil jabatan semakin memperkuat interpretasi tersebut. Karyawan perempuan tidak terwakili secara berlebihan pada kuartil remunerasi terendah dan bahkan mencatat proporsi tertinggi pada kuartil dua (*lower-middle*). Namun demikian, keterwakilan perempuan masih terbatas pada kuartil remunerasi tertinggi. Hal ini menunjukkan bahwa karyawan laki-laki masih lebih dominan pada posisi-posisi dengan remunerasi tertinggi, sehingga mendorong rata-rata remunerasi laki-laki menjadi lebih tinggi.

Data Interpretation

Allstars

The company-wide analysis shows a mean pay gap of **62.62%** and a median pay gap of **72.59%**. These figures primarily reflect historical structural imbalances rather than unequal pay practices. Given that pilots and cabin crew make up the majority of IAA's total workforce, at **70.29%**, the remuneration structure within flight operations (*flight deck*) is the main driver of the pay gap. The current **10.65%** female representation in pilot roles explains why average pay remains significantly higher for male employees.

Allstars excluding Pilots & Cabin Crew

By evaluating the pay gap separately for employees outside pilot and cabin crew roles, IAA gains a more precise understanding of pay equity across other functions. Within this demographic, the pay gap is relatively lower, with **a mean of 15.18%** and **a median of -16.49%**.

The positive mean value indicates that, on average, male employees still receive higher overall remuneration, which may be influenced by a number of male employees occupying positions with higher pay levels. In contrast, the negative median value indicates that female employees at the midpoint of the distribution receive higher remuneration than male employees at the same midpoint. This suggests that female employees are not concentrated in the lowest-paid positions and may instead be more represented in roles with relatively higher remuneration around the middle of the pay distribution.

The quartile analysis further reinforces this interpretation. Female employees are not disproportionately represented in the lowest pay quartile and, in fact, record the highest representation in quartile two (*lower-middle*). Nevertheless, female representation remains limited in the highest pay quartile. This indicates that male employees continue to dominate the highest-paid positions, thereby driving the average male remuneration higher.



Sebagai bagian dari peringatan *International Women's Day* tahun 2025, Perseroan melaksanakan inisiatif *All-Women Flight*, di mana seluruh peran operasional pada penerbangan tertentu dijalankan oleh perempuan. Inisiatif ini melibatkan pilot, awak kabin, tim *ground handling*, serta teknisi perempuan, dan bertujuan untuk menegaskan peran dan kapabilitas perempuan di berbagai fungsi operasional industri penerbangan.

As part of the 2025 International Women's Day celebration, the Company implemented the All-Women Flight initiative, in which all operational roles on certain flights were carried out by women. This initiative involved female pilots, cabin crew, ground handling teams, and technicians, and aimed to affirm the role and capabilities of women in various operational functions of the aviation industry.

Pada momen yang sama, Perseroan juga menyelenggarakan *Women Health Talks & Growth Space*, berupa sesi edukasi dan diskusi yang berfokus pada kesehatan perempuan. Kegiatan ini mencakup peningkatan kesadaran mengenai pemeriksaan *pap smear* serta deteksi dini kanker payudara, dengan tujuan mendorong literasi kesehatan dan praktik pencegahan di kalangan karyawan perempuan.

At the same time, the Company also held Women Health Talks & Growth Space, an educational session and discussion focused on women's health. This activity included raising awareness about pap smears and early detection of breast cancer, with the aim of promoting health literacy and preventive practices among female employees.

Dukungan bagi Perempuan di Bidang STEM

Dalam rangka mendukung partisipasi dan pengembangan perempuan di bidang *Science, Technology, Engineering, and Mathematics* (STEM), Tim Culture menginisiasi program *coaching* khusus bagi Allstars perempuan. Program ini menghadirkan pelatih (*coach*) dan peserta (*coachee*) perempuan melalui sesi *group coaching* yang dirancang untuk memberdayakan peserta, meningkatkan kepercayaan diri, serta memperkuat kesadaran akan potensi dan kontribusi perempuan di industri penerbangan.

Support for Women in STEM

In order to support the participation and development of women in the fields of Science, Technology, Engineering, and Mathematics (STEM), the Culture Team initiated a special coaching program for female Allstars. This program brings together female coaches and coachees through group coaching sessions designed to empower participants, boost confidence, and strengthen awareness of the potential and contribution of women in the aviation industry.

Selain itu, IAA juga terus menyempurnakan kebijakan yang mendukung inklusivitas di peran operasional. Salah satu kebijakan yang diperkenalkan adalah pemberian pilihan bagi awak kabin perempuan untuk mengenakan hijab, yang akan berlaku efektif mulai Ramadhan 2026. Kebijakan ini mencerminkan

In addition, IAA also continues to refine policies that support inclusivity in operational roles. One of the policies introduced is the option for female cabin crew to wear the hijab, which will take effect starting in Ramadan 2026. This policy reflects IAA's commitment to respecting personal identity

komitmen IAA dalam menghormati identitas dan keyakinan personal, tanpa mengesampingkan standar keselamatan dan profesionalisme.

Lingkungan Kerja Inklusif bagi Penyandang Disabilitas dan Neurodivergen

Perseroan berkomitmen untuk menciptakan lingkungan kerja yang inklusif dan setara bagi penyandang disabilitas dan/atau individu neurodivergen. Komitmen ini diwujudkan melalui kebijakan dan praktik sumber daya manusia yang menjunjung prinsip non-diskriminasi, kesempatan kerja yang setara, serta penilaian kinerja berbasis kompetensi.

Selain memastikan proses rekrutmen yang adil dan inklusif, Perseroan juga terbuka dalam menyediakan *reasonable accommodation* sesuai kebutuhan individu. Bentuk dukungan tersebut dapat mencakup penyediaan fasilitas kerja, pengaturan kerja yang fleksibel, serta dukungan lain yang diperlukan agar karyawan dapat bekerja secara aman, nyaman, dan produktif. Perseroan secara berkelanjutan melakukan evaluasi dan penyempurnaan kebijakan, fasilitas, serta pendekatan kerja untuk memastikan lingkungan kerja yang semakin inklusif bagi seluruh karyawan.

and beliefs, without compromising safety and professionalism standards.

Inclusive Work Environment for People with Disabilities and Neurodivergent

The Company is committed to creating an inclusive and equal work environment for people with disabilities and/or neurodivergent individuals. This commitment is realized through human resource policies and practices that uphold the principles of non-discrimination, equal employment opportunities, and competency-based performance appraisals.

Other than ensuring a fair and inclusive recruitment process, the Company is also open to providing reasonable accommodation as needed. Such support may include the provision of work facilities, flexible work arrangements, and other support necessary for employees to work safely, comfortably, and productively. The Company continuously evaluates and refines its policies, facilities, and work approaches to ensure an increasingly inclusive work environment for all employees.

Inisiatif Keberagaman dan Inklusi Tahun 2025 Diversity and Inclusion Initiatives in 2025

| Inisiatif Initiative | Deskripsi Singkat Brief Description |
|---|---|
| All-Women Flight | Seluruh peran operasional penerbangan tertentu dijalankan oleh perempuan dalam rangka International Women's Day All operational roles in certain flights are carried out by women during the International Women's Day |
| Women Health Talks & Growth Space | Edukasi kesehatan perempuan dan pengembangan diri Women health education and personal development |
| Women Coaching Program (STEM) | <i>Group coaching</i> untuk memberdayakan perempuan di industri penerbangan Group coaching to empower women in aviation industry |
| Kebijakan Hijab untuk Awak Kabin Hijab Policy for Cabin Crew | Kebijakan inklusif bagi awak kabin perempuan, efektif mulai Ramadhan 2026 An inclusive policy for female cabin crew, effective as of Ramadan 2026 |
| Dukungan bagi Penyandang Disabilitas & Neurodivergen Support for People with Disability & Neurodivergent | Kebijakan non-diskriminasi dan penyediaan <i>reasonable accommodation</i> Non-discriminatory policy and provision of reasonable accommodation |

Penghargaan | Awards

GPTW/Great Place to Work



Pada tahun 2025, IAA memperoleh pengakuan sebagai *Great Place to Work*®. Penghargaan ini didasarkan pada umpan balik karyawan dan penilaian independen yang menyoroti praktik positif dalam keterlibatan karyawan, kredibilitas kepemimpinan, rasa saling menghormati, keadilan, dan kebanggaan di tempat kerja. Pencapaian ini mencerminkan upaya berkelanjutan Perseroan dalam menciptakan lingkungan kerja yang suportif dan inklusif.

In 2025, IAA was recognized as a Great Place to Work®. This award is based on employee feedback and independent assessments that highlight positive practices in employee engagement, leadership credibility, mutual respect, fairness, and pride in the workplace. This achievement reflects the Company's ongoing efforts to create a supportive and inclusive work environment.

Hak Asasi Manusia [3-3] [408-1] [409-1]

Perseroan meyakini bahwa penghormatan dan perlindungan hak asasi manusia merupakan fondasi penting dalam menciptakan hubungan kerja yang adil, aman, dan beretika, baik bagi pelanggan, Allstars, maupun mitra bisnis. Prinsip ini diterapkan secara konsisten dalam seluruh aktivitas operasional perusahaan dan menjadi bagian integral dari budaya kerja yang menjunjung tinggi martabat manusia, kesetaraan, serta rasa saling menghormati.

Dalam memastikan pemenuhan hak-hak ketenagakerjaan, Perseroan berpedoman pada Undang-Undang Ketenagakerjaan Nomor 6 Tahun 2023, yang kemudian dijabarkan lebih lanjut dalam Peraturan Perusahaan IAA Tahun 2025-2027. Peraturan Perusahaan ini menjadi acuan utama dalam mengatur hubungan kerja, termasuk hak dan kewajiban karyawan, ketentuan kerja yang adil, serta mekanisme perlindungan terhadap potensi pelanggaran hak asasi manusia di lingkungan kerja.

Sebagai bentuk transparansi dan akuntabilitas, Peraturan Perusahaan tersebut telah disosialisasikan kepada seluruh karyawan. Seluruh Allstars dapat mengakses dokumen Peraturan Perusahaan melalui tautan resmi yang disediakan oleh tim CGQ-DCC, sehingga dapat memastikan setiap karyawan memiliki pemahaman yang memadai atas hak dan kewajibannya. Ke depan, Perseroan akan terus menyesuaikan kebijakan ketenagakerjaan dengan perkembangan regulasi pemerintah, baik melalui undang-undang maupun keputusan Menteri Ketenagakerjaan yang berlaku.

Pendekatan ini mencerminkan komitmen Perseroan untuk memastikan bahwa praktik ketenagakerjaan dan hubungan industrial dijalankan secara bertanggung jawab, sejalan dengan prinsip hak asasi manusia serta kerangka regulasi nasional.

Pencegahan dan Penanganan Pelecehan Seksual

Perseroan berkomitmen untuk menyediakan lingkungan kerja yang aman, inklusif, dan bebas dari segala bentuk pelecehan, termasuk pelecehan seksual. Perusahaan menegaskan sikap tanpa toleransi terhadap tindakan yang melanggar martabat individu dan berpotensi menciptakan rasa tidak aman di tempat kerja.

Sepanjang tahun 2025, tidak terdapat laporan kasus pelecehan seksual yang tercatat di lingkungan Perseroan. Demikian pula pada tahun 2023 dan 2024, perusahaan tidak menerima laporan kasus serupa. Sejalan dengan kondisi tersebut, tidak

Human Rights [3-3] [408-1] [409-1]

The Company believes that respect and protection of human rights are essential in creating fair, safe, and ethical working relationships for customers, Allstars, and business partners. This principle is consistently applied in all of the Company's operational activities and is an integral part of a work culture that upholds human dignity, equality, and mutual respect.

In ensuring the fulfillment of employment rights, the Company adheres to the Manpower Act No. 6 of 2023, which is further elaborated in the IAA Company Regulations of 2025-2027. These Company Regulations serve as the main reference in regulating employment relationships, including employee rights and obligations, fair working conditions, and mechanisms for protecting against potential human rights violations in the workplace.

As a form of transparency and accountability, these Company Regulations have been disseminated to all employees. All Allstars can access the Company Regulations through the official link provided by the CGQ-DCC team, ensuring that every employee has an adequate knowledge of their rights and obligations. Going forward, the Company will continue to adjust its employment policies in line with developments in government regulations, both through laws and applicable Minister of Manpower decrees.

This approach reflects the Company's commitment to ensuring that employment practices and industrial relations are carried out responsibly, in line with human rights principles and the national regulatory framework.

Prevention and Handling of Sexual Harassment

The Company is committed to providing a safe, inclusive, and harassment-free work environment, including from sexual harassment. The Company upholds a zero-tolerance policy towards acts that violate individual dignity and have the potential to create an unsafe workplace.

Throughout 2025, there were no reported cases of sexual harassment within the Company. Similarly, in 2023 and 2024, the company did not receive any reports of similar cases. In line with these conditions, there was no reporting platform specifically used

terdapat platform pelaporan yang digunakan secara spesifik untuk menangani kasus pelecehan seksual pada periode pelaporan, serta tidak ada kasus yang memerlukan proses penyelesaian lebih lanjut.

Meskipun tidak terdapat kasus yang dilaporkan, Perseroan tetap memandang upaya pencegahan sebagai aspek yang krusial. Perseroan terus menjaga lingkungan kerja yang saling menghormati melalui penerapan Peraturan Perusahaan, internalisasi nilai-nilai etika kerja, serta komunikasi terbuka antara manajemen dan karyawan. Selain itu, Perseroan juga mewajibkan karyawan untuk melakukan pembelajaran modul anti pelecehan seksual (*anti-harassment e-learning module*) sebagai upaya untuk meningkatkan kesadaran dan pemahaman karyawan terkait tindakan pencegahan.

to handle cases of sexual harassment during the reporting period, and there were no cases that required further resolution.

Even though there were no reported cases, the Company still considers prevention efforts to be a crucial aspect. The Company continues to maintain a mutually respectful work environment through the implementation of Company Regulations, the internalization of work ethic values, and open communication between management and employees. In addition, the Company also requires employees to complete an anti-sexual harassment e-learning module as an effort to increase employee awareness and understanding of preventive measures.

| Indikator Indicator | 2023 | 2024 | 2025 |
|---|------|------|------|
| Jumlah kasus pelecehan seksual Number of sexual harassment cases | 0 | 0 | 0 |
| Platform pelaporan kasus Reporting platform | N/A | N/A | N/A |

Melalui penerapan kebijakan ketenagakerjaan yang selaras dengan regulasi nasional, mekanisme sosialisasi yang transparan, serta upaya preventif dalam menjaga lingkungan kerja yang aman dan bermartabat, Perseroan berupaya memastikan bahwa penghormatan terhadap hak asasi manusia tidak hanya menjadi komitmen tertulis, tetapi juga tercermin dalam praktik kerja sehari-hari. Pendekatan ini mendukung keberlanjutan hubungan kerja yang sehat, memperkuat kepercayaan pemangku kepentingan, dan menjadi bagian dari fondasi keberlanjutan sosial perusahaan.

By implementing employment policies in line with national regulations, transparent socialization mechanisms, and preventive measures to maintain a safe and dignified working environment, the Company strives to ensure that respect for human rights is not only a written commitment, but is also reflected in daily work practices. This approach supports the sustainability of healthy working relationships, strengthens stakeholder trust, and forms part of the foundation of the Company's social sustainability.

Membangun Kewaspadaan terhadap Perdagangan Manusia melalui Modul #KnowTheSigns

Sebagai perusahaan jasa transportasi udara yang berinteraksi langsung dengan mobilitas manusia lintas wilayah dan negara, Perseroan menyadari bahwa industri penerbangan memiliki peran strategis dalam upaya pencegahan perdagangan manusia (*human trafficking*). Risiko sosial ini tidak selalu terlihat secara kasat mata, namun dapat muncul dalam aktivitas perjalanan sehari-hari. Oleh karena itu, Perseroan memandang penting untuk membekali karyawan dengan pemahaman, sensitivitas, dan kemampuan identifikasi dini terhadap indikasi praktik perdagangan manusia sebagai bagian dari komitmen terhadap perlindungan hak asasi manusia dan praktik bisnis yang bertanggung jawab.

Building Awareness of Human Trafficking through the #KnowTheSigns Module

As an air transportation service company that interacts directly with the mobility of people across regions and countries, the Company realizes that the aviation industry has a strategic role in preventing human trafficking. This social risk is not always visible to the naked eye, but can arise in everyday travel activities. Therefore, the Company believes that it is important to equip employees with knowledge, sensitivity, and the ability to identify early indications of human trafficking practices as part of its commitment to protecting human rights and responsible business practices.

Sebagai wujud komitmen tersebut, IAA secara berkelanjutan mengimplementasikan program #KnowTheSigns *e-learning*, yang dirancang untuk meningkatkan kesadaran, pengetahuan, dan respons karyawan (termasuk awak kabin, personel keamanan, dan petugas layanan di bandara) dalam mengenali tanda-tanda awal perdagangan manusia serta memahami langkah tindak lanjut yang tepat sesuai peran masing-masing. Modul pelatihan ini mencakup:

1. Identifikasi tanda-tanda perdagangan manusia.
2. Tindakan yang perlu diambil apabila terdapat kasus perdagangan manusia yang teridentifikasi.
3. Pemahaman mengenai perdagangan manusia di pesawat serta informasi terkini terkait tren perdagangan manusia di kawasan ASEAN.

Sepanjang periode pelaporan, cakupan pelatihan menunjukkan penguatan yang signifikan. Pada tahun 2023, sebanyak 179 karyawan IAA telah mengikuti pelatihan modul #KnowTheSigns dengan total 95,47 jam pelatihan. Pada tahun 2024, IAA berada dalam fase transisi platform *e-learning*, sehingga terdapat keterbatasan dalam proses ekstraksi dan konsolidasi data peserta pelatihan. Memasuki tahun 2025, IAA kembali melakukan akselerasi dengan melatih sebanyak 312 karyawan, menghasilkan total 166,40 jam pelatihan, sebagai bentuk penguatan kapasitas internal dalam mendukung pencegahan *human trafficking* secara lebih luas dan sistematis. Untuk memastikan pelatihan ini tetap relevan dan efektif, modul *e-learning* dievaluasi dan diperbaharui setiap tiga tahun agar mencakup tren terkini terkait praktik perdagangan manusia dan eksploitasi.

Melalui implementasi #KnowTheSigns *e-learning*, IAA menegaskan perannya tidak hanya sebagai penyedia layanan transportasi udara, tetapi juga sebagai mitra aktif dalam upaya pencegahan perdagangan manusia. Inisiatif ini menjadi bagian dari pendekatan preventif Perseroan dalam mengelola risiko sosial, sekaligus memperkuat budaya kepedulian, kewaspadaan, dan tanggung jawab seluruh insan perusahaan terhadap isu kemanusiaan yang bersifat kritical dan lintas batas.

Kesehatan dan Keselamatan

Perseroan memandang bahwa keberhasilan operasional hanya dapat dicapai apabila karyawan bekerja dalam lingkungan yang aman, sehat, dan terlindungi. Oleh karena itu, keselamatan dan kesehatan kerja (K3) serta keselamatan penerbangan menjadi prioritas utama dalam seluruh aktivitas operasional Perseroan. Komitmen ini dilaksanakan sesuai Undang-Undang No. 1 Tahun 1970 tentang Keselamatan dan Kesehatan Kerja, Peraturan Pemerintah (PP) No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen K3, serta standar keselamatan industri penerbangan yang berlaku. ^[403-2]

As a manifestation of this commitment, IAA continuously implements the #KnowTheSigns *e-learning* program, which is designed to increase the awareness, knowledge, and response of employees (including cabin crew, security personnel, and airport service officers) in recognizing the early signs of human trafficking and understanding the appropriate follow-up steps according to their respective roles. This training module covers:

1. Identification of human trafficking signs.
2. Actions to be taken when a case of human trafficking is identified.
3. Understanding human trafficking on aircraft and the latest information on human trafficking trends in the ASEAN region.

Throughout the reporting period, the scope of training showed significant improvement. In 2023, 179 IAA employees participated in the #KnowTheSigns module training, with a total of 95.47 training hours. In 2024, IAA was in the transition phase of its *e-learning* platform, which limited the extraction and consolidation of training participant data. In 2025, IAA accelerated its efforts by training 312 employees, resulting in a total of 166.40 training hours, which strengthened internal capacity to support broader and more systematic human trafficking prevention. To ensure that this training remains relevant and effective, the *e-learning* modules are evaluated and updated every three years to include the latest trends in human trafficking and exploitation practices.

By implementing #KnowTheSigns *e-learning*, IAA emphasizes its role not only as an air transportation service provider, but also as an active partner in efforts to prevent human trafficking. This initiative is part of the Company's preventive approach to managing social risks, while strengthening a culture of awareness, vigilance, and responsibility among all company personnel towards critical and cross-border humanitarian issues.

Health and Safety

The Company believes that operational success can only be achieved if employees work in a safe, healthy, and protected environment. Therefore, occupational health and safety (OHS) and aviation safety are top priorities in all of the Company's operational activities. This commitment is implemented in accordance with Law No. 1 of 1970 concerning Occupational Health and Safety, Government Regulation (PP) No. 50 of 2012 concerning the Implementation of the OHS Management System, and applicable aviation industry safety standards. ^[403-2]

Lingkungan Kerja yang Sehat dan Aman

[F.21] [403-1] [403-2] [403-3] [403-9] [S-11]

Sebagai bagian dari upaya mendukung lingkungan kerja yang layak dan aman, Perseroan menyediakan jaminan kesehatan melalui kepesertaan BPJS Kesehatan dan BPJS Ketenagakerjaan, serta asuransi kesehatan tambahan yang dikelola bersama penyedia layanan kesehatan yang ditunjuk oleh Perseroan. Fasilitas ini ditujukan untuk memastikan akses layanan kesehatan yang memadai bagi karyawan dan mendukung produktivitas kerja secara berkelanjutan sesuai dengan Peraturan Menteri Tenaga Kerja dan Transmigrasi No. 2 Tahun 1980.

Untuk memastikan penerapan yang konsisten, Perseroan mengimplementasikan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) guna mengidentifikasi potensi bahaya, menilai risiko, dan menetapkan langkah mitigasi yang tepat. Penerapan SMK3 didukung melalui audit dan inspeksi rutin terhadap peralatan serta fasilitas kerja guna memastikan kesesuaian dengan standar K3 dan mencegah terjadinya kecelakaan kerja. [403-1][403-2]

Perseroan juga memastikan tersedianya fasilitas kerja yang aman, bersih, dan nyaman yang dikelola oleh Departemen Facility Management, termasuk penyediaan toilet, ruang makan, dan ruang ibadah yang layak, sebagai bagian dari upaya menciptakan lingkungan kerja yang mendukung kesehatan fisik dan mental karyawan.

Pada tingkat kebijakan, Perseroan memperbarui *Safety Policy Statement* pada Agustus 2025 seiring dengan perubahan *postholder*. Pembaruan ini dilakukan untuk memperjelas peran, tanggung jawab, dan akuntabilitas pengelolaan keselamatan di seluruh organisasi, serta menegaskan komitmen manajemen puncak terhadap prinsip *safety first* dan budaya pelaporan keselamatan yang adil (*just culture*). [2-5]

Dalam mendukung kebutuhan spesifik karyawan, Perseroan menyediakan berbagai fasilitas penunjang di lingkungan kerja, antara lain ruang menyusui (*nursing room*), ruang kesehatan, fasilitas olahraga berupa ruang *gym* dan lapangan olahraga RedCourt, ruang istirahat karyawan (*parking brake*), serta area parkir yang memadai. Penyediaan fasilitas tersebut ditujukan untuk meningkatkan kenyamanan, kebugaran, dan keseimbangan kehidupan kerja karyawan.

Sebagai pedoman operasional, Perseroan mengacu pada *Occupational Safety, Health and Environmental Manual* (SMK3 Manual 02 00 Nov 2025, Doc No. IAA/FMD/M/001) dalam pengelolaan

Healthy and Safe Work Environment

[F.21] [403-1] [403-2] [403-3] [403-9] [S-11]

As part of its efforts to promote a decent and safe working environment, the Company provides health insurance through membership in the Health Social Security Agency (BPJS Kesehatan) and the Employment Social Security Agency (BPJS Ketenagakerjaan), as well as additional health insurance managed jointly with health service providers appointed by the Company. These facilities are intended to ensure adequate access to health services for employees and support sustainable work productivity in accordance with Regulation of the Minister of Manpower and Transmigration No. 2 of 1980.

To ensure consistent implementation, the Company implements an Occupational Health and Safety Management System (OHSMS) to identify potential hazards, assess risks, and determine appropriate mitigation measures. The implementation of OHSMS is supported by regular audits and inspections of equipment and work facilities to ensure compliance with OHS standards and prevent occupational accidents. [403-1][403-2]

The Company also ensures the availability of safe, clean, and comfortable work facilities managed by the Facility Management Department, including the provision of adequate toilets, dining rooms, and prayer rooms, as part of its efforts to create a work environment that supports the physical and mental health of its employees.

Policy-wise, the Company updated its Safety Policy Statement in August 2025 in line with changes in postholders. This update was made to clarify the roles, responsibilities, and accountability of safety management across the organization, as well as to reaffirm top management's commitment to the principle of safety first and a just culture of safety reporting. [2-5]

In supporting the specific needs of employees, the Company provides various supporting facilities in the work environment, including a nursing room, a health room, sports facilities in the form of a gym and a RedCourt sports field, an employee break room, and adequate parking areas. The provision of these facilities is intended to improve the comfort, fitness, and work-life balance of employees.

As an operational guideline, the Company refers to the Occupational Safety, Health and Environmental Manual (OSHE Manual 02 00 Nov 2025, Doc No. IAA/FMD/M/001) in managing occupational safety,

keselamatan, kesehatan kerja, dan lingkungan di area operasional darat. Manual ini menjadi dasar pelaksanaan identifikasi bahaya, pelaksanaan pelatihan, audit berkala, pengendalian risiko, serta investigasi insiden secara terstruktur. ^[403-1]

Area kerja Perseroan juga dilengkapi dengan berbagai sarana keselamatan dan keamanan kerja, seperti alat pendeteksi asap, fasilitas pemadam kebakaran, perlengkapan pertolongan pertama pada kecelakaan (P3K), jalur dan rambu evakuasi darurat, serta sistem pengamanan lainnya guna meminimalkan risiko kecelakaan dan memastikan kesiapan menghadapi kondisi darurat.

Kesiapsiagaan darurat dikelola melalui penerapan *Emergency Response Plan* (ERP Manual 01 00 Apr 2025, Doc No. IAA/CSF/M/003) yang mengatur mekanisme respons, struktur komando, dan koordinasi lintas fungsi dalam menghadapi keadaan darurat, dengan fokus utama pada perlindungan keselamatan manusia. ^[403-2]

Seluruh data terkait insiden atau kecelakaan kerja telah dilaporkan dan didokumentasikan sesuai dengan ketentuan Kementerian Tenaga Kerja dan Transmigrasi, sebagai bagian dari komitmen Perseroan terhadap kepatuhan, transparansi, dan keselamatan kerja yang berkelanjutan.

Identifikasi Bahaya, Penilaian Risiko, dan Investigasi Insiden K3 ^[403-2] ^[403-7]

Perseroan secara berkelanjutan melakukan penilaian risiko keselamatan dan berbagai aktivitas manajemen risiko lainnya sebagai bagian dari penerapan *Safety Management System* (SMS) dan *Occupational Health and Safety* (OHS). Pendekatan ini bertujuan untuk mengidentifikasi potensi bahaya di lingkungan kerja, menilai tingkat risiko, serta memastikan penerapan langkah pengendalian yang sesuai guna menciptakan lingkungan kerja yang aman, sehat, dan efisien bagi seluruh karyawan.

Program Ergonomi

Pada tahun 2025, Perseroan melaksanakan program ergonomi yang selaras dengan standar Organisasi Perburuhan Internasional (*International Labor Organization/ILO*), *Occupational Safety and Health (Amendment) Act 2022* (OSHA 2022), serta *Department of Occupational Safety and Health (DOSH) Guidelines on Ergonomics Risk Assessment (ERA) at the Workplace 2017*. Program ini diterapkan di berbagai unit kerja, termasuk *inflight services*, awak pesawat, ADE, *ramp*, serta area perkantoran.

Program ergonomi dilaksanakan melalui proses terstruktur yang terintegrasi dengan inspeksi OHS triwulanan, yang mencakup tiga tahapan utama,

occupational health, and the environment in land-based operational areas. This manual serves as a guideline for hazard identification, training, periodic audits, risk control, and structured incident investigation. ^[403-1]

The Company's work areas are also equipped with various occupational safety and security facilities, such as smoke detectors, firefighting facilities, first aid kits, emergency evacuation routes and signs, and other security systems to minimize the risk of accidents and ensure readiness in the event of an emergency.

Emergency preparedness is managed through the implementation of the Emergency Response Plan (ERP Manual 01 00 Apr 2025, Doc No. IAA/CSF/M/003), which regulates response mechanisms, command structures, and cross-functional coordination in dealing with emergencies, with a primary focus on protecting human safety. ^[403-2]

All data related to occupational incidents or accidents has been reported and documented in accordance with the provisions of the Ministry of Manpower and Transmigration, as part of the Company's commitment to compliance, transparency, and sustainable occupational safety.

Hazard Identification, Risk Assessment, and OHS Incident Investigation ^[403-2] ^[403-7]

The Company continuously conducts safety risk assessments and various other risk management activities as part of the implementation of the Safety Management System (SMS) and Occupational Health and Safety (OHS). This approach aims to identify potential hazards in the work environment, assess the level of risk, and ensure the implementation of appropriate control measures to create a safe, healthy, and efficient work environment for all employees.

Ergonomics Program

In 2025, the Company implemented an ergonomics program in line with the standards of the International Labor Organization (ILO), the Occupational Safety and Health (Amendment) Act 2022 (OSHA 2022), and the Department of Occupational Safety and Health (DOSH) Guidelines on Ergonomics Risk Assessment (ERA) at the Workplace 2017. This program is implemented in various work units, including *inflight services*, flight crew, ADE, *ramp*, and office areas.

The ergonomics program is implemented through a structured process integrated with quarterly OHS inspections, which includes three main stages,

yaitu *screening*, *ergonomics risk assessment* (ERA), serta pelatihan dan komunikasi risiko ergonomi.

1. Tahap *screening* dilakukan sebagai proses identifikasi awal untuk mendeteksi potensi faktor risiko ergonomi di tempat kerja. Kegiatan ini mencakup observasi aktivitas kerja, peninjauan tugas dan stasiun kerja, penggunaan peralatan, postur kerja, serta masukan dari karyawan terkait keluhan atau gejala gangguan muskuloskeletal. Hasil *screening* digunakan untuk menentukan kebutuhan dilakukannya ERA secara lebih mendalam.
2. Tahap ERA dilakukan dengan mengevaluasi berbagai faktor risiko, seperti postur kerja, repetisi, gaya atau beban kerja, durasi, getaran, serta kondisi lingkungan kerja. Penilaian dilakukan menggunakan metode dan alat ergonomi yang diakui, sehingga tingkat risiko dapat ditentukan secara objektif. Berdasarkan hasil penilaian tersebut, Perseroan menetapkan dan menerapkan langkah pengendalian sesuai dengan hirarki pengendalian risiko, meliputi substitusi, eliminasi, pengendalian teknis (*engineering controls*), pengendalian administratif, serta perbaikan praktik kerja untuk mengurangi atau menghilangkan risiko ergonomi.
3. Tahap pelatihan dan komunikasi risiko ergonomi dilaksanakan sebagai bagian dari program OHS untuk meningkatkan pemahaman karyawan, atasan, dan pemangku kepentingan terkait. Materi pelatihan mencakup postur kerja yang benar, penggunaan peralatan dan alat kerja secara aman, pelaporan dini ketidaknyamanan fisik, serta penerapan praktik kerja yang aman guna mencegah cedera akibat faktor ergonomi.

Hearing Conservation Program dan Penilaian Risiko Kebisingan

Dalam rangka melindungi karyawan dari risiko paparan kebisingan, Perseroan menerapkan *Hearing Conservation Program* yang mengacu pada Peraturan Menteri Ketenagakerjaan Republik Indonesia Nomor 5 Tahun 2018 tentang Pencegahan Kecelakaan Kerja (KK) dan Penyakit Akibat Kerja (PAK). Peraturan ini mengatur nilai ambang batas (*Threshold Limit Values/TLV*) untuk berbagai faktor fisik, termasuk kebisingan, guna menciptakan lingkungan kerja yang aman dan nyaman.

Manajemen fasilitas Perseroan secara berkala melakukan inspeksi dan pengukuran intensitas kebisingan dengan melibatkan pihak ketiga independen, sesuai dengan ketentuan dalam peraturan tersebut. Kegiatan penilaian risiko kebisingan ini dilaksanakan dua kali dalam setahun (per semester) untuk memastikan kepatuhan terhadap standar K3 serta meminimalkan potensi dampak kesehatan akibat paparan kebisingan di lingkungan kerja.

namely *screening*, *ergonomics risk assessment* (ERA), and ergonomics risk training and communication.

1. The screening stage is conducted as an initial identification process to detect potential ergonomic risk factors in the workplace. This activity includes observation of work activities, review of tasks and work stations, use of equipment, work posture, and input from employees regarding complaints or symptoms of musculoskeletal disorders. The screening results are used to determine the need for a more in-depth ERA.
2. The ERA stage is carried out by evaluating various risk factors, such as work posture, repetition, work style or load, duration, vibration, and working environment conditions. The assessment is carried out using recognized ergonomic methods and tools, ensuring that the level of risk can be determined objectively. Based on the results of this assessment, the Company establishes and implements control measures in accordance with the risk control hierarchy, including substitution, elimination, engineering controls, administrative controls, and improvements in work practices to reduce or eliminate ergonomic risks.
3. Ergonomic risk training and communication are carried out as part of the OHS program to improve the understanding of employees, supervisors, and relevant stakeholders. Training materials cover correct work posture, safe use of equipment and work tools, early reporting of physical discomfort, and the implementation of safe work practices to prevent injuries due to ergonomic factors.

Hearing Conservation Program and Noise Risk Assessment

In order to protect employees from the risk of noise exposure, the Company implements a *Hearing Conservation Program* that refers to Regulation of the Minister of Manpower of the Republic of Indonesia Number 5 of 2018 concerning Prevention of Occupational Accidents (KK) and Occupational Diseases (PAK). This regulation sets threshold limit values (TLVs) for various physical factors, including noise, to create a safe and comfortable work environment.

The Company's facility management periodically conducts inspections and noise intensity measurements with the involvement of an independent third party, in accordance with the provisions of the regulation. This noise risk assessment is carried out twice a year (per semester) to ensure compliance with OHS standards and minimize the potential health impacts of noise exposure in the work environment.

Indoor Air Quality Baseline Assessment

Sebagai bagian dari upaya menjaga kualitas lingkungan kerja, Perseroan juga melaksanakan *Indoor Air Quality Baseline Assessment* yang mengacu pada Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup, yang merupakan turunan dari Undang-Undang Nomor 11 Tahun 2020 tentang Cipta Kerja.

Melalui pengelolaan fasilitas, Perseroan melakukan inspeksi kualitas lingkungan dengan melibatkan pihak ketiga untuk memastikan pemenuhan standar mutu lingkungan, khususnya kualitas udara dan air. Penilaian ini dilakukan secara berkala dua kali dalam setahun (per semester) guna memastikan lingkungan kerja yang aman, sehat, dan nyaman bagi karyawan, serta mendukung kepatuhan terhadap ketentuan K3 dan peraturan lingkungan yang berlaku.

Keselamatan Pekerja

Perseroan berkomitmen untuk menyediakan lingkungan kerja yang aman dan sehat bagi seluruh karyawan (Allstars) maupun pihak non-karyawan yang bekerja di bawah kendali operasional Perseroan. Pengelolaan keselamatan dan kesehatan kerja dilakukan secara sistematis melalui penerapan *Occupational Health and Safety* (OHS) dan terintegrasi dengan *Safety Management System* (SMS), mencakup pencegahan cedera kerja, penyakit akibat kerja, serta pemantauan kinerja keselamatan secara berkelanjutan.

Cedera Akibat Kerja pada Karyawan (Allstars)

Sepanjang periode pelaporan, Perseroan mencatat tidak adanya kejadian fatalitas maupun cedera akibat kerja yang tercatat (*recordable work-related injuries*) pada karyawan. Seluruh indikator keselamatan utama, termasuk *Lost Time Injury*, *Lost Time Injury Rate* (LTIR), dan *Lost Time Injury Frequency Rate* (LTIFR), tercatat nihil pada tahun pelaporan.

Tabel Cedera Akibat Kerja pada Karyawan (Allstars) di Gedung RedHouse [403-9]

Table of Work-Related Injuries among Employees (Allstars) at RedHouse Building

| Indikator Indicator | 2024 | 2025 |
|--|--------------------|--------------------|
| Total jam kerja (man-hours) Total man-hours | 38.880 Jam Hours | 35.136 Jam Hours |
| Fatalitas akibat cedera kerja Fatality due to work-related injuries | NIL | NIL |
| Cedera kerja tercatat Recordable work-related injuries | NIL | NIL |

Indoor Air Quality Baseline Assessment

As part of its efforts to maintain the quality of the working environment, the Company also conducts an Indoor Air Quality Baseline Assessment with reference to Government Regulation No. 22 of 2021 concerning the Implementation of Environmental Protection and Management, which is a derivative of Law No. 11 of 2020 concerning Job Creation.

Through facility management, the Company conducts environmental quality inspections involving third parties to ensure compliance with environmental quality standards, particularly air and water quality. This assessment is conducted twice a year (per semester) to ensure a safe, healthy, and comfortable work environment for employees and to support compliance with applicable OHS and environmental regulations.

Worker Safety

The Company is committed to providing a safe and healthy work environment for all employees (Allstars) and non-employees working under the Company's operational control. Occupational safety and health management is carried out systematically through the implementation of Occupational Health and Safety (OHS) and integrated with the Safety Management System (SMS), covering the prevention of work injuries, occupational diseases, and continuous monitoring of safety performance.

Work-Related Injuries among Employees (Allstars)

Throughout the reporting period, the Company recorded no fatalities or recordable work-related injuries among its employees. All key safety indicators, including Lost Time Injury, Lost Time Injury Rate (LTIR), and Lost Time Injury Frequency Rate (LTIFR), were recorded as zero for the reporting year.

| Indikator Indicator | 2024 | 2025 |
|---|------|------|
| Jenis utama cedera kerja Main types of work-related injuries | NIL | NIL |
| Lost Time Injury | NIL | NIL |
| LTIR | NIL | NIL |
| LTIFR | NIL | NIL |
| Incident rate | NIL | NIL |
| Severity rate | NIL | NIL |

Penyakit Akibat Kerja pada Karyawan (Allstars) [403-10]

Penyakit akibat kerja mencakup kondisi kesehatan akut, berulang, maupun kronis yang disebabkan atau diperburuk oleh aktivitas kerja, termasuk gangguan muskuloskeletal, penyakit kulit dan pernapasan, gangguan akibat faktor fisik, serta gangguan kesehatan mental. Mengacu pada definisi Organisasi Perburuhan Internasional (*International Labor Organization/ILO*), selama periode pelaporan, Perseroan tidak mencatat adanya fatalitas maupun kasus penyakit akibat kerja yang dapat dicatat pada karyawan.

Occupational Disease among Employees (Allstars) [403-10]

Occupational diseases include acute, recurring, and chronic health conditions caused or exacerbated by work activities, including musculoskeletal disorders, skin and respiratory diseases, disorders caused by physical factors, and mental health disorders. Referring to the definition of the International Labor Organization (ILO), during the reporting period, the Company did not record any fatalities or cases of occupational diseases among its employees.

Tabel Penyakit Akibat Kerja pada Karyawan (Allstars) di Gedung RedHouse Table of Occupational Diseases among Employees (Allstars) at RedHouse Building

| Indikator Indicator | 2024 | 2025 |
|--|------|------|
| Fatalitas akibat penyakit kerja Fatality due to occupational diseases | NIL | NIL |
| Kasus penyakit kerja tercatat Recordable occupational diseases | NIL | NIL |
| Tiga jenis utama penyakit kerja Three main types of occupational diseases | NIL | NIL |

Cedera Akibat Kerja pada Non-Karyawan

Selain karyawan, Perseroan juga memantau keselamatan pihak non-karyawan, termasuk kontraktor, konsultan, dan pihak lain yang aktivitasnya berada di bawah kendali operasional Perseroan. Selama periode pelaporan, tidak terdapat fatalitas maupun cedera akibat kerja yang tercatat pada kelompok non-karyawan.

Work-Related Injuries among Non-Employees

Other than employees, the Company also monitors the safety of non-employees, which includes contractors, consultants, and other parties whose activities are under the Company's operational control. During the reporting period, there were no fatalities or work-related injuries recorded among non-employees.

Tabel Cedera Akibat Kerja pada Non-Karyawan Table of Work-Related Injuries among Non-Employees

| Indikator Indicator | 2024 | 2025 |
|--|-------------------|-------------------|
| Total jam kerja (man-hours) Total man-hours | 6.144 Jam Hours | 4.176 Jam Hours |
| Fatalitas akibat cedera kerja Fatality due to work-related injuries | NIL | NIL |
| Cedera kerja tercatat Recordable work-related injuries | NIL | NIL |

| Indikator Indicator | 2024 | 2025 |
|---|------|------|
| Jenis utama cedera kerja Main types of work-related injuries | NIL | NIL |
| Lost Time Injury | NIL | NIL |
| LTIR | NIL | NIL |
| LTIFR | NIL | NIL |
| Incident rate | NIL | NIL |
| Severity rate | NIL | NIL |
| Accident rate | NIL | NIL |

Penyakit Akibat Kerja pada Non-Karyawan

Perseroan tidak mencatat adanya fatalitas maupun kasus penyakit akibat kerja pada pihak non-karyawan selama periode pelaporan. Pemantauan kesehatan dan keselamatan bagi pihak non-karyawan dilakukan melalui penerapan persyaratan K3, *safety induction*, serta pengawasan lingkungan kerja yang berada di bawah kendali Perseroan.

Occupational Diseases among Non-Employees

The Company did not record any fatality or occupational diseases among non-employees during the reporting period. Health and safety monitoring for non-employees was carried out through the implementation of OHS, safety induction, and supervision of the Company's work environment.

Tabel Penyakit Akibat Kerja pada Non-Karyawan

Table of Occupational Diseases among Non-Employees

| Indikator Indicator | 2024 | 2025 |
|--|------|------|
| Fatalitas akibat penyakit kerja Fatality due to occupational diseases | NIL | NIL |
| Kasus penyakit kerja tercatat Recordable occupational diseases | NIL | NIL |
| Tiga jenis utama penyakit kerja Three main types of occupational diseases | NIL | NIL |

Keselamatan Operasional

Dalam aspek keselamatan penerbangan, IAA menerapkan pendekatan berbasis data melalui *Flight Data Analysis Manual* (FDA SOP 04 00 Sep 2024, Doc No. IAA/CSF/S/001) untuk memantau tren operasional dan mengidentifikasi potensi risiko secara preventif sebagai bagian dari *Safety Management System* (SMS).

Sebagai langkah peningkatan berkelanjutan, IAA merencanakan pelaksanaan IATA Operational Safety Audit (IOSA) pada tahun 2026 guna menilai kesesuaian sistem dan praktik keselamatan dengan standar internasional yang diakui secara global.

Kebijakan dan sistem keselamatan tersebut diselaraskan dengan ICAO Standards and Recommended Practices (SARPs) Annex 19 – Safety Management yang diadopsi dalam Civil Aviation Safety Regulations (CASR) Part 19 Republik Indonesia, guna memastikan kepatuhan terhadap regulator nasional sekaligus keselarasan dengan praktik terbaik industri penerbangan internasional.

Operational Safety

In terms of flight safety, IAA implements a data-driven approach through the *Flight Data Analysis Manual* (FDA SOP 04 00 Sep 2024, Doc No. IAA/CSF/S/001) to monitor operational trends and identify potential risks preventively as part of the *Safety Management System* (SMS).

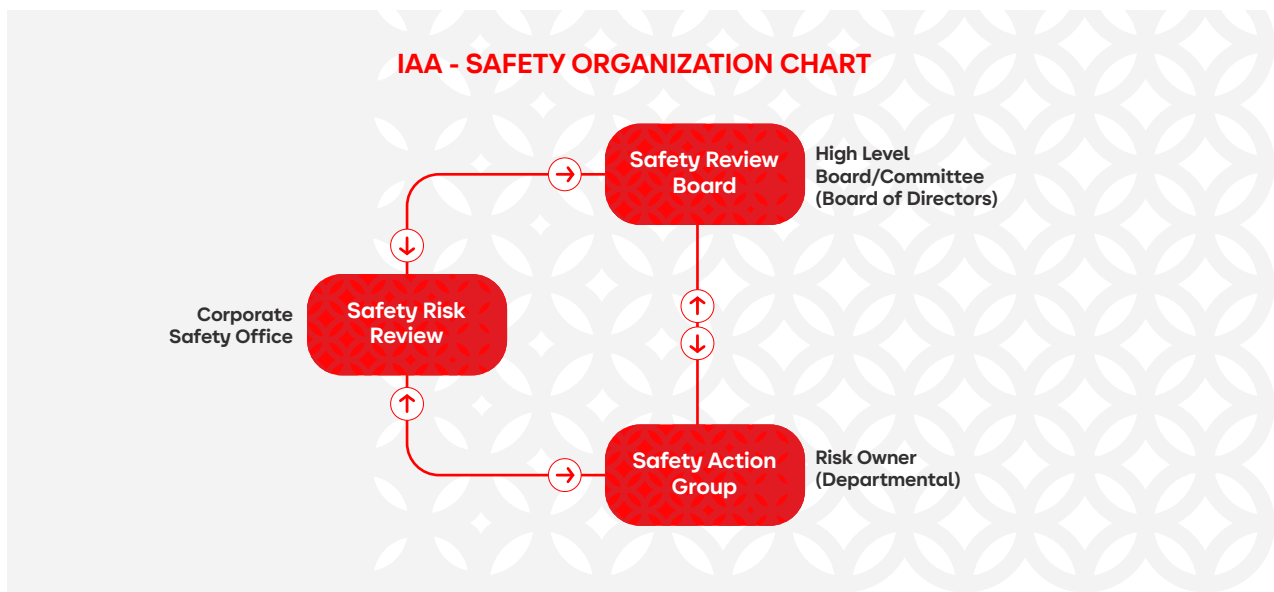
As a continuous improvement measure, IAA plans to implement the IATA Operational Safety Audit (IOSA) in 2026 to assess the compliance of safety systems and practices with globally recognized international standards.

These safety policies and systems are aligned with ICAO Standards and Recommended Practices (SARPs) Annex 19 – Safety Management, which are adopted in the Civil Aviation Safety Regulations (CASR) Part 19 of the Republic of Indonesia, ensuring compliance with national regulators and alignment with international aviation industry best practices.

Seluruh kebijakan, sistem, dan prosedur keselamatan tersebut menjadi kerangka kerja yang memastikan pengelolaan keselamatan dijalankan secara konsisten dan terukur di seluruh aktivitas operasional Perseroan. Namun demikian, efektivitas sistem keselamatan tidak hanya ditentukan oleh kelengkapan kebijakan dan prosedur, melainkan juga oleh bagaimana nilai-nilai keselamatan diterjemahkan ke dalam perilaku kerja sehari-hari dan menjadi bagian dari budaya organisasi. Oleh karena itu, Perseroan menempatkan penguatan budaya keselamatan sebagai fokus utama dalam implementasi keselamatan di tingkat operasional dengan target *zero accident* setiap tahunnya. ^[403-5]

All of these safety policies, systems, and procedures become a framework that ensures safety management is carried out consistently and measurably in all of the Company's operational activities. However, the effectiveness of the safety system is not only determined by the completeness of policies and procedures, but also by how safety values are translated into daily work behavior and become part of the organizational culture. Therefore, the Company places strengthening the safety culture as the main focus in the implementation of safety at the operational level with a target of zero accidents every year. ^[403-5]

Sistem Manajemen Keselamatan Safety Management System/SMS



Safety Review Board:

- Memantau dan meninjau kinerja keselamatan agar selaras dengan kebijakan dan target keselamatan IAA.
- Memastikan tindak lanjut atas rekomendasi hasil investigasi insiden atau kecelakaan dilaksanakan oleh unit kerja terkait.
- Menilai efektivitas penerapan dan proses Sistem Manajemen Keselamatan di seluruh organisasi.

Safety Review Board:

- Monitors and reviews safety performance to ensure alignment with IAA safety policies and targets.
- Ensures that recommendations from incident or accident investigations are followed up by the relevant work units.
- Assesses the effectiveness of Safety Management System implementation and processes across the organization.

Director of Corporate Safety & Quality:

- Memastikan kepatuhan terhadap regulasi dan penerapan prosedur keselamatan untuk menekan risiko dan mencegah kecelakaan.
- Mengembangkan dan meningkatkan pelatihan serta budaya keselamatan di seluruh lini organisasi.
- Mengidentifikasi, menyelidiki, dan menangani risiko keselamatan yang muncul dalam kegiatan operasional.

Director of Corporate Safety & Quality:

- Ensures regulatory compliance and implementation of safety procedures to mitigate risks and prevent accidents.
- Develops and improves training and safety culture across all lines of the organization.
- Identifies, investigates, and addresses safety risks that arise in operational activities.

Safety Action Group:

- Mengembangkan, mengelola, dan mengendalikan tindakan mitigasi risiko berdasarkan bahaya dan risiko yang teridentifikasi.
- Menyusun *Safety Performance Indicator* (SPI) serta memantau pencapaiannya secara berkala.

Safety Risk Review:

- Memantau pencapaian *Safety Performance Indicator* (SPI).
- Meninjau efektivitas sistem pengumpulan dan pengolahan data keselamatan serta penerapan Sistem Manajemen Keselamatan IAA.

Penerapan *Safety Management System* (SMS) di Perseroan bertujuan untuk mengelola dan memitigasi risiko keselamatan secara proaktif sebelum berkembang menjadi insiden atau kecelakaan penerbangan. Melalui penerapan SMS yang terintegrasi di seluruh organisasi, Perseroan dapat mengelola aktivitas keselamatan secara lebih disiplin, terarah, dan berbasis risiko, sehingga sumber daya keselamatan dapat diprioritaskan secara efektif untuk mendukung keselamatan penerbangan secara berkelanjutan.

SMS dibangun berdasarkan empat pilar utama yang saling terintegrasi untuk memastikan pengelolaan keselamatan berjalan secara sistematis dan berkelanjutan. Keempat pilar ini menjadi dasar dalam pengambilan keputusan keselamatan serta pelaksanaan aktivitas operasional sehari-hari.

1. Pilar pertama, *Safety Policy*, menegaskan komitmen manajemen senior untuk terus meningkatkan kinerja keselamatan. Kebijakan ini menetapkan arah, metode, dan proses pengelolaan keselamatan, sekaligus memperjelas akuntabilitas dan tanggung jawab keselamatan bagi seluruh karyawan (Allstars) dalam mencapai tujuan keselamatan yang telah ditetapkan.
2. Pilar kedua, *Safety Risk Management*, memastikan adanya alur kerja yang terstruktur dalam menganalisis lingkungan operasional, mengidentifikasi potensi bahaya, serta menetapkan langkah pengendalian risiko. Melalui pendekatan ini, risiko keselamatan dikelola hingga berada pada tingkat yang dapat diterima sebelum aktivitas operasional dijalankan.
3. Pilar ketiga, *Safety Assurance*, berfungsi untuk mengevaluasi efektivitas pengendalian risiko yang telah diterapkan. Pilar ini mendukung identifikasi bahaya baru, pemantauan kinerja keselamatan, serta peningkatan berkelanjutan atas penerapan SMS agar tetap relevan dan efektif.

Safety Action Group:

- Develops, manages, and controls risk mitigation measures based on identified hazards and risks.
- Formulates *Safety Performance Indicators* (SPI) and monitors their achievement on a regular basis.

Safety Risk Review:

- Monitors the achievement of *Safety Performance Indicators* (SPI).
- Reviews the effectiveness of the safety data collection and processing system and the implementation of the IAA *Safety Management System*.

The implementation of the *Safety Management System* (SMS) in the Company aims to proactively manage and mitigate safety risks before they develop into incidents or aviation accidents. Through the implementation of an integrated SMS throughout the organization, the Company can manage safety activities in a more disciplined, focused, and risk-based manner, so that safety resources can be effectively prioritized to support sustainable aviation safety.

The SMS is built on four main pillars that are integrated with each other, ensuring that safety management is carried out systematically and sustainably. These four pillars form the basis for safety decision-making and the implementation of daily operational activities.

1. The first pillar, *Safety Policy*, affirms senior management's commitment to continuously improving safety performance. This policy sets the direction, methods, and processes for safety management, while clarifying the accountability and safety responsibilities of all employees (Allstars) in achieving the established safety objectives.
2. The second pillar, *Safety Risk Management*, ensures a structured workflow for analyzing the operational environment, identifying potential hazards, and establishing risk control measures. Through this approach, safety risks are managed to an acceptable level before operational activities are carried out.
3. The third pillar, *Safety Assurance*, serves to evaluate the effectiveness of the risk controls that have been implemented. This pillar supports the identification of new hazards, safety performance monitoring, and continuous improvement of SMS implementation to ensure it remains relevant and effective.

4. Pilar keempat, *Safety Promotion*, berfokus pada penguatan budaya keselamatan melalui pelatihan SMS, komunikasi keselamatan, serta berbagai inisiatif lain yang mendorong keterlibatan aktif seluruh Allstars. Pendekatan ini bertujuan membangun kesadaran bahwa keselamatan merupakan tanggung jawab bersama di seluruh tingkatan organisasi.

4. The fourth pillar, *Safety Promotion*, focuses on strengthening the safety culture through SMS training, safety communication, and various other initiatives that encourage the active involvement of all Allstars. This approach aims to build awareness that safety is a shared responsibility at all levels of the organization.

Melalui penerapan keempat pilar tersebut secara konsisten, Perseroan mengelola keselamatan secara terintegrasi, proaktif, dan berorientasi pada pencegahan risiko dalam mendukung keselamatan penerbangan yang berkelanjutan.

Through consistent implementation of these four pillars, the Company manages safety in an integrated, proactive, and risk-prevention-oriented manner to support sustainable flight safety.

Manajemen Risiko Keselamatan (Safety Risk Management) [403-2]

Safety Risk Management [403-2]

Proses ini memastikan potensi bahaya dan risiko operasional diidentifikasi dan dikendalikan secara tepat waktu melalui langkah mitigasi yang sesuai, guna menjaga lingkungan kerja yang aman dan menekan risiko kecelakaan.

This process ensures that potential hazards and operational risks are identified and controlled promptly through appropriate mitigation measures, thereby maintaining a safe working environment and reducing the risk of accidents.

| Tahapan Stage | Uraian Description |
|------------------------------|---|
| <i>Hazard Identification</i> | <p>Perseroan secara berkelanjutan mengidentifikasi potensi bahaya melalui pendekatan reaktif, proaktif, serta analisis data keselamatan. Proses ini memanfaatkan berbagai sumber internal dan eksternal, termasuk laporan industri yang relevan. Setiap bahaya dianalisis berdasarkan potensi konsekuensi, probabilitas, dan tingkat keparahan untuk menentukan prioritas mitigasi serta penanggung jawabnya.</p> <p>The company continuously identifies potential hazards through reactive and proactive approaches, as well as safety data analysis. This process utilizes various internal and external sources, including relevant industry reports. Each hazard is analyzed based on its potential consequences, probability, and severity to determine mitigation priorities and responsible parties.</p> |
| <i>Risk Assessment</i> | <p>Proses untuk mengidentifikasi, menganalisis, dan mengendalikan risiko keselamatan hingga berada pada tingkat yang dapat diterima atau ditoleransi, guna memastikan keberlangsungan seluruh aspek operasional Perseroan.</p> <p>The process aims to identify, analyze, and control safety risks to an acceptable or tolerable level in order to ensure the continuity of all aspects of the Company's operations.</p> |
| <i>Investigation</i> | <p>Investigasi dilakukan untuk memahami kejadian dan mencegah terulangnya kondisi serupa di masa depan. Proses ini dilakukan secara sistematis dengan mengidentifikasi akar penyebab serta menerapkan pembelajaran yang diperoleh guna menurunkan kemungkinan dan/atau dampak kejadian di masa mendatang.</p> <p>Investigations are conducted to understand incidents and prevent similar conditions from recurring in the future. This process is carried out systematically by identifying root causes and applying lessons learned to reduce the likelihood and/or impact of future incidents.</p> |
| <i>Action</i> | <p>Penetapan dan pelaksanaan tindakan mitigasi risiko melalui alokasi sumber daya yang seimbang, guna memastikan pengendalian risiko keselamatan dapat dijalankan secara efektif dan tepat sasaran.</p> <p>Establishment and implementation of risk mitigation measures through balanced resource allocation, ensuring that safety risk control can be carried out effectively and accurately.</p> |
| <i>Review</i> | <p>Proses peninjauan untuk memverifikasi kinerja keselamatan, memantau pencapaian sasaran keselamatan, serta menilai efektivitas pengendalian risiko yang telah diterapkan sebagai bagian dari peningkatan berkelanjutan.</p> <p>A review is carried out to verify safety performance, monitor the achievement of safety targets, and assess the effectiveness of risk controls that have been implemented as part of continuous improvement.</p> |

Pelaporan Keselamatan

Safety Report

Keselamatan penerbangan merupakan prioritas utama Perseroan dalam menjalankan seluruh kegiatan operasional. Perseroan secara konsisten menerapkan *Safety Management System (SMS)* yang didukung oleh budaya pelaporan keselamatan

Flight safety is the Company's top priority in all of its operational activities. The Company consistently implements a *Safety Management System (SMS)* which is supported by an open, fair, and responsible safety reporting culture. This system allows every

(*safety reporting culture*) yang terbuka, adil, dan bertanggung jawab. Sistem ini memungkinkan setiap potensi bahaya dan kejadian keselamatan dilaporkan, dianalisis, serta ditindaklanjuti secara sistematis sebagai bagian dari upaya pencegahan risiko sejak dini. [2-25]

Sepanjang periode 2023-2025, Perseroan mencatat jumlah laporan keselamatan yang relatif stabil dan berada dalam kisaran yang terjaga, yaitu antara 850-1.000 laporan per tahun. Rincian jumlah laporan keselamatan tersebut disajikan pada tabel berikut.

Tabel Jumlah Laporan Keselamatan
Table of Total Safety Reports

| Jenis Laporan Keselamatan Types of Safety Reports | Status | 2023 | 2024 | 2025 |
|--|--------------|------|-------|------|
| Hazard Reports | Open Cases | 0 | 0 | 0 |
| | Closed Cases | 871 | 1.117 | 943 |
| Incident Reports | Open Cases | 0 | 0 | 0 |
| | Closed Cases | 9 | 31 | 13 |
| Total Safety Reports | Open Cases | 0 | 0 | 0 |
| | Closed Cases | 880 | 1.148 | 956 |

Mayoritas laporan keselamatan berasal dari *hazard reports*, yang menunjukkan keterlibatan aktif karyawan dalam mengidentifikasi potensi risiko operasional sebelum berkembang menjadi insiden. Seluruh laporan keselamatan yang masuk selama periode pelaporan telah ditindaklanjuti hingga tahap penutupan kasus (*closed cases*) dan disertai dengan penerapan tindakan perbaikan (*corrective actions*) yang relevan sesuai hasil evaluasi risiko internal. Tidak terdapat *incident reports* dengan status terbuka pada seluruh tahun pelaporan.

Perubahan jumlah laporan keselamatan dari tahun 2024 ke 2025 tidak menunjukkan penurunan komitmen terhadap aspek keselamatan. Jumlah laporan yang tetap berada dalam kisaran normal tahunan mencerminkan konsistensi budaya pelaporan keselamatan yang telah terinternalisasi dengan baik di lingkungan kerja Perseroan. Kondisi ini juga menunjukkan tingkat kepercayaan karyawan terhadap sistem pelaporan keselamatan sebagai sarana pembelajaran dan pencegahan, bukan sebagai mekanisme pemberian sanksi.

Fatigue Risk Management

Perseroan menyadari bahwa kelelahan (*fatigue*) merupakan salah satu faktor risiko utama dalam operasional penerbangan. Oleh karena itu, pengelolaan risiko kelelahan dilakukan melalui pendekatan preskriptif (*prescriptive approach*) sebagaimana dipersyaratkan oleh otoritas regulator penerbangan sipil, Direktorat Jenderal Perhubungan Udara (DGCA)

potential hazard and safety incident to be reported, analyzed, and followed up systematically as part of early risk prevention efforts. [2-25]

Throughout the 2023-2025 period, the Company recorded a relatively stable number of safety reports, which remained within a controlled range of 850-1,000 reports per year. Details of the number of safety reports are presented in the following table.

The majority of safety reports came from hazard reports, which demonstrate the active involvement of employees in identifying potential operational risks before they develop into incidents. All safety reports received during the reporting period have been followed up until the case closure stage (closed cases) and accompanied by the implementation of relevant corrective actions in accordance with the results of internal risk evaluations. There were no incident reports of open status throughout the reporting year.

The change in the number of safety reports from 2024 to 2025 does not indicate a decline in commitment to safety. The number of reports, which remained within the normal annual range, reflects the consistency of the safety reporting culture that has been well internalized in the Company's work environment. This condition also shows the level of employee trust in the safety reporting system as a means of learning and prevention, not as a mechanism for imposing sanctions.

Fatigue Risk Management

The Company recognizes that fatigue is one of the main risk factors in flight operations. Therefore, fatigue risk management is carried out through a prescriptive approach as required by the civil aviation regulatory authority, the Indonesian Directorate General of Civil Aviation (DGCA). This approach ensures that work schedules, rest periods, and task

Indonesia. Pendekatan ini memastikan bahwa pengaturan jam kerja, waktu istirahat, serta batasan tugas awak pesawat dan personel operasional telah disesuaikan dengan ketentuan keselamatan yang berlaku dan dimonitor secara berkelanjutan sebagai bagian dari *Safety Management System (SMS)*.

Mekanisme Manajemen Substansi secara Sistematis

Sebagai bagian dari komitmen terhadap keselamatan penerbangan dan lingkungan kerja yang aman, Perseroan menerapkan mekanisme manajemen substansi yang sistematis untuk mencegah penyalahgunaan narkoba dan alkohol. Kebijakan terkait penyalahgunaan narkoba dan alkohol secara tegas dinyatakan dalam *Safety Policy IAA* dan berlaku bagi seluruh karyawan tanpa pengecualian.

Upaya pencegahan juga dilakukan melalui kegiatan sosialisasi dan edukasi berkelanjutan, termasuk penyampaian materi kampanye pencegahan penyalahgunaan narkoba dan alkohol melalui berbagai kanal komunikasi internal, seperti *SMS Training* dan portal pembelajaran berbasis web. Selain itu, Perseroan melaksanakan tes acak (*random test*) sebagai langkah pengendalian dan kepatuhan terhadap standar keselamatan operasional yang ditetapkan regulator.

Kesehatan Mental dan Kesejahteraan Psikologis

Perseroan memandang kesehatan mental dan kesejahteraan psikologis sebagai bagian yang tidak terpisahkan dari keselamatan dan kinerja operasional. Untuk itu, Perseroan menyediakan berbagai inisiatif dukungan yang dapat diakses oleh seluruh Allstars.

Salah satu inisiatif tersebut adalah *Allstars Peer Support Program*, yang dirancang sebagai ruang dukungan sejawat bagi karyawan untuk saling berbagi pengalaman dan mendapatkan pendampingan awal dalam menghadapi tantangan psikologis. Selain itu, Perseroan bekerja sama dengan Naluri untuk menyediakan layanan konseling mingguan yang dapat diakses secara gratis oleh seluruh karyawan. Program ini bertujuan untuk membantu karyawan menjaga keseimbangan kesehatan mental, mengelola stres, serta meningkatkan ketahanan psikologis dalam menghadapi tuntutan pekerjaan di industri penerbangan yang dinamis.

Critical Incident Stress Management (CISM)

Dalam menghadapi situasi insiden kritis yang berpotensi menimbulkan tekanan psikologis tinggi, Perseroan telah mengimplementasikan *Critical Incident Stress Management (CISM)* dan mengintegrasikannya ke dalam alur proses investigasi keselamatan. Prosedur CISM ini dirancang

limitations for flight crew and operational personnel are adjusted in accordance with applicable safety regulations and monitored continuously as part of the *Safety Management System (SMS)*.

Systematic Substance Management Mechanism

As part of its commitment to flight safety and a safe working environment, the Company implements a systematic substance management mechanism to prevent drug and alcohol abuse. Policies related to drug and alcohol abuse are clearly stated in the *IAA Safety Policy* and are applicable to all employees without exception.

Preventive efforts are also carried out through ongoing socialization and educational activities, including the dissemination of campaign materials on the prevention of narcotics and alcohol abuse through various internal communication channels, such as *SMS Training* and web-based learning portals. Furthermore, the Company conducts random tests as a measure of control and compliance with the operational safety standards set by regulators.

Mental Health and Psychological Well-being

The Company views mental health and psychological well-being as an integral part of operational safety and performance. Therefore, the Company provides various support initiatives that are accessible to all Allstars.

One such initiative is the *Allstars Peer Support Program*, which is designed as a peer support space for employees to share experiences and receive initial guidance in dealing with psychological challenges. In addition, the Company collaborates with Naluri to provide weekly counseling services that are accessible to all employees free of charge. This program aims to help employees maintain mental health balance, manage stress, and improve psychological resilience in facing the demands of work in the dynamic aviation industry.

Critical Incident Stress Management (CISM)

In dealing with critical incidents that have the potential to cause high psychological stress, the Company has implemented *Critical Incident Stress Management (CISM)* and integrated it into the safety investigation process. The CISM procedure is designed to provide rapid support and intervention

untuk memberikan dukungan dan intervensi secara cepat kepada pilot dan awak pesawat yang terdampak oleh peristiwa traumatis atau insiden bertekanan tinggi selama penerbangan.

Integrasi CISM ke dalam proses keselamatan memungkinkan Perseroan tidak hanya berfokus pada aspek teknis investigasi, tetapi juga memastikan bahwa kondisi psikologis awak pesawat mendapatkan perhatian yang memadai sebagai bagian dari pendekatan keselamatan yang menyeluruh dan berpusat pada manusia (*human-centered safety approach*).

Safety Assurance

Sebagai bagian dari penerapan *Safety Management System* (SMS), Perseroan memastikan bahwa seluruh proses keselamatan tidak hanya dirancang dan diimplementasikan, tetapi juga dipantau, dievaluasi, dan ditingkatkan secara berkelanjutan melalui mekanisme *Safety Assurance*. Pendekatan ini bertujuan untuk memastikan efektivitas pengendalian keselamatan serta pencapaian tingkat keselamatan yang dapat diterima secara berkelanjutan (*Acceptable Level of Safety Performance/ALOSP*).

Pemantauan dan Pengukuran Kinerja Keselamatan

Kinerja keselamatan Perseroan dipantau dan diverifikasi secara sistematis dengan mengacu pada *Safety Performance Indicators* (SPI), *Safety Performance Targets* (SPT), serta *alert levels* yang telah ditetapkan. Evaluasi ini mencakup pencapaian sasaran keselamatan dan efektivitas pengendalian risiko yang diterapkan dalam kegiatan operasional penerbangan.

Hasil pemantauan tersebut kemudian diukur terhadap ALOSP sebagai tolok ukur untuk memastikan bahwa tingkat risiko keselamatan tetap berada dalam batas yang dapat diterima. Proses ini memungkinkan Perseroan untuk mengidentifikasi tren, potensi deviasi, serta kebutuhan tindakan korektif secara tepat waktu sebagai bagian dari pengambilan keputusan berbasis data.

Manajemen Perubahan (*Management of Change*)

Dalam menghadapi dinamika operasional dan lingkungan bisnis penerbangan, Perseroan menerapkan proses *management of change* yang formal dan terstruktur. Proses ini dirancang untuk mengidentifikasi setiap perubahan, baik yang bersumber dari faktor internal maupun eksternal, yang berpotensi mempengaruhi keselamatan penerbangan, khususnya dalam kegiatan operasi pesawat.

to pilots and flight crew affected by traumatic events or high-stress incidents during flights.

The integration of CISM into the safety process allows the Company to not only focus on the technical aspects of the investigation, but also to ensure that the psychological condition of the flight crew receives adequate attention as part of a comprehensive, human-centered safety approach.

Safety Assurance

As part of the implementation of the *Safety Management System* (SMS), the Company ensures that all safety processes are not only designed and implemented, but also monitored, evaluated, and continuously improved through the *Safety Assurance* mechanism. This approach aims to ensure the effectiveness of safety control and the achievement of *Acceptable Level of Safety Performance* (ALOSP).

Safety Performance Monitoring and Measurement

The Company's safety performance is systematically monitored and verified by referring to *Safety Performance Indicators* (SPI), *Safety Performance Targets* (SPT), and *alert levels*. This evaluation covers the achievement of safety objectives and the effectiveness of risk control applied in flight operations.

The results of this monitoring are then measured against the ALOSP as a benchmark to ensure that the safety risk level remains within acceptable limits. This process enables the Company to identify trends, potential deviations, and the need for corrective action in a timely manner as part of data-driven decision making.

Management of Change

In facing the dynamics of aviation operations and the business environment, the Company implements a formal and structured management of change process. This process is designed to identify any changes, whether internal or external, that have the potential to affect flight safety, particularly in aircraft operations.

Melalui mekanisme ini, setiap perubahan dievaluasi secara proaktif untuk menilai potensi risiko keselamatan yang timbul, serta memastikan bahwa langkah mitigasi yang sesuai telah direncanakan dan diterapkan sebelum perubahan tersebut diimplementasikan. Pendekatan ini mendukung upaya pencegahan risiko sejak tahap perencanaan dan menjaga kesinambungan keselamatan operasional.

Peningkatan Berkelanjutan Sistem Manajemen Keselamatan

Perseroan secara berkala memantau dan menilai seluruh proses dalam SMS untuk menjaga dan meningkatkan efektivitas sistem secara menyeluruh. Dalam satu tahun kalender, Perseroan memanfaatkan berbagai metode evaluasi yang dapat digunakan secara bergantian atau dikombinasikan, sesuai kebutuhan dan konteks operasional.

Metode evaluasi tersebut bisa meliputi audit internal SMS, *safety survey*, atau *SMS gap analysis*. Hasil dari setiap evaluasi menjadi dasar untuk perbaikan proses, penguatan pengendalian keselamatan, serta penyempurnaan kebijakan dan prosedur. Pendekatan ini mencerminkan komitmen Perseroan terhadap perbaikan berkelanjutan dan penerapan SMS yang adaptif terhadap perubahan risiko keselamatan.

Pelatihan Keselamatan

Perseroan memandang pelatihan keselamatan sebagai elemen kunci dalam memastikan bahwa seluruh insan perusahaan (Allstars) memiliki kompetensi yang memadai untuk menjalankan tugasnya secara aman dan bertanggung jawab. Sepanjang tahun 2025, Perseroan menyelenggarakan berbagai program pelatihan keselamatan yang dirancang untuk memenuhi persyaratan regulasi, memperkuat penerapan *Safety Management System* (SMS), serta mendukung implementasi Keselamatan dan Kesehatan Kerja (K3) secara menyeluruh.

Pelatihan keselamatan diberikan tidak hanya kepada karyawan, tetapi juga kepada pihak non-karyawan yang aktivitas kerja dan/atau lokasi kerjanya berada di bawah kendali operasional Perseroan, termasuk kontraktor, vendor, dan tamu, sebagai bagian dari pengelolaan risiko keselamatan di lingkungan kerja.

Pelatihan Keselamatan bagi Karyawan (Allstars)

Pada tahun 2025, Perseroan menyelenggarakan berbagai program pelatihan keselamatan yang mencakup pelatihan SMS serta pelatihan K3 bersertifikasi sesuai ketentuan perundang-undangan. Rincian pelatihan keselamatan bagi karyawan disajikan pada tabel berikut:

Through this mechanism, every change is proactively evaluated to assess the potential safety risks that may arise and to ensure that appropriate mitigation measures are planned and implemented before the change is implemented. This approach supports risk prevention efforts from the planning stage and maintains the continuity of operational safety.

Continuous Improvement of the Safety Management System

The Company regularly monitors and assesses all processes in the SMS to maintain and improve the overall effectiveness of the system. Within a calendar year, the Company utilizes various evaluation methods that can be used alternately or in combination, according to operational needs and context.

These evaluation methods may include SMS internal audits, safety surveys, or SMS gap analysis. The results of each evaluation are used to improve reference processes, strengthen safety controls, and refine policies and procedures. This approach reflects the Company's commitment to continuous improvement and the implementation of an SMS that is adaptive to changes in safety risks.

Safety Training

The Company considers safety training as a key element in ensuring that all company personnel (Allstars) have the adequate competence to carry out their duties safely and responsibly. Throughout 2025, the Company has organized various safety training programs designed to meet regulatory requirements, strengthen the implementation of the Safety Management System (SMS), and support the comprehensive implementation of Occupational Safety and Health (OSH).

Safety training is provided not only to employees, but also to non-employees whose work activities and/or work locations are under the Company's operational control, including contractors, vendors, and guests, as part of safety risk management in the work environment.

Safety Training for Employees (Allstars)

In 2025, the Company organized various safety training programs covering SMS training and certified OHS training in accordance with statutory provisions. Details of safety training for employees are presented in the following table:

Tabel Daftar Pelatihan Keselamatan bagi Karyawan (Allstars) Tahun 2025

Table of Safety Trainings for Employees (Allstars) in 2025

| No. | Program Pelatihan Training Program | Deskripsi Singkat Brief Description | Kelompok Sasaran Target Group | Jumlah Peserta Number of Participants | Total Jam Pelatihan 2025 Total Training Hours in 2025 |
|-----|--|--|---|--|---|
| 1 | Safety Management System (Initial) | Pelatihan untuk memastikan karyawan kompeten dalam melaksanakan tugas terkait keselamatan Training to ensure employee competency in carrying out safety related duties | Seluruh karyawan All employees | 29 | 116 jam (@ 4 jam/pelatihan) 116 hours (@4hours/training) |
| 2 | Safety Management System (Recurrent) | Pelatihan awal dan pengulangan setiap 24 bulan bagi personel operasional dan manajemen Initial training and refresher training every 24 months for operational and management personnel | Seluruh karyawan (Pilot, Awak Kabin, Maintenance) All employees (Pilot, Cabin Crew, Maintenance) | 425 | 1.700 jam (@ 4 jam/pelatihan) 1,700 hours (@4hours/training) |
| 3 | SMK3 – Sertifikasi K3 P3K (Permenaker No. 15/2008) OHSMS – First Aid OHS Certification (Permenaker No. 15/2008) | Pemenuhan persyaratan tenaga ahli K3-P3K Fulfillment of First Aid-OHS expert requirements | Personel berlisensi Licensed personnel | 2 | 24 jam (@ 8 jam/hari) 24 hours (@8hours/day) |
| 4 | SMK3 – Sertifikasi K3 Firefighter Kelas D (Permenaker No. 86/1999) OHSMS – Firefighter Class D OHS Certification (Permenaker No. 86/1999) | Pelatihan petugas pemadam kebakaran internal Training for internal firefighters | Personel berlisensi Licensed personnel | 2 | 24 jam (@ 8 jam/hari) 24 hours (@8hours/day) |
| 5 | SMK3 – Sertifikasi K3 Listrik (Permenaker No. 33/2015) OHSMS – Electricity OHS Certification (Permenaker No. 33/2015) | Pelatihan tenaga ahli K3 kelistrikan Training for Electricity OHS experts | Personel berlisensi Licensed personnel | 1 | 40 jam (@ 8 jam/hari) 40 hours (@8hours/day) |
| 6 | SMK3 – Sertifikasi K3 Perancah (Permenaker No. PER.01/MEN/1980) OHSMS – Scaffolding OHS Certification (Permenaker No. PER.01/MEN/1980) | Pelatihan tenaga ahli K3 perancah Training for scaffolding OHS experts | Personel berlisensi Licensed personnel | 1 | 40 jam (@ 8 jam/hari) 40 hours (@8hours/day) |
| 7 | SMK3 – Sertifikasi K3 Generator (Permenaker No. 38/2016) OHSMS – Generator OHS Certification (Permenaker No. 38/2016) | Pelatihan tenaga ahli K3 generator Training for generator OHS experts | Personel berlisensi Licensed personnel | 1 | 40 jam (@ 8 jam/hari) 40 hours (@8hours/day) |

Pelaksanaan pelatihan bersertifikasi K3 dilakukan secara bertahap dan disesuaikan dengan kebutuhan pemenuhan persyaratan hukum, jumlah karyawan, serta aktivitas operasional di lingkungan kerja Perseroan.

Pelatihan Keselamatan bagi Non-Karyawan (Kontraktor dan Pihak Lainnya)

Selain karyawan, Perseroan juga memberikan pelatihan dan pembekalan keselamatan kepada pihak non-karyawan yang bekerja atau beraktivitas di bawah kendali operasional Perseroan. Program ini

Certified OHS training is carried out in stages and tailored to the requirements of legal compliance, the number of employees, and operational activities in the Company's work environment.

Safety Training for Non-Employees (Contractors and Other Parties)

Other than employees, the Company also provides safety training and preparation to non-employees who work or operate under the Company's operational control. This program aims to ensure

bertujuan untuk memastikan bahwa seluruh pihak memahami risiko keselamatan dan prosedur darurat yang berlaku di lingkungan kerja Perseroan.

that all parties understand the safety risks and emergency procedures that apply in the Company's work environment.

Tabel Pelatihan Keselamatan bagi Non-Karyawan Tahun 2025

Table of Safety Training for Non-Employees in 2025

| No. | Program Pelatihan Training Program | Deskripsi Singkat Brief Description | Peserta Participants | Jumlah Peserta Number of Participants | Durasi Duration |
|-----|---------------------------------------|---|---|---|--|
| 1 | Safety Induction (SMK3/OHS) | Panduan keselamatan wajib melalui aplikasi tamu dan safety briefing pada kondisi tertentu Mandatory safety guidelines through the guest app and safety briefing under certain conditions | Pengunjung, Kontraktor, Vendor, Pihak Lain Visitors, Contractors, Vendors, Other Parties | Bergantung jumlah kedatangan Depends on the number of visitors | 5–10 menit 5-10 minutes |
| 2 | Building Emergency Drill | Simulasi darurat gedung untuk meningkatkan kesiapsiagaan dan kepatuhan K3 Building emergency simulations to improve preparedness and OHS compliance | Karyawan dan Tenant Employees and Tenants | Seluruh penghuni gedung All building visitors | 15–20 menit per kegiatan 15-20 minutes per activity |

Kesiapsiagaan dan Tanggap Darurat

Sebagai bagian dari penguatan kesiapsiagaan darurat, Perseroan menerapkan *Emergency Response Plan* (ERP) yang mengatur prosedur, protokol, dan koordinasi dalam menghadapi berbagai kondisi darurat, termasuk kecelakaan besar atau katastrofik, pesawat hilang atau terlambat, keadaan darurat di udara, insiden keamanan, serta kondisi darurat kesehatan masyarakat.

Pada tahun 2025, Perseroan melaksanakan berbagai aktivitas *emergency preparedness*, termasuk *Earthquake Drill* yang melibatkan Perseroan dan entitas terkait, seperti GTRI, ADE, SANTAN, MOVE, serta *tenant*. Kegiatan ini dilaksanakan sebagai bagian dari penerapan kebijakan K3 untuk memastikan kesiapan respons dan ketahanan lingkungan kerja.

Survei Keselamatan (Safety Survey)

Departemen Safety telah melaksanakan *Safety Survey* pada tahun 2025 sebagai sarana untuk memperoleh umpan balik dari karyawan terkait penerapan keselamatan di lingkungan kerja. Survei ini mencatat tingkat partisipasi sebesar 76,28% dari total 1.168 karyawan, yang dinilai representatif untuk menggambarkan kondisi dan persepsi keselamatan. Hasil survei digunakan sebagai bahan evaluasi dan perbaikan berkelanjutan dalam pengelolaan keselamatan.

Emergency Preparedness and Response

As an effort to improve emergency preparedness, the Company implements an *Emergency Response Plan* (ERP) that regulates procedures, protocols, and coordination in dealing with various emergency conditions, including major or catastrophic accidents, missing or delayed aircraft, emergencies in the air, security incidents, and public health emergencies.

In 2025, the Company carried out various emergency preparedness activities, including an *Earthquake Drill* involving the Company and related entities, such as GTRI, ADE, SANTAN, MOVE, and tenants. This exercise was carried out as part of the implementation of the OHS policy to ensure a responsive and resilient work environment.

Safety Survey

The Safety Department conducted a *Safety Survey* in 2025 to obtain feedback from employees regarding the implementation of safety in the work environment. The survey recorded a participation rate of 76.28% out of a total of 1,168 employees, who were considered representative in terms of describing safety conditions and perceptions. The survey results were used as material for evaluation and continuous improvement in safety management.

Promosi Keselamatan (*Safety Promotion*)

Perseroan memandang promosi keselamatan sebagai elemen penting dalam menjaga keberlanjutan *Safety Management System* (SMS). Melalui berbagai kegiatan komunikasi dan peningkatan kesadaran, Perseroan berupaya memastikan bahwa nilai-nilai keselamatan dipahami, diterapkan, dan menjadi bagian dari perilaku sehari-hari seluruh insan perusahaan.

Just Culture

Perseroan menerapkan kebijakan *Just Culture* sebagai landasan dalam pengelolaan keselamatan penerbangan. Kebijakan ini bertujuan untuk menciptakan keseimbangan antara pembelajaran keselamatan dan akuntabilitas, sehingga setiap laporan kejadian dapat menjadi sarana perbaikan sistem tanpa mengabaikan tanggung jawab individu maupun organisasi.

Dalam penerapannya, kebijakan *Just Culture* diarahkan untuk mendukung proses pembelajaran dan peningkatan keselamatan yang dihasilkan dari investigasi laporan kejadian. Melalui kegiatan *safety investigation*, setiap kejadian dianalisis secara objektif untuk mengidentifikasi akar penyebab, baik yang bersifat sistemik maupun individual, guna menjaga keselamatan dan keamanan operasional penerbangan.

Pada saat yang sama, kebijakan ini juga memenuhi kebutuhan akuntabilitas organisasi dan individu dengan menetapkan batas yang jelas antara perilaku yang dapat diterima dan yang tidak dapat diterima. Setiap kejadian dapat melibatkan kegagalan organisasi dan/atau individu, yang masing-masing memerlukan pertanggungjawaban sesuai perannya. Proses ini dilaksanakan melalui penelusuran dan investigasi oleh departemen terkait sebagai *risk owner*, dengan pendekatan yang adil, proporsional, dan konsisten.

Safety Day dan Safety Talk

Sebagai bagian dari upaya promosi keselamatan yang berkelanjutan, Perseroan menyelenggarakan kegiatan *Safety Talk* sebagai sarana komunikasi langsung antara manajemen dan karyawan. Pada tahun 2025, kegiatan *Safety Talk* dilaksanakan di beberapa *hub* utama IAA, yaitu Soekarno-Hatta (CGK), Juanda (SUB), Ngurah Rai (DPS), dan Kualanamu (KNO).

Kegiatan ini dirancang untuk memperkuat kesadaran keselamatan, menyampaikan pembaruan terkait kebijakan dan praktik keselamatan, serta membuka ruang dialog antara karyawan dan manajemen mengenai tantangan keselamatan di lingkungan kerja. Melalui pendekatan yang partisipatif,

Safety Promotion

The Company considers safety promotion to be an important element in maintaining the sustainability of the Safety Management System (SMS). Through various communication and awareness-raising activities, the Company strives to ensure that safety values are understood, implemented, and become part of the daily behavior of all company personnel.

Just Culture

The Company implements a Just Culture policy as the foundation for aviation safety management. This policy aims to create a balance between safety learning and accountability, ensuring that every incident report can be used as a means of system improvement without neglecting individual or organizational responsibility.

In its implementation, the Just Culture policy is directed at supporting the learning process and safety improvements resulting from incident report investigations. Through safety investigation, each incident is analyzed objectively to identify root causes, both systemic and individual, in order to maintain flight safety and security.

At the same time, this policy also meets the accountability needs of organizations and individuals by setting clear boundaries between acceptable and unacceptable behavior. Every incident may involve organizational and/or individual failure, each of which requires accountability according to their respective roles. This process is carried out through tracing and investigation by the relevant departments as risk owners, with a fair, proportional, and consistent approach.

Safety Day and Safety Talk

As part of its ongoing safety promotion efforts, the Company organizes Safety Talk sessions to facilitate direct communication between management and employees. In 2025, Safety Talk sessions were held at several of IAA's main hubs, including at Soekarno-Hatta (CGK), Juanda (SUB), Ngurah Rai (DPS), and Kualanamu (KNO).

These activities are designed to strengthen safety awareness, convey updates on safety policies and practices, and open a space for dialogue between employees and management regarding safety challenges in the work environment. Through a participatory approach, the Company encourages

Perseroan mendorong keterlibatan aktif karyawan dalam menjaga dan meningkatkan standar keselamatan penerbangan secara berkelanjutan.

Audit Keselamatan dan Kepatuhan Operasional

Sebagai bagian dari komitmen terhadap keselamatan penerbangan dan kepatuhan regulasi, IAA secara berkala melaksanakan audit keselamatan dan operasional guna memastikan bahwa seluruh aktivitas penerbangan berjalan sesuai dengan ketentuan dari regulator, persyaratan *Air Operator Certificate* (AOC), serta standar internal IAA. Audit ini mencakup *Joint Station Compliance Audit* (JSCA), *Internal Operations Audit* (IOA), serta audit oleh pihak ketiga independen sebagai bagian dari mekanisme pengawasan berlapis dalam kerangka *Corporate Quality Assurance* dan sistem pemantauan kepatuhan perusahaan.

Joint Station Compliance Audit (JSCA)

Joint Station Compliance Audit (JSCA) dilaksanakan untuk memastikan bahwa operasional *station* dan *hub* mematuhi peraturan lokal, standar internal, persyaratan AOC, serta ketentuan keselamatan lainnya yang berlaku. Sesuai ketentuan, JSCA dilakukan setiap 24 bulan untuk *station* dan setiap 12 bulan untuk *main base* atau *hub*.

Sepanjang periode 2023-2025, IAA melaksanakan JSCA secara konsisten di berbagai lokasi operasional, baik di dalam maupun luar negeri, dengan cakupan audit yang disesuaikan dengan kebutuhan operasional dan risiko keselamatan masing-masing *station*.

Tabel Jumlah Joint Station Compliance Audit (JSCA) yang Dilaksanakan

Table of Total Joint Station Compliance Audit (JSCA)

| Tahun Year | Jumlah JSCA Total JSCA |
|---------------|---------------------------|
| 2023 | 15 |
| 2024 | 20 |
| 2025 | 11 |

IAA juga melaksanakan audit internal departemen (*Internal Department Audit/IDA*) pada tahun-tahun pelaporan yang mencakup berbagai fungsi operasional utama, antara lain: *Organization & Management System*, *Flight Operations*, *Operational Control & Flight Dispatch*, *Cabin Operations*, *Ground Handling Operations*, *Cargo Operations*, *Security Management*, dan *Aircraft Engineering & Maintenance*. Selain itu, audit terhadap pihak ketiga (*Third Party Audit*) juga dilakukan dalam rangka memastikan kepatuhan dari sisi mitra bisnis.

the active involvement of employees in maintaining and improving aviation safety standards sustainably.

Safety and Operational Compliance Audit

As part of its commitment to flight safety and regulatory compliance, IAA regularly conducts safety and operational audits to ensure that all flight activities are carried out in accordance with regulatory requirements, Air Operator Certificate (AOC) requirements, and IAA's internal standards. These audits cover the Joint Station Compliance Audit (JSCA), Internal Operations Audit (IOA), and audits by independent third parties as part of a multi-layered oversight mechanism within the framework of Corporate Quality Assurance and the company's compliance monitoring system.

Joint Station Compliance Audit (JSCA)

Joint Station Compliance Audit (JSCA) is conducted to ensure that station and hub operations comply with local regulations, internal standards, AOC requirements, and other applicable safety provisions. As stipulated, JSCA is conducted every 24 months for stations and every 12 months for main bases or hubs.

Throughout the 2023-2025 period, IAA consistently conducts JSCA at various operational locations, both domestic and international, with audit coverage tailored to the operational needs and safety risks of each station.

IAA also conducts Internal Department Audit (IDA) during the reporting years, covering various key operational functions, including: *Organization & Management System*, *Flight Operations*, *Operational Control & Flight Dispatch*, *Cabin Operations*, *Ground Handling Operations*, *Cargo Operations*, *Security Management*, and *Aircraft Engineering & Maintenance*. In addition, Third Party Audit was also conducted to ensure compliance on the part of business partners.

Internal Operations Audit (IOA)

Selain JSCA, IAA juga melaksanakan *Internal Operations Audit* (IOA) sebagai audit internal terhadap seluruh area operasional penerbangan. IOA dilakukan menggunakan daftar periksa terkini yang mengacu pada persyaratan regulasi serta edisi *IOSA Standards Manual* (ISM) yang berlaku. Audit ini pada prinsipnya dilakukan setiap tahun atau sesuai kebutuhan, berdasarkan permintaan Kepala Departemen Corporate Quality Assurance (CQA).

Tabel Pelaksanaan Internal Operations Audit (IOA)

Table of Internal Operations Audit (IOA)

| Tahun Year | Jumlah IOA Total IOA |
|---------------|-------------------------|
| 2023 | - |
| 2024 | 1 |
| 2025 | 1 |

Kesejahteraan Karyawan

Perseroan meyakini bahwa kesejahteraan dan kesehatan Allstars merupakan fondasi penting dalam membangun lingkungan kerja yang berkelanjutan dan berdaya tahan. Pada tahun 2025, Tim Culture melaksanakan berbagai inisiatif yang dirancang untuk mendukung kesehatan mental, fisik, dan sosial karyawan melalui pendekatan yang inklusif, mudah diakses, dan selaras dengan kebutuhan Allstars di lingkungan kerja yang dinamis.

Berbagai program kesejahteraan ini difokuskan pada penyediaan ruang dukungan psikologis yang aman, peningkatan kesadaran kesehatan, serta dorongan terhadap gaya hidup aktif dan seimbang. Seluruh inisiatif dilaksanakan sebagai bagian dari komitmen Perseroan untuk menciptakan lingkungan kerja yang peduli, suportif, dan berpusat pada manusia.

Dukungan Kesehatan Mental dan Psikologis

Untuk mendukung kesehatan mental Allstars, Perseroan menyediakan beberapa program pendampingan dan konseling yang bersifat rahasia dan dapat diakses secara sukarela. *Allstars Peer Support Program* menyediakan ruang aman bagi karyawan untuk terhubung dengan rekan sejawat yang telah mendapatkan pelatihan, sehingga Allstars dapat berbagi pengalaman dan memperoleh dukungan awal terkait kesehatan mental. Program ini diikuti oleh 18 Allstars sepanjang tahun.

Selain itu, Perseroan menyediakan layanan konseling profesional melalui The Pillars dan Naluri. The Pillars menghadirkan sesi konseling daring gratis dengan psikolog untuk mendukung kesehatan mental Allstars, sementara Naluri menyediakan layanan

Internal Operations Audit (IOA)

In addition to JSCA, IAA also conducts *Internal Operations Audit* (IOA) of all flight operational areas. IOA is conducted using the latest checklist that refers to regulatory requirements and the applicable edition of the *IOSA Standards Manual* (ISM). In principle, this audit is conducted annually or as needed, based on the request of the Head of the Corporate Quality Assurance (CQA) Department.

Employee Wellbeing

The Company believes that the wellbeing and health of Allstars is an important foundation in building a sustainable and resilient work environment. In 2025, the Culture Team implemented various initiatives designed to support mental, physical, and social health of employees through an inclusive and accessible approach that is aligned with the needs of Allstars in a dynamic work environment.

These welfare programs focus on providing a safe space for psychological support, increasing health awareness, and encouraging an active and balanced lifestyle. All initiatives are carried out as part of the Company's commitment to creating a caring, supportive, and people-centered work environment.

Mental and Psychological Health Support

To support the mental health of Allstars, the Company provides several confidential and voluntary support and counseling programs. The *Allstars Peer Support Program* provides a safe space for employees to connect with trained peers, allowing Allstars to share experiences and receive initial support related to mental health. This program was participated in by 18 Allstars throughout the year.

In addition, the Company provides professional counseling services through The Pillars and Naluri. The Pillars offers free online counseling sessions with psychologists to support Allstars' mental health, while Naluri provides both onsite and online

konseling baik secara *onsite* maupun daring yang mencakup aspek kesehatan mental, fisik, dan nutrisi. Sepanjang tahun 2025, layanan Naluri dimanfaatkan oleh sekitar 50 Allstars.

Promosi Gaya Hidup Sehat dan Aktif

Dalam rangka mendorong gaya hidup sehat dan aktif, Tim Culture menginisiasi *Allstars Sports Club* yang bertujuan untuk meningkatkan aktivitas fisik dan kebersamaan melalui olahraga berbasis tim. Program ini diikuti oleh sekitar 50 Allstars setiap bulan dan menjadi sarana untuk membangun kebiasaan hidup sehat sekaligus memperkuat interaksi sosial antar karyawan.

Sebagai pelengkap, Perseroan juga menyelenggarakan *Health Talks*, yaitu sesi edukasi kesehatan yang disampaikan oleh tenaga kesehatan dan pakar di bidangnya. Materi yang disampaikan mencakup kesehatan fisik dan mental serta praktik hidup sehat yang aplikatif. Pada tahun 2025, *Health Talks* diikuti oleh sekitar 150 Allstars.

Program Pencegahan Masalah Kesehatan dan Kegiatan Kebersamaan

Sebagai langkah pencegahan masalah kesehatan, Perseroan melaksanakan program vaksinasi influenza untuk melindungi karyawan dari risiko penyakit musiman dan meminimalkan potensi gangguan kesehatan di tempat kerja. Program ini diikuti oleh 234 Allstars pada tahun 2025.

Selain itu, Tim Culture juga menyelenggarakan *Regional Tennis Tournament* sebagai bagian dari upaya membangun kesejahteraan melalui aktivitas fisik, kompetisi yang sehat, dan interaksi sosial lintas negara. Kegiatan ini diikuti oleh lebih dari 30 Allstars dan menjadi sarana untuk memperkuat rasa kebersamaan serta budaya positif di lingkungan kerja.

Inisiatif Kesejahteraan dan Kesehatan Allstars Tahun 2025 Allstars Wellbeing and Health Initiatives in 2025

| Inisiatif Initiative | Deskripsi Singkat Brief Description |
|----------------------------|---|
| Allstars Peer Support | Dukungan kesehatan mental melalui pendampingan sejawat yang bersifat rahasia A mental health support through confidential peer counseling |
| The Pillars | Sesi konseling daring gratis dengan psikolog A free online counseling session with a psychologist |
| Naluri | Layanan konseling onsite dan daring terkait kesehatan mental, fisik, dan nutrisi An onsite and online counseling service on mental, physical, and nutritional health |
| Allstars Sports Club | Kegiatan olahraga rutin untuk mendorong gaya hidup aktif A routine sports event to promote healthy lifestyle |
| Health Talks | Sesi edukasi kesehatan oleh tenaga profesional A health education session by professionals |
| Influenza Vaccination | Program pencegahan penyakit musiman A seasonal disease prevention program |
| Regional Tennis Tournament | Kegiatan olahraga lintas wilayah untuk kebersamaan dan kesehatan A cross-regional sports event for togetherness and health |

counseling services covering mental, physical, and nutritional health. Throughout 2025, Naluri's services were utilized by approximately 50 Allstars.

Promotion of a Healthy and Active Lifestyle

In order to encourage a healthy and active lifestyle, the Culture Team initiated the Allstars Sports Club, which aims to increase physical activity and togetherness through team-based sports. This program is participated in by around 50 Allstars every month and serves as a means to build healthy living habits while strengthening social interactions between employees.

As a complement, the Company also held Health Talks, a health education session delivered by health workers and experts. The material presented covered physical and mental health as well as practical healthy living practices. In 2025, Health Talks were attended by approximately 150 Allstars.

Health Problem Prevention and Community Activities Program

As a preventive measure against health problems, the Company carries out an influenza vaccination program to protect employees from the risk of seasonal illnesses and minimize potential health issues in the workplace. This program was attended by 234 Allstars in 2025.

In addition, the Culture Team also organized a Regional Tennis Tournament as part of its efforts to build well-being through physical activity, healthy competition, and cross-border social interaction. This event was attended by more than 30 Allstars and served as a means to strengthen a sense of togetherness and positive culture in the work environment.



Sebagai bagian dari upaya mendorong gaya hidup sehat dan aktif, Perseroan secara selektif mengembangkan inisiatif *sponsorship* yang selaras dengan karakteristik pasar serta memberikan nilai tambah yang terukur. Pada tahun 2025, IAA memberikan dukungan logistik kepada Tim Nasional Boling Indonesia dalam partisipasinya pada ajang SEA Games 2025, antara lain melalui penyediaan tiket perjalanan serta perlengkapan latihan bagi atlet dan tim pendukung. Inisiatif ini bersifat insidental dan mencerminkan pendekatan Perseroan dalam mengelola *sponsorship* yang didasarkan pada pertimbangan strategis dan tetap berorientasi pada penciptaan nilai bagi pemangku kepentingan.

Aspek Kemasyarakatan

Dampak Operasi terhadap Masyarakat Sekitar [F.23] [413-1] [413-2] [S-12]

Perseroan meyakini bahwa keberhasilan bisnis tidak dapat dipisahkan dari kesejahteraan masyarakat di sekitar wilayah operasional. Sebagai perusahaan penerbangan yang beroperasi lintas wilayah dan negara melalui entitas anak (IAA), Perseroan memiliki peran strategis dalam mendorong pertumbuhan ekonomi lokal, menciptakan lapangan kerja, serta memberdayakan rantai pasok dan pelaku usaha lokal. Selain itu, aktivitas penerbangan yang dijalankan turut memberikan kontribusi bagi peningkatan sektor pariwisata, baik untuk wisatawan domestik maupun mancanegara.

As part of its efforts to promote a healthy and active lifestyle, the Company selectively develops *sponsorship* initiatives that align with market characteristics and deliver measurable added value. In 2025, IAA provided logistical support to the Indonesian National Bowling Team for its participation in the 2025 SEA Games, including the provision of travel tickets as well as training equipment for the athletes and support team. This initiative was incidental in nature and reflects the Company's approach to managing *sponsorships* based on strategic considerations while remaining focused on creating value for stakeholders.

Community Aspect

Operational Impact towards Nearby Community [F.23] [413-1] [413-2] [S-12]

The Company believes that business success cannot be separated from the welfare of the communities around its operational areas. As an airline that operates across regions and countries through its subsidiary (IAA), the Company has a strategic role in driving local economic growth, creating jobs, and empowering local supply chains and businesses. In addition, the Company's aviation activities contribute to the growth of the tourism sector, both for domestic and international tourists.

Sejalan dengan prinsip *Environmental, Social, and Governance* (ESG), Perseroan berkomitmen untuk memberikan nilai tambah nyata bagi masyarakat melalui berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL). Pada tahun pelaporan, program TJSL difokuskan ke beberapa bidang prioritas, antara lain lingkungan hidup, ketahanan iklim, kesejahteraan masyarakat, ekonomi lokal, kesehatan, serta bantuan tanggap bencana dengan tujuan mendukung keberlanjutan sosial serta membantu masyarakat dalam menghadapi tantangan sosial, ekonomi, dan lingkungan.

Dalam menjalankan kegiatan operasionalnya, Perseroan juga memastikan seluruh aktivitas mematuhi peraturan dan ketentuan hukum yang berlaku, sekaligus mengelola potensi dampak negatif terhadap lingkungan dan masyarakat secara hati-hati. Melalui implementasi program TJSL sepanjang tahun 2025, Perseroan berhasil menghadirkan dampak ekonomi langsung maupun tidak langsung yang memberikan manfaat positif bagi komunitas lokal di sekitar wilayah operasional.

Hingga akhir tahun pelaporan, Perseroan tidak mencatat adanya pelanggaran atau ketidakpatuhan terhadap peraturan perundang-undangan, serta tidak menerima sanksi atau denda terkait pelaksanaan kegiatan operasionalnya. Hal ini mencerminkan komitmen Perseroan untuk terus menjalankan bisnis secara bertanggung jawab, etis, dan berkelanjutan.

Kegiatan Tanggung Jawab Sosial dan Lingkungan [F.25]

Perseroan memastikan bahwa setiap inisiatif Tanggung Jawab Sosial dan Lingkungan (TJSL) dijalankan secara terarah dan selaras dengan prinsip-prinsip ESG, dengan tujuan untuk memberikan kontribusi nyata terhadap masyarakat dan lingkungan sekitar. Seluruh kegiatan TJSL yang dilakukan juga dirancang untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB) yang relevan dengan konteks operasional dan prioritas keberlanjutan di Indonesia.

Sepanjang tahun 2025, Perseroan telah merealisasikan anggaran sebesar Rp436.000.000,00 untuk pelaksanaan 3 (tiga) kegiatan TJSL utama (Mangrove Planting TERA Batch-6, hibah untuk SwaraOwa, dan hibah untuk Yayasan Arkom). Program-program tersebut berfokus pada peningkatan kesejahteraan sosial, pengembangan kapasitas masyarakat, serta pelestarian lingkungan.

In line with the principles of *Environmental, Social, and Governance* (ESG), the Company is committed to providing tangible added value to the community through various Social and Environmental Responsibility programs. In the reporting year, the CSR program focused on several priority areas, including the environment, climate resilience, community welfare, the local economy, health, and disaster response assistance with the aim of supporting social sustainability and helping the community in facing social, economic, and environmental challenges.

In carrying out its operational activities, the Company also ensures that all activities comply with applicable laws and regulations, while carefully managing potential negative impacts on the environment and society. Through the implementation of CSR programs throughout 2025, the Company has succeeded in creating direct and indirect economic impacts that provide positive benefits for local communities in the vicinity of its operational areas.

Until the end of the reporting year, the Company did not record any violations or non-compliance with laws and regulations, nor receive any sanctions or fines related to the implementation of its operational activities. This reflects the Company's commitment to continue to conduct business in a responsible, ethical, and sustainable manner.

Social and Environmental Responsibility [F.25]

The Company ensures that every Social and Environmental Responsibility (CSR) initiative is carried out strategically and in line with ESG principles, with the aim of making a real contribution to the community and the surrounding environment. All CSR activities are also designed to support the achievement of Sustainable Development Goals (SDGs) that are relevant to the Company's operational context and sustainability priorities in Indonesia.

Throughout 2025, the Company has spent Rp436,000,000.00 to carry out three main CSR activities (Mangrove Planting TERA Batch-6, grant to SwaraOwa, and grant to Yayasan Arkom). These programs focus on improving social welfare, community empowerment, and environmental conservation.

Realisasi Program TJSL Tahun 2025
Realization of CSR Programs in 2025

Program CSR IAA 2025:
Program Penanaman
Mangrove TERA Batch 6

IAA 2025 CSR Program: Mangrove
Planting TERA Batch 6

Pada tanggal 13 Desember 2025, IAA turut mendukung dan secara aktif berpartisipasi pada kegiatan rehabilitasi ekosistem pesisir melalui Program Penanaman Mangrove TERA Batch-6 yang diselenggarakan oleh PT Arunika Bumi Lestari di TERA Mangrove Center, Pantai Tiris, Desa Pabean Ilir, Kecamatan Pasekan, Kabupaten Indramayu, Jawa Barat.

Sebagai salah satu ekosistem kunci pesisir, mangrove berperan penting dalam mengurangi risiko abrasi, membantu meredam dampak banjir rob, serta mendukung ketahanan masyarakat pesisir terhadap dampak perubahan iklim. Pada kegiatan ini, dilakukan penanaman 500 bibit mangrove pada area seluas 26 m x 10 m dengan jarak tanam 100 cm x 50 cm. Pelaksanaan kegiatan melibatkan berbagai pemangku kepentingan, termasuk pemerintah setempat, Kelompok Tani Hutan (KTH) Jaya Mandiri, komunitas lokal, serta pihak pendukung lainnya, sehingga memperkuat pendekatan berbasis kolaborasi.

Lebih dari sekadar penanaman satu kali, kegiatan ini terhubung dengan pendekatan Program TERA yang menekankan keberlanjutan dan berbasis masyarakat. Penguatan kapasitas masyarakat, terutama melalui KTH Jaya Mandiri, menjadi elemen penting untuk memastikan pemeliharaan, keberlanjutan manfaat, dan kesinambungan rehabilitasi mangrove. Dalam konteks ini, dukungan IAA turut berkontribusi pada ekosistem pemberdayaan lokal, termasuk berkembangnya kelompok usaha masyarakat yang memanfaatkan potensi wilayah pesisir secara lebih produktif. Saat ini telah terbentuk beberapa kelompok UMKM yang tergabung di dalam KTH Jaya Mandiri sebagai hasil dari binaan pada program TERA. Kelompok UMKM tersebut memanfaatkan hasil laut di sekitar ekosistem mangrove, seperti ikan, udang, kepiting, dan tiram untuk dijadikan berbagai produk makanan, minuman, serta kerajinan yang dapat diperjualbelikan sehingga berkontribusi meningkatkan mata pencaharian dan perekonomian masyarakat pesisir.

Dari sisi penggunaan dana, kontribusi IAA dimanfaatkan untuk kebutuhan utama pelaksanaan program, meliputi pengadaan bibit, pengadaan peralatan penanaman, kegiatan penanaman dan perawatan, serta kebutuhan logistik, operasional, dan dokumentasi.



On December 13, 2025, IAA supported and actively participated in coastal ecosystem rehabilitation activities through the Mangrove Planting Program TERA Batch-6 organized by PT Arunika Bumi Lestari at the TERA Mangrove Center, Tiris Beach, Pabean Ilir Village, Pasekan District, Indramayu Regency, West Java.

As one of the key coastal ecosystems, mangroves are important in minimizing the risk of abrasion, helping to mitigate the impact of tidal flooding, and supporting the resilience of coastal communities to the effects of climate change. During this activity, 500 mangrove seedlings were planted in an area of 26 m x 10 m with a planting distance of 100 cm x 50 cm. This activity involved various stakeholders, including the local government, the Jaya Mandiri Forest Farmers Group (KTH), local communities, and other supporting parties, thereby reinforcing a collaborative approach.

Rather than a one-off planting activity, this initiative is linked to the TERA Program approach, which emphasizes community-based sustainability. The community empowerment, especially through KTH Jaya Mandiri, is an important element to ensure the maintenance, sustainability of benefits, and continuity of mangrove rehabilitation. In this context, IAA's support contributes to the local empowerment ecosystem, including the development of community business groups that utilize the potential of coastal areas more productively. Currently, several MSME groups have been formed under KTH Jaya Mandiri as a result of guidance from the TERA program. These MSME groups utilize marine products from the mangrove ecosystem, such as fish, shrimp, crab, and oysters, to make various food and beverage products as well as handicrafts that can be sold, thereby contributing to improving the livelihoods and economy of coastal communities.

In terms of fund utilization, IAA contributions are used for the primary needs of program implementation, including seed procurement, planting equipment procurement, planting and maintenance activities, as well as logistics, operational, and documentation needs.

| Nilai Kontribusi IAA IAA's Contribution Value | Area Dampak Area of Impact |
|--|--|
| Rp50.000.000,00 | <ul style="list-style-type: none"> Rehabilitasi ekosistem pesisir dan konservasi mangrove Ketahanan iklim dan pengurangan risiko bencana pesisir Pemberdayaan dan penguatan mata pencaharian komunitas lokal Rehabilitation of coastal ecosystems and mangrove conservation Climate resilience and minimizing the risks of coastal disasters Empowerment and improvement of local community livelihood |
| | |

Program #AllstarsDoGood

#AllstarsDoGood Program

| Inisiatif Initiative | Deskripsi Kegiatan Description of Activity | Periode Period | Kontribusi Contribution | Capaian & Dampak Achievement and Impact | Kontribusi TPB (SDGs) Contributions to SDGs |
|---|--|--------------------------------|---------------------------------|--|---|
| Penggalangan Dana untuk Sumatera (Open Donation for Sumatera) | Penggalangan dana terbuka dari Allstars untuk mendukung Allstars dan masyarakat yang terdampak bencana di wilayah Sumatera, meliputi Medan, Padang, dan Banda Aceh. Dana disalurkan sebagai bentuk solidaritas internal dan kepedulian kemanusiaan. Allstars launched an open donation campaign to support Allstars and communities affected by disasters in Sumatera, including those in Medan, Padang, and Banda Aceh. The funds were distributed as a form of internal solidarity and humanitarian concern. | Desember 2025 December 2025 | Rp29.525.011,00 | Tersalurkannya bantuan dana bagi pihak terdampak bencana, serta meningkatnya partisipasi dan solidaritas Allstars dalam kegiatan tanggap bencana dan kemanusiaan. The distribution of financial assistance to those affected by disasters, as well as increased participation and solidarity from Allstars in disaster response and humanitarian activities. | |
| Donor Darah Allstars (IAA) Allstars (IAA) Blood Donation | Kegiatan donor darah yang melibatkan partisipasi aktif Allstars sebagai relawan untuk mendukung ketersediaan darah bagi fasilitas pelayanan kesehatan. Blood donation campaign involving the active participation of Allstars as volunteers to support the availability of blood at healthcare facilities. | Februari 2025 February 2025 | 100+ relawan 100+ volunteers | Berkontribusi pada pemenuhan kebutuhan darah di fasilitas kesehatan serta memperkuat budaya kepedulian sosial dan kerelawanan di lingkungan kerja. Contributing to blood supply needs in healthcare facilities and strengthening a culture of social awareness and volunteerism in the workplace. | |

Program *Open Donation for Sumatera* mencerminkan respons cepat tanggap Perseroan terhadap bencana alam yang terjadi di wilayah Sumatera. Melalui mekanisme penggalangan dana internal yang bersifat sukarela, Perseroan memfasilitasi penyaluran bantuan secara transparan, tepat sasaran, bertanggung jawab, sekaligus memperkuat rasa kebersamaan dan empati di antara Allstars.

Selain itu, pelaksanaan kegiatan donor darah pada Februari 2025 menjadi wujud kontribusi sosial berbasis kerelawanan yang melibatkan lebih dari 100 Allstars. Kegiatan ini merupakan bagian dari inisiatif #AllstarsDoGood yang bertujuan menumbuhkan kepedulian terhadap isu kesehatan masyarakat serta mendorong keterlibatan aktif karyawan dalam kegiatan sosial yang relevan.

The *Open Donation for Sumatera* program reflects the Company's rapid response to natural disasters in Sumatera. Through a voluntary internal fundraising, the Company facilitates the distribution of aid in a transparent, targeted, and responsible manner, while strengthening a sense of togetherness and empathy among Allstars.

In addition, the blood donation campaign in February 2025 was a form of volunteer-based social contribution that involved more than 100 Allstars. This campaign was part of the #AllstarsDoGood initiative, which aims to raise awareness of public health issues and encourage active employee participation in relevant social activities.

Sebagai bagian dari komitmen Perseroan dalam memperkuat kontribusi sosial dan lingkungan di wilayah operasional, awak kabin (*cabin crew*) yang berbasis di Hub Denpasar (DPS Hub) secara aktif menginisiasi dan melaksanakan berbagai kegiatan sosial sepanjang tahun 2025. Inisiatif ini mencerminkan semangat dan budaya Allstars yang tidak hanya berorientasi pada pelayanan penerbangan, tetapi juga pada pemberdayaan komunitas dan pelestarian lingkungan.

As part of the Company's commitment to strengthening social and environmental contributions in its operational areas, cabin crew based at the Denpasar Hub (DPS Hub) actively initiated and carried out various social activities throughout 2025. This initiative reflects the spirit and culture of Allstars, which is not only oriented towards flight services, but also towards community empowerment and environmental preservation.

Kegiatan yang dijalankan mencakup program konservasi ekosistem pesisir, edukasi kesehatan bagi anak-anak, serta kampanye kebersihan pantai yang dilakukan secara berkelanjutan. Seluruh aktivitas dilaksanakan secara sukarela oleh awak kabin dan pilot, bekerja sama dengan komunitas lokal dan lembaga mitra.

The activities carried out include coastal ecosystem conservation programs, health education for children, and ongoing beach clean-up campaigns. All activities are carried out voluntarily by cabin crew and pilots, in collaboration with local communities and partner institutions.

Kegiatan Sosial Hub Denpasar (DPS Hub) Denpasar Hub (DPS Hub) Social Activities

| Waktu Pelaksanaan Date | Jenis Kegiatan Type of Activity | Lokasi Kegiatan Location | Jumlah Peserta Number of Participants |
|---|---|--|--|
| 8 Mei 2025 May 8, 2025 | Mangrove Planting (in collaboration with Mangrove Ranger) | Hutan Mangrove, Pedungan, Denpasar Selatan, Bali | 18 awak kabin dan 1 pilot 18 cabin crews and 1 pilot |
| 26 Juli 2025 July 26, 2025 | Beach Clean Up | Pantai Jerman, Kuta, Bali | 6 awak kabin and 2 pilot 6 cabin crews and 2 pilots |
| 19 September 2025 September 19, 2025 | Health and Wellness Campaign for Kids | PAUD Kumara Giri, Karangasem, Bali | 50 anak-anak PAUD 12 awak kabin 50 children and 12 cabin crews |
| 28 Oktober 2025 October 28, 2025 | Beach Clean Up | Pantai Jerman, Kuta, Bali | 12 awak kabin 12 cabin crews |
| 3 November 2025 November 3, 2025 | Allstars Explore and Mangrove Clean Up | Hutan Mangrove, Pedungan, Denpasar Selatan, Bali | 17 awak kabin 17 cabin crews |
| 23 November 2025 November 23, 2025 | Beach Clean Up | Pantai Jerman, Kuta, Bali | - |
| 30 Desember 2025 December 30, 2025 | Beach Clean Up | Pantai Jerman, Kuta, Bali | 7 awak kabin 7 cabin crews |

Mendukung dan Memberdayakan Social Enterprise di ASEAN bersama AirAsia Foundation

Supporting and Empowering Social Enterprises in ASEAN with AirAsia Foundation



Sebagai bagian dari komitmen Grup AirAsia dalam menciptakan dampak sosial yang berkelanjutan, AirAsia Foundation berperan sebagai platform pendanaan dan pendampingan bagi *social enterprise* di negara-negara ASEAN, termasuk Indonesia. Inisiatif ini berfokus pada pemberdayaan masyarakat melalui dukungan terhadap proyek berbasis komunitas yang memiliki dampak sosial, lingkungan, dan ekonomi jangka panjang.

As part of AirAsia Group's commitment to creating sustainable social impact, AirAsia Foundation acts as a funding and mentoring platform for social enterprises in ASEAN countries, including Indonesia. This initiative focuses on community empowerment by supporting community-based projects that have long-term social, environmental, and economic impact.

Sepanjang tahun 2025, AirAsia Foundation menyalurkan tiga hibah (*grants*), konsisten dengan jumlah hibah yang diberikan pada tahun 2023 dan 2024. Dari jumlah tersebut, satu hibah dialokasikan untuk Indonesia. Secara kumulatif sejak tahun 2012 hingga akhir 2025, AirAsia Foundation telah menyalurkan 38 hibah, dengan tujuh hibah di antaranya diberikan kepada *social enterprise* di Indonesia.

Pendekatan ini mencerminkan strategi AirAsia Foundation yang menitikberatkan pada kesinambungan program dan relevansi dampak, dengan pertumbuhan yang terukur serta selektif sesuai kebutuhan komunitas.

Throughout 2025, AirAsia Foundation distributed three grants, consistent with the number of grants given in 2023 and 2024. Of these, one grant was allocated to Indonesia. Cumulatively, from 2012 to the end of 2025, the AirAsia Foundation has distributed 38 grants, seven of which were given to social enterprises in Indonesia.

This approach reflects the AirAsia Foundation's strategy, which emphasizes program continuity and impact relevance, with measurable and selective growth according to community needs.

Kinerja AirAsia Foundation

AirAsia Foundation Performance

| Indikator Indicator | 2025 |
|--|------|
| Jumlah hibah yang diberikan (dalam tahun berjalan) Number of grants provided (in the current year) | 3 |
| Jumlah hibah yang diberikan di Indonesia (dalam tahun berjalan) Number of grants provided in Indonesia (in the current year) | 1 |
| Total hibah sejak 2012 Total grants since 2012 | 38 |
| Total hibah di Indonesia sejak 2012 Total grants in Indonesia since 2012 | 7 |
| Jumlah penerima manfaat langsung (<i>direct beneficiaries</i>) di Indonesia (dalam tahun berjalan) Number of direct beneficiaries in Indonesia (in the current year) | 25 |
| Jumlah keluarga dan komunitas yang merasakan dampaknya di Indonesia (dalam tahun berjalan) Number of families and communities affected in Indonesia (in the current year) | 100 |

Seiring dengan IAA yang memperluas konektivitas di seluruh Indonesia, AirAsia Foundation tetap berkomitmen untuk mendukung komunitas dalam wilayah operasional IAA. Melalui kemitraan dengan *social enterprise* serta dengan memanfaatkan ekosistem AirAsia yang lebih luas, AirAsia Foundation berkontribusi pada inisiatif yang menghasilkan dampak sosial dan lingkungan yang positif.

Social enterprise memainkan peran penting dalam mendorong pertumbuhan ekonomi yang inklusif, menjawab tantangan pembangunan di tingkat lokal, serta memperkuat ketangguhan masyarakat. AirAsia Foundation mendukung berbagai *social enterprise* yang bekerja pada area yang memiliki dampak seperti pemberdayaan perempuan, penguatan mata pencaharian lokal dan masyarakat adat, pelestarian warisan budaya, keterlibatan generasi muda, seni dan budaya, konservasi lingkungan, serta pengentasan kemiskinan.

Pada tahun 2025, AirAsia Foundation menyelaraskan aktivitas pemberian hibah dengan tujuan bisnis IAA dan prioritas keberlanjutan Grup AirAsia. Dukungan hibah diarahkan kepada *social enterprise* yang:

As IAA expands connectivity across Indonesia, AirAsia Foundation remains committed to supporting communities within IAA's operational areas. Through partnerships with social enterprises and by leveraging AirAsia's broad ecosystem, AirAsia Foundation contributes to initiatives that generate positive social and environmental impact.

Social enterprises are vital in driving inclusive economic growth, addressing local development challenges, and strengthening community resilience. AirAsia Foundation supports a range of social enterprises working in impact areas such as women's empowerment, strengthening local livelihoods and indigenous communities, cultural heritage preservation, youth engagement, arts and culture, environmental conservation, and poverty alleviation.

In 2025, AirAsia Foundation aligned its grant activities with IAA's business objectives and AirAsia Group's sustainability priorities. Grant support was directed towards social enterprises that:

1. Mendukung konservasi keanekaragaman hayati.
2. Memperkuat ketangguhan terhadap perubahan iklim.

Keanekaragaman Hayati

IAA menyadari bahwa hilangnya keanekaragaman hayati disebabkan oleh berbagai faktor yang saling berkaitan, termasuk perubahan iklim, penipisan sumber daya, polusi, serta aktivitas manusia yang tidak berkelanjutan. Perlindungan keanekaragaman hayati penting bukan hanya untuk menjaga integritas lingkungan, tetapi juga untuk menopang mata pencaharian dan kesejahteraan masyarakat yang bergantung pada ekosistem yang sehat.

Pada tahun 2025, hibah terbaru AirAsia Foundation diberikan untuk konservasi keanekaragaman hayati melalui penguatan mata pencaharian masyarakat.

1. Support biodiversity conservation.
2. Strengthen resilience to climate change.

Biodiversity

IAA recognizes that biodiversity loss is caused by a variety of interrelated factors, including climate change, resource depletion, pollution, and unsustainable human activities. Protecting biodiversity not only preserves the integrity of the environment, but also supports the livelihoods and well-being of communities that depend on healthy ecosystems.

In 2025, AirAsia Foundation's latest grant was awarded for biodiversity conservation through strengthening community livelihoods.

SwaraOwa: Mendukung konservasi Owa Jawa melalui kopi

SwaraOwa: Supporting the conservation of Javan Gibbon through coffee

SwaraOwa adalah *social enterprise* yang didirikan pada tahun 2017 dan berbasis di Jawa Tengah, dengan fokus pada konservasi spesies primata yang terancam punah, khususnya owa Jawa, serta perlindungan habitat hutan tempat hidupnya. SwaraOwa menerapkan pendekatan agroforestri yang menghubungkan konservasi keanekaragaman hayati dengan mata pencaharian berkelanjutan bagi mantan pemburu dan komunitas petani lokal.

Melalui *brand* kopinya, Owa Coffee, SwaraOwa mendorong budidaya kopi di bawah naungan (*shade-grown coffee*) sebagai upaya menjaga tutupan hutan sekaligus meningkatkan kesadaran akan konservasi owa Jawa. Hibah ini mendukung perluasan model kopi SwaraOwa melalui pendanaan pelatihan bagi 25 petani kopi *shade-grown*, peningkatan produksi kopi yang ramah satwa liar, serta penguatan kegiatan edukasi, peningkatan kesadaran, dan perluasan pemasaran terkait konservasi dan praktik budidaya kopi *shade-grown*.

Dengan mendukung pertumbuhan model usaha SwaraOwa, AirAsia Foundation berkontribusi pada konservasi keanekaragaman hayati jangka panjang sekaligus membuka peluang ekonomi berbasis komunitas yang memberikan insentif bagi perlindungan hutan.



Sumber | Source: www.swaraowa.org

SwaraOwa is a social enterprise founded in 2017 and based in Central Java, focusing on the conservation of endangered primate species, particularly the Javan gibbon, as well as the protection of its forest habitat. SwaraOwa implements an agroforestry approach that links biodiversity conservation with sustainable livelihoods for former hunters and local farming communities.

Through its coffee brand, Owa Coffee, SwaraOwa promotes shade-grown coffee cultivation as an effort to preserve forest cover while raising awareness of Javan gibbon conservation. This grant supports the expansion of SwaraOwa's coffee model by funding training for 25 shade-grown coffee farmers, increasing wildlife-friendly coffee production, and strengthening educational activities, awareness raising, and marketing expansion related to conservation and shade-grown coffee cultivation practices.

By supporting the growth of SwaraOwa's business model, AirAsia Foundation contributes to long-term biodiversity conservation while opening up community-based economic opportunities that provide incentives for forest protection.

| Nilai Hibah Grant Value | Jumlah Hibah yang Disalurkan pada 2025 Number of Grant Distributed in 2025 | Area Dampak Area of Impact |
|----------------------------|--|--|
| Rp291.500.000,00 | Tranche 1 akan disalurkan pada Januari 2026 Tranche 1 will be distributed in January 2026 | <ul style="list-style-type: none"> • Konservasi keanekaragaman hayati • Mata pencaharian masyarakat • Pertanian berkelanjutan • Biodiversity conservation • Community livelihood • Sustainable agriculture |



Ketahanan Iklim

Perubahan iklim menimbulkan risiko yang semakin meningkat bagi masyarakat, khususnya mereka yang berada di wilayah rawan bencana dan rentan terhadap dampak perubahan iklim. Memperkuat ketahanan komunitas tetap menjadi fokus utama AirAsia Foundation, sejalan dengan pentingnya kesiapsiagaan, kapasitas adaptif, dan pemulihan.

Pada tahun 2025, hibah terbaru diberikan kepada sebuah organisasi di Indonesia untuk mendokumentasikan praktik terbaik dan pembelajaran dari model pemulihan bencana yang efektif, guna memperkuat respons berbasis komunitas serta berkontribusi pada pembentukan kebijakan.

Climate Resilience

Climate change presents a growing risk to communities, particularly those in disaster-prone areas and those vulnerable to the impacts of climate change. Efforts to reinforce community resilience remain a key focus for the AirAsia Foundation, in line with the importance of preparedness, adaptive capacity, and recovery.

In 2025, the latest grant was given to an organization in Indonesia to document best practices and lessons learned from effective disaster recovery models, with the aim of strengthening community-based responses and contributing to policy development.

Yayasan Arkom Indonesia: Mendokumentasikan model relokasi pascabencana berbasis komunitas

Yayasan Arkom Indonesia: Documenting community-based post-disaster relocation model

AirAsia Foundation memberikan hibah kepada Yayasan Arkom Indonesia untuk mendukung dokumentasi dan diseminasi praktik pemulihan pascabencana yang dipimpin oleh masyarakat (*community-led post-disaster recovery*). Yayasan Arkom Indonesia merupakan jaringan komunitas arsitek yang didirikan pada tahun 2007 dan bekerja di berbagai wilayah Indonesia untuk mendorong solusi perumahan dan permukiman yang ekologis serta inklusif bagi komunitas perkotaan dan komunitas terdampak bencana, dengan fokus pada perencanaan partisipatif, rekonstruksi pascabencana, pemberdayaan komunitas, pengelolaan pengetahuan (*knowledge management*), dan penguatan ketahanan (*resilience-building*).

Pada tahun 2018, setelah gempa bumi dan tsunami melanda Palu dan Lombok, AirAsia Foundation menginisiasi kampanye solidaritas regional bertajuk #ToIndonesiaWithLove. Dari dana yang dihimpun melalui kampanye tersebut, serta donasi dari AirAsia, total dana yang tersalurkan sebesar Rp 13 miliar untuk mendukung upaya rehabilitasi dan rekonstruksi jangka panjang bagi masyarakat terdampak.

Melalui kolaborasi dengan Yayasan Arkom Indonesia, sebanyak 95 unit hunian tahan gempa berhasil dibangun dan mendukung 95 keluarga penyintas di sejumlah kelurahan terdampak di Kota Palu dan Kabupaten Donggala. Program ini juga mencakup pendampingan terhadap 4 desa/kelurahan (Kelurahan Mamboro Barat dan Mamboro untuk kota Palu, serta Desa Tanjung Padang dan Desa Tompe untuk Kab. Donggala) dalam penyusunan perencanaan berbasis risiko bencana yang kemudian disahkan oleh pemerintah daerah setempat.



AirAsia Foundation provided a grant to Yayasan Arkom Indonesia to support the documentation and dissemination of community-led post-disaster recovery practices. Yayasan Arkom Indonesia is a network of architects established in 2007 that works in various regions of Indonesia to promote ecological and inclusive housing and settlement solutions for urban communities and those affected by disasters, with a focus on participatory planning, post-disaster reconstruction, community empowerment, knowledge management, and resilience-building.

In 2018, following the earthquake and tsunami that struck Palu and Lombok, AirAsia Foundation initiated a regional solidarity campaign titled #ToIndonesiaWithLove. Through funds raised from the campaign, together with donations from AirAsia, a total of IDR 13 billion was disbursed to support long-term rehabilitation and reconstruction efforts for affected communities.

In collaboration with Yayasan Arkom Indonesia, the programme successfully delivered 95 earthquake-resilient housing units, benefiting 95 survivor families across several affected sub-districts in Palu City and Donggala Regency. The programme also included assistance to four villages/sub-districts—Mamboro Barat and Mamboro in Palu City, as well as Tanjung Padang and Tompe in Donggala Regency—in developing disaster risk-based planning documents, which were subsequently endorsed by the respective local governments.

BSjumlah fasilitas masyarakat seperti ruang bersama dan pusat kegiatan warga turut dibangun guna mendukung pemulihan sosial. Model hunian relokasi mandiri berbasis komunitas yang diterapkan dalam program ini kemudian direplikasi oleh Kementerian Pekerjaan Umum dan Perumahan Rakyat sebagai salah satu pendekatan dalam program pemulihan nasional.

Selain itu, pendekatan pembangunan yang digunakan turut meningkatkan kesadaran masyarakat terhadap penggunaan material ramah lingkungan dan tahan gempa, sekaligus mendorong perputaran ekonomi lokal melalui metode konstruksi berbasis sumber daya setempat.

Berdasarkan capaian tersebut, hibah ini mendukung Yayasan Arkom Indonesia untuk mendokumentasikan pembelajaran, tantangan, dan praktik terbaik dari fase pemulihan pascabencana melalui sebuah buku dan video dokumenter. Buku berjudul "Pilah, Pilih, Pulih" tersebut diluncurkan pada Maret 2026 bertepatan dengan penerbangan perdana IAA ke Palu. Publikasi ini berfungsi sebagai sumber pengetahuan untuk mendukung pembuat kebijakan, kelompok masyarakat, dan organisasi non-pemerintah dalam merancang dan melaksanakan upaya pemulihan pascabencana yang efektif, serta berkontribusi pada replikasi dan perluasan model pemulihan yang dipimpin oleh komunitas.

A number of community facilities, including communal spaces and community activity centres, were also developed to support social recovery. The community-led self-relocation housing model applied in this programme was later replicated by the Ministry of Public Works and Housing as one of the approaches adopted in the national recovery programme.

In addition, the development approach applied through the programme helped raise community awareness of the use of environmentally friendly and earthquake-resilient materials, while also stimulating the local economy through construction methods that relied on locally available resources.

Building on these outcomes, the grant supports Yayasan Arkom Indonesia in documenting lessons learned, challenges, and best practices from the post-disaster recovery phase through a book and video documentary. Titled "Pilah, Pilih, Pulih," the book publication was launched in March 2026 in conjunction with IAA's inaugural flight to Palu. It serves as a knowledge resource to support policymakers, community groups and non-governmental organizations in designing and implementing effective post-disaster recovery efforts, contributing to the replication and scaling of community-led recovery models.

| Nilai Hibah Grant Value | Jumlah Hibah yang Disalurkan pada 2025 Total Grants Distributed in 2025 | Area Dampak Area of Impact |
|----------------------------|---|--|
| Rp94.500.000,00 | Rp94.500.000,00 (100%) | <ul style="list-style-type: none"> • Ketahanan Iklim • Mata pencaharian masyarakat • Climate Resilience • Community livelihood |



Bantuan Kemanusiaan dan Pascabencana

Upaya kemanusiaan Grup AirAsia berfokus pada dukungan bagi masyarakat yang terdampak bencana terkait iklim. Seiring perubahan iklim yang terus meningkatkan frekuensi dan tingkat keparahan kejadian bencana, dampak banjir menjadi semakin nyata dan signifikan bagi masyarakat dalam wilayah operasional Grup AirAsia. Sebagai respons, Grup AirAsia memprioritaskan inisiatif kemanusiaan yang mendukung kesiapsiagaan, respons, dan pemulihan bencana, dengan menyadari pentingnya bantuan cepat tanggap serta ketangguhan jangka panjang di wilayah yang rentan terhadap dampak perubahan iklim.

Bencana Banjir di Indonesia

Menyusul banjir besar dan tanah longsor di Sumatera yang disebabkan oleh Topan Senyar pada akhir tahun 2025, Grup AirAsia dan AirAsia Foundation memberikan dukungan sebagai upaya bantuan dan pemulihan di masyarakat terdampak. Bantuan disalurkan antara bulan Desember 2025

Humanitarian and Post-Disaster Aid

AirAsia Group's humanitarian efforts focus on supporting communities affected by climate-related disasters. As climate change continues to increase the frequency and severity of disasters, the impact of flooding has become increasingly apparent and significant for communities within AirAsia Group's operational areas. In response, AirAsia Group prioritizes humanitarian initiatives that support disaster preparedness, response, and recovery, recognizing the importance of rapid response and long-term resilience in areas vulnerable to the impacts of climate change.

Floods in Indonesia

Following severe flooding and landslides in Sumatra caused by Typhoon Senyar in late 2025, AirAsia Group and AirAsia Foundation provided disaster relief and recovery in the affected communities. The support was distributed between December 2025 and January 2026 through a combination of flight

hingga Januari 2026 melalui kombinasi sponsor tiket penerbangan, pengaturan tarif khusus, dan pendanaan langsung, dengan bekerja sama dengan mitra lokal untuk memastikan intervensi yang sesuai kebutuhan di lapangan.

Pada Desember 2025, AirAsia Foundation memberikan 10.000 Ringgit Malaysia kepada Natural Aceh untuk membantu masyarakat di Aceh Tamiang melalui distribusi bantuan kebutuhan pokok, termasuk penyediaan paket makanan, pakaian, perlengkapan tidur, hygiene kit, generator, lampu tenaga surya, serta kegiatan pemulihan trauma bagi anak-anak, yang memberikan manfaat kepada sekitar 504 individu. AirAsia Foundation juga menyalurkan tambahan bantuan sejumlah 5.000 Ringgit Malaysia kepada Lembaga Pengkajian dan Pemberdayaan Masyarakat (LP2M) untuk mendukung komunitas terdampak banjir di Kota Padang, dimana sebanyak 187 *hygiene kit* didistribusikan kepada perempuan untuk mendukung kebersihan rumah tangga dan kebersihan diri. AirAsia Foundation turut mensponsori 8 tiket penerbangan bagi organisasi bantuan kemanusiaan, termasuk Iltizam Relief Society dan Global Ehsan Relief, sehingga memungkinkan penyaluran makanan hangat siap saji, air minum bersih, paket makanan, dan *hygiene kit* kepada 1.502 rumah tangga terdampak di Aceh.

Pada Januari 2026, AirAsia Foundation mensponsori 8 tiket penerbangan bagi Yayasan Arkom Indonesia untuk melakukan penilaian kebutuhan secara cepat (*rapid needs assessment*) di Aceh Tamiang, mencakup wilayah hulu, tengah, dan hilir. Hasil penilaian tersebut menjadi dasar perencanaan pemulihan awal melalui analisis kerusakan dan kerugian (*damage and loss analysis*) serta pengembangan komunitas berbasis aset (*asset-based community development*). Sebagai bagian dari respons, sebanyak 13 sumur masyarakat dibersihkan untuk mengatasi tantangan akses air, dimana masyarakat dilatih dan dibekali peralatan agar dapat melanjutkan kegiatan pembersihan sumur secara mandiri. Intervensi ini juga mencakup pembangunan enam unit komunal serta distribusi 13 *shelter kit*. Pada periode yang sama, AirAsia Foundation mendukung misi medis kemanusiaan oleh Beacon Hospital melalui pengaturan tarif khusus, yang memungkinkan tim beranggotakan 19 dokter dan tenaga medis dari Malaysia untuk memberikan layanan medis di lokasi kepada hampir 600 korban banjir dan tanah longsor di Aceh Tamiang dan wilayah terdampak lainnya.

DestinationGOOD

Selain melalui pendanaan sosial atau hibah, Grup AirAsia mendorong pemberdayaan ekonomi masyarakat melalui DestinationGOOD, sebuah platform yang menghubungkan *social enterprise*

ticket sponsorships, special fare arrangements, and direct funding, working with local partners to ensure needs-based interventions on the ground.

In December 2025, AirAsia Foundation donated 10,000 Malaysian Ringgit to Natural Aceh to help communities in Aceh Tamiang by distributing basic necessities, including the provision of food packages, clothing, sleeping materials, hygiene kits, generators, solar-powered lamps, and trauma support activities for children, benefiting an estimated 504 individuals. AirAsia Foundation also distributed an additional 5,000 Malaysian Ringgit to the Institute for Community Research and Empowerment (LP2M) to support communities affected by flooding in Padang City, where 187 hygiene kits were distributed to women to support household and personal hygiene. AirAsia Foundation also sponsored 8 flight tickets for humanitarian aid organizations, including to Iltizam Relief Society and Global Ehsan Relief, enabling the distribution of hot ready-to-eat meals, clean drinking water, food packages, and hygiene kits to 1,502 affected households in Aceh.

In January 2026, AirAsia Foundation sponsored eight flight tickets for Yayasan Arkom Indonesia to conduct a rapid needs assessment in Aceh Tamiang, covering the upstream, midstream, and downstream areas. The results of the assessment formed the basis for initial recovery planning through damage and loss analysis and asset-based community development. As part of the response, 13 community wells were cleaned to address water access challenges, and the community was trained and supplied with equipment to continue cleaning the wells independently. This intervention also included the construction of six communal units and the distribution of 13 shelter kits. During the same period, AirAsia Foundation supported a humanitarian medical mission by Beacon Hospital through special fare arrangements, which enabled a team of 19 doctors and medical personnel from Malaysia to provide on-site medical services to nearly 600 flood and landslide victims in Aceh Tamiang and other affected areas.

DestinationGOOD

In addition to social funding or grants, the AirAsia Group promotes community economic empowerment through DestinationGOOD, a platform that connects social enterprises with

dengan akses pasar yang lebih luas. Inisiatif ini mempromosikan produk wirausaha lokal yang mengedepankan nilai sosial, budaya, dan keberlanjutan.

Pada tahun 2025, *sales turnover* DestinationGOOD tercatat sebesar 19.092 Ringgit Malaysia, lebih rendah dibandingkan capaian tahun sebelumnya. Penurunan ini sejalan dengan berkurangnya jumlah *social enterprise* yang produknya dipasarkan secara aktif sepanjang tahun. Meskipun demikian, jumlah *social enterprise* yang terdaftar tetap stabil sebanyak 49 entitas, sama dengan tahun 2024.

Selama periode pelaporan, DestinationGOOD memasarkan produk dari 16 *social enterprise*. Tidak terdapat pengenalan produk baru dari *social enterprise* pada tahun 2025. Kondisi ini mencerminkan pendekatan yang lebih selektif dalam kurasi produk, dengan fokus pada kesiapan mitra dan konsistensi kualitas, dibandingkan pada ekspansi jumlah produk.

broader market access. This initiative promotes local entrepreneurial products that prioritize social, cultural, and sustainability values.

In 2025, DestinationGOOD's sales turnover was recorded at 19,092 Malaysian Ringgit, lower than the previous year's achievement. This decline is in line with the decrease in the number of social enterprises whose products were actively marketed throughout the year. However, the number of registered social enterprises remained stable at 49 entities, the same as in 2024.

During the reporting period, DestinationGOOD marketed products from 16 social enterprises. There were no new product launches from social enterprises in 2025. This reflects a more selective approach to product curation, with a focus on partner readiness and quality consistency, rather than product expansion.

Tabel Kinerja DestinationGOOD
Table of DestinationGOOD Performance

| Indikator Indicator | 2023 | 2024 | 2025 |
|---|---------|--------|--------|
| Sales turnover (MYR) | 117.770 | 52.320 | 19.092 |
| Jumlah <i>social enterprise</i> yang terdaftar Number of listed social enterprise | 48 | 49 | 49 |
| Jumlah <i>social enterprise</i> yang produknya dipasarkan Number of social enterprises which products are marketed | 25 | 29 | 16 |
| Jumlah <i>social enterprise</i> dengan produk baru (dalam tahun berjalan) Number of social enterprises with new products (in the current year) | 0 | 1 | 0 |

Pengaduan Masyarakat [F.24]

Perseroan menyadari bahwa keberhasilan program TJSI tidak hanya diukur dari hasil pelaksanaannya, tetapi juga dari sejauh mana masyarakat dapat terlibat secara aktif dalam proses tersebut. Oleh karena itu, Perseroan menyediakan berbagai saluran komunikasi yang memungkinkan masyarakat di sekitar wilayah operasional untuk menyampaikan aspirasi, masukan, maupun pengaduan apabila terdapat kegiatan yang berpotensi menimbulkan dampak negatif terhadap aspek lingkungan atau sosial.

Mekanisme penyampaian pengaduan dapat dilakukan secara langsung maupun tidak langsung, antara lain melalui layanan telepon, surat elektronik, situs resmi Perseroan, media sosial, serta *customer service* yang dapat diakses oleh masyarakat dan pemangku kepentingan lainnya. Seluruh kanal komunikasi ini berfungsi sebagai wadah bagi

Public Complaints [F.24]

The Company realizes that the success of the CSR program is not only measured by its implementation results, but also by the extent to which the community can actively participate in the process. Therefore, the Company provides various communication channels that enable the community around its operational areas to convey their aspirations, input, and complaints regarding activities that have the potential to cause negative environmental or social impacts.

Complaints can be submitted directly or indirectly, including via telephone, email, the Company's official website, social media, and customer service, which can be accessed by the community and other stakeholders. All of these communication channels serve as a forum for the community to openly express their opinions, as well as a means for the

masyarakat untuk menyampaikan pendapat secara terbuka, sekaligus sebagai sarana bagi Perseroan untuk mendengarkan dan merespons dengan cepat setiap isu yang muncul di lapangan.

Sepanjang tahun 2025, Perseroan tidak menerima pengaduan dari masyarakat terkait kegiatan bisnis maupun dampak sosial dan lingkungan. Hasil ini mencerminkan bahwa kegiatan operasional Perseroan telah berjalan dengan tanggung jawab, transparansi, serta kepatuhan terhadap ketentuan yang berlaku, sekaligus memperkuat hubungan yang harmonis antara Perseroan dan masyarakat sekitar.

Komitmen untuk Memberikan Layanan atas Produk dan/atau Jasa yang Setara kepada Konsumen [F.17]

Sebagai perusahaan penerbangan yang berkomitmen menghadirkan pengalaman terbang terbaik bagi seluruh pelanggan, Perseroan terus berupaya meningkatkan mutu layanan produk dan jasa yang diberikan. Komitmen ini sejalan dengan visi dan misi Perseroan untuk menghadirkan layanan yang setara, inklusif, dan berorientasi pada kepuasan pelanggan.

Upaya peningkatan kualitas dilakukan melalui survei kepuasan pelanggan yang menjadi dasar bagi evaluasi dan pengembangan berkelanjutan. Hasil survei tersebut dimanfaatkan sebagai umpan balik untuk memperbaiki aspek layanan yang masih perlu ditingkatkan serta memperkuat keunggulan produk yang telah mendapat apresiasi pelanggan. Dengan demikian, setiap langkah pengembangan layanan Perseroan selalu didasari oleh pemahaman langsung terhadap kebutuhan dan ekspektasi pelanggan.

Sejalan dengan hal tersebut, Perseroan juga menegaskan komitmennya untuk memberikan layanan yang setara, inklusif, dan bebas diskriminasi kepada seluruh pelanggan melalui penerapan kebijakan dan prosedur operasional standar (SOP) yang dikelola oleh Departemen Customer Happiness. Kebijakan dan prosedur ini menjadi landasan dalam memastikan bahwa setiap pelanggan memperoleh kualitas layanan yang konsisten, adil, dan menghormati keberagaman, baik dalam proses pelayanan di darat maupun selama penerbangan. Implementasi kebijakan dan prosedur tersebut secara berkala ditinjau dan diselaraskan dengan regulasi yang berlaku, hasil survei kepuasan pelanggan, serta mekanisme penanganan keluhan guna memastikan efektivitasnya dalam mendukung pengalaman pelanggan yang positif dan berkelanjutan.

Company to listen and respond quickly to any issues that arise in the field.

Throughout 2025, the Company did not receive any public complaints related to its business activities or social and environmental impacts. This result reflects that the Company's operational activities have been carried out with responsibility, transparency, and compliance with applicable regulations, while strengthening the harmonious relationship between the Company and the surrounding community.

Commitment to Provide Equitable Products and/or Services to Consumers [F.17]

As an airline company that is committed to providing the best flying experience for all customers, the Company constantly strives to improve the quality of its products and services. This commitment is in line with the Company's vision and mission to provide equitable, inclusive, and customer satisfaction-oriented services.

Quality improvement efforts are carried out through customer satisfaction surveys, which serve as the basis for continuous evaluation and development. The survey results are used as feedback to improve aspects of service that still need to be improved and to strengthen the advantages of products that have received customer appreciation. Thus, every step in the development of the Company's services is always based on a direct understanding of customer needs and expectations.

In line with this, the Company also emphasizes its commitment to providing equal, inclusive, and non-discriminatory services to all customers through the implementation of policies and standard operating procedures (SOPs) managed by the Customer Happiness Department. These policies and procedures are the foundation to ensure that every customer receives consistent, fair, and respectful service, both during the ground service process and during the flight. The implementation of these policies and procedures is periodically reviewed and aligned with applicable regulations, customer satisfaction survey results, and complaint handling mechanisms to ensure their effectiveness in supporting a positive and sustainable customer experience.

Pengalaman Penumpang (Guest Experience)

Pengalaman pelanggan atau penumpang merupakan salah satu fokus utama IAA, sejalan dengan komitmen untuk menghadirkan layanan yang andal, mudah diakses, dan berorientasi pada kebutuhan penumpang di seluruh titik interaksi perjalanan. Pengelolaan pengalaman pelanggan dilakukan secara terstruktur melalui fungsi Customer Happiness, yang bertanggung jawab memastikan setiap masukan, keluhan, dan kebutuhan pelanggan ditangani secara konsisten dan tepat waktu.

Standar Layanan Pelanggan

Pengelolaan kepuasan dan keluhan pelanggan dilakukan dengan mengacu pada standar internasional ISO 10002:2018 *Customer Satisfaction and Complaints Management*. Tim Customer Happiness telah memperoleh sertifikasi ini sejak Maret 2023 dan berhasil mempertahankannya secara konsisten hingga Maret 2025.

Seluruh *Standard Operating Procedures* (SOP) Customer Happiness dipublikasikan dan diperbarui secara berkala melalui *RedDocs Portal*, sehingga dapat diakses secara internal sebagai pedoman operasional yang konsisten dan terdokumentasi dengan baik.

Media Interaksi Pelanggan

IAA menyediakan beragam kanal interaksi guna memastikan kemudahan akses layanan bagi pelanggan, meliputi situs web, aplikasi AirAsia MOVE, media sosial, *messaging platforms* (termasuk WeChat untuk layanan penumpang di Tiongkok), *live chat*, *chatbot* AskBo, SMS, dan email. Layanan telepon tersedia secara terbatas untuk panggilan keluar terkait penanganan gangguan operasional serta panggilan masuk untuk pelanggan B2B. Selain itu, dukungan tatap muka (*walk-in support*) juga tersedia di KL Sentral. Pendekatan multikanal ini dirancang untuk memberikan fleksibilitas serta menjangkau kebutuhan pelanggan dengan karakteristik yang beragam.

Guna memantau kualitas pengalaman pelanggan secara menyeluruh, IAA menggunakan dua indikator utama, yaitu *Net Promoter Score* (NPS) dan *Customer Satisfaction Rate* (CSAT).

Net Promoter Score (NPS)

NPS digunakan oleh AirAsia dan AirAsia MOVE untuk mengukur persepsi pelanggan terhadap keseluruhan perjalanan layanan, mulai dari pemesanan hingga pasca-penerbangan.

Guest Experience

The customer or guest experience is one of IAA's main focuses, in line with its commitment to providing reliable, accessible, and passenger-oriented services at all points of interaction throughout the journey. Customer experience management is carried out in a structured manner through the Customer Happiness function, which is responsible for ensuring that all customer feedback, complaints, and needs are handled consistently and in a timely manner.

Customer Service Standards

Customer satisfaction and complaint management is carried out in accordance with the international standard of ISO 10002:2018 *Customer Satisfaction and Complaints Management*. The Customer Happiness team has held this certification since March 2023 and has successfully maintained it consistently until March 2025.

All Customer Happiness Standard Operating Procedures (SOPs) are published and updated regularly through the RedDocs Portal, making them accessible internally as consistent and well-documented operational guidelines.

Customer Interaction Media

IAA provides a variety of interaction channels to ensure easy access to services for customers, including websites, AirAsia MOVE app, social media, messaging platforms (including WeChat for passenger services in China), live chat, AskBo chatbot, SMS, and email. Telephone services are available on a limited basis for outgoing calls related to operational disruptions and incoming calls for B2B customers. In addition, walk-in support is also available at KL Sentral. This multi-channel approach is designed to provide flexibility and reach customers with diverse characteristics.

To monitor the overall quality of the customer experience, IAA uses two key indicators, *Net Promoter Score* (NPS) and *Customer Satisfaction Rate* (CSAT).

Net Promoter Score (NPS)

NPS is used by AirAsia and AirAsia MOVE to measure customer perceptions of the overall service journey, from booking to post-flight.

| Tahun Year | Skor NPS NPS Score | Target | Jumlah Responden Number of Respondents |
|---------------|-----------------------|--------|---|
| 2024 | 45 | 60 | 189.505 |
| 2025 | 51 | 50 | 188.969 |

Pada tahun 2025, skor NPS mencapai 51, melampaui target tahunan 50. Survei NPS dilakukan dua kali, yaitu setelah pembayaran pada tahap pemesanan (*booking touchpoint*) dan dalam waktu 24 jam setelah penerbangan (*journey touchpoint*). Tidak terdapat perubahan metode survei, kecuali peralihan platform *journey touchpoint* ke KORE.

In 2025, the NPS score reached 51, exceeding the annual target of 50. The NPS survey was conducted twice, after booking touchpoint and within 24 hours after the flight (*journey touchpoint*). There were no changes to the survey method, except for the switch of the *journey touchpoint* platform to KORE.

Customer Satisfaction Rate (CSAT)

CSAT digunakan untuk menilai tingkat kepuasan pelanggan pada interaksi spesifik, terutama melalui *live chat* dan platform AskBo.

Customer Satisfaction Rate (CSAT)

CSAT is used to assess customer satisfaction levels for specific interactions, primarily through *live chat* and the AskBo platform.

| Tahun Year | Kanal Channel | CSAT | Target | Jumlah Responden Number of Respondents |
|---------------|------------------|------|--------|---|
| 2024 | Live Chat | 88% | 80% | 15.095 |
| | AskBo | 86% | 80% | 255.828 |
| 2025 | Live Chat | 88% | 90% | 9.006 |
| | AskBo | 57% | 70% | 220.313 |

Tahun 2025, CSAT *live chat* tercatat stabil di 88%, dengan total 9.006 responden, meskipun berada sedikit di bawah target 90%. Sementara itu, CSAT AskBo tercatat sebesar 57% dari 220.313 responden, dengan target 70%. Survei CSAT dipicu secara otomatis setelah titik interaksi tertentu, khususnya melalui *live chat* dan AskBo.

In 2025, CSAT *live chat* was recorded at a stable 88%, with a total of 9,006 respondents, although this was slightly below the target of 90%. Meanwhile, CSAT AskBo was recorded at 57% from 220,313 respondents, with a target of 70%. The CSAT survey was triggered automatically after a certain point of interaction, specifically through *live chat* and AskBo.

Stabilnya skor CSAT *live chat* pada tahun 2025 mencerminkan efektivitas berbagai inisiatif yang telah dijalankan oleh tim Customer Happiness. Kinerja ini didukung oleh penurunan volume *incoming chat* sebesar 35% dibandingkan tahun sebelumnya, yang turut berdampak pada jumlah respons survei. Selain itu, Perseroan melakukan identifikasi dan penanganan faktor utama penyebab ketidakpuasan (*DSAT drivers*) melalui penyederhanaan serta kejelasan proses layanan. Upaya ini diperkuat dengan pelatihan dan *coaching* yang lebih terarah untuk memastikan kualitas layanan yang konsisten di seluruh tim.

The stable CSAT *live chat* score in 2025 reflects the effectiveness of various initiatives that have been carried out by the Customer Happiness team. This performance was supported by a 35% decrease in *incoming chat* volume compared to the previous year, which also impacted the number of survey responses. In addition, the Company identified and addressed the main factors causing dissatisfaction (*DSAT drivers*) by simplifying and clarifying service processes. These efforts were reinforced with more targeted training and *coaching* to ensure consistent service quality across the team.

IAA menetapkan target internal untuk menanggapi keluhan pelanggan dalam waktu 1 hari serta menyelesaikan keluhan maksimal dalam 7 hari. Sepanjang tahun 2025, waktu penanganan kasus menunjukkan perbaikan dibandingkan tahun sebelumnya, dengan rata-rata waktu respons awal 1,3 hari dan waktu penyelesaian 5 hari.

IAA set an internal target to respond to customer complaints within 1 day and resolve complaints within a maximum of 7 days. Throughout 2025, case handling times showed improvement compared to the previous year, with an average initial response time of 1.3 days and a resolution time of 5 days.

Inisiatif Peningkatan Pengalaman Pelanggan Tahun 2025

Sepanjang tahun 2025, Perseroan memperkenalkan dan melanjutkan sejumlah inisiatif untuk meningkatkan kualitas pengalaman penumpang. Salah satu fokus utama adalah penguatan platform AskBo sebagai *virtual assistant* berbasis *machine learning* dan *natural language processing*. Selama tahun pelaporan, AskBo melayani 21.254.243 pengguna, dengan 16.457.719 pertanyaan berhasil diselesaikan secara mandiri oleh sistem, serta mencatat *bot satisfaction score* sebesar 57%. Integrasi fungsi layanan mandiri utama, seperti perubahan jadwal penerbangan secara sukarela, pengajuan pengembalian dana, dan pembelian *add-ons*, telah mengurangi ketergantungan pada intervensi agen untuk kebutuhan rutin.

Selain itu, Perseroan juga berfokus pada pengurangan waktu tunggu layanan, dengan rata-rata waktu tunggu *live chat* tahun berjalan sebesar 2,3 menit. Upaya peningkatan kompetensi agen dilakukan melalui penguatan pemahaman produk dan kebijakan, pemeriksaan kualitas layanan secara berkala, serta sesi *coaching* untuk menjaga akurasi, kecepatan, dan ketepatan nada komunikasi dalam interaksi dengan pelanggan.

Ke depan, tim Customer Happiness akan terus berkolaborasi dengan tim *chatbot* dan pemangku kepentingan terkait untuk memperluas kemampuan *self-service* serta meningkatkan kemampuan AskBo dalam menangani pertanyaan sederhana secara mandiri. Pendekatan ini diharapkan tidak hanya meningkatkan efisiensi operasional, tetapi juga memberikan pengalaman yang lebih fokus pada kebutuhan pelanggan.

Selain penguatan layanan digital dan peningkatan kompetensi agen, IAA juga menjaga konsistensi kualitas pengalaman pelanggan melalui pemantauan tingkat kepuasan secara berkala. Sepanjang tahun 2025, skor Customer Satisfaction (CSAT) terjaga pada angka 88%. Capaian ini didukung oleh penguatan pemahaman agen terhadap produk dan kebijakan perusahaan, sehingga respons yang diberikan menjadi lebih cepat dan akurat. Pemeriksaan kualitas layanan secara rutin serta sesi *coaching* berkelanjutan juga membantu memastikan konsistensi nada komunikasi, ketepatan informasi, dan kecepatan penyelesaian permintaan pelanggan.

Di sisi operasional, Perseroan menjalankan kampanye kebersihan kabin untuk memastikan kondisi pesawat tetap higienis dan nyaman bagi penumpang. Sebagian besar armada telah menjalani sedikitnya 10 kali proses *deep cleaning* sepanjang tahun berjalan. Fokus berikutnya akan diarahkan pada

Customer Experience Improvement Initiatives in 2025

Throughout 2025, the Company introduced and continued a number of initiatives to improve the quality of the passenger experience. One of the main focuses was strengthening the AskBo platform as a machine learning and natural language processing-based virtual assistant. During the reporting year, AskBo served 21,254,243 users, with 16,457,719 questions successfully resolved independently by the system, and recorded a bot satisfaction score of 57%. The integration of key self-service functions, such as voluntary flight schedule changes, refund requests, and the purchase of add-ons, has reduced the dependence on agent intervention for routine needs.

In addition, the Company also focused on reducing service waiting times, with an average live chat waiting time of 2.3 minutes for the current year. Efforts to improve agent competence are carried out through strengthening product and policy understanding, periodic service quality checks, and coaching sessions to maintain accuracy, speed, and appropriateness of communication tone in interactions with customers.

Going forward, the Customer Happiness team will continue to collaborate with the chatbot team and relevant stakeholders to expand self-service capabilities and improve AskBo's ability to handle simple questions independently. This approach is expected to not only improve operational efficiency, but also provide an experience that is more focused on customer needs.

In addition to enhancing digital services and improving agent competency, IAA also maintains consistent customer experience quality through regular satisfaction monitoring. Throughout 2025, the Customer Satisfaction (CSAT) score was maintained at 88%. This achievement was supported by strengthening agents' understanding of the company's products and policies, resulting in faster and more accurate responses. Regular inspection of service quality and continuous coaching sessions also helped ensure consistency in communication tone, accuracy of information, and speed in resolving customer requests.

On the operational side, the Company carried out a cabin cleanliness campaign to ensure that the aircraft remained hygienic and comfortable for passengers. Most of the fleet has undergone at least 10 deep cleaning processes throughout the year. The next focus will be on improving the

peningkatan kualitas pembersihan saat transit *turn around* serta peningkatan frekuensi *deep cleaning* secara bertahap guna menjaga standar kebersihan secara konsisten. Program ini akan dikoordinasikan bersama *Cabin Crew Department (CCD)*.

Perlindungan Data dan Privasi Pelanggan

IAA menempatkan perlindungan data dan privasi pelanggan sebagai bagian integral dari pengelolaan pengalaman pelanggan atau penumpang. Sepanjang periode pelaporan hingga tahun 2025, tidak terdapat kasus pelanggaran privasi pelanggan yang dilaporkan. Komitmen ini mencerminkan konsistensi IAA dalam menjaga kepercayaan pelanggan serta mematuhi prinsip perlindungan data yang berlaku.

| Tahun Year | Jumlah Kasus Number of Cases |
|---------------|---------------------------------|
| 2023 | 0 |
| 2024 | 0 |
| 2025 | 0 |

Penanganan Keluhan dan Waktu Penyelesaian

Pada tahun 2025, IAA mencatat total 2.350 kasus keluhan pelanggan. Seluruh kasus tersebut telah ditangani melalui mekanisme internal yang berlaku sesuai standar Customer Happiness, meskipun tidak terdapat kasus yang memerlukan tindak lanjut eskalasi lebih lanjut. Pendekatan ini memastikan setiap masukan pelanggan menjadi bahan evaluasi berkelanjutan untuk peningkatan kualitas layanan di masa mendatang.

| Tahun Year | Jumlah Keluhan Number of Complaints | Jumlah Ditangani / Ditindaklanjuti Number of Resolved / Followed up Cases |
|---------------|--|---|
| 2024 | 2.106 | Nihil Nil |
| 2025 | 2.350 | Nihil Nil |

On-Time Performance (OTP)

Ketepatan waktu penerbangan (*On-Time Performance/OTP*) merupakan indikator penting dalam menilai kualitas layanan operasional. Perseroan secara konsisten memantau dan mengevaluasi OTP sebagai bagian dari komitmen untuk memberikan pengalaman perjalanan yang dapat diandalkan bagi penumpang, khususnya pada penerbangan jarak pendek dengan durasi kurang dari enam jam.

quality of cleaning during transit *turnarounds* and gradually increasing the frequency of *deep cleaning* to maintain consistent hygiene standards. This program will be coordinated with the *Cabin Crew Department (CCD)*.

Customer Data and Privacy Protection

IAA places customer data protection and privacy as an integral part of managing the customer or passenger experience. Throughout the reporting period until 2025, there have been no reported cases of customer privacy violations. This commitment reflects IAA's consistency in maintaining customer trust and complying with applicable data protection principles.

Complaint Handling and Resolution Time

In 2025, IAA recorded a total of 2,350 customer complaints. All cases were handled through internal mechanisms in accordance with Customer Happiness standards, although no cases required further escalation. This approach ensures that all customer feedback is used for continuous evaluation to improve service quality in the future.

On-Time Performance (OTP)

Flight punctuality (*On-Time Performance/OTP*) is an important indicator in assessing the quality of operational services. The Company consistently monitors and evaluates OTP as part of its commitment to providing a reliable travel experience for passengers, especially on short-haul flights lasting less than six hours.

Pada tahun 2025, OTP Perseroan tercatat sebesar 76%, menurun dibandingkan capaian tahun 2024 yang sebesar 83%, namun masih berada di atas tingkat OTP tahun 2023. Target OTP yang ditetapkan oleh manajemen tetap sebesar 85%, konsisten dari tahun ke tahun.

In 2025, the Company's OTP was recorded at 76%, down from 83% in 2024, but still above the 2023 OTP level. The OTP target set by management remains at 85%, consistent from year to year.

| Indikator Indicator | 2023 | 2024 | 2025 |
|---------------------------|------|------|------|
| On-Time Performance (OTP) | 72% | 83% | 76% |
| Target | 85% | 85% | 85% |

Penurunan OTP pada tahun 2025 dibandingkan tahun 2024 terutama dipengaruhi oleh keterbatasan ketersediaan armada untuk utilisasi operasional. Kondisi ini menuntut tim operasional dan penjadwalan untuk melakukan penyesuaian yang intensif, termasuk menyusun ulang rotasi pesawat agar seluruh penerbangan tetap dapat dioperasikan sesuai rencana. Penyesuaian tersebut, meskipun diperlukan untuk menjaga keberlangsungan operasional, berkontribusi pada meningkatnya risiko keterlambatan penerbangan.

The decline in OTP in 2025 compared to 2024 was mainly due to limited fleet availability for operational utilization. This condition required the operational and scheduling teams to make intensive adjustments, including rearranging aircraft rotations so that all flights could continue to operate as planned. These adjustments, although necessary to maintain operational continuity, contribute to an increased risk of flight delays.

Meskipun menghadapi tantangan tersebut, target OTP sebesar 85% tetap dipertahankan untuk tahun 2026, sesuai dengan arahan manajemen. Perseroan menilai bahwa target tersebut masih relevan dan dapat dicapai seiring dengan membaiknya ketersediaan armada.

Despite these challenges, the OTP target of 85% is maintained for 2026, in accordance with management directives. The Company believes that this target is still relevant and achievable as fleet availability improves.

Untuk menjaga dan meningkatkan kinerja OTP, IAA menerapkan sejumlah pendekatan operasional yang dijalankan secara konsisten sepanjang tahun 2025, antara lain:

To maintain and improve OTP performance, IAA implemented a number of operational approaches that were consistently implemented throughout 2025, including:

1. *Walkabouts* oleh Pimpinan Operasional
Pimpinan operasional secara rutin melakukan *walkabouts* untuk memastikan pemahaman langsung terhadap kondisi di lapangan serta mengevaluasi efektivitas proses dan inisiatif operasional yang berjalan.
2. Tinjauan OTP Secara Berkala
Evaluasi mingguan dan bulanan terhadap OTP serta metrik pendukung lainnya dilakukan di seluruh AOC, termasuk IAA, sebagai dasar pengambilan keputusan dan perbaikan berkelanjutan.
3. Pendekatan *Measure to Manage*
IAA mengembangkan perangkat analisis yang komprehensif untuk meningkatkan visibilitas terhadap OTP dan penyebab keterlambatan. Setiap departemen yang memiliki dampak langsung terhadap OTP membangun alat analisis untuk menelusuri akar penyebab keterlambatan secara lebih mendalam.

1. Walkabouts by Operational Leaders
Operational leaders routinely conduct walkabouts to ensure a direct understanding of conditions in the field and to evaluate the effectiveness of ongoing operational processes and initiatives.
2. Regular OTP Reviews
Weekly and monthly evaluations of OTP and other supporting metrics are conducted across all AOCs, including IAA, as a basis for decision-making and continuous improvement.
3. Measure to Manage Approach
IAA has developed a comprehensive set of analytical tools to improve visibility into OTP and the causes of delays. Each department that has a direct impact on OTP builds analytical tools to trace the root causes of delays in greater depth.

4. Penerapan Kebijakan Bagasi Kabin
Sejalan dengan standar Grup AirAsia, tim Ground Operations secara konsisten memastikan setiap penumpang hanya membawa maksimum dua barang bawaan ke kabin dengan berat gabungan 7 kg, guna mendukung kelancaran proses *boarding* dan *turnaround* pesawat.
5. Optimalisasi Jadwal Penerbangan
Sebelum dipublikasikan, jadwal penerbangan ditinjau dan dioptimalkan secara realistis oleh tim penjadwalan dan operasional agar selaras dengan ketersediaan armada serta target OTP, tanpa mengorbankan keandalan jadwal.

Selama tahun 2025, IAA mulai melihat pola perbaikan serupa dengan periode 2023-2024, dimana strategi utama difokuskan pada optimalisasi jadwal dan penyesuaian waktu penerbangan dengan ketersediaan armada aktual. Perseroan juga mengidentifikasi dan memperbaiki titik-titik *turnaround* yang memerlukan waktu tambahan, termasuk pengaturan *buffer* dan *fire breaks* yang lebih memadai.

Selain itu, IAA mengembangkan pendekatan peningkatan OTP dengan memaksimalkan efisiensi rotasi pesawat, tidak hanya dengan mendorong ketepatan waktu pada penerbangan gelombang pertama (*first wave*), tetapi juga dengan memastikan keberlanjutan kinerja OTP pada seluruh rangkaian penerbangan sepanjang hari.

Digitalizing Travel [F.26]

Sejalan dengan meningkatnya ekspektasi pelanggan terhadap layanan yang cepat, mandiri, dan terintegrasi, IAA terus memperkuat digitalisasi perjalanan (*digitalizing travel*) sebagai bagian dari upaya menciptakan *seamless customer journey*.

Sepanjang tahun 2025, IAA mengembangkan dan mengimplementasikan berbagai inisiatif digital yang dirancang untuk meminimalkan interaksi manual, mengurangi ketergantungan pada layanan berbasis loket, serta memperluas opsi layanan mandiri (*self-service*) bagi pelanggan. Inisiatif-inisiatif ini juga menjadi bagian dari kesiapan Perseroan dalam menghadapi peningkatan volume penumpang secara berkelanjutan.

Sebagai kelanjutan dari rencana peningkatan pengalaman penumpang yang telah ditetapkan pada tahun-tahun sebelumnya sejak tahun 2023, Perseroan melakukan pembaruan atas sejumlah inisiatif strategis diantaranya:

4. Enforcement of Cabin Baggage Policy
In line with AirAsia Group standards, the Ground Operations team consistently ensures that each passenger carries a maximum of two pieces of baggage into the cabin with a combined weight of 7 kg, in order to support the smooth boarding and turnaround of aircraft.
5. Flight Schedule Optimization
Before publication, flight schedules are reviewed and realistically optimized by the scheduling and operations teams to align with fleet availability and OTP targets, without compromising schedule reliability.

In 2025, IAA began to see a similar improvement pattern to the 2023-2024 period, where the main strategy focused on schedule optimization and adjusting flight times to actual fleet availability. The company also identified and improved turnaround points that required additional time, including more adequate buffer and fire break arrangements.

Furthermore, IAA developed an approach to improve OTP by maximizing aircraft rotation efficiency, not only by encouraging punctuality on the first wave of flights, but also by ensuring the sustainability of OTP performance across the entire series of flights throughout the day.

Digitalizing Travel [F.26]

In line with increasing customer expectations for fast, independent, and integrated services, IAA continues to strengthen the digitalization of travel as part of its efforts to create a seamless customer journey.

Throughout 2025, IAA developed and implemented various digital initiatives designed to minimize manual interaction, reduce dependence on counter-based services, and expand self-service options for customers. These initiatives are also part of the Company's readiness to address the continuous increase in passenger volume.

As a continuation of the passenger experience improvement plan established in previous years since 2023, the Company has updated a number of strategic initiatives, including:

| No. | Inisiatif Initiative | Perkembangan 2025 Development in 2025 |
|-----|---|--|
| 1. | Implementasi Generative AI Implementation of Generative AI | AskBo menggantikan AVA sebagai virtual assistant utama, dengan fokus pada layanan mandiri dan penanganan kebutuhan yang lebih kompleks AskBo replaces AVA as the primary virtual assistant, focusing on self-service and handling more complex needs. |
| 2. | Live journey map pada status penerbangan Live journey map on flight status | Fitur peta perjalanan langsung telah tersedia di aplikasi, situs web, dan AskBo, mencakup informasi check-in counter, baggage carousel, dan boarding gate The live travel map feature is available on the app, website, and AskBo, providing information on check-in counters, baggage carousels, and boarding gates. |
| 3. | Self-service handbook | Buku panduan layanan mandiri tersedia secara daring untuk membantu pelanggan memanfaatkan AskBo dan fitur self-service lainnya A self-service guidebook is available online to help customers utilize AskBo and other self-service features. |

Selain itu, IAA juga mengembangkan solusi digital untuk mendukung proses operasional di bandara, dengan tujuan mengurangi antrian, penggunaan kertas, serta ketergantungan pada proses manual.

In addition, IAA also develops digital solutions to support operational processes at airports, with the aim of reducing queues, paper usage, and dependence on manual processes.

| No. | Inisiatif Initiative | Perkembangan di 2025 Development in 2025 |
|-----|---------------------------------------|--|
| 1. | Galaxy Suite | Mendukung pergeseran layanan dari berbasis loket menuju layanan <i>mobile (on-the-go service delivery)</i> , memungkinkan transaksi dilakukan tanpa kehadiran di <i>check-in counter</i> . Support the transition from counter-based services to mobile services (<i>on-the-go service delivery</i>), enabling transactions to be carried out without having to be present at the check-in counter. |
| 2. | Enhanced VISA Document Check | Mendukung pemindaian dokumen VISA secara mandiri untuk penerbangan internasional sebelum <i>check-in</i> . Support independent scanning of VISA documents for international flights prior to check-in. |
| 3. | Self Check-in (SCI) | 65% penumpang telah menggunakan fasilitas <i>self check-in</i> melalui kios, aplikasi, dan situs web. 65% of passengers have used the self check-in facility via kiosks, apps, and websites. |
| 4. | Advanced Baggage Tracing System (BTS) | Sistem pelacakan bagasi dapat diakses melalui PC dan aplikasi seluler; tingkat mishandling baggage tercatat 4,4 per 10.000 penumpang, berada di bawah rata-rata global. The baggage tracking system can be accessed via PC and mobile applications; baggage mishandling rate is recorded at 4.4 per 10,000 passengers, which is below the global average. |
| 5. | GOMBot / RedApp | Mendukung petugas darat melakukan <i>check-in</i> , <i>ancillary upgrades</i> , pembayaran, dan perubahan penerbangan secara <i>mobile</i> ; manual dan IIB tersedia secara digital. Assisting ground staff with mobile check-in, ancillary upgrades, payments, and flight changes; manual and IIB available digitally. |

Digitalisasi perjalanan pelanggan sepanjang tahun 2025 berkontribusi pada peningkatan efisiensi layanan, pengurangan waktu tunggu, serta perluasan opsi layanan mandiri bagi pelanggan. Meskipun beberapa inisiatif masih dalam tahap penguatan dan optimalisasi, IAA secara bertahap mengarahkan transformasi digital untuk mendukung pengalaman perjalanan yang lebih sederhana, konsisten, dan terprediksi.

The digitization of the customer journey throughout 2025 has contributed to increased service efficiency, reduced waiting times, and expanded self-service options for customers. Although some initiatives are currently being refined and optimized, IAA is gradually steering its digital transformation to support a simpler, more consistent, and predictable travel experience.

Ke depan, fokus pengembangan diarahkan pada peningkatan kemampuan sistem digital untuk menangani kebutuhan pelanggan secara mandiri, penguatan integrasi antarplatform, serta pengurangan ketergantungan pada proses berbasis kertas. Pendekatan ini diharapkan dapat mendukung peningkatan kepuasan pelanggan secara berkelanjutan sekaligus menjaga efisiensi operasional IAA.

Going forward, development efforts will focus on enhancing the capabilities of digital systems to handle customer needs independently, strengthening inter-platform integration, and reducing dependence on paper-based processes. This approach is expected to support continuous improvement in customer satisfaction while maintaining IAA's operational efficiency.

Membangun Kepercayaan Konsumen

[F.27] [F.28] [F.29]

Di tengah dinamika ekonomi dan industri penerbangan sepanjang tahun 2025, Perseroan senantiasa memperkuat kepercayaan dan loyalitas pelanggan dengan menghadirkan produk serta layanan yang berkualitas, aman, dan ramah lingkungan. Aspek keselamatan operasional penerbangan (*operational safety*) menjadi fondasi utama dalam seluruh aktivitas operasional Perseroan, sebagai bagian dari komitmen Perseroan dalam melindungi penumpang, awak pesawat, dan pemangku kepentingan lainnya.

Seluruh produk dan layanan Perseroan telah melalui 100% proses evaluasi keselamatan dan keamanan penerbangan yang ketat, berlandaskan *Standard Operating Procedure* (SOP) dan Standar Pelayanan Minimal (SPM), termasuk penerapan *Safety Management System* (SMS), pemeliharaan armada secara berkala, serta pengawasan kepatuhan terhadap regulasi penerbangan nasional dan internasional. Informasi lebih rinci dapat mengacu pada bagian Keselamatan Operasional (*Operational Safety*) di dalam laporan ini.

Dari perspektif dampak produk dan layanan, aktivitas penerbangan IAA memberikan dampak positif yang signifikan bagi masyarakat, antara lain melalui peningkatan konektivitas dan mobilitas antar wilayah, perluasan akses transportasi udara yang terjangkau, serta dukungan terhadap pertumbuhan ekonomi, sektor pariwisata, dan kegiatan usaha di berbagai daerah. Keberadaan layanan penerbangan yang andal turut berkontribusi pada penguatan rantai pasok, penciptaan lapangan kerja, dan percepatan pertumbuhan kawasan.

Di sisi lain, Perseroan juga menyadari adanya potensi dampak negatif yang timbul dari operasional penerbangan, seperti emisi karbon, kebisingan, serta penggunaan sumber daya alam. Untuk memitigasi dampak tersebut, Perseroan secara konsisten menerapkan berbagai langkah pengelolaan, termasuk program efisiensi bahan bakar, pengelolaan dan perawatan armada yang optimal, digitalisasi proses operasional, pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) perusahaan, serta pemenuhan terhadap ketentuan dan regulasi lingkungan yang berlaku.

Proses identifikasi dan pengelolaan risiko atas dampak negatif produk dan layanan dilakukan secara terintegrasi melalui kerangka manajemen risiko Perseroan, sebagaimana diungkapkan dalam bagian Manajemen Risiko pada laporan ini. Hasil identifikasi risiko tersebut menjadi dasar dalam penetapan langkah mitigasi yang relevan guna meminimalkan dampak terhadap pelanggan, masyarakat, dan lingkungan.

Building Consumer Trust [F.27] [F.28] [F.29]

Amidst the dynamics in the economy and aviation industry throughout 2025, the Company continues to strengthen customer trust and loyalty by providing high-quality, safe, and environmentally friendly products and services. Operational safety is the main foundation of all the Company's operational activities, as part of the Company's commitment to protecting passengers, flight crew, and other stakeholders.

All of the Company's products and services have undergone a 100% rigorous aviation safety and security evaluation process, based on Standard Operating Procedures (SOP) and Minimum Service Standards (SPM), including the implementation of a Safety Management System (SMS), regular fleet maintenance, and monitoring of compliance with national and international aviation regulations. For more detailed information, please refer to the Operational Safety section of this report.

From the perspective of the impact of products and services, IAA's aviation activities have a significant positive impact on society, including through increased connectivity and mobility between regions, expanded access to affordable air transportation, and support for economic growth, the tourism sector, and business activities in various regions. The existence of reliable aviation services also contributes to strengthening the supply chain, creating jobs, and accelerating regional growth.

On the other hand, the Company is also aware of the potential negative impacts arising from aviation operations, such as carbon emissions, noise, and the use of natural resources. To mitigate these impacts, the Company consistently implements various management measures, including fuel efficiency programs, optimal fleet management and maintenance, digitization of operational processes, implementation of corporate social and environmental responsibility (CSR) programs, and compliance with applicable environmental provisions and regulations.

The identification and management of risks related to the negative impacts of products and services are carried out in an integrated manner through the Company's risk management framework, as disclosed in the Risk Management section of this report. The results of this risk identification are used as the basis for determining relevant mitigation measures to minimize the impact on customers, community, and environment.

Komitmen terhadap transparansi juga diwujudkan melalui penyampaian informasi produk dan layanan yang jelas, akurat, dan bertanggung jawab. Sepanjang tahun pelaporan, tidak terdapat insiden ketidakpatuhan terkait pelabelan produk dan layanan serta komunikasi pemasaran. Selain itu, sepanjang tahun 2025, Perseroan tidak melakukan penarikan kembali terhadap produk atau layanan yang ditawarkan. Hasil ini mencerminkan dedikasi Perseroan dalam menjaga integritas informasi serta memastikan bahwa seluruh layanan yang diberikan dapat dipercaya, aman, dan selaras dengan prinsip keberlanjutan yang dijalankan.

Kesehatan dan Keselamatan Pelanggan

[416-1] [416-2]

Keselamatan dan kesehatan pelanggan merupakan prioritas utama bagi IAA. Sebagai perusahaan penerbangan yang mengedepankan standar keselamatan tertinggi, IAA secara konsisten memastikan bahwa seluruh produk dan layanan yang diberikan memenuhi ketentuan nasional serta standar internasional yang berlaku di industri penerbangan.

Proses pengawasan mutu dilakukan melalui audit keselamatan dan inspeksi rutin yang mencakup seluruh tahapan operasional, mulai dari perawatan pesawat, kebersihan kabin, hingga penanganan penumpang di darat dan udara. Seluruh standar tersebut diterapkan berdasarkan *Standard Operating Procedure (SOP)* dan *Safety Management System (SMS)* yang menjadi panduan utama dalam kegiatan operasional sehari-hari.

IAA juga terus meningkatkan kesadaran dan kapasitas seluruh awak serta karyawan melalui pelatihan berkala mengenai keselamatan penerbangan, penanganan darurat, dan kesehatan penumpang. Setiap masukan atau laporan dari pelanggan ditindaklanjuti melalui mekanisme evaluasi internal untuk memastikan perbaikan berkelanjutan atas aspek layanan dan keselamatan.

Selama tahun pelaporan 2025, tidak terdapat insiden material terkait pelanggaran standar kesehatan atau keselamatan pelanggan. Capaian ini mencerminkan efektivitas penerapan sistem pengawasan mutu serta komitmen Perseroan dalam memastikan pengalaman terbang yang aman, nyaman, dan terpercaya bagi seluruh pelanggan.

Keamanan Operasional dan Perlindungan Pelanggan

[410-1]

IAA memprioritaskan aspek keamanan dalam setiap lini operasional sebagai bentuk tanggung jawab untuk melindungi pelanggan, karyawan, serta aset perusahaan. Sistem keamanan dijalankan dengan

The commitment to transparency is also realized through the provision of clear, accurate, and responsible information on products and services. Throughout the reporting year, there were no incidents of non-compliance related to product and service labeling and marketing communications. In addition, throughout 2025, the Company did not recall any of the products or services it offered. These results reflect the Company's dedication to maintaining the integrity of information and ensuring that all services provided are reliable, safe, and in line with the principles of sustainability.

Customer Health and Safety

[416-1] [416-2]

Customer safety and health are top priorities for IAA. As an airline that prioritizes the highest safety standards, IAA consistently ensures that all products and services provided comply with national regulations and international standards applicable in the aviation industry.

The quality control process is carried out through safety audits and routine inspections that cover all stages of operations, from aircraft maintenance and cabin cleanliness to passenger handling on the ground and in the air. All of these standards are implemented based on *Standard Operating Procedures (SOPs)* and a *Safety Management System (SMS)*, which serve as the main guidelines for daily operations.

IAA also continues to raise awareness and capacity among all crew and employees through regular training on flight safety, emergency handling, and passenger health. Any feedback or reports from customers are followed up through an internal evaluation mechanism to ensure continuous improvement in service and safety aspects.

During the 2025 reporting year, there were no material incidents related to violations of customer health or safety standards. This achievement reflects the effectiveness of the quality control system and the Company's commitment to ensuring a safe, comfortable, and reliable flying experience for all customers.

Operational Safety and Customer Protection

[410-1]

IAA prioritizes safety in every line of operation as part of its responsibility to protect customers, employees, and company assets. The safety system is implemented based on international aviation

mengacu pada praktik terbaik industri penerbangan internasional dan ketentuan yang ditetapkan oleh International Civil Aviation Organization (ICAO), serta otoritas nasional.

Pengelolaan keselamatan penumpang merupakan bagian integral dari sistem keselamatan operasional Perseroan, yang pelaksanaannya mengacu pada kebijakan, standar, dan praktik pengendalian risiko sebagaimana dijelaskan secara lebih rinci pada bagian Keselamatan Operasional dan implementasi Sistem Manajemen K3. Langkah ini mencerminkan komitmen IAA untuk tidak hanya memenuhi standar keamanan industri, tetapi juga membangun sistem layanan yang menjamin keselamatan pelanggan, dan memastikan pengalaman penerbangan yang aman, adil, serta berkelanjutan.

Survei Kepuasan Pelanggan terhadap Produk/Jasa [F.30]

Bagi IAA, pengalaman pelanggan atau penumpang yang unggul merupakan tolok ukur utama dalam menilai kualitas layanan secara menyeluruh. IAA menyadari bahwa keberhasilan dalam industri penerbangan tidak hanya ditentukan oleh ketepatan waktu atau harga yang kompetitif, tetapi juga oleh persepsi pelanggan terhadap keseluruhan perjalanan layanan, mulai dari proses pemesanan hingga layanan pasca-penerbangan. Oleh karena itu, pengukuran kepuasan dan loyalitas pelanggan dilakukan secara terstruktur menggunakan dua indikator utama, yaitu *Net Promoter Score* (NPS) dan *Customer Satisfaction Rate* (CSAT).

Net Promoter Score (NPS) digunakan untuk mengukur persepsi pelanggan terhadap pengalaman perjalanan secara *end-to-end*. Penilaian ini mencakup berbagai aspek layanan sebagai berikut:

- *Airport Boarding Experience*
- *Airport Check-in Experience*
- *Baggage Claim*
- *Cabin Crew*
- *Cabin Environment*
- *Customer Support*
- *Flight Time Performance*
- *Meals*
- *Self Check-in*

Pada tahun sebelumnya, IAA mencatat skor NPS sebesar 45 dari target 60 dengan partisipasi 189.505 responden. Pada tahun 2025, skor tersebut meningkat menjadi 51 dan berhasil melampaui target yang ditetapkan sebesar 50, dengan jumlah responden sebanyak 188.969. Peningkatan ini mencerminkan penguatan persepsi positif pelanggan terhadap kualitas layanan IAA secara keseluruhan serta efektivitas berbagai inisiatif perbaikan yang telah dilakukan.

industry best practices and regulations set by the International Civil Aviation Organization (ICAO) and national authorities.

Passenger safety management is an integral part of the Company's operational safety system, which is implemented in accordance with risk control policies, standards, and practices as described in more detail in the Operational Safety section and the implementation of the OHS Management System. This measure reflects IAA's commitment to not only meeting industry safety standards, but also building a service system that guarantees customer safety and ensures a safe, fair, and sustainable flight experience.

Customer Satisfaction Survey on Products/Services [F.30]

For IAA, an excellent customer or passenger experience is the main benchmark in assessing overall service quality. IAA realizes that success in the aviation industry is not only determined by punctuality or competitive prices, but also by customer perceptions of the entire service journey, from the booking process to post-flight services. Therefore, customer satisfaction and loyalty are measured in a structured manner using two main indicators, namely the *Net Promoter Score* (NPS) and the *Customer Satisfaction Rate* (CSAT).

The *Net Promoter Score* (NPS) is used to measure customer perceptions of the end-to-end travel experience. This assessment covers the following aspects of service:

- *Airport Boarding Experience*
- *Airport Check-in Experience*
- *Baggage Claim*
- *Cabin Crew*
- *Cabin Environment*
- *Customer Support*
- *Flight Time Performance*
- *Meals*
- *Self Check-in*

In the previous year, IAA recorded an NPS score of 45 out of a target of 60 with the participation of 189,505 respondents. In 2025, the score increased to 51 and exceeded the target of 50, with 188,969 respondents. This increase reflects the improvement of customer perceptions of the overall quality of IAA's services and the effectiveness of various improvement initiatives that have been carried out.

Sementara itu, *Customer Satisfaction Rate* (CSAT) digunakan untuk mengukur tingkat kepuasan pelanggan pada interaksi yang lebih spesifik, khususnya melalui kanal layanan dukungan digital seperti *live chat* dan AskBo. Pada tahun 2025, tingkat kepuasan Live Chat tetap terjaga pada angka 88%, meskipun belum mencapai target yang ditingkatkan menjadi 90%, dengan jumlah responden 9.006. Di sisi lain, CSAT AskBo tercatat sebesar 57%, berada di bawah target 70%, dengan partisipasi 220.313 responden.

Perbedaan capaian pada masing-masing kanal menjadi bahan evaluasi penting bagi IAA untuk memperkuat kualitas layanan, khususnya pada platform dukungan digital. Hasil pengukuran ini tidak hanya menjadi indikator kinerja layanan, tetapi juga menjadi dasar dalam merumuskan strategi peningkatan pengalaman pelanggan yang lebih adaptif dan berbasis data.

Melalui pemantauan NPS dan CSAT secara konsisten, IAA berkomitmen untuk terus meningkatkan standar pelayanan, memperkuat loyalitas pelanggan, serta memastikan bahwa setiap interaksi memberikan pengalaman yang positif dan berkelanjutan.

Pemasaran dan Pelabelan Produk

[417-1] [417-2] [417-3]

IAA berkomitmen untuk memastikan seluruh bentuk komunikasi, promosi, dan informasi produk dilakukan secara jujur, transparan, dan bertanggung jawab. Seluruh kegiatan pemasaran dan pelabelan produk mengacu pada ketentuan perundangan yang berlaku, baik di tingkat nasional maupun internasional, serta berpedoman pada prinsip etika bisnis dan integritas.

Informasi yang disampaikan kepada pelanggan, baik melalui media digital, publikasi, maupun kanal komunikasi lainnya, selalu dikaji untuk menjamin keakuratan, kejelasan, dan kesesuaian dengan fakta dan konteks operasional. IAA juga memastikan bahwa setiap klaim layanan, promosi harga, serta informasi lainnya disampaikan secara jelas dan tanpa menyesatkan pelanggan.

IAA bertanggung jawab atas akurasi dan integritas informasi yang disampaikan kepada pelanggan. Tim Branding bertanggung jawab membentuk identitas perusahaan serta memastikan komunikasi dilaksanakan dengan konsisten, jelas, dan menarik. Tim Branding melakukan penyesuaian secara berkala, berdiskusi dan bertukar gagasan untuk komunikasi dan publikasi utama, serta menyempurnakan pedoman dan alur kerja agar seluruh proses tetap berjalan sesuai dengan ketentuan.

Meanwhile, the *Customer Satisfaction Rate* (CSAT) is used to measure customer satisfaction levels in more specific interactions, particularly through digital support channels such as live chat and AskBo. In 2025, the Live Chat satisfaction rate remained at 88%, although it did not reach the target of 90%, with 9,006 respondents. On the other hand, AskBo's CSAT was recorded at 57%, below the target of 70%, with 220,313 respondents participating.

The differences in achievements on each channel are important evaluation materials for IAA to strengthen service quality, especially on digital support platforms. These measurement results are not only indicators of service performance but also the basis for formulating strategies to improve a more adaptive and data-driven customer experience.

Through consistent monitoring of NPS and CSAT, IAA is committed to continuously improving service standards, strengthening customer loyalty, and ensuring that every interaction provides a positive and sustainable experience.

Product Marketing and Labeling

[417-1] [417-2] [417-3]

IAA is committed to ensuring that all forms of communication, promotion, and product information are conducted in an honest, transparent, and responsible manner. All marketing and product labeling activities refer to applicable laws and regulations, both at the national and international levels, and are guided by the principles of business ethics and integrity.

Information provided to customers, whether through digital media, publications, or other communication channels, is always reviewed to ensure accuracy, clarity, and consistency with facts and operational context. IAA also ensures that all service claims, price promotions, and other information are communicated clearly and without misleading customers.

IAA is responsible for the accuracy and integrity of the information provided to customers. The Branding Team is responsible for shaping the company's identity and ensuring that communication is consistent, clear, and engaging. The Branding Team conducts regular coordination, discussions, and exchanges of ideas for key communications and publications, and refines guidelines and workflows to ensure that all processes continue to run in accordance with regulations.

Kebijakan Komunikasi Grup AirAsia memastikan penyampaian pesan yang jelas, konsisten, dan sesuai ketentuan, sekaligus menjaga reputasi Grup AirAsia. Kebijakan ini memberikan panduan mengenai praktik pengungkapan (*disclosure*), penggunaan media sosial, serta komunikasi internal, sehingga memastikan akurasi penyampaian informasi di seluruh organisasi. Tim Komunikasi IAA senantiasa meninjau konten yang ditujukan untuk publik melalui kolaborasi dengan pemilik topik terkait dan pemangku kepentingan untuk menjaga akurasi serta kepatuhan terhadap peraturan.

Untuk memastikan keseragaman nada (*tone*) dan gaya komunikasi, seluruh konten tertulis mengikuti panduan *Tone of Voice* yang tercantum dalam *Brand Corporate Identity Guidelines*. Aktivitas *copywriting* dan periklanan dikelola oleh pemilik topik terkait dan melalui beberapa proses peninjauan.

Keberlanjutan telah terintegrasi dalam strategi Grup AirAsia, dan seiring dengan perkembangan yang ada, inisiatif komunikasi keberlanjutan difokuskan untuk menyoroti tantangan, peluang, dan capaian. Hal ini memastikan para pemangku kepentingan utama, termasuk pelanggan, publik, regulator atau pemerintah, mitra bisnis, dan media, memperoleh informasi yang memadai mengenai bagaimana model bisnis dan operasional IAA dapat menjawab isu-isu ESG yang material.

Untuk menjaga transparansi dan kredibilitas, seluruh komunikasi terkait keberlanjutan disusun melalui kolaborasi dengan Departemen Sustainability, guna memastikan pesan yang disampaikan merefleksikan upaya yang dijalankan secara akurat. IAA berkomitmen untuk menyampaikan informasi dan klaim yang dapat dibuktikan kebenarannya dan menunjukkan kemajuan yang nyata, serta menghindari praktik *greenwashing* maupun representasi yang menyesatkan.

Dengan berpegang pada prinsip-prinsip tersebut, IAA berkomitmen untuk membangun kepercayaan, integritas, dan transparansi dalam seluruh komunikasi, serta memperkuat identitas *brand* yang mudah dikenali, serta *thought leadership* di bidang ini.

Selama tahun pelaporan 2025, tidak terdapat insiden ketidakpatuhan terhadap peraturan terkait pelabelan, komunikasi, atau pemasaran produk dan layanan. Hasil ini menunjukkan konsistensi IAA dalam membangun kepercayaan dan kredibilitas merek, sekaligus memperkuat hubungan jangka panjang dengan pelanggan melalui komunikasi yang etis dan bertanggung jawab.

AirAsia Group's Communication Policy ensures clear, consistent, and compliant messaging while preserving its reputation. This policy provides guidance on disclosure practices, social media use, and internal communication, ensuring the accuracy of information delivery across the organization. IAA's Communication Team constantly reviews content intended for the public in collaboration with relevant topic owners and stakeholders to maintain accuracy and regulatory compliance.

To ensure consistency in tone and communication style, all written content follows the Tone of Voice guidelines outlined in the Brand Corporate Identity Guidelines. Copywriting and advertising activities are managed by relevant topic owners and go through several review processes.

Sustainability is integrated into AirAsia Group's strategy, and as developments unfold, sustainability communication initiatives focus on highlighting challenges, opportunities, and achievements. This ensures that key stakeholders, including customers, public, regulators or governments, business partners, and media, receive adequate information on how IAA's business and operational models address material ESG issues.

In order to maintain transparency and credibility, all sustainability-related communications are developed in collaboration with the Sustainability Department to ensure that the messages conveyed accurately reflect the efforts undertaken. IAA is committed to providing information and claims that can be verified and demonstrate real progress, while avoiding greenwashing or misleading representations.

By upholding these principles, IAA is committed to building trust, integrity, and transparency in all communications, as well as strengthening its recognizable brand identity and thought leadership in this field.

During the 2025 reporting year, there were no incidents of non-compliance with regulations related to labeling, communication, or marketing of products and services. These results demonstrate IAA's consistency in building trust and brand credibility, while strengthening long-term relationships with customers through ethical and responsible communication.

Lembar Umpan Balik [G.2]

Feedback Form

Kami mengucapkan terima kasih atas perhatian dan waktu yang telah Bapak/Ibu/Saudara luangkan untuk menelaah Laporan Keberlanjutan PT AirAsia Indonesia Tbk tahun buku 2025. Masukan dari Anda sangat berarti bagi upaya kami dalam menyempurnakan kualitas laporan di masa mendatang.

We appreciate your attention and the time you have taken to review the 2025 Sustainability Report of PT AirAsia Indonesia Tbk. Your feedback is invaluable to our efforts to improve the quality of future reports.

Kami mengundang Bapak/Ibu/Saudara untuk mengisi Lembar Umpan Balik berikut dengan memberikan tanda centang pada pilihan yang tersedia serta melengkapi bagian isian yang diperlukan. Partisipasi Anda akan membantu kami menyajikan informasi yang semakin relevan, transparan, dan bernilai.

We invite you to complete the following Feedback Form by checking the available options and completing the necessary sections. Your participation will help us provide more relevant, transparent, and valuable information.

Identitas Pengirim

Respondent's Identity

Nama
Name

:

Surel
E-mail

:

No. Telp
Phone Number

:

Identifikasi menurut kategori pemangku kepentingan:

Identification based on stakeholder category:



Pelanggan
Customer



Pegawai/Organisasi
Pegawai
Employee/Employee
Organization



Pemegang Saham
Shareholder



Pemerintah, Regulator,
Legislatif
Government/Regulator/
Legislative



Mitra Kerja
Business Partner



Media Massa
Mass Media



Masyarakat
Public



Lainnya
Others

1. Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai kinerja ekonomi, sosial dan lingkungan PT AirAsia Indonesia Tbk

This Sustainability Report provides clear information regarding PT AirAsia Indonesia Tbk's economic, social and environmental performance

a. Setuju | Agree

b. Tidak setuju | Disagree

c. Tidak tahu | Not sure

2. Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai pemenuhan tanggung jawab sosial dan lingkungan PT AirAsia Indonesia Tbk

This Sustainability Report provides clear information on PT AirAsia Indonesia Tbk's fulfillment of social and environmental responsibilities

a. Setuju | Agree

b. Tidak setuju | Disagree

c. Tidak tahu | Not sure

3. Materi dan data di dalam Laporan Keberlanjutan ini mudah dibaca dan dipahami
The materials and data presented in this Sustainability Report are easy to read and understand
 - a. Setuju | Agree
 - b. Tidak setuju | Disagree
 - c. Tidak tahu | Not sure

4. Materi dan data di dalam Laporan Keberlanjutan ini lengkap
The materials and data presented in this Sustainability Report are complete
 - a. Setuju | Agree
 - b. Tidak setuju | Disagree
 - c. Tidak tahu | Not sure

5. Apakah desain, tata letak, grafis dan foto-foto dalam Laporan Keberlanjutan ini sudah bagus?
Are the designs, layouts, graphics, and photos in this Sustainability Report good?
 - a. Setuju | Agree
 - b. Tidak setuju | Disagree
 - c. Tidak tahu | Not sure

6. Informasi apa yang paling bermanfaat dari Laporan Keberlanjutan ini?
What information is most beneficial in this Sustainability Report?
.....

7. Informasi apa yang dinilai kurang bermanfaat dari Laporan Keberlanjutan ini?
What information is less beneficial in this Sustainability Report?
.....

8. Informasi apa yang dinilai masih kurang dari Laporan Keberlanjutan ini dan perlu ditambahkan pada Laporan Keberlanjutan mendatang?
What information is missing and need to be added in the next Sustainability Report?
.....

Kami menghargai tanggapan dan saran yang Anda berikan kepada kami. Mohon kirimkan lembar ini ke:
We appreciate your response and feedback. Please send this form to:

PT AirAsia Indonesia Tbk

AirAsia RedHouse

Jl. Marsekal Suryadharma (M1) No.1 Kel. Selapajang Jaya,
Kec. Neglasari, Kota Tangerang, Banten 15127 Indonesia

☎ 021 29850888

📧 ir-id.aaid.co.id

Agus Maulidan (Manager, Sustainability): agusmaulidan@airasia.com



Referensi Peraturan OJK No. 51/POJK.03/2017 & Surat Edaran OJK No. 16/SEOJK.04/2021 [G.4]

Reference to OJK Regulation No. 51/POJK.03/2017 &
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Pernyataan Penggunaan Statement of Use

PT AirAsia Indonesia Tbk menyusun Laporan Keberlanjutan merujuk pada standar GRI untuk periode 1 Januari - 31 Desember 2025.
PT AirAsia Indonesia Tbk has prepared a Sustainability Report with reference to GRI standards for the period January 1 - December 31, 2025.

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Laporan Keuangan Konsolidasian

Consolidated
Financial Statements

**PT AIRASIA INDONESIA TBK.
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

**LAPORAN KEUANGAN KONSOLIDASIAN/
CONSOLIDATED FINANCIAL STATEMENTS**

**UNTUK TAHUN YANG BERAKHIR PADA 31 DESEMBER 2025/
FOR THE YEAR ENDED 31 DECEMBER 2025**

DAN/AND

**LAPORAN AUDITOR INDEPENDEN/
INDEPENDENT AUDITORS' REPORT**

*The original consolidated financial statements
included herein are in the Indonesian language.*

**PT AIRASIA INDONESIA TBK.
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL
TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN**

**PT AIRASIA INDONESIA TBK.
AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025
AND FOR THE YEAR
THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT**

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**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PT AIRASIA INDONESIA TBK DAN ENTITAS ANAK
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL
31 DESEMBER 2025**

**DIRECTOR'S STATEMENT
RELATING TO THE RESPONSIBILITY ON
THE CONSOLIDATED FINANCIAL STATEMENTS OF
PT AIRASIA INDONESIA TBK AND SUBSIDIARIES
FOR THE YEAR ENDED
31 DECEMBER 2025**

PT AirAsia Indonesia Tbk
Jl. Marsekal Surya Dharma
(M1) No. 1 Kel. Selapajang
Jaya, Kec. Neglasari, Kota
Tangerang, Banten
15127 - Indonesia
Telp. (021) 2985 0888
Fax: (021) 2985 0889
airasia.com

Kami yang bertanda tangan di bawah ini :

1. Nama : Raden Achmad Sadikin
Alamat kantor : Jl. Marsekal Suryadharma (M1),
Kel. Selapajang Jaya, Kec.
Neglasari, Tangerang, Banten
15127
Alamat domisili : Jl. Tanjung 9 Blok E.2 No. 1,
sesuai KTP atau Tanjung Barat Jagakarsa,
kartu identitas Jakarta Selatan
lain
Nomor telepon : 021-29850888
Jabatan : Direktur Utama
2. Nama : Luh Gede Mega Putri Tjatera
Alamat kantor : Jl. Marsekal Suryadharma (M1),
Kel. Selapajang Jaya, Kec.
Neglasari, Tangerang, Banten
15127
Alamat domisili : Jalan Tukad Pancoran IVK
sesuai KTP atau Nomor 4 Denpasar Selatan,
kartu identitas Denpasar
lain
Nomor telepon : 021-29850888
Jabatan : Direktur

Menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT AirAsia Indonesia Tbk dan Entitas Anak ("Grup");
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar;
b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal dalam Grup.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned :

1. Name : Raden Achmad Sadikin
Office address : Jl. Marsekal Suryadharma (M1),
Kel. Selapajang Jaya, Kec.
Neglasari, Tangerang, Banten
15127
Domicile as stated : Jl. Tanjung 9 Blok E.2 No. 1,
in ID Card or other Tanjung Barat Jagakarsa,
identity Jakarta Selatan
Phone Number : 021-29850888
Position : President Director
2. Name : Luh Gede Mega Putri Tjatera
Office address : Jl. Marsekal Suryadharma
(M1), Kel. Selapajang Jaya,
Kec. Neglasari, Tangerang,
Banten 15127
Domicile as stated : Jalan Tukad Pancoran IVK
in ID Card or other Nomor 4 Denpasar Selatan,
identity Denpasar
Phone Number : 021-29850888
Position : Director

State that:

1. We are responsible for the preparation and presentation of consolidated financial statements of PT AirAsia Indonesia Tbk and Subsidiaries (the "Group");
2. The Group's consolidated financial statements have been prepared and presented in accordance with the Indonesian Financial Accounting Standards;
3. a. All information contained in consolidated financial statements of the Group is complete and correct;
b. The consolidated financial statements of the Group do not contain misleading material information or facts, and do not omit material information or facts;
4. We are responsible for the Group's internal control systems.

Thus this statement is made truthfully.

Tangerang, 13 Maret 2026 / Tangerang, 13 March 2026


Raden Achmad Sadikin
Direktur Utama / President Director


Luh Gede Mega Putri Tjatera
Direktur / Director

9FDE1AMX258699687

METERAI
TEMPEL

**PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

**PT AIRASIA INDONESIA TBK
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF 31 DECEMBER 2025
(Expressed in Rupiah, unless otherwise stated)**

| | <u>Catatan/ Notes</u> | <u>31 Desember 2025/ 31 December 2025</u> | <u>31 Desember 2024/ 31 December 2024</u> | |
|-------------------------------------|---------------------------|---|---|--|
| A S E T | | | | A S S E T S |
| ASET LANCAR | | | | CURRENT ASSETS |
| Kas dan bank | 4 | 36.748.573.652 | 45.371.000.256 | <i>Cash on hand and in banks</i> |
| Piutang usaha- pihak ketiga | 5 | 18.594.922.342 | 18.637.401.524 | <i>Trade receivables-third parties</i> |
| Piutang lain-lain, neto | | | | <i>Other receivables - net</i> |
| Pihak berelasi | 6,22 | 118.544.875.429 | 50.993.482.587 | <i>Related parties</i> |
| Pihak ketiga | 6 | 120.411.312.533 | 158.407.446.375 | <i>Third parties</i> |
| Persediaan | 7,9 | 139.065.695.166 | 127.057.603.520 | <i>Inventories</i> |
| Uang muka dan biaya dibayar di muka | 8 | <u>59.833.137.294</u> | <u>32.975.369.812</u> | <i>Advances and prepaid expenses</i> |
| Total Aset Lancar | | <u>493.198.516.416</u> | <u>433.442.304.074</u> | Total Current Assets |
| ASET TIDAK LANCAR | | | | NON-CURRENT ASSETS |
| Aset tetap, neto | 9 | 750.106.461.999 | 741.175.265.570 | <i>Fixed assets, net</i> |
| Aset hak-guna, neto | 10 | 3.450.603.340.139 | 4.162.215.693.788 | <i>Right-of-use assets, net</i> |
| Uang jaminan | 11,27 | 341.032.917.741 | 370.641.003.585 | <i>Security deposits</i> |
| Aset tidak lancar lainnya | | <u>19.252.069.917</u> | <u>9.086.489.676</u> | <i>Other non-current assets</i> |
| Total Aset Tidak Lancar | | <u>4.560.994.789.796</u> | <u>5.283.118.452.618</u> | Total Non-Current Assets |
| TOTAL ASET | | <u>5.054.193.306.212</u> | <u>5.716.560.756.692</u> | TOTAL ASSETS |

Lihat catatan atas laporan keuangan konsolidasian pada ekshibit E terlampir yang merupakan bagian tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

See accompanying notes to the consolidated financial statements on exhibit E which are an integral part of the consolidated financial statements taken as a whole

**PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

**PT AIRASIA INDONESIA TBK
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF 31 DECEMBER 2025
(Expressed in Rupiah, unless otherwise stated)**

| | Catatan/ Notes | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 | |
|---|-------------------|---------------------------------------|---------------------------------------|---|
| LIABILITAS DAN EKUITAS/ (DEFISIENSI MODAL) | | | | LIABILITIES AND EQUITY/ (CAPITAL DEFICIENCY) |
| LIABILITAS | | | | LIABILITIES |
| LIABILITAS JANGKA PENDEK | | | | CURRENT LIABILITIES |
| Utang usaha - pihak ketiga | 12,28 | 2.067.999.305.122 | 2.110.178.718.333 | Trade payables - third parties |
| Utang lain-lain - pihak berelasi | 13,22,28 | 4.793.422.788.797 | 2.939.967.340.328 | Other payables - related parties |
| Biaya masih harus dibayar | 14,28 | 793.004.382.528 | 593.390.424.428 | Accrued expenses |
| Utang pajak | 23a | 84.668.121.271 | 68.438.398.282 | Taxes payable |
| Liabilitas kontrak | 16 | 1.255.513.326.288 | 1.157.628.863.591 | Contract liabilities |
| Pinjaman bank | 15,28 | 77.228.824.072 | 160.525.273.356 | Bank loan |
| Bagian yang jatuh tempo dalam satu tahun: Liabilitas sewa | 10b,28 | 1.941.837.683.561 | 2.096.681.687.585 | Current maturities of: Lease liabilities |
| Total Liabilitas Jangka Pendek | | 11.013.674.431.639 | 9.126.810.705.903 | Total Current Liabilities |
| LIABILITAS JANGKA PANJANG | | | | NON-CURRENT LIABILITIES |
| Liabilitas sewa | 10b,28 | 4.551.808.767.553 | 5.772.140.181.080 | Lease liabilities |
| Liabilitas pajak tangguhan, neto | 23c | 6.373.744.503 | 5.722.745.926 | Deferred tax liabilities, net |
| Liabilitas imbalan kerja karyawan | 17 | 200.854.970.062 | 201.583.391.808 | Employee benefits liability |
| Liabilitas jangka panjang lainnya | 31 | 14.118.274.873 | 45.079.444.204 | Other non-current liabilities |
| Total Liabilitas Jangka Panjang | | 4.773.155.756.991 | 6.024.525.763.018 | Total Non-current Liabilities |
| TOTAL LIABILITAS | | 15.786.830.188.630 | 15.151.336.468.921 | TOTAL LIABILITIES |

Lihat catatan atas laporan keuangan konsolidasian
pada ekshibit E terlampir yang merupakan bagian
tidak terpisahkan dari laporan keuangan konsolidasian
secara keseluruhan

See accompanying notes to the consolidated financial
statements on exhibit E which are an integral
part of the consolidated financial statements
taken as a whole

These Consolidated Financial Statements are originally issued
in Indonesian language

Ekshibit A/3

Exhibit A/3

PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT AIRASIA INDONESIA TBK
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF 31 DECEMBER 2025
(Expressed in Rupiah, unless otherwise stated)

| | Catatan/ Notes | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 | |
|---|-------------------|---------------------------------------|---------------------------------------|---|
| EKUITAS/(DEFISIENSI MODAL) | | | | EQUITY (CAPITAL DEFICIENCY) |
| Ekuitas/(defisiensi modal) yang dapat diatribusikan kepada pemilik entitas induk | | | | Equity/(capital deficiency) attributable to the equity holders of the parent entity |
| Modal saham - nilai nominal Rp250 per saham Modal dasar - 40.000.000.000 saham Modal ditempatkan dan disetor penuh - 10.685.124.441 saham | 18 | 2.671.281.110.250 | 2.671.281.110.250 | Share capital - par value of Rp250 per share Authorized - 40,000,000,000 shares Issued and fully paid - 10,685,124,441 shares |
| Tambahan modal disetor | 19 | 163.673.995.500 | 163.673.995.500 | Additional paid-in hfpccapital |
| Sekuritas perpetual | 21 | 3.486.850.000.000 | 3.486.850.000.000 | Perpetual securities |
| Penghasilan komprehensif lain | | 72.778.088.147 | 75.490.234.885 | Other comprehensive income |
| Akumulasi rugi | 34 | (17.135.342.162.030) | (15.838.936.902.629) | Accumulated losses |
| Ekuitas/(defisiensi modal) yang dapat diatribusikan kepada pemilik entitas induk | | (10.740.758.968.133) | (9.441.641.561.994) | Equity/(capital defichfpiency) attributable to the equity holders of the parent entity |
| Kepentingan non-pengendali | 18 | 8.122.085.715 | 6.865.849.765 | Non-controlling interests |
| TOTAL EKUITAS/(DEFISIENSI MODAL), NETO | | (10.732.636.882.418) | (9.434.775.712.229) | TOTAL EQUITY/(CAPITAL DEFICIENCY), NET |
| TOTAL LIABILITAS DAN EKUITAS/ (DEFISIENSI MODAL) | | 5.054.193.306.212 | 5.716.560.756.692 | TOTAL LIABILITIES AND EQUITY/ (CAPITAL DEFICIENCY) |

Lihat catatan atas laporan keuangan konsolidasian pada ekshibit E terlampir yang merupakan bagian tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

See accompanying notes to the consolidated financial statements on exhibit E which are an integral part of the consolidated financial statements taken as a whole

Tangerang, 13 Maret 2026/Tangerang, 13 March 2026


Raden Achmad Sadikin
Direktur Utama/President Director


Luh Gede Mega Putri Tjatera
Direktur/Director

Ekshibit B

Exhibit B

PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
PADA 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT AIRASIA INDONESIA TBK
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED
31 DECEMBER 2025
(Expressed in Rupiah, unless otherwise stated)

| | Catatan/ Notes | 2 0 2 5 | 2 0 2 4 | |
|---|-------------------|---------------------|---------------------|--|
| PENDAPATAN USAHA | 24 | 7.874.331.842.902 | 7.943.931.260.078 | OPERATING REVENUES |
| BEBAN USAHA | | | | OPERATING EXPENSES |
| Bahan bakar | 25 | (3.162.986.808.885) | (3.445.060.468.910) | Fuel |
| Perbaikan dan pemeliharaan Pelayanan pesawat dan penerbangan | | (2.061.925.707.918) | (1.655.028.503.974) | Repairs and maintenance |
| Penyusutan | 9,10 | (876.424.372.478) | (971.004.115.616) | Aircraft and flight services |
| Gaji dan tunjangan | | (842.374.531.138) | (885.109.535.288) | Depreciation |
| Pemasaran | | (728.320.499.787) | (768.219.415.330) | Salaries and allowances |
| Beban sewa pesawat | | (455.572.866.689) | (422.614.938.185) | Marketing |
| Asuransi | | (87.499.186.143) | (51.905.565.389) | Aircraft lease expense |
| Laba (rugi) selisih kurs dari kegiatan operasional | | (65.455.252.231) | (60.953.899.327) | Insurance |
| Pendapatan (beban) usaha lain, neto | 26 | (235.025.814.519) | (270.410.166.355) | Gain (loss) on foreign exchange from operating activities |
| | | (3.337.474.770) | (204.017.953.585) | Other operating income (expense), net |
| TOTAL BEBAN USAHA | | (8.518.922.514.558) | (8.734.324.561.959) | TOTAL OPERATING EXPENSES |
| RUGI USAHA | | (644.590.671.656) | (790.393.301.881) | LOSS FROM OPERATIONS |
| PENDAPATAN (BEBAN) LAIN-LAIN | | | | OTHER INCOME (EXPENSES) |
| Pendapatan keuangan | | 777.778.310 | 1.796.683.479 | Finance income |
| Pajak final atas pendapatan keuangan | | (155.555.662) | (359.336.696) | Final tax on finance income |
| Pendapatan keuangan, neto | | 622.222.648 | 1.437.346.783 | Finance income, net |
| Beban keuangan | 27 | (439.663.687.651) | (424.339.559.907) | Finance expense |
| Laba (rugi) selisih kurs dari aktivitas pendanaan | | (207.814.376.549) | (309.899.204.325) | Gain (loss) on foreign exchange from financing activities |
| RUGI SEBELUM BEBAN PAJAK PENGHASILAN | 23b, 30 | (1.291.446.513.208) | (1.523.194.719.330) | LOSS BEFORE INCOME TAX EXPENSE |
| Beban pajak penghasilan | 30 | (3.419.822.583) | (3.315.815.633) | Income tax expense |
| RUGI TAHUN BERJALAN | | (1.294.866.335.791) | (1.526.510.534.963) | LOSS FOR THE YEAR |
| PENGHASILAN/(BEBAN) KOMPREHENSIF LAIN | | | | OTHER COMPREHENSIVE INCOME/(EXPENSES) |
| Pos yang tidak akan direklasifikasi ke laba rugi | | | | Item that will not be reclassified to profit or loss |
| Laba (rugi) pengukuran kembali atas liabilitas imbalan kerja karyawan | 17 | (3.236.447.783) | (6.150.360.267) | Re-measurement profit (loss) of employee benefits liability |
| Pengaruh pajak penghasilan | 23c | 241.613.385 | 1.060.407 | Income tax effect |
| PENGHASILAN/(BEBAN) KOMPREHENSIF LAIN TAHUN BERJALAN, SETELAH PAJAK | | (2.994.834.398) | (6.149.299.860) | Income tax effect |
| TOTAL PENGHASILAN/(BEBAN) KOMPREHENSIF TAHUN BERJALAN | | (1.297.861.170.189) | (1.532.659.834.823) | OTHER COMPREHENSIVE INCOME/(EXPENSES) FOR THE YEAR, NET OF TAX |
| | | | | TOTAL COMPREHENSIVE INCOME/(EXPENSES) FOR THE YEAR |

These Consolidated Financial Statements are originally issued
in Indonesian language

Ekshibit B/2

Exhibit B/2

PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
PADA 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT AIRASIA INDONESIA TBK
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE LOSS
FOR THE YEAR ENDED
31 DECEMBER 2025
(Expressed in Rupiah, unless otherwise stated)

| | Catatan/ Notes | 2 0 2 5 | 2 0 2 4 | |
|--|-------------------|----------------------------|----------------------------|---|
| Rugi tahun berjalan yang dapat diatribusikan kepada: | | | | <i>Loss for the year attributable to:</i> |
| Pemilik entitas induk | | (1.296.405.259.401) | (1.527.474.720.416) | <i>Equity holders of the parent entity</i> |
| Kepentingan non-pengendali | | 1.538.923.610 | 964.185.453 | <i>Non-controlling interests</i> |
| JUMLAH | | (1.294.866.335.791) | (1.526.510.534.963) | TOTAL |
| Total penghasilan/(beban) komprehensif tahun berjalan yang dapat diatribusikan kepada: | | | | <i>Total comprehensive income/ (expenses) for the year attributable to:</i> |
| Pemilik entitas induk | | (1.299.117.406.139) | (1.533.780.881.004) | <i>Equity holders of the parent entity</i> |
| Kepentingan non-pengendali | | 1.256.235.950 | 1.121.046.181 | <i>Non-controlling interests</i> |
| JUMLAH | | (1.297.861.170.189) | (1.532.659.834.823) | TOTAL |
| RUGI PER SAHAM DASAR YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK | | (121,32) | (142,95) | BASIC LOSS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY |

Lihat catatan atas laporan keuangan konsolidasian pada ekshibit E terlampir yang merupakan bagian tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

See accompanying notes to the consolidated financial statements on exhibit E which are an integral part of the consolidated financial statements taken as a whole

Tangerang, 13 Maret 2026/Tangerang, 13 March 2026


Raden Achmad Sadikin
Direktur Utama /President Director


Luh Gede Mega Putri Tjatera
Direktur/Director

These Consolidated Financial Statements are originally issued
in Indonesian language

Exhibit C

Ekshibit C

PT AIRASIA INDONESIA TBK DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT AIRASIA INDONESIA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025
(Expressed in Rupiah, unless otherwise stated)

| | Ekuitas/(defisiensi modal) yang dapat diatribusikan kepada pemilik entitas induk/ Equity/(capital deficiency) attributable to the equity holders of the parent entity | Penghasilan komprehensif lain/ Other comprehensive income | Akumulasi rugi/ Accumulated losses | Ekuitas/(defisiensi modal) yang dapat diatribusikan kepada pemilik entitas induk/ Equity/(capital deficiency) attributable to the equity holders of the parent entity | Kepentingan non-pengendali/ Non-controlling interests | Ekuitas/(defisiensi modal), neto/ Equity/(capital deficiency), net | |
|--|--|--|---------------------------------------|--|--|---|---|
| Saldo per 1 Januari 2024 | 2.671.281.110.250 | 81.638.294.069 | (14.311.462.182.213) | (7.908.018.782.394) | 5.902.904.988 | (7.902.115.877.406) | Balance at 1 January 2024 |
| Laba (rugi) tahun berjalan | - | - | (1.527.474.720.416) | (1.527.474.720.416) | 964.185.453 | (1.526.510.534.963) | Profit (loss) for the year |
| Laba/(rugi) pengukuran kembali atas liabilitas imbalan kerja karyawan, setelah pajak | - | (6.148.059.184) | - | (6.148.059.184) | (1.240.676) | (6.149.299.860) | Re-measurement profit/(loss) of employee benefits liability, net of tax |
| Saldo per 31 Desember 2024 | 2.671.281.110.250 | 75.490.234.885 | (15.838.936.902.629) | (9.441.641.561.994) | 6.865.849.765 | (9.434.775.712.229) | Balance at 31 December 2024 |
| Laba (rugi) tahun berjalan | - | - | (1.296.405.259.401) | (1.296.405.259.401) | 1.538.923.610 | (1.294.866.335.791) | Profit (loss) for the year |
| Laba/(rugi) pengukuran kembali atas liabilitas imbalan kerja karyawan, setelah pajak | - | (2.712.146.738) | - | (2.712.146.738) | (282.687.660) | (2.994.834.398) | Re-measurement profit/(loss) of employee benefits liability, net of tax |
| Saldo per 31 Desember 2025 | 2.671.281.110.250 | 72.778.088.147 | (17.135.342.162.030) | (10.740.758.968.133) | 8.122.085.715 | (10.732.636.882.418) | Balance at 31 December 2025 |

Lihat Catatan atas Laporan Keuangan Konsolidasian pada Ekshibit E terlampir yang merupakan bagian yang tidak terpisahkan dari Laporan Keuangan Konsolidasian secara keseluruhan

See accompanying Notes to Consolidated Financial Statements on Exhibit E which are an integral part of the Consolidated Financial Statements taken as a whole

**PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR PADA 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

**PT AIRASIA INDONESIA TBK
AND ITS SUBSIDIARIES
CONSOLIDATED OF OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025
(Expressed in Rupiah, unless otherwise stated)**

| | 2025 | Catatan/ Notes | 2024 | |
|--|--------------------------|-------------------|--------------------------|---|
| ARUS KAS DARI AKTIVITAS OPERASI | | | | CASH FLOWS FROM OPERATING ACTIVITIES |
| Penerimaan kas dari pelanggan | 7.939.123.234.310 | | 8.024.806.606.346 | <i>Cash receipts from customers</i> |
| Pengeluaran kas kepada pemasok dan untuk beban usaha | (5.840.062.600.892) | | (5.915.951.700.159) | <i>Cash payments to vendors and for operating expenses</i> |
| Pengeluaran kas kepada karyawan | (790.636.850.790) | | (794.328.078.348) | <i>Cash payments to employees</i> |
| Pembayaran pajak penghasilan | (3.380.968.367) | | (2.314.890.690) | <i>Payments of corporate income tax</i> |
| Pembayaran bunga dan beban keuangan | (437.883.696.420) | | (421.596.614.842) | <i>Payments of interest and finance charges</i> |
| Arus kas neto yang diperoleh dari aktivitas operasi | <u>867.159.117.841</u> | | <u>890.615.322.307</u> | <i>Net cash flows provided by operating activities</i> |
| ARUS KAS DARI AKTIVITAS INVESTASI | | | | CASH FLOWS FROM INVESTING ACTIVITIES |
| Hasil penjualan aset tetap | 3.041.144.000 | | 5.063.842.643 | <i>Proceeds from sale of property and equipment</i> |
| Perolehan aset tetap | (30.198.105.885) | | (38.048.958.534) | <i>Acquisitions of fixed assets</i> |
| Kas neto yang digunakan untuk aktivitas investasi | <u>(27.156.961.885)</u> | | <u>(32.985.115.891)</u> | <i>Net cash used in investing activities</i> |
| ARUS KAS DARI AKTIVITAS PENDANAAN | | | | CASH FLOWS FROM FINANCING ACTIVITIES |
| Pembayaran liabilitas sewa | (758.437.816.130) | 10,26 | (791.195.362.496) | <i>Payments of lease liabilities</i> |
| Pembayaran pinjaman bank, neto | (85.118.205.264) | 26 | (67.152.402.716) | <i>Payments of bank loan, net</i> |
| Arus kas neto yang digunakan untuk aktivitas pendanaan | <u>(843.556.021.394)</u> | | <u>(858.347.765.212)</u> | <i>Net cash flows used in financing activities</i> |
| KENAIKAN/(PENURUNAN) NETO KAS DAN BANK | (3.553.865.438) | | (717.558.796) | NET INCREASE/(DECREASE) IN CASH ON HAND AND IN BANKS |
| DAMPAK PERUBAHAN SELISIH KURS TERHADAP KAS DAN BANK | (5.068.561.166) | | (10.165.461.009) | NET DECREASE IN CASH ON HANDS AND IN BANKS |
| KAS DAN BANK PADA AWAL TAHUN | <u>45.371.000.256</u> | | <u>56.254.020.061</u> | CASH ON HAND AND IN BANKS AT THE BEGINNING OF THE YEAR |
| KAS DAN BANK PADA AKHIR TAHUN | <u>36.748.573.652</u> | 4 | <u>45.371.000.256</u> | CASH ON HAND AND IN BANKS AT THE END OF THE YEAR |

Ekshibit E

PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025 DAN UNTUK
TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

1. UMUM

a. Pendirian Perusahaan

PT AirAsia Indonesia Tbk ("Perusahaan") yang sebelumnya bernama PT Centris Multipersada Pratama Tbk didirikan berdasarkan Akta Notaris No. 61 pada tanggal 25 Juli 1989 dari Notaris Muchlis Munir, S.H., Akta pendirian telah disahkan oleh Menteri Kehakiman Republik Indonesia sesuai dengan Surat Keputusan No. C2-4016.HT.01.01.TH.91 tanggal 21 Agustus 1991 serta diumumkan dalam Berita Negara Republik Indonesia No. 44, Tambahan No. 2460 tanggal 2 Juni 1992.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan terakhir berdasarkan Akta Notaris No. 90 pada tanggal 16 November 2023 dari Notaris Jose Dima Satria, S.H., M.Kn. terkait perubahan maksud dan tujuan Perusahaan menyesuaikan dengan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) 2020.

Perubahan tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia sesuai dengan Surat Keputusan No. AHU-0071304.AH.01.02.TAHUN 2023 tanggal 17 November 2023.

Perusahaan berdomisili dan beralamat di AirAsia Redhouse, Jl. Marsekal Suryadharma No. 1, Selapajang Jaya, Neglasari, Kota Tangerang, Banten, 15127. Perusahaan mulai beroperasi komersial pada tanggal 25 Juli 1989.

AirAsia Aviation Group Limited adalah entitas induk Perusahaan. Capital A Berhad, Malaysia, adalah entitas induk utama Perusahaan.

Exhibit E

PT AIRASIA INDONESIA TBK
AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
AS OF 31 DECEMBER 2025 AND
FOR THE YEAR THEN ENDED
(Expressed in Rupiah, unless otherwise stated)

1. GENERAL

a. The Company's establishment

PT AirAsia Indonesia Tbk (the "Company") was established under the name of PT Centris Multipersada Pratama Tbk based on the Notarial Deed No. 61, dated 25 July 1989 of Muchlis Munir, S.H. The deed of the Company's establishment was approved by the Ministry of Justice of the Republic of Indonesia in Decision Letter No. C2-4016.HT.01.01.TH.91 dated 21 August 1991 and was published in the State Gazette No. 44, Supplement No. 2460 dated 2 June 1992.

The Company's Articles of Association has been amended several times. The latest amendment was based on Notarial Deed No. 90, dated 16 November 2023 of Jose Dima Satria, S.H., M.Kn. regarding the changes in the Company's purpose and objectives to align with the Indonesian Standard Industrial Classification (KBLI) 2020.

The said amendment was approved by the Ministry of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-0071304.AH.01.02.TAHUN 2023 dated 17 November 2023.

The Company is domiciled and has business address at AirAsia Redhouse, Jl. Marsekal Suryadharma No.1, Selapajang Jaya, Neglasari, Tangerang City, Banten, 15127. The Company started commercial operations on 25 July 1989.

AirAsia Aviation Group Limited is the parent entity of the Company. Capital A Berhad, Malaysia, is the ultimate parent entity of the Company.

Ekshibit E/2

PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025 DAN UNTUK
TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

1. UMUM (Lanjutan)

b. Penawaran umum dan aksi korporasi yang memengaruhi modal saham yang ditempatkan dan disetor penuh

Pada tanggal 11 November 1994, Perusahaan memperoleh pernyataan efektif dari Badan Pengawas Pasar Modal dan Lembaga Keuangan ("BAPEPAM-LK", sekarang dikenal sebagai Otoritas Jasa Keuangan atau "OJK") dalam surat No. S-1861/PM/1994, untuk melakukan penawaran umum perdana atas sahamnya ("IPO") sebesar 20.000.000 saham dengan nilai nominal per saham Rp1.000, dengan harga penawaran sebesar Rp2.450 per saham dan pada tanggal 8 Desember 1994, saham Perusahaan telah dicatatkan di Bursa Efek Indonesia.

Sesuai dengan surat pernyataan efektif dari OJK melalui surat No. S-453/D.04/2017 tanggal 30 November 2017, Perusahaan menerbitkan Penambahan Modal dengan memberikan Hak Memesan Efek Terlebih Dahulu I ("PMHMETD I"). Berdasarkan Rapat Umum Pemegang Saham Luar Biasa tanggal 29 Desember 2017 yang telah didokumentasikan dalam Akta Notaris No. 86 oleh Notaris Liestiani Wang, S.H., M.Kn., Notaris di Jakarta, diputuskan hal-hal berikut:

- 1) Menyetujui rencana Perusahaan melakukan penerbitan Hak Memesan Efek Terlebih Dahulu ("HMETD") dengan penawaran umum terbatas dengan menerbitkan sebanyak-banyaknya 13.646.387.267 saham baru dengan nilai nominal Rp250.
- 2) Menyetujui setoran modal yang akan dilakukan oleh PT Fersindo Nusaperkasa dan AirAsia Investment Ltd. selaku pembeli siaga dalam penawaran umum terbatas masing-masing sebanyak 5.306.040.000 saham dan 5.097.960.000 saham dalam bentuk selain uang (inbreng) berupa sekuritas perpetual yang kemudian dikonversi penuh menjadi saham PT Indonesia AirAsia dengan nilai total sebesar Rp2.601.000.000.000.

Pada tanggal 31 Desember 2025 dan 2024, seluruh saham Perusahaan sebanyak 10.685.124.441 saham telah dicatatkan di Bursa Efek Indonesia.

Exhibit E/2

PT AIRASIA INDONESIA TBK
AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
AS OF 31 DECEMBER 2025 AND
FOR THE YEAR THEN ENDED
(Expressed in Rupiah, unless otherwise stated)

1. GENERAL (Continued)

b. Public offering and corporate actions affecting issued and fully paid share capital

On 11 November 1994, the Company received the effective statement from the Capital Market and Financial Institution Supervisory Agency ("BAPEPAM-LK", currently known as Financial Services Authority or "Otoritas Jasa Keuangan"/ "OJK") in its letter No. S-1861/PM/1994, to execute Initial Public Offering ("IPO") of 20,000,000 shares, par value Rp1,000 per share, at the offering price of Rp2,450 and on 8 December 1994, the Company's shares were listed on the Indonesia Stock Exchange.

Based on the effective statement from OJK through letter No. S-453/D.04/2017 dated 30 November 2017, the Company issued an Additional Paid-in Capital by granting Pre-emptive Rights I ("PMHMETD I"). Based on Extraordinary General Meeting of Shareholders held on 29 December 2017, as documented in Notarial Deed No. 86 of Liestiani Wang, S.H., M.Kn., Notary in Jakarta, the following issues were decided on:

- 1) Approved the Company's plan to issue the Pre-emptive Rights ("HMETD") through Limited Public Offering by issuing a total of 13,646,387,267 new shares with a nominal value of Rp250.
- 2) Approved the capital injection to be made by PT Fersindo Nusaperkasa and AirAsia Investment Ltd. as the standby buyer in a limited public offering of 5,306,040,000 shares and 5,097,960,000 shares, respectively, through non-cash payment in the form of perpetual securities which have been converted into shares of PT Indonesia AirAsia with total amount of Rp2,601,000,000,000.

As of 31 December 2025 and 2024, all of the Company's shares of 10,685,124,441 shares have been listed on the Indonesia Stock Exchange.

Ekshibit E/3

PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025 DAN UNTUK
TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

1. UMUM (Lanjutan)

c. Struktur Entitas Anak

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan mempunyai pengendalian langsung dan tidak langsung atas entitas anak sebagai berikut:

| Entitas Anak/ Subsidiaries | Domisili/ Domicile | Tahun Beroperasi Secara Komersial/ Start of Commercial Operations | Jenis Usaha/ Nature of Business | Persentase Kepemilikan Efektif/ Effective Percentage of Ownership | | Total Aset Sebelum Eliminasi (dalam jutaan Rupiah)/ Total Assets Before Elimination (in millions of Rupiah) | |
|--|-----------------------|---|--|---|---|--|---|
| | | | | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 |
| Kepemilikan langsung/ Direct ownership: | | | | | | | |
| PT Indonesia AirAsia ("IAA") | Kota Tangerang | 2004 | Angkutan udara niaga berjadwal/ Scheduled air transport service | 57,25% | 57,25% | 5.090.328 | 5.746.094 |
| Kepemilikan tidak langsung/ Indirect ownership: | | | | | | | |
| PT Garda Tawang Reksa Indonesia ("GTRI") | Kota Tangerang | 2016 | Aktivitas kebandarudaraan/ Airport activities | 38,36% | 38,36% | 65.924 | 48.556 |

PT Indonesia AirAsia ("IAA")

IAA menjalankan usaha dalam bidang jasa angkutan udara niaga berjadwal. Perusahaan memulai kegiatan operasinya pada tahun 2004.

PT Garda Tawang Reksa Indonesia ("GTRI")

GTRI bergerak dalam bidang aktivitas kebandarudaraan dan memulai operasi komersialnya pada tahun 2016.

Berdasarkan Akta Notaris No. 24 pada tanggal 24 Oktober 2016, dari Notaris Anne Djoenardi, S.H., M.B.A., PT Indonesia AirAsia ("IAA") bersama dengan PT Hutama Bhakti Investindo sepakat untuk mendirikan entitas anak dengan nama PT Garda Tawang Reksa Indonesia ("GTRI"). Total kepemilikan saham IAA pada entitas anak tersebut adalah sebesar 67% setara dengan Rp10.050.000.000 dengan nilai nominal saham sebesar Rp1.000.000. Kepemilikan saham tersebut telah disetor penuh pada tanggal 5 Juli 2017, yang terdiri dari setoran tunai sebesar Rp5.123.374.000 dan sisanya melalui pengalihan aset tetap sebesar Rp4.926.626.000 diselesaikan dengan menyerahkan aset tetap yang telah di nilai kembali oleh KJPP Aditya Iskandar dan Rekan.

Exhibit E/3

PT AIRASIA INDONESIA TBK
AND ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
AS OF 31 DECEMBER 2025 AND
FOR THE YEAR THEN ENDED
(Expressed in Rupiah, unless otherwise stated)

1. GENERAL (Continued)

c. Structure of Subsidiaries

As of 31 December 2025 and 2024, the Company has direct and indirect ownership over the following subsidiaries:

| | Persentase Kepemilikan Efektif/ Effective Percentage of Ownership | | Total Aset Sebelum Eliminasi (dalam jutaan Rupiah)/ Total Assets Before Elimination (in millions of Rupiah) | |
|--|---|---|--|---|
| | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 |
| Direct ownership: | | | | |
| PT Indonesia AirAsia ("IAA") | 57,25% | 57,25% | 5.090.328 | 5.746.094 |
| Indirect ownership: | | | | |
| PT Garda Tawang Reksa Indonesia ("GTRI") | 38,36% | 38,36% | 65.924 | 48.556 |

PT Indonesia AirAsia ("IAA")

IAA is engaged in the field of scheduled commercial air transport service. The Company started its commercial operations in 2004.

PT Garda Tawang Reksa Indonesia ("GTRI")

GTRI is engaged in the business of airport activities and commenced its commercial operations in 2016.

Based on Notarial Deed No. 24, dated 24 October 2016 of Anne Djoenardi, S.H., M.B.A., PT Indonesia AirAsia ("IAA") together with PT Hutama Bhakti Investindo agreed to establish a subsidiary named PT Garda Tawang Reksa Indonesia ("GTRI"). IAA owns 67% of the outstanding shares of GTRI equivalent to Rp10,050,000,000 with par value of Rp1,000,000. The capital contribution was fully paid on 5 July 2017, with cash amounted to Rp5,123,374,000 and transfer of fixed assets valued at Rp4,926,626,000 based on appraisal report of Aditya Iskandar dan Rekan, Public Appraisal Services Office.

Ekshibit E/4

PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025 DAN UNTUK
TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

1. UMUM (Lanjutan)

c. Struktur Entitas Anak (Lanjutan)

PT Garda Tawang Reksa Indonesia (“GTRI”)
(Lanjutan)

Berdasarkan Akta Notaris No. 03 tanggal 22 Juni 2017, dari Notaris Rizki Meuthia, S.H., M.Kn., GTRI telah meningkatkan modal dasar dari Rp15.000.000.000 menjadi sebesar Rp60.000.000.000. Perubahan ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0014981.AH.01.02.TAHUN 2017 tanggal 21 Juli 2017.

Berdasarkan Akta Notaris No. 08 tanggal 27 Maret 2019, dari Notaris Rizki Meuthia, S.H., M.Kn., susunan pemegang saham GTRI menjadi PT Indonesia AirAsia dan PT Fersindo Nusaperkasa. Perubahan ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0017631.AH.01.02.TAHUN 2019 tanggal 30 Maret 2019.

Perusahaan dan entitas anaknya untuk selanjutnya secara bersama-sama disebut sebagai “Grup”.

d. Dewan Komisaris dan Direksi dan karyawan

Susunan Dewan Komisaris, Direksi dan Komite Audit Perusahaan pada tanggal 31 Desember 2025 adalah sebagai berikut:

Dewan Komisaris

| | | | |
|----------------------|---|---------------------------------|---|
| Komisaris Utama | : | Ahmad Al Farouk Bin Ahmad Kamal | : |
| Komisaris Independen | : | Sabam Hutajulu | : |
| Komisaris Independen | : | Julianto Sidarto*) | : |
| Komisaris | : | Reza Viryawan | : |

Direksi

| | | | |
|----------------|---|-----------------------------|---|
| Direktur Utama | : | Raden Achmad Sadikin**) | : |
| Direktur | : | Luh Gede Mega Putri Tjatera | : |

Komite Audit

| | | | |
|---------|---|------------------------|---|
| Ketua | : | Sabam Hutajulu | : |
| Anggota | : | Julianto Sidarto***) | : |
| Anggota | : | Elok Tresnaningsih | : |
| Anggota | : | Myrnie Zachraini Tamin | : |

Exhibit E/4

PT AIRASIA INDONESIA TBK
AND ITS SUBSIDIARIES
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1. GENERAL (Continued)

c. Structure of Subsidiaries (Continued)

PT Garda Tawang Reksa Indonesia (“GTRI”)
(Continued)

Based on Notarial Deed No. 03, dated 22 June 2017 of Rizki Meuthia, S.H., M.Kn., GTRI increased its authorized capital from Rp15,000,000,000 to Rp60,000,000,000. The amendment was approved by the Ministry of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-0014981.AH.01.02.TAHUN 2017 dated 21 July 2017.

Based on Notarial Deed No. 08, dated 27 March 2019 of Rizki Meuthia, S.H., M.Kn., the members of shareholders of GTRI are PT Indonesia AirAsia and PT Fersindo Nusaperkasa. The amendment was approved by the Ministry of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-0017631.AH.01.02.TAHUN 2019 dated 30 March 2019.

The Company and its subsidiaries are collectively referred herein as the “Group”.

d. Board of Commissioners and Board of Directors and employees

The composition of the Company’s Board of Commissioners, Board of Directors and Audit Committee as of 31 December 2025 are as follows:

Board of Commissioners

| |
|--------------------------|
| President Commissioner |
| Independent Commissioner |
| Independent Commissioner |
| Commissioner |

Board of Directors

| |
|--------------------|
| President Director |
| Director |

Audit Committee

| |
|----------|
| Chairman |
| Member |
| Member |
| Member |

Ekshibit E/5

PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN
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1. UMUM (Lanjutan)

d. Dewan Komisaris dan Direksi dan karyawan
(Lanjutan)

(^{*)} Berdasarkan Akta Notaris No.96 tanggal 18
Maret 2025, dari Jose Dima Satria, S.H., M.Kn.

(^{**}) Berdasarkan Akta Notaris No.171 tanggal
25 Juni 2025, dari Jose Dima Satria, S.H., M.Kn.

(^{***}) Berdasarkan Keputusan Dewan Komisaris
No. AAID/SK-DK/06-2025/006 pada tanggal
3 Juni 2025.

Susunan Dewan Komisaris, Direksi dan Komite
Audit Perusahaan pada tanggal 31 December
2024 adalah sebagai berikut:

Dewan Komisaris

| | | | |
|----------------------|---|------------------------------------|---|
| Komisaris Utama | : | Ahmad Al Farouk Bin Ahmad Kamal | : |
| Komisaris Independen | : | Sabam Hutajulu | : |
| Komisaris | : | Reza Viryawan | : |

Direksi

| | | | |
|----------------|---|-----------------------------|---|
| Direktur Utama | : | Veranita Yosephine Sinaga | : |
| Direktur | : | Luh Gede Mega Putri Tjatera | : |

Komite Audit

| | | | |
|---------|---|------------------------|---|
| Ketua | : | Sabam Hutajulu | : |
| Anggota | : | Elok Tresnaningsih | : |
| Anggota | : | Myrnie Zachraini Tamin | : |

Pada tanggal 31 Desember 2025 dan 2024,
Perusahaan memiliki karyawan tetap masing-
masing sejumlah 1.365 dan 1.805 orang (tidak
diaudit).

e. Penyelesaian laporan keuangan
konsolidasian

Manajemen Perusahaan bertanggung jawab
atas penyusunan dan penyajian wajar laporan
keuangan konsolidasian ini sesuai dengan
Standar Akuntansi Keuangan di Indonesia, yang
telah diselesaikan dan diotorisasi untuk
diterbitkan oleh Direksi Perusahaan pada
tanggal 13 Maret 2026.

Exhibit E/5

PT AIRASIA INDONESIA TBK
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1. GENERAL (Continued)

d. Board of Commissioners and Board of
Directors and employees (Continued)

(^{*)} Based on Notarial Deed No. 96, dated 18
March 2025 of Jose Dima Satria, S.H., M.Kn.

(^{**}) Based on Notarial Deed No.171, dated 25
June 2025 of Jose Dima Satria, S.H., M.Kn.

(^{***}) Based on Board Commissioners Decree
No. AAID/SK-DK/06-2025/006 dated 3 June
2025.

The composition of the Company's Board of
Commissioners, Board of Directors and
Audit Committee as of 31 December 2024
are as follows:

Board of Commissioners

| | |
|--------------------------|---|
| President Commissioner | : |
| Independent Commissioner | : |
| Commissioner | : |

Board of Directors

| | |
|--------------------|---|
| President Director | : |
| Director | : |

Audit Committee

| | |
|----------|---|
| Chairman | : |
| Member | : |
| Member | : |

As of 31 December 2025 and 2024, the
Company has a total of 1,365 and 1,805
permanent employees, respectively
(unaudited).

e. Completion of the consolidated financial
statements

The Company's management is responsible
for the preparation and fair presentation of
these consolidated financial statements in
accordance with Indonesian Financial
Accounting Standards, which were
completed and authorized for issuance by
the Board of Directors of the Company on
13 March 2026.

Ekshibit E/6

PT AIRASIA INDONESIA TBK
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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL

a. Dasar penyajian laporan keuangan
konsolidasian

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (“DSAK IAI”) dan Peraturan-Peraturan serta Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh Otoritas Jasa Keuangan (“OJK”).

Laporan keuangan konsolidasian disusun berdasarkan konsep akrual, kecuali laporan arus kas konsolidasian, dengan menggunakan konsep biaya historis, kecuali seperti yang disebutkan dalam Catatan atas laporan keuangan konsolidasian yang relevan.

Laporan arus kas konsolidasian yang disajikan dengan menggunakan metode langsung, menyajikan penerimaan dan pengeluaran kas dan bank yang diklasifikasikan ke dalam aktivitas operasi, investasi dan pendanaan.

Kebijakan akuntansi yang diterapkan oleh Grup adalah selaras bagi tahun yang dicakup oleh laporan keuangan konsolidasian, kecuali untuk standar akuntansi baru dan revisi seperti diungkapkan pada Catatan 2v dibawah ini.

Grup telah menyusun laporan keuangan konsolidasian dengan dasar bahwa Grup akan terus beroperasi secara berkesinambungan.

Exhibit E/6

PT AIRASIA INDONESIA TBK
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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION

a. Basis of presentation of the consolidated
financial statements

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards, which comprise the Statements and Interpretations issued by the Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants (Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia or DSAK IAI) and the Regulations and Guidelines on Financial Statement Presentation and Disclosures issued by Financial Services Authority (Otoritas Jasa Keuangan” or “OJK”).

The consolidated financial statements have been prepared on the accrual basis, except for the consolidated statement of cash flows, using the historical cost concept of accounting, except as disclosed in the relevant Notes to the consolidated financial statements herein.

The consolidated statement of cash flows, which has been prepared using the direct method, present receipts and disbursements of cash on hands and in banks classified into operating, investing and financing activities.

The accounting policies adopted by the Group are consistently applied for the years covered by the consolidated financial statements, except for new and revised accounting standards as disclosed in the following Note 2v.

The Group has prepared the consolidated financial statements on the basis that it will continue to operate as a going concern.

Ekshibit E/7

PT AIRASIA INDONESIA TBK
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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

b. Prinsip-prinsip konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas-entitas anak. Kendali diperoleh bila Grup terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, investor mengendalikan *investee* jika dan hanya jika investor memiliki seluruh hal berikut ini:

- i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi investor kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*,
- ii) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*, dan
- iii) Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk memengaruhi jumlah imbal hasil.

Bila Grup tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu *investee*, Grup mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan atas *investee*, termasuk:

- i) Pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*,
- ii) Hak yang timbul atas pengaturan kontraktual lain, dan
- iii) Hak suara dan hak suara potensial yang dimiliki Grup.

Grup menilai kembali apakah mereka mengendalikan *investee* bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas entitas-entitas anak dimulai sejak Grup memperoleh pengendalian atas entitas anak dan berakhir pada saat Grup kehilangan pengendalian atas entitas anak. Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Grup memperoleh kendali sampai tanggal Grup tidak lagi mengendalikan entitas anak tersebut.

Exhibit E/7

PT AIRASIA INDONESIA TBK
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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

b. Principles of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Thus, the Group controls an investee if and only if the Group has all of the following:

- i) Power over the investee, that is existing rights that give the investor current ability to direct the relevant activities of the investee,
- ii) Exposure, or rights, to variable returns from its involvement with the investee, and
- iii) The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- i) The contractual arrangement with the other vote holders of the investee,
- ii) Rights arising from other contractual arrangements, and
- iii) The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Ekshibit E/8

PT AIRASIA INDONESIA TBK
DAN ENTITAS ANAKNYA
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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

b. Prinsip-prinsip konsolidasi (Lanjutan)

Seluruh laba rugi dan setiap komponen penghasilan komprehensif lain ("PKL") diatribusikan pada pemilik entitas induk dan pada kepentingan nonpengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit. Bila dipandang perlu, penyesuaian dilakukan terhadap laporan keuangan entitas anak untuk diselaraskan dengan kebijakan akuntansi Grup.

Seluruh aset dan liabilitas, ekuitas, penghasilan dan beban dan arus kas atas transaksi antar anggota Grup dieliminasi sepenuhnya pada saat konsolidasi.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas. Bila kehilangan pengendalian atas suatu entitas anak, maka Grup menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas, KNP dan komponen lain dari ekuitas terkait, sementara rugi atau laba yang dihasilkan diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

c. Kas dan Bank

Kas dan bank dalam laporan posisi keuangan konsolidasian yang terdiri dari kas dan bank serta deposito jangka pendek yang akan jatuh tempo dalam waktu 3 bulan atau kurang, yang dapat segera dikonversikan menjadi kas dalam jumlah yang dapat ditentukan dan memiliki risiko perubahan nilai yang tidak signifikan.

d. Instrumen keuangan

Instrumen keuangan adalah setiap kontrak yang memberikan aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

Exhibit E/8

PT AIRASIA INDONESIA TBK
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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

b. Principles of consolidation (Continued)

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of the parent of the Group and to the non-controlling interests ("NCI"), even if this results in the NCI having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies

All intra-group assets and liabilities, equity, income, expenses and cash flows relation to transactions between members of the Group are eliminated in full on consolidation.

A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, NCI and other component of equity, while any resultant gain or loss is recognized in the profit or loss. Any investment retained is recognized at fair value.

c. Cash on Hand and in Banks

Cash on hand and in banks in the statements of consolidated financial position comprise of cash on hand and in banks and short-term deposits with a maturity of 3 months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

d. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Ekshibit E/9

PT AIRASIA INDONESIA TBK
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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

d. Instrumen keuangan (Lanjutan)

Aset keuangan

Pengakuan dan pengukuran awal

Pada pengakuan awal, Grup mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi ("NWLRL"). Piutang usaha yang tidak mengandung komponen pembiayaan yang signifikan, dimana Grup telah menerapkan cara praktis, yaitu diukur pada harga transaksi yang ditentukan sesuai PSAK 115: Pendapatan dari kontrak dengan pelanggan.

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau NWPKL, aset keuangan harus menghasilkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPB") dari jumlah pokok terutang. Penilaian ini disebut sebagai uji SPPB dan dilakukan pada tingkat instrumen.

Model bisnis Grup untuk mengelola aset keuangan mengacu pada bagaimana mereka mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari penerimaan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

Pengukuran Selanjutnya

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam empat kategori:

- Aset keuangan pada biaya perolehan diamortisasi (instrumen utang).
- Aset keuangan pada nilai wajar melalui PKL dengan daur ulang keuntungan dan kerugian kumulatif (instrumen utang).
- Aset keuangan yang ditetapkan pada nilai wajar melalui PKL tanpa daur ulang keuntungan dan kerugian kumulatif setelah penghentian pengakuan (instrumen ekuitas).
- Aset keuangan pada nilai wajar melalui laba rugi.

Exhibit E/9

PT AIRASIA INDONESIA TBK
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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

d. Financial instruments (Continued)

Financial assets

Initial recognition and measurement

At initial recognition, the Group measures a financial asset at its fair value plus transaction costs, in the case of a financial asset not at fair value through profit or loss ("FVTPL"). Trade receivables that do not contain a significant financing component, for which the Group has applied the practical expedient are measured at the transaction price determined under PSAK 115: Revenue from contracts with customers.

In order for a financial asset to be classified and measured at amortized cost or FVOCI, it needs to give rise to cash flows that are 'solely payments of principal and interest ("SPPI")' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent Measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments).
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments).
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments).
- Financial assets at fair value through profit or loss.

Ekshibit E/10

PT AIRASIA INDONESIA TBK
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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

d. Instrumen keuangan (Lanjutan)

Aset keuangan (Lanjutan)

Pengukuran Selanjutnya (Lanjutan)

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini:

Aset keuangan pada biaya perolehan diamortisasi (instrumen utang).

Grup mengukur aset keuangan yang diukur dengan biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

- Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan untuk mengumpulkan arus kas kontraktual, dan
- Persyaratan kontraktual dari aset keuangan menimbulkan arus kas pada tanggal tertentu yang hanya merupakan pembayaran pokok dan bunga dari jumlah pokok terutang.

Aset keuangan yang diukur dengan biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif ("SBE") dan mengalami penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau diturunkan nilainya.

Seluruh aset keuangan Grup adalah aset keuangan pada biaya perolehan diamortisasi.

Penghentian Pengakuan

Aset keuangan (atau, jika berlaku, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapus dari laporan posisi keuangan konsolidasian Grup) ketika:

- Hak untuk menerima arus kas dari aset telah kedaluwarsa; atau

Exhibit E/10

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

d. Financial instruments (Continued)

Financial assets (Continued)

Subsequent Measurement (Continued)

The subsequent measurement of financial assets depends on their classification as described below:

Financial assets at amortized cost (debt instruments).

The Group measures financial assets at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

All of the Group's financial assets are financial assets at amortized cost.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or

Ekshibit E/11

PT AIRASIA INDONESIA TBK
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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

d. Instrumen keuangan (Lanjutan)

Aset keuangan (Lanjutan)

Penghentian Pengakuan (Lanjutan)

- Grup telah mengalihkan haknya untuk menerima arus kas dari aset atau telah mengasumsikan kewajiban untuk membayar arus kas yang diterima secara penuh tanpa penundaan material kepada pihak ketiga berdasarkan pengaturan 'pass-through'; dan salah satu (a) Grup telah mengalihkan secara substansial semua risiko dan manfaat aset, atau (b) Grup tidak mengalihkan atau memiliki secara substansial seluruh risiko dan manfaat aset, tetapi telah mengalihkan pengendalian aset.

Ketika Grup telah mengalihkan haknya untuk menerima arus kas dari suatu aset atau telah menandatangani kesepakatan 'pass-through', Grup mengevaluasi jika, dan sejauh mana, Grup masih mempertahankan risiko dan manfaat atas kepemilikan aset. Ketika Grup tidak mengalihkan maupun seluruh risiko dan manfaat atas aset dipertahankan secara substansial, maupun tidak mengalihkan kendali atas aset, Grup tetap mengakui aset yang dialihkan sebesar keterlibatan berkelanjutan. Dalam kasus tersebut, Grup juga mengakui liabilitas terkait. Aset yang dialihkan dan liabilitas terkait diukur dengan basis yang mencerminkan hak dan kewajiban yang masih dipertahankan oleh Grup.

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer, diukur pada nilai yang lebih rendah antara jumlah tercatat awal aset dan jumlah maksimum imbalan yang dibutuhkan oleh Grup untuk membayar kembali.

Penurunan nilai

Grup mengakui penyisihan kerugian kredit ekspektasian (KKE) untuk semua instrumen utang yang tidak dimiliki pada nilai wajar melalui laba rugi dan kontrak jaminan keuangan. KKE ditentukan atas perbedaan antara arus kas kontraktual menurut kontrak dan semua arus kas yang diharapkan akan diterima oleh Grup, yang didiskontokan dengan perkiraan SBE orisinal.

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d. Financial instruments (Continued)

Financial assets (Continued)

Derecognition (Continued)

- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment

The Group recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original EIR.

Ekshibit E/12

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Penurunan nilai (Lanjutan)

Arus kas yang diharapkan akan mencakup arus kas dari penjualan agunan yang dimiliki atau peningkatan kredit lainnya yang merupakan bagian yang tidak terpisahkan dalam ketentuan kontrak.

KKE diakui dalam dua tahap. Bila belum terdapat peningkatan risiko kredit signifikan sejak pengakuan awal, KKE diakui untuk kerugian kredit yang dihasilkan dari peristiwa gagal bayar yang mungkin terjadi dalam jangka waktu 12 bulan ke depan (KKE 12 bulan). Namun, bila telah terdapat peningkatan signifikan risiko kredit sejak pengakuan awal, penyisihan kerugian diakui untuk kerugian kredit yang diperkirakan selama sisa umur aset, tanpa mempertimbangkan waktu gagal bayar (KKE sepanjang umurnya).

Karena aset kontrak, piutang usaha dan piutang lain-lainnya tidak memiliki komponen pembiayaan signifikan, Grup menerapkan pendekatan yang disederhanakan dalam perhitungan KKE. Oleh karena itu, Grup tidak menelusuri perubahan dalam risiko kredit, namun justru mengakui penyisihan kerugian berdasarkan KKE sepanjang umurnya pada setiap tanggal pelaporan. Grup membentuk matriks provisi berdasarkan pengalaman kerugian kredit masa lampau, disesuaikan dengan perkiraan masa depan (*forward-looking*) atas faktor yang spesifik untuk debitur dan lingkungan ekonomi.

Grup menganggap aset keuangan dalam gagal bayar ketika pembayaran kontraktual telah lewat 90 hari dari tanggal jatuh tempo. Namun, dalam kasus tertentu, Grup juga dapat mempertimbangkan aset keuangan menjadi gagal bayar ketika informasi internal atau eksternal menunjukkan bahwa besar kemungkinan Grup tidak menerima jumlah kontraktual terutang secara penuh sebelum memperhitungkan perbaikan kredit yang dimiliki oleh Grup. Aset keuangan dihapuskan jika tidak terdapat ekspektasi yang wajar untuk memulihkan arus kas kontraktual.

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d. Financial instruments (Continued)

Financial assets (Continued)

Impairment (Continued)

The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. When there have been no significant increases in credit risks since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). But, when there have been significant increases in credit risks since initial recognition, a loss allowance is recognized for credit losses expected over the remaining life of the asset, irrespective of timing of the default (a lifetime ECL).

Because its contract assets, trade and other receivables do not contain significant financing component, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECL at each reporting date. The Group established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

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Liabilitas keuangan

Pengakuan dan pengukuran awal

Liabilitas keuangan diklasifikasikan, pada pengakuan awal, sebagai liabilitas keuangan yang diukur pada FVTPL, utang dan pinjaman atau derivatif ditetapkan sebagai instrumen lindung nilai pada lindung nilai yang efektif, sesuai dengan kondisinya.

Semua liabilitas keuangan pada awalnya diakui pada nilai wajar dan, untuk utang dan pinjaman dan utang usaha, setelah dikurangi biaya transaksi yang dapat diatribusikan secara langsung.

Grup menetapkan liabilitas keuangannya sebagai utang dan pinjaman, seperti utang usaha dan lain-lain, biaya masih harus dibayar, liabilitas imbalan kerja jangka pendek, utang bank dan utang pihak berelasi.

Pengukuran Selanjutnya

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut

Liabilitas keuangan pada NWLR

Liabilitas keuangan yang diukur pada NWLR mencakup liabilitas keuangan yang dimiliki untuk diperdagangkan dan liabilitas keuangan yang diukur pada NWLR yang ditetapkan saat pengakuan awal.

Liabilitas keuangan diklasifikasikan sebagai dimiliki untuk diperdagangkan, jika liabilitas keuangan tersebut diperoleh untuk tujuan dibeli kembali dalam waktu dekat. Kategori ini juga mencakup instrumen keuangan derivatif yang dilakukan oleh Grup dimana instrumen derivatif tersebut tidak ditetapkan sebagai instrumen lindung nilai dalam hubungan lindung nilai sebagaimana didefinisikan dalam PSAK 109: Instrumen keuangan. Derivatif melekat yang dipisahkan juga diklasifikasikan sebagai dimiliki untuk diperdagangkan kecuali ditetapkan sebagai instrumen lindung nilai yang efektif.

Keuntungan atau kerugian atas liabilitas yang dimiliki untuk diperdagangkan diakui dalam laporan laba rugi.

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d. Financial instruments (Continued)

Financial Liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group designates its financial liabilities as loans and borrowings, such as trade and other payables, accrued expense, bank loans and due to related parties.

Subsequent Measurement

The subsequent measurement of financial liabilities depends on their classification as described below:

Financial liabilities at FVTPL

Financial liabilities at FVTPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by PSAK 109: Financial instruments. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognized in the statement of profit or loss.

Ekshibit E/14

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d. Instrumen keuangan (Lanjutan)

Liabilitas keuangan (Lanjutan)

Pengukuran Selanjutnya (Lanjutan)

Liabilitas keuangan yang diukur pada NWLR yang ditetapkan saat pengakuan awal harus memenuhi kriteria dalam PSAK 109 dan ditetapkan pada tanggal pengakuan awal. Grup tidak menetapkan liabilitas keuangan apapun sebagai liabilitas yang diukur pada NWLR.

Liabilitas keuangan pada biaya perolehan diamortisasi (Utang dan pinjaman)

i) Utang dan Pinjaman Jangka Panjang yang Dikenakan Bunga

Setelah pengakuan awal, utang dan pinjaman jangka panjang yang berbunga diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode SBE. Pada tanggal pelaporan, biaya bunga yang masih harus dibayar dicatat secara terpisah, dari pokok pinjaman terkait, dalam bagian liabilitas jangka pendek.

Keuntungan dan kerugian diakui pada laba rugi ketika liabilitas dihentikan pengakuannya maupun melalui proses amortisasi menggunakan metode SBE.

Biaya amortisasi dihitung dengan mempertimbangkan setiap diskonto atau premium atas akuisisi dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan pada laba rugi.

ii) Utang dan Akrua

Liabilitas untuk utang usaha dan utang lain-lain jangka pendek, biaya masih harus dibayar dan liabilitas imbalan kerja jangka pendek dinyatakan sebesar jumlah tercatat (jumlah nosional), yang kurang lebih sebesar nilai wajarnya.

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d. Financial instruments (Continued)

Financial Liabilities (Continued)

Subsequent Measurement (Continued)

Financial liabilities designated upon initial recognition at FVTPL are designated at the initial date of recognition, and only if the criteria in PSAK 109 are satisfied. The Group has not designated any financial liability as at FVTPL.

Financial liabilities at amortized cost (Loans and borrowings)

i) *Long-term Interest-bearing Loans and Borrowings*

Subsequent to initial recognition, long-term interest-bearing loans and borrowings are measured at amortized acquisition costs using EIR method. At the reporting dates, accrued interest is recorded separately from the associated borrowings within the current liabilities section.

Gains and losses are recognized in the profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in finance expense in the profit or loss.

ii) *Payables and Accruals*

Liabilities for current trade and other accounts payable, accrued expenses and short-term employee benefit liability are stated at carrying amounts (notional amounts), which approximate their fair values.

Ekshibit E/15

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d. Instrumen keuangan (Lanjutan)

Liabilitas keuangan (Lanjutan)

Penghentian Pengakuan

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak berakhir atau dibatalkan atau kedaluwarsa.

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi.

Saling Hapus Instrumen Keuangan

Aset keuangan dan liabilitas keuangan disaling hapuskan dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, terdapat hak secara hukum untuk melakukan saling hapus atas jumlah tercatat dari aset keuangan dan liabilitas keuangan tersebut dan terdapat intensi untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

e. Transaksi dengan pihak-pihak berelasi

Perusahaan dan entitas anaknya melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK 224: *Pengungkapan Pihak-pihak Berelasi*.

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

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d. Financial instruments (Continued)

Financial Liabilities (Continued)

Derecognition

A financial liability is derecognized when the obligation under the contract is discharged or cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

Offsetting of Financial Instruments

Financial assets and financial liabilities are offset, and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

e. Transactions with related parties

The company and subsidiaries have transactions with related parties as defined in PSAK 224: Related Party Disclosures.

The transactions are made based on terms agreed by the parties, which may not be the same as those of the transactions between unrelated parties.

Ekshibit E/16

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e. Transaksi dengan pihak-pihak berelasi
(Lanjutan)

Transaksi dan saldo yang material dengan pihak berelasi diungkapkan dalam Catatan 22.

Kecuali diungkapkan khusus sebagai pihak berelasi, maka pihak lain yang disebutkan dalam Catatan atas laporan keuangan konsolidasian merupakan pihak tidak berelasi.

f. Persediaan

Persediaan dinyatakan berdasarkan nilai terendah antara biaya perolehan atau nilai realisasi neto. Biaya perolehan ditentukan dengan menggunakan metode rata-rata tertimbang. Nilai realisasi neto adalah estimasi harga jual dalam kegiatan usaha biasa setelah dikurangi estimasi biaya yang diperlukan untuk melaksanakan penjualan.

Grup menetapkan penyisihan untuk nilai realisasi neto persediaan berdasarkan hasil penelaahan berkala atas kondisi fisik dan nilai realisasi neto persediaan.

g. Biaya dibayar di muka

Biaya dibayar di muka diamortisasi dan dibebankan pada beban usaha selama masa manfaat masing-masing biaya dengan menggunakan metode garis lurus dan disajikan sebagai aset lancar atau aset tidak lancar sesuai sifatnya masing-masing.

h. Aset tetap

Aset tetap dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan rugi penurunan nilai, jika ada. Biaya perolehan termasuk biaya penggantian bagian aset tetap saat biaya tersebut terjadi, jika memenuhi kriteria pengakuan. Selanjutnya, pada saat inspeksi yang signifikan dilakukan, biaya inspeksi itu diakui ke dalam jumlah tercatat ("carrying amount") aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada saat terjadinya.

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e. Transactions with related parties
(Continued)

Significant transactions and balances with related parties are disclosed in Note 22.

Unless specifically identified as related parties, the parties disclosed in the Notes to the consolidated financial statements are unrelated parties.

f. Inventories

Inventories are stated at the lower of cost or net realizable value. Cost is determined using the weighted-average method. Net realizable value is the estimated selling price in the ordinary course of business, less estimated cost necessary to make the sale.

The Group provides allowance for net realizable value of inventories based on periodic reviews of the physical conditions and net realizable values of the inventories.

g. Prepaid expenses

Prepaid expenses are amortized and charged to operation expense over their beneficial periods using the straight-line method and are presented as current asset or non-current asset based on their nature.

h. Fixed assets

Fixed assets are stated at cost less accumulated depreciation and impairment losses, if any. Such cost includes the cost of replacing part of the fixed assets when that cost is incurred if the recognition criteria are met. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the fixed assets as replacement if the recognition criteria are satisfied. All other repairs and maintenance costs that do not meet the recognition criteria are recognized in the consolidated statement of profit or loss and other comprehensive income as incurred.

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h. Aset tetap (Lanjutan)

Penyusutan aset dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomis aset tetap sebagai berikut:

| | <u>Tahun/Years</u> |
|---|--------------------|
| Bangunan | 28,75 |
| Mesin pesawat dan peralatan penerbangan | 5-10 |
| Rotable assets dan alat teknik | 5-10 |
| Alat bantu darat | 5 |
| Kendaraan | 5 |
| Peralatan kantor | 5 |
| Renovasi | 5 |

Jumlah tercatat aset ini direviu atas penurunan nilai jika terdapat peristiwa atau perubahan keadaan yang mengindikasikan bahwa jumlah tercatat mungkin tidak dapat seluruhnya terealisasi.

Jumlah tercatat komponen dari suatu aset dihentikan pengakuannya pada saat dilepaskan atau saat sudah tidak ada lagi manfaat ekonomi masa depan yang diharapkan dari penggunaan maupun pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut (ditentukan sebesar selisih antara jumlah hasil pelepasan neto dan jumlah tercatatnya) dimasukkan ke dalam laba rugi pada tahun penghentian pengakuan tersebut dilakukan.

Nilai residu aset, umur manfaat dan metode penyusutan dievaluasi setiap akhir tahun pelaporan dan disesuaikan secara prospektif jika dipandang perlu.

Aset tetap dalam penyelesaian dicatat sebesar biaya perolehan, yang mencakup kapitalisasi beban pinjaman dan biaya-biaya lainnya yang terjadi sehubungan dengan pendanaan aset tetap dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun "Aset Tetap" yang bersangkutan pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan. Aset tetap dalam penyelesaian tidak disusutkan sampai memenuhi syarat pengakuan sebagai aset tetap seperti diungkapkan di atas.

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h. Fixed assets (Continued)

Depreciation of an asset starts when it is available for use and is computed using the straight-line method based on the estimated useful lives of the assets as follows:

| | <u>Tahun/Years</u> |
|--|--------------------|
| Building | 28,75 |
| Aircraft engines and inflight equipments | 5-10 |
| Rotable assets and engineering tools | 5-10 |
| Ground support equipment | 5 |
| Vehicles | 5 |
| Office equipment | 5 |
| Renovation | 5 |

The carrying amounts of fixed assets are reviewed for impairment when events or changes in circumstances indicate that their carrying values may not be fully recoverable.

The carrying amount of an item of these assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is directly included in the profit or loss of year the item is derecognized.

The asset residual values, useful lives and depreciation method are reviewed at the end of each reporting year and adjusted prospectively if necessary.

Constructions in-progress are stated at cost, including capitalized borrowing costs and other charges incurred in connection with the financing of the said asset constructions. The accumulated costs will be reclassified to the appropriate "Fixed Assets" account when the construction is completed. Assets under construction are not depreciated until they fulfill the criteria for recognition as fixed assets as disclosed above.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

h. Aset tetap (Lanjutan)

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi kepada jumlah tercatat aset terkait bila besar kemungkinan bagi Grup manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset terkait.

Tanah termasuk biaya pengurusan legal hak atas tanah dalam bentuk Hak Guna Usaha ("HGU"), Hak Guna Bangunan ("HGB") dan Hak Pakai ("HP") ketika tanah diperoleh pertama kali dinyatakan sebesar biaya perolehan dan tidak diamortisasi karena manajemen berpendapat bahwa kemungkinan besar hak atas tanah tersebut dapat diperbaharui/diperpanjang pada saat masa berlakunya selesai.

Biaya pengurusan atas perpanjangan atau pembaruan legal hak atas tanah dalam bentuk HGU, HGB dan HP ditangguhkan dan diamortisasi yang lebih pendek antara umur hukum hak atas tanah dan umur ekonomi tanah, dan disajikan sebagai bagian dari akun "Aset tetap, neto" pada laporan posisi keuangan konsolidasian.

i. Penurunan nilai aset non-keuangan

Pada setiap tanggal pelaporan, Grup menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian secara tahunan penurunan nilai aset (yaitu aset tak berwujud dengan umur manfaat tidak terbatas, aset tak berwujud yang belum dapat digunakan, atau *goodwill* yang diperoleh dalam suatu kombinasi bisnis) diperlukan, maka Grup membuat estimasi atas jumlah terpulihkan aset tersebut.

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POLICIES INFORMATION (Continued)

h. Fixed assets (Continued)

Repairs and maintenance expenses are taken to the profit or loss when they are incurred. The cost of major renovation and restoration is included in the carrying amount of the related asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group and is depreciated over the remaining useful life of the related asset.

Land, including legal cost of land rights in the form of Right to Cultivate ("Hak Guna Usaha" or "HGU"), Right to Build ("Hak Guna Bangunan" or "HGB") and Right to Use ("Hak Pakai" or "HP") when the land rights were acquired initially, is stated at cost and not amortized as the management is of the opinion that it is probable the titles of land rights can be renewed/extended upon expiration.

The extension or the legal renewal costs of land rights in the form of HGU, HGB and HP are deferred and amortized over the shorter between the land rights' legal life and the economic life of the land, and presented as part of "Fixed assets, net" account in the consolidated statement of financial position.

i. Impairment of non-financial assets

The Group assesses at end of each reporting period whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset (i.e. an intangible asset with an indefinite useful life, an intangible asset not yet available for use, or goodwill acquired in a business combination) is required, the Group makes an estimate of the asset's recoverable amount.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

i. Penurunan nilai aset non-keuangan
(Lanjutan)

Grup mendasarkan perhitungan penurunan nilai pada rincian perhitungan anggaran atau prakiraan yang disusun secara terpisah untuk masing-masing Unit Penghasil Kas ("UPK") Grup atas aset individual yang dialokasikan. Perhitungan anggaran dan prakiraan ini secara umum mencakup periode selama lima atau sepuluh tahun sesuai dengan kestabilan masing-masing arus kas terkait. Setelah periode yang dianggarkan, proyeksi arus kas diestimasi dengan melakukan ekstrapolasi proyeksi yang dianggarkan dengan menggunakan tingkat pertumbuhan jangka panjang yang tetap.

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset. Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Grup menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikator nilai wajar yang tersedia.

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sesuai dengan kategori biaya yang konsisten dengan fungsi dari aset yang diturunkan nilainya, kecuali jika aset tersebut dicatat sebesar nilai revaluasi, dimana kerugian penurunan nilai diperlakukan sebagai penurunan revaluasi.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

i. Impairment of non-financial assets
(Continued)

The Group bases its impairment calculation on detailed budgets and forecast calculations which are prepared separately for each of the Group's Cash Generating Unit ("CGU") to which the individual assets are allocated. These budgets and forecast calculations are generally covering a period of five or ten years in accordance with the stability of each cash flows. Beyond the forecasted period, the estimated cash flows are determined by extrapolating the forecasted cash flows using a steady long-term growth rate.

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the assets. These calculations are corroborated by valuation multiples or other available fair value indicators.

Impairment losses of continuing operations, if any, are recognized in the consolidated statement of profit or loss and other comprehensive income under expense categories that are consistent with the functions of the impaired assets, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

i. Penurunan nilai aset non-keuangan
(Lanjutan)

Penilaian dilakukan pada akhir setiap tanggal pelaporan untuk menilai apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui dalam periode sebelumnya mungkin tidak ada lagi atau mungkin telah menurun. Jika indikasi dimaksud ditemukan, maka entitas mengestimasi jumlah terpulihkan aset atau UPK tersebut. Kerugian penurunan nilai yang telah diakui dalam periode sebelumnya dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui.

Dalam hal ini, jumlah tercatat aset dinaikkan ke jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat yang telah ditentukan, neto setelah penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada tahun sebelumnya. Pembalikan rugi penurunan nilai diakui sebagai laba atau rugi, kecuali jika aset tersebut dicatat pada nilai revaluasi, dalam hal tersebut pemulihan rugi penurunan nilai diperlakukan sebagai kenaikan revaluasi. Setelah pembalikan tersebut, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

j. Provisi

Provisi diakui jika Grup memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal laporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

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i. Impairment of non-financial assets
(Continued)

An assessment is made at each reporting date to assess whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the asset's or CGUs recoverable amount is estimated. A previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized.

In this case, the carrying amount of the asset is increased to its recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Reversal of an impairment loss is recognized in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase. After such reversal, the depreciation charge on the said asset is adjusted in future period to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

j. Provisions

Provisions are recognized when the Group has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

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MATERIAL (Lanjutan)

j. Provisi (Lanjutan)

Provisi untuk biaya pembongkaran aset diestimasi berdasarkan beberapa asumsi dan disajikan pada nilai wajar sesuai dengan tingkat diskonto yang berlaku.

k. Sewa

Grup menilai pada saat insepisi kontrak apabila kontrak tersebut adalah, atau mengandung, sewa. Yaitu, bila kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Grup sebagai penyewa

Grup menerapkan pendekatan pengakuan dan pengukuran tunggal untuk semua sewa, kecuali untuk sewa jangka pendek dan sewa yang aset dasarnya bernilai rendah. Grup mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak-guna yang mewakili hak untuk menggunakan aset pendasar.

i) Aset hak-guna

Grup mengakui aset hak-guna pada tanggal permulaan sewa (yaitu tanggal aset pendasar tersedia untuk digunakan). Aset hak-guna diukur pada harga perolehan, dikurangi akumulasi penyusutan dan penurunan nilai, serta disesuaikan dengan pengukuran kembali liabilitas sewa. Biaya perolehan aset hak-guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung awal yang terjadi, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi setiap insentif sewa yang diterima. Aset hak-guna disusutkan dengan metode garis lurus selama masa sewa.

Aset hak-guna disusutkan dengan metode garis lurus selama periode yang lebih pendek antara masa sewa dan estimasi masa manfaat aset, sebagai berikut:

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

j. Provisions (Continued)

Provision for asset dismantling costs is estimated based on certain assumptions and carried at fair value based on applicable discount rates.

k. Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

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MATERIAL (Lanjutan)

k. Sewa (Lanjutan)

Grup sebagai penyewa (Lanjutan)

i) Aset hak-guna (Lanjutan)

Pesawat
Mesin pesawat

2 - 10
5

Aircraft
Aircraft engines

Jika kepemilikan aset sewaan beralih ke Grup pada akhir masa sewa atau biaya perolehan mencerminkan pelaksanaan opsi beli, penyusutan dihitung dengan menggunakan estimasi masa manfaat aset. Aset hak-guna juga mengalami penurunan nilai (Catatan 2i).

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment (Note 2i).

ii) Liabilitas sewa

Pada tanggal permulaan sewa, Grup mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa.

ii) Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.

Pembayaran sewa juga mencakup harga pelaksanaan dari opsi beli yang cukup pasti akan dilaksanakan oleh Grup, dan pembayaran penalti untuk mengakhiri sewa, jika masa sewa merefleksikan adanya opsi dapat mengakhiri sewa. Variabel pembayaran sewa yang tidak bergantung pada indeks atau kurs diakui sebagai beban pada periode di mana peristiwa atau kondisi yang memicu terjadinya pembayaran tersebut.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects exercising the option to terminate. Variable of lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

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POLICIES INFORMATION (Continued)

k. Leases (Continued)

The Group as a lessee (Continued)

i) Right-of-use assets (Continued)

Tahun/Years

Pesawat
Mesin pesawat

2 - 10
5

Aircraft
Aircraft engines

Jika kepemilikan aset sewaan beralih ke Grup pada akhir masa sewa atau biaya perolehan mencerminkan pelaksanaan opsi beli, penyusutan dihitung dengan menggunakan estimasi masa manfaat aset. Aset hak-guna juga mengalami penurunan nilai (Catatan 2i).

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment (Note 2i).

ii) Liabilitas sewa

Pada tanggal permulaan sewa, Grup mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa.

ii) Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.

Pembayaran sewa juga mencakup harga pelaksanaan dari opsi beli yang cukup pasti akan dilaksanakan oleh Grup, dan pembayaran penalti untuk mengakhiri sewa, jika masa sewa merefleksikan adanya opsi dapat mengakhiri sewa. Variabel pembayaran sewa yang tidak bergantung pada indeks atau kurs diakui sebagai beban pada periode di mana peristiwa atau kondisi yang memicu terjadinya pembayaran tersebut.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects exercising the option to terminate. Variable of lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

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k. Sewa (Lanjutan)

Grup sebagai penyewa (Lanjutan)

ii) Liabilitas sewa (Lanjutan)

Dalam menghitung nilai kini pembayaran sewa, Grup menggunakan Suku Bunga Pinjaman Inkremental ("SBPI") pada tanggal dimulainya sewa karena tingkat bunga implisit dalam sewa tidak dapat segera ditentukan. Setelah tanggal permulaan, jumlah liabilitas sewa ditingkatkan mencerminkan akresi bunga (atas efek diskonto) dan dikurangi untuk pembayaran sewa yang dilakukan.

Selain itu, nilai tercatat liabilitas sewa diukur kembali jika ada modifikasi, perubahan masa sewa, perubahan pembayaran sewa (misalnya, perubahan pembayaran masa depan akibat perubahan indeks atau kurs yang digunakan untuk pembayaran sewa) atau perubahan penilaian opsi untuk membeli aset pendasar.

iii) Sewa jangka pendek dan sewa aset bernilai rendah

Grup menerapkan pengecualian pengakuan sewa jangka pendek (yaitu, sewa yang memiliki jangka waktu sewa 12 bulan atau kurang, dari tanggal permulaan dan tidak mengandung opsi beli). Hal ini juga berlaku untuk pengecualian pengakuan sewa aset bernilai rendah untuk sewa yang aset pendasarnya dianggap bernilai rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa dari aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

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k. Leases (Continued)

The Group as a lessee (Continued)

ii) Lease liabilities (Continued)

In calculating the present value of lease payments, the Group uses its Incremental Borrowing Rate ("IBR") at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities are increased to reflect the accretion of interest and reduced for the lease payments made.

In addition, the carrying amount of lease liabilities are remeasured if there is a modification, a change in the lease term, a change in the lease payments (i.e., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognized as expenses on a straight-line basis over the lease term.

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k. Sewa (Lanjutan)

Grup sebagai penyewa (Lanjutan)

iv) Jual dan sewa-balik

Aset yang dijual melalui transaksi jual dan sewa kembali dinilai apakah memenuhi kriteria PSAK 115: Pendapatan dari kontrak dengan pelanggan atas terjadinya penjualan. Jika penjualan telah terjadi, maka aset terkait dihentikan pengakuannya dan aset hak-guna serta liabilitas sewa diakui. Aset hak-guna diakui berdasarkan proporsi nilai tercatat aset sebelumnya terkait dengan hak pakai yang dimiliki penjual-penyewa. Keuntungan atau kerugian yang diakui dibatasi pada jumlah yang berkaitan dengan hak yang telah dialihkan kepada pihak lawan transaksi.

Jika penjualan belum terjadi, maka aset tersebut tetap disajikan di laporan posisi keuangan sebagai "Aset tetap, neto", dan liabilitas atas aset yang dibiayai diakui sebesar hasil pendanaan. Kriteria utama untuk menilai apakah penjualan telah terjadi atau tidak adalah apakah kontrak tersebut memuat opsi, berdasarkan pertimbangan Grup, untuk membeli kembali pesawat tersebut selama masa sewa. Adanya opsi pembelian kembali tersebut mengakibatkan penjualan dianggap tidak terjadi, dan apabila opsi pembelian kembali tersebut tidak ada, maka penjualan dianggap telah terjadi.

l. Dana pemeliharaan pesawat

Biaya inspeksi besar rangka pesawat dan perbaikan besar mesin pesawat atas sewa pembiayaan dikapitalisasi dan disusutkan secara garis lurus selama periode sampai dengan inspeksi atau perbaikan besar berikutnya.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

k. Leases (Continued)

The Group as a lessee (Continued)

iv) Sale and leaseback

Assets sold under a sale and leaseback transaction are assessed as to whether it meets the criteria within PSAK 115: Revenue from contracts with customers for a sale to have occurred. If a sale has occurred, then the associated assets are derecognized and a ROU asset and lease liability is recognized. The ROU asset is recognized based on proportion of the previous carrying amount of the asset that relates to the right of use retained by the seller-lessee. Any gains or losses recognized are restricted to the amount that relates to the rights that have been transferred to the counter party to the transaction.

Where a sale has not occurred, the asset is retained on the statement of financial position within "Fixed assets, net", and an asset financed liability recognized equal to the financing proceeds. The principal criteria for assessing whether a sale has occurred or not is whether the contract contains the option, at the discretion of the Group, to repurchase the aircraft over the lease term. The existence of such a repurchase option results in a sale having been deemed not to have occurred, and if no such repurchase option exists, then a sale is deemed to have occurred.

l. Maintenance reserve funds

Major airframe inspection cost relating to heavy maintenance visit and engine overhauls for leased aircraft is capitalized and amortized straight line over the period until the next expected major inspection or overhaul.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

m. Pendapatan dari Kontrak dengan Pelanggan
dan Pengakuan Beban

Pendapatan penumpang

Pendapatan diukur berdasarkan pertimbangan yang ditentukan dalam kontrak dengan pelanggan dan tidak termasuk jumlah yang dikumpulkan atas nama pihak ketiga.

Grup mengakui pendapatan ketika atau saat mengalihkan kendali atas produk atau layanan kepada pelanggan pada suatu jumlah yang mencerminkan imbalan yang diharapkan Grup sebagai imbalan atas jasa tersebut. Aset ditransfer ketika pelanggan memperoleh kendali atas aset tersebut.

Secara umum, Grup menyimpulkan bahwa mereka bertindak sebagai prinsipal dalam pengaturan pendapatannya. Pendapatan penumpang terkait dengan penerbangan penumpang berjadwal dan pendapatan penerbangan *charter* dan dicatat setelah dikurangi diskon dan termasuk pendapatan tambahan terkait (termasuk biaya tambahan bandara dan asuransi, biaya administrasi, biaya bagasi, kursi yang ditetapkan, pembatalan, dokumentasi dan biaya lainnya, dan biaya penjualan makanan dan barang dagangan di atas pesawat). Pendapatan penumpang dicatat pada saat layanan transportasi udara disediakan (yaitu pelaksanaan pada suatu titik waktu).

Jika pelanggan membayar imbalan sebelum Grup mentransfer barang atau jasa kepada pelanggan, liabilitas kontrak diakui pada saat pembayaran dilakukan atau pembayaran jatuh tempo (mana yang lebih awal). Liabilitas kontrak diakui sebagai pendapatan pada saat Perusahaan melaksanakan berdasarkan kontrak.

Pendapatan Kargo

Pendapatan jasa kargo dan pendapatan terkait lainnya diakui pada saat jasa selesai diserahkan.

Beban

Beban diakui pada saat terjadinya (asas akrual).

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

m. Revenue from Contracts with Customers
and Recognition of Expenses

Passenger revenue

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties.

The Group recognizes revenue when or as it transfers control over a product or service to customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. An asset is transferred when the customer obtains control of the asset.

Generally, the Group has concluded that it is the principal in its revenue arrangements. Passenger revenue relates to scheduled passenger flight and charter flight income and is recorded net of discounts and includes the related ancillary revenue (including airport and insurance surcharges, administrative fees, baggage fee, assigned seat, cancellation, documentation and other fees, and on-board sale of meals and merchandise). Passenger revenue is recorded when the air transportation service is provided (i.e. performance at a point in time).

If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Company performs under the contract.

Cargo Revenue

Cargo waybill revenue and other related revenue are recognized upon the completion of services rendered.

Expenses

Expenses are recognized when they are incurred (accrual basis).

Ekshibit E/26

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

n. Imbalan kerja

Pembayaran program manfaat pensiun iuran pasti diakui sebagai beban pada saat pekerja telah memberikan jasa mereka, dimana mereka memperoleh hak atas iuran. Pembayaran kepada Dana Pensiun Lembaga Keuangan diperhitungkan sebagai pembayaran untuk program iuran pasti di mana kewajiban Grup tertentu berdasarkan program tersebut setara dengan kewajiban yang timbul dalam program manfaat pensiun iuran pasti.

Grup juga mencatat penyisihan manfaat tambahan selain program dana pensiun tersebut di atas untuk memenuhi dan menutup imbalan minimum yang harus dibayar kepada karyawan-karyawan sesuai dengan Perjanjian Kerja Bersama dan Peraturan Pemerintah Pengganti Undang-undang tentang Cipta Kerja No. 2/2022 ("UU Cipta Kerja", (UUCK)). Penyisihan tambahan tersebut diestimasi dengan menggunakan perhitungan aktuarial metode "Projected Unit Credit".

Pengukuran kembali, terdiri atas keuntungan dan kerugian aktuarial, segera diakui pada laporan posisi keuangan konsolidasian dengan pengaruh langsung didebit atau dikreditkan kepada saldo laba melalui PKL pada periode terjadinya. Pengukuran kembali tidak direklasifikasi ke laba rugi pada periode berikutnya.

Biaya jasa lalu harus diakui sebagai beban pada saat yang lebih awal antara:

- i. tanggal amandemen atau kurtailmen terjadi, dan
- ii. tanggal entitas mengakui biaya restrukturisasi atau imbalan terminasi terkait.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

n. Employee benefits

Payments to defined contribution retirement benefit plans are recognized as an expense when employees have rendered service entitling them to the contributions. Payments made to Financial Institution Pension Funds are accounted for as payments to defined contribution plans where the obligations of The Group under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

The Group also provides additional provisions on top of the benefits provided under the above-mentioned defined contribution pension programs in order to meet and cover the minimum benefits required to be paid to the qualified employees under Collective Labor Agreement and Government Regulation in Lieu of Law No. 2/2022 (the "Cipta Kerja Law", (UUCK)). The said additional provisions are estimated using actuarial calculations based on "Projected Unit Credit" method.

Re-measurements, comprising of actuarial gains and losses, are recognized immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognized in profit or loss at the earlier between:

- i. the date of the plan amendment or curtailment, and
- ii. the date the Group recognizes related restructuring costs.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

n. Imbalan kerja (Lanjutan)

Bunga neto dihitung dengan menerapkan tingkat diskonto yang digunakan terhadap liabilitas imbalan kerja. Grup mengakui perubahan berikut pada kewajiban obligasi neto pada akun "Imbalan kerja karyawan" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian:

- i) Biaya jasa terdiri atas biaya jasa kini, biaya jasa lalu, keuntungan atau kerugian atas penyelesaian (*curtailment*) tidak rutin, dan
- ii) Beban atau penghasilan bunga neto.

o. Transaksi dan saldo dalam mata uang asing

Mata uang penyajian yang digunakan pada laporan keuangan konsolidasian adalah Rupiah yang juga merupakan mata uang fungsional Grup.

Transaksi dalam mata uang asing dicatat dalam mata uang Rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam Rupiah sesuai dengan kurs tengah Bank Indonesia pada tanggal transaksi terakhir bank untuk tahun tersebut. Laba atau rugi kurs yang terjadi dikreditkan atau dibebankan pada operasi periode yang bersangkutan.

Pada tanggal 31 Desember 2025 dan 2024, nilai tukar yang digunakan adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|-----------------------------|---|
| 1 Dolar AS ("US\$") | 16.782 |
| 1 Dolar Australia ("AUD") | 11.255 |
| 1 Dolar Singapura ("SIN\$") | 13.069 |
| 1 Ringgit Malaysia ("MYR") | 4.144 |
| 1 Dong Vietnam ("VND") | 0,6400 |
| 1 Baht Thailand ("THB") | 533 |
| 1 Euro ("EUR") | 19.753 |
| 1 Dolar Hongkong ("HKD") | 2.157 |
| 1 Dolar Brunei ("BND") | 13.068 |

Transaksi dalam mata uang asing lain dipertimbangkan tidak signifikan.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

n. Employee benefits (Continued)

Net interest is calculated by applying the discount rate to the net defined benefit liability. The Group recognizes the following changes in the net defined benefit obligation under "Employee benefits expenses" as appropriate in the consolidated statement of profit or loss and other comprehensive income:

- i) Service costs comprising current service costs, past-service costs, gains or losses on curtailments and non-routine settlements, and
- ii) Net interest expense or income.

o. Foreign currency transactions and balances

The presentation currency used in the consolidated financial statements is Rupiah, which is also the Group's functional currency.

Transactions involving foreign currencies are recorded in Rupiah at the rates of exchange prevailing at the time the transactions are made. At the reporting date, monetary assets and liabilities denominated in foreign currencies are adjusted to Rupiah using the Bank Indonesia's middle rates of exchange at the last banking transaction date of the year. The resulting gains or losses are credited or charged to current operations.

At 31 December 2025 and 2024, the rates of exchange used were:

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------|---|------------------------------|
| 16.162 | | US Dollar ("US\$") 1 |
| 10.082 | | Australian Dollar ("AUD") 1 |
| 11.919 | | Singapore Dollar ("SIN\$") 1 |
| 3.616 | | Malaysian Ringgit ("MYR") 1 |
| 0,6350 | | Vietnam Dong ("VND") 1 |
| 476 | | Thailand Baht ("THB") 1 |
| 16.851 | | Euro ("EUR") 1 |
| 2.082 | | Hongkong Dollar ("HKD") 1 |
| 11.919 | | Brunei Dollar ("BND") 1 |

Transactions in other foreign currencies are considered not significant.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

p. Perpajakan

Pajak Penghasilan Kini

Aset dan liabilitas pajak kini untuk tahun berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan di negara tempat Grup beroperasi dan menghasilkan pendapatan kena pajak.

Bunga dan denda disajikan sebagai bagian dari pendapatan atau beban usaha lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Pajak penghasilan kini terkait dengan pos-pos yang diakui secara langsung di ekuitas diakui dalam ekuitas dan bukan dalam laporan laba rugi konsolidasian.

Manajemen secara berkala mengevaluasi posisi yang diambil dalam Surat Pemberitahuan Tahunan ("SPT") sehubungan dengan situasi di mana peraturan perpajakan yang berlaku tunduk pada interpretasi dan menetapkan ketentuan yang sesuai.

Perubahan terhadap liabilitas perpajakan diakui pada saat Surat Ketetapan Pajak ("SKP") diterima atau jika Grup mengajukan keberatan, pada saat keputusan atas keberatan tersebut telah ditetapkan. Kekurangan dan kelebihan pembayaran pajak penghasilan badan, jika ada, dicatat sebagai bagian dari akun "Beban pajak kini" dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

p. Taxation

Current Income Tax

Current income tax assets and liabilities for the current year are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that have been enacted or substantively enacted as at the reporting dates in the countries where the Group operates and generates taxable income.

Interests and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expense.

Current income tax relating to items recognized directly in equity is recognized in equity and not in the consolidated statement of profit or loss.

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Amendments to tax obligations are recorded when the Tax Assessment Letter ("SKP") is received or, if appealed against by the Group, when the result of the appeal is determined. Underpayment and overpayment of corporate income tax, if any, are recorded as part of "Current tax expense" in the consolidated statement of profit or loss and other comprehensive income.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

p. Perpajakan (Lanjutan)

Pajak penghasilan kini (Lanjutan)

Bunga dan denda disajikan sebagai bagian dari pendapatan atau beban usaha lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Pajak penghasilan kini terkait dengan pos-pos yang diakui secara langsung di ekuitas diakui dalam ekuitas dan bukan dalam laporan laba rugi konsolidasian.

Manajemen secara berkala mengevaluasi posisi yang diambil dalam Surat Pemberitahuan Tahunan ("SPT") sehubungan dengan situasi di mana peraturan perpajakan yang berlaku tunduk pada interpretasi dan menetapkan ketentuan yang sesuai.

Perubahan terhadap liabilitas perpajakan diakui pada saat Surat Ketetapan Pajak ("SKP") diterima atau jika Grup mengajukan keberatan, pada saat keputusan atas keberatan tersebut telah ditetapkan. Kekurangan dan kelebihan pembayaran pajak penghasilan badan, jika ada, dicatat sebagai bagian dari akun "Beban pajak kini" dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Sebagai tanggapan terhadap penerapan kerangka Pilar Dua Organisasi untuk Kerja Sama dan Pembangunan Ekonomi (*Organisation for Economic Co-operation and Development* atau "OECD"), pada tanggal 31 Desember 2024, Pemerintah Indonesia menerapkan kerangka Pilar Dua melalui Peraturan Menteri Keuangan No. 136/2024 (PMK 136/2024). Aturan model Pilar Dua sebagaimana diterapkan dalam PMK 136/2024 akan berlaku untuk tahun fiskal yang dimulai pada atau setelah tanggal 1 Januari 2025. Untuk tahun yang berakhir pada 31 Desember 2025, Grup telah menerapkan amandemen PSAK 212: *Pajak Penghasilan*, yang memberikan pengecualian wajib sementara dari pengakuan atau pengungkapan pajak tangguhan terkait Pilar Dua.

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POLICIES INFORMATION (Continued)

p. Taxation (Continued)

Current income tax (Continued)

Interests and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expense.

Current income tax relating to items recognized directly in equity is recognized in equity and not in the consolidated statement of profit or loss.

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Amendments to tax obligations are recorded when the Tax Assessment Letter ("SKP") is received or, if appealed against by the Group, when the result of the appeal is determined. Underpayment and overpayment of corporate income tax, if any, are recorded as part of "Current tax expense" in the consolidated statement of profit or loss and other comprehensive income.

In response to the implementation of the Organization for Economic Co-operation and Development ("OECD") Pillar Two framework, on 31 December 2024, Indonesian Government implemented Pillar Two framework through Ministry of Finance Regulation No. 136/2024 (PMK 136/2024). The Pillar Two model rules as implemented under PMK 136/2024 will take effect for fiscal years beginning on or after 1 January 2025. For the year ended 31 December 2025, the Group has applied amendments to PSAK 212: *Income Taxes*, which provide mandatory temporary exception from recognizing or disclosing deferred taxes related to Pillar Two.

Ekshibit E/30

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

p. Perpajakan (Lanjutan)

Pajak tangguhan

Pajak tangguhan diakui dengan menggunakan metode liabilitas atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan jumlah tercatatnya untuk tujuan pelaporan keuangan pada tanggal pelaporan.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer yang kena pajak, kecuali:

- i. Liabilitas pajak tangguhan yang terjadi dari pengakuan awal *goodwill* atau dari aset atau liabilitas dari transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak memengaruhi laba akuntansi dan laba kena pajak atau rugi pajak;
- ii. Dari perbedaan temporer kena pajak atas investasi pada entitas anak, yang saat pembalikannya dapat dikendalikan dan besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

p. Taxation (Continued)

Deferred tax

Deferred tax is recognized using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognized for all taxable temporary differences, except:

- i. Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;*
- ii. In respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not be reversed in the foreseeable future.*

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

p. Perpajakan (Lanjutan)

Pajak tangguhan (Lanjutan)

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan dan akumulasi rugi pajak yang belum dikompensasi, bila kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer yang dapat dikurangkan, dan rugi pajak yang belum dikompensasi, dapat dimanfaatkan, kecuali:

- i. Jika aset pajak tangguhan timbul dari pengakuan awal aset atau liabilitas dalam transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak memengaruhi laba akuntansi maupun laba kena pajak/rugi pajak; atau
- ii. Dari perbedaan temporer yang dapat dikurangkan atas investasi pada entitas anak, aset pajak tangguhan hanya diakui bila besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat dan laba kena pajak dapat dikompensasi dengan beda temporer tersebut.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal pelaporan dan nilai tercatat aset pajak tangguhan tersebut diturunkan apabila laba fiskal mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan. Pada setiap tanggal pelaporan, Grup menilai kembali aset pajak tangguhan yang tidak diakui dan mengakui aset pajak tangguhan yang sebelumnya tidak diakui apabila besar kemungkinan bahwa laba fiskal pada masa yang akan datang akan tersedia untuk dipulihkan.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

p. Taxation (Continued)

Deferred tax (Continued)

Deferred tax assets are recognized for all deductible temporary differences and carry forward of unused tax losses, to the extent that it is probable that taxable profits will be available against which deductible temporary differences, and the carry forward of unused tax losses can be utilized, except:

- i. Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or
- ii. In respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will not be reversed in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of a deferred tax asset is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the benefit of that deferred tax asset to be utilized. Unrecognized deferred tax assets are reassessed by the Group at each reporting date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Ekshibit E/32

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

p. Perpajakan (Lanjutan)

Pajak tangguhan (Lanjutan)

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang berlaku atau yang secara substantif telah berlaku pada tanggal pelaporan.

Pajak tangguhan terkait dengan pos-pos yang diakui di luar laba rugi diakui di luar laba rugi. Pajak tangguhan diakui sesuai dengan transaksi yang mendasarinya baik di PKL maupun secara langsung di ekuitas.

Grup melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika memiliki hak yang berkekuatan hukum untuk saling hapus aset pajak kini dan liabilitas pajak kini dan aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas entitas kena pajak yang sama atau entitas kena pajak yang berbeda yang bermaksud untuk menyelesaikan liabilitas dan aset pajak kini secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan di mana jumlah liabilitas atau aset pajak tangguhan yang signifikan diharapkan untuk diselesaikan atau dipulihkan.

Pajak pertambahan nilai

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah pajak pertambahan nilai ("PPN") kecuali:

- a) PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan oleh kantor pajak, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari akun beban-beban yang diterapkan; dan
- b) Piutang dan utang yang disajikan termasuk dengan jumlah PPN.

Jumlah PPN neto yang terpulihkan dari, atau terutang kepada, otoritas perpajakan termasuk sebagai bagian dari piutang atau utang pada laporan posisi keuangan konsolidasian.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

p. *Taxation (Continued)*

Deferred tax (Continued)

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as of the reporting date.

Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax is recognized in correlation to the underlying transaction either in OCI or directly in equity.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Value-added tax

Revenues, expenses and assets are recognized net of the amount of value-added tax ("VAT") except:

- a) Where the VAT incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense account as applicable; and*
- b) For receivables and payables that are stated with the amount of VAT included.*

The net amount of VAT recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the consolidated statement of financial position.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

p. Perpajakan (Lanjutan)

Pajak final

Sesuai peraturan perpajakan di Indonesia, pajak final dikenakan atas nilai bruto transaksi, dan tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Pajak final tidak termasuk dalam lingkup yang diatur oleh PSAK 212.

q. Pengukuran nilai wajar

Grup mengukur uang jaminan pada nilai wajar setiap tanggal pelaporan. Grup juga mengukur pada pengakuan awal instrumen keuangan, dan aset dan liabilitas yang diperoleh melalui kombinasi bisnis pada nilai wajar. Grup juga mengukur jumlah terpulihkan dari unit penghasil kas ("UPK") tertentu berdasarkan nilai wajar dikurangi biaya pelepasan, dan aset keuangan tertentu pada nilai wajar melalui penghasilan komprehensif lain ("NWPKL").

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

- i) di pasar utama untuk aset atau liabilitas tersebut, atau
- ii) jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Grup.

Nilai wajar dari aset atau liabilitas diukur dengan menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

p. Taxation (Continued)

Final tax

In accordance with the tax regulation in Indonesia, final tax is applied to the gross value of transactions, even when the parties carrying the transaction recognize losses.

Final tax is scoped out from PSAK 212.

q. Fair value measurement

The Group measures security deposits at fair value at each reporting date. The Group also initially measures financial instruments, and assets and liabilities of the acquirees upon business combinations at fair value. They also measure certain recoverable amounts of the cash generating unit ("CGU") using fair value less cost of disposal ("FVLCD") and certain financial assets at fair value through other comprehensive income ("FVOCI").

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- i) in the principal market for the asset or liability, or
- ii) in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their best economic interest.

Ekshibit E/34

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

q. Pengukuran nilai wajar (Lanjutan)

Pengukuran nilai wajar dari suatu aset non-keuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomi dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut pada penggunaan tertinggi dan terbaiknya.

Grup menggunakan teknik penilaian yang sesuai dengan keadaan dan data yang memadai tersedia untuk mengukur nilai wajar, dengan memaksimalkan masukan (*input*) yang dapat diamati (*observable*) yang relevan dan meminimalkan masukan (*input*) yang tidak dapat diamati (*unobservable*).

Semua aset dan liabilitas yang nilai wajarnya diukur atau diungkapkan dalam laporan keuangan konsolidasian dikategorikan dalam hierarki nilai wajar berdasarkan level masukan (*input*) paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan sebagai berikut:

- i) *Level 1* - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses entitas pada tanggal pengukuran
- ii) *Level 2* - Teknik penilaian yang menggunakan tingkat masukan (*input*) yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang dapat diamati (*observable*) baik secara langsung atau tidak langsung.
- iii) *Level 3* - Teknik penilaian yang menggunakan tingkat masukan (*input*) yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang tidak dapat diamati (*unobservable*) baik secara langsung atau tidak langsung.

Untuk aset dan liabilitas yang diakui pada laporan keuangan konsolidasian secara berulang, Grup menentukan apakah terdapat perpindahan antara *level* dalam hierarki dengan melakukan evaluasi ulang atas penetapan kategori (berdasarkan *level* masukan (*input*) paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan) pada tiap akhir periode pelaporan.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

q. Fair value measurement (Continued)

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset at its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- i) *Level 1* - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- ii) *Level 2* - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.
- iii) *Level 3* - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Ekshibit E/35

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

q. Pengukuran nilai wajar (Lanjutan)

Tim pelaporan keuangan Grup bertanggung-jawab atas penilaian dalam menentukan kebijakan dan prosedur untuk pengukuran nilai wajar berulang, seperti uang jaminan, nilai wajar (dikurangi biaya untuk menjual) UPK (untuk uji penurunan nilai), dan aset keuangan pada NWPKL.

Untuk tujuan pengungkapan nilai wajar, Grup menentukan klasifikasi aset dan liabilitas berdasarkan sifat, karakteristik dan risikonya dan *level* pada hierarki nilai wajar sebagaimana dijelaskan diatas.

r. Biaya emisi saham

Biaya yang terjadi sehubungan dengan penerbitan modal saham Perusahaan kepada publik dikurangkan langsung dengan hasil emisi dan disajikan sebagai pengurang akun tambahan modal disetor dalam laporan posisi keuangan konsolidasian.

s. Laba (rugi) per saham dasar

Sesuai dengan PSAK 233: Laba per Saham, laba (rugi) per saham dasar yang dapat diatribusikan kepada pemilik entitas induk dihitung dengan membagi laba (rugi) tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan rata-rata tertimbang jumlah saham yang beredar dan disetor penuh selama tahun yang bersangkutan.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

q. Fair value measurement (Continued)

The Group's financial reporting team in charge of valuation to determine the policies and procedures for recurring fair value measurement, such as security deposits and fair value (less costs of disposal) of CGUs (for impairment test purpose) and financial assets at FVOCI.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

r. Issuance costs of share capital

Costs incurred in connection with the Company's issuance of share capital to the public were offset directly with the proceeds and presented as deduction to additional paid-in capital account in the consolidated statement of financial position.

s. Basic earnings (loss) per share

In accordance with PSAK 233: Earnings per Share, the basic earnings (loss) per share attributable to the equity holder of the parent entity are computed by dividing profit (loss) for the year attributable to the equity holders of the parent entity over the weighted average number of issued and fully paid shares during the year.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

s. Laba (rugi) per saham dasar (Lanjutan)

Apabila jumlah saham biasa yang beredar meningkat tanpa disertai peningkatan sumber daya, maka jumlah saham biasa yang beredar sebelum peristiwa tersebut disesuaikan dengan perubahan proporsional atas jumlah saham beredar seolah-olah peristiwa tersebut terjadi pada permulaan dari periode sajian paling awal.

Grup tidak mempunyai saham biasa yang berpotensi dilutif pada tanggal 31 Desember 2025.

t. Informasi segmen

Segmen operasi diidentifikasi berdasarkan laporan internal mengenai komponen dari Grup yang secara reguler direviu oleh pengambil keputusan operasional dalam rangka mengalokasikan sumber daya dan menilai kinerja segmen operasi.

Segmen operasi adalah suatu komponen dari entitas:

- a. yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban terkait dengan transaksi dengan komponen lain dari entitas yang sama);
- b. yang hasil operasinya dikaji ulang secara reguler oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
- c. dimana tersedia informasi keuangan yang dapat dipisahkan.

Informasi yang digunakan oleh pengambil keputusan operasional dalam rangka alokasi sumber daya dan penilaian kinerja mereka terfokus pada kategori dari setiap segmen.

Grup memiliki dua kategori segmen yaitu operasi penerbangan dan *ancillary* dan lain-lain (Catatan 30).

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INFORMATION (Continued)

s. Basic earnings (loss) per share (Continued)

If the number of ordinary shares outstanding is increased without an increase in resources, the number of ordinary shares outstanding before the event is adjusted for the proportionate change in the number of ordinary shares outstanding as of the event had occurred at the beginning of the earliest period presented.

The Group has no outstanding dilutive potential ordinary shares as of 31 December 2025.

t. Segment information

Operating segments are identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segments and to assess their performances.

An operating segment is a component of an entity:

- a. *that engages in business activities from which it may earn revenue and incur expenses (including revenue and expenses relating to the transaction with other components of the same entity);*
- b. *whose operating results are reviewed regularly by the entity's chief operating decision maker to make decision about resources to be allocated to the segments and assess its performance; and*
- c. *for which discrete financial information is available.*

Information reported to the chief operating decision maker for the purpose of resource allocation and assessment of their performance is more specifically focused on the category of each segment.

The Group has two segment categories which are flight operations and ancillary and others (Note 30).

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

u. Peristiwa setelah periode pelaporan

Peristiwa setelah akhir periode yang memberikan tambahan informasi mengenai posisi keuangan konsolidasian Grup pada tanggal pelaporan (peristiwa penyesuaian), jika ada, dicerminkan dalam laporan keuangan konsolidasian.

Peristiwa setelah akhir periode yang bukan peristiwa penyesuaian diungkapkan dalam catatan atas laporan keuangan konsolidasian jika material.

v. Perubahan pada pernyataan standar akuntansi keuangan dan interpretasi pernyataan standar akuntansi keuangan

Penerapan dari revisi standar berikut yang berlaku efektif mulai 1 Januari 2025 tidak menimbulkan perubahan substansial terhadap kebijakan akuntansi Grup dan pengaruh yang material atas jumlah yang dilaporkan atas tahun berjalan atau tahun sebelumnya.

Amendemen PSAK 221 “Pengaruh Perubahan Kurs Valuta Asing” - Kekurangan Ketertukaran

Amandemen PSAK 221, ‘Pengaruh Perubahan Kurs Valuta Asing’, memperjelas pengaturan terkait kondisi ketika suatu mata uang tidak tertukarkan serta pengungkapannya.

PSAK 117 “Kontrak Asuransi”

PSAK 117 mengatur relaksasi beberapa ketentuan antara lain berupa penambahan pengecualian ruang lingkup, penyesuaian penyajian laporan keuangan, penerapan opsi mitigasi risiko dan beberapa modifikasi pada ketentuan transisi. PSAK 117 juga mensyaratkan pemisahan yang jelas antara pendapatan yang dihasilkan dari bisnis asuransi dengan yang berasal dari kegiatan investasi.

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2. SUMMARY OF MATERIAL ACCOUNTING POLICIES
INFORMATION (Continued)

u. Events after the reporting period

Post-period events that provide additional information about the Group's consolidated financial position at the reporting date (adjusting events), if any, are reflected in the consolidated financial statements.

Post-period events that are not adjusting events are disclosed in the notes to consolidated financial statements when material.

v. Changes to the statements of financial accounting standards and interpretations of statement of financial accounting standards

The adoption of these amended standards, which are effective beginning 1 January 2025 did not result in substantial changes to the Group's accounting policies and had no material impact on the amounts reported for the current or prior financial years.

Amendment of PSAK 221 “The Effects of Changes in Foreign Exchange Rates” - Lack of Exchangeability

Amendment of PSAK 221 “The Effects of Changes in Foreign Exchange Rates” clarifies the requirements concerning the conditions under which a currency is non-exchangeable and its disclosure.

PSAK 117 “Insurance Contract”

PSAK 117 regulates the relaxation of several provisions, including the addition of scope exceptions, adjustments to the presentation of financial statements, application of risk mitigation options and some modifications to transitional provisions. PSAK 117 also requires a clear separation between income generated from the insurance business and from investment activities.

Ekshibit E/38

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

w. Standar akuntansi yang telah diterbitkan
namun belum berlaku efektif

Penerapan dari revisi standar berikut yang berlaku efektif mulai 1 Januari 2026 tidak menimbulkan perubahan substansial terhadap kebijakan akuntansi Grup dan pengaruh yang material atas jumlah yang dilaporkan atas tahun berjalan atau tahun sebelumnya.

Amendemen PSAK 109 dan PSAK 107
"Pengungkapan tentang Klasifikasi dan
Pengukuran Instrumen Keuangan"

Amendemen PSAK 109 ini menambahkan dan mengklarifikasi ketentuan dalam PSAK 109 terkait penghentian pengakuan liabilitas keuangan, serta mengklarifikasi penilaian karakteristik arus kas untuk aset keuangan dengan fitur ESG-linked, aset keuangan dengan fitur non-recourse, dan instrumen yang terikat secara kontraktual seperti tranche. Amendemen ini juga mengubah ketentuan dalam PSAK 107 terkait persyaratan pengungkapan investasi pada instrumen ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan menambah ketentuan terkait instrumen keuangan dengan persyaratan kontraktual yang mengubah waktu atau jumlah arus kas kontraktual.

Amendemen PSAK 109 dan PSAK 107 terkait
Kontrak yang Mengacu pada Listrik Bergantung
Alam

Amendemen ini mengubah persyaratan 'penggunaan sendiri' dan akuntansi lindung nilai dalam PSAK 109 serta memperkenalkan persyaratan pengungkapan khusus untuk PSAK 107. Ketentuan ini hanya berlaku untuk kontrak yang melibatkan variabilitas dalam pembangkit listrik yang disebabkan oleh kondisi alam yang tidak dapat dikendalikan, seperti cuaca. Kontrak-kontrak ini dikenal sebagai 'kontrak dengan referensi listrik yang bergantung pada alam'.

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2. SUMMARY OF MATERIAL ACCOUNTING
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w. Accounting standards that have been
published but not yet effective

The adoption of these amended standards, which are effective beginning 1 January 2026 did not result in substantial changes to the Group's accounting policies and had no material impact on the amounts reported for the current or prior financial years.

Amendment of PSAK 109 and PSAK 107
"Classification and Measurement of
Financial Instruments"

The amendment adds and clarifies provisions in PSAK 109 regarding the derecognition of financial liabilities and clarifies the assessment of cash flow characteristics for financial assets with environmental, social and governance (ESG)-linked features, financial assets with non-recourse features and contractually linked instruments such as tranches. The amendment also modifies provisions in PSAK 107 related to disclosure requirements for investments in equity instruments measured at fair value through other comprehensive income and adds provisions related to financial instruments with contractual terms that alter the timing or amount of contractual cash flow.

Amendments to PSAK 109 and PSAK 107 of
Contracts Referencing Nature-dependent
Electricity

The amendment modifies the 'own use' and hedge accounting requirements of PSAK 109 and introduce specific disclosure requirements for PSAK 107. They apply only to contracts that involve variability in electricity generation due to uncontrollable natural conditions, like weather. These are known as 'contracts referencing nature-dependent electricity'.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

- w. Standar akuntansi yang telah diterbitkan
namun belum berlaku efektif (Lanjutan)

Penerapan dari standar baru berikut berlaku efektif mulai 1 Januari 2027. Penerapan retrospektif diwajibkan, sehingga informasi komparatif untuk tahun keuangan yang berakhir pada 31 Desember 2026 akan disajikan ulang sesuai dengan standar ini.

PSAK 118 “Penyajian dan Pengungkapan dalam Laporan Keuangan”

PSAK 118 menggantikan PSAK 201, mempertahankan banyak prinsip yang ada tetapi secara signifikan mengubah cara entitas melaporkan “laba atau rugi operasional.” PSAK ini menetapkan struktur yang jelas untuk laporan laba rugi dengan mengelompokkan pos-pos ke dalam kategori operasi, investasi, pembiayaan, pajak penghasilan, dan operasi yang dihentikan. Standar ini mewajibkan pengungkapan tertentu, termasuk ukuran kinerja tetapan manajemen (UKTM), yang memungkinkan investor memahami bagaimana pandangan manajemen atas kinerja keuangan perusahaan dan bagaimana ukuran tersebut dibandingkan dengan ukuran yang didefinisikan dalam PSAK 118.

Meskipun PSAK 118 tidak memengaruhi pengakuan atau pengukuran pos-pos dalam laporan keuangan, dampaknya terhadap penyajian dan pengungkapan diperkirakan akan sangat luas, terutama yang berkaitan dengan laporan kinerja keuangan dan penyediaan UKTM dalam laporan keuangan.

Exhibit E/39

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

- w. Accounting standards that have been
published but not yet effective
(Continued)

The adoption of the new standard is effective beginning 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 31 December 2026 will be restated in accordance with this standard.

PSAK 118 “Presentation and Disclosure in Financial Statements”

PSAK 118 supersedes PSAK 201, retaining many existing principles but significantly changing how entities report “operating profit or loss.” It establishes a defined structure for the statement of profit or loss, categorising items into operating, investing, financing, income taxes and discontinued operations. The standard mandates specific disclosures, including management-defined performance measures (MPMs), allowing investors to understand management’s view of the company’s financial performance and how these measures compare to those defined in PSAK 118.

Even though PSAK 118 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance and providing MPM within the financial statements.

Ekshibit E/40

PT AIRASIA INDONESIA TBK
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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

- w. Standar akuntansi yang telah diterbitkan
namun belum berlaku efektif (Lanjutan)

PSAK 118 “Penyajian dan Pengungkapan dalam
Laporan Keuangan” (Lanjutan)

Manajemen saat ini sedang menilai secara rinci
implikasi penerapan standar baru ini pada
laporan keuangan konsolidasian Grup. Dari
penilaian awal, secara garis besar, dampak
potensial berikut telah diidentifikasi:

- 1) PSAK 118 “Penyajian dan Pengungkapan
dalam Laporan Keuangan” Meskipun
adopsi PSAK 118 tidak akan berpengaruh
pada laba bersih Grup, Grup
mengharapkan pengelompokan pos
pendapatan dan beban dalam laporan laba
rugi ke dalam kategori baru akan
memengaruhi cara perhitungan dan
pelaporan laba operasi. Dari penilaian
dampak garis besar yang dilakukan Grup,
pos-pos berikut mungkin berpotensi
memengaruhi laba operasi:

- (a) Perbedaan nilai tukar yang saat ini
digabungkan dalam pos ‘pendapatan
lain dan keuntungan/ (kerugian) lain
- neto’ dalam laba operasi mungkin
perlu dipisahkan, dengan beberapa
keuntungan atau kerugian dari nilai
tukar disajikan di bawah laba operasi.

- (b) PSAK 118 memiliki persyaratan khusus
mengenai kategori di mana
keuntungan atau kerugian derivatif
diakui - yaitu kategori yang sama
dengan pendapatan dan beban yang
dipengaruhi oleh risiko yang dikelola
oleh derivatif tersebut. Meskipun Grup
saat ini mengakui beberapa
keuntungan atau kerugian dalam laba
operasi dan lainnya dalam biaya
keuangan, mungkin akan terjadi
perubahan mengenai tempat di mana
keuntungan atau kerugian tersebut
diakui, dan Grup saat ini sedang
mengevaluasi kebutuhan untuk
melakukan perubahan.

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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

- w. Accounting standards that have been
published but not yet effective
(Continued)

PSAK 118 “Presentation and Disclosure in
Financial Statements” (Continued)

Management is currently assessing the
detailed implications of applying the new
standard on the Group’s consolidated
financial statements. From the high-level
preliminary assessment performed, the
following potential impacts have been
identified:

- 1) Although the adoption of PSAK 118 will
have no impact on the Group’s net
profit, the Group expects that
Grouping items of income and expenses
in the statement of profit or loss into
the new categories will impact how
operating profit is calculated and
reported. From the high-level impact
assessment that the Group has
performed, the following items might
potentially impact operating profit:

- (a) Foreign exchange differences
currently aggregated in the line
item ‘other income and other
gains/(losses) - net’ in operating
profit might need to be
disaggregated, with some foreign
exchange gains or losses presented
below operating profit.

- (b) PSAK 118 has specific requirements
on the category in which derivative
gains or losses are recognized -
which is the same category as the
income and expenses affected by
the risk that the derivative is used
to manage. Although the Group
currently recognizes some gains or
losses in operating profit and
others in finance costs, there might
be a change to where these gains or
losses are recognized, and the
Group is currently evaluating the
need for change.

Ekshibit E/41

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

- w. Standar akuntansi yang telah diterbitkan
namun belum berlaku efektif (Lanjutan)

PSAK 118 “Penyajian dan Pengungkapan dalam
Laporan Keuangan” (Lanjutan)

- 2) Pos-pos yang disajikan dalam laporan keuangan utama mungkin akan berubah akibat penerapan konsep ‘ringkasan terstruktur yang berguna’ dan prinsip yang ditingkatkan mengenai agregasi dan disaggregasi. Selain itu, karena goodwill akan disajikan secara terpisah dalam laporan posisi keuangan, Grup akan memisahkan goodwill dan aset tidak berwujud lainnya serta menyajikannya secara terpisah dalam laporan posisi keuangan.
- 3) Grup tidak mengharapkan adanya perubahan signifikan dalam informasi yang saat ini diungkapkan dalam atatan, karena persyaratan untuk mengungkapkan informasi material tetap tidak berubah; namun, cara pengelompokan informasi tersebut mungkin berubah sebagai akibat dari prinsip agregasi/disaggregasi. Selain itu, akan ada pengungkapan baru yang signifikan yang diwajibkan untuk:
- (i) UKTM;
 - (ii) Rincian jenis beban untuk pos-pos yang disajikan berdasarkan fungsi dalam kategori operasi laporan laba rugi - rincian ini hanya diperlukan untuk beberapa jenis beban tertentu; dan
 - (iii) untuk periode tahunan pertama penerapan PSAK 118, rekonsiliasi untuk setiap pos dalam laporan laba rugi antara angka yang telah disajikan ulang berdasarkan penerapan PSAK 118 dan angka yang sebelumnya disajikan berdasarkan PSAK 201.

Exhibit E/41

PT AIRASIA INDONESIA TBK
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2. SUMMARY OF MATERIAL ACCOUNTING
POLICIES INFORMATION (Continued)

- w. Accounting standards that have been
published but not yet effective
(Continued)

PSAK 118 “Presentation and Disclosure in
Financial Statements” (Continued)

- 2) The line items presented on the primary financial statements might change as a result of the application of the concept of ‘useful structured summary’ and the enhanced principles on aggregation and disaggregation. In addition, since goodwill will be required to be separately presented in the statement of financial position, the Group will disaggregate goodwill and other intangible assets and present them separately in the statement of financial position.
- 3) The Group does not expect there to be a significant change in the information that is currently disclosed in the notes because the requirement to disclose material information remains unchanged; however, the way in which the information is Grouped might change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for:
- (i) MPM;
 - (ii) a break-down of the nature of expenses for line items presented by function in the operating category of the statement of profit or loss - this break-down is only required for certain nature expenses; and
 - (iii) for the first annual period of application of PSAK 118, a reconciliation for each line item in the statement of profit or loss between the restated amounts presented by applying PSAK 118 and the amounts previously presented applying PSAK 201.

Ekshibit E/42

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI
MATERIAL (Lanjutan)

- w. Standar akuntansi yang telah diterbitkan
namun belum berlaku efektif (Lanjutan)

PSAK 118 “Penyajian dan Pengungkapan dalam
Laporan Keuangan” (Lanjutan)

- 4) Dari perspektif laporan arus kas, akan ada
perubahan cara penyajian bunga diterima
dan bunga dibayar. Bunga dibayar akan
disajikan sebagai arus kas pendanaan dan
bunga diterima akan disajikan sebagai
 arus kas investasi, yang merupakan
perubahan dari penyajian saat ini sebagai
bagian dari arus kas operasi.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN

Penyusunan laporan keuangan konsolidasian Grup
mengharuskan manajemen untuk membuat
pertimbangan, estimasi dan asumsi yang
mempengaruhi jumlah pendapatan, beban, aset
dan liabilitas yang dilaporkan, dan pengungkapan
atas liabilitas kontinjensi, pada akhir periode
pelaporan.

Ketidakpastian tentang asumsi dan estimasi
tersebut dapat mengakibatkan penyesuaian
material terhadap nilai tercatat aset dan liabilitas
yang terpengaruh pada periode pelaporan
berikutnya.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen
dalam rangka penerapan kebijakan akuntansi Grup
yang memiliki pengaruh paling signifikan atas
jumlah yang diakui dalam laporan keuangan
konsolidasian:

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2. SUMMARY OF MATERIAL ACCOUNTING
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- w. Accounting standards that have been
published but not yet effective
(Continued)

PSAK 118 “Presentation and Disclosure in
Financial Statements” (Continued)

- 4) From a cash flow statement
perspective, there will be changes to
how interest received and interest paid
are presented. Interest paid will be
presented as financing cash flows and
interest received as investing cash
flows, which is a change from current
presentation as part of operating cash
flows.

3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS

The preparation of the Group’s
consolidated financial statements requires
management to make judgments, estimates and
assumptions that affect the reported amounts
of revenues, expenses, assets and liabilities, and
the disclosures of contingent liabilities, at the
end of the reporting periods.

Uncertainty about these assumptions and
estimates could result in outcomes that may
require material adjustments to the carrying
amounts of the assets and liabilities affected in
future periods.

Judgments

The following judgments are made by the
management in order to apply the Group’s
accounting policies, that have the most
significant effects on the amounts recognized in
the consolidated financial statements:

Ekshibit E/43

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3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (Lanjutan)

Pertimbangan (Lanjutan)

Pajak penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal.

Ketidakpastian atas interpretasi dari peraturan perpajakan yang kompleks dan jumlah serta waktu dari penghasilan kena pajak di masa mendatang. Perhitungan untuk pajak penghasilan badan diungkapkan di Catatan 23.

Opsi pembaruan dan penghentian dalam kontrak - Grup sebagai penyewa

Grup menentukan masa sewa sesuai masa sewa yang tidak dapat dibatalkan, ditambah dengan periode yang dicakup oleh opsi untuk memperpanjang masa sewa jika cukup pasti untuk mengeksekusi, atau setiap periode yang dicakup oleh opsi untuk menghentikan sewa, jika cukup pasti untuk tidak mengeksekusi opsi tersebut.

Grup memiliki beberapa kontrak sewa yang mencakup opsi perpanjangan dan terminasi. Grup menerapkan pertimbangan dalam mengevaluasi apakah secara wajar akan menggunakan opsi untuk memperbarui atau mengakhiri sewa.

Pengungkapan lebih lanjut mengenai sewa terdapat pada Catatan 10.

Estimasi dan asumsi

Asumsi utama masa depan dan sumber utama ketidakpastian estimasi lain pada tanggal pelaporan, yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya diungkapkan di bawah ini.

Exhibit E/43

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3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (Continued)

Judgments (Continued)

Income tax

Significant judgment is involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business.

Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. The computation of corporate income tax is disclosed in Note 23.

Lease term of contracts with renewal and termination options - Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew or terminate the lease or not.

Further disclosures of leases are made in Note 10.

Estimations and assumptions

The key assumptions concerning the future and other key sources of uncertainty of estimation at the reporting date that have a significant risk of causing material adjustments to the carrying amounts of assets and liabilities within the next financial year are disclosed below.

Ekshibit E/44

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3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (Lanjutan)

Estimasi dan asumsi (Lanjutan)

Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Penyusutan aset tetap

Biaya perolehan aset tetap disusutkan dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap antara 5 sampai dengan 28,75 tahun. Ini adalah umur yang secara umum diharapkan dalam industri dimana Grup menjalankan bisnisnya.

Perubahan tingkat pemakaian dan perkembangan teknologi dapat memengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya beban penyusutan masa depan mungkin direvisi. Nilai tercatat neto atas aset tetap Grup pada tanggal 31 Desember 2025 dan 2024 diungkapkan dalam Catatan 9.

Program pensiun dan imbalan kerja

Pengukuran liabilitas imbalan kerja Grup bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian. Keuntungan atau kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial diakui secara langsung pada laporan posisi keuangan konsolidasian melalui penghasilan komprehensif lain dalam periode terjadinya.

3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (Continued)

Estimations and assumptions (Continued)

The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Depreciation of fixed assets

The costs of fixed assets are depreciated on a straight-line method over the estimated useful lives of the assets. Management estimates the useful lives of these fixed assets to be within 5 to 28.75 years. These are common life expectancies applied in the industries where the Group conducts its businesses.

Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised. The net carrying value of the Group's fixed assets as of 31 December 2025 and 2024 is disclosed in Note 9.

Pension plan and employee benefits

The measurement of the Group's employee benefits liability is dependent on its selection of certain assumptions used by the independent actuary in calculating such amounts. Those assumptions include among others, discount rates, future annual salary increase, annual employee turn-over rate, disability rate, retirement age and mortality rate. Actuarial gain or losses arising from experience adjustments and changes in actuarial assumptions are recognized immediately in the consolidated financial position through other comprehensive income the period in which they occur.

Ekshibit E/45

PT AIRASIA INDONESIA TBK
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3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (Lanjutan)

Estimasi dan asumsi (Lanjutan)

Program pensiun dan imbalan kerja (Lanjutan)

Sementara Grup berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Grup dapat memengaruhi secara material liabilitas diestimasi atas pensiun dan imbalan kerja dan beban imbalan kerja neto.

Nilai tercatat atas estimasi liabilitas imbalan kerja Grup pada tanggal 31 Desember 2025 dan 2024 dijelaskan lebih rinci dalam Catatan 17.

Pengakuan dan Pemulihan atas aset pajak tangguhan

Grup melakukan penelaahan atas nilai tercatat aset pajak tangguhan pada setiap akhir periode pelaporan dan mengurangi nilai tersebut apabila laba kena pajak mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan. Penelaahan Grup atas pengakuan aset pajak tangguhan untuk perbedaan temporer yang dapat dikurangkan didasarkan atas tingkat dan waktu dari penghasilan kena pajak yang ditaksirkan untuk periode pelaporan berikutnya.

Taksiran ini berdasarkan hasil pencapaian Grup di masa lalu dan ekspektasi di masa depan terhadap pendapatan dan beban, sebagaimana juga dengan strategi perencanaan perpajakan di masa depan. Tetapi tidak terdapat kepastian bahwa Grup dapat menghasilkan penghasilan kena pajak yang cukup untuk memungkinkan penggunaan sebagian atau seluruh aset pajak tangguhan tersebut.

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3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (Continued)

Estimations and assumptions (Continued)

Pension plan and employee benefits (Continued)

While the Group believes that its assumptions are reasonable and appropriate, significant differences in the Group's actual experiences or significant changes in the Group assumptions may materially affect its estimated liabilities for pension and employee benefits and net employee benefits expense.

The carrying amount of the Group's estimated employee benefits liability as of 31 December 2025 and 2024 are discussed further in Note 17.

Recognition and Recoverability of deferred tax assets

The Group reviews the carrying amounts of deferred tax assets at the end of each reporting period and reduces these to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilized. The Group's assessment on the recognition of deferred tax assets on deductible temporary differences is based on the level and timing of forecasted taxable income of the subsequent reporting periods.

This forecast is based on the Group's past results and future expectations on revenues and expenses as well as future tax planning strategies. However, there is no assurance that the Group will generate sufficient taxable income to allow all or part of the deferred tax assets to be utilized.

Ekshibit E/46

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3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (Lanjutan)

Estimasi dan asumsi (Lanjutan)

Ketidakpastian kewajiban perpajakan

Dalam situasi tertentu, Grup tidak dapat menentukan secara pasti jumlah utang pajak kini atau masa mendatang atau jumlah klaim restitusi pajak yang dapat terpulihkan karena proses pemeriksaan yang masih berlangsung atau negosiasi dengan otoritas perpajakan. Ketidakpastian timbul terkait dengan interpretasi dari peraturan perpajakan yang kompleks dan jumlah dan waktu dari penghasilan kena pajak di masa depan. Dalam menentukan jumlah yang harus diakui terkait dengan utang pajak yang tidak pasti atau klaim restitusi pajak yang dapat terpulihkan terkait dengan ketidakpastian posisi perpajakan, Grup menerapkan pertimbangan yang sama yang akan digunakan dalam menentukan jumlah provisi yang harus diakui sesuai dengan PSAK 237: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi dan PSAK 212. Grup membuat analisis untuk semua ketidakpastian posisi perpajakan untuk menentukan jika utang pajak atas manfaat pajak yang tidak pasti atau cadangan atas klaim restitusi pajak yang tidak dapat terpulihkan harus diakui.

Penyisihan atas pengembalian pesawat

Penyisihan dibuat dengan menggunakan model yang melibatkan sejumlah asumsi dan memerlukan pertimbangan yang signifikan termasuk pola pemanfaatan dan perawatan pesawat dan mesin di masa lalu dan yang diharapkan di masa depan, perkiraan biaya perawatan pada saat pengembalian pesawat, dan tingkat diskonto diterapkan untuk menghitung nilai sekarang dari kewajiban masa depan.

Exhibit E/46

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3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (Continued)

Estimations and assumptions (Continued)

Uncertainty of tax provisions

In certain circumstances, the Group may not be able to determine the exact amount of its current or future tax liabilities or recoverable amount of the claim for tax refund due to ongoing investigations by, or negotiation with, the taxation authority. Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. In determining the amount to be recognized in respect of an uncertain tax liability or the recoverable amount of the claim for tax refund related to uncertain tax positions, the Group applies similar considerations as it would use in determining the amount of a provision to be recognized in accordance with PSAK 237: Provisions, Contingent Liabilities and Contingent Assets and PSAK 212. The Group makes an analysis of all uncertain tax positions to determine if a tax liability for uncertain tax benefit or a provision for unrecoverable claim for tax refund should be recognized.

Provision for redelivery aircrafts

The provision is made using a model which incorporates a number of assumptions and requires significant judgement, including past and expected future utilization and maintenance patterns of the aircraft and engines, expected cost of the maintenance at the time to return the aircrafts, and discount rate applied to calculate the present value of the future liability.

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3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (Lanjutan)

Estimasi dan asumsi (Lanjutan)

Penurunan nilai aset non-keuangan

Penurunan nilai terjadi pada saat nilai tercatat aset melebihi jumlah terpulihkannya, yaitu yang lebih tinggi antara nilai wajar dikurangi biaya untuk menjual dan nilai pakainya. Nilai wajar dikurangi biaya untuk menjual didasarkan pada data yang tersedia dari perjanjian penjualan yang mengikat yang dibuat dalam transaksi normal atas aset serupa atau harga pasar yang dapat diamati dikurangi dengan biaya tambahan yang dapat diatribusikan dengan pelepasan aset. Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Grup menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh metode penilaian berganda atau indikator nilai wajar yang tersedia. Perhitungan nilai pakai didasarkan pada model arus kas yang didiskontokan.

Grup mencatat penurunan nilai aset tetap pada tanggal 31 Desember 2025 dan 2024. Nilai tercatat neto atas aset tetap dan aset hak-guna Grup pada tanggal 31 Desember 2025 dan 2024, diungkapkan masing-masing dalam Catatan 9 dan 10.

Penyisihan atas kerugian penurunan nilai piutang lain-lain

Grup menetapkan estimasi penyisihan penurunan nilai piutang lain-lain menggunakan pendekatan yang disederhanakan dari KKE. Matriks provisi digunakan untuk menghitung KKE untuk piutang lain-lain. Tarif provisi didasarkan pada hari tunggakan untuk pengelompokan berbagai segmen pelanggan yang memiliki pola kerugian serupa.

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3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (Continued)

Estimations and assumptions (Continued)

Impairment of non-financial assets

Impairment exists when the carrying value of an asset exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing the asset. In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used by the Group to determine the fair value of the assets. These calculations are corroborated by valuation multiples or other available fair value indicators. The value in use calculation is based on a discounted cash flow model.

The Group recorded allowance for impairment losses of fixed assets as of 31 December 2025 and 2024. The net carrying value of the Group's fixed assets and right-of-use assets as of 31 December 2025 and 2024 are disclosed in Notes 9 and 10, respectively.

Allowance for impairment of other receivables

The Group estimates impairment allowance for other receivables using simplified approach of ECL. A provision matrix is used to determine ECL for other receivables, where the provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

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AKUNTANSI SIGNIFIKAN (Lanjutan)

Estimasi dan asumsi (Lanjutan)

Penyisihan atas kerugian penurunan nilai piutang
lain-lain (Lanjutan)

Evaluasi atas korelasi antara tingkat gagal bayar yang diamati secara historis, perkiraan kondisi ekonomi dan KKE adalah estimasi signifikan. Jumlah KKE sensitif terhadap perubahan keadaan dan prakiraan kondisi ekonomi. Kerugian kredit historis Grup dan perkiraan kondisi ekonomi mungkin tidak mewakili tingkat gagal bayar pelanggan aktual di masa depan.

Nilai tercatat piutang lain-lain Grup sebelum penyisihan atas kerugian penurunan nilai pada tanggal 31 Desember 2025 dan 2024 lebih lanjut diungkapkan dalam Catatan 6 atas laporan keuangan konsolidasian.

Sewa - mengestimasi suku bunga pinjaman
inkremental

Grup tidak dapat langsung menentukan tingkat bunga implisit dalam sewa, oleh karena itu, Grup menggunakan suku bunga pinjaman inkremental (SBPI) untuk mengukur liabilitas sewa.

SBPI adalah tingkat suku bunga yang harus dibayar oleh Grup atas pinjaman dalam jangka waktu yang sama, dan dengan jaminan serupa, dana yang diperlukan untuk memperoleh aset dengan nilai yang sama dengan aset hak-guna dalam lingkungan ekonomi yang serupa. Oleh karena itu, SBPI mencerminkan apa yang 'harus dibayar' oleh Grup, yang memerlukan estimasi ketika tidak tersedianya tarif yang dapat diamati atau ketika mereka perlu disesuaikan untuk mencerminkan syarat dan ketentuan sewa.

Grup mengestimasi SBPI dengan menggunakan input yang dapat diamati (seperti suku bunga pasar) jika tersedia dan diperlukan untuk membuat estimasi spesifik entitas tertentu.

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3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (Continued)

Estimations and assumptions (Continued)

Allowance for impairment of other receivables
(Continued)

The assessment of the correlation between historical observed loss rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical observed loss rate and forecast of economic conditions may not be representative of customer's actual default in the future.

The carrying amounts of the Group's other receivables before allowance for impairment as of 31 December 2025 and 2024 further details are presented in Note 6 to the consolidated financial statements.

Leases - estimating the incremental borrowing
rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities.

The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease.

The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

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4. KAS DAN BANK

| | <u>31 Desember 2025/ 31 December 2025</u> | <u>31 Desember 2024/ 31 December 2024</u> | |
|---|---|---|---|
| K a s | 150.265.522 | 149.256.986 | Cash on hand |
| Bank - pihak ketiga | | | <i>Cash in banks - third parties</i> |
| <u>Rekening Rupiah</u> | | | <u>Rupiah Accounts</u> |
| PT Bank CIMB Niaga Tbk | 8.399.165.675 | 10.710.632.115 | <i>PT Bank CIMB Niaga Tbk</i> |
| PT Bank Mandiri (Persero) Tbk | 7.181.166.020 | 10.372.001.020 | <i>PT Bank Mandiri (Persero) Tbk</i> |
| PT Bank Central Asia Tbk | 1.164.407.049 | 1.081.732.434 | <i>PT Bank Central Asia Tbk</i> |
| PT Bank Negara Indonesia (Persero) Tbk | 129.147.569 | 1.278.708.934 | <i>PT Bank Negara Indonesia (Persero) Tbk</i> |
| PT Bank Maybank Indonesia Tbk | 96.489.108 | 118.634.800 | <i>PT Bank Maybank Indonesia Tbk</i> |
| Citibank, N.A. | 22.913.686 | 114.958.411 | <i>Citibank, N.A.</i> |
| <u>Rekening Dolar AS</u> | | | <u>US Dollar Accounts</u> |
| PT Bank CIMB Niaga Tbk | 5.690.670.809 | 6.396.736.323 | <i>PT Bank CIMB Niaga Tbk</i> |
| Citibank, N.A. | 3.310.399.195 | 5.116.317.550 | <i>Citibank, N.A.</i> |
| PT Bank Mandiri (Persero) Tbk | 1.936.463.233 | 1.052.882.638 | <i>PT Bank Mandiri (Persero) Tbk</i> |
| PT Bank Maybank Indonesia Tbk | 70.115.028 | 3.098.754.321 | <i>PT Bank Maybank Indonesia Tbk</i> |
| <u>Rekening Dolar Australia</u> | | | <u>Australian Dollar Account</u> |
| Citibank, N.A. | 5.216.938.740 | 159.344.013 | <i>Citibank, N.A.</i> |
| <u>Rekening Dong Vietnam</u> | | | <u>Vietnam Dong Account</u> |
| Citibank, N.A. | 1.860.657.894 | 1.846.121.505 | <i>Citibank, N.A.</i> |
| <u>Rekening Dolar Singapura</u> | | | <u>Singapore Dollar Account</u> |
| Citibank, N.A. | 1.415.984.133 | 3.472.111.106 | <i>Citibank, N.A.</i> |
| <u>Rekening Ringgit Malaysia</u> | | | <u>Malaysian Ringgit Accounts</u> |
| Citibank, N.A. | 99.329.572 | 398.915.212 | <i>Citibank, N.A.</i> |
| PT Bank Maybank Indonesia Tbk. | 4.460.419 | 3.892.888 | <i>PT Bank Maybank Indonesia Tbk.</i> |
| Total | <u><u>36.748.573.652</u></u> | <u><u>45.371.000.256</u></u> | Total |

Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat kas dan bank yang digunakan sebagai jaminan atas utang atau pinjaman.

Rekening di bank memiliki tingkat bunga mengambang sesuai dengan tingkat penawaran pada masing-masing bank. Pendapatan bunga yang berasal dari kas di bank disajikan sebagai bagian dari "Pendapatan keuangan" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

As of 31 December 2025 and 2024, there are no cash on hand and in banks as collateral to payables or loans.

Accounts in banks earn interest at floating rates based on the offered rates from each bank. Interest income from cash in banks is presented as part of "Finance income" in the consolidated statement of profit or loss and other comprehensive income.

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5. PIUTANG USAHA - PIHAK KETIGA

| | <u>31 Desember 2025/ 31 December 2025</u> |
|----------------------|---|
| Kartu kredit | 16.366.122.052 |
| Perantara pembayaran | 450.588.610 |
| Lain-lain | <u>1.778.211.680</u> |
| Total | <u>18.594.922.342</u> |

Rincian piutang usaha - pihak ketiga berdasarkan mata uang adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|------------------|---|
| Rupiah | 18.544.300.415 |
| Malaysia Ringgit | 5.909.253 |
| Thailand Baht | <u>44.712.674</u> |
| Total | <u>18.594.922.342</u> |

Analisis umur piutang usaha - pihak ketiga adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|--|---|
| Lancar dan tidak mengalami penurunan nilai | 18.589.013.089 |
| Telah jatuh tempo namun tidak mengalami penurunan nilai: | |
| 1-30 hari | - |
| 31-60 hari | - |
| 61-90 hari | - |
| Lebih dari 90 hari | <u>5.909.253</u> |
| Total | <u>18.594.922.342</u> |

Pada tanggal 31 Desember 2025 dan 2024, piutang usaha PT Indonesia AirAsia, entitas anak, digunakan sebagai jaminan atas fasilitas pinjaman yang diperoleh dari kreditur masing-masing sebesar Rp18.594.922.342 dan Rp18.637.401.524 (Catatan 15).

Manajemen berkeyakinan bahwa seluruh piutang usaha dapat ditagih sepenuhnya sehingga tidak diperlukan pencadangan atas penurunan nilai piutang usaha.

5. TRADE RECEIVABLES - THIRD PARTIES

| | <u>31 Desember 2024/ 31 December 2024</u> |
|--------------|---|
| | 16.736.623.822 |
| | 352.361.425 |
| | <u>1.548.416.277</u> |
| Total | <u>18.637.401.524</u> |

The details of trade receivables - third parties based on the currency are as follows:

| | <u>31 Desember 2024/ 31 December 2024</u> |
|--------------|---|
| | 18.632.876.092 |
| | - |
| | <u>4.525.432</u> |
| Total | <u>18.637.401.524</u> |

The aging analysis of trade receivables - third parties is as follows:

| | <u>31 Desember 2024/ 31 December 2024</u> |
|--------------|---|
| | 18.630.941.030 |
| | - |
| | 4.025.899 |
| | 84.929 |
| | <u>2.349.666</u> |
| Total | <u>18.637.401.524</u> |

As of 31 December 2025 and 2024, trade receivables of PT Indonesia AirAsia, a subsidiary, are pledged as collateral to the loan facilities obtained from creditors amounted to Rp18,594,922,342 and Rp18,637,401,524, respectively (Note 15).

Management believes that all trade receivables are fully collectible so no allowance for impairment of trade receivables are provided.

Credit card
Payment channel
Others

Rupiah
Malaysian Ringgit
Thailand Baht

Neither past due nor impaired

Past due but not impaired:
1-30 days
31-60 days
61-90 days
More than 90 days

Total

Total

Total

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6. PIUTANG LAIN-LAIN, NETO

| | <u>31 Desember 2025/ 31 December 2025</u> |
|---|---|
| Pihak ketiga | 133.367.047.499 |
| Penyisihan atas kerugian penurunan nilai piutang lain-lain pihak ketiga | <u>(12.955.734.966)</u> |
| Pihak ketiga, neto | 120.411.312.533 |
| Pihak berelasi, neto (Catatan 22) | <u>118.544.875.429</u> |
| Total neto | <u>238.956.187.962</u> |

Rincian piutang lain-lain berdasarkan mata uang
adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|------------------|---|
| Rupiah | 152.984.344.254 |
| Dolar AS | 83.934.653.516 |
| Dolar Singapura | 1.622.818.692 |
| Ringgit Malaysia | <u>414.371.500</u> |
| Total | <u>238.956.187.962</u> |

Mutasi penyisihan atas kerugian penurunan nilai
adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|------------------------------------|---|
| Saldo awal | 12.955.734.966 |
| Penyisihan selama periode berjalan | - |
| Penghapusan | <u>-</u> |
| Saldo akhir | <u>12.955.734.966</u> |

Pada tanggal 31 Desember 2025 dan 2024, piutang
lain-lain PT Indonesia AirAsia, entitas anak,
digunakan sebagai jaminan atas fasilitas pinjaman
yang diperoleh dari kreditur masing-masing sebesar
Rp238.956.187.962 dan Rp209.400.928.962
(Catatan 15).

Manajemen berpendapat bahwa tidak diperlukan
penyisihan penurunan nilai piutang lain-lain kepada
pihak berelasi.

6. OTHER RECEIVABLES, NET

| | <u>31 Desember 2024/ 31 December 2024</u> |
|--------------|---|
| | 171.363.181.341 |
| | <u>(12.955.734.966)</u> |
| | 158.407.446.375 |
| | <u>50.993.482.587</u> |
| Total | <u>209.400.928.962</u> |

The details of other receivables based on the
currency are as follows:

| | <u>31 Desember 2024/ 31 December 2024</u> |
|------------------|---|
| Rupiah | 168.189.809.629 |
| Dolar AS | 40.968.742.843 |
| Dolar Singapura | - |
| Ringgit Malaysia | <u>242.376.490</u> |
| Total | <u>209.400.928.962</u> |

The movements in the allowance for impairment
losses are as follows:

| | <u>31 Desember 2024/ 31 December 2024</u> |
|--------------|---|
| | 12.955.734.966 |
| | - |
| | <u>-</u> |
| Total | <u>12.955.734.966</u> |

As of 31 December 2025 and 2024, other
receivables of PT Indonesia AirAsia, a subsidiary,
are pledged as collateral to the facilities loan
obtained from creditors amounted to
Rp238,956,187,962 and Rp209,400,928,962,
respectively (Note 15).

Management believes that there is no need to
provide the provision for impairment of other
receivables to related parties.

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7. PERSEDIAAN

| | <u>31 Desember 2025/ 31 December 2025</u> |
|-----------------------------------|---|
| Suku cadang | 138.171.432.045 |
| Barang dagangan dalam penerbangan | <u>894.263.121</u> |
| Total | <u><u>139.065.695.166</u></u> |

Berdasarkan penelaahan pada akhir tahun, manajemen yakin bahwa seluruh persediaan dapat digunakan sepenuhnya sehingga tidak ada penyisihan penurunan nilai dan/atau penyisihan penghapusan.

Pada tanggal 31 Desember 2025 dan 2024, persediaan tertentu diasuransikan terhadap risiko kebakaran dan risiko lainnya (Catatan 9). Manajemen yakin bahwa nilai pertanggungan telah cukup untuk menutup kemungkinan kerugian atas persediaan yang dipertanggungkan.

Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat persediaan yang dijaminkan.

8. UANG MUKA DAN BIAYA DIBAYAR DI MUKA

| | <u>31 Desember 2025/ 31 December 2025</u> |
|--------------|---|
| Bahan bakar | 50.998.203.944 |
| Lain-lain | <u>8.834.933.350</u> |
| Total | <u><u>59.833.137.294</u></u> |

Uang muka bahan bakar merupakan pembayaran kepada, PT Pertamina (Persero), Air BP Ltd., Petronas Dagangan Berhad, Chevron (Hongkong) Ltd., Vitol Aviation BV, dan PTT Oil and Retail Business PCL.

Mutasi saldo uang muka bahan bakar adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|--------------------|---|
| Saldo awal | 31.010.204.784 |
| Penambahan | 3.201.678.859.745 |
| Pengurangan | <u>(3.181.690.860.585)</u> |
| Saldo akhir | <u><u>50.998.203.944</u></u> |

7. INVENTORIES

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|----------------|
| | 111.822.031.431 | Spare parts |
| | <u>15.235.572.089</u> | Inflight goods |
| Total | <u><u>127.057.603.520</u></u> | Total |

Based on the review at the end of the year, the management believes that all inventories are fully useable so no impairment and/or allowance for inventory obsolescence are provided.

As of 31 December 2025 and 2024, certain inventories were insured against fire and other risks (Note 9). Management believes that the insurance coverage is adequate to cover possible losses arising from possible losses on the inventories insured.

As of 31 December 2025 and 2024, inventories are not pledged as collateral.

8. ADVANCES AND PREPAID EXPENSES

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|--------------|
| | 31.010.204.784 | Fuel |
| | <u>1.965.165.028</u> | Others |
| Total | <u><u>32.975.369.812</u></u> | Total |

Advances for fuel represent payments to PT Pertamina (Persero), Air BP Ltd., Petronas Dagangan Berhad, Chevron (Hongkong) Ltd., Vitol Aviation BV, and PTT Oil and Retail Business PCL.

The movements in the balance of advances for fuel are as follows:

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|-------------------|
| | 43.710.233.507 | Beginning balance |
| | 3.419.447.396.223 | Additions |
| | <u>(3.432.147.424.946)</u> | Deductions |
| Total | <u><u>31.010.204.784</u></u> | Total |

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9. ASET TETAP, NETO

9. FIXED ASSETS, NET

| | | 31 Desember 2025/31 December 2025 | | | | | |
|---|---|-----------------------------------|----------------------------------|---|---------------------------------------|--|--|
| | Saldo awal/ <i>Beginning balance</i> | Penambahan/ <i>Addition</i> | Pengurangan/ <i>Deduction</i> | Reklasifikasi/ <i>Reclassification</i> | Saldo akhir/ <i>Ending balance</i> | | |
| Nilai perolehan | | | | | | <i>Cost</i> | |
| Tanah | 176.769.049.934 | - | - | - | 176.769.049.934 | <i>Land</i> | |
| Bangunan | 384.407.638.387 | - | - | - | 384.407.638.387 | <i>Building</i> | |
| Mesin pesawat dan peralatan penerbangan | 162.708.726.006 | 113.314.209.794 | - | - | 276.022.935.800 | <i>Aircraft engines and inflight equipment</i> | |
| Rotable assets dan alat teknik | 394.787.150.178 | 26.074.936.008 | (5.935.029.087) | - | 414.927.057.099 | <i>Rotable assets and engineering tools</i> | |
| Alat bantu darat | 3.870.938.576 | - | - | - | 3.870.938.576 | <i>Ground support equipment</i> | |
| Kendaraan | 12.458.041.226 | - | - | - | 12.458.041.226 | <i>Vehicles</i> | |
| Peralatan kantor | 83.547.176.353 | 3.175.905.855 | - | - | 86.723.082.208 | <i>Office equipment</i> | |
| Renovasi | 13.991.426.967 | 947.264.022 | - | - | 14.938.690.989 | <i>Renovation</i> | |
| Aset dalam penyelesaian | - | - | - | - | - | <i>Work in progress</i> | |
| Pesawat | 385.015.597.708 | - | - | - | 385.015.597.708 | <i>Aircraft</i> | |
| Total nilai perolehan | 1.617.555.745.335 | 143.512.315.679 | (5.935.029.087) | - | 1.755.133.031.927 | Total cost | |
| Akumulasi penyusutan | | | | | | Accumulated depreciation | |
| Bangunan | 76.927.317.749 | 13.370.700.466 | - | - | 90.298.018.215 | <i>Building</i> | |
| Mesin pesawat dan peralatan penerbangan | 125.057.021.880 | 27.171.304.259 | - | - | 152.228.326.139 | <i>Aircraft engines and inflight equipment</i> | |
| Rotable assets dan alat teknik | 294.415.409.439 | 24.014.019.187 | (2.791.976.284) | - | 315.637.452.342 | <i>Rotable assets and engineering tools</i> | |
| Alat bantu darat | 1.116.718.036 | 27.640.000 | - | - | 1.144.358.036 | <i>Ground support equipment</i> | |
| Kendaraan | 12.513.354.140 | - | - | - | 12.513.354.140 | <i>Vehicles</i> | |
| Peralatan kantor | 72.446.756.781 | 2.826.932.080 | - | - | 75.273.688.861 | <i>Office equipment</i> | |
| Renovasi | 11.434.727.171 | 738.830.712 | - | - | 12.173.557.883 | <i>Renovation</i> | |
| Pesawat | 269.954.093.715 | 63.288.639.743 | - | - | 333.242.733.458 | <i>Aircraft</i> | |
| Total akumulasi penyusutan | 863.865.398.911 | 131.438.066.447 | (2.791.976.284) | - | 992.511.489.074 | Total accumulated depreciation | |
| Kerugian penurunan nilai | 12.515.080.854 | - | - | - | 12.515.080.854 | Impairment losses | |
| Nilai buku neto | 741.175.265.570 | | | | 750.106.461.999 | Net book value | |

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9. ASET TETAP, NETO (Lanjutan)

9. FIXED ASSETS, NET (Continued)

| | | 31 Desember 2024/31 December 2024 | | | | | |
|---|---|-----------------------------------|----------------------------------|---|---------------------------------------|--|--|
| | Saldo awal/ <i>Beginning balance</i> | Penambahan/ <i>Addition</i> | Pengurangan/ <i>Deduction</i> | Reklasifikasi/ <i>Reclassification</i> | Saldo akhir/ <i>Ending balance</i> | | |
| Nilai perolehan | | | | | | <i>Cost</i> | |
| Tanah | 176.769.049.934 | - | - | - | 176.769.049.934 | <i>Land</i> | |
| Bangunan | 384.407.638.387 | - | - | - | 384.407.638.387 | <i>Building</i> | |
| Mesin pesawat dan peralatan penerbangan | 162.225.499.181 | 483.226.825 | - | - | 162.708.726.006 | <i>Aircraft engines and inflight equipment</i> | |
| Rotable assets dan alat teknik | 371.854.370.269 | 31.872.348.535 | (8.939.568.626) | - | 394.787.150.178 | <i>Rotable assets and engineering tools</i> | |
| Alat bantu darat | 1.268.959.704 | 2.601.978.872 | - | - | 3.870.938.576 | <i>Ground support equipment</i> | |
| Kendaraan | 12.458.041.226 | - | - | - | 12.458.041.226 | <i>Vehicles</i> | |
| Peralatan kantor | 82.062.967.016 | 1.824.799.199 | (340.589.862) | - | 83.547.176.353 | <i>Office equipment</i> | |
| Renovasi | 12.203.882.990 | 1.266.605.103 | - | 520.938.874 | 13.991.426.967 | <i>Renovation</i> | |
| Aset dalam penyelesaian | 520.938.874 | - | - | (520.938.874) | - | <i>Work in progress</i> | |
| Pesawat | 385.015.597.708 | - | - | - | 385.015.597.708 | <i>Aircraft</i> | |
| Total nilai perolehan | 1.588.786.945.289 | 38.048.958.534 | (9.280.158.488) | - | 1.617.555.745.335 | Total cost | |
| Akumulasi penyusutan | | | | | | Accumulated depreciation | |
| Bangunan | 63.556.617.283 | 13.370.700.466 | - | - | 76.927.317.749 | <i>Building</i> | |
| Mesin pesawat dan peralatan penerbangan | 124.686.972.706 | 370.049.174 | - | - | 125.057.021.880 | <i>Aircraft engines and inflight equipment</i> | |
| Rotable assets dan alat teknik | 278.593.412.951 | 20.826.220.297 | (5.004.223.809) | - | 294.415.409.439 | <i>Rotable assets and engineering tools</i> | |
| Alat bantu darat | 1.089.078.036 | 27.640.000 | - | - | 1.116.718.036 | <i>Ground support equipment</i> | |
| Kendaraan | 12.513.354.140 | - | - | - | 12.513.354.140 | <i>Vehicles</i> | |
| Peralatan kantor | 69.729.991.433 | 2.716.765.348 | - | - | 72.446.756.781 | <i>Office equipment</i> | |
| Renovasi | 10.610.961.015 | 823.766.156 | - | - | 11.434.727.171 | <i>Renovation</i> | |
| Pesawat | 206.683.376.156 | 63.270.717.559 | - | - | 269.954.093.715 | <i>Aircraft</i> | |
| Total akumulasi penyusutan | 767.463.763.720 | 101.405.859.000 | (5.004.223.809) | - | 863.865.398.911 | Total accumulated depreciation | |
| Kerugian penurunan nilai | 12.515.080.854 | - | - | - | 12.515.080.854 | Impairment losses | |
| Nilai buku neto | 808.808.100.715 | | | | 741.175.265.570 | Net book value | |

Beban penyusutan yang dibebankan dalam beban usaha untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar Rp131.438.066.447 dan Rp101.405.859.000.

Pada bulan April 2019, IAA melakukan pembelian tanah dan bangunan sebesar Rp561.176.688.321 atau setara dengan US\$34.000.000, dengan area masing-masing seluas 10.731 meter persegi (m²) dan 11.200 m² yang berlokasi di Jl. Marsekal Suryadharma No. 1, Tangerang, yang sebagian dibayar melalui uang muka sebesar Rp527.250.888.321 atau setara dengan US\$32.321.066. IAA memperoleh fasilitas pinjaman bank untuk melunasi pembelian tersebut (Catatan 15).

Depreciation expense charged to operating expenses for the year ended 31 December 2025 and 2024 amounted to Rp131,438,066,447 and Rp101,405,859,000, respectively.

In April 2019, IAA purchased land and buildings amounted to Rp561,176,688,321 or equivalent to US\$34,000,000, with areas of 10,731 square meters (m²) and 11,200 m², respectively, located at Jl. Marsekal Suryadharma No. 1, Tangerang, that is partially paid as advances amounted to Rp527,250,888,321 or equivalent to US\$32,321,066. IAA obtained bank loan facility to settle such purchase (Note 15).

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9. ASET TETAP, NETO (Lanjutan)

Pada tanggal 31 Desember 2025, kerugian penurunan nilai aset tetap untuk menutupi kemungkinan kerugian atau penurunan nilai aset tetap sebesar Rp12.515.080.854.

Pada tanggal 31 Desember 2025 dan 2024, nilai perolehan aset tetap Grup yang telah disusutkan penuh namun masih digunakan adalah masing-masing sebesar Rp296.730.896.602 dan Rp274.101.228.611.

Pada tanggal 31 Desember 2025 dan 2024, aset tetap dan persediaan dilindungi dengan asuransi terhadap risiko kebakaran dan risiko lainnya berdasarkan paket polis dengan nilai pertanggungan sebesar Rp415.000.000.000 dan US\$828.504.252 oleh PT Asuransi Central Asia, yang menurut pendapat manajemen cukup untuk menutup kemungkinan kerugian dari risiko-risiko yang dipertanggungjawabkan.

Jenis kepemilikan hak atas tanah Grup adalah berupa Hak Guna Bangunan ("HGB"), yang masa berlakunya akan berakhir antara tahun 2043 sampai dengan 2046. Manajemen berkeyakinan bahwa kepemilikan hak atas tanah akan dapat diperbaharui/diperpanjang pada saat jatuh tempo.

Berdasarkan hasil penelaahan kondisi aset tetap, manajemen berpendapat bahwa kerugian penurunan nilai aset tetap cukup untuk menutupi kemungkinan kerugian atas penurunan nilai aset tetap.

Berdasarkan penelaahan manajemen, tidak terdapat kejadian-kejadian atau perubahan-perubahan keadaan yang mengindikasikan penyesuaian taksiran masa manfaat, nilai residu, dan metode penyusutan aset tetap pada tanggal 31 Desember 2025 dan 2024.

Pada tanggal 31 Desember 2025 dan 2024, aset tertentu dijaminkan atas pinjaman dari PT Bank CIMB Niaga Tbk. (Catatan 15).

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9. FIXED ASSETS, NET (Continued)

As of 31 December 2025, impairment losses of fixed assets to cover any possible losses that may arise from the decrease in value of fixed assets amounted to Rp12,515,080,854.

As of 31 December 2025 and 2024, the acquisition costs of the Group's fixed assets that have been fully depreciated but are still being utilized amounted to Rp296,730,896,602 and Rp274,101,228,611, respectively.

As of 31 December 2025 and 2024, fixed assets and certain inventories are covered by insurance against losses from fire and other risks under a policy package with insurance coverage totaling Rp415,000,000,000 and US\$828,504,252 by PT Asuransi Central Asia, which in management's opinion is adequate to cover possible losses that may arise from the said insured risks.

The Group's titles of ownership on its land rights are in the form of Right to Build ("Hak Guna Bangunan" or "HGB"), which will expire between 2043 and 2046. The management believes that the said titles of land rights ownership can be renewed/extended upon expiry.

Based on the review of the condition of fixed assets, the management is of the opinion that the allowance for impairment losses of fixed assets is adequate to cover any possible losses that may arise from the decrease in value of fixed assets.

Based on management review, there were no events or changes in circumstances which indicate an adjustment for estimated useful life, residual values and depreciation method of the fixed assets as of 31 December 2025 and 2024.

As of 31 December 2025 and 2024, certain assets were pledged as collateral to the bank loan obtained from PT Bank CIMB Niaga Tbk. (Note 15).

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10. SEWA

10. LEASES

a. Aset hak-guna, neto

a. Right-of-use assets, net

| | <u>Pesawat/ Aircrafts</u> | <u>Mesin pesawat/ Aircraft engines</u> | <u>Jumlah/ Amount</u> | |
|--|-------------------------------|--|----------------------------|--|
| Biaya perolehan | | | | <i>At cost</i> |
| Saldo per | | | | <i>Balance as of</i> |
| 1 Januari 2025 | 7.890.576.128.494 | 15.241.197.731 | 7.905.817.326.225 | <i>1 January 2025</i> |
| Penambahan | - | 37.541.790.220 | 37.541.790.220 | <i>Additions</i> |
| Modifikasi | - | 87.330.442.488 | 87.330.442.488 | <i>Modifications</i> |
| Pengurangan | <u>(833.575.853.419)</u> | <u>-</u> | <u>(833.575.853.419)</u> | <i>Deductions</i> |
| Total nilai perolehan | <u>7.057.000.275.075</u> | <u>140.113.430.439</u> | <u>7.197.113.705.514</u> | <i>Total cost</i> |
| Akumulasi penyusutan | | | | <i>Accumulated depreciation</i> |
| Saldo per | | | | <i>Balance as of</i> |
| 1 Januari 2025 | (3.728.360.434.706) | (15.241.197.731) | (3.743.601.632.437) | <i>1 January 2025</i> |
| Penyusutan | (698.186.779.348) | (12.749.685.343) | (710.936.464.691) | <i>Depreciation</i> |
| Pengurangan | <u>708.027.731.753</u> | <u>-</u> | <u>708.027.731.753</u> | <i>Deductions</i> |
| Total akumulasi penyusutan | <u>(3.718.519.482.301)</u> | <u>(27.990.883.074)</u> | <u>(3.746.510.365.375)</u> | <i>Total accumulated depreciation</i> |
| Nilai tercatat per 31 Desember 2025 | <u>3.338.480.792.774</u> | <u>112.122.547.365</u> | <u>3.450.603.340.139</u> | <i>Carrying value as of 31 December 2025</i> |

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10. SEWA (Lanjutan)

10. LEASES (Continued)

a. Aset hak-guna, neto (Lanjutan)

a. Right-of-use assets, net (Continued)

| | <u>Pesawat/ Aircrafts</u> | <u>Mesin pesawat/ Aircraft engines</u> | <u>Jumlah/ Amount</u> | |
|-------------------------------|-------------------------------|--|----------------------------|-----------------------------------|
| Biaya perolehan | | | | At cost |
| Saldo per | | | | Balance as of |
| 1 Januari 2024 | 7.566.189.092.409 | 15.241.197.731 | 7.581.430.290.140 | 1 January 2024 |
| Penambahan | 104.441.693.737 | - | 104.441.693.737 | Additions |
| Modifikasi | 219.945.342.348 | - | 219.945.342.348 | Modifications |
| Total nilai perolehan | <u>7.890.576.128.494</u> | <u>15.241.197.731</u> | <u>7.905.817.326.225</u> | Total cost |
| Akumulasi penyusutan | | | | Accumulated depreciation |
| Saldo per 1 Januari | | | | Balance as of |
| 2024 | (2.944.656.758.418) | (15.241.194.731) | (2.959.897.956.149) | 1 January 2024 |
| Penyusutan | (783.703.676.288) | - | (783.703.676.288) | Depreciation |
| Reklasifikasi | - | - | - | Reclassification |
| Total akumulasi penyusutan | <u>(3.728.360.434.706)</u> | <u>(15.241.197.731)</u> | <u>(3.743.601.632.437)</u> | Total accumulated depreciation |
| Nilai tercatat per | | | | Carrying value as |
| 31 Desember 2024 | <u>4.162.215.693.788</u> | - | <u>4.162.215.693.788</u> | of 31 December 2024 |

Peningkatan aset hak-guna pada tahun 2025 merupakan penambahan mesin baru dan penambahan penyisihan atas pengembalian pesawat, serta pengurangan atas pengembalian pesawat.

Increase in right-of-use assets in 2025 represents the addition of new aircraft and an increase in provisions for aircraft returns, as well as a decrease in aircraft returns.

Peningkatan aset hak-guna pada tahun 2024 merupakan penambahan pesawat baru dan penambahan penyisihan atas pengembalian pesawat.

Increase of right-of-use assets in 2024 is from new additional aircraft lease and additional of provision for redelivery of aircrafts, respectively.

Pada tahun 2024, modifikasi merupakan perubahan ketentuan sewa pesawat dari lessor tertentu. Modifikasi tersebut dinegosiasikan oleh Grup untuk memberikan fleksibilitas dalam mengelola portofolio aset sewaan dan menyelaraskan dengan kebutuhan bisnis Grup.

In 2024, modifications represent change in lease terms of aircraft lease agreements from certain lessors. These modifications are negotiated by the Group to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs.

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10. SEWA (Lanjutan)

10. LEASES (Continued)

b. Liabilitas sewa

b. Lease liabilities

Nilai tercatat liabilitas sewa dan pergerakannya selama tahun berjalan adalah sebagai berikut:

The carrying amounts of lease liabilities and the movements during the year are as follows:

| | <u>31 Desember 2025/ 31 December 2025</u> | <u>31 Desember 2024/ 31 December 2024</u> | |
|----------------------------------|---|---|--------------------------|
| Saldo awal | 7.868.821.868.665 | 7.536.182.788.463 | Beginning balance |
| Penambahan selama tahun berjalan | 36.101.218.386 | 141.820.681.458 | Addition during the year |
| Modifikasi | 63.380.014.822 | 513.693.752.455 | Modifications |
| Pengurangan | (393.001.629.941) | - | Deductions |
| Reklasifikasi | - | - | Reclassifications |
| Penambahan bunga | 394.387.389.199 | 395.325.639.756 | Interest accretion |
| Pembayaran | (1.152.825.205.329) | (1.186.521.002.252) | Payments |
| Selisih kurs | (323.217.204.688) | 468.320.008.785 | Foreign exchange |
| Total | <u>6.493.646.451.114</u> | <u>7.868.821.868.665</u> | Total |

Berikut adalah jatuh tempo pembayaran liabilitas sewa:

Presented below is the maturity of lease liability payments:

| | <u>31 Desember 2025/ 31 December 2025</u> | <u>31 Desember 2024/ 31 December 2024</u> | |
|--|---|---|--|
| Tahun 2025 | - | 2.748.899.722.375 | Year 2025 |
| 2026 | 2.230.214.925.213 | 1.183.405.778.620 | 2026 |
| 2027 | 1.034.728.135.613 | 1.080.934.661.532 | 2027 |
| 2028 | 991.764.613.545 | 994.263.453.791 | 2028 |
| 2029 | 909.320.378.241 | 907.445.976.040 | 2029 |
| 2030 dan seterusnya | 2.251.934.250.546 | 2.964.476.803.694 | 2030 and so on |
| Total pembayaran sewa | 7.417.962.303.158 | 9.879.426.396.052 | Total lease payment |
| Bunga | (924.315.852.044) | (2.010.604.527.387) | Interest |
| Total liabilitas sewa (nilai kini atas pembayaran sewa) | <u>6.493.646.451.114</u> | <u>7.868.821.868.665</u> | Total lease liabilities (present value of lease payment) |
| Total liabilitas sewa Bagian yang jatuh tempo dalam satu tahun | 6.493.646.451.114 | 7.868.821.868.665 | Total lease liabilities |
| | <u>(1.941.837.683.561)</u> | <u>(2.096.681.687.585)</u> | Current portion |
| Bagian jangka panjang | <u>4.551.808.767.553</u> | <u>5.772.140.181.080</u> | Non-current portion |

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10. SEWA (Lanjutan)

b. Liabilitas sewa (Lanjutan)

Jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|---|---|
| Beban penyusutan aset hak-guna | 710.936.464.691 |
| Beban bunga liabilitas sewa (Catatan 27) | 394.387.389.199 |
| Beban sewa pesawat jangka pendek | <u>87.499.186.143</u> |
| Total | <u>1.192.823.040.033</u> |

Pada 31 Desember 2025, Grup memiliki arus kas keluar untuk sewa sebesar Rp1.152.825.205.329 (31 Desember 2024: Rp1.186.521.002.252), serta mencatat beban bunga sebesar Rp394.387.389.199 (31 Desember 2024: Rp395.325.639.756) pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

10. LEASES (Continued)

b. Lease liabilities (Continued)

Amounts recognized in the consolidated statement of profit or loss and other comprehensive income are as follows:

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|--|
| | 783.421.132.103 | <i>Depreciation expense of right-of-use assets</i> |
| | 395.325.639.756 | <i>Interest expense on lease liabilities (Note 27)</i> |
| | <u>51.905.565.389</u> | <i>Short-term aircraft lease expense</i> |
| Total | <u>1.230.652.337.248</u> | Total |

On 31 December 2025, the Group had total cash outflows for leases of Rp1,152,825,205,329 (31 December 2024: Rp1,186,521,002,252), and recorded interest expenses of Rp394,387,389,199 (31 December 2024: Rp395,325,639,756) in the consolidated statement of profit or loss and other comprehensive income.

11. UANG JAMINAN

| | <u>31 Desember 2025/ 31 December 2025</u> |
|-----------------------------|---|
| Uang jaminan - pihak ketiga | |
| Sewa pesawat (Catatan 31) | 227.070.422.606 |
| Terminal bandara | 92.776.737.788 |
| Lain-lain | <u>21.185.757.347</u> |
| Total | <u>341.032.917.741</u> |

12. UTANG USAHA - PIHAK KETIGA

| | <u>31 Desember 2025/ 31 December 2025</u> |
|------------------------|---|
| Jasa bandara | 950.258.584.302 |
| Pemeliharaan pesawat | 544.317.583.364 |
| Asuransi | 23.519.980.206 |
| Kesejahteraan karyawan | 6.600.188.759 |
| Jasa boga | 1.152.360.914 |
| Lain-lain | <u>542.150.607.577</u> |
| Total | <u>2.067.999.305.122</u> |

11. SECURITY DEPOSITS

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|--|
| | 292.173.139.351 | <i>Security deposits - third parties</i> |
| | 60.941.471.558 | <i>Lease of aircraft (Note 31)</i> |
| | <u>17.526.392.676</u> | <i>Airport terminal Others</i> |
| Total | <u>370.641.003.585</u> | Total |

12. TRADE PAYABLES - THIRD PARTIES

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|-----------------------------|
| | 977.438.788.013 | <i>Airport services</i> |
| | 880.910.489.508 | <i>Aircraft maintenance</i> |
| | 12.702.137.183 | <i>Insurance</i> |
| | 2.308.021.492 | <i>Staff welfare</i> |
| | 10.828.703.903 | <i>Catering</i> |
| | <u>225.990.578.234</u> | <i>Others</i> |
| Total | <u>2.110.178.718.333</u> | Total |

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12. UTANG USAHA - PIHAK KETIGA (Lanjutan)

Rincian utang usaha - pihak ketiga berdasarkan mata uang adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|------------------|---|
| Rupiah | 1.072.852.735.830 |
| Dolar AS | 379.934.384.366 |
| Dolar Singapura | 236.973.327.612 |
| Ringgit Malaysia | 183.288.283.208 |
| Baht Thailand | 113.814.647.353 |
| Dolar Australia | 71.573.042.587 |
| Hongkong Dollar | 3.998.159.685 |
| Brunei Dollar | 1.930.393.057 |
| Euro | 1.926.391.011 |
| Ruppee India | <u>1.707.940.413</u> |
| Total | <u>2.067.999.305.122</u> |

Analisis umur utang usaha - pihak ketiga adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|--------------------|---|
| Lancar | 1.428.403.697.527 |
| Telah jatuh tempo: | |
| 1-30 hari | 1.116.969.800 |
| 31-60 hari | 38.739.739.787 |
| 61-90 hari | 127.183.043.066 |
| Lebih dari 90 hari | <u>472.555.854.942</u> |
| Total | <u>2.067.999.305.122</u> |

Utang usaha tidak dijamin, tidak dikenakan bunga, dan umumnya mempunyai syarat pembayaran antara 30 hari sampai dengan 60 hari.

12. TRADE PAYABLES - THIRD PARTIES (Continued)

The details of trade payables - third parties based on the currency are as follows:

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|-------------------|
| | 1.219.857.220.935 | Rupiah |
| | 658.962.416.822 | US Dollar |
| | 82.884.098.300 | Singapore Dollar |
| | 52.540.343.460 | Ringgit Malaysia |
| | 22.244.386.595 | Thailand Baht |
| | 73.075.973.469 | Australian Dollar |
| | - | Hongkong Dollar |
| | - | Brunei Dollar |
| | 520.136.059 | Euro |
| | <u>94.142.693</u> | Indian Rupees |
| Total | <u>2.110.178.718.333</u> | Total |

The aging analysis of trade payables - third parties are as follows:

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------------|---|-------------------|
| Lancar | 1.398.936.690.671 | Current |
| Telah jatuh tempo: | | Overdue: |
| 1-30 hari | 217.167.811.861 | 1-30 days |
| 31-60 hari | 91.702.257.974 | 31-60 days |
| 61-90 hari | - | 61-90 days |
| Lebih dari 90 hari | <u>402.371.957.827</u> | More than 90 days |
| Total | <u>2.110.178.718.333</u> | Total |

Trade payables are unsecured, non-interest bearing, and generally have terms of payment between 30 to 60 days.

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13. UTANG LAIN-LAIN - PIHAK BERELASI

| | <u>31 Desember 2025/ 31 December 2025</u> |
|--|---|
| <u>Pemegang Saham</u> | |
| AirAsia Aviation Group Limited | 2.510.208.134.561 |
| <u>Entitas Induk Terakhir</u> | |
| Capital A Berhad | 28.482.244.066 |
| <u>Entitas Sepengendali</u> | |
| AirAsia Berhad | 1.304.115.890.296 |
| Asia Aviation Capital Ltd. | 299.802.169.564 |
| AirAsia SEA Ltd. | 180.066.892.231 |
| AirAsia Aviation Management Services Sdn. Bhd. | 123.672.761.062 |
| PT Asia Digital Engineering Indonesia | 75.575.090.087 |
| Asia Digital Engineering Sdn. Bhd. | 68.683.431.615 |
| Airasia (Cambodia) Co., Ltd. | 66.305.847.303 |
| Ground Team Red Sdn. Bhd. | 33.523.012.111 |
| BIG Life Sdn. Bhd. | 4.755.902.772 |
| AirAsia Technology Centre Singapore Pte. Ltd. | 3.933.367.677 |
| Rokki Sdn. Bhd. | 2.907.687.583 |
| Philippines AirAsia Inc. | 704.318.332 |
| PT Teleport Bisnis Indonesia | 116.949.047 |
| Teleport Commerce Malaysia Sdn. Bhd. | 39.164.326 |
| Airasia (Guangzhou) Aviation Service Limited Company | 6.353.661 |
| Teleport Commercial Service (Shenzhen) Limited | 237.801 |
| AirAsia SEA Sdn. Bhd. | - |
| <u>Pihak Berelasi Lainnya</u> | |
| PT Indonesia AirAsia Extra | 58.908.108.765 |
| Thai AirAsia X Co. Ltd. | 22.107.473.176 |
| AirAsia X Services Pty. Ltd. | 8.634.589.473 |
| Santan Food Sdn. Bhd. | 561.603.288 |
| PT Santan Food Services Indonesia | 183.660.000 |
| PT BIGLIFE Digital Indonesia | 127.900.000 |
| AirAsia X Bhd. | - |
| Santan Food Services Sdn Bhd. | - |
| Total | <u>4.793.422.788.797</u> |

13. OTHER PAYABLES - RELATED PARTIES

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|--|
| | | <u>Shareholders</u> |
| | 93.200.336.284 | AirAsia Aviation Group Limited |
| | | <u>Ultimate Parent Entity</u> |
| | 28.033.113.396 | Capital A Berhad |
| | | <u>Entities under Common Control</u> |
| | 1.672.598.437.090 | AirAsia Berhad |
| | 275.968.945.939 | Asia Aviation Capital Ltd. |
| | 196.897.092.195 | AirAsia SEA Ltd. |
| | | AirAsia Aviation Management Services Sdn. Bhd. |
| | 24.064.241.169 | PT Asia Digital Engineering Indonesia |
| | 5.135.953.613 | Asia Digital Engineering Sdn. Bhd. |
| | 128.354.825.971 | Airasia (Cambodia) Co., Ltd. |
| | 6.828.733.977 | Ground Team Red Sdn. Bhd. |
| | 18.931.049.404 | BIG Life Sdn. Bhd. |
| | 3.577.933.820 | AirAsia Technology Centre Singapore Pte. Ltd. |
| | 3.788.051.984 | Rokki Sdn. Bhd. |
| | 3.576.040.969 | Philippines AirAsia Inc. |
| | 93.920.900 | PT Teleport Bisnis Indonesia |
| | 507.739.094 | Teleport Commerce Malaysia Sdn. Bhd. |
| | 37.208.210 | Airasia (Guangzhou) Aviation Service Limited Company |
| | 5.860.067 | Teleport Commercial Service (Shenzhen) Limited |
| | 229.016 | AirAsia SEA Sdn. Bhd. |
| | 13.278.751.024 | <u>Other Related Parties</u> |
| | 426.498.982.749 | PT Indonesia AirAsia Extra |
| | 22.284.381.524 | Thai AirAsia X Co. Ltd. |
| | 1.359.224.342 | AirAsia X Services Pty. Ltd. |
| | 490.146.417 | Santan Food Sdn. Bhd. |
| | - | PT Santan Food Services Indonesia |
| | - | PT BIGLIFE Digital Indonesia |
| | 6.179.158.734 | AirAsia X Bhd |
| | 8.276.982.440 | Santan Food Services Sdn Bhd. |
| Total | <u>2.939.967.340.328</u> | Total |

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13. UTANG LAIN-LAIN - PIHAK BERELASI (Lanjutan)

Rincian utang lain-lain - pihak berelasi berdasarkan mata uang adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|------------------|---|
| Dolar AS | 4.473.533.435.602 |
| Rupiah | 126.588.770.792 |
| Ringgit Malaysia | 176.784.411.566 |
| Euro | 8.634.589.473 |
| Dolar Australia | 7.875.227.703 |
| China Yuan | 6.353.661 |
| Total | <u><u>4.793.422.788.797</u></u> |

13. OTHER PAYABLES - RELATED PARTIES
(Continued)

The details of other payables - related parties based on the currency are as follows:

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|-------------------|
| | 2.442.452.187.118 | US Dollar |
| | 419.166.097.630 | Rupiah |
| | 69.832.888.316 | Malaysian Ringgit |
| | 6.718.282.264 | Euro |
| | 1.792.024.933 | Australian Dollar |
| | 5.860.067 | China Yuan |
| Total | <u><u>2.939.967.340.328</u></u> | Total |

14. BIAYA MASIH HARUS DIBAYAR

| | <u>31 Desember 2025/ 31 December 2025</u> |
|---|---|
| Penyisihan atas pengembalian pesawat | 287.828.423.849 |
| Penyisihan atas perbaikan besar pesawat | 10.157.071.727 |
| Penyisihan atas tagihan pajak (Catatan 23e) | 243.221.482.770 |
| Bonus | 68.929.456.930 |
| Biaya penerbangan | 66.437.770.087 |
| Biaya lisensi merek | - |
| Lain-lain | 116.430.177.165 |
| Total | <u><u>793.004.382.528</u></u> |

Penyisihan atas pengembalian pesawat merupakan estimasi biaya perawatan pesawat dan mesin pada saat pengembalian pesawat terjadi.

Penyisihan atas perbaikan besar pesawat merupakan biaya perbaikan besar pesawat untuk 12 tahun.

Saldo biaya masih harus dibayar lain-lain sebagian besar merupakan provisi atas masa akhir sewa pesawat.

14. ACCRUED EXPENSES

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|---|
| | 249.094.902.489 | Provision for redelivery of aircrafts |
| | 28.250.653.322 | Provision for aircrafts overhaul |
| | 166.587.815.391 | Provision for tax underpayment (Note 23e) |
| | 62.403.622.166 | Bonus |
| | 69.284.361.480 | Flight operation costs |
| | 10.512.518.596 | Brand license fee |
| | 7.256.550.984 | Others |
| Total | <u><u>593.390.424.428</u></u> | Total |

Provision for redelivery aircrafts represents estimation cost of maintenance of the aircrafts and engines at the time to return the aircrafts.

Provision for aircraft overhaul represents cost of maintenance overhaul of the aircrafts for 12 years.

The balance of accrued expenses is mostly provisions for aircraft end of lease.

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15. PINJAMAN BANK

| Kreditor/ Creditors | Batas Maksimum Fasilitas/ Maximum Credit Facilities | Jatuh Tempo/ Maturities | Jaminan/ Collateral* | Saldo per/ Balance as of | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 |
|--|---|-------------------------------|--|-----------------------------|---|---|
| Rupiah/Rupiah | | | | | | |
| PT Bank CIMB Niaga Tbk. | Rp200.000.000.000 | Januari 2027/ January 2027 | Tanah, bangunan dan piutang/ Land, buildings, and receivables | | 45.000.000.000 | 95.000.000.000 |
| Dolar AS/US Dollar | | | | | | |
| PT Bank CIMB Niaga Tbk. | US\$9.200.000 atau Dolar AS yang setara dengan Rp125.000.000.000/ US\$9,200,000 or US Dollar equivalent to Rp125,000,000,000 | Januari 2027/ January 2027 | Tanah, bangunan dan piutang/ Land, buildings, and receivables | | 32.228.824.072 | 65.525.273.356 |
| Total/Total | | | | | 77.228.824.072 | 160.525.273.356 |
| Dikurangi bagian yang jatuh tempo dalam waktu satu tahun/Less current maturities | | | | | 77.228.824.072 | 160.525.273.356 |
| Bagian jangka panjang/Long-term portion | | | | | - | - |

* Lihat Catatan 5, 6, dan 9 untuk piutang usaha, piutang lain-lain, neto, dan aset tetap, neto yang dijaminan/Refer to Notes 5, 6, and 10 for details of trade receivables, other receivables, net, and fixed asset, net, respectively, that are pledged as collateral.

Berdasarkan Perjanjian Kredit No. 36 tanggal 22 Mei 2018, IAA memperoleh fasilitas pinjaman investasi dari PT Bank CIMB Niaga Tbk. ("CIMB Niaga") dengan maksimum fasilitas senilai Rp200.000.000.000 dan US\$9.200.000 atau setara dengan Rp125.000.000.000.

Tujuan dari fasilitas tersebut adalah untuk pembiayaan kembali pembelian tanah dan bangunan (Catatan 9).

Untuk periode yang berakhir pada tanggal 31 Desember 2025 dan 2024, pinjaman jangka panjang dalam mata uang Dólar AS dikenakan suku bunga tahunan sebesar 5,75% dan dalam mata uang Rupiah dikenakan suku bunga tahunan sebesar 10,75%.

IAA dikenakan beban bunga masing-masing sebesar Rp10.173.873.859 dan Rp15.930.743.779 untuk periode-periode yang berakhir pada tanggal 31 Desember 2025 dan 2024 yang dicatat sebagai bagian dari akun "Beban keuangan" dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian (Catatan 27).

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15. BANK LOAN

| Kreditor/ Creditors | Batas Maksimum Fasilitas/ Maximum Credit Facilities | Jatuh Tempo/ Maturities | Jaminan/ Collateral* | Saldo per/ Balance as of | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 |
|--|---|-------------------------------|--|-----------------------------|---|---|
| Rupiah/Rupiah | | | | | | |
| PT Bank CIMB Niaga Tbk. | Rp200.000.000.000 | Januari 2027/ January 2027 | Tanah, bangunan dan piutang/ Land, buildings, and receivables | | 45.000.000.000 | 95.000.000.000 |
| Dolar AS/US Dollar | | | | | | |
| PT Bank CIMB Niaga Tbk. | US\$9.200.000 atau Dolar AS yang setara dengan Rp125.000.000.000/ US\$9,200,000 or US Dollar equivalent to Rp125,000,000,000 | Januari 2027/ January 2027 | Tanah, bangunan dan piutang/ Land, buildings, and receivables | | 32.228.824.072 | 65.525.273.356 |
| Total/Total | | | | | 77.228.824.072 | 160.525.273.356 |
| Dikurangi bagian yang jatuh tempo dalam waktu satu tahun/Less current maturities | | | | | 77.228.824.072 | 160.525.273.356 |
| Bagian jangka panjang/Long-term portion | | | | | - | - |

* Lihat Catatan 5, 6, dan 9 untuk piutang usaha, piutang lain-lain, neto, dan aset tetap, neto yang dijaminan/Refer to Notes 5, 6, and 10 for details of trade receivables, other receivables, net, and fixed asset, net, respectively, that are pledged as collateral.

Based on Credit Agreement No. 36 dated 22 May 2018, IAA obtained an investment loan facility from PT Bank CIMB Niaga Tbk. ("CIMB Niaga") with maximum facility amounted to Rp200,000,000,000 and US\$9,200,000 or equivalent to Rp125,000,000,000.

The purpose of such facility was for refinancing the acquisition of land and buildings (Note 9).

For the period ended 31 December 2025 and 2024, long-term bank loan denominated in US Dollar bears annual interest rate of 5.75% and denominated in Rupiah bears annual interest rate of 10.75%.

IAA bears interest expense for the periods ended 31 December 2025 and 2024 amounted to Rp10,173,873,859 and Rp15,930,743,779, respectively, which are recorded as part of "Finance expense" in the consolidated statement of profit or loss and other comprehensive income (Note 27).

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15. PINJAMAN BANK (Lanjutan)

Pembatasan-pembatasan

Berdasarkan persyaratan-persyaratan dalam perjanjian pinjaman-pinjaman tersebut, IAA tidak diperkenankan untuk menjual dan/atau dengan cara lain mengalihkan hak milik atau menyewakan/menyerahkan pemakaian seluruh atau sebagian kekayaan baik berupa barang bergerak maupun tidak bergerak; mengagunkan kekayaan kepada pihak lain; mengadakan perjanjian yang dapat menimbulkan kewajiban IAA membayar kepada pihak lain; memberikan pinjaman kepada pihak lain, kecuali dalam rangka menjalankan usaha IAA sehari-hari yang tidak memengaruhi kemampuan Grup untuk melaksanakan Perjanjian Kredit; mengadakan perubahan atas maksud, tujuan, dan kegiatan usaha IAA; melakukan perubahan terhadap struktur permodalan IAA antara lain penggabungan, peleburan, pengambilalihan dan pemisahan.

Selain itu, IAA diharuskan untuk menjaga ekuitas yang positif, dalam hal ini, ekuitas mencakup pinjaman subordinasi dari pemegang saham beserta afiliasinya, saldo laba dan modal saham yang disetor; menjaga nilai *debt service reserve account (DSRA)* minimum sebesar 1 bulan pembayaran utang pokok dan bunga setiap saat; menjaga *debt to equity ratio (DER)*, tidak termasuk pinjaman subordinasi dari afiliasi dan pemegang saham/total ekuitas, dimana total ekuitas mencakup semua pinjaman dari pemegang saham beserta afiliasinya, saldo laba dan modal saham yang disetor, maksimum dua kali; menjaga *debt service coverage ratio (DSCR)*, EBITDA untuk semua pembayaran utang pokok, bunga dan biaya-biaya lain, tidak termasuk pinjaman dari afiliasi dan pemegang saham, minimal satu kali.

Pada tanggal 1 April 2021, CIMB Niaga dan IAA telah menandatangani perubahan ketiga atas Perjanjian Kredit No. 36 tanggal 22 Mei 2018, dimana CIMB Niaga setuju untuk:

- Memperpanjang masa tenggang tambahan atas fasilitas kredit sampai dengan tanggal 31 Maret 2022.
- Memperpanjang jangka waktu sekaligus tanggal jatuh tempo fasilitas kredit menjadi 1 Januari 2027.
- Mengatur kembali ketentuan pembayaran kembali pokok pinjaman.

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15. BANK LOAN (Continued)

Covenants

Under the terms of the related loan agreements, IAA is not permitted to sell and/or in other ways transfer the rights or lease/surrender the use of all or part of the assets in the form of movable or immovable property; pledge assets to other parties; enter into an agreement that can give rise to the obligation of IAA to pay to another party; provide loans to other parties, except in the context of running a daily business that does not affect IAA's ability to implement the Credit Agreement; make changes to the purposes, objectives and business activities of IAA; change IAA's capital structure including through merger, consolidation, expropriation and separation.

In addition, IAA is required to maintain positive equity, in this case, equity includes subordinated loans from shareholders and their affiliates, retained earnings and paid-up share capital; maintain the value of the debt service reserve account (DSRA) at a minimum of 1 month payment of principal and interest at any time; maintain a debt to equity ratio (DER), excluding subordinated loans from affiliates and shareholders/total equity, where the total equity includes all loans from shareholders and their affiliates, retained earnings and paid-up share capital, a maximum of twice; maintain a debt service coverage ratio (DSCR), EBITDA for all payments of principal, interest and other costs, excluding loans from affiliates and shareholders, at least once.

On 1 April 2021, CIMB Niaga and IAA entered into third amendment of the Credit Agreement No. 36 dated 22 May 2018, whereas CIMB Niaga agreed to:

- *Extend additional grace period of the credit facility up to 31 March 2022.*
- *Extend the period and the maturity date of the credit facility to become 1 January 2027.*
- *Rearrange the loan principal repayment schedule.*

Ekshibit E/65

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15. PINJAMAN BANK (Lanjutan)

Pembatasan-pembatasan (Lanjutan)

Perjanjian tersebut mencakup pelepasan tuntutan pelunasan dari CIMB Niaga berkaitan dengan pelanggaran atas persyaratan keuangan tertentu yaitu DER, DSCR, dan/atau ekuitas yang positif, yang mencakup periode sampai dengan tanggal 31 Maret 2022.

Pada tanggal 31 Desember 2024, Perusahaan belum memperoleh surat pelepasan (*waiver*) dari pihak kreditor, sehingga saldo utang bank pada tanggal tersebut diklasifikasikan sebagai liabilitas jangka pendek.

Pada tanggal 23 Juni 2025, Perusahaan telah memperoleh surat pelepasan (*waiver*) yang mencakup periode kuartal I sampai dengan kuartal IV tahun 2025.

16. LIABILITAS KONTRAK

Liabilitas kontrak terutama merupakan kas yang diterima dari pembelian tiket penerbangan oleh penumpang dengan jadwal penerbangan setelah tanggal 31 Desember 2025 dan 31 Desember 2024.

Liabilitas kontrak pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar Rp1.255.513.326.288 dan Rp1.157.628.863.591.

Liabilitas kontrak pada periode awal yang diakui sebagai pendapatan pada tahun 2025 dan 2024 masing-masing sebesar Rp1.157.628.863.591 dan Rp975.209.017.088.

17. LIABILITAS IMBALAN KERJA KARYAWAN

Liabilitas imbalan kerja ditentukan berdasarkan perhitungan aktuaris independen, Kantor Konsultan Aktuaria Azwir, Arifin, dan Rekan dalam laporannya tanggal 18 Februari 2026 untuk tahun yang berakhir pada tanggal 31 Desember 2025, yang menggunakan metode "Projected Unit Credit".

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15. BANK LOAN (Continued)

Covenants (Continued)

Such agreement includes a waiver from CIMB Niaga in regard to the breach of certain financial covenants i.e. DER, DSCR, and/or positive equity, covering the period until 31 March 2022.

As of 31 December 2024, the Company had not obtained a waiver letter from the lender. Accordingly, the outstanding bank loan as of that date was classified as a current liability.

On 23 June 2025, the Company obtained a waiver letter covering the period from the first quarter through the fourth quarter of 2025.

16. CONTRACT LIABILITIES

Contract liabilities mostly represent cash received from purchases of flight tickets by passengers which flights were scheduled after 31 December 2025 and 31 December 2024.

Contract liabilities as of 31 December 2025 and 2024 amounted to Rp1,255,513,326,288 and Rp1,157,628,863,591, respectively.

Contract liabilities at the beginning period which were recognized as revenue in 2025 and 2024 amounted to Rp1,157,628,863,591 and Rp975,209,017,088, respectively.

17. EMPLOYEE BENEFITS LIABILITY

The employee benefits liability was determined based on independent actuarial calculation performed by Kantor Konsultan Aktuaria Azwir, Arifin, dan Rekan, as shown in the report dated 18 February 2026 for the year ended 31 December 2025, using the "Projected Unit Credit" method.

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17. LIABILITAS IMBALAN KERJA KARYAWAN (Lanjutan)

17. EMPLOYEE BENEFITS LIABILITY (Continued)

Asumsi dasar yang digunakan pada perhitungan aktuarial tersebut, antara lain, adalah sebagai berikut:

The key assumptions used for the said actuarial calculations, among others, are as follows:

Asumsi ekonomi:

- a. Tingkat diskonto: 6,56%-6,95% per tahun (2024: 7,13%)
- b. Tingkat kenaikan gaji: 5,00% per tahun.

Economic assumptions:

- a. Discount rate: 6.56%-6.95% per annum (2024: 7.13%)
- b. Salary growth rate: 5.00% per annum.

Asumsi lainnya:

- a. Usia pensiun normal: 55 - 60 tahun.
- b. Tingkat mortalitas: TMI IV.
- c. Tingkat cacat: 10% dari TMI IV.
- d. Tingkat pengunduran diri karyawan tahunan: 3% untuk karyawan di bawah 45 tahun dan menurun secara linear sampai 0% pada umur 55 tahun.

Other assumptions:

- a. Normal retirement age: 55 - 60 years.
- b. Mortality rate: TMI IV.
- c. Disability rate: 10% of TMI IV.
- d. Annual employee resignation rate: 3% for employees before the age of 45 and will linearly decrease until 0% at the age of 55.

Perubahan liabilitas imbalan kerja karyawan

Changes in employee benefits liability

| | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 | |
|---|---------------------------------------|---------------------------------------|---|
| Nilai kini kewajiban imbalan kerja awal tahun | 201.583.391.808 | 181.638.579.648 | <i>Present value of future benefit obligations at beginning of the year</i> |
| <u>Perubahan yang dibebankan ke laba rugi:</u> | | | <u><i>Charges to profit or loss:</i></u> |
| Biaya jasa kini | 17.710.962.350 | 15.778.707.577 | <i>Current service cost</i> |
| Beban bunga | 14.382.292.953 | 12.220.126.664 | <i>Interest cost</i> |
| Nilai kini mutasi karyawan | (27.685.158.823) | - | <i>PVBO for employee mutation</i> |
| Sub-total | 4.408.096.480 | 27.998.834.241 | <i>Sub-total</i> |
| Imbalan yang dibayarkan | (8.372.966.009) | (14.204.382.348) | <i>Benefits paid</i> |
| <u>Rugi (laba) pengukuran kembali yang dibebankan ke penghasilan komprehensif lain:</u> | | | <u><i>Re-measurement loss (gain) charged to other comprehensive income:</i></u> |
| Kerugian (keuntungan) aktuarial atas liabilitas imbalan kerja | 3.236.447.783 | 6.150.360.267 | <i>Actuarial loss (gain) benefits liability</i> |
| Saldo akhir | 200.854.970.062 | 201.583.391.808 | <i>Ending balance</i> |

Analisis sensitivitas terhadap asumsi utama yang digunakan dalam menentukan kewajiban imbalan kerja adalah sebagai berikut:

Sensitivity analysis to the key assumptions used in determining employee benefits obligations are as follows:

| Asumsi Utama | Kenaikan/ (Penurunan)/ Increase/(Decrease) | (Penurunan)/Kenaikan Liabilitas Imbalan Kerja Neto/ (Decrease)/Increase in the Net Employee Benefits Liability | Key Assumptions |
|-------------------------------|--|---|---|
| 31 Desember 2025 | | | <i>31 December 2025</i> |
| Tingkat diskonto tahunan | 1%/(1%) | (187.646.164.917)/ 215.274.886.184 | <i>Annual discount rate</i> |
| Tingkat kenaikan gaji tahunan | 1%/(1%) | 213.272.129.961/(189.244.891.565) | <i>Future annual salary increase rate</i> |

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17. LIABILITAS IMBALAN KERJA KARYAWAN (Lanjutan)

Pada tanggal 31 Desember 2025, pembayaran kontribusi yang diharapkan dari kewajiban imbalan kerja pada periode mendatang adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|--------------------------|---|
| Dalam 12 bulan mendatang | 14.734.248.397 |
| Antara 1 sampai 2 tahun | 6.757.827.483 |
| Antara 2 sampai 5 tahun | 84.627.827.952 |
| Di atas 5 tahun | <u>1.619.901.228.231</u> |
| Total | <u><u>1.726.021.132.063</u></u> |

Durasi rata-rata dari kewajiban imbalan kerja pada tanggal 31 Desember 2025 adalah 17,78 tahun.

Berdasarkan hasil penelaahan atas liabilitas imbalan kerja karyawan, manajemen Grup berkeyakinan bahwa penyisihan imbalan kerja karyawan adalah cukup untuk memenuhi ketentuan dalam undang-undang yang berlaku dan standar akuntansi.

18. MODAL SAHAM

Susunan pemegang saham dan kepemilikan sahamnya pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

| <u>Pemegang Saham</u> | <u>Jumlah Saham/ Number of Shares</u> | <u>Persentase Kepemilikan/ Percentage of Ownership</u> | <u>Jumlah/ Amount</u> | <u>Shareholders</u> |
|--|---|--|---|---|
| PT Fersindo Nusaperkasa | 4.931.915.000 | 46,16% | 1.232.978.750.000 | PT Fersindo Nusaperkasa |
| AirAsia Aviation Group Limited Publik (dengan kepemilikan masing-masing di bawah 5%) | 4.942.013.300 <u>811.196.141</u> | 46,25% 7,59% | 1.235.503.325.000 <u>202.799.035.250</u> | AirAsia Aviation Group Limited Public (with ownership interest below 5% each) |
| Total | <u><u>10.685.124.441</u></u> | <u><u>100,00%</u></u> | <u><u>2.671.281.110.250</u></u> | Total |

Capital A Berhad ("CAB"), sebagai entitas induk utama Grup, sedang menjalani proses restrukturisasi yang mencakup pelepasan dan reorganisasi beberapa entitas anak. Sebagai bagian utama dari restrukturisasi ini, CAB akan menjual investasinya di AirAsia Aviation Group Limited (AAGL), yang merupakan entitas induk langsung dari IAA, kepada AirAsia X Berhad, yang merupakan perusahaan afiliasi dari CAB.

17. EMPLOYEE BENEFITS LIABILITY (Continued)

As of 31 December 2025, the following payments are expected contributions to the benefits obligation in future years:

| | <u>31 Desember 2025/ 31 December 2025</u> | |
|--------------------------|---|---------------------------|
| Dalam 12 bulan mendatang | 14.734.248.397 | Within the next 12 months |
| Antara 1 sampai 2 tahun | 6.757.827.483 | Between 1 and 2 years |
| Antara 2 sampai 5 tahun | 84.627.827.952 | Between 2 and 5 years |
| Di atas 5 tahun | <u>1.619.901.228.231</u> | Beyond 5 years |
| Total | <u><u>1.726.021.132.063</u></u> | Total |

The average duration of the benefit obligation on 31 December 2025 was 17.78 years.

Based on the review of the employee benefits liability, the Group's management believes that the provision for employee benefits is sufficient to meet the requirements of the applicable law and accounting standards.

18. SHARE CAPITAL

The shareholders and their shareholding as of 31 December 2025 and 2024 are as follows:

Capital A Berhad ("CAB"), the ultimate parent entity of the Group, is undergoing a restructuring involving the disposal and reorganization of certain subsidiaries. As a key part of this, CAB will sell its investments in AirAsia Aviation Group Limited (AAGL), the immediate parent company of IAA, to AirAsia X Berhad, a sister company to CAB.

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18. MODAL SAHAM (Lanjutan)

Pengelolaan modal

Tujuan utama pengelolaan modal Grup adalah untuk memastikan kemampuan pendanaan operasi Grup dalam rangka memaksimalkan imbalan bagi pemegang saham.

Grup dipersyaratkan oleh undang-undang Perseroan Terbatas No. 40 Tahun 2007 efektif tanggal 16 Agustus 2007 untuk berkontribusi sampai dengan 20% dari modal saham ditempatkan dan disetor penuh ke dalam dana cadangan yang tidak boleh didistribusikan. Persyaratan permodalan eksternal tersebut akan dipertimbangkan oleh Grup ketika Grup melaporkan saldo laba positif.

Grup mengelola struktur permodalan dan melakukan penyesuaian berdasarkan perubahan kondisi ekonomi.

Untuk memelihara dan menyesuaikan struktur permodalan, Perusahaan dapat menerbitkan saham baru atau mengusahakan pendanaan melalui pinjaman. Tidak ada perubahan atas tujuan, kebijakan maupun proses selama periode penyajian.

Kebijakan Grup adalah mempertahankan struktur permodalan yang sehat untuk mengamankan akses terhadap pendanaan pada biaya yang wajar.

Kepentingan non-pengendali

Kepentingan non-pengendali pada tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp8.122.085.715 dan Rp6.865.849.765 pada laporan posisi keuangan konsolidasian, serta laba tahun berjalan yang dapat diatribusikan kepada kepentingan non-pengendali adalah sebesar Rp1.538.923.610 pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

19. TAMBAHAN MODAL DISETOR

Akun ini merupakan penyesuaian terhadap modal saham dari entitas induk secara hukum (Perusahaan) sebagai akibat dari akuisisi terbalik, setelah dikurangi biaya emisi saham sehubungan dengan penawaran umum terbatas. Tambahan modal disetor pada tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp163.673.995.500.

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18. SHARE CAPITAL (Continued)

Capital management

The primary objective of the Group's capital management is to ensure the Group's ability to finance its operation in order to maximize shareholders' value.

The Group is also required by the Limited Liability Company Law No. 40 Year 2007 effective on 16 August 2007 to contribute to and maintain a non-distributable reserve fund until the said reserve reaches at least 20% of the issued and fully paid share capital. This externally imposed capital requirement will be considered by the Group when it has reported positive retained earnings.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions.

To maintain or adjust the capital structure, the Company may issue new shares or raise debt financing. No changes were made in the objectives, policies or processes during the periods presented.

The Group's policy is to maintain a healthy capital structure in order to secure access to finance at a reasonable cost.

Non-controlling interests

Non-controlling interests as of 31 December 2025 and 2024 amounted to Rp8,122,085,715 and Rp6,865,849,765, respectively, in the consolidated statement of financial position, and profit for the year attributable to non-controlling interests amounted to Rp1,538,923,610 in the consolidated statement of profit or loss and other comprehensive income.

19. ADDITIONAL PAID-IN CAPITAL

This account represents an adjustment to reflect the statutory share capital of the parent entity (the Company) resulting from the reverse acquisition, net of issuance cost related to limited public offering. Additional paid-in capital as of 31 December 2025 and 2024 amounted to Rp163,673,995,500.

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20. LABA (RUGI) PER SAHAM DASAR

| | <u>31 Desember 2025/ 31 December 2025</u> | <u>31 Desember 2024/ 31 December 2024</u> | |
|---|---|---|---|
| Rugi periode berjalan yang dapat diatribusikan kepada pemilik entitas induk | <u>(1.296.405.259.401)</u> | <u>(1.527.474.720.416)</u> | <i>Loss for the year attributable to equity holders of the parent entity</i> |
| Jumlah rata-rata tertimbang saham | <u>10.685.124.441</u> | <u>10.685.124.441</u> | <i>Weighted average number of shares</i> |
| Rugi per saham dasar yang dapat diatribusikan kepada pemilik entitas induk | <u><u>(121,32)</u></u> | <u><u>(142,95)</u></u> | <i>Basic loss per share attributable to equity holders of the parent entity</i> |

Grup tidak mempunyai saham biasa yang berpotensi dilutif pada tanggal-tanggal pelaporan. Oleh karenanya, rugi per saham dilusian tidak dihitung dan disajikan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

The Group has no outstanding potential dilutive ordinary shares at reporting dates. Accordingly, no diluted loss per share is calculated and presented in the consolidated statement of profit or loss and other comprehensive income.

21. SEKURITAS PERPETUAL

Berdasarkan Perjanjian Pembelian Sekuritas Perpetual ("Perjanjian Perpetual") tertanggal 29 September 2015 dan 16 Desember 2016, IAA, entitas anak, menerbitkan sekuritas perpetual kepada AirAsia Berhad dengan jumlah total sebesar Rp5.100.000.000.000, yang diselesaikan melalui konversi utang lain-lain kepada AirAsia Berhad dengan jumlah yang sama. Kondisi dan ketentuan yang berlaku atas sekuritas perpetual diatur dalam perjanjian tersebut.

Pada bulan Agustus 2017, AirAsia Berhad, sebagai pemegang sekuritas perpetual, mengalihkan sekuritas perpetual dengan nilai total sebesar Rp2.601.000.000.000 kepada PT Fersindo Nusaperkasa dan AirAsia Investment Ltd., yang kemudian digunakan untuk membeli saham Perusahaan pada bulan Desember 2017. Lebih lanjut, Perusahaan mengkonversi seluruh sekuritas perpetual tersebut menjadi saham IAA (Catatan 1).

21. PERPETUAL SECURITIES

Based on the Perpetual Capital Security Purchase Agreements ("PCS Agreement") dated 29 September 2015 and 16 December 2016, IAA, a subsidiary, issued perpetual securities to AirAsia Berhad totaling to Rp5,100,000,000,000, which was settled through the conversion of other payables due to AirAsia Berhad at the same amount. The terms and conditions of the perpetual securities are stipulated in such agreements.

In August 2017, AirAsia Berhad as the perpetual securities holder, transferred Rp2,601,000,000,000 of the perpetual securities to PT Fersindo Nusaperkasa and AirAsia Investment Ltd., which later is used to acquire the Company's shares in December 2017. Further, the Company fully converted such perpetual securities into IAA's shares (Note 1).

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21. SEKURITAS PERPETUAL (Lanjutan)

Berdasarkan Perjanjian Pembelian Sekuritas Perpetual Bersyarat tertanggal 31 Desember 2018 dan adendumnya tertanggal 4 Juli 2019, IAA menerbitkan tambahan sekuritas perpetual kepada AirAsia Berhad dengan jumlah total sebesar Rp1.128.750.000.000, yang telah diterima dalam bentuk setoran kas.

Lebih lanjut, pada bulan Januari 2020, IAA, atas keputusannya sendiri sepenuhnya, melakukan penebusan sebagian saldo pokok sekuritas perpetual sebesar Rp140.900.000.000. Seperti yang diatur dalam Perjanjian Perpetual, IAA diharuskan membayar bunga ("Distribusi"), termasuk akumulasi tunggakan Distribusi, ketika melakukan penebusan saldo pokok. AirAsia Berhad telah menghapuskan Distribusi tersebut sebesar Rp25,2 miliar.

Pada tanggal 31 Desember 2025 dan 2024, saldo sekuritas perpetual adalah sebesar Rp3.486.850.000.000. Sekuritas perpetual memenuhi definisi sebagai instrumen ekuitas dan disajikan dalam bagian ekuitas pada laporan posisi keuangan konsolidasian.

Sekuritas perpetual dikenakan bunga ("Distribusi") atas saldo pokok dan Perusahaan dapat membayar Distribusi tersebut setiap setengah tahun ("Tanggal Pembayaran Distribusi") dengan tingkat bunga sebesar 2% per tahun selama 12 bulan efektif sejak Perjanjian ditandatangani, kemudian berkisar antara 8% - 12% per tahun setelahnya ("Tarif Distribusi"), sampai dengan tahun ketujuh sejak diterbitkannya sekuritas perpetual ("First Call Date").

Pada setiap periode setelah *First Call Date*, tingkat bunga yang berlaku adalah Tarif Distribusi ditambah dengan *step-up margin* sebesar 5%.

Perusahaan dapat, atas keputusannya sendiri sepenuhnya, memilih untuk menangguhkan, baik seluruh atau sebagian, pembayaran Distribusi, kecuali ketika terjadi suatu kejadian keharusan pembayaran Distribusi. Namun, terjadinya kejadian keharusan pembayaran Distribusi tersebut merupakan keputusan Perusahaan sendiri sepenuhnya. Ketika penangguhan terjadi, tunggakan Distribusi diakumulasikan.

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21. PERPETUAL SECURITIES (Continued)

Based on the Conditional Perpetual Capital Security Purchase Agreements dated 31 December 2018 and its addendum dated 4 July 2019, IAA issued additional perpetual securities to AirAsia Berhad totaling Rp1,128,750,000,000, which have been received in cash.

Furthermore, in January 2020, IAA, at its own and sole discretion, has partly redeemed the principal amount of perpetual securities amounted to Rp140,900,000,000. As stipulated in the CPCS Agreement, IAA is required to pay interest ("Distribution"), including the accumulative arrears of Distributions, following the redemption of principal amount. AirAsia Berhad has waived such Distribution amounted to Rp25.2 billion.

As of 31 December 2025 and 2024, outstanding balance of perpetual securities amounted to Rp3,486,850,000,000. The perpetual securities meet the definition of equity instrument and presented in the equity section of the consolidated statement of financial position.

The perpetual securities bear interest ("Distribution") on its outstanding principal amount and the Company may pay such Distribution semi-annually ("Distribution Payment Date") at 2% per annum for the 12 months effective from the date of signing of the Agreement, and ranging between 8% - 12% per annum thereafter ("Distribution Rate"), until the seventh anniversary of the issuance of perpetual securities ("First Call Date").

At each subsequent period after the *First Call Date*, the prevailing interest rate is Distribution Rate plus *step-up margin* of 5%.

The Company may, at its sole and absolute discretion, elect to defer, in whole or in part, payment of any Distribution, unless a compulsory Distribution payment event has occurred. However, the occurrence of such compulsory Distribution payment event is at the sole discretion of the Company. Following a deferral, arrears of Distributions are cumulative.

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21. SEKURITAS PERPETUAL (Lanjutan)

Sekuritas perpetual tersebut tidak dijamin dan tidak memiliki tanggal penebusan, dengan demikian entitas anak tidak berkewajiban untuk melakukan penebusan saldo pokok namun memiliki hak untuk, atas keputusannya sendiri sepenuhnya, melakukan penebusan baik seluruh atau sebagian, pada *First Call Date* maupun pada tanggal Pembayaran Distribusi selanjutnya.

Direksi berpendapat bahwa IAA memiliki kemampuan dalam menentukan pembayaran baik secara kas maupun aset keuangan lainnya kepada pemegang sekuritas di luar terjadinya likuidasi di luar kontrol IAA.

22. SALDO DAN TRANSAKSI DENGAN PIHAK - PIHAK BERELASI

Grup melakukan transaksi dengan pihak-pihak berelasi dengan syarat dan ketentuan yang disepakati oleh kedua belah pihak.

Ringkasan saldo signifikan dengan pihak-pihak berelasi per 31 Desember 2025 dan 2024 adalah sebagai berikut:

| | <i>Total</i> | | <i>Persentase terhadap Total Aset/ Percentage to Total Assets</i> | | |
|---------------------------------------|---|---|---|---|--|
| | <i>31 Desember 2025/ 31 December 2025</i> | <i>31 Desember 2024/ 31 December 2024</i> | <i>31 Desember 2025/ 31 December 2025</i> | <i>31 Desember 2024/ 31 December 2024</i> | |
| Piutang lain-lain (Catatan 6): | | | | | |
| Entitas sepenengadali | | | | | Other receivables (Note 6): Entities under common control |
| Teleport Everywhere, Pte. Ltd. | 24.741.690.850 | 15.997.352.696 | 0,43% | 0,28% | Teleport Everywhere, Pte. Ltd. |
| GTRSG Pte Ltd | 7.431.372.851 | 6.717.771.180 | 0,13% | 0,12% | GTRSG Pte Ltd. |
| AirAsia SEA Sdn. Bhd | 2.370.719.781 | - | 0,06% | - | AirAsia SEA Sdn. Bhd |
| Move Digital Sdn. Bhd. | 402.882.957 | 387.998.710 | 0,01% | 0,01% | Move Digital Sdn. Bhd. |
| Teleport (Thailand) Co. Ltd. | 94.986 | 91.477 | 0,00% | 0,00% | Teleport (Thailand) Co. Ltd |
| PT BIGLIFE Digital Indonesia | - | 5.300.000 | - | 0,00% | PT BIGLIFE Digital Indonesia |
| Thai AirAsia X Co. Ltd. | - | 14.359.636.518 | - | 0,25% | Thai AirAsia X Co. Ltd. |
| Pihak berelasi lainnya | | | | | Other related parties |
| AirAsia X Bhd. | 68.068.228.880 | - | 1,34% | - | AirAsia X Bhd. |
| PT. Move Travel Indonesia | 11.063.374.606 | 11.704.320.150 | 0,22% | 0,20% | PT. Move Travel Indonesia |
| Thai AirAsia Co., Ltd. | 3.166.762.607 | - | 0,04% | - | Thai AirAsia Co. Ltd. |
| Move Travel Sdn Bhd. | 993.510.472 | 1.579.528.070 | 0,00% | 0,03% | Move Travel Sdn Bhd. |
| Move Duty Free Sdn. Bhd. | 138.641.304 | 117.751.807 | 0,00% | 0,00% | Move Duty Free Sdn. Bhd. |
| Santan Food Service Sdn. Bhd. | 66.872.082 | - | 0,00% | - | Santan Food Service Sdn. Bhd |
| Ikhlas Com Travel Sdn. Bhd | 79.863.356 | 103.641.967 | 0,00% | 0,21% | Ikhlas Com Travel Sdn. Bhd |
| Brand AA Sdn. Bhd | 20.860.697 | 20.090.012 | 0,00% | 0,00% | Brand AA Sdn. Bhd |
| Total | 118.544.875.429 | 50.993.482.587 | 2,38% | 0,90% | Total |

21. PERPETUAL SECURITIES (Continued)

The perpetual securities are unsecured and have no fixed redemption date, therefore the subsidiary is not obliged to redeem the principal amount but would have the right, at its own and sole discretion, to redeem in whole or in part, on the *First Call Date* or any following *Distribution Payment Date*.

In the opinion of the Board of Directors, IAA is able to control the delivery of cash or other financial assets to the holders of perpetual securities other than an unforeseen liquidation of IAA.

22. BALANCES AND TRANSACTIONS WITH RELATED PARTIES

The Group has engaged in transactions with related parties under terms and conditions as agreed within parties.

The summary of significant balances with related parties as of 31 December 2025 and 2024 are as follows:

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22. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK
BERELASI (Lanjutan)

Ringkasan saldo signifikan dengan pihak-pihak berelasi per 31 Desember 2025 dan 2024 adalah sebagai berikut: (Lanjutan)

22. BALANCES AND TRANSACTIONS WITH RELATED
PARTIES (Continued)

The summary of significant balances with related parties as of 31 December 2025 and 2024 are as follows: (Continued)

| | Total | | Persentase terhadap Total Aset/ Percentage to Total Assets | | |
|--|---------------------------------------|---------------------------------------|---|---------------------------------------|--|
| | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 | |
| Utang lain-lain (Catatan 13): | | | | | |
| Entitas Induk Terakhir | | | | | Other Payables (Note 13): |
| Capital A Berhad | 28.482.244.066 | 28.033.113.396 | 0,18% | 0,19% | Ultimate Parent Entity Capital A Berhad |
| Pemegang Saham | | | | | Shareholder |
| AirAsia Aviation Group Limited | 2.510.208.134.561 | 93.200.336.284 | 15,89% | 0,62% | AirAsia Aviation Group Limited |
| Entitas Sepengendali | | | | | Entities Under Common Control |
| AirAsia Berhad | 1.304.115.890.296 | 1.672.598.437.090 | 8,25% | 9,52% | AirAsia Berhad |
| Asia Aviation Capital Ltd. | 299.802.169.564 | 275.968.945.939 | 1,90% | 1,82% | Asia Aviation Capital Ltd. |
| AirAsia SEA Ltd. | 180.066.892.231 | 196.897.092.195 | 1,14% | 1,30% | AirAsia SEA Ltd. |
| AirAsia Aviation Management Services Sdn. Bhd. | 123.672.761.062 | 24.064.241.169 | 0,78% | 0,16% | AirAsia Aviation Management Services Sdn. Bhd. |
| PT Asia Digital Engineering Indonesia | 75.575.090.087 | 5.135.953.613 | 0,48% | 0,03% | PT Asia Digital Engineering Indonesia |
| Asia Digital Engineering Sdn. Bhd. | 68.683.431.615 | 128.354.825.971 | 0,43% | 0,85% | Asia Digital Engineering Sdn. Bhd. |
| AirAsia (Cambodia) Co., Ltd | 66.305.847.303 | 6.828.733.977 | 0,42% | 0,05% | AirAsia (Cambodia) Co., Ltd |
| Ground Team Red Sdn. Bhd. | 33.523.012.111 | 18.931.049.404 | 0,21% | 0,13% | Ground Team Red Sdn. Bhd. |
| BIG Life Sdn. Bhd. | 4.755.902.772 | 3.577.933.820 | 0,03% | 0,02% | BIG Life Sdn. Bhd. |
| Airasia Technology Centre Singapore Pte Ltd. | 3.933.367.677 | 3.788.051.984 | 0,02% | 0,03% | Airasia Technology Centre Singapore Pte Ltd. |
| Rokki Sdn. Bhd. | 2.907.687.583 | 3.576.040.969 | 0,02% | 0,02% | Rokki Sdn. Bhd. |
| Philippines AirAsia Inc. | 704.318.332 | 93.920.900 | 0,00% | 0,00% | Philippines AirAsia Inc. |
| PT Teleport Bisnis Indonesia | 116.949.047 | 507.739.094 | 0,00% | 0,00% | PT Teleport Bisnis Indonesia |
| Teleport Commerce Malaysia Sdn. Bhd. | 39.164.326 | 37.208.210 | 0,00% | 0,00% | Teleport Commerce Malaysia Sdn. Bhd. |
| AirAsia (Guangzhou) Aviation Service Limited Company | 6.353.661 | 5.860.067 | 0,00% | 0,00% | AirAsia (Guangzhou) Aviation Service Limited Company |
| Teleport Commercial Services (Shenzhen) Limited | 237.801 | 229.016 | 0,00% | 0,00% | Teleport Commercial Services (Shenzhen) Limited |
| AirAsia SEA Sdn. Bhd. | - | 13.278.751.024 | - | 0,09% | AirAsia SEA Sdn. Bhd. |
| Pihak Berelasi Lainnya | | | | | Other Related Parties |
| PT Indonesia AirAsia Extra | 58.908.108.765 | 426.498.982.749 | 0,00% | 2,82% | PT Indonesia AirAsia Extra |
| Thai AirAsia X Co. Ltd. | 22.107.473.176 | 22.284.381.524 | 0,00% | 0,15% | Thai AirAsia X Co. Ltd. |
| AirAsia X Services Pty. Ltd. | 8.634.589.473 | 1.359.224.342 | 0,00% | 0,04% | AirAsia X Services Pty. Ltd. |
| Santan Food Sdn. Bhd. | 561.603.288 | 490.146.417 | 0,00% | 0,00% | Santan Food Sdn. Bhd. |
| PT Santan Food Services Indonesia | 183.660.000 | - | 0,00% | - | PT Santan Food Services Indonesia |
| PT BIGLIFE Digital Indonesia | 127.900.000 | - | 0,00% | 0,00% | PT BIGLIFE Digital Indonesia |
| AirAsia X Bhd | - | 6.179.158.734 | - | 0,01% | AirAsia X Bhd |
| Santan Food Services Sdn. Bhd. | - | 8.276.982.440 | - | 0,05% | Santan Food Services Sdn. Bhd. |
| Total | 4.793.422.788.797 | 2.939.967.340.328 | 30,34% | 17,90% | Total |

Piutang lain-lain dari Thai AirAsia Co. Ltd. dan AirAsia X Berhad merupakan piutang atas transaksi penerimaan kas atas nama Perusahaan atas pembelian tiket penerbangan oleh penumpang.

Other receivables from Thai AirAsia Co. Ltd. and AirAsia X Berhad represents receivables arising from cash receipt transactions on behalf of the Company with regard to the purchases of flight tickets by passengers.

Piutang lain-lain dari Teleport Everywhere Pte. Ltd. merupakan piutang atas transaksi kargo.

Other receivables from Teleport Everywhere Pte. Ltd. represent receivables arising from cargo transactions.

Piutang lain-lain dari PT. Move Travel Indonesia (fka PT AirAsia SuperApp Indonesia) merupakan piutang atas transaksi Unlimited Pass dan payroll chargeback.

Other receivables from PT. Move Travel Indonesia (fka PT AirAsia SuperApp Indonesia) represent receivables arising from Unlimited Pass and payroll chargeback transactions.

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BERELASI (Lanjutan)

Piutang lain-lain dari GTRSG Pte Ltd merupakan piutang atas transaksi *Not to Land* (NTL) dan *Ground Handling chargeback*.

Piutang lain-lain kepada AirAsia SEA Sdn. Bhd., merupakan piutang atas *payroll chargeback*.

Piutang lain-lain kepada Move Travel Sdn Bhd atas komisi atas penjualan dan pemasaran melalui *platform* AirAsia SuperApp dan *chargeback* atas transaksi *Unlimited Pass*.

Utang lain-lain kepada AirAsia Berhad merupakan utang atas transaksi yang berkaitan dengan pembayaran liabilitas sewa, pemeliharaan pesawat serta kegiatan operasional Grup lainnya.

Utang lain-lain kepada PT Indonesia AirAsia Extra ("IAAX") terutama merupakan utang atas transaksi *wet lease* yang telah berakhir pada bulan Oktober 2020. Transaksi *wet lease* merupakan transaksi sewa pesawat antara IAA dengan IAAX untuk 5 pesawat Airbus tipe A-320 dimana IAAX mengenakan IAA beban atas sewa pesawat, kru pesawat, pemeliharaan pesawat dan asuransi pesawat.

Utang lain-lain kepada Asia Aviation Capital Ltd. merupakan utang atas transaksi pembayaran sewa pesawat dan pembiayaan atas pemeliharaan pesawat. Utang lain-lain kepada Asia Digital Engineering Sdn. Bhd. adalah utang atas pembelian persediaan dan aset tetap.

Utang lain-lain kepada AirAsia SEA Ltd. dan AirAsia Aviation Management Services Sdn Bhd merupakan utang atas pembayaran management fee atas jasa *shared service*.

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22. BALANCES AND TRANSACTIONS WITH RELATED
PARTIES (Continued)

Other receivables from GTRSG Pte Ltd. represents receivables arising from Not to Land (NTL) and Ground Handling Chargeback.

Other receivable to AirAsia SEA Sdn. Bhd. are receivables from payroll chargebacks.

Other receivable to Move Travel Sdn. Bhd with regard to the commission fees from sales and marketing through AirAsia SuperApp platform and unlimited pass chargeback transactions.

Other payables to AirAsia Berhad represent payables arising from transactions related to the payments of lease liabilities, aircraft maintenance and the Group's other operational activities.

Other payables to PT Indonesia AirAsia Extra ("IAAX") mostly represent payables arising from wet lease transaction that has ended in October 2020. Wet lease transaction represents aircraft lease between IAA and IAAX for 5 Airbus aircrafts type A-320 in which IAAX charges to IAA on a monthly basis for aircraft lease, cabin crew, aircraft maintenance and insurance.

Other payables to Asia Aviation Capital Ltd. represent payables arising from transaction related to payments of aircraft lease and maintenance transactions. Other payables to Asia Digital Engineering Sdn. Bhd. represent payables arising from the purchase of inventory and fixed asset.

Other payables to AirAsia SEA Ltd. and AirAsia Aviation Management Services Sdn Bhd represent management fee related to shared service.

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22. SALDO DAN TRANSAKSI DENGAN PIHAK-PIHAK
BERELASI (Lanjutan)

Utang lain-lain kepada Thai AirAsia X Co. Ltd., dan
Ground Team Red Sdn. Bhd. atas pembelian tiket
penerbangan oleh penumpang dan transaksi *ground
handling*.

Ringkasan transaksi signifikan dengan pihak-pihak
berelasi untuk periode yang berakhir pada tanggal
31 Desember 2025 dan 2024 adalah sebagai berikut:

22. BALANCES AND TRANSACTIONS WITH RELATED
PARTIES (Continued)

Other payables to Thai AirAsia X Co. Ltd., and
Ground Team Red Sdn. Bhd. with regard to the
purchases of flight tickets by passengers and
ground handling transactions.

The summary of significant transactions with
related parties for the period ended 31
December 2025 and 2024 are as follows:

| | Total | | Persentase terhadap Total Beban Usaha/Percentage to Total Operating Expense | | |
|--|--|--|--|--|--|
| | Tahun yang Berakhir pada Tanggal 31 Desember 2025/ Year Ended 31 December 2025 | Tahun yang Berakhir pada Tanggal 31 Desember 2024/ Year Ended 31 December 2024 | Tahun yang Berakhir pada Tanggal 31 Desember 2025/ Year Ended 31 December 2025 | Tahun yang Berakhir pada Tanggal 31 Desember 2024/ Year Ended 31 December 2024 | |
| <u>Entitas Sepengendali</u> | | | | | <u>Under Common Control</u> |
| Biaya manajemen & layanan: | | | | | Management & service fees: |
| AirAsia SEA Sdn. Bhd. | 33.886.300.279 | 30.663.356.154 | 0,40% | 0,55% | AirAsia SEA Sdn. Bhd. |
| AirAsia Aviation Management Services Sdn. Bhd. | 44.415.638.069 | 27.638.787.033 | 0,52% | 0,27% | AirAsia Aviation Management Services Sdn. Bhd. |
| AirAsia X Services Pty. Ltd | 5.657.491.931 | 3.586.303.143 | 0,07% | 0,04% | AirAsia X Services Pty. Ltd |
| Teleport Everywhere, Pte., Ltd. | 1.545.485.216 | 1.280.836.852 | 0,02% | 0,01% | Teleport Everywhere, Pte., Ltd. |
| Komisi: | | | | | Commission: |
| Move Travel Sdn Bhd | 82.302.982.681 | 61.507.020.357 | 0,97% | 0,70% | Move Travel Sdn Bhd |
| AirAsia Berhad | 6.908.375.625 | 101.497.743.969 | 0,08% | 1,16% | AirAsia Berhad |
| Biaya ICT: | | | | | ICT Cost: |
| AirAsia Aviation Management Services Sdn. Bhd. | 10.335.404.673 | 10.803.026.729 | 0,12% | 0,12% | AirAsia Aviation Management Services Sdn. Bhd. |
| Biaya lisensi merek: | | | | | Brand license fee: |
| AirAsia Aviation Group Limited | 83.533.587.400 | 89.261.487.754 | 0,98% | 1,02% | AirAsia Aviation Group Limited |
| Beban bunga: | | | | | Interest expense: |
| AirAsia Berhad | 13.606.717.076 | 7.077.315.167 | 0,16% | 0,08% | AirAsia Berhad |

| | Total | | Persentase terhadap Total Pendapatan/Percentage to Total Revenues | | |
|-----------------------------------|--|--|--|--|-----------------------------------|
| | Tahun yang Berakhir pada Tanggal 31 Desember 2025/ Year Ended 31 December 2025 | Tahun yang Berakhir pada Tanggal 31 Desember 2024/ Year Ended 31 December 2024 | Tahun yang Berakhir pada Tanggal 31 Desember 2025/ Year Ended 31 December 2025 | Tahun yang Berakhir pada Tanggal 31 Desember 2024/ Year Ended 31 December 2024 | |
| <u>Entitas Sepengendali</u> | | | | | <u>Under Common Control</u> |
| Pendapatan kargo: | | | | | Cargo revenue: |
| Teleport Everywhere, Pte. Ltd. | 70.947.909.609 | 56.236.597.320 | 0,90% | 0,71% | Teleport Everywhere, Pte. Ltd. |

Untuk periode yang berakhir pada tanggal
31 Desember 2025, Grup membayarkan kompensasi
imbangan kerja jangka pendek kepada personel
manajemen kunci yang terdiri dari Dewan Komisaris
dan Direksi Perusahaan masing-masing sebesar
Rp660.000.000 dan Rp14.210.952.860 (31
Desember 2024: Rp660.000.000 dan
Rp16.499.616.237).

For the period ended 31 December 2025, the
Group paid short-term compensation to key
management personnel consisting of Board of
Commissioners and Board of Directors of the
Company, amounted to Rp660,000,000 and
Rp14,210,952,860, respectively (31 December
2024: Rp660,000,000 and Rp16,499,616,237).

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23. PERPAJAKAN

23. TAXATION

a. Utang pajak

a. Taxes payable

| | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 | |
|----------------------------|---------------------------------------|---------------------------------------|-------------------------|
| <u>Perusahaan</u> | | | <u>The Company</u> |
| Pajak penghasilan pasal 21 | 117.257.954 | 1.218.107 | Income taxes article 21 |
| <u>Entitas anak</u> | | | <u>Subsidiary</u> |
| Pajak penghasilan: | | | Income taxes: |
| Pasal 21 | 72.030.027.588 | 43.862.926.916 | Article 21 |
| Pasal 23 | 8.693.519.573 | 2.132.607.530 | Article 23 |
| Pasal 22 | 1.779.198.848 | 12.008.415.881 | Article 22 |
| Pasal 4 (2) | 514.413.951 | 8.215.175 | Article 4 (2) |
| Pasal 25 | 279.191.893 | 430.616.421 | Article 25 |
| Pasal 29 | 56.980.822 | 904.726.809 | Article 29 |
| Pasal 15 | - | 8.369.457.894 | Article 15 |
| Pajak pertambahan nilai | 1.197.530.642 | 720.213.549 | value added tax |
| Sub total | 84.550.463.317 | 68.437.180.175 | Sub-total |
| Total | 84.668.121.271 | 68.438.398.282 | Total |

b. Beban pajak kini

b. Current tax expense

Perhitungan pajak penghasilan Perusahaan

Income tax computation of the Company

Rekonsiliasi antara rugi sebelum beban pajak penghasilan, sesuai dengan laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dan estimasi rugi fiskal Perusahaan adalah sebagai berikut:

The reconciliation between loss before income tax expense, as shown in the consolidated statements of profit or loss, and other comprehensive income and estimated tax loss of the Company is as follows:

| | 31 Desember 2025/ 31 December 2025 | 31 Desember 2024/ 31 December 2024 | |
|---|---------------------------------------|---------------------------------------|--|
| Rugi sebelum manfaat (beban) pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian | (1.291.446.513.208) | (1.523.194.719.330) | Loss before income tax benefit (expense) per consolidated statements of profit or loss and other comprehensive income |
| Rugi sebelum pajak penghasilan Entitas anak | 1.285.529.681.212 | 1.521.335.318.450 | Loss before income tax Subsidiary |
| Rugi sebelum pajak penghasilan Perusahaan | (5.916.831.996) | (1.859.400.880) | Loss before income tax of the Company |
| Beda temporer | 227.842.601 | 6.088.973 | Temporary differences |
| Beda tetap | 14.001.000 | 117.205.670 | Permanent differences |
| Estimasi rugi fiskal | (5.674.988.395) | (1.736.106.237) | Estimated tax loss |
| Akumulasi rugi fiskal tahun-tahun sebelumnya | (18.404.009.031) | (28.984.813.293) | Prior years accumulated tax losses |
| Rugi fiskal yang telah kedaluwarsa | (97.326.479) | 12.316.910.499 | Expired fiscal losses |
| Total akumulasi rugi fiskal | (24.176.323.905) | (18.404.009.031) | Total accumulated tax losses |
| Beban pajak kini - Perusahaan | - | - | Current tax expense - the Company |

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23. PERPAJAKAN (Lanjutan)

b. Beban pajak kini (Lanjutan)

Perhitungan pajak penghasilan IAA, entitas anak

Rekonsiliasi antara rugi sebelum manfaat (beban) pajak penghasilan dan estimasi rugi fiskal IAA adalah sebagai berikut:

| | <u>31 Desember 2025/ 31 December 2025</u> |
|--|---|
| Rugi sebelum manfaat (beban) pajak penghasilan | (1.290.743.945.611) |
| Beda temporer | 65.378.369.391 |
| Beda tetap | <u>(112.245.127.846)</u> |
| Estimasi rugi fiskal | (1.337.610.704.066) |
| Akumulasi rugi fiskal tahun-tahun sebelumnya | (6.129.166.260.661) |
| Koreksi rugi fiskal tahun sebelumnya | <u>181.735.143.532</u> |
| Total akumulasi rugi fiskal | <u>(7.285.041.821.195)</u> |
| Beban pajak kini | <u>-</u> |

IAA telah melaporkan Surat Pemberitahuan Tahunan atas pajak penghasilan badan ("SPT") ke Kantor Pajak untuk tahun pajak 2024 sesuai dengan perhitungan rugi fiskal yang disajikan di atas.

Pada tanggal 29 Oktober 2021, Presiden Republik Indonesia menandatangani UU No.7/2021 tentang "Harmonisasi Peraturan Perpajakan", yang menerapkan, antara lain, tarif pajak penghasilan badan sebagai berikut:

- a. sebesar 22% yang mulai berlaku pada tahun pajak 2022 (sebelumnya 20% yang diatur dalam Peraturan Pemerintah (Perppu) No.1 Tahun 2020 tertanggal 31 Maret 2020).
- b. Perusahaan Terbuka dalam negeri dengan jumlah keseluruhan saham yang disetor diperdagangkan pada bursa efek di Indonesia paling sedikit 40% dan memenuhi persyaratan tertentu sesuai dengan peraturan pemerintah, dapat memperoleh tarif sebesar 3% lebih rendah dari tarif pada butir a di atas.

Grup telah menggunakan tarif pajak penghasilan tunggal sesuai Perppu di atas untuk tahun pajak 2025 dan 2024 sebesar 22%.

Pajak Penghasilan Pilar Dua

Perusahaan merupakan bagian dari grup multinasional yang tercakup dalam ruang lingkup PMK No. 136 Tahun 2024 mengenai Pajak Minimum Global (Pilar Dua).

23. TAXATION (Continued)

b. Current tax expense (Continued)

Income tax computation of IAA, a subsidiary

The reconciliation between loss before income tax benefit (expense) and estimated tax loss of IAA is as follows:

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--|---|---|
| Rugi sebelum manfaat (beban) pajak penghasilan | (1.524.917.991.994) | Loss before income tax benefit (expense) |
| Beda temporer | (149.290.522.612) | Temporary differences |
| Beda tetap | <u>124.194.055.375</u> | Permanent differences |
| Estimasi rugi fiskal | (1.550.014.459.231) | Estimated tax loss |
| Akumulasi rugi fiskal tahun-tahun sebelumnya | (4.610.051.470.633) | Prior years accumulated tax losses |
| Koreksi rugi fiskal tahun sebelumnya | <u>30.899.669.203</u> | Correction on prior year estimated tax loss |
| Total akumulasi rugi fiskal | <u>(6.129.166.260.661)</u> | Total accumulated tax losses |
| Beban pajak kini | <u>-</u> | Current tax expense |

IAA has submitted Annual Corporate Income Tax Return ("SPT") to the Tax Office for fiscal year 2024 in accordance with the tax loss computation as presented above.

On 29 October 2021, the President of the Republic of Indonesia signed UU No.7/2021 regarding "Harmonization of Tax Regulation", which applies, among others, the corporate income tax rate as follows:

- a. 22% effective starting fiscal year 2022 (previously 20% as stipulated in Government Regulation (Perppu) No.1 Year 2020 dated 31 March 2020).
- b. Resident publicly-listed companies in Indonesia whose at least 40% or more of the total paid-up shares or other equity instruments are listed for trading in the Indonesia stock exchanges and meet certain requirements in accordance with the government regulations, can apply tariff of 3% lower than tariff as stated in point a above.

The Group has applied a single tax rate as disclosed in above Perppu for the fiscal year 2025 and 2024 of 22%.

Pillar Two income taxes

The Company is within the scope of PMK No. 136 of 2024 regarding the Global Minimum Tax (Pillar Two).

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23. PERPAJAKAN (Lanjutan)

b. Beban pajak kini (Lanjutan)

PMK 136/2024 menerapkan mekanisme perpajakan baru yang mensyaratkan Perusahaan Multinasional ("PMN") untuk membayar pajak tambahan di suatu yurisdiksi ketika tarif pajak efektif, yang ditentukan berdasarkan yurisdiksi menurut aturan Pilar Dua, lebih rendah dari tarif minimum 15%. PMK 136/2024 menetapkan mekanisme untuk menentukan entitas mana (atau entitas-entitas mana) dalam Grup PMN yang harus menerapkan pajak tambahan tersebut dan porsi pajak yang dibebankan kepada setiap entitas terkait.

Untuk tahun yang berakhir pada tanggal 31 Desember 2025 Grup telah menerapkan amandemen PSAK 212: *Pajak Penghasilan*, yang memberikan pengecualian wajib sementara dari pengakuan atau pengungkapan pajak tangguhan terkait aturan Pilar Dua sehingga tidak ada dampak terhadap Laporan Keuangan konsolidasian 2025. Dampak masa depan dari aturan Pilar Dua untuk Grup masih dalam tahap estimasi.

Aturan model Pilar Dua adalah kompleks dan Grup sedang dalam proses untuk mengestimasi dampak potensialnya terhadap laporan keuangan konsolidasian, jika ada. Berdasarkan informasi yang tersedia saat ini, Grup tidak mengharapkan adanya dampak material terhadap laporan keuangan konsolidasian.

c. Aset (liabilitas) pajak tangguhan, neto

| | 1 Januari 2025/ 1 January 2025 | Dibebankan ke laporan laba rugi/ Charged to profit or loss for the year | Dicatat di penghasilan komprehensif lain/ Recognized in other comprehensive income | Pengaruh atas perubahan tarif pajak/ Effect of changes in tax rate | 31 Desember 2025/ 31 December 2025 | |
|--------------------------------------|-----------------------------------|---|--|--|--|-----------------------------------|
| Aset (liabilitas) pajak tangguhan | | | | | | Deferred tax assets (liabilities) |
| Entitas anak | | | | | | Subsidiaries |
| Aset tetap, neto | (7.399.849.129) | (1.286.929.920) | - | - | (8.686.779.049) | Fixed assets |
| Imbalan kerja | 1.677.103.203 | 394.317.957 | 241.613.385 | - | 2.313.034.545 | Employee benefits |
| Total | (5.722.745.926) | (892.611.963) | 241.613.385 | - | (6.373.744.503) | Total |

23. TAXATION (Continued)

b. Current tax expense (Continued)

PMK 136/2024 applies new taxing mechanisms under which a Multinational Enterprises ("MNE") would pay a top-up tax in a jurisdiction whenever the effective tax rate, determined on a jurisdictional basis under the Pillar Two rules is below a 15% minimum rate. PMK 136/2024 sets out the mechanics for determining which entity (or entities) in an MNE Group should apply the top-up tax and the portion of such tax that is charged to each relevant entity.

For the year ended 31 December 2025, the Group has applied amendment to PSAK 212: *Income Taxes*, which provides mandatory temporary exception from recognizing or disclosing deferred taxes related to Pillar Two rules such that there is no impact to the 2025 consolidated financial statements. The future impact of Pillar Two rules for the Group is still being estimated.

The Pillar Two model rules are complex and the Group is still in the process of assessing potential impact to the consolidated financial statements, if any. Based on currently available information, the Group does not expect any material impact to the consolidated financial statements.

c. Deferred tax assets (liabilities), net

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23. PERPAJAKAN (Lanjutan)

c. Aset (liabilitas) pajak tangguhan, neto
(Lanjutan)

| | 1 Januari 2024/ 1 January 2024 | Dibebankan ke laporan laba rugi/ Charged to profit or loss for the year | Dicatat di penghasilan komprehensif lain/ Recognized in other comprehensive income |
|-----------------------------------|-----------------------------------|---|--|
| Aset (liabilitas) pajak tangguhan | | | |
| Entitas Anak | | | |
| Aset tetap | (6.102.844.347) | (1.297.004.782) | - |
| Imbalan kerja | 1.350.738.247 | 325.304.549 | 1.060.407 |
| Total | (4.752.106.100) | (971.700.233) | 1.060.407 |

Pada tanggal 31 Desember 2025, manajemen Grup melakukan pengkajian terkait dengan estimasi manfaat pajak yang berasal dari beda temporer yang telah diakui serta rugi fiskal. Berdasarkan hasil pengkajian manajemen, diputuskan bahwa Grup tidak mengakui aset pajak tangguhan yang berasal dari imbalan kerja, penyisihan bonus karyawan, penyisihan atas penurunan nilai piutang lain-lain, penyisihan atas penurunan nilai aset hak-guna, dan akumulasi rugi fiskal, dengan nilai total sebesar Rp1.414.741.585.907, karena kemungkinan besar tidak tersedia penghasilan kena pajak masa depan untuk memanfaatkan seluruh beda temporer dan rugi fiskal tersebut.

Rekonsiliasi antara manfaat pajak yang dihitung dengan menggunakan tarif pajak yang berlaku dari rugi sebelum beban pajak penghasilan dengan jumlah beban pajak penghasilan sesuai dengan laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

| | 31 Desember 2025/ 31 December 2025 |
|---|---------------------------------------|
| Rugi sebelum beban pajak | |
| Penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian | (1.291.446.513.208) |
| Manfaat pajak pada tarif pajak berlaku | 284.118.232.948 |
| Pengaruh pajak atas beda tetap | 23.705.093.188 |
| Aset pajak tangguhan tidak diakui | (311.243.148.719) |
| Beban pajak penghasilan | (3.419.822.583) |

23. TAXATION (Continued)

c. *Deferred tax assets (liabilities), net*
(Continued)

| | 31 Desember 2024/ 31 December 2024 |
|-----------------------------------|--|
| Aset (liabilitas) pajak tangguhan | |
| Entitas Anak | |
| Aset tetap | (7.399.849.129) |
| Imbalan kerja | 1.677.103.203 |
| Total | (5.722.745.926) |

As of 31 December 2025, the Group's management reviewed the estimated tax benefit arising from temporary differences that have been recognized and tax loss. Based on the management assessment, it has been decided that the Group did not recognize deferred tax assets on employee benefits, provision for employee bonuses, allowance for impairment of other receivables, allowance for impairment of right-of-use assets, and accumulated tax losses, with total amount of Rp1,414,741,585,907, since it is not probable that the future taxable profit will be available against such temporary differences and tax loss.

The reconciliation between tax benefit calculated by applying the applicable tax rate to the loss before income tax expense and income tax expense as shown in the consolidated statements of profit or loss and other comprehensive income is as follows:

| | 31 Desember 2024/ 31 December 2024 | |
|---|---------------------------------------|---|
| Rugi sebelum beban pajak | | |
| Penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian | (1.523.194.719.330) | Loss before income tax expense per consolidated statements of profit or loss and other comprehensive income |
| Manfaat pajak pada tarif pajak berlaku | 335.102.838.253 | Tax benefit at applicable tax rate |
| Pengaruh pajak atas beda tetap | (28.579.100.317) | Tax effect on permanent difference |
| Aset pajak tangguhan tidak diakui | (309.839.539.569) | Unrecognized deferred tax asset |
| Beban pajak penghasilan | (3.315.815.633) | Income tax expense |

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23. PERPAJAKAN (Lanjutan)

d. Pemeriksaan pajak

Entitas Anak - IAA

Audit Pajak Masa 2019

Pada bulan Januari 2024, IAA menerima Surat Ketetapan Pajak Kurang Bayar dari Kantor Pajak atas tahun pajak 2019 terkait pajak penghasilan Pasal 21, 23, 26, 4(2), 15 serta PPN, dengan nilai total sebesar Rp136.722.469.681, termasuk denda pajak. IAA menerima sebagian hasil pemeriksaan pajak sejumlah Rp10.675.489.764 dan mengajukan keberatan atas jumlah yang tersisa.

Pada bulan April 2024, IAA menyampaikan surat keberatan untuk sengketa PPh Pasal 23 masa Desember, PPh Pasal 26 masa Desember, PPN Jasa Luar Negeri masa Agustus dan Desember, dan PPN untuk masa Januari sampai dengan Desember tahun pajak 2019 dengan nilai total sengketa sebesar Rp126.046.979.917 ke DJP.

Putusan atas permohonan keberatan untuk sengketa PPh Pasal 26 untuk tahun pajak 2019 diterbitkan pada September 2024. Berdasarkan putusan keberatan tersebut, DJP mengabulkan sebagian sengketa PPh Pasal 26 masa Desember sebesar Rp15.911.576.109 dari total nilai sengketa sebesar Rp18.463.202.886. Atas keputusan keberatan ini, IAA tidak mengajukan banding.

Putusan atas permohonan keberatan untuk sengketa PPN Jasa Luar Negeri masa Agustus dan Desember tahun pajak 2019 diterbitkan pada bulan Desember 2024. Berdasarkan putusan keberatan tersebut, DJP menolak keseluruhan keberatan yang diajukan. Atas keputusan keberatan ini, IAA tidak mengajukan banding.

Putusan atas permohonan keberatan untuk sengketa PPh Pasal 23 untuk tahun pajak 2019 diterbitkan pada Pada Januari 2025. Berdasarkan putusan keberatan tersebut, DJP menolak keseluruhan keberatan yang diajukan. Atas keputusan keberatan ini, IAA tidak mengajukan banding.

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23. TAXATION (Continued)

d. Tax audit

The Subsidiary - IAA

Tax Audit Fiscal Year 2019

In January 2024, IAA received a Tax Underpayment Assessment Letter from the Tax Office for the 2019 fiscal year, relating to Income Tax Articles 21, 23, 26, 4(2), and 15, as well as VAT, with a total amount of Rp136,722,469,681, including tax penalties. IAA accepted part of the tax audit findings amounting to Rp10,675,489,764 and filed an objection for the remaining amount.

In April 2024, IAA submitted an objection letter to the Directorate General of Taxes (DGT) for disputes related to Income Tax Article 23 for the December tax period, Income Tax Article 26 for the December tax period, VAT on Offshore Services for the August and December tax periods, and VAT for the January to December 2019 tax periods, with a total disputed amount of Rp126,046,979,917.

The decision on the objection for the Income Tax Article 26 dispute for the 2019 fiscal year was issued in September 2024. Based on the decision, the DGT partially granted the objection for Income Tax Article 26 for the December tax period, amounting to Rp15,911,576,109 out of the total disputed amount of Rp18,463,202,886. Following this decision, IAA did not proceed with an appeal.

The decision on the objection for the VAT on Offshore Services dispute for the August and December 2019 tax periods was issued in December 2024. Based on the decision, the DGT rejected the objection in full. IAA did not proceed with an appeal against this decision.

The decision on the objection for the Income Tax Article 23 dispute for the 2019 fiscal year was issued in January 2025. Based on the decision, the DGT rejected the objection in full. IAA did not proceed with an appeal against this decision.

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23. PERPAJAKAN (Lanjutan)

e. Pemeriksaan pajak (Lanjutan)

Entitas Anak - IAA (Lanjutan)

Audit Pajak Masa 2019 (Lanjutan)

Selanjutnya, DJP menerbitkan Surat Tagihan Pajak (STP) Denda Penagihan atas keberatan yang ditolak dan tidak diajukan banding atas PPh Pasal 23, PPh Pasal 26, serta PPN Jasa Luar Negeri untuk Masa Pajak Agustus dan Desember 2019 Pada bulan September 2025. Atas STP Denda Penagihan tersebut, IAA mengajukan permohonan penghapusan sanksi pada bulan November 2025. Keputusan atas permohonan penghapusan sanksi tersebut diterbitkan pada bulan Desember 2025. DJP mengabulkan permohonan penghapusan sanksi PPh Pasal 23 dan PPh Pasal 26, namun menolak permohonan penghapusan sanksi untuk PPN Jasa Luar Negeri Masa Pajak Agustus dan Desember 2019. Atas penolakan penghapusan sanksi tersebut, IAA telah melunasi denda penagihan dimaksud pada bulan Januari 2026.

Putusan atas permohonan keberatan untuk sengketa PPN untuk masa Januari sampai dengan Desember tahun pajak 2019 diterbitkan pada bulan September 2024 dan January 2025. Berdasarkan putusan keberatan tersebut, DJP menolak keseluruhan keberatan yang diajukan untuk sengketa PPN. Atas penolakan keberatan tersebut, IAA mengajukan permohonan banding ke Pengadilan Pajak pada bulan Desember 2024 dan April 2025. Pada bulan Januari 2026, Pengadilan Pajak menerbitkan putusan atas permohonan banding sengketa PPN untuk Masa Pajak Januari sampai dengan Desember 2019. Pengadilan Pajak menolak seluruh permohonan banding untuk masa pajak Januari sampai dengan November 2019. Sementara itu, untuk Masa Pajak Desember 2019, permohonan banding diterima sebagian. Berdasarkan putusan banding tersebut, jumlah kurang bayar yang masih harus dilunasi oleh IAA adalah sebesar Rp90.568.225.735. Kekurangan pembayaran tersebut telah dilunasi pada bulan Februari 2026. Pada bulan yang sama, DJP menerbitkan STP atas Denda Penagihan sehubungan dengan putusan banding tersebut dengan jumlah sebesar Rp54.340.935.441. Atas STP tersebut, IAA telah mengajukan permohonan penghapusan sanksi pada bulan Februari 2026.

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23. TAXATION (Continued)

e. Tax audit (Continued)

The Subsidiary - IAA (Continued)

Tax Audit Fiscal Year 2019 (Continued)

Subsequently, in September 2025, the DGT issued Tax Collection Letters (STP) for Collection Penalties related to the rejected objections that were not further appealed, covering Income Tax Article 23, Income Tax Article 26, and VAT on Offshore Services for the August and December 2019 tax periods. In response, IAA submitted an application for the waiver of administrative penalties in November 2025. The decision on the waiver application was issued in December 2025, where the DGT approved the waiver requests for Income Tax Article 23 and Income Tax Article 26, but rejected the waiver request for VAT on Offshore Services for the August and December 2019 tax periods. Following the rejection, IAA settled the relevant collection penalties in January 2026.

The decisions on the objections related to the VAT dispute for the January to December 2019 tax periods were issued in September 2024 and January 2025. Based on these decisions, the DGT rejected the objections in full. Following the rejection, IAA filed an appeal to the Tax Court in December 2024 and April 2025. In January 2026, the Tax Court issued its decision on the VAT appeal for the January to December 2019 tax periods. The Tax Court rejected the appeal in full for the January to November 2019 tax periods, while the appeal for the December 2019 tax period was partially granted. Based on the appeal decision, the remaining tax underpayment to be settled by IAA amounted to Rp90,568,225,735, which was fully paid in February 2026. In the same month, the DGT issued an STP for Collection Penalties in connection with the appeal decision, amounting to Rp54,340,935,441. In response to this STP, IAA submitted an application for the waiver of administrative penalties in February 2026.

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23. PERPAJAKAN (Lanjutan)

d. Pemeriksaan pajak (Lanjutan)

Entitas Anak - IAA (Lanjutan)

Audit Pajak Masa 2020

Pada Agustus 2024, IAA menerima surat Permintaan Penjelasan Data dan Keterangan (SP2DK) dari DJP untuk tahun pajak 2020. Pada bulan November 2024, IAA dan DJP menandatangani Berita Acara Pelaksanaan Permintaan Atas Data dan Keterangan untuk tahun 2020. IAA menyetujui membayar kekurangan pembayaran pajak sebesar Rp17.089.168.518 dan melakukan pembetulan SPT untuk PPh Badan, PPh pasal 21, PPh pasal 23, PPh pasal 4(2), PPh pasal 15 dan PPN.

IAA menerima Surat Tagih Pajak atas pembetulan SPT terkait pemenuhan kewajiban perpajakan terkait SP2DK tahun 2020 untuk SPT PPN masa Januari, Oktober, November, Desember dan PPh pasal 23 masa Desember tahun 2020 dengan total sebesar Rp2.201.411.600. Pada bulan Maret 2025, IAA menerima Surat Tagih Pajak atas pembetulan SPT terkait pemenuhan kewajiban perpajakan terkait SP2DK tahun 2020 untuk SPT PPN Februari, Maret, April, Mei, Juni, Juli, Agustus, September dan PPh pasal 21 masa Desember dengan total sebesar Rp1.589.447.053. Selanjutnya, pada bulan November 2015, IAA menerima Surat Tagih Pajak atas pembetulan SPT terkait pemenuhan kewajiban perpajakan terkait SP2DK tahun 2020 untuk PPh Pasal 4 ayat 2 dan PPh Pasal 15 dengan total Rp133.072.106.

Atas STP ini, IAA telah melunasi hutang pajak tersebut pada bulan April 2025.

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23. TAXATION (Continued)

d. Tax audit (Continued)

The Subsidiary - IAA (Continued)

Tax Audit Fiscal Year 2020

In August 2024, IAA received a Request for Explanation of Data and Information (SP2DK) from the Directorate General of Taxes (DGT) for the 2020 fiscal year. In November 2024, IAA and the DGT signed the Minutes of Meeting on the Implementation of the Request for Data and Information for the 2020 fiscal year. IAA agreed to settle the tax underpayment amounting to Rp17,089,168,518 and subsequently amended its tax returns for Corporate Income Tax, Income Tax Article 21, Income Tax Article 23, Income Tax Article 4(2), Income Tax Article 15, and VAT.

IAA later received several Tax Collection Letters (STP) related to the amended tax returns arising from the SP2DK process for the 2020 fiscal year. The first STP was received for VAT returns for the January, October, November, and December, and Income Tax Article 23 for the December, with a total amount of Rp2,201,411,600. In March 2025, IAA received additional STPs for VAT returns for the February to September and Income Tax Article 21 for the December, totaling Rp1,589,447,053. Subsequently, in November 2025, IAA received another STP related to Income Tax Article 4(2) and Income Tax Article 15, amounting to Rp133,072,106.

IAA settled the outstanding tax liabilities arising from these STPs in April 2025.

Ekshibit E/82

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23. PERPAJAKAN (Lanjutan)

d. Pemeriksaan pajak (Lanjutan)

Entitas Anak - IAA (Lanjutan)

Audit Pajak Masa 2021

Pada September 2024, IAA menerima surat Permintaan Penjelasan Data dan Keterangan (SP2DK) dari DJP untuk tahun pajak 2021. Pada bulan Desember 2024, IAA dan DJP menandatangani Berita Acara Pelaksanaan SP2DK untuk tahun 2021, menyetujui membayar kekurangan pembayaran pajak sebesar Rp11.957.939.920 dan melakukan pembetulan SPT untuk PPh Badan, PPh pasal 21, PPh pasal 23, PPh pasal 4(2), PPh pasal 15 dan PPN.

IAA menerima Surat Tagih Pajak atas pembetulan SPT terkait pemenuhan kewajiban perpajakan terkait SP2DK tahun 2021 pada bulan Juli 2025 untuk SPT PPh 21 masa Desember sebesar Rp31.082.674, SPT PPh pasal 23 masa Desember sebesar Rp90.356.929, dan SPT PPN masa Januari sampai dengan Desember dengan total sebesar Rp2.382.761.277. Atas STP ini, IAA telah mengajukan Permohonan Penghapusan Sanksi Administrasi ke DJP pada bulan Maret & Juli 2025.

Pada bulan September dan Oktober 2025, IAA menerima Surat Keputusan Penghapusan Sanksi Administrasi atas semua permohonan tersebut. DJP mengabulkan semua permohonan penghapusan sanksi administrasi atas pembetulan SPT terkait pemenuhan kewajiban perpajakan terkait SP2DK tahun 2021.

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23. TAXATION (Continued)

d. Tax audit (Continued)

The Subsidiary - IAA (Continued)

Tax Audit Fiscal Year 2021

In September 2024, IAA received a Request for Explanation of Data and Information (SP2DK) from the Directorate General of Taxes (DGT) for the fiscal year 2021. In December 2024, IAA and the DGT signed the Minutes of Meeting on SP2DK for the fiscal year 2021, agreed to settle a tax underpayment amounting to Rp11,957,939,920 and subsequently amended its tax returns for Corporate Income Tax, Income Tax Article 21, Income Tax Article 23, Income Tax Article 4(2), Income Tax Article 15, and VAT.

IAA received Tax Collection Letters (STP) related to the amended tax returns arising from the SP2DK process for the 2021 fiscal year in July 2025, consisting of Income Tax Article 21 for the December tax period amounting to Rp31,082,674, Income Tax Article 23 for the December tax period amounting to Rp90,356,929, and VAT for the January to December tax periods totaling Rp2,382,761,277. In response to these STPs, IAA submitted applications for the waiver of administrative penalties to the Directorate General of Taxes (DGT) in March and July 2025.

In September and October 2025, IAA received Decisions on the Waiver of Administrative Penalties for all submitted applications. The DGT approved all requests for the waiver of administrative penalties related to the amended tax returns arising from the SP2DK for the 2021 fiscal year.

Ekshibit E/83

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23. PERPAJAKAN (Lanjutan)

e. Pemeriksaan pajak (Lanjutan)

Entitas Anak - IAA (Lanjutan)

Audit Pajak Masa 2022

Pada April 2025, IAA menerima surat Permintaan Penjelasan Data dan Keterangan (SP2DK) dari DJP untuk tahun pajak 2022. Pada bulan September 2025, IAA dan DJP menandatangani Berita Acara Pelaksanaan SP2DK untuk tahun 2022, menyetujui membayar kekurangan pembayaran pajak sebesar Rp12.985.404.744 yang dibayarkan pada bulan Desember 2025. IAA melakukan pembetulan SPT untuk PPh Badan, PPh pasal 21, PPh pasal 23, PPh pasal 4(2), PPh pasal 15 dan PPN.

IAA menerima Surat Tagih Pajak (STP) atas pembetulan SPT terkait SP2DK tahun 2022 tersebut pada bulan Februari 2026 untuk semua jenis pajak dengan total sebesar Rp3.135.533.743. Atas STP ini, IAA telah melakukan pelunasan pada bulan yang sama.

Audit Pajak Masa 2023

Pada bulan Oktober 2025, IAA menerima Surat Pemberitahuan Pemeriksaan Pajak untuk Tahun Pajak 2023. Hingga saat ini, proses pemeriksaan tersebut masih berlangsung dan belum selesai.

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23. TAXATION (Continued)

e. Tax audit (Continued)

The Subsidiary - IAA (Continued)

Tax Audit Fiscal Year 2022

In April 2025, IAA received a Request for Data and Information Explanation Letter (SP2DK) from the Directorate General of Taxes (DGT) for the 2022 fiscal year. In September 2025, IAA and the DGT signed the Minutes of SP2DK for the fiscal year 2022, agreed to settle an underpayment of Rp12,985,404,744 which was paid in December 2025. IAA submitted amended tax returns for Corporate Income Tax, Withholding Tax Article 21, Article 23, Article 4(2), Article 15, and VAT.

IAA received a Tax Collection Letter (STP) in February 2026 related to fulfillment of tax obligations arising from the 2022 SP2DK, covering all types of taxes, with a total amount of Rp3,135,533,743. IAA settled the outstanding amount in full within the same month.

Tax Audit Fiscal Year 2023

In October 2025, IAA received a Tax Audit Notification Letter for the fiscal year 2023. The audit process is currently ongoing and has not yet been finalized.

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24. PENDAPATAN USAHA

| | <u>31 Desember 2025/ 31 December 2025</u> | <u>31 Desember 2024/ 31 December 2024</u> | |
|-----------------------|---|---|--------------------------|
| Pendapatan penumpang | | | <i>Passenger revenue</i> |
| Penjualan kursi | 6.626.982.311.125 | 6.730.941.117.166 | <i>Seat sales</i> |
| Bagasi | 1.001.126.837.862 | 970.448.023.832 | <i>Baggage</i> |
| Pelayanan penerbangan | 108.382.731.541 | 132.784.892.413 | <i>Airline related</i> |
| Lain-lain | 35.009.612.523 | 51.916.540.186 | <i>Others</i> |
| Kargo | 70.947.909.609 | 56.236.597.320 | <i>Cargo</i> |
| Charter | 31.882.440.242 | 1.604.089.161 | <i>Charter</i> |
| Total | <u>7.874.331.842.902</u> | <u>7.943.931.260.078</u> | Total |

Pendapatan penumpang lain-lain merupakan pendapatan *ancillary* seperti jasa boga dan *ground handling*.

Other passenger revenues represent ancillary income such as catering and ground handling.

Tidak terdapat pendapatan dari pelanggan individu yang melebihi 10% dari total pendapatan usaha.

No revenue earned from individual customers exceeded 10% of total operating revenues.

25. BAHAN BAKAR

| | <u>31 Desember 2025/ 31 December 2025</u> | <u>31 Desember 2024/ 31 December 2024</u> | |
|----------------------------------|---|---|---|
| PT Pertamina (Persero) | 1.535.622.000.699 | 1.759.970.955.388 | <i>PT Pertamina (Persero)</i> |
| Shell Malaysia Trading Sdn. Bhd. | 719.235.281.307 | 606.191.075.208 | <i>Shell Malaysia Trading Sdn. Bhd.</i> |
| PTT Oil and Retail Business PCL. | 345.581.356.301 | 315.605.557.221 | <i>PTT Oil and Retail Business PCL.</i> |
| Petronas Dagangan Berhad | 260.627.181.007 | 493.046.517.290 | <i>Petronas Dagangan Berhad</i> |
| Air BP Ltd. | 244.896.585.652 | 237.754.274.517 | <i>Air BP Ltd.</i> |
| Chevron (Hongkong) Ltd. | 37.752.318.781 | 23.132.021.091 | <i>Chevron (Hongkong) Ltd.</i> |
| Vitol Aviation BV | 18.122.123.381 | 9.360.068.195 | <i>Vitol Aviation BV</i> |
| Lain-lain | 1.149.961.757 | - | <i>Others</i> |
| Total | <u>3.162.986.808.885</u> | <u>3.445.060.468.910</u> | Total |

26. PENDAPATAN (BEBAN) USAHA LAIN, NETO

| | <u>31 Desember 2025/ 31 December 2025</u> | <u>31 Desember 2024/ 31 December 2024</u> | |
|--|---|---|--|
| Pendapatan dari biaya layanan penumpang yang telah kedaluwarsa | 110.507.248.342 | 122.707.823.914 | <i>Income from forfeited passenger service charge</i> |
| Pendapatan dari jasa yang telah kedaluwarsa | 38.799.235.180 | 29.864.958.074 | <i>Income from forfeited revenue</i> |
| Pendapatan dari akun kredit yang telah kedaluwarsa | 5.076.856.767 | 54.505.556.341 | <i>Income from expired credit shell</i> |
| Pendapatan dari amortisasi uang jaminan pesawat | 11.631.147.292 | 11.498.045.612 | <i>Income from amortization of aircraft security deposit</i> |
| Beban pajak | (142.719.373.402) | (172.609.758.512) | <i>Tax expense</i> |
| Beban jasa profesional | (119.857.481.124) | (94.172.676.651) | <i>Professional fees</i> |
| Beban kantor | (110.280.565.723) | (125.534.866.373) | <i>Office expense</i> |
| Beban pelatihan karyawan | (19.035.780.213) | (9.606.088.250) | <i>Employee training expense</i> |
| Beban imbalan kerja karyawan (Catatan 17) | (4.408.096.480) | (26.406.972.652) | <i>Employee benefit expense (Note 17)</i> |
| lain-lain | 226.949.334.591 | 5.736.024.912 | <i>others</i> |
| Total | <u>(3.337.474.770)</u> | <u>(204.017.953.585)</u> | Total |

24. OPERATING REVENUES

25. FUEL

26. OTHER OPERATING INCOME (EXPENSE), NET

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26. PENDAPATAN (BEBAN) USAHA LAIN, NETO
(Lanjutan)

Pendapatan dari biaya layanan penumpang yang telah kedaluwarsa merupakan pendapatan yang diakui dari biaya *airport tax* atas penumpang yang tidak terbang. Pendapatan atas akun kredit yang telah kedaluwarsa merupakan pendapatan yang diakui atas saldo akun kredit penumpang yang tidak digunakan dalam jangka waktu tertentu. Pendapatan atas jasa yang telah kedaluwarsa merupakan pendapatan atas biaya yang dikenakan kepada penumpang atas pengembalian uang tiket pesawat.

26. OTHER OPERATING INCOME (EXPENSE), NET
(Continued)

Income from forfeited passenger service charge represents income from airport tax fee from no show passengers. Income from expired credit shell represents income from passengers' credit account that have not been redeemed within certain period. Forfeited revenue represents income from ticket refund charges to passenger.

27. BEBAN KEUANGAN

| | <u>31 Desember 2025/ 31 December 2025</u> |
|--|---|
| Bunga atas liabilitas sewa (Catatan 10) | 394.387.389.199 |
| Bunga atas pinjaman bank (Catatan 15) | 10.173.873.859 |
| Lain-lain | <u>35.102.424.593</u> |
| Total | <u>439.663.687.651</u> |

27. FINANCE EXPENSE

| | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|--|
| | 395.325.639.756 | <i>Interest on lease liabilities (Note 10)</i> |
| | 15.930.743.779 | <i>Interest on bank loan (Note 15)</i> |
| | <u>13.083.176.372</u> | <i>Others</i> |
| Total | <u>424.339.559.907</u> | Total |

28. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN

Sebagai Grup yang bergerak di bidang industri penerbangan domestik, internasional dan bidang lain yang terkait, Grup banyak dipengaruhi oleh risiko keuangan seperti risiko harga bahan bakar pesawat, risiko mata uang asing, risiko suku bunga, risiko kredit, dan risiko likuiditas. Secara keseluruhan, pendekatan manajemen risiko bertujuan untuk meminimalkan efek dari setiap risiko pada kinerja keuangan Grup.

Kebijakan manajemen risiko keuangan ditelaah secara berkala dan disetujui oleh Direksi Grup.

Risiko harga bahan bakar pesawat

PT Indonesia AirAsia ("IAA"), entitas anak, berpotensi terkena risiko harga bahan bakar pesawat yang timbul dari fluktuasi harga bahan bakar pesawat.

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

As a Group that operates in the domestic and international aviation industry and other related areas, the Group is strongly affected by various financial risks, including aircraft fuel price risk, foreign currency risk, interest rate risk, credit risk, and liquidity risk. The overall risk management approach is to minimize the effect of such risks on the Group's financial performance.

Financial risk management policies are periodically reviewed and approved by the Group's Board of Directors.

Aircraft fuel price risk

PT Indonesia AirAsia ("IAA"), a subsidiary, is exposed to aircraft fuel price risk arising from the fluctuations in the prices of aircraft fuel.

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28. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO
KEUANGAN (Lanjutan)

Risiko harga bahan bakar pesawat (Lanjutan)

Strategi meminimalisir risiko melalui aktivitas transaksi lindung nilai dilakukan oleh AirAsia Berhad bersama dengan grup perusahaan penerbangan dimana IAA merupakan bagian didalamnya (Grup AirAsia). Berkaitan dengan hal tersebut, seperti disebutkan dalam *Master Agreement* tanggal 19 November 2004 antara AirAsia Berhad dan IAA, AirAsia Berhad akan melakukan transaksi lindung nilai komoditas dengan pihak lain, untuk mendapatkan manfaat bagi AirAsia Berhad serta manfaat bagi perusahaan penerbangan dalam Grup AirAsia.

IAA dan AirAsia Berhad setuju bahwa AirAsia Berhad harus mengidentifikasi transaksi-transaksi yang akan disepakati oleh AirAsia Berhad untuk dapat memberikan manfaat kepada IAA, dan berkaitan dengan transaksi tersebut:

- (a) Jika AirAsia Berhad menerima pembayaran dari transaksi-transaksi tersebut, AirAsia Berhad akan membayarkan kepada IAA dan,
- (b) Jika AirAsia Berhad diharuskan untuk melakukan pembayaran dari transaksi-transaksi tersebut, IAA akan membayar kepada AirAsia Berhad.

Sebagai bagian dari manajemen bahan bakar, IAA juga terus melakukan upaya pengelolaan pemakaian bahan bakar secara operasional yaitu penghematan biaya dengan penggunaan alternatif pesawat secara efektif dan efisien, termasuk juga melakukan evaluasi untuk kontrak-kontrak berjalan, yang dituangkan dalam program-program kinerja IAA.

Risiko mata uang asing

Risiko mata uang asing adalah risiko atas perubahan nilai tukar Rupiah sebagai mata uang pelaporan terhadap mata uang asing, terutama Dolar Amerika Serikat (Dolar AS).

Grup dapat dipengaruhi secara signifikan oleh perubahan nilai tukar Dolar AS/Rupiah. Saat ini, Grup tidak mempunyai kebijakan formal lindung nilai atas risiko mata uang asing.

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28. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (Continued)

Aircraft fuel price risk (Continued)

A strategy to minimize the risk through hedging transactions activity is conducted by AirAsia Berhad together with the group of airline companies of which IAA is a part in it (AirAsia Group). In relation to this, as stated in the *Master Agreement* dated 19 November 2004 between AirAsia Berhad and IAA, AirAsia Berhad will enter into commodity hedging transactions with its counterparties, for AirAsia Berhad's benefit and for the benefit of AirAsia Group.

IAA and AirAsia Berhad agreed that AirAsia Berhad shall identify transactions which AirAsia Berhad is entering into for the benefit of IAA, and in respect of such transaction:

- (a) If AirAsia Berhad receives a sum under these transactions, AirAsia Berhad will pay such sum to IAA and,
- (b) If AirAsia Berhad is required to pay a sum under such transactions, IAA will pay to AirAsia Berhad.

As part of the fuel management strategy, IAA also constantly strives to ensure that costs are controlled by using fuel efficiently in all flight operations through effective and efficient use of alternative aircrafts and evaluation of current contracts, which are set forth in the IAA work programs.

Foreign currency risk

Foreign currency risk is the risk that arises from the changes of exchange rate of Rupiah as functional currency against foreign currencies, mainly US Dollar.

The Group may be affected significantly by movements in the US Dollar/Rupiah exchange rates. Currently, the Group does not have any formal hedging policy for foreign exchange exposure.

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28. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO
KEUANGAN (Lanjutan)

Risiko mata uang asing (Lanjutan)

Pada tanggal 31 Desember 2025, jika nilai tukar Rupiah terhadap Dolar AS menguat sebanyak 10% dengan semua variabel konstan, rugi sebelum beban pajak penghasilan untuk tahun yang berakhir pada tanggal tersebut akan lebih tinggi/rendah sebesar Rp1.107 miliar, terutama sebagai akibat kerugian/keuntungan selisih kurs atas liabilitas sewa dalam Dolar AS.

Risiko suku bunga

Risiko suku bunga adalah risiko bahwa nilai wajar atau arus kas masa depan suatu instrumen keuangan akan berfluktuasi karena perubahan tingkat suku bunga pasar.

Risiko suku bunga Grup terutama timbul dari pinjaman untuk modal kerja dan investasi. Pinjaman dengan suku bunga mengambang menimbulkan risiko suku bunga atas nilai wajar kepada Grup. Tidak terdapat pinjaman Grup yang dikenakan suku bunga tetap. Saat ini, Grup tidak mempunyai kebijakan formal lindung nilai atas risiko suku bunga.

Pada tanggal 31 Desember 2025, jika suku bunga mengambang naik/turun sebanyak 50 basis poin dengan semua variabel konstan, rugi sebelum beban pajak penghasilan untuk tahun yang berakhir pada tanggal tersebut akan lebih tinggi/rendah sebesar Rp68.460.386, sebagai akibat kenaikan/penurunan beban bunga.

Risiko kredit

Risiko kredit adalah risiko dimana salah satu pihak atas instrumen keuangan akan gagal memenuhi kewajibannya dan menyebabkan pihak lain mengalami kerugian keuangan. Aset keuangan Grup yang memiliki potensi konsentrasi risiko kredit secara signifikan terutama adalah kas di bank dan piutang usaha dan lain-lain.

Grup memiliki kebijakan untuk menempatkan kas pada institusi keuangan yang terpercaya.

Risiko kredit maksimum Grup untuk kas di bank, piutang usaha dan piutang lain-lain pada tanggal 31 Desember 2025 dan 2024 adalah sebesar nilai tercatatnya seperti yang disajikan dalam laporan posisi keuangan konsolidasian.

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28. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (Continued)

Foreign currency risk (Continued)

As of 31 December 2025, had the exchange rate of Rupiah against US Dollar appreciated by 10% with all other variables held constant, loss before income tax expense for the year then ended would have been Rp1,107 billion higher/lower, mainly as a result of foreign exchange losses/gains on the lease liabilities denominated in US Dollar.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group's interest rate risk mainly arises from loans for working capital and investment purposes. Loans at floating interest rate expose the Group to fair value interest rate risk. There are no loans of the Group that bear interest at fixed rate. Currently, the Group does not have a formal hedging policy for interest rate exposures.

As of 31 December 2025, had the floating interest rate increase/decrease by 50 basis point with all other variables held constant, loss before income tax expense for the year then ended would have been Rp68,460,386 higher/lower, as a result of increase/decrease of interest expense.

Credit risk

Credit risk is the risk that one party of financial instruments will fail to discharge its obligation and will incur a financial loss to the other party. The Group's financial assets that are potentially subject to significant concentrations of credit risk consist principally of cash in banks and trade and other receivables.

The Group has a policy to place the cash into the creditworthy financial institutions.

The Group's maximum exposure to credit risk for cash in banks, trade receivables and other receivables as of 31 December 2025 and 2024 is equal to the carrying amounts of these financial assets as presented in the consolidated statements of financial position.

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28. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO
KEUANGAN (Lanjutan)

Risiko likuiditas

Risiko likuiditas adalah risiko dimana Grup tidak bisa memenuhi kewajiban pada saat jatuh tempo. Grup mengelola profil likuiditasnya untuk dapat mendanai pengeluaran modalnya dan mengelola utang yang jatuh tempo dengan mengatur kecukupan kas, dan memastikan pendanaan yang cukup melalui fasilitas kredit yang telah tersedia.

Secara umum, kebutuhan dana untuk pelunasan liabilitas jangka pendek maupun jangka panjang yang jatuh tempo diperoleh dari penjualan kepada pelanggan dan utang kepada pihak berelasi.

Tabel dibawah merupakan profil liabilitas keuangan Grup pada tanggal 31 Desember 2025 dan 2024:

28. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (Continued)

Liquidity risk

Liquidity risk is the risk that the Group is unable to meet its obligations when they fall due. The Group manages its liquidity profile to be able to finance its capital expenditure and service its maturing debts by maintaining sufficient cash and ensuring adequate funding through the available credit facilities.

In general, fund needed to settle the current and long-term liabilities is obtained from service activities to customers and due to related parties.

The table below summarizes the maturity profile of the Group's financial liabilities as at 31 December 2025 and 2024:

| | 31 Desember 2025/31 December 2025 | | | | |
|------------------------------------|-----------------------------------|---|--|---------------------------|----------------------------------|
| | Di bawah 1 Tahun/ Below 1 Year | Lebih dari 1 Tahun Sampai dengan 5 Tahun/ Over 1 Year Up to 5 Years | Lebih dari 5 Tahun/ Over 5 Years | Total/ Total | |
| Liabilitas Keuangan | | | | | Financial Liabilities |
| Utang usaha - pihak ketiga | 2.067.999.305.122 | - | - | 2.067.999.305.122 | Trade payables - third parties |
| Utang lain-lain - pihak berelasi | 4.793.422.788.797 | - | - | 4.793.422.788.797 | Other payables - Related parties |
| Pinjaman bank: Pokok pinjaman | 77.228.824.072 | - | - | 77.228.824.072 | Bank loan: Principal |
| Beban bunga masa depan | 8.407.291.054 | - | - | 8.407.291.054 | Future imputed interest charges |
| Liabilitas sewa: Pokok pinjaman | 1.941.837.683.561 | 3.050.297.035.056 | 1.501.511.732.497 | 6.493.646.451.114 | Lease liabilities: Principal |
| Beban bunga masa depan | 288.377.241.652 | 541.478.617.524 | 94.459.992.868 | 924.315.852.044 | Future imputed interest charges |
| Biaya masih harus dibayar | 793.004.382.528 | - | - | 793.004.382.528 | Accrued expenses |
| Total | 9.970.277.516.786 | 3.591.775.652.580 | 1.595.971.725.365 | 15.158.024.894.731 | Total |
| | 31 Desember 2024/31 December 2024 | | | | |
| | Di bawah 1 Tahun/ Below 1 Year | Lebih dari 1 Tahun Sampai dengan 5 Tahun/ Over 1 Year Up to 5 Years | Lebih dari 5 Tahun/ Over 5 Years | Total/ Total | |
| Liabilitas Keuangan | | | | | Financial Liabilities |
| Utang usaha - pihak ketiga | 2.067.999.305.122 | - | - | 2.067.999.305.122 | Trade payables - third parties |
| Utang lain-lain - pihak berelasi | 4.793.422.788.797 | - | - | 4.793.422.788.797 | Other payables - Related parties |
| Pinjaman bank: Pokok pinjaman | 160.525.273.356 | - | - | 160.525.273.356 | Bank loan: Principal |
| Beban bunga masa depan | 10.117.253.278 | 3.062.750.736 | - | 13.180.004.014 | interest charges |
| Liabilitas sewa: Pokok pinjaman | 2.096.681.687.585 | 3.181.613.043.882 | 2.590.527.137.198 | 7.868.821.868.665 | Lease liabilities: Principal |
| Beban bunga masa depan | 652.218.034.790 | 984.422.147.491 | 373.964.345.106 | 2.010.604.527.387 | Future imputed interest charges |
| Biaya masih harus dibayar | 593.390.424.428 | - | - | 593.390.424.428 | Accrued expenses |
| Total | 10.374.354.767.356 | 4.169.097.942.109 | 2.964.491.482.304 | 17.507.944.191.769 | Total |

Ekshibit E/89

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28. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO
KEUANGAN (Lanjutan)

Risiko likuiditas (Lanjutan)

Perubahan Liabilitas yang Timbul dari Aktivitas
Pendanaan

| | 1 Januari 2025/ 1 January 2025 | Arus kas/ Cash flow | Selisih kurs/ Foreign exchange | Lain-lain (*)/ Others (*) | 31 Desember 2025/ 31 December 2025 | |
|------------------------------|-----------------------------------|----------------------------|--------------------------------------|------------------------------|---------------------------------------|---------------------|
| Pinjaman bank jangka panjang | 160.525.273.356 | (85.118.205.264) | 1.821.755.980 | - | 77.228.824.072 | Long-term bank loan |
| Liabilitas sewa | 7.868.821.868.666 | (1.152.825.205.329) | (323.217.204.688) | 100.866.992.465 | 6.493.646.451.114 | Lease liabilities |
| Total | 8.029.347.142.021 | (915.720.344.671) | (230.484.889.271) | 308.070.060.267 | 7.191.211.968.346 | Total |
| | 1 Januari 2024/ 1 January 2024 | Arus kas/ Cash flow | Selisih kurs/ Foreign exchange | Lain-lain (*)/ Others (*) | 31 Desember 2024/ 31 December 2024 | |
| Pinjaman bank jangka panjang | 223.817.002.424 | (67.152.402.716) | 3.860.673.648 | - | 160.525.273.356 | Long-term bank loan |
| Liabilitas sewa | 7.536.182.788.463 | (1.186.521.002.252) | 468.320.008.785 | 1.050.840.073.669 | 7.868.821.868.665 | Lease liabilities |
| Total | 7.759.999.790.887 | (1.253.673.404.968) | 472.180.682.433 | 1.050.840.073.669 | 8.029.347.142.021 | Total |

(*) Lain-lain - liabilitas sewa terdiri dari penambahan selama tahun berjalan, modifikasi dan penambahan bunga (Catatan 10)/Others - lease liabilities consist of addition during the year, modifications and interest accretion (Note 10)

29. ASET DAN LIABILITAS DALAM MATA UANG ASING

Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki aset dan liabilitas dalam mata uang asing. Aset dan liabilitas dalam mata uang asing pada tanggal tersebut disajikan dengan kurs yang berlaku pada tanggal 31 Desember 2025 dan 2024 sebagai berikut:

28. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (Continued)

Liquidity risk (Continued)

Changes in Liabilities arising from Financing
Activities

| | 1 Januari 2025/ 1 January 2025 | Arus kas/ Cash flow | Selisih kurs/ Foreign exchange | Lain-lain (*)/ Others (*) | 31 Desember 2025/ 31 December 2025 | |
|------------------------------|-----------------------------------|----------------------------|--------------------------------------|------------------------------|---------------------------------------|---------------------|
| Pinjaman bank jangka panjang | 160.525.273.356 | (85.118.205.264) | 1.821.755.980 | - | 77.228.824.072 | Long-term bank loan |
| Liabilitas sewa | 7.868.821.868.666 | (1.152.825.205.329) | (323.217.204.688) | 100.866.992.465 | 6.493.646.451.114 | Lease liabilities |
| Total | 8.029.347.142.021 | (915.720.344.671) | (230.484.889.271) | 308.070.060.267 | 7.191.211.968.346 | Total |
| | 1 Januari 2024/ 1 January 2024 | Arus kas/ Cash flow | Selisih kurs/ Foreign exchange | Lain-lain (*)/ Others (*) | 31 Desember 2024/ 31 December 2024 | |
| Pinjaman bank jangka panjang | 223.817.002.424 | (67.152.402.716) | 3.860.673.648 | - | 160.525.273.356 | Long-term bank loan |
| Liabilitas sewa | 7.536.182.788.463 | (1.186.521.002.252) | 468.320.008.785 | 1.050.840.073.669 | 7.868.821.868.665 | Lease liabilities |
| Total | 7.759.999.790.887 | (1.253.673.404.968) | 472.180.682.433 | 1.050.840.073.669 | 8.029.347.142.021 | Total |

(*) Lain-lain - liabilitas sewa terdiri dari penambahan selama tahun berjalan, modifikasi dan penambahan bunga (Catatan 10)/Others - lease liabilities consist of addition during the year, modifications and interest accretion (Note 10)

29. ASSETS AND LIABILITIES IN FOREIGN
CURRENCIES

As of 31 December 2025 and 2024, the Group has assets and liabilities denominated in foreign currencies. These foreign currencies-denominated assets and liabilities are presented using the exchange rates as of 31 December 2025 and 2024 as follows:

| | Mata Uang Asing (Angka Penuh)/ Foreign Currencies (Full Amounts) | 31 Desember 2025 (Tanggal Pelaporan)/ 31 December 2025 (Reporting Date) | | 31 Desember 2025 (Tanggal Pelaporan)/ 31 December 2025 (Reporting Date) | |
|---|---|--|--|--|---|
| Aset | | | | | Assets |
| Kas dan bank | | | | | Cash on hand and in Banks |
| Dalam Dolar AS | US\$ 554.519 | 9.305.930.810 | | | In US Dollar |
| Dalam Dong Vietnam | VND 2.907.277.960 | 1.860.657.894 | | | In Vietnam Dong |
| Dalam Dolar Singapura | SIN\$ 108.350 | 1.415.984.134 | | | In Singapore Dollar |
| Dalam Dolar Australia | AUD 463.528 | 5.216.938.740 | | | In Australian Dollar |
| Dalam Ringgit Malaysia | MYR 25.048 | 103.789.992 | | | In Malaysian Ringgit |
| Piutang usaha | | | | | Trade receivables |
| Dalam Baht Thailand | THB 11.095 | 5.909.253 | | | In Thailand Baht |
| Dalam Ringgit Malaysia | MYR 10.790 | 44.712.674 | | | In Malaysian Ringgit |
| Piutang lain-lain | | | | | Other receivables |
| Dalam Dolar AS | US\$ 6.635.582 | 111.358.330.319 | | | In US Dollar |
| Uang jaminan | | | | | Security deposits |
| Dalam Dolar AS | US\$ 14.187.094 | 238.087.809.830 | | | In US Dollar |
| Dalam Dolar Singapura | SIN\$ 6.012.027 | 78.568.591.771 | | | In Singapore Dollar |
| Dalam Dolar Australia | AUD 712.418 | 8.018.160.614 | | | In Australian Dollar |
| Dalam Dolar Hongkong | HK\$ 2.700.000 | 5.824.156.500 | | | In Hongkong Dollar |
| Dalam Baht Thailand | THB 11.913.120 | 6.344.868.146 | | | In Thailand Baht |
| Dalam Dolar Brunei | BND 198.000 | 2.587.378.860 | | | In Brunei Dollar |
| Dalam Ringgit Malaysia | MYR 30.000 | 124.311.450 | | | In Malaysian Ringgit |
| Total Aset dalam Mata Uang Asing | | 468.867.530.987 | | | Total Assets in Foreign Currencies |

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29. ASET DAN LIABILITAS DALAM MATA UANG ASING
(Lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki aset dan liabilitas dalam mata uang asing. Aset dan liabilitas dalam mata uang asing pada tanggal tersebut disajikan dengan kurs yang berlaku pada tanggal 31 Desember 2025 dan 2024 sebagai berikut: (Lanjutan)

29. ASSETS AND LIABILITIES IN FOREIGN
CURRENCIES (Continued)

As of 31 December 2025 and 2024, the Group has assets and liabilities denominated in foreign currencies. These foreign currencies-denominated assets and liabilities are presented using the exchange rates as of 31 December 2025 and 2024 as follows: (Continued)

| | Mata Uang Asing (Angka Penuh)/ Foreign Currencies (Full Amounts) | | 31 Desember 2025 (Tanggal Pelaporan)/ 31 December 2025 (Reporting Date) | |
|---|---|-------------|--|--|
| Liabilitas | | | | Liabilities |
| Utang usaha - pihak ketiga | | | | Trade payables - third parties |
| Dalam Dolar AS | US\$ | 22.639.398 | 379.934.384.366 | In US Dollar |
| Dalam Dolar Singapura | SIN\$ | 5.476.551 | 236.973.327.612 | In Singapore Dollar |
| Dalam Ringgit Malaysia | MYR | 44.229.798 | 183.288.283.208 | In Malaysian Ringgit |
| Dalam Baht Thailand | THB | 213.535.924 | 113.814.647.353 | In Thailand Baht |
| Dalam Dolar Australia | AUD | 21.054.938 | 71.573.042.587 | In Australian Dollar |
| Dalam Dolar Hongkong | HKD | 1.853.574 | 3.998.159.685 | In Hongkong Dollar |
| Dalam Dolar Brunei | BND | 147.719 | 1.930.393.057 | In Brunei Dollar |
| Dalam Euro | EUR | 97.524 | 1.926.391.011 | In Euro |
| Dalam Rupee India | INR | 9.133.371 | 1.707.940.413 | In Indian Rupees |
| Utang lain-lain - pihak berelasi | | | | Other payables - related parties |
| Dalam Dolar AS | US\$ | 266.582.463 | 4.473.786.890.288 | In US Dollar |
| Dalam Ringgit Malaysia | MYR | 42.663.265 | 176.784.411.566 | In Malaysian Ringgit |
| Dalam Euro | EUR | 398.680 | 7.875.227.714 | In Euro |
| Dalam Dolar Australia | AUD | 767.188 | 8.634.589.473 | In Australian Dollar |
| Dalam Yuan Chinese | CNY | 2.647 | 6.353.661 | In Chinese Yuan |
| Liabilitas sewa | | | | Lease liabilities |
| Dalam Dolar AS | US\$ | 325.037.771 | 5.454.783.868.055 | In US Dollar |
| Biaya masih harus dibayar | | | | Accrued expenses |
| Dalam Dolar AS | US\$ | 24.837.954 | 416.830.550.237 | In US Dollar |
| Total Liabilitas dalam Mata Uang Asing | | | 11.533.848.460.286 | Total Liabilities in Foreign Currencies |
| Liabilitas Neto dalam Mata Uang Asing | | | (11.064.980.929.299) | Net Liabilities in Foreign Currencies |

Ekshibit E/91
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**29. ASET DAN LIABILITAS DALAM MATA UANG ASING
(Lanjutan)**

Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki aset dan liabilitas dalam mata uang asing. Aset dan liabilitas dalam mata uang asing pada tanggal tersebut disajikan dengan kurs yang berlaku pada tanggal 31 Desember 2025 dan 2024 sebagai berikut: (Lanjutan)

**29. ASSETS AND LIABILITIES IN FOREIGN
CURRENCIES (Continued)**

As of 31 December 2025 and 2024, the Group has assets and liabilities denominated in foreign currencies. These foreign currencies-denominated assets and liabilities are presented using the exchange rates as of 31 December 2025 and 2024 as follows: (Continued)

| Aset | Mata Uang Asing (Angka Penuh)/ Foreign Currencies (Full Amounts) | 31 Desember 2024 (Tanggal Pelaporan)/ 31 December 2024 (Reporting Date) | Assets |
|---|---|--|--|
| Kas dan bank | | | Cash on hand and in banks |
| Dalam Dolar AS | US\$ 969.229 | 15.664.690.832 | In US Dollar |
| Dalam Dong Vietnam | VND 2.907.277.960 | 1.846.121.505 | In Vietnam Dong |
| Dalam Dolar Singapura | SIN\$ 291.301 | 3.472.111.106 | In Singapore Dollar |
| Dalam Dolar Australia | AUD 15.805 | 159.344.013 | In Australian Dollar |
| Dalam Ringgit Malaysia | MYR 111.381 | 402.808.100 | In Malaysian Ringgit |
| Piutang lain-lain | | | Other receivables |
| Dalam Dolar AS | US\$ 2.534.881 | 40.968.742.843 | In US Dollar |
| Dalam Ringgit Malaysia | MYR 67.020 | 242.376.490 | In Malaysian Ringgit |
| Uang jaminan | | | Security deposits |
| Dalam Dolar AS | US\$ 18.734.284 | 302.783.492.351 | In US Dollar |
| Dalam Baht Thailand | THB 11.703.120 | 5.570.451.058 | In Thailand Baht |
| Dalam Dolar Singapura | SIN\$ 4.112.026 | 49.012.623.766 | In Singapore Dollar |
| Dalam Dollar Hongkong | HK\$ 2.700.000 | 5.621.454.000 | In Hongkong Dollar |
| Dalam Dolar Australia | AUD 601.456 | 6.063.807.217 | In Australian Dollar |
| Dalam Ringgit Malaysia | MYR 30.000 | 108.494.400 | In Malaysian Ringgit |
| Total Aset dalam Mata Uang Asing | | 431.916.517.681 | Total Assets in Foreign Currencies |
| Liabilitas | | | Liabilities |
| Utang usaha - pihak ketiga | | | Trade payables - third parties |
| Dalam Dolar AS | US\$ 40.772.331 | 658.962.416.822 | In US Dollar |
| Dalam Dolar Singapura | SIN\$ 6.130.876 | 73.075.973.469 | In Singapore Dollar |
| Dalam Baht Thailand | THB 46.733.868 | 22.244.386.595 | In Thailand Baht |
| Dalam Dolar Australia | AUD 8.221.095 | 82.884.098.299 | In Australian Dollar |
| Dalam Euro | EUR 30.866 | 520.136.059 | In Euro |
| Dalam Rupee India | INR 501.018 | 94.142.693 | In Indian Rupees |
| Dalam Ringgit Malaysia | MYR 14.528.033 | 52.540.343.460 | In Malaysian Ringgit |
| Utang lain-lain - pihak berelasi | | | Other payables - related parties |
| Dalam Dolar AS | US\$ 151.132.867 | 2.442.452.187.118 | In US Dollar |
| Dalam Ringgit Malaysia | MYR 19.309.629 | 69.832.888.316 | In Malaysian Ringgit |
| Dalam Euro | EUR 398.680 | 6.718.282.264 | In Euro |
| Dalam Dolar Australia | AUD 177.747 | 1.792.024.933 | In Australian Dollar |
| Dalam Yuan Chinese | CNY 2.647 | 5.860.067 | In Chinese Yuan |
| Liabilitas sewa | | | Lease liabilities |
| Dalam Dolar AS | US\$ 486.871.790 | 7.868.821.868.665 | In US Dollar |
| Pinjaman bank jangka panjang | | | Long-term bank loan |
| Dalam Dolar AS | US\$ 4.054.280 | 65.525.273.356 | In US Dollar |
| Biaya masih harus dibayar | | | Accrued expenses |
| Dalam Dolar AS | US\$ 16.743.653 | 270.610.912.676 | In US Dollar |
| Total Liabilitas dalam Mata Uang Asing | | 11.616.080.794.792 | Total Liabilities in Foreign Currencies |
| Liabilitas Neto dalam Mata Uang Asing | | (11.184.164.277.111) | Net Liabilities in Foreign Currencies |

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30. INFORMASI SEGMENT

30. SEGMENT INFORMATION

| | <u>31 Desember 2025/ 31 December 2025</u> | | | |
|--|---|---|-----------------------------------|--|
| | <u>Operasi Penerbangan/ Flight Operations</u> | <u>Ancillary dan Lain- lain/ Ancillary and Others</u> | <u>Total/ Total</u> | |
| PENDAPATAN USAHA | | | | OPERATING REVENUE |
| Pendapatan segmen | 6.444.930.862.175 | 1.429.400.980.727 | 7.874.331.842.902 | Segment revenue |
| Beban segmen | (7.672.031.920.206) | (846.890.594.352) | (8.518.922.514.558) | Segment expenses |
| Rugi usaha segmen | <u>(1.227.101.058.031)</u> | <u>582.510.386.375</u> | <u>(644.590.671.656)</u> | Segment loss from operations |
| Pendapatan keuangan | | | | Finance income |
| Pajak final atas pendapatan keuangan | | | 622.222.648 | Final tax on finance income |
| Beban keuangan | | | (439.663.687.651) | Finance costs |
| Laba (rugi) selisih kurs dari Aktivitas keuangan | | | <u>(207.814.376.549)</u> | Gain (loss) on foreign exchange from financing activities |
| Rugi sebelum pajak penghasilan | | | <u>(1.291.446.513.208)</u> | Loss before income tax |
| Beban pajak penghasilan | | | <u>(3.419.822.583)</u> | Income tax expense |
| RUGI PERIODE BERJALAN | | | <u>(1.294.866.335.791)</u> | LOSS FOR THE PERIOD |
| Penghasilan komprehensif lain periode berjalan, setelah pajak | | | <u>(2.994.834.398)</u> | Other comprehensive income for the period, net of tax |
| TOTAL RUGI KOMPREHENSIF PERIODE BERJALAN | | | <u>(1.297.861.170.189)</u> | TOTAL COMPREHENSIVE LOSS FOR THE PERIOD |
| Laporan Posisi Keuangan Konsolidasian | | | | Consolidated Statements of Financial Position |
| Aset segmen | | | <u>5.069.500.367.490</u> | Segment assets |
| Liabilitas segmen | | | <u>15.798.974.405.357</u> | Segment liabilities |
| Informasi segmen lainnya | | | | Other segment information |
| Pengeluaran modal dan uang muka pembelian aset tetap | <u>139.389.145.802</u> | <u>4.123.169.877</u> | <u>143.512.315.679</u> | Capital expenditure and advance purchases of fixed assets |
| Penyusutan | <u>825.438.067.881</u> | <u>16.936.463.257</u> | <u>842.374.531.138</u> | Depreciation |

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30. INFORMASI SEGMENT (Lanjutan)

30. SEGMENT INFORMATION (Continued)

| <u>31 Desember 2024/ 31 December 2024</u> | | | | |
|---|---|--|-----------------------------------|--|
| | <u>Operasi Penerbangan/ Flight Operations</u> | <u>Ancillary dan Lain-lain/ Ancillary and Others</u> | <u>Total/ Total</u> | |
| PENDAPATAN USAHA | | | | OPERATING REVENUE |
| Pendapatan segmen | 6.521.658.540.259 | 1.422.272.719.819 | 7.943.931.260.078 | Segment revenue |
| Beban segmen | <u>(7.724.422.039.118)</u> | <u>(1.009.902.522.841)</u> | <u>(8.734.324.561.959)</u> | Segment expenses |
| Rugi usaha segmen | <u>(1.202.763.498.859)</u> | <u>412.370.196.978</u> | <u>(790.393.301.881)</u> | Segment loss from operations |
| Pendapatan keuangan | | | 1.796.683.479 | Finance income |
| Pajak final atas pendapatan keuangan | | | <u>(359.336.696)</u> | Final tax on finance income |
| Beban keuangan | | | (424.339.559.907) | Finance costs |
| Laba (rugi) selisih kurs dari Aktivitas keuangan | | | <u>(309.889.204.325)</u> | Gain (loss) on foreign exchange from financing activities |
| Rugi sebelum pajak penghasilan | | | <u>(1.523.194.719.330)</u> | Loss before income tax |
| Beban pajak penghasilan | | | <u>(3.315.815.633)</u> | Income tax expense |
| RUGI PERIODE BERJALAN | | | <u>(1.526.510.534.963)</u> | LOSS FOR THE PERIOD |
| Penghasilan komprehensif lain periode berjalan, setelah pajak | | | <u>(6.149.299.860)</u> | Other comprehensive income for the period, net of tax |
| TOTAL RUGI KOMPREHENSIF PERIODE BERJALAN | | | <u>(1.532.659.834.823)</u> | TOTAL COMPREHENSIVE LOSS FOR THE PERIOD |
| Laporan Posisi Keuangan Konsolidasian | | | | Consolidated Statements of Financial Position |
| Aset segmen | | | <u>5.716.560.756.692</u> | Segment assets |
| Liabilitas segmen | | | <u>15.151.336.468.921</u> | Segment liabilities |
| Informasi segmen lainnya | | | | Other segment information |
| Pengeluaran modal dan uang muka pembelian aset tetap | <u>34.957.554.23</u> | <u>3.091.404.302</u> | <u>38.048.958.534</u> | Capital expenditure and advance purchases of fixed assets |
| Penyusutan | <u>868.198.303.318</u> | <u>16.911.231.970</u> | <u>885.109.535.388</u> | Depreciation |

Seluruh aset produktif Grup berada di Indonesia. Berikut merupakan pendapatan segmen usaha tiap wilayah berdasarkan pusat operasi:

All of the Group's productive assets are located in Indonesia. The following is the total operating revenue of each region based on its centre hub:

| | <u>31 Desember 2025/ 31 December 2025</u> | <u>31 Desember 2024/ 31 December 2024</u> | |
|--------------|---|---|--------------|
| Jakarta | 3.579.594.088.849 | 3.577.031.224.791 | Jakarta |
| Denpasar | 2.545.842.821.481 | 3.083.313.086.975 | Denpasar |
| Surabaya | 777.013.326.451 | 907.328.948.115 | Surabaya |
| Medan | <u>971.881.606.121</u> | <u>376.258.000.197</u> | Medan |
| Total | <u>7.874.331.842.902</u> | <u>7.943.931.260.078</u> | Total |

Ekshibit E/94

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31. PERJANJIAN SEWA

IAA sebagai *lessee*

i. Pesawat

Pada tanggal 31 Desember 2025, IAA memiliki sewa atas 27 pesawat Airbus tipe A-320, dengan masa sewa yang akan berakhir paling lama pada tahun 2034. Selama 2024, IAA telah merestrukturisasi sebagian dari liabilitas sewa sebagai dampak dari perubahan tarif sewa dan jangka waktu sewa sebagaimana disepakati dalam perjanjian sewa dengan *lessor* tertentu. Perubahan tersebut menyebabkan terjadinya modifikasi terhadap liabilitas sewa dan aset hak-guna terkait, yang tercatat pada laporan posisi keuangan (Catatan 10).

ii. Uang Jaminan

IAA diharuskan membayar uang jaminan berkaitan dengan sewa pesawat. Pada tanggal 31 Desember 2025 dan 2024, uang jaminan yang telah dibayarkan adalah sebesar US\$25.743.260 dan US\$23,566,960 atau masing-masing setara dengan Rp432.023.389.320 dan Rp380.889.207.520.

Nilai wajar uang jaminan pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar Rp227.070.422.606 dan Rp292.173.139.351 (Catatan 11).

Selisih antara nilai uang jaminan yang telah dibayarkan dengan nilai wajarnya disajikan sebagai bagian dari akun "Aset hak-guna, neto" pada laporan posisi keuangan konsolidasian (Catatan 10).

iii. Dana Pemeliharaan Pesawat

Sesuai dengan perjanjian sewa pesawat, IAA diharuskan untuk membayar dana pemeliharaan untuk pesawat yang disewa. Dana pemeliharaan pesawat didasarkan atas penggunaan pesawat selama periode sewa yang mencakup dana perbaikan untuk rangka pesawat, pengembalian kinerja mesin, dan suku cadang mesin, serta alat pendaratan dan *Auxiliary Power Unit* (APU). Sesuai dengan ketentuan-ketentuan dalam perjanjian, IAA dapat mengajukan biaya penggantian kepada *lessor* atas biaya pemeliharaan dan perbaikan pesawat tertentu.

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31. LEASE AGREEMENTS

IAA as *lessee*

i. Aircraft

As of 31 December 2025, IAA has leases of 27 Airbus aircrafts type A-320, with lease period up to 2034 at the latest. During 2024, IAA has restructured portion of its lease liabilities as a result of the changes in rental rate and lease period as stipulated in the lease agreements with certain lessors. Such changes resulted in modifications to lease liabilities and the related right-of-use assets, which are recorded in the consolidated statements of financial position (Note 10).

ii. Security Deposits

IAA is required to pay security deposits in relation to the aircraft leases. As of 31 December 2025 and 2024, the security deposits paid amounted to US\$25,743,260 and US\$23,566,960 or equivalent to Rp432,023,389,320 and Rp380,889,207,520, respectively.

The fair values of security deposit as of 31 December 2025 and 2024 amounted to Rp227,070,422,606 and Rp292,173,139,351, respectively (Note 11).

The difference between the amount paid for security deposits and their fair values presented as part of "Right-of-use assets, net" account in the consolidated statements of financial position (Note 10).

iii. Maintenance Reserve Funds

Based on aircraft lease agreements, IAA is required to pay maintenance reserve funds for the leased aircrafts. Maintenance reserve funds are based on the use of the aircraft during the lease term consisting of reserves funds for airframe structure maintenance, engine performance restoration maintenance, engine life limited parts maintenance, landing gear maintenance and *Auxiliary Power Unit* (APU) maintenance. Following the conditions in the agreement, IAA is entitled to reimburse certain maintenance and repair costs to the lessor.

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31. PERJANJIAN SEWA (Lanjutan)

IAA sebagai *lessee* (Lanjutan)

iv. Kesepakatan jual dan sewa balik

Pada bulan Juni 2023, Perusahaan melakukan transaksi jual dan sewa-balik atas pesawatnya, yaitu pesawat dengan MSN 3549, dimana Perusahaan mencatat transaksi ini sebagai transaksi pembiayaan dengan tetap mengakui aset tersebut sebagai aset tetap dalam laporan posisi keuangan konsolidasi. Perusahaan mencatat kewajiban keuangan jangka pendek dan jangka panjang atas transaksi tersebut masing-masing sebesar Rp32.690.488.481 dan Rp14.118.275.916 dalam akun utang usaha - pihak ketiga dan liabilitas jangka panjang lainnya.

32. NILAI WAJAR DARI INSTRUMEN KEUANGAN

Nilai tercatat aset keuangan yang disajikan di dalam laporan posisi keuangan konsolidasian kurang lebih sebesar nilai wajarnya.

Pada tanggal 31 Desember 2025, hierarki nilai wajar liabilitas sewa dan uang jaminan berada pada level 2. Nilai tercatat dari pinjaman bank jangka panjang dengan suku bunga mengambang kurang lebih sebesar nilai wajarnya karena dinilai ulang secara berkala.

Manajemen menetapkan bahwa nilai tercatat (berdasarkan jumlah nosional) kas dan bank, piutang usaha dan lain-lain, utang usaha dan lain-lain, biaya masih harus dibayar, pinjaman bank jangka panjang, dan liabilitas sewa yang jatuh tempo dalam waktu satu tahun kurang lebih sebesar nilai wajarnya karena instrumen keuangan tersebut berjangka pendek.

Telah menjadi kebijakan Grup bahwa tidak akan ada perdagangan dalam instrumen keuangan yang akan dilakukan.

Nilai wajar uang jaminan dan liabilitas sewa jangka panjang ditentukan dengan mendiskontokan arus kas masa datang.

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31. LEASE AGREEMENTS (Continued)

IAA as *lessee* (Continued)

iv. *Sale-and-leaseback*

In June 2023, the Company entered into sale-and-leaseback transactions of its aircraft with Aircraft MSN 3549, where the Company accounted the transaction as a financing transaction by continue recognizing such asset on its consolidated statement of financial position. The Company recognized current and non-current finance liabilities amounting to Rp32,690,488,481 and Rp14,118,275,916, respectively, accounted to other payables - third party and other non-current liabilities, respectively.

32. FAIR VALUE OF FINANCIAL INSTRUMENTS

The carrying amounts of financial instruments presented in the consolidated statement of financial position approximate their fair values.

As of 31 December 2025, fair value hierarchy of the lease liabilities and security deposits are on level 2. The carrying amount of long-term bank loan with floating interest rate is approximately at its fair value as it is re-priced frequently.

Management has determined that the carrying amounts (based on notional amounts) of cash on hand and in banks, trade, and other receivables, trade, and other payables, accrued expenses, current maturities of long-term bank loan, and current maturities of lease liabilities reasonably approximate their fair values because they are short-term in nature.

It is and has been the Group policy that no trading in financial instruments shall be undertaken.

The fair value of security deposits and lease liabilities - net of current portion are estimated by discounting future cash flows.

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33. PERJANJIAN PENTING ATAU KOMITMEN

- a. IAA, entitas anak, mengadakan beberapa perjanjian dengan berbagai pihak berkaitan dengan *ground handling* dalam bandara-bandara yang berada di wilayah Indonesia, Australia, Malaysia, Thailand, dan Singapura.
- b. IAA mengadakan beberapa perjanjian atas pembelian avtur dengan berbagai pihak untuk pengisian bahan bakar pesawat dalam bandara-bandara yang berada di wilayah Indonesia, Australia, Malaysia, Thailand, dan Singapura.
- c. IAA mengadakan perjanjian dengan Avia Technics Dirgantara untuk pekerjaan rutin dan non-rutin berkaitan dengan pemeliharaan dan perbaikan pesawat. Perjanjian tersebut berlaku sejak tanggal 30 Januari 2024 hingga 29 Januari 2027.
- d. PT Indonesia AirAsia mengadakan Perjanjian Lisensi Merek dengan AirAsia Aviation Group Limited ("AAGL") pada tanggal 15 Juni 2023, yang berlaku untuk jangka waktu lima tahun untuk periode 1 Januari 2023 hingga 31 Desember 2027.

Berdasarkan perjanjian ini, PT Indonesia AirAsia menggunakan merek AirAsia serta menerapkan dan mengimplementasikan pedoman branding dan persyaratan operasi AirAsia dalam beberapa area seperti *ancillary*, *branding*, *katering* dan pelayanan dalam penerbangan, teknik, operasi penerbangan, pemasaran, pengelolaan pendapatan, keselamatan serta penjualan dan distribusi. Tarif lisensi merek adalah sebesar 1,2% dari pendapatan konsolidasian auditan.

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33. SIGNIFICANT AGREEMENTS OR COMMITMENTS

- a. IAA, a subsidiary, entered into several agreements with various parties related to the *ground handling* in airports located within Indonesia, Australia, Malaysia, Thailand, and Singapore.
- b. IAA entered into jet fuel purchase agreements with various parties for aircraft fuel uplift in airports located within Indonesia, Australia, Malaysia, Thailand, and Singapore.
- c. IAA entered into an agreement with Avia Technics Dirgantara for the routine and non-routine works related to the maintenance and repair of aircrafts. The agreement effective for the period 30 January 2024 to 29 January 2027.
- d. PT Indonesia AirAsia entered into Brand License Agreement with AirAsia Aviation Group Limited ("AAGL") on 15 June 2023, and will remain in force for an initial term of five years for the period 1 January 2023 to 31 December 2027.

Under this agreement, PT Indonesia AirAsia uses and applies AirAsia brand as well as adopts and implements the branding guidelines and operating requirements of AirAsia in areas such as *ancillary*, *branding*, *catering* and *in-flight services*, *engineering*, *flight operations*, *marketing*, *revenue management*, *safety* and *sales and distribution*. The brand license fees shall be charged at 1.2% of the audited consolidated revenue.

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33. PERJANJIAN PENTING ATAU KOMITMEN (Lanjutan)

- e. Pada tanggal 20 November 2020, IAA mengadakan Perjanjian Penunjukan Distribusi Online dengan Move Travel Sdn Bhd (fka AirAsia Com Travel Sdn Bhd) ("AACom") untuk melakukan kegiatan pemasaran, periklanan, promosi dan penjualan persediaan penerbangan dan non-penerbangan atas nama Perusahaan. Biaya komisi dikenakan sebesar 5% dari penjualan. Di bawah perjanjian ini, AACom diberikan hak atas lisensi dan penggunaan kekayaan intelektual untuk melakukan kewajibannya.

Pada tanggal 1 September 2022, amandemen Perjanjian Penunjukan Distribusi Online di atas telah ditandatangani, dimana biaya komisi yang berlaku diubah menjadi sebesar 3,45% untuk periode 16 November 2020 hingga 1 Januari 2022 dan sebesar 3% untuk periode setelahnya.

Pada tanggal 31 Desember 2024, amandemen Perjanjian Penunjukan Distribusi Online telah ditandatangani, dimana biaya komisi yang berlaku diubah menjadi sebesar 3% dan Perusahaan menerima komisi sebesar 0,5% atas penjualan.

34. KELANGSUNGAN USAHA

Semenjak tahun 2022, Indonesia menuju akhir pandemi dan banyak negara melonggarkan pembatasan COVID-19 dan membuka kembali perbatasan, analis menemukan bahwa turis yang ingin berlibur (lokal/internasional) berusaha menebus waktu yang hilang selama pandemi. Permintaan terpendam yang kuat terbukti dalam aktivitas pemesanan tiket penerbangan saat pembatasan perjalanan dicabut dan rute tambahan dibuka kembali, dan hal ini mendukung pemulihan industri hingga tahun 2024 baik di pasar domestik maupun internasional selama tahun berjalan, yang diindikasikan dengan peningkatan signifikan dalam pendapatan tahun berjalan dibandingkan dengan tahun sebelumnya. Namun, masih terdapat indikator negatif yang substansial terkait kinerja keuangan Grup pada tanggal laporan auditor.

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33. SIGNIFICANT AGREEMENTS OR COMMITMENTS
(Continued)

- e. On 20 November 2020, IAA entered into an Online Distribution Appointment Agreement with Move Travel Sdn Bhd (fka AirAsia Com Travel Sdn. Bhd.) ("AACom") which appoints AACom and its subsidiaries and affiliates to market, advertise, promote, and sell flight & non-flight inventories on behalf of the Company. Commission fees shall be charged 5% of the sales. Under this agreement, AACom is granted the right to license and use any intellectual property for the purpose of performing its obligations.

On 1 September 2022, an amendment to the above Online Distribution Appointment Agreement was signed, whereas Commission fees rate was changed to 3.45% for the period of 16 November 2020 to 1 January 2022 and 3% henceforth.

On 31 December 2024, an amendment to the above Online Distribution Appointment Agreement was signed, whereas Commission fees rate was changed to 3% and Company shall received 0,5% from sale proceeds.

34. GOING CONCERN

Started in 2022, as Indonesia is moving to the end of pandemic and many countries loosen their COVID-19 restrictions and reopen borders, analyst found that vacation-starved tourists (local/international) are making up for lost time during the pandemic. Strong pent-up demand is evident inflight ticket booking activities where travel restrictions are lifted and additional routes re-opened, and this supports the industry's recovery through 2024 both in the domestic and international markets during the year, indicated by the significant increase of current year revenues compared to prior year. However, there are still substantial negative financial performance indicators of the Group as of auditors' report date.

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34. KELANGSUNGAN USAHA (Lanjutan)

Laporan keuangan konsolidasian ini telah disusun dengan asumsi bahwa Grup akan terus beroperasi secara berkesinambungan, yang mengasumsikan bahwa aset akan direalisasikan, dan kewajiban akan diselesaikan dalam kegiatan usaha normal.

Grup mengalami rugi konsolidasian tahun berjalan dan total beban komprehensif konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2025, masing-masing sebesar Rp1.296 milyar dan Rp1.299 milyar, serta melaporkan saldo akumulasi kerugian dan total defisiensi modal konsolidasian pada tanggal 31 Desember 2025 masing-masing sebesar Rp17.135 milyar dan Rp10.741 milyar, dan bahwa total liabilitas jangka pendek konsolidasian melampaui total aset lancar konsolidasiannya sebesar Rp10.520 milyar pada tanggal tersebut.

Manajemen Grup terus memonitor perkembangan situasi di atas dan melakukan berbagai macam usaha untuk mendorong pemulihan. Dalam rangka mengantisipasi terjadinya dampak yang merugikan kinerja keuangan Grup, manajemen Grup mengimplementasikan rencana-rencana berikut ini:

- a. Melanjutkan langkah-langkah efisiensi biaya untuk pemulihan bisnis dan mampu menjaga keberlangsungan bisnis.
- b. Terus bekerja sama dengan Grup AirAsia untuk menegosiasikan kembali biaya dan merestrukturisasi liabilitas yang belum dibayar dengan *vendor* terutama dengan *lessor* pesawat, dan *vendor* penting lainnya.
- c. Diskusi dan negosiasi yang berkelanjutan dengan seluruh *vendor* penting sedang berjalan dalam rangka menanggulangi pembayaran dengan jadwal yang beragam dan melakukan negosiasi harga.

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34. GOING CONCERN (Continued)

These consolidated financial statements have been prepared assuming that the Group will continue to operate as a going concern, which assumes that assets will be realized, and liabilities will be settled within the normal course of business.

The Group incurred total consolidated loss for the year and total comprehensive loss for the year ended 31 December 2025 of Rp1,296 billion and Rp1,299 billion respectively, and reported consolidated accumulated losses and total capital deficiency as of 31 December 2025 of Rp17,135 billion and Rp10,741 billion, respectively, and that its consolidated total current liabilities exceeded its consolidated total current assets by Rp10,520 billion as of such date.

The Group's management has been monitoring the development of the above situations and exerted efforts to push for recovery. In response of the adverse effect to the Group's financial performance, the Group's management has been implementing the following plans:

- a. Continue the cost efficiency measures for business recovery and be able to maintain business sustainability.*
- b. Continue working with AirAsia Group to renegotiate costs and restructure the outstanding liabilities with vendors especially with the aircraft lessors, and other critical vendors.*
- c. Continuous discussions and negotiations have been ongoing with all key vendors to defer the payments with various schedules and negotiate price.*

Ekshibit E/99

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34. KELANGSUNGAN USAHA (Lanjutan)

- d. Optimalisasi kapasitas pesawat dengan pemilihan rute dan fokus pada rute yang menguntungkan dan rute dengan faktor muatan yang lebih baik, termasuk membuka kembali rute internasional dan domestik untuk meningkatkan destinasi pariwisata. Selain itu, Grup berencana untuk membuka rute domestik dan internasional baru yang akan memberikan nilai tambah terhadap bisnis serta meningkatkan pangsa pasar Grup.
- e. Tetap fokus terhadap peluang bisnis lain seperti bisnis kargo dan *charter*.
- f. Optimalisasi pendapatan *ancillary*.
- g. Secara proaktif mencari peluang pendanaan eksternal untuk meningkatkan permodalan Grup guna meningkatkan kemampuan finansial dan kelincahan operasional.

Walaupun terdapat rencana-rencana tersebut di atas, masih terdapat ketidakpastian atas kemampuan Grup untuk mempertahankan kelangsungan usahanya, yang sangat bergantung pada ketersediaan sumber daya keuangan untuk memenuhi kewajiban Grup ketika jatuh tempo. Selain itu, perkembangan kondisi industri penerbangan serta dampaknya terhadap likuiditas dan pendapatan Grup di masa depan tidak dapat ditentukan. Oleh karena itu, terdapat suatu ketidakpastian material pada tanggal 31 Desember 2025 yang dapat menyebabkan keraguan signifikan atas kemampuan Grup dalam mempertahankan kelangsungan usahanya.

35. PERISTIWA SETELAH PERIODE PELAPORAN

Berdasarkan pengumuman kepada Bursa Malaysia pada tanggal 16 Januari 2026, pemegang saham menyatakan bahwa Capital A Berhad, sebagai entitas induk terakhir, telah menyelesaikan transaksi penjualan bisnis penerbangannya yang dijalankan melalui AirAsia Aviation Group Limited kepada AirAsia X Berhad ("AAX"). Transaksi tersebut dilakukan sebagai bagian dari langkah strategis restrukturisasi grup, di mana Capital A Berhad mengalihkan seluruh aktivitas bisnis penerbangan kepada AAX.

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34. GOING CONCERN (Continued)

- d. Aircraft capacity optimization with route selection and focus on profitable routes and routes with better load factors, including re-opening international and domestic routes to enhance tourism destinations. In addition, the Group is planning to open new domestic and international routes that will add more values to the business and improving the market share of the Group.
- e. Continue to focus on other business opportunities such as cargo and charter business.
- f. Ancillary revenue optimization.
- g. Proactively seeking external funding opportunities to improve the Group's capital in order to boost financial and operational agility.

Notwithstanding the above plans, there are still uncertainties regarding the Group's ability to continue as going concern, which highly depends on the availability of an adequate financial resources to meet the Group's obligations as and when they fall due. Further, it is not possible to determine the future development on the airlines industry and its impacts on the Group's liquidity and earnings. Accordingly, there is an existence of a material uncertainty as of 31 December 2025 that may cast significant doubt on the Group's ability to continue as a going concern.

35. EVENTS AFTER REPORTING PERIOD

Based on the announcement to Bursa Malaysia dated 16 January 2026, the shareholders noted that Capital A Berhad, as the ultimate holding company, had completed the disposal of its aviation business operated through AirAsia Aviation Group Limited to AirAsia X Berhad ("AAX"). The transaction forms part of the Group's strategic restructuring initiative, whereby Capital A Berhad transferred all aviation-related business activities to AAX.



Tel : +62-21 5795 7300
Fax : +62-21 5795 7301
www.bdo.co.id

Tanubrata Sutanto Fahmi Bambang & Rekan
Certified Public Accountant
Licence No. 622/KM.1/2016

Head Office
Prudential Tower, 17th Floor
Jl. Jend. Sudirman Kav. 79
Jakarta 12910 - Indonesia

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No. : 00087/2.1068/AU.1/06/0251-1/1/III/2026

Laporan Auditor Independen

Independent Auditor's Report

**Pemegang Saham, Komisaris dan Direksi
PT AirAsia Indonesia Tbk**

**The Stockholders, Commissioner and Directors
PT AirAsia Indonesia Tbk**

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT AirAsia Indonesia Tbk dan Entitas Anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opinion

We have audited the consolidated financial statements of PT AirAsia Indonesia Tbk and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as of 31 December 2025, and the consolidated statements of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a material accounting policies information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of 31 December 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

TANUBRATA SUTANTO FAHMI BAMBANG & REKAN

Tanubrata Sutanto Fahmi Bambang & Rekan (Certified Public Accountant), an Indonesian partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

Ketidakpastian Material yang Terkait dengan Kelangsungan Usaha

Kami memberikan perhatian pada Catatan 34 atas laporan keuangan konsolidasian terlampir, Grup mengalami rugi konsolidasian tahun berjalan dan total beban komprehensif konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2025, masing-masing sebesar Rp1.296 milyar dan Rp1.299 milyar, serta melaporkan saldo akumulasi kerugian dan total defisiensi modal konsolidasian pada tanggal 31 Desember 2025 masing-masing sebesar Rp17.135 milyar dan Rp10.741 milyar, dan bahwa total liabilitas jangka pendek konsolidasian melampaui total aset lancar konsolidasiannya sebesar Rp10.520 milyar pada tanggal tersebut.

Kondisi tersebut, bersama dengan hal-hal lain yang diungkapkan dalam Catatan 34 atas laporan keuangan konsolidasian terlampir, menunjukkan adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan atas kemampuan Grup untuk terus beroperasi sebagai entitas yang berkelanjutan. Opini kami tidak dimodifikasi sehubungan dengan hal ini.

Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Selain hal-hal yang diuraikan dalam paragraf Ketidakpastian Material yang Terkait dengan Kelangsungan Usaha, kami telah menentukan hal yang diuraikan di bawah ini sebagai hal audit utama yang dikomunikasikan dalam laporan auditor kami.

Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Penurunan nilai aset hak-guna

Sebagaimana yang diungkapkan dalam Catatan 10 atas laporan keuangan konsolidasian terlampir, nilai tercatat aset hak-guna konsolidasian Grup pada tanggal 31 Desember 2025 adalah sebesar Rp3.451 milyar, yang merupakan 68% dari total aset konsolidasian Grup pada tanggal tersebut.

Material Uncertainty Related to Going Concern

As disclosed in Note 34 to the accompanying consolidated financial statements, the Group incurred total consolidated loss for the year and total comprehensive loss for the year ended 31 December 2025 of Rp1,296 billion and Rp1,299 billion respectively, and reported consolidated accumulated losses and total capital deficiency as of 31 December 2025 of Rp17,135 billion and Rp10,741 billion, respectively, and that its consolidated total current liabilities exceeded its consolidated total current assets by Rp10,520 billion as of such date.

Such conditions, along with other matters disclosed in Notes 34 to the accompanying consolidated financial statements, indicating the existence of a material uncertainty that may cast significant doubt on the Group's ability to continue as a going concern. Our opinion is not modified in this regard.

Key Audit Matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. In addition to the matters described in the Material Uncertainty Related to Going Concern paragraph, we have determined the matter described below to be the key audit matter communicated in our auditor's report.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Impairment of right-of-use asset

As disclosed in Note 10 to the accompanying consolidated financial statements, the carrying value of the Group's consolidated right-of-use assets as of 31 December 2025 is Rp3,451 billion, which represents 68% of the Group's total consolidated assets as of that date.

Hal Audit Utama (Lanjutan)Penurunan nilai aset hak-guna (Lanjutan)

Sebagaimana yang dipersyaratkan oleh Standar Akuntansi Keuangan di Indonesia, nilai tercatat aset hak-guna konsolidasian diuji untuk penurunan nilai karena terdapat indikator bahwa nilai tercatat tersebut mungkin tidak terpulihkan. Hal ini signifikan dalam audit kami karena nilai tercatat aset hak-guna konsolidasian adalah material terhadap laporan keuangan konsolidasian terlampir dan penilaian atas penurunan nilai melibatkan pertimbangan dan asumsi signifikan yang dipengaruhi oleh ketidakpastian estimasi, yang mencakup proyeksi arus kas masa depan, pertumbuhan pendapatan, belanja modal masa depan, dan biaya modal rata-rata tertimbang.

Prosedur audit kami mencakup hal-hal berikut:

- Memperoleh suatu pemahaman tentang proses manajemen dalam menilai penurunan nilai aset hak-guna konsolidasian Grup;
- Melakukan verifikasi atas kelengkapan dan keakuratan data relevan yang digunakan dalam penilaian tersebut;
- Membandingkan asumsi signifikan yang digunakan oleh manajemen dengan data historis serta tren industri dan ekonomi terkini;
- Menilai dan mengevaluasi kewajaran model penilaian manajemen atas arus kas terdiskonto serta menguji atas parameter yang digunakan dalam penentuan tingkat diskonto terhadap data pasar;
- Menilai apakah terdapat potensi sumber informasi sebaliknya; dan
- Mengevaluasi kecukupan pengungkapan atas pengujian penurunan nilai aset hak-guna konsolidasian dalam laporan keuangan konsolidasian terlampir.

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain merupakan informasi yang tercantum dalam Laporan Tahunan 2025 ("laporan tahunan") tetapi tidak termasuk laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan konsolidasian tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut

Key Audit Matter (Continued)Impairment of right-of-use asset (Continued)

As required by Indonesian Financial Accounting Standards, the carrying amount of consolidated right-of-use assets is tested for impairment because there are indicators that such carrying amount may not be recoverable. This matter is significant in our audit because the carrying amount of the consolidated right-of-use assets is material to the accompanying consolidated financial statements and impairment assessment involves significant judgement and assumptions that are subjected to estimation uncertainty, which include future cash flow projections, revenue growth, future capital expenditures and weighted average cost of capital.

Our audit procedures include the following:

- *Obtain an understanding of management's process for assessing the impairment of the Group's consolidated right-of-use assets;*
- *Verify the completeness and accuracy of the relevant data used in the assessment;*
- *Compare the significant assumptions used by management with historical data as well as current industry and economic trends;*
- *Assess and evaluate the reasonableness of management's discounted cash flow valuation model and test the parameters used in determining the discount rate against market data;*
- *Assess whether there are potential sources of contrary information; and*
- *Evaluate the adequacy of disclosures regarding the impairment testing of consolidated right-of-use assets in the accompanying consolidated financial statements.*

Other Information

Management is responsible for the other information. The other information comprises the information contained in the 2025 Annual Report (the "Annual Report") but does not include the consolidated financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance conclusion thereon.

Informasi Lain (Lanjutan)

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca Laporan Tahunan, ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada.

Other Information (Continued)

In connection with our audit of the consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing consolidated the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Standard on Auditing will always detect a material misstatement when it exists.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian (Lanjutan)

Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (Continued)

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standard on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian (Lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (Lanjutan)

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

Auditor's Responsibilities for the Audit of The Consolidated Financial Statements (Continued)

As part of an audit in accordance with Standard on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (Continued)

- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*
- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.*

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian (Lanjutan)

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan independen auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

Auditor's Responsibilities for the Audit of The Consolidated Financial Statements (Continued)

From the matters communicated with those charged with governance, we determine those matters that were of most significant in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our independent auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Kantor Akuntan Publik
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13 Maret 2026 / 13 March 2026



PT AirAsia Indonesia Tbk

Jl. Marsekal Suryadharma (M1) No. 1
Kel. Selapajang Jaya, Kec. Neglasari
Kota Tangerang, Banten 15127

Tel. | 021 - 29850888
Web. | ir-id.aaid.co.id