



Rooted in Values

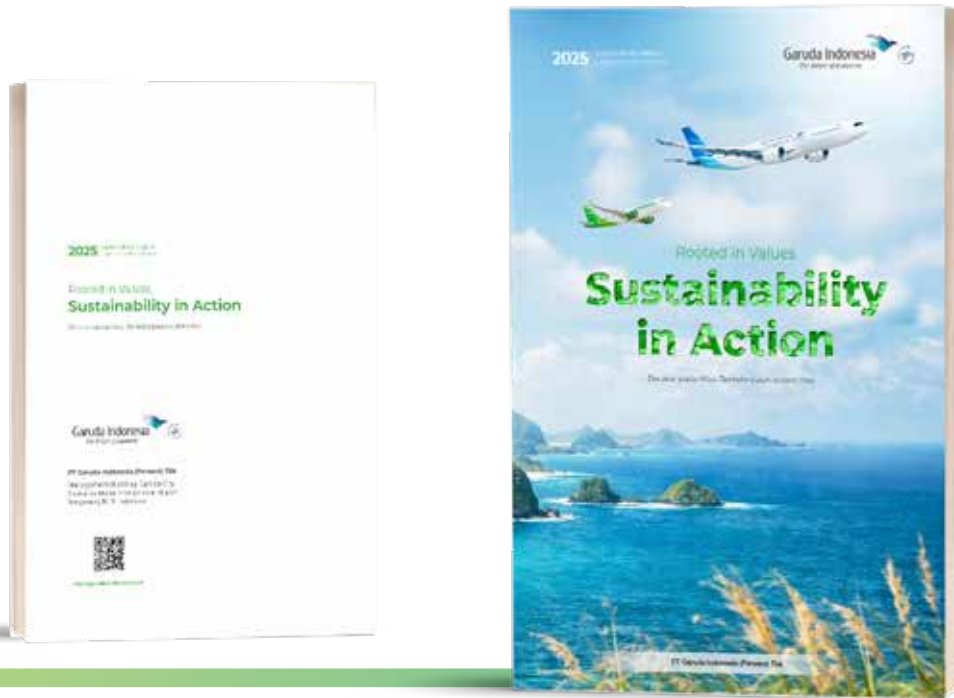
Sustainability in Action

Berakar pada Nilai, Berkelanjutan dalam Aksi



TEMA DAN ARTI TEMA

THEME AND ITS MEANING



ROOTED IN VALUES, SUSTAINABILITY IN ACTION

Berakar pada Nilai, Berkelanjutan dalam Aksi

Keberlanjutan PT Garuda Indonesia (Persero) Tbk (yang selanjutnya disebut Garuda Indonesia atau Perseroan) berlandaskan pada nilai-nilai yang menjadi pedoman dalam setiap keputusan bisnis dan operasional. Melalui penguatan tata kelola, perlindungan keselamatan penerbangan, pengelolaan lingkungan, serta pengembangan sumber daya manusia, insan Garuda terus menjalankan perannya sebagai pejuang angkasa dan pemersatu Negara Kesatuan Republik Indonesia (NKRI) yang profesional, jujur, disiplin, dan berintegritas, sehingga keberlanjutan tidak hanya menjadi komitmen, tetapi terwujud dalam tindakan nyata di setiap lini operasional.

The sustainability of PT Garuda Indonesia (Persero) Tbk (hereinafter referred to as Garuda Indonesia or the Company) is grounded in values that guide every business and operational decision. Through strengthening governance, ensuring flight safety, managing environmental impacts, and developing human resources, Garuda Indonesia personnel continue to fulfill their role as “pejuang angkasa” (aviation pioneers) and unifiers of the Unitary State of the Republic of Indonesia (NKRI), acting professionally, honestly, with discipline, and integrity. As a result, sustainability is not only a commitment but is also reflected in tangible actions across all operational lines.

SUSTAINABILITY ACHIEVEMENT OF 2025

SOCIAL

- Sertifikasi IOSA (IATA Operational Safety Audit)
- Sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)
- Perolehan Stellar Workplace Award 2025 (kategori Recognition in Employee Commitment dan Recognition in Employee Satisfaction)
- Perolehan Investortrust CSR Awards 2025 (kategori Pendidikan)
- Freddie Awards 2025 untuk program loyalitas penumpang GarudaMiles (Kategori Program of the Year, Best Customer Service, dan Best Redemption Ability untuk wilayah Middle East & Asia/Oceania)
- Sertifikasi Pharmaceutical *Good Distribution Practice* (GDP) untuk Pengiriman Kargo Farmasi.
- SkyTeam Joint Declaration on Anti-Human Trafficking
- Penandatanganan Nota Kesepahaman dengan Kementerian Hak Asasi Manusia Republik Indonesia dalam mendukung penegakan HAM
- Penandatanganan Kerja Sama Strategis dalam skema "Corporate Account" dengan Kementerian Perlindungan Pekerja Migran Indonesia (KP2MI) untuk meningkatkan dukungan terhadap perlindungan serta mobilitas Pekerja Migran Indonesia (PMI)
- IOSA Certification (IATA Operational Safety Audit)
- Occupational Health and Safety Management System (SMK3) Certification
- 2025 Stellar Workplace Award Achievement (Categories: Recognition in Employee Commitment and Recognition in Employee Satisfaction)
- 2025 Investortrust CSR Awards Achievement (Education Category)
- 2025 Freddie Awards for GarudaMiles Passenger Loyalty Program (Categories: Program of the Year, Best Customer Service, and Best Redemption Ability for the Middle East & Asia/Oceania Regions)
- Pharmaceutical Good Distribution Practice (GDP) Certification for Pharmaceutical Cargo Shipments
- SkyTeam Joint Declaration on Anti-Human Trafficking
- Signing of a Memorandum of Understanding with the Ministry of Human Rights of the Republic of Indonesia to Support Human Rights Enforcement
- Signing of a Strategic Cooperation Agreement under the "Corporate Account" scheme with the Ministry for the Protection of Indonesian Migrant Workers (KP2MI) to enhance support for the protection and mobility of Indonesian Migrant Workers (PMI)

ENVIRONMENTAL

- Verifikasi CORSIA (*Carbon Offsetting and Reduction Scheme for International Aviation*) atas Emisi Tahun 2024
- Persiapan implementasi Sistem Manajemen Lingkungan ISO 14001 (dalam proses)
- Sertifikasi IATA CEIV Live Animals
- CORSIA Verification (Carbon Offsetting and Reduction Scheme for International Aviation) for 2024 Emissions
- Preparation for ISO 14001 Environmental Management System Implementation (in progress)
- IATA CEIV Live Animals Certification

GOVERNANCE

- Peringkat Platinum pada Asia Sustainability Reporting Rating (ASRRAT)
- Peringkat kredit "idBBB" dari PT Pemeringkat Efek Indonesia (PEFINDO)
- Finalis Penganugerahan Annual Report Award (ARA) 2024
- Sertifikasi Sistem Manajemen Anti-Pengyuapan (ISO 37001)
- Penghargaan Best ESG Reporting & Transparency (ESG Initiative Awards) serta Outstanding ESG Policy & Advocacy Institution dari Katadata
- Platinum Rating in the Asia Sustainability Reporting Rating (ASRRAT)
- "idBBB" Credit Rating from PT Pemeringkat Efek Indonesia (PEFINDO)
- Finalist of the 2024 Annual Report Award (ARA)
- Anti-Bribery Management System (ISO 37001) Certification
- Best ESG Reporting & Transparency Award (ESG Initiative Awards) and Outstanding ESG Policy & Advocacy Institution from Katadata

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TENTANG LAPORAN [GRI 2-2, 2-3, 2-4]

ABOUT THE REPORT [GRI 2-2, 2-3, 2-4]

Laporan keberlanjutan PT Garuda Indonesia (Persero) Tbk (Garuda Indonesia) tahun 2024 disusun dengan mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik, Surat Edaran Otoritas Jasa Keuangan Nomor 16/SEOJK.04/2021 Tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik, serta Standar Pengungkapan Keberlanjutan 1 dan 2 (IFRS S1 dan S2). Laporan keberlanjutan ini juga disusun sesuai dengan (*"in accordance with"*) Consolidated Set of GRI Standards. Laporan Keberlanjutan ini juga disusun dengan mengacu pada Sustainability Accounting Standards Board (SASB) Standard Airlines dan Air Freight & Logistics.

Entitas yang termasuk ke dalam Laporan Keberlanjutan Garuda Indonesia tahun 2025 yaitu informasi yang berasal dari seluruh wilayah operasional Garuda Indonesia dan seluruh entitas anak sesuai dengan Laporan Keuangan Konsolidasian Garuda Indonesia yang diaudit oleh Kantor Akuntan Publik, kecuali pada bagian tertentu sesuai keterangan pada masing-masing bagian. Oleh karenanya, tidak terdapat perbedaan antara entitas yang disampaikan dalam Laporan Keberlanjutan ini dengan entitas yang dilaporkan dalam Laporan Keuangan Konsolidasian. Metode yang digunakan Garuda Indonesia dalam mengumpulkan informasi yaitu dengan menggabungkan seluruh informasi yang disampaikan oleh entitas anak dengan informasi di lingkup Garuda Indonesia.

Laporan Keberlanjutan ini mencakup periode sejak 1 Januari sampai 31 Desember 2025 sesuai dengan periode Laporan Keuangan Konsolidasian. Laporan ini disampaikan secara tahunan bersamaan dengan Laporan Tahunan Garuda Indonesia tahun 2025. Pada Laporan Keberlanjutan ini terdapat informasi yang disajikan kembali yaitu nilai ekonomi yang di distribusikan tahun 2024 dan 2023, serta Indeks Kepuasan Pelanggan tahun 2024 yang bertujuan untuk memperbaiki informasi pada tahun 2024 dan 2023, serta Indeks Kepuasan Pelanggan tahun 2024. Hal ini berdampak pada penurunan nilai ekonomi yang ditahan tahun 2024 dan 2023, serta pada Indeks Kepuasan Pelanggan tahun 2024 mengalami peningkatan. Laporan ini dipublikasikan pada tanggal 25 April 2026.

Informasi lebih lanjut terkait Laporan Keberlanjutan ini, dapat menghubungi:

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PROSES PENENTUAN TOPIK MATERIAL [GRI 3-1, 3-2, 2-14]

Perseroan secara berkala melaksanakan proses penentuan topik material dengan melakukan serangkaian tahapan yang mencakup

The Sustainability Report of PT Garuda Indonesia (Persero) Tbk of 2024 is compiled in accordance with the Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, Circular Letter of the Financial Services Authority No. 16/SEOJK.04/2021 on the Form and Content of the Annual Report for Issuers or Public Companies, and Sustainability Disclosure Standards 1 and 2 (IFRS S1 and S2). This Sustainability Report was also prepared in accordance with the Consolidated Set of GRI Standards. This Sustainability Report was also prepared with reference to the Sustainability Accounting Standards Board (SASB) Standards for Airlines and Air Freight & Logistics.

Entities included in the Sustainability Report of PT Garuda Indonesia of 2025 are information from all operational areas of Garuda Indonesia and its subsidiaries in accordance with the Consolidated Financial Statement of Garuda Indonesia audited by a public accounting firm, except for specific sections as indicated in each section. Therefore, there is no difference between the entities reported in this Sustainability Report and the Consolidated Financial Statement. Garuda Indonesia combines all information from its subsidiaries along with ones within the scope of Garuda Indonesia.

This Sustainability Report covers the period from January 1 to December 31, 2025, in accordance with the Consolidated Financial Statements period. This report is published annually alongside the 2025 Garuda Indonesia Annual Report. This Sustainability Report includes restated information, namely the economic value distributed in 2024 and 2023, as well as the 2024 Customer Satisfaction Index, which aims to correct the information for 2024 and 2023, as well as the 2024 Customer Satisfaction Index. This results in a decrease in retained economic value for 2024 and 2023, while the 2024 Customer Satisfaction Index shows an increase. This report was published on April 25, 2026.

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PROCESS TO DETERMINE MATERIAL TOPICS [GRI 3-1, 3-2, 2-14]

The Company periodically conducts a process to identify material topics through a series of steps, including the identification and

identifikasi serta analisis terhadap aktivitas operasional dan hubungan bisnis yang dimiliki, dengan mempertimbangkan konteks keberlanjutan yang relevan. Selain itu, Perseroan juga melakukan analisis terhadap para pemangku kepentingan yang terdampak oleh aktivitas Perseroan, baik dari perspektif dampak yang ditimbulkan oleh Perseroan kepada para pemangku kepentingan (*inside out*), maupun dari perspektif dampak yang diberikan oleh para pemangku kepentingan terhadap kondisi dan kinerja Perseroan, khususnya dalam aspek materialitas finansial (*outside in*). Seluruh proses tersebut dilaksanakan secara selaras dengan mekanisme identifikasi risiko yang diterapkan oleh Perseroan. Dalam proses penentuan dan identifikasi risiko tersebut, Perseroan melibatkan berbagai unit kerja internal serta turut melibatkan pemangku kepentingan eksternal guna memperoleh pandangan yang komprehensif serta memastikan bahwa risiko yang diidentifikasi telah mempertimbangkan berbagai perspektif yang relevan.

Unit kerja dilibatkan melalui kegiatan *Focus Group Discussion* (FGD). Adapun unit kerja yang terlibat dalam penentuan risiko Perseroan di antaranya BOD-BOC, Human Capital Management, Enterprise Risk Management, Enterprise Risk Management, Corporate Secretary & TJSL, Business Support & General Affairs, Corporate Quality, Safety & Sustainability, Financial Accounting, Marketing, Learning & Development, Corporate Strategy & Service Standards, dan Cargo. Sedangkan, *stakeholder* eksternal yang terlibat dalam identifikasi risiko Perseroan yaitu Pemerintah, Danantara, BP BUMN, Pelanggan/ Penumpang, Lessor, Kreditur, Pemegang Saham, Bursa Efek Indonesia, GMF, Gapura, PT Aviassi Pariwisata Indonesia (Injourney), Ditjen Perhubungan Udara, Investor, Otoritas Jasa Keuangan, Produsen Pesawat (Airbus/Boeing), Mitra Bisnis, dan Pertamina.

Perseroan selanjutnya melakukan analisis terhadap dampak yang bersifat aktual maupun potensial untuk setiap risiko yang teridentifikasi di seluruh aktivitas operasional serta hubungan bisnis Perseroan. Analisis tersebut dilakukan sebagai upaya untuk memahami secara lebih komprehensif berbagai kemungkinan dampak yang dapat timbul, sehingga Perseroan dapat menyiapkan langkah-langkah mitigasi yang tepat dalam rangka meminimalkan potensi dampak yang mungkin terjadi di kemudian hari. Dalam proses menganalisis dampak tersebut, Perseroan memanfaatkan serta mempertimbangkan informasi yang diperoleh dari berbagai sumber yang relevan, sehingga hasil analisis yang dilakukan dapat memberikan gambaran yang lebih menyeluruh dan mendukung pengambilan keputusan yang lebih tepat dalam pengelolaan risiko.

Setelah menyelesaikan analisis terhadap dampak yang bersifat aktual maupun potensial, Perseroan kemudian melakukan asesmen terhadap signifikansi dampak. Perseroan menilai signifikansi dampak yang sudah teridentifikasi dalam risiko Perseroan untuk dilakukan prioritas isu keberlanjutan. Proses ini dilakukan agar Perseroan dapat menentukan langkah-langkah dan tindakan yang tepat dalam menangani dampak yang muncul, sekaligus memastikan bahwa topik material yang dipilih untuk tahun pelaporan benar-benar relevan dan mencerminkan isu-isu yang paling penting bagi keberlanjutan Perseroan serta para pemangku kepentingannya.

Langkah selanjutnya yaitu Perseroan melakukan prioritas topik material berdasarkan tingkat *scale and scope/severity* dan *likelihood*. *Threshold* yang ditetapkan oleh Perseroan yaitu *High*, *Moderate to High*, dan *Moderate*. Risiko atau isu keberlanjutan

analysis of its operational activities and business relationships, taking into account the relevant sustainability context. The Company also analyzes its stakeholders affected by its activities, both from the perspective of the impact the Company has on stakeholders (*inside-out*) and from the perspective of the impact stakeholders have on the Company's condition and performance, particularly regarding financial materiality (*outside-in*). All these processes are conducted in alignment with the risk identification mechanisms implemented by the Company. In the process of determining and identifying risks, the Company involves various internal units and engages external stakeholders to gain comprehensive insights and ensure that the identified risks reflect all relevant perspectives.

Work units were engaged through Focus Group Discussions (FGDs). The units involved in the Company's risk determination process include the BOD-BOC, Enterprise Risk Management, Corporate Secretary & TJSL, Business Support & General Affairs, Corporate Quality, Safety & Sustainability, Financial Accounting, Marketing, Learning & Development, Corporate Strategy & Service Standards, and Cargo. Meanwhile, the external stakeholders involved in the Company's risk identification process include the Government, Danantara, BP BUMN, Customers/Passengers, Lessors, Creditors, Investors/Shareholders, the Indonesia Stock Exchange (IDX), GMF, Gapura, PT Aviassi Pariwisata Indonesia (Injourney), the Directorate General of Civil Aviation, the Financial Services Authority (OJK), Aircraft Manufacturers (Airbus/Boeing), Business Partners, and Pertamina.

The Company then analyzes the actual and potential impacts of each identified risk across all operational activities and business relationships. This analysis is conducted to gain a more comprehensive understanding of the potential impacts that may arise, enabling the Company to prepare appropriate mitigation measures to minimize possible future risks. In analyzing these impacts, the Company utilizes and considers information from various relevant sources, ensuring that the analysis provides a comprehensive overview and supports more informed decision-making in risk management.

After completing the analysis of actual and potential impacts, the Company then assesses the significance of those impacts. The Company evaluates the significance of the identified impacts to prioritize sustainability issues. This process enables the Company to determine appropriate measures and actions to address emerging impacts, while ensuring that the material topics selected for the reporting year are truly relevant and reflect the issues most important to the Company's sustainability and its stakeholders.

The next step is for the Company to prioritize material topics based on their scale and scope/severity as well as their likelihood. The thresholds established by the Company are High, Moderate to High, and Moderate. Priority sustainability risks or issues were

yang menjadi prioritas kemudian diselaraskan dengan topik material sesuai dengan GRI Standard, SASB Standards Airlines, dan SASB Standard Air Freight and Logistics. Perseroan kemudian melibatkan pemangku kepentingan eksternal serta ahli/*expert* untuk melakukan konfirmasi terhadap topik yang telah dipilih, menerima masukan dan feedback guna memastikan relevansi dan kepentingannya dengan menyebarkan kuesioner sejak 16 Februari sampai 9 Maret 2026. Pemangku kepentingan eksternal memberikan masukan topik material energi dan topik tersebut diprioritaskan untuk menjadi topik material 2025. Selanjutnya topik material yang terpilih disampaikan kepada Direksi untuk dibahas di tingkat manajemen tertinggi hingga memperoleh persetujuan resmi agar dapat dicantumkan dalam Laporan Keberlanjutan tahun 2025.

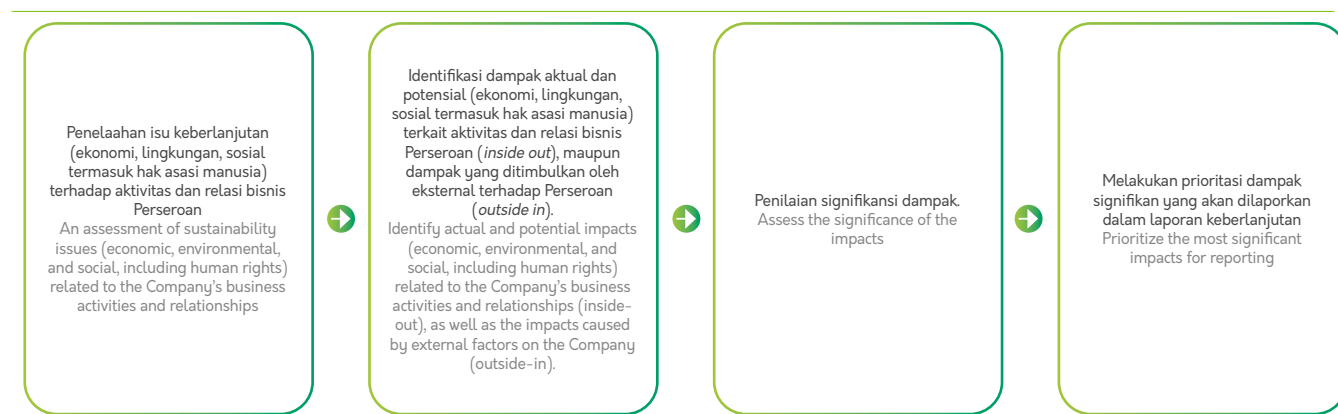
Topik material yang telah diidentifikasi oleh Garuda Indonesia digunakan sebagai landasan dalam merancang dan mengembangkan program keberlanjutan, baik untuk jangka pendek maupun jangka panjang. Hal ini memastikan bahwa pengungkapan keberlanjutan mencerminkan isu prioritas serta mendukung pengelolaan risiko, pengambilan keputusan strategis, dan pencapaian kinerja keberlanjutan secara terukur.

Proses penentuan topik material telah melewati tahapan-tahapan yaitu:

then aligned with material topics in accordance with the GRI Standards, SASB Standards for Airlines, and SASB Standards for Air Freight and Logistics. The Company subsequently engaged external stakeholders and experts to validate the selected topics and gather input and feedback to ensure their relevance and significance, through the distribution of questionnaires starting from February 16 to March 9, 2026. External stakeholders provided input identifying energy as a material topic, and this topic was prioritized for inclusion as a material topic in 2025. The selected material topics were then presented to the Board of Directors for discussion at the highest management level and to obtain formal approval for disclosure in the 2025 Sustainability Report.

The material topics identified by Garuda Indonesia serve as the foundation for designing and developing sustainability programs, both short-term and long-term. This ensures that sustainability disclosures reflect priority issues and support risk management, strategic decision-making, and the achievement of measurable sustainability performance.

The process of determining material topics has gone through the following stages:



Topik Material Material Topics	Isu Utama Main Issues	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Alasan Bersifat Material Material Reasons	TPB SDGs
Kinerja Ekonomi Economic Performance	- Nilai ekonomi langsung yang dihasilkan dan didistribusikan oleh Perusahaan - Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim - Kewajiban program pensiun manfaat pasti dan program pensiun lainnya - Bantuan keuangan yang diterima Perusahaan dari Pemerintah - Direct economic value generated and distributed by the Company - Financial implications and other risks and opportunities resulting from climate change - Obligations of defined benefit pension and other retirement plans - Financial assistance received by the Company from the Government	- Pemegang Saham dan Investor - Pemerintah - Pegawai - Mitra Kerja - Shareholders and Investors - Government - Employees - Working Partners	Kinerja ekonomi mencerminkan komitmen Garuda Indonesia dalam mengelola dan menjaga aspek ekonomi Perseroan. Komitmen Perseroan dalam mengelola aspek ekonomi memberikan dampak positif berupa peningkatan reputasi Perseroan. The economic performance reflects Garuda Indonesia's commitment in managing and maintaining the economic aspects of the Company. The Company's commitment in managing the economic aspects has a positive impact in the form of improving the Company's reputation.	

Topik Material Material Topics	Isu Utama Main Issues	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Alasan Bersifat Material Material Reasons	TPB SDGs
Energi Energy	- Konsumsi energi Perseroan - Upaya Perseroan dalam melakukan efisiensi energi dan penggunaan energi baru terbarukan - The Company's energy consumption - The Company's efforts to improve energy efficiency and utilize renewable energy	- Karyawan - Masyarakat - Pemerintah - Mitra kerja - Employees - Community - Government - Partners	Di tahun 2025 terdapat peningkatan penggunaan energi Perseroan. Hal ini menjadikan energi isu yang signifikan dalam aspek <i>environmental</i> (ESG), karena berpengaruh terhadap komitmen pengurangan emisi. In 2025, the Company recorded an increase in energy consumption. This makes energy a significant issue within the environmental (ESG) aspect, as it affects the Company's emissions reduction commitments.	  
Emisi Emission	- Emisi GRK Langsung (Cakupan 1) - Emisi GRK Tidak Langsung (Cakupan 2) - Emisi GRK tidak langsung lainnya (Cakupan 3) - Intensitas Emisi GRK - Pengurangan Emisi GRK - Pengendalian Emisi Penipis Lapisan Ozon - Nitrogen Oksida (NOx), Sulfur Oksida (SOx), dan Emisi Udara Signifikan Lainnya - Direct GHG Emissions (Scope 1) - Indirect GHG emissions (Scope 2) - Other indirect GHG emissions (Scope 3) - GHG Emission Intensity - GHG Emission Reduction - Control of Ozone Layer Depleting Emissions - Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and Other Significant Air Emissions	- Karyawan - Masyarakat - Pemerintah - Mitra kerja - Employees - Community - Government - Partners	Penggunaan energi yang tidak efektif akan berdampak negatif pada peningkatan emisi yang dihasilkan. Di tahun 2025, emisi GRK yang dihasilkan meningkat dibandingkan tahun 2024. Oleh karenanya, Perseroan senantiasa melakukan upaya reduksi emisi di antaranya melalui Program Fuel Conservation. Melalui program tersebut, Perseroan telah menurunkan emisi GRK yang dihasilkan dari penggunaan avtur di 2025. Ineffective energy use can have a negative impact by increasing emissions. In 2025, the Company's GHG emissions increased compared to 2024. Therefore, the Company continues to implement emission reduction initiatives, including the Fuel Conservation Program. Through this program, the Company has reduced GHG emissions generated from jet fuel consumption in 2025.	    
Kesehatan dan Keselamatan Kerja	- Sistem manajemen keselamatan dan kesehatan kerja - Pengidentifikasian bahaya, penilaian risiko, dan investigasi insiden - Layanan kesehatan yang dimiliki Perseroan - Partisipasi, konsultasi, dan komunikasi pekerja pada kesehatan dan keselamatan kerja - Pelatihan pekerja tentang kesehatan dan keselamatan kerja - Peningkatan kualitas kesehatan pekerja - Pencegahan dan mitigasi dampak-dampak keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis - Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja - Kecelakaan kerja yang terjadi pada periode pelaporan - Penyakit akibat kerja yang dialami oleh karyawan Perseroan	- Pemegang Saham dan Investor - Pegawai - Penumpang - Mitra Kerja - Masyarakat - Pemerintah	Perseroan senantiasa memastikan bahwa seluruh karyawan memiliki rasa aman dan nyaman dalam bekerja. Perseroan juga memastikan bahwa karyawan dapat mengidentifikasi bahaya yang akan terjadi, sehingga terhindar dari bahaya kecelakaan kerja. pengelolaan aspek K3 yang efektif akan berdampak pada peningkatan produktivitas karyawan Perseroan.	  

Topik Material Material Topics	Isu Utama Main Issues	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Alasan Bersifat Material Material Reasons	TPB SDGs
Occupational Health and Safety	- Occupational safety and health management system - Hazard identification, risk assessment, and incident investigation - Company-owned health services - Worker participation, consultation, and communication on occupational health and safety - Worker training on occupational health and safety - Worker health quality improvement - Prevention and mitigation of occupational health and safety impacts directly related to business relationships - Workers covered by the occupational health and safety management system - Occupational accidents that occurred in the reporting period - Occupational diseases experienced by the Company's employees	- Shareholders and Investors - Employees - Passengers - Work Partners - Community - Government	The Company always ensures that all employees have a sense of security and comfort at work. The Company also ensures that employees are able to identify potential hazards, thereby avoiding the risk of workplace accidents. Effective management of OHS aspects will contribute to improving the productivity of the Company's employees.	
Kepuasan Pelanggan Terhadap Produk dan/atau Jasa Pembangunan Berkelanjutan Customer Satisfaction on Sustainable Development Products and/or Services	Informasi mengenai nilai kepuasan pelanggan Information on customer satisfaction levels	- Pemegang Saham dan Investor - Karyawan - Pelanggan - Shareholder and Investors - Employees - Customers	Penurunan tingkat kepuasan pelanggan pada Garuda Indonesia menjadi perhatian penting karena dapat berdampak langsung pada menurunnya loyalitas, kepercayaan, serta minat penggunaan ulang layanan, terutama terkait produk dan/atau jasa keuangan berkelanjutan. Kondisi ini juga berpotensi memengaruhi reputasi perusahaan dan kinerja bisnis secara keseluruhan The decline in customer satisfaction at Garuda Indonesia is a key concern, as it can directly affect loyalty, trust, and the intention to reuse services, particularly in relation to sustainable financial products and/or services. This condition also has the potential to impact the Company's reputation and overall business performance.	

Beberapa topik material tahun 2024 yang tidak diprioritaskan untuk dilaporkan pada Laporan Keberlanjutan tahun 2025 beserta alasannya dijelaskan sebagai berikut.

Some of the material topics in 2024 that are not prioritized to be reported in the 2025 Sustainability Report and the reasons are explained below.

Topik Material Material Topics	Alasan Reasons
Dampak Ekonomi Tidak Langsung Indirect Economic Impacts	Perseroan telah melakukan pengukuran <i>Social Return on Investment</i> (SROI) atas aktivitas TJSL yang telah dilaksanakan. Hasil pengukuran SROI menunjukkan bahwa Perseroan telah memberikan manfaat yang tinggi kepada masyarakat. The Company has conducted a Social Return on Investment (SROI) measurement of the TJSL activities that have been implemented. The SROI measurement results show that the Company has provided high benefits to the community.
Pelatihan dan Pendidikan Training and Education	Perseroan telah memberikan kesempatan yang setara bagi seluruh karyawan untuk mengikuti pelatihan dan pendidikan guna meningkatkan kompetensi, sebagaimana diatur dalam Human Capital Manual pasal 3.2.4.3. Oleh karenanya, pelatihan dan pendidikan bagi karyawan senantiasa dikelola secara memadai dan tidak menimbulkan risiko signifikan terhadap keberlanjutan atau kinerja utama Perseroan. The Company has provided equal opportunities for all employees to participate in training and education to enhance their competencies, as stipulated in the Human Capital Manual Article 3.2.4.3. Therefore, employee training and education are consistently managed adequately and do not pose a significant risk to the Company's sustainability or core performance.

Topik Material Material Topics	Alasan Reasons
Kesehatan dan Keselamatan Penumpang Customer Health and Safety	Garuda Indonesia senantiasa memenuhi tanggung jawab kepada konsumen sebagai bentuk kepatuhan dan pemenuhan hak konsumen sebagaimana diatur dalam Undang-Undang Republik Indonesia Nomor 1 Tahun 2009 tentang Penerbangan, Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen, serta dalam Etika Bisnis & Etika Kerja PT Garuda Indonesia (Persero) Tbk. Garuda Indonesia telah menetapkan sasaran dan indikator kinerja keselamatan yang terukur, serta secara berkala mengevaluasi hasil operasional untuk menetapkan target-target keselamatan di masa mendatang. Garuda Indonesia also consistently fulfils its responsibilities to consumers as a form of compliance with and fulfilment of consumer rights, as stipulated in Law of the Republic of Indonesia Number 1 of 2009 concerning Aviation, Law No. 8 of 1999 concerning Consumer Protection, as well as in the Business Ethics & Work Ethics of PT Garuda Indonesia (Persero) Tbk. Garuda Indonesia has established measurable safety performance objectives and indicators, and periodically evaluates operational outcomes to set safety targets for the future.
Pemasaran dan Pelabelan Marketing and Labelling	Perseroan secara konsisten mematuhi ketentuan pasal 127 ayat 2 Undang-Undang Penerbangan Republik Indonesia tentang Perlindungan Konsumen, yang menegaskan bahwa perlindungan konsumen mencakup upaya melindungi konsumen dari penerapan tarif tinggi oleh badan usaha angkutan udara niaga, serta melindungi konsumen dari informasi atau iklan tarif penerbangan yang berpotensi merugikan atau menyesatkan, dengan menetapkan tarif batas atas. Perseroan juga telah menetapkan Kebijakan Niaga dan Layanan Nomor MKS.06 Tahun 2024 yang mengatur secara menyeluruh kegiatan pemasaran, <i>marketing</i>, dan penjualan di Perusahaan. The Company consistently complies with Article 127 paragraph (2) of the Aviation Law of the Republic of Indonesia concerning Consumer Protection, which stipulates that consumer protection includes efforts to protect consumers from the imposition of high fares by commercial air transport operators, as well as from airfare information or advertising that may be misleading or detrimental, through the establishment of fare ceilings. The Company has also established Commercial and Service Policy No. MKS.06 of 2024, which comprehensively governs marketing and sales activities within the Company.
Kebebasan Berserikat dan Perundingan Kolektif Freedom of Association and Collective Bargaining	Perseroan menghormati dan menjamin hak kebebasan berserikat serta perundingan kolektif bagi seluruh karyawan sesuai dengan peraturan perundang-undangan yang berlaku. Ketentuan tersebut telah diatur secara jelas dalam Manual Kebijakan Human Capital (MKH) serta Perjanjian Kerja Bersama (PKB) yang menjadi acuan dalam hubungan industrial di Perseroan. Melalui pengaturan tersebut, Perseroan memastikan terciptanya hubungan kerja yang harmonis, adil, dan transparan antara manajemen dan karyawan, sehingga tidak menimbulkan risiko signifikan terhadap keberlangsungan operasional maupun kinerja Perseroan. The Company respects and guarantees the rights to freedom of association and collective bargaining for all employees in accordance with applicable laws and regulations. These provisions are clearly outlined in the Human Capital Policy Manual (MKH) and the Collective Labor Agreement (PKB), which serve as the framework for industrial relations within the Company. Through these provisions, the Company ensures the establishment of harmonious, fair, and transparent working relationships between management and employees, thereby preventing significant risks to the Company's operational continuity and performance.
Praktik Pengadaan Procurement Practices	Garuda Indonesia telah melakukan proses pengadaan berkelanjutan secara konsisten. Garuda Indonesia telah menyusun daftar kontraktor, pemasok atau pihak ketiga lainnya yang diklasifikasikan berdasarkan risiko, yaitu berisiko tinggi, menengah, dan rendah. Garuda Indonesia has consistently implemented sustainable procurement processes. Garuda Indonesia has compiled a list of contractors, suppliers, and other third parties classified based on the risk involved, which includes high, medium, and low-risk categories.
Keberagaman dan Kesempatan Setara Diversity and Equal Opportunity	Penerapan keberagaman di Garuda Indonesia diwujudkan melalui <i>Respectful Workplace Policy</i> yang tertuang dalam Surat Keputusan JKDZ/SKEP/50132/2024 tanggal 24 Juli 2024. Dalam kebijakan tersebut, ditegaskan bahwa seluruh insan Garuda Indonesia dilarang melakukan diskriminasi atau perlakuan berbeda terhadap perbedaan jenis kelamin, agama, etnis, ras, status sosial, status perkawinan, status ekonomi, usia, kebangsaan, warna kulit, golongan, bahasa, maupun disabilitas, sehingga menciptakan lingkungan kerja yang inklusif dan setara bagi semua karyawan. The implementation of diversity at Garuda Indonesia is reflected in the Respectful Workplace Policy as stipulated in Decree JKDZ/SKEP/50132/2024 dated July 24, 2024. The policy emphasizes that all Garuda Indonesia personnel are prohibited from engaging in discrimination or differential treatment based on gender, religion, ethnicity, race, social status, marital status, economic status, age, nationality, skin color, group, language, or disability, thereby fostering an inclusive and equitable work environment for all employees.

MANAJEMEN TOPIK MATERIAL [GRI 3-3]

KINERJA EKONOMI

Perseroan secara konsisten melaksanakan pengelolaan kinerja ekonomi secara optimal dan terarah, karena kinerja ekonomi memiliki peran penting dalam merepresentasikan berbagai capaian yang berkaitan dengan operasional maupun kondisi keuangan Perseroan. Pengelolaan kinerja ekonomi yang dilakukan secara efektif tersebut memberikan dampak positif, antara lain meningkatkan reputasi perusahaan, memperkuat kepercayaan para pemangku kepentingan, serta mendorong peningkatan nilai Perseroan secara keseluruhan.

MANAGEMENT OF MATERIAL TOPICS [GRI 3-3]

ECONOMIC PERFORMANCE

The Company consistently manages its economic performance in an optimal and well-directed manner, as economic performance plays a crucial role in representing various achievements related to the Company's operations and financial condition. Effective management of economic performance has a positive impact, including enhancing the Company's reputation, strengthening stakeholder trust, and driving overall value creation.

Komitmen Perseroan dalam mengelola kinerja ekonomi diwujudkan melalui penyusunan Rencana Keuangan dan Anggaran Perusahaan yang menjadi bagian integral dari Rencana Jangka Panjang Perseroan. Dalam dokumen tersebut, Perseroan menetapkan berbagai target kinerja ekonomi yang direncanakan untuk dicapai sepanjang tahun 2025. Adapun efektivitas pengelolaan kinerja ekonomi dievaluasi dengan cara membandingkan antara realisasi kinerja yang dicapai dengan target yang telah ditetapkan dalam RKAP.

Selain itu, Perseroan secara berkelanjutan melakukan evaluasi terhadap efektivitas kinerja ekonomi dengan mengacu pada tingkat ketercapaian RKAP. Realisasi RKAP tersebut kemudian disampaikan kepada para pemegang saham sebagai bahan pertimbangan dalam penyusunan RKAP untuk tahun berikutnya. Di samping itu, Perseroan juga secara rutin melaksanakan audit atas Laporan Keuangan setiap tahunnya guna memastikan transparansi dan akuntabilitas.

Selama tahun 2025, Garuda Indonesia berhasil mencapai target kinerja produksi kategori kargo pada Garuda Indonesia Domestik sebesar 100,6% dan Garuda Indonesia Internasional sebesar 102,7%.

ENERGI

Di tahun 2025, penggunaan energi Perseroan mengalami peningkatan menjadi sebesar 39.696.228,48 gigajoule, meningkat dibandingkan tahun 2024 yang sebesar 35.873.580 gigajoule. Hal ini tentunya berdampak negatif pada peningkatan emisi dihasilkan. Dampak aktual yang terjadi yaitu peningkatan emisi GRK yang dihasilkan. Namun demikian, Perseroan terus berupaya untuk melakukan upaya efisiensi penggunaan energi dari seluruh aktivitas operasionalnya. Upaya Perseroan dalam melakukan efisiensi penggunaan energi yaitu melalui pemanfaatan bahan bakar alternatif (*alternate fuel usage*), optimalisasi landasan di CGK (*CGK runway optimization*), kepatuhan terhadap rencana penerbangan (*compliance with flight plan*), penerapan prosedur *engine taxi*, pengaturan flap yang optimal (*optimal flap setting*), serta optimalisasi rute penerbangan (*route optimization*).

Komitmen Perseroan dalam melakukan efisiensi penggunaan energi tertuang dalam *Occupational Safety, Health, and Environment (OSHE) Policy* yang menjadi pedoman utama dalam menjalankan operasional perusahaan secara berkelanjutan. dalam kebijakan tersebut mengatur bahwa Garuda Indonesia harus senantiasa secara aktif mengurangi emisi dan dampak lingkungan lainnya yang timbul dari kegiatan operasional. Upaya efisiensi penggunaan energi juga merupakan tanggung jawab dari seluruh insan Perseroan yang dikoordinir oleh unit kerja Quality, Safety & Sustainability.

Di samping itu, evaluasi efektivitas efisiensi penggunaan energi dapat dilakukan dengan membandingkan penggunaan energi di tahun 2025 dengan tahun 2024. Di tahun 2025, Perseroan berhasil menurunkan penggunaan energi yang berasal dari program *fuel optimization* yaitu sebesar 14.675.704 liter.

Berdasarkan evaluasi pelaksanaan program efisiensi energi, Perseroan mengidentifikasi bahwa efektivitas pengurangan konsumsi bahan bakar sangat dipengaruhi oleh konsistensi kepatuhan terhadap prosedur operasional penerbangan, optimalisasi perencanaan rute, serta koordinasi lintas fungsi

The Company's commitment to managing economic performance is reflected in the preparation of the Company's Financial Plan and Budget, which forms an integral part of the Company's Long-Term Plan. Within this document, the Company has established various economic performance targets to be achieved throughout 2025. The effectiveness of economic performance management is evaluated by comparing actual performance results with the targets set in the RKAP.

In addition, the Company continuously evaluates the effectiveness of its economic performance based on the level of RKAP achievement. The realization of the Company's RKAP is then submitted to shareholders as a basis for consideration in preparing the RKAP for the following year. The Company also conducts annual audits of its Financial Statements to ensure transparency and accountability.

In 2025, Garuda Indonesia successfully achieved its cargo production performance targets, reaching 100.6% for Garuda Indonesia Domestic and 102.7% for Garuda Indonesia International.

ENERGY

In 2025, the Company's energy consumption increased to 39,696,228.48 gigajoules, compared to 35,873,580 gigajoules in 2024. This has had a negative impact by contributing to higher emissions. The actual impact is an increase in GHG emissions. However, the Company continues to strive to improve energy efficiency across all its operational activities. These efforts include the use of alternative fuel, CGK runway optimization, compliance with flight plans, implementation of engine taxi procedures, optimal flap settings, and route optimization.

The Company's commitment to improving energy efficiency is reflected in the Occupational Safety, Health, and Environment (OSHE) Policy, which serves as the primary guideline for conducting sustainable operations. The policy stipulates that Garuda Indonesia must actively and continuously reduce emissions and other environmental impacts arising from its operational activities. Efforts to improve energy efficiency are also the responsibility of all Company personnel, coordinated by the Quality, Safety & Sustainability work unit.

Furthermore, the effectiveness of energy efficiency efforts can be evaluated by comparing energy consumption in 2025 with that of 2024. In 2025, the Company successfully reduced energy usage through its fuel optimization program by 14,675,704 liters.

Based on an evaluation of the energy efficiency program's implementation, the Company has identified that the effectiveness of fuel consumption reduction is significantly influenced by consistent adherence to flight operational procedures, optimized route planning, and cross-functional coordination in flight

dalam operasional penerbangan. Oleh karena itu, komitmen tersebut harus diintegrasikan ke dalam kebijakan dan prosedur operasional Perseroan melalui penguatan implementasi OSHE Policy, peningkatan pengawasan terhadap kepatuhan *flight plan*, serta penyempurnaan standar operasional terkait *fuel optimization*, *engine taxi*, *optimal flap setting*, dan *route optimization*, yang didukung oleh penguatan peran unit Quality, Safety & Sustainability dalam memastikan keberlanjutan praktik efisiensi energi di seluruh lini operasional.

EMISI

Penggunaan energi yang berlebihan berpotensi menimbulkan dampak negatif berupa peningkatan emisi yang dihasilkan, sehingga turut berkontribusi terhadap perubahan iklim. Dampak aktual yang timbul yaitu adanya peningkatan emisi GRK cakupan 1, cakupan 2, dan cakupan 3. Oleh karena itu, Perseroan secara konsisten melakukan berbagai upaya pengurangan emisi yang selaras dengan peningkatan efisiensi penggunaan energi. Langkah-langkah yang dilakukan antara lain melalui pemanfaatan bahan bakar alternatif (*alternate fuel usage*), optimalisasi landasan di CGK (*CGK runway optimization*), kepatuhan terhadap rencana penerbangan (*compliance with flight plan*), penerapan prosedur *engine taxi*, pengaturan flap yang optimal (*optimal flap setting*), serta optimalisasi rute penerbangan (*route optimization*).

Garuda Indonesia menegaskan komitmennya dalam pengurangan emisi melalui penerapan *Occupational Safety, Health, and Environment (OSHE) Policy* yang menjadi pedoman utama dalam menjalankan operasional perusahaan secara berkelanjutan. Kebijakan ini mencerminkan tanggung jawab Garuda Indonesia kepada para pemegang saham, pelanggan, karyawan, dan lingkungan global untuk mengedepankan aspek kesehatan kerja dan perlindungan lingkungan sebagai nilai utama. Dalam implementasinya, Garuda Indonesia berupaya menciptakan lingkungan kerja yang aman dan sehat, mencegah kecelakaan kerja dan penyakit akibat kerja, mengendalikan tingkat kebisingan pada level yang dapat diterima, serta secara aktif mengurangi emisi dan dampak lingkungan lainnya yang timbul dari kegiatan operasional. Upaya reduksi emisi merupakan tanggung jawab dari seluruh insan Perseroan yang dikoordinir oleh unit kerja Quality, Safety & Sustainability.

Sebagai wujud komitmen manajemen puncak, Presiden Direktur & CEO Garuda Indonesia memastikan ketersediaan sumber daya yang memadai guna mendukung pencapaian berbagai target sesuai dengan peraturan perundang-undangan, kebijakan internal, serta praktik terbaik di industri penerbangan. Meskipun demikian, kebijakan ini menegaskan bahwa pencapaian tujuan *Occupational Safety, Health, and Environment (OSHE) Policy* tidak hanya menjadi tanggung jawab pimpinan, tetapi merupakan kewajiban bersama seluruh insan Garuda Indonesia. Setiap individu di dalam perusahaan diharapkan berperan aktif dalam membangun budaya kerja yang aman, sehat, dan berwawasan lingkungan.

Selain itu, Garuda Indonesia mendorong partisipasi aktif karyawan dalam pengawasan lingkungan kerja dan lingkungan hidup melalui pelaporan menggunakan media yang telah disediakan. Kebijakan ini memberikan perlindungan kepada pelapor sebagai bagian dari komitmen terhadap transparansi dan perbaikan berkelanjutan,

operations. Therefore, this commitment must be integrated into the Company's policies and operational procedures through strengthened implementation of the OSHE Policy, enhanced monitoring of flight plan compliance, and refinement of operational standards related to fuel optimization, engine taxi, optimal flap settings, and route optimization, supported by strengthening the role of the Quality, Safety & Sustainability unit in ensuring the sustainability of energy efficiency practices across all operational lines.

EMISSION

Excessive energy use has the potential to generate negative impacts in the form of increased emissions, thereby contributing to climate change. The actual impact is an increase in Scope 1, Scope 2, and Scope 3 GHG emissions. Therefore, the Company consistently implements various emission reduction efforts in line with improving energy efficiency. These measures include the use of alternative fuel, CGK runway optimization, compliance with flight plans, implementation of engine taxi procedures, optimal flap settings, and route optimization.

Garuda Indonesia emphasizes its commitment to emission reduction through the implementation of the Occupational Safety, Health, and Environment (OSHE) Policy, which serves as the main guideline for conducting the Company's operations in a sustainable manner. This policy reflects Garuda Indonesia's responsibility to shareholders, customers, employees, and the global environment by prioritizing occupational health and environmental protection as core values. In practice, Garuda Indonesia strives to create a safe and healthy working environment, prevent work accidents and occupational diseases, control noise levels at acceptable limits, and actively reduce emissions and other environmental impacts arising from operational activities. Emission reduction efforts are the responsibility of all Company personnel, coordinated by the Quality, Safety & Sustainability work unit.

As a demonstration of top management's commitment, the President Director & CEO of Garuda Indonesia ensures the availability of adequate resources to support the achievement of various targets in accordance with laws and regulations, internal policies, and best practices in the aviation industry. However, this policy emphasizes that achieving the objectives of the Occupational Safety, Health, and Environment (OSHE) Policy is not solely the responsibility of management but a shared obligation of all Garuda Indonesia personnel. Every individual within the Company is expected to play an active role in fostering a safe, healthy, and environmentally conscious work culture.

In addition, Garuda Indonesia encourages the active participation of employees in monitoring the work environment and the broader environment through reporting using the media provided. This policy offers protection to whistleblowers as part of the Company's commitment to transparency and continuous

kecuali dalam hal terdapat tindakan yang melanggar hukum, dilakukan secara sengaja dan sadar, atau merupakan kelalaian berat yang tidak dapat ditoleransi. Melalui kebijakan ini, Garuda Indonesia menegaskan bahwa keselamatan, kesehatan kerja, dan perlindungan lingkungan hidup merupakan bagian tak terpisahkan dari strategi keberlanjutan jangka panjang perusahaan.

Evaluasi efektivitas pengelolaan emisi di Perseroan dilakukan dengan membandingkan emisi yang dihasilkan dengan *baseline* emisi GRK yang telah ditetapkan yaitu di tahun 2019. Di tahun 2025, tidak terdapat penurunan emisi GRK dibandingkan dengan *baseline*. Namun demikian, Perseroan juga menjalankan Program *Fuel Conservation* untuk mengurangi penggunaan avtur. Sepanjang tahun 2025, Perseroan telah mereduksi emisi yang dihasilkan atas pengurangan avtur sebesar 1.805.846 kgCO₂.

Berdasarkan evaluasi pelaksanaan program pengelolaan emisi dan efisiensi energi, Perseroan mengidentifikasi bahwa keberhasilan pengurangan konsumsi bahan bakar sangat dipengaruhi oleh konsistensi kepatuhan terhadap prosedur operasional penerbangan, optimalisasi perencanaan rute, serta koordinasi lintas fungsi dalam operasional penerbangan; pelajaran tersebut kemudian diintegrasikan ke dalam kebijakan dan prosedur operasional melalui penguatan implementasi OSHE Policy.

KESEHATAN DAN KESELAMATAN KERJA

Garuda Indonesia menyadari bahwa Kesehatan dan Keselamatan Kerja (K3) menempatkan terciptanya lingkungan kerja yang aman, sehat, serta perlindungan lingkungan berkelanjutan sebagai salah satu nilai utama Perseroan. Komitmen tersebut diwujudkan melalui penerapan *Occupational Safety, Health & Environment Management System* (OSHE-MS) yang melibatkan seluruh karyawan, anak perusahaan, mitra usaha, kontraktor, dan pemasok. Manajemen perusahaan, melalui CEO selaku *Accountable Executive*, memastikan ketersediaan sumber daya yang diperlukan guna mencapai target lingkungan kerja yang aman dan sehat serta perlindungan lingkungan yang berkelanjutan, dengan tetap mengacu pada ketentuan hukum, regulasi, standar internal perusahaan, dan praktik terbaik di industri. Meskipun demikian, tanggung jawab atas pencapaian kinerja tersebut merupakan kewajiban bersama seluruh individu dalam organisasi.

Dampak positif dari pengelolaan aspek K3 secara efektif adalah meningkatnya rasa aman dan nyaman bagi karyawan saat melaksanakan tugas, yang pada gilirannya berkontribusi pada peningkatan produktivitas. Sebaliknya, jika pengelolaan K3 tidak berjalan efektif, terdapat potensi terjadinya insiden kecelakaan kerja bagi karyawan Garuda Indonesia, yang dapat menurunkan reputasi perusahaan. Upaya Perseroan dalam menerapkan K3 meliputi penciptaan lingkungan kerja yang kondusif, pencegahan kecelakaan dan penyakit akibat kerja, pengurangan emisi, pengendalian kebisingan, serta mitigasi dampak lingkungan lainnya yang mungkin timbul dari aktivitas operasional. Selain itu, Garuda Indonesia berkomitmen untuk menyediakan lingkungan kerja yang aman tidak hanya bagi karyawan, tetapi juga bagi pengunjung dan pihak lain yang terdampak oleh kegiatan operasional perusahaan.

improvement, except in cases where actions violate the law, are committed intentionally and knowingly, or constitute gross negligence that cannot be tolerated. Through this policy, Garuda Indonesia emphasizes that occupational safety, health, and environmental protection are integral to the Company's long-term sustainability strategy.

Evaluation of the effectiveness of emission management in the Company is carried out by comparing the emissions produced with the GHG emission baseline established in 2019. In 2025, there was no decrease in GHG emissions compared to the baseline. However, the Company also implements the Fuel Conservation Program to reduce jet fuel consumption. Throughout 2025, the Company reduced emissions from lower jet fuel usage by 1,805,846 kgCO₂.

Based on an evaluation of the implementation of the emissions management and energy efficiency program, the Company identified that the success of fuel consumption reduction is significantly influenced by consistent adherence to flight operational procedures, optimized route planning, and cross-functional coordination in flight operations; these lessons were subsequently integrated into policies and operational procedures through the strengthened implementation of the OSHE Policy.

OCCUPATIONAL HEALTH AND SAFETY

Garuda Indonesia recognizes that occupational health and safety (OHS), along with a safe and healthy working environment and sustainable environmental protection, is one of the Company's core values. This commitment is realized through the implementation of an Occupational Safety, Health & Environment Management System (OSHE-MS) that involves all employees, subsidiaries, business partners, contractors, and suppliers. Company management, through the CEO as the Accountable Executive, ensures the availability of the necessary resources to achieve the targets for a safe and healthy working environment and sustainable environmental protection, in accordance with laws, regulations, internal company standards, and industry best practices. However, responsibility for achieving this performance is a shared obligation of all individuals within the organization.

The positive impact of effective OHS management is an increased sense of safety and comfort for employees while performing their duties, which in turn contributes to higher productivity. Conversely, if OHS management is not effective, there is a potential for work-related accidents involving Garuda Indonesia employees, which could harm the Company's reputation. The Company's efforts in implementing OHS include creating a conducive work environment, preventing work accidents and occupational diseases, reducing emissions, controlling noise, and mitigating other environmental impacts that may arise from operational activities. Garuda Indonesia is also committed to providing a safe working environment not only for employees but also for visitors and other parties affected by the Company's operations.

Komitmen Perseroan dalam pengelolaan K3 tertuang dalam OSHE *Policy*. Dalam kebijakan tersebut menyebutkan bahwa Perseroan mendorong pelaporan segala isu terkait kesehatan, keselamatan kerja, dan lingkungan melalui jalur komunikasi yang telah ditentukan, tanpa kekhawatiran akan adanya konsekuensi negatif. Namun, pelanggaran hukum yang disengaja, tindakan ilegal, maupun kelalaian berat tidak akan ditoleransi. Dalam rangka perbaikan berkelanjutan, perusahaan menetapkan sasaran dan indikator kinerja yang terukur, serta mengevaluasi pencapaian untuk terus mendorong peningkatan standar keselamatan, kesehatan, dan perlindungan lingkungan. Pada Langkah-langkah ini tidak hanya menjamin perlindungan bagi karyawan, tetapi juga memberikan dampak positif terhadap keselamatan penumpang melalui operasional yang lebih aman, tenaga kerja yang lebih sadar terhadap risiko, dan lingkungan kerja yang mendukung keselamatan secara menyeluruh. Perseroan akan terus berupaya untuk meningkatkan proses kepatuhan dalam melakukan identifikasi bahaya, penilaian dan mitigasi risiko, jaminan, dan promosi keselamatan, kesehatan & lingkungan kerja.

Perseroan telah membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) sebagai penanggung jawab di bidang K3. kedudukan P2K3 berada di bawah wewenang Group Head Corporate Quality, Safety and Environment Management. Keberadaan P2K3 diatur dalam Penetapan Keputusan Kepala Dinas Tenaga dan Transmigrasi Provinsi Banten Nomor:566/2289-DTKT/BINWAS/P2K3/IX/2024 tentang Penetapan Panitia Pembina Keselamatan dan Kesehatan Kerja di Perusahaan PT Garuda Indonesia (Persero) Tbk. Melalui P2K3, karyawan dan manajemen dapat mengoptimalkan partisipasi, konsultasi, dan komunikasi tentang keselamatan dan kesehatan kerja. Melalui penerapan SMK3, Garuda Indonesia terus memperkuat budaya keselamatan serta kepatuhan terhadap praktik terbaik K3 nasional dan internasional, yang tercermin dari perolehan sertifikasi SMK3 berupa predikat “Memuaskan” dengan Sertifikat dan Bendera Emas oleh Kementerian Ketenagakerjaan Republik Indonesia.

KEPUASAN PELANGGAN TERHADAP PRODUK DAN/ATAU JASA PEMBANGUNAN BERKELANJUTAN

Pada tahun 2025, Perseroan mencatat penurunan tingkat kepuasan pelanggan, khususnya pada *touchpoint Delay Handling, In-Flight Entertainment (IFE) Seatback, dan Internet on Board*. Tantangan utama yang dihadapi terkait ketiga *touchpoint* tersebut adalah kebutuhan investasi dalam pembaruan armada serta modernisasi sistem hiburan di dalam pesawat. Khusus pada aspek *delay handling*, Perseroan memahami bahwa keterlambatan merupakan salah satu hal yang paling berdampak pada kenyamanan pelanggan. Berbagai kondisi dapat memengaruhi ketepatan waktu penerbangan, mencakup faktor operasional, kesiapan teknis armada, cuaca, maupun kapabilitas infrastruktur bandara. Oleh karena itu, Perseroan terus memperkuat kapabilitas internal dan koordinasi lintas pemangku kepentingan sebagai bagian dari upaya peningkatan layanan yang berkelanjutan, yang juga terepresentasi melalui perbaikan OTP Perseroan secara bertahap dan berkesinambungan.

The Company's commitment to OHS management is outlined in the OSHE Policy. The policy states that the Company encourages the reporting of all issues related to health, safety, and the environment through designated communication channels, without fear of negative consequences. However, intentional violations of the law, illegal actions, or gross negligence will not be tolerated. To achieve continuous improvement, the Company sets measurable targets and performance indicators and evaluates their achievement to continuously enhance safety, health, and environmental protection standards. These measures not only ensure protection for employees but also have a positive impact on passenger safety through safer operations, a workforce more aware of risks, and a work environment that fully supports safety. The Company will continue to strengthen compliance processes in hazard identification, risk assessment and mitigation, assurance, and promotion of safety, health, and environmental protection.

The Company has also established the Occupational Safety and Health Advisory Committee (P2K3) as the body responsible for OHS. P2K3 operates under the authority of the Group Head of Corporate Quality, Safety, and Environment Management. The establishment of P2K3 is regulated under the Decree of the Head of the Banten Province Manpower and Transmigration Office Number 566/2289-DTKT/BINWAS/P2K3/IX/2024 concerning the Establishment of the Occupational Safety and Health Advisory Committee at PT Garuda Indonesia (Persero) Tbk. Through P2K3, employees and management can optimize participation, consultation, and communication regarding occupational safety and health. Through the implementation of SMK3, Garuda Indonesia continues to strengthen its safety culture and compliance with national and international occupational safety and health best practices, as evidenced by its achievement of SMK3 certification with a “Satisfactory” rating, along with a Certificate and Gold Flag, from the Ministry of Manpower of the Republic of Indonesia.

CUSTOMER SATISFACTION ON SUSTAINABLE DEVELOPMENT PRODUCTS AND/OR SERVICES

In 2025, the Company recorded a decline in customer satisfaction levels, particularly at the touchpoints of Delay Handling, In-Flight Entertainment (IFE) Seatback, and Internet on Board. The main challenges faced regarding these three touchpoints are the need for investment in fleet renewal and the modernization of in-flight entertainment systems. Specifically regarding delay handling, the Company recognizes that delays are one of the factors that most significantly impact customer comfort. Various conditions can affect flight punctuality, including operational factors, fleet technical readiness, weather, and airport infrastructure capabilities. Therefore, the Company continues to strengthen internal capabilities and cross-stakeholder coordination as part of its efforts toward continuous service improvement, which is also reflected in the gradual and sustained improvement of the Company's OTP.

Perseroan memiliki komitmen menyelenggarakan survei kepuasan pelanggan secara rutin. Survei yang diselenggarakan oleh Garuda Indonesia dikenal sebagai Post Flight Survey (PFS). PFS merupakan survei daring yang dikirimkan kepada penumpang sesaat setelah tiba di bandara tujuan dan sepenuhnya dikelola secara internal oleh Garuda Indonesia. Pelaksanaan PFS mencerminkan komitmen perusahaan dalam menjalankan proses perbaikan berkelanjutan pada seluruh titik interaksi pelanggan (*touchpoints*), sekaligus mendukung prinsip keberlanjutan melalui penerapan konsep *paperless*.

Pengelolaan serta analisis hasil PFS menjadi tanggung jawab JKTDI sebagai sub-unit *Consumer and Business Insight*, sementara pengoperasian sistem survei didukung oleh unit JKTDX selaku unit Teknologi Informasi. Pengelolaan PFS mengacu pada tujuan strategis perusahaan dalam mengukur *Customer Satisfaction Index* (CSI) dan *Net Promoter Score* (NPS), sebagaimana telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Jangka Panjang Perusahaan (RJPP).

Dalam melakukan evaluasi terhadap kualitas layanan, Perseroan menggunakan parameter *Customer Satisfaction Index* (CSI) yang diukur melalui skala Likert satu hingga lima, di mana nilai satu merepresentasikan tingkat kepuasan “sangat tidak puas” dan nilai lima menunjukkan “sangat puas”. Penumpang diminta memberikan penilaian terhadap 22 *touchpoint* yang mencerminkan seluruh tahapan perjalanan, mulai dari *pre-journey*, *pre-flight*, *in-flight*, hingga *post-flight*. JKTDI secara rutin melakukan evaluasi bulanan atas hasil penilaian CSI untuk seluruh *touchpoint* tersebut. Selain CSI, Garuda Indonesia juga menggunakan *Net Promoter Score* (NPS) sebagai indikator tambahan untuk mengukur loyalitas pelanggan, yang merepresentasikan tingkat kesediaan pelanggan dalam merekomendasikan produk dan layanan Perseroan kepada keluarga, kolega, maupun rekan.

Pada tahun 2025, nilai CSI tercatat sebesar 83,9, mengalami penurunan dibandingkan capaian tahun 2024 sebesar 84,6. Penurunan serupa juga terjadi pada indikator NPS, yang tercatat sebesar 54,7% pada tahun 2025, lebih rendah dibandingkan 65,2% pada tahun sebelumnya. Capaian tersebut mengindikasikan bahwa Perseroan masih menghadapi tantangan signifikan dalam upaya peningkatan dan penyempurnaan mutu layanan secara berkelanjutan.

Berdasarkan hasil evaluasi penurunan CSI dan NPS pada tahun 2025, Perseroan mengidentifikasi bahwa penurunan tingkat kepuasan pelanggan terutama dipengaruhi oleh keterbatasan kapasitas armada, kebutuhan pembaruan sistem IFE, serta tantangan dalam penanganan keterlambatan penerbangan; pelajaran tersebut kemudian diintegrasikan ke dalam kebijakan dan prosedur operasional melalui penguatan fokus perbaikan pada *touchpoints* prioritas dalam *Customer Experience Management*, peningkatan koordinasi lintas unit dalam penanganan operasional *delay*, serta pengembangan rencana peningkatan bertahap terhadap infrastruktur layanan seperti armada dan sistem hiburan dalam pesawat, yang seluruhnya dimasukkan dalam proses perencanaan strategis Perseroan melalui RKAP dan RJPP serta dimonitor secara berkelanjutan melalui hasil PFS..

The Company is committed to conducting regular customer satisfaction surveys. The survey conducted by Garuda Indonesia is known as the Post-Flight Survey (PFS). The PFS is an online survey sent to passengers immediately after arriving at the destination airport and is fully managed internally by Garuda Indonesia. The implementation of the PFS reflects the company's commitment to driving continuous improvement processes across all customer touchpoints, while also supporting sustainability principles through the adoption of a paperless approach.

The management and analysis of PFS results is the responsibility of JKTDI, a sub-unit of Consumer and Business Insight, while the operation of the survey system is supported by JKTDX, the Information Technology unit. PFS management aligns with the company's strategic objectives to measure the Customer Satisfaction Index (CSI) and Net Promoter Score (NPS), as established in the Company Work Plan and Budget (RKAP) and the Company Long-Term Plan (RJPP).

In evaluating service quality, the Company uses the Customer Satisfaction Index (CSI) parameter, measured on a one-to-five Likert scale, where a score of one represents “very dissatisfied” and a score of five indicates “very satisfied.” Passengers are asked to rate 22 touchpoints that reflect all stages of the journey, ranging from pre-journey, pre-flight, in-flight, to post-flight. JKTDI routinely conducts monthly evaluations of the CSI assessment results for all these touchpoints. In addition to CSI, Garuda Indonesia also uses the Net Promoter Score (NPS) as an additional indicator to measure customer loyalty, which represents the extent to which customers are willing to recommend the Company's products and services to family, colleagues, or peers.

In 2025, the CSI score stood at 83.9, marking a decline compared to the 2024 figure of 84.6. A similar decline occurred in the NPS indicator, which stood at 54.7% in 2025, lower than the 65.2% recorded the previous year. These results indicate that the Company still faces significant challenges in its efforts to continuously improve and enhance service quality.

Based on the evaluation of the decline in CSI and NPS in 2025, the Company identified that the decline in customer satisfaction levels was primarily influenced by fleet capacity constraints, the need to update the IFE system, and challenges in managing flight delays; these lessons were subsequently integrated into policies and operational procedures through a strengthened focus on improvements at priority touchpoints in Customer Experience Management, enhanced cross-unit coordination in managing operational delays, and the development of a phased improvement plan for service infrastructure such as the fleet and in-flight entertainment systems, all of which were incorporated into the Company's strategic planning process through the Annual Work Plan and Budget (RKAP) and the Medium-Term Business Plan (RJPP) and are continuously monitored through PFS results.

STRATEGI DAN KEBIJAKAN KEBERLANJUTAN

SUSTAINABILITY STRATEGY AND POLICY



PENJELASAN STRATEGI KEBERLANJUTAN [OJK A.1, GRI 2-22]

EXPLANATION OF SUSTAINABILITY STRATEGY [OJK A.1, GRI 2-22]

Strategi keberlanjutan Garuda Indonesia mengacu pada komitmen global industri penerbangan melalui International Civil Aviation Organization (ICAO) dalam mendukung pencapaian net zero emissions pada tahun 2050. Strategi ini diimplementasikan melalui integrasi prinsip *Environmental, Social, and Governance* ke dalam proses bisnis, manajemen risiko, serta pengambilan keputusan strategis. Dalam mengelola dampak lingkungan dari operasional penerbangan yang berkelanjutan, Garuda Indonesia mengadopsi pendekatan yang selaras dengan ICAO *Four-Basket of Measures*. Keempat Pilar tersebut adalah:

1. Aircraft Technology and Standards

Garuda Indonesia secara bertahap melaksanakan program modernisasi armada dengan mengoptimalkan komposisi pesawat yang berusia lebih muda dan dilengkapi dengan teknologi yang lebih efisien. Hingga tahun 2025, rata-rata usia armada Garuda Indonesia tercatat sebesar 12,98 tahun

2. Operational Improvements

Garuda Indonesia terus mengoptimalkan operasional penerbangan guna meningkatkan efisiensi penggunaan bahan bakar serta menurunkan emisi. Upaya ini dilaksanakan melalui berbagai program *Fuel Optimization*, antara lain: optimisasi penggunaan *Alternate Fuel*; optimisasi Soekarno-Hatta Airport (CGK) *North Runway*; kesesuaian dengan *Flight Plan (Altitude)*; *Engine Taxi Procedure*; *Optimal Flap Setting* serta *Route Optimization*.

3. Sustainable Aviation Fuels (SAF)

Sustainable Aviation Fuel (SAF) memiliki peran strategis dalam menurunkan emisi karbon dari sektor penerbangan melalui potensi pengurangan emisi siklus hidup yang signifikan dibandingkan bahan bakar konvensional. Garuda Indonesia juga mendukung penerapan mandat penggunaan SAF di berbagai negara tujuan operasionalnya dengan memastikan kepatuhan terhadap regulasi otoritas setempat. Sepanjang tahun 2025 Garuda Indonesia telah menggunakan SAF dengan tingkat blending sebesar 2% pada rute Amsterdam–Jakarta (AMS–CGK) guna memenuhi mandat ReFuelEU Aviation.

4. Market-Based Measures (MBMs)

Garuda Indonesia senantiasa mematuhi ICAO Annex 16 Environmental Protection Volume IV tentang Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) dengan melaksanakan proses *Monitoring*, *Reporting*, dan *Verification* untuk setiap emisi CO₂ yang dihasilkan dari operasional penerbangan internasional sejak tahun 2019 sampai dengan tahun 2025.

Selanjutnya, Garuda Indonesia menempatkan tanggung jawab sosial sebagai fondasi dalam menjaga keberlanjutan operasional. Komitmen ini diwujudkan melalui pengelolaan sistem

Garuda Indonesia's sustainability strategy refers to the global aviation industry's commitment through the International Civil Aviation Organization (ICAO) to support the achievement of net zero emissions by 2050. This strategy is implemented through the integration of Environmental, Social, and Governance (ESG) principles into business processes, risk management, and strategic decision-making. In managing the environmental impacts of sustainable flight operations, Garuda Indonesia adopts an approach aligned with the ICAO Four-Basket of Measures. The four pillars include:

1. Aircraft Technology and Standards

Garuda Indonesia is gradually modernizing its fleet by optimizing the composition of newer aircraft equipped with more efficient technology. As of 2025, the average age of Garuda Indonesia's fleet is 12.98 years.

2. Operational Improvements

Garuda Indonesia continues to optimize flight operations to improve fuel efficiency and reduce emissions. These efforts are implemented through various Fuel Optimization programs, including optimizing the use of Alternate Fuel; optimizing operations on Soekarno-Hatta Airport (CGK) North Runway; aligning with the Flight Plan (Altitude); Engine Taxi Procedures; Optimal Flap Settings; and Route Optimization.

3. Sustainable Aviation Fuels (SAF)

Sustainable Aviation Fuel (SAF) plays a strategic role in reducing carbon emissions in the aviation sector, offering the potential for significant life-cycle emission reductions compared to conventional fuels. Garuda Indonesia also supports the implementation of SAF mandates in its destination countries by ensuring compliance with local regulatory authorities. Throughout 2025, Garuda Indonesia has used SAF with a 2% blending rate on the Amsterdam–Jakarta (AMS–CGK) route to comply with the ReFuelEU Aviation mandate.

4. Market-Based Measures (MBMs)

Garuda Indonesia consistently complies with ICAO Annex 16 Environmental Protection Volume IV regarding the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) by conducting Monitoring, Reporting, and Verification processes for all CO₂ emissions from international flight operations from 2019 through 2025.

Furthermore, Garuda Indonesia places social responsibility as a fundamental element in maintaining operational sustainability. This commitment is realized through the management of

keselamatan melalui implementasi *Safety Management System* (SMS) serta Sistem Manajemen Keselamatan dan Kesehatan Kerja secara konsisten. Sejalan dengan upaya tersebut, Garuda Indonesia juga menciptakan lingkungan kerja yang inklusif, kondusif, dan produktif dengan menjunjung tinggi hak asasi manusia melalui penerapan kebijakan *Respectful Workplace*. Selain berfokus pada internal organisasi, Garuda Indonesia turut meningkatkan kontribusinya kepada masyarakat melalui pelaksanaan program sosial dan pemberdayaan masyarakat.

Garuda Indonesia juga menetapkan *Sustainability Strategy Onwards*, sebagai kelanjutan kebijakan dan strategi keberlanjutan yang telah dibangun sebelumnya, dengan menekankan integrasi aspek *Environmental, Social, and Governance* (ESG) ke dalam strategi korporasi. *Sustainability Strategy Onwards* Garuda Indonesia adalah sebagai berikut:

safety systems by consistently implementing the Safety Management System (SMS) and the Occupational Health and Safety Management System. Alongside these efforts, Garuda Indonesia also fosters an inclusive, supportive, and productive work environment by upholding human rights through the implementation of the Respectful Workplace policy. Beyond focusing on the internal organization, Garuda Indonesia also enhances its contribution to society through the implementation of social and community empowerment programs.

Garuda Indonesia has also established the Sustainability Strategy Onwards as a continuation of its previously developed sustainability policies and strategies, emphasizing the integration of Environmental, Social, and Governance (ESG) aspects into corporate strategy. Garuda Indonesia's Sustainability Strategy Onwards is as follows:

Tahun Year	Strategi Strategies
2025	- Aktivasi Komite Sustainability untuk memperkuat tata kelola keberlanjutan - Penyusunan laporan keberlanjutan berbasis standar global guna membuka akses pembiayaan dari investor dan meningkatkan ekuitas perusahaan - Activation of the Sustainability Committee to strengthen sustainability governance - Preparation of a sustainability report based on global standards to facilitate access to investor financing and enhance the Company's equity
2026	- Pembuatan ESG Roadmap - Penyelarasan tujuan keberlanjutan dengan seluruh anak perusahaan dalam ekosistem Garuda Indonesia - Pemanfaatan peluang pendanaan dan <i>ancillary revenue</i> dari inisiatif keberlanjutan - Development of an ESG Roadmap - Preparation for formal ESG assessment - Alignment of sustainability objectives across all subsidiaries within the Garuda Indonesia ecosystem - Leveraging funding opportunities and ancillary revenue from sustainability initiatives
2027-2030	- Kontribusi aktif terhadap pencapaian target pengurangan emisi gas rumah kaca tingkat nasional dan global - Perluasan cakupan dan dampak program keberlanjutan sesuai kerangka <i>Sustainable Development Goals</i> (SDGs) - Active contribution to achieving national and global greenhouse gas reduction targets - Expanding the scope and impact of sustainability programs in line with the Sustainable Development Goals (SDGs) framework
2030-2060	- Penyesuaian roadmap menuju <i>Net Zero Emission</i> berdasarkan perkembangan terkini dari ICAO, target <i>Nationally Determined Contributions</i> (NDC), dan komitmen global pasca-SDGs - Integrasi tujuan keberlanjutan jangka panjang sebagai bagian dari transformasi bisnis perusahaan yang adaptif dan berkelanjutan - Adjustment of the roadmap toward Net Zero Emissions based on the latest developments from ICAO, Nationally Determined Contributions (NDC) targets, and post-SDGs global commitments - Integration of long-term sustainability goals as part of the Company's adaptive and sustainable business transformation

Di tahun 2025, Perseroan berhasil melakukan aktivasi Komite Sustainability untuk memperkuat tata kelola keberlanjutan dan penyusunan laporan keberlanjutan berbasis standar global.

In 2025, the Company successfully established a Sustainability Committee to strengthen sustainability governance and the preparation of sustainability reports based on global standards.

Selain itu, Garuda Indonesia juga telah menetapkan inisiatif strategis jangka pendek (1 tahun) yang tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025 yang telah disahkan oleh Direksi Perseroan yang merupakan bagian dari RJPP 2025-2029. Perseroan telah menetapkan inisiatif strategis yang meliputi nilai ekonomi dan sosial untuk Indonesia, inovasi model bisnis, kepemimpinan teknologi, peningkatan investasi, dan pengembangan talenta.

In addition, Garuda Indonesia has also established short-term (1-year) strategic initiatives outlined in the 2025 Corporate Work Plan and Budget (RKAP), which has been approved by the Company's Board of Directors and forms part of the 2025-2029 Long-Term Strategic Plan (RJPP). The Company has established strategic initiatives covering economic and social value for Indonesia, business model innovation, technological leadership, increased investment, and talent development.

Pada nilai ekonomi dan sosial untuk Indonesia, Perseroan telah menetapkan target finansial, operasional, dan sosial. Dalam target finansial, Perseroan berhasil mencapai target *net income* sebesar 91,6% dan total operating revenue sebesar 98,6%. Perseroan berhasil mencapai target total *operating revenue* sebesar 98,6%. Target operasional Perseroan mencakup target

Regarding economic and social value for Indonesia, the Company has set financial, operational, and social targets. In terms of financial targets, the Company successfully achieved 91.6% of its net income target and 98.6% of its total operating revenue target. The Company successfully achieved its total operating revenue target of 98.6%. The Company's operational targets

revenue/employee dan on time performance. Perseroan berhasil mencapai target revenue/employee sebesar 103% dan target on time performance sebesar 97,7%. Target sosial mencakup seat offered dengan pencapaian target 99,9%.

Pada inovasi model bisnis, Perseroan telah mencapai target Risk Maturity Index (RMI) sebesar 101,6%. Perseroan berhasil mencapai target operating expense realization sebesar 100%. Pada target margin per available seat kilometer (MASK) sebesar 31,1% dan implementasi perbaikan manajemen risiko sebesar 69,45%.

Pada kepemimpinan teknologi, Perseroan berhasil mencapai target IT Maturity Level sebesar 104,9% dan aircraft serviceability ratio (exclude owned aircraft) sebesar 96,7%. Pada peningkatan investasi, Perseroan berhasil mencapai target kontribusi laba perusahaan anak sebesar 121,5% dan perbaikan nilai ekuitas dengan ketercapaian sebesar 97,5%. Pada pengembangan talenta, Perseroan berhasil mencapai target rasio top talent muda (≤ 42 tahun) dalam nominated talent sebesar 147,9% dan rasio perempuan dalam nominated talent sebesar 131,3%.

STRATEGI DALAM PENGELOLAAN RISIKO DAN PELUANG TERKAIT KEBERLANJUTAN

[IFRS S1-STRATEGY, IFRS S2-STRATEGY, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT, GRI 201-2]

Dalam menjalankan aktivitasnya operasionalnya, Garuda Indonesia menyadari bahwa terdapat beragam risiko yang berpotensi memengaruhi kelancaran aktivitas operasionalnya. Risiko tersebut meliputi risiko pada aspek ekonomi, lingkungan dan sosial, serta risiko perubahan iklim. Sebagai bagian dari upaya mitigasi atas berbagai risiko tersebut, Garuda Indonesia menyusun profil risiko untuk mengidentifikasi, memantau, dan mengelola risiko-risiko yang dapat memengaruhi pencapaian tujuan perusahaan. Identifikasi risiko tersebut dilakukan berdasarkan pendekatan berbasis sasaran strategis Perusahaan serta mencerminkan potensi tantangan yang akan dihadapi Perusahaan, baik dari sisi strategis, operasional, finansial, reputasi, hingga ESG.

Garuda Indonesia senantiasa mempertimbangkan risiko dan peluang keberlanjutan yang mencakup perubahan iklim dalam mengembangkan strategi keberlanjutan Perseroan. Garuda Indonesia telah memiliki pihak penanggungjawab keuangan berkelanjutan yang disajikan pada bagian Tata Kelola Keberlanjutan. Perseroan juga telah menetapkan metrik dan target keberlanjutan yang disajikan dalam kinerja keberlanjutan.

Di samping itu, dalam mengantisipasi isu keberlanjutan termasuk perubahan iklim, Garuda Indonesia juga senantiasa melakukan pemilihan dan evaluasi pemasok yang ramah lingkungan sebagai bagian dari pengelolaan rantai nilai (value chain). Pengadaan telah mengintegrasikan aspek keberlanjutan di mana telah mempertimbangkan kriteria lingkungan dan sosial. Dalam mendukung praktik bisnis berkelanjutan, Garuda Indonesia juga mendorong seluruh pemasok untuk memenuhi standar ketenagakerjaan yang beretika dan bertanggung jawab, termasuk

include revenue per employee and on-time performance. The Company achieved a revenue per employee target of 103% and an on-time performance target of 97.7%. Social targets include seats offered, with a target achievement of 99.9%.

In business model innovation, the Company achieved a risk maturity index (RMI) of 101.6%. The Company successfully achieved its operating expense realization target of 100%. It also achieved a margin per available seat kilometer (MASK) of 31.1% and implemented risk management improvements at 69.45%.

In terms of technological leadership, the Company successfully achieved its IT Maturity Level target of 104.9% and an aircraft serviceability ratio (excluding owned aircraft) of 96.7%. Regarding investment growth, the Company successfully achieved its target for subsidiary profit contribution of 121.5% and an equity value improvement of 97.5%. In talent development, the Company successfully achieved a target ratio of young top talent (≤ 42 years old) among nominated talent of 147.9% and a ratio of women among nominated talent of 131.3%.

STRATEGIES IN MANAGING RISKS AND OPPORTUNITIES RELATED TO SUSTAINABILITY

[IFRS S1-STRATEGY, IFRS S2-STRATEGY, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT, GRI 201-2]

In performing its operational activities, Garuda Indonesia is aware that there are still various risks that could potentially affect the flow of its operational activities. These risks include economic, environmental, and social risks, as well as climate change risks. As part of its efforts to mitigate these risks, Garuda Indonesia develops a risk profile to identify, monitor, and manage risks that could affect the achievement of the Company's objectives. The identification of these risks is conducted using a strategic objective-based approach and reflects potential challenges the Company may face across strategic, operational, financial, reputational, and ESG aspects.

Garuda Indonesia always considers sustainability risks and opportunities, including climate change, in developing the Company's sustainability strategy. The Company also has a sustainability finance officer, as presented in the Sustainability Governance section. In addition, Garuda Indonesia has established sustainability metrics and targets, which are presented in the sustainability performance section.

In addition, to anticipate sustainability issues, including climate change, Garuda Indonesia consistently selects and evaluates environmentally friendly suppliers as part of its value chain management. Procurement integrates sustainability criteria, into account environmental and social standards. To support sustainable business practices, Garuda Indonesia also encourages all suppliers to comply with ethical and responsible labor standards, including the protection of workers' rights, prevention of forced labor and child labor, and adherence to occupational

perlindungan hak pekerja, pencegahan kerja paksa dan pekerja di bawah umur, serta penerapan standar kesehatan dan keselamatan kerja (K3). Pemasok juga diharapkan menerapkan pengelolaan limbah yang baik guna mencegah pencemaran lingkungan.

Garuda Indonesia telah memiliki upaya dalam mengelola risiko yang dihadapi. Garuda Indonesia juga senantiasa memanfaatkan peluang keberlanjutan termasuk perubahan iklim. Namun demikian, Garuda Indonesia belum melakukan pengukuran implikasi finansial terkait risiko dan peluang perubahan iklim. Adapun risiko dan peluang yang telah diidentifikasi Perseroan sebagai berikut.

health and safety (OHS) standards. Suppliers are also expected to implement proper waste management practices to prevent environmental pollution.

Garuda Indonesia has established measures to manage the risks it faces and consistently leverages sustainability opportunities, including those related to climate change. However, the Company has not yet measured the financial implications of climate-related risks and opportunities. The risks and opportunities identified by the Company are as follows.

Tabel Risiko Keberlanjutan
Table of Sustainability Risks

Risiko Risks	Deskripsi Description	Potensi Dampak Finansial Potential Finance Impacts	Dampak terhadap Prospek Bisnis Impact on Business Prospects	Rentang Waktu Period	Pengelolaan Risiko Risk Management
Ekonomi Economic					
Risiko Finansial Financial Risk	Risiko yang diakibatkan oleh fluktuasi nilai tukar mata uang, fluktuasi bahan bakar avtur, serta likuiditas perusahaan. Risks arising from currency exchange rate fluctuations, aviation fuel price volatility, and the Company's liquidity.	Penurunan pendapatan Garuda Indonesia A Decline in Garuda Indonesia's revenue	Penurunan profitabilitas rute dan potensi kerugian signifikan akibat kenaikan biaya operasional (khususnya avtur dan kurs USD) berpotensi mendorong penyesuaian kapasitas, pengurangan frekuensi penerbangan, hingga penghentian rute yang tidak menguntungkan. Kondisi ini dapat menghambat ekspansi bisnis, menurunkan daya saing perusahaan di pasar domestik maupun internasional, serta meningkatkan risiko tekanan likuiditas dan ketergantungan pada pendanaan eksternal. Dalam jangka panjang, apabila tidak dikelola secara optimal, dapat mempengaruhi keberlanjutan operasional dan pertumbuhan usaha perusahaan. Declining route profitability and the potential for significant losses due to increases in operating costs (particularly aviation fuel and USD exchange rates) may lead to capacity adjustments, reduced flight frequencies, and even the suspension of unprofitable routes. This condition may hinder business expansion, reduce the Company's competitiveness in both domestic and international markets, and increase the risk of liquidity pressure and reliance on external financing. In the long term, if not managed optimally, it may affect the Company's operational sustainability and business growth.	Long Term	Garuda Indonesia telah mengimplementasikan <i>hedging</i> terhadap fluktuasi mata uang sesuai Peraturan Bank Indonesia Nomor 18/4/PBI/2016 Tahun 2016 tentang Penerapan Prinsip Kehati-Hatian dalam Pengelolaan Utang Luar Negeri Korporasi Nonbank, mengoptimalkan struktur pembiayaan terutama pembiayaan perawatan pesawat dan mesin, serta meningkatkan efisiensi operasional guna memperkuat kondisi keuangan perusahaan. Garuda Indonesia has implemented hedging against currency fluctuations in accordance with Bank Indonesia Regulation Number 18/4/PBI/2016 of 2016 on the Application of Prudential Principles in the Management of External Debt of Non-Bank Corporations, optimized its financing structure, particularly for aircraft and engine maintenance, and enhanced operational efficiency to strengthen the Company's financial position.

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Lingkungan Environmental					
Risiko Fisik Physical Risk	Risiko yang berasal dari terjadinya cuaca ekstrem, bencana banjir dan angin kencang Risks arising from extreme weather, such as floods and strong winds	Peningkatan biaya operasional Increase in operational cost	- Gangguan operasional penerbangan akibat cuaca ekstrem yang berdampak pada keterlambatan (<i>delay</i>) dan pembatalan (<i>cancellation</i>). - Peningkatan biaya perawatan pesawat dan infrastruktur akibat paparan kondisi lingkungan ekstrem. - Penurunan kepuasan pelanggan dan potensi kehilangan pendapatan akibat ketidakstabilan jadwal penerbangan. - Disrupsi terhadap perencanaan jaringan dan efisiensi operasional.	Short to Medium Term	- Perseroan memiliki kebijakan kompensasi tiket untuk pelanggan yang terdampak kondisi cuaca ekstrem - Perseroan melakukan pemantauan cuaca terhadap setiap penerbangan sebagai prediksi dini dan prosedur briefing kru penerbangan untuk memastikan keselamatan penerbangan akibat kemungkinan cuaca ekstrem. - Perseroan menerapkan Safety Management System (SMS) dalam analisa penyesuaian Waktu kerja personel guna menjaga Kesehatan kerja dan efisiensi operasional.
Risiko ESG (Environment, Social, Governance) ESG (Environmental, Social, and Governance) Risks	Risiko kerugian akibat dampak negatif yang timbul dari faktor lingkungan, sosial dan tata kelola Perusahaan yang mempengaruhi kinerja, reputasi, atau keberlanjutan Perusahaan. Risiko ESG meliputi <i>strategic risk, market risk, financial risk, credit/counterparty risk, operational risk, investment/project risk, reputational risk, dan regulatory, legal and compliance risk</i> ESG (Environmental, Social, and Governance) risk refers to the potential losses arising from negative impacts related to the Company's environmental, social, and governance factors that may affect its performance, reputation, or sustainability. ESG risks include strategic risk, market risk, financial risk, credit/counterparty risk, operational risk, investment/project risk, reputational risk, and regulatory, legal, and compliance risk.	Peningkatan biaya operasional Increase in operational cost	- Penurunan daya tarik investasi dan akses terhadap pendanaan akibat rendahnya kinerja ESG. - Potensi penurunan reputasi perusahaan di mata <i>stakeholder</i> (investor, regulator, pelanggan, dan mitra bisnis). - Risiko peningkatan biaya kepatuhan terhadap regulasi ESG yang semakin ketat. - Potensi kehilangan peluang bisnis, termasuk kerja sama strategis dengan mitra global yang mensyaratkan standar ESG tertentu.	Medium to Long Term	Perseroan mengelola risiko ESG melalui integrasi prinsip keberlanjutan ke dalam strategi dan operasional bisnis, termasuk penguatan tata kelola melalui penyusunan kebijakan dan <i>roadmap sustainability</i> yang selaras dengan standar global, serta integrasi risiko ESG dalam kerangka <i>Enterprise Risk Management</i> (ERM). Selain itu, Perseroan menjalankan inisiatif pengelolaan lingkungan seperti efisiensi operasional, pengurangan emisi, pemanfaatan <i>Sustainable Aviation Fuel</i> (SAF), dan program carbon offset, disertai penguatan aspek sosial melalui stakeholder engagement dan program TJSL. Seluruh upaya tersebut didukung oleh komitmen terhadap kepatuhan regulasi serta transparansi melalui penyusunan <i>sustainability report</i> secara berkala, guna memastikan keberlanjutan bisnis dan peningkatan nilai jangka panjang. The Company manages ESG risks by integrating sustainability principles into its business strategies and operations, including strengthening governance through the development of sustainability policies and roadmaps aligned with global standards, as well as integrating ESG risks into the Enterprise Risk Management (ERM) framework. Additionally, the Company implements environmental management initiatives such as operational efficiency, emissions reduction, the use of Sustainable Aviation Fuel (SAF), and carbon offset programs, alongside strengthening social aspects through stakeholder engagement and TJSL programs. All these efforts are supported by a commitment to regulatory compliance and transparency through the regular preparation of sustainability reports, to ensure business sustainability and long-term value creation.

Tabel Risiko Keberlanjutan
Table of Sustainability Risks

Risiko Risks	Deskripsi Description	Potensi Dampak Finansial Potential Finance Impacts	Dampak terhadap Prospek Bisnis Impact on Business Prospects	Rentang Waktu Period	Pengelolaan Risiko Risk Management
Sosial Social					
Risiko Keselamatan dan Keamanan Safety and Security Risks	Risiko terkait infrastruktur sistem keselamatan dan keamanan (misalnya pelanggaran kebijakan, pelanggaran pengukuran keselamatan dan keamanan). Risiko dalam aspek ini meliputi potensi kecelakaan, insiden keamanan, serta ancaman siber yang dapat mengganggu operasional penerbangan. Risks related to safety and security system infrastructure (e.g., policy violations, breaches of safety and security measures). These risks include the potential for accidents, security incidents, and cyber threats that could disrupt flight operations.	Peningkatan biaya operasional Increase in operational cost	- Potensi gangguan operasional penerbangan yang berdampak pada penurunan <i>on-time performance</i> dan <i>reliability</i>. - Penurunan tingkat kepercayaan pelanggan dan reputasi Perusahaan apabila terjadi insiden keselamatan atau keamanan - Risiko sanksi regulator serta peningkatan biaya kepatuhan terhadap standar keselamatan dan keamanan - Potensi kehilangan peluang bisnis, termasuk pembatasan rute atau kerja sama internasional akibat penurunan <i>safety rating</i>	Short to Long Term	Garuda Indonesia menerapkan standar keselamatan tinggi dengan memenuhi standar IATA Operational Safety Audit (IOSA) dan regulasi Keselamatan dan Kesehatan Kerja (K3). Selain itu, Perseroan meningkatkan kapabilitas teknologi keamanan siber guna melindungi data pelanggan dan sistem operasional perusahaan dari ancaman digital melalui kerjasama dengan Badan Siber dan Sandi Negara (BSSN) dalam melakukan pengawasan dan perlindungan aset digital. Perseroan untuk menjaga keberlanjutan bisnis serta memastikan layanan penerbangan yang aman, nyaman, dan andal bagi seluruh pelanggan. Garuda Indonesia has implemented high safety standards by complying with the IATA Operational Safety Audit (IOSA) standards and Occupational Health and Safety (OHS) regulations. In addition, the Company has enhanced its cybersecurity capabilities to protect customer data and operational systems from digital threats through collaboration with the National Cyber and Crypto Agency (BSSN) in monitoring and safeguarding the Company's digital assets. These efforts aim to ensure business continuity and provide safe, comfortable, and reliable flight services for all customers.
Risiko Strategis Strategic Risk	Risiko yang terjadi akibat preferensi pelanggan terhadap maskapai yang menawarkan harga lebih kompetitif dan fleksibilitas tinggi dalam kebijakan tiket dapat mengurangi daya tarik layanan premium yang ditawarkan oleh Garuda Indonesia. The risk arising from customer preferences for airlines offering competitive prices and greater flexibility in ticket policies may reduce the appeal of the premium services provided by Garuda Indonesia.	Menurunkan pendapatan Garuda Indonesia A decline in Garuda Indonesia's revenue	- Penurunan <i>Load Factor</i>: Efisiensi operasional terganggu karena jumlah kursi terjual tidak optimal akibat beralihnya penumpang ke kompetitor. - Disrupsi <i>Yield Management</i>: Proses penentuan harga (<i>pricing strategy</i>) menjadi tidak stabil karena harus terus menyesuaikan dengan harga pasar yang agresif. - Penurunan Loyalitas: Efektivitas layanan premium menurun dalam mempertahankan segmen pasar utama.	Short to Medium Term	Perseroan telah melakukan beberapa program terobosan untuk meningkatkan pendapatan dan keterisian penumpang, salah satunya melalui kerja sama strategis bersama <i>airline partners</i> dengan skema <i>codeshare</i> ; serta menyelenggarakan program-program penawaran seperti <i>travel fair</i> dan ajang-ajang promosi seasonal lainnya. Selain itu, Perseroan juga secara berkala mengkaji serta mengintegrasikan rute dan jaringan penerbangannya bersama anak usaha. The Company has implemented several breakthrough programs to increase revenue and passenger load, including strategic partnerships with airline partners through codeshare schemes, as well as organizing promotional programs such as travel fairs and other seasonal campaigns. Furthermore, the Company periodically reviews and integrates its flight routes and network in coordination with its subsidiaries.

Tabel Peluang Keberlanjutan dan Perubahan Iklim

Table of Sustainability Opportunities and Climate Change

Type	Peluang Opportunities	Potensi Dampak Finansial Potential Finance Impacts
Ekonomi Economic		
Produktivitas Productivity	Peningkatan jumlah penumpang Increase in number of passengers	Peningkatan Pendapatan Perseroan Increase in company revenue
Anti Bribery & Anti Corruption	Garuda Indonesia telah memiliki kebijakan Sistem Manajemen Anti Penyuapan serta Sertifikat ISO 37001 2016 Garuda Indonesia has an Anti-Bribery Management System policy and holds the ISO 37001:2016 certification	Minimalisasi risiko munculnya biaya pemulihan reputasi Perusahaan Minimizing the risk of incurring costs for restoring the Company's reputation
Lingkungan Environmental		
Resource Efficiency	Adopsi <i>Sustainable Aviation Fuel</i> (SAF) dapat mengurangi emisi karbon hingga 80% dibandingkan bahan bakar konvensional, dan kemitraan dengan produsen SAF lokal dapat mengurangi biaya bahan bakar jangka panjang hingga 15-20%. Pada aspek material pesawat, penggunaan material ringan dan daur ulang dalam kabin dapat mengurangi berat pesawat hingga 1%, menghasilkan penghematan bahan bakar tahunan sebesar 0,8% The adoption of Sustainable Aviation Fuel (SAF) can reduce carbon emissions by up to 80% compared to conventional fuels, and partnerships with local SAF producers can lower long-term fuel costs by 15-20%. Regarding aircraft materials, the use of lightweight and recycled materials in the cabin can reduce aircraft weight by up to 1%, resulting in annual fuel savings of 0.8%.	Program <i>carbon offset</i> yang ditawarkan kepada penumpang dapat menjadi sumber pendapatan <i>ancillary</i> baru, dengan potensi partisipasi 5-10% penumpang. The carbon offset program offered to passengers can serve as a new source of ancillary revenue, with a potential participation rate of 5-10% of passengers.
Product and Services	Garuda Indonesia bekerja sama dengan pihak vendor dalam pengadaan material inflight yang ramah lingkungan (<i>wooden cutleries, paper cup, dan reusable carpet</i>). Garuda Indonesia cooperates with vendors in procuring environmentally friendly inflight materials (<i>wooden cutleries, paper cups, and reusable carpet</i>).	Terdapat pendapatan dari kerjasama dengan pihak ketiga dalam penggunaan material ramah lingkungan Revenue is generated from cooperation with third parties regarding the use of eco-friendly materials
	Inovasi Teknologi (Chatbot berbasis AI untuk layanan pelanggan dapat mengurangi biaya <i>customer service</i> hingga 30%. Implementasi IoT pada bandara untuk pelacakan bagasi dapat mengurangi kasus kehilangan bagasi hingga 70%) Technology Innovation (AI-based chatbots for customer service can reduce customer service costs by up to 30%, and IoT implementation at airports for baggage tracking can decrease lost baggage cases by up to 70%).	Peningkatan pendapatan Garuda Indonesia Increase in Garuda Indonesia's revenue
Market	Pengembangan digital marketplace yang menawarkan layanan travel terkait (hotel, sewa mobil, tur) dapat pula dimanfaatkan untuk meningkatkan <i>revenue ancillary</i> The development of a digital marketplace offering related travel services (hotels, car rentals, tours) can also be leveraged to increase ancillary revenue	Peningkatan fungsionalitas aplikasi mobile dapat mendorong 30% lebih banyak pembelian <i>ancillary</i> melalui saluran digital Improving mobile app functionality has the potential to increase ancillary purchases via digital channels by more than 30%
	Kolaborasi Ekosistem Airlines melalui penguatan aliansi dan kemitraan strategis. Strategi kolaborasi dapat meliputi peningkatan kerja sama <i>codeshare</i> dengan maskapai mitra untuk memperluas jangkauan ke pasar Eropa dan Amerika, kerja sama dalam program loyalitas bersama untuk meningkatkan retensi pelanggan, sinergi operasional untuk optimalisasi biaya dan peningkatan layanan Kolaborasi Ekosistem Airlines melalui penguatan aliansi dan kemitraan strategis. Collaboration strategies may include expanding codeshare partnerships with partner airlines to extend reach into European and American markets, cooperating on joint loyalty programs to enhance customer retention, and operational synergies to optimize costs and improve service	<i>Code-sharing</i> dan <i>interline agreements</i> dapat meningkatkan load factor hingga 15% pada rute-rute tertentu Code-sharing and interline agreements can increase load factor by up to 15% on certain routes
Resilience	Penggunaan energi terbarukan dan penerapan langkah-langkah efisiensi energi Use of renewable energy and implementation of energy efficiency measures	Penurunan biaya operasional <i>carbon offsetting</i> Decrease in operating costs of carbon offsetting

Tabel Peluang Keberlanjutan dan Perubahan Iklim
Table of Sustainability Opportunities and Climate Change

Type	Peluang Opportunities	Potensi Dampak Finansial Potential Finance Impacts
Waste Management	Garuda Indonesia memiliki program pengelolaan sampah yang dihasilkan dari aktivitas perkantoran di area Garuda City Center dan Garuda Indonesia Training Center (GITC) dengan menggunakan skema kolaborasi bersama pihak ketiga Garuda Indonesia has a waste management program generated from office activities in the Garuda City Center and Garuda Indonesia Training Center (GITC) areas based on collaboration with third parties	Terdapat pendapatan dari pengelolaan lahan milik perusahaan dan/atau revenue sharing serta penurunan biaya operasional dalam pengangkutan limbah padat non-B3 A revenue from the management of company owned land and/or revenue sharing as well as a decrease in operating costs in the transportation of non-B3 solid waste
Sosial Social		
Safety and Security Management for non-aviation aspect	Garuda Indonesia memiliki program <i>occupational safety, health, and environment management</i> dan <i>security management system</i> untuk mempersiapkan dan merespon kecelakaan dari non-penerbangan dalam aspek <i>safety</i> dan <i>security</i> . Garuda Indonesia has an occupational safety, health, and environment management program and a security management system to prepare for and respond to non-aviation accidents in the aspects of safety and security	Penurunan biaya operasional Decrease in operating costs
Safety and Security Management for aviation aspect	Garuda Indonesia memiliki program <i>safety management system</i> dan <i>security management system</i> untuk mempersiapkan dan merespon kecelakaan penerbangan dalam aspek <i>safety</i> dan <i>security</i> . Garuda Indonesia has a safety management system and security management system program to prepare for and respond to aviation accidents in the aspects of safety and security.	Penurunan biaya operasional Decrease in operating costs
Data Protection	Garuda Indonesia telah memiliki program keamanan informasi yang tersertifikasi ISO 27001. Selain itu, Perseroan juga telah menerapkan kebijakan perlindungan data pribadi. Garuda Indonesia has an ISO 27001-certified information security program. The Company has also implemented a personal data protection policy.	Penurunan Biaya Operasional Reduction in Operating Costs

STRATEGI KINERJA EKONOMI

Garuda Indonesia terus memperkuat strategi kinerja ekonomi melalui penerapan manajemen risiko keuangan yang prudent, termasuk implementasi lindung nilai (*hedging*) terhadap fluktuasi mata uang asing sesuai dengan Peraturan Bank Indonesia Nomor 18/4/PBI/2016. Selain itu, Perseroan mengoptimalkan struktur pembiayaan, khususnya pada pembiayaan perawatan pesawat dan mesin, serta secara konsisten meningkatkan efisiensi operasional di seluruh lini bisnis. Langkah-langkah ini dilakukan untuk memperkuat kondisi keuangan Perseroan agar tetap resilien dalam menghadapi dinamika industri penerbangan yang kompetitif dan penuh tantangan.

Perseroan secara berkelanjutan melaksanakan pengelolaan kinerja ekonomi secara optimal dan terarah, mengingat peran strategisnya dalam merepresentasikan capaian operasional maupun kondisi keuangan perusahaan. Pengelolaan yang efektif tidak hanya mendukung stabilitas finansial, tetapi juga memberikan dampak positif berupa peningkatan reputasi perusahaan, penguatan kepercayaan para pemangku kepentingan, serta penciptaan nilai jangka panjang bagi Perseroan. Dengan demikian, kinerja ekonomi menjadi salah satu pilar utama dalam mendukung keberlanjutan usaha.

Komitmen tersebut diwujudkan melalui penyusunan Rencana Keuangan dan Anggaran Perusahaan (RKAP) yang terintegrasi dengan Rencana Jangka Panjang Perseroan, di mana berbagai target kinerja ekonomi ditetapkan untuk dicapai sepanjang tahun 2025. Efektivitas implementasinya dievaluasi secara berkala melalui perbandingan antara realisasi dan target yang telah ditetapkan, serta pengukuran tingkat ketercapaian RKAP. Hasil evaluasi ini kemudian dilaporkan kepada pemegang saham sebagai dasar dalam penyusunan RKAP tahun berikutnya. Di samping itu, Perseroan juga secara rutin melaksanakan audit atas laporan keuangan tahunan guna memastikan transparansi, akuntabilitas, serta kepatuhan terhadap standar yang berlaku.

ECONOMIC PERFORMANCE STRATEGY

Garuda Indonesia continues to strengthen its economic performance strategy through the implementation of prudent financial risk management, including the application of hedging against foreign exchange fluctuations in accordance with Bank Indonesia Regulation No.18/4/PBI/2016. In addition, the Company optimizes its financing structure, particularly for aircraft and engine maintenance, while consistently improving operational efficiency across all business lines. These initiatives are implemented to strengthen the Company's financial position and maintain resilience amid the dynamic and highly competitive aviation industry.

The Company continuously manages its economic performance in an optimal and well-directed manner, considering its strategic role in reflecting both operational achievements and the Company's financial condition. Effective management not only supports financial stability but also generates positive impacts, including enhancing the Company's reputation, strengthening stakeholder trust, and creating long-term value. As a result, economic performance serves as one of the key pillars in supporting the Company's business sustainability.

That commitment is reflected in the preparation of the Company's Financial Plan and Budget (RKAP), which is integrated with the Company's Long-Term Plan. Within this framework, various economic performance targets are established to be achieved throughout 2025. The effectiveness of its implementation is evaluated periodically by comparing actual results against the predetermined targets, as well as by measuring the overall level of RKAP achievement. The results of these evaluations are then reported to shareholders as a basis for formulating the RKAP for the following year. Furthermore, the Company regularly conducts audits of its annual financial statements to ensure transparency, accountability, and compliance with applicable standards.

STRATEGI PERUBAHAN IKLIM

Garuda Indonesia menetapkan strategi perubahan iklim sebagai bagian integral dari arah bisnis berkelanjutan dengan merespons risiko peningkatan emisi akibat kenaikan penggunaan energi pada tahun 2025. Perseroan menyadari bahwa peningkatan konsumsi energi tersebut berimplikasi langsung terhadap kenaikan emisi gas rumah kaca, sehingga diperlukan langkah mitigasi yang terstruktur dan berkelanjutan. Dalam merespons hal tersebut, Perseroan mengintegrasikan pengelolaan perubahan iklim ke dalam kebijakan *Occupational Safety, Health, and Environment* (OSHE) yang menekankan pengurangan emisi dan dampak lingkungan sebagai prioritas strategis. Selain itu, inisiatif Garuda Indonesia Green Airline menjadi kerangka utama dalam mendorong transformasi operasional yang lebih ramah lingkungan sekaligus meningkatkan ketahanan perusahaan terhadap risiko transisi menuju ekonomi rendah karbon.

Sebagai bagian dari implementasi strategi, Perseroan secara aktif menjalankan berbagai program efisiensi energi dan pengurangan emisi, antara lain melalui penggunaan bahan bakar alternatif (*alternate fuel usage*), optimalisasi landasan di Bandara Internasional Soekarno-Hatta (CGK *runway optimization*), kepatuhan terhadap rencana penerbangan (*compliance with flight plan*), penerapan prosedur engine taxi, pengaturan konfigurasi sayap yang optimal (*optimal flap setting*), serta optimalisasi rute penerbangan (*route optimization*). Upaya tersebut telah menunjukkan hasil positif, antara lain melalui penghematan bahan bakar sebesar 14.675.704 liter serta penurunan emisi sebesar 37.100.179,71 kg CO₂e dari program *fuel conservation* sepanjang tahun 2025. Seluruh inisiatif ini dikoordinasikan oleh unit kerja Quality, Safety & Sustainability dengan melibatkan partisipasi aktif seluruh insan Perseroan, serta didukung oleh komitmen manajemen puncak dalam memastikan ketersediaan sumber daya dan kepatuhan terhadap standar industri seperti IATA Operational Safety Audit (IOSA).

Evaluasi dan pengambilan keputusan strategis Perseroan secara berkala menilai efektivitas pengelolaan emisi dengan membandingkan realisasi kinerja terhadap *baseline* emisi gas rumah kaca tahun 2019. Meskipun pada tahun 2025 belum tercapai penurunan emisi dibandingkan *baseline*, Perseroan tetap menunjukkan progres melalui berbagai inisiatif efisiensi energi yang terukur. Ke depan, strategi perubahan iklim akan terus difokuskan pada peningkatan efisiensi operasional, inovasi teknologi, serta penguatan budaya sadar lingkungan di seluruh lini organisasi. Pendekatan ini tidak hanya bertujuan untuk menekan emisi, tetapi juga untuk menjaga keberlanjutan usaha, meningkatkan reputasi perusahaan, serta memenuhi ekspektasi pemangku kepentingan terhadap kinerja lingkungan yang bertanggung jawab.

CLIMATE CHANGE STRATEGY

Garuda Indonesia has established its climate change strategy as an integral part of its sustainable business direction, in response to the risk of increased emissions driven by higher energy consumption in 2025. The Company recognizes that rising energy use has a direct impact on greenhouse gas emissions, necessitating structured and sustainable mitigation measures. To address this, the Company has integrated climate change management into its Occupational Safety, Health, and Environment (OSHE) policy, which emphasizes emissions reduction and environmental impact mitigation as strategic priorities. Moreover, the Garuda Indonesia Green Airline initiative serves as the primary framework for driving more environmentally friendly operational transformation, while also strengthening the Company's resilience to transition risks in the shift toward a low-carbon economy.

As part of its strategic implementation, the Company actively carries out various energy efficiency and emissions reduction programs. These include the use of alternative fuels, runway optimization at Soekarno-Hatta International Airport (CGK), compliance with flight plans, implementation of engine taxi procedures, optimal flap settings, and route optimization. These efforts have delivered positive results, including fuel savings of 14,675,704 liters and a reduction of 37,100,179.71 kg CO₂e in emissions from fuel conservation programs throughout 2025. All of these initiatives are coordinated by the Quality, Safety & Sustainability unit, with the active participation of all Company personnel, and are supported by top management's commitment to ensuring resource availability and compliance with industry standards such as the IATA Operational Safety Audit (IOSA).

The Company conducted periodic evaluations and strategic decision-making processes to assess the effectiveness of its emissions management by comparing actual performance against the 2019 greenhouse gas emissions baseline. Although emission reductions relative to the baseline had not yet been achieved in 2025, the Company has demonstrated progress through various measurable energy efficiency initiatives. Going forward, the climate change strategy will continue to focus on enhancing operational efficiency, advancing technological innovation, and strengthening an environmentally conscious culture across all levels of the organization. This approach is aimed not only at reducing emissions, but also at ensuring business sustainability, enhancing the Company's reputation, and meeting stakeholder expectations for responsible environmental performance.

STRATEGI KESEHATAN DAN KESELAMATAN KERJA

Garuda Indonesia menempatkan kesehatan dan keselamatan kerja (K3) sebagai bagian integral dari strategi keberlanjutan yang secara langsung memengaruhi pengambilan keputusan dan arah bisnis Perseroan, sejalan dengan prinsip pengungkapan dalam IFRS Sustainability Disclosure Standards. Perseroan merespons risiko dan peluang terkait K3 melalui penerapan *Occupational Safety, Health & Environment Management System* (OSHE-MS) yang melibatkan seluruh pemangku kepentingan internal maupun eksternal. Implementasi ini diperkuat dengan komitmen manajemen puncak melalui CEO selaku *Accountable Executive* dalam memastikan kecukupan sumber daya, kepatuhan terhadap regulasi, serta penerapan praktik terbaik industri. Selain itu, pemenuhan standar keselamatan global seperti IATA Operational Safety Audit (IOSA) serta penguatan keamanan siber melalui kolaborasi dengan Badan Siber dan Sandi Negara menjadi bagian dari strategi mitigasi risiko operasional dan perlindungan aset digital, yang sekaligus membuka peluang peningkatan kepercayaan pelanggan dan daya saing perusahaan.

Dalam aspek implementasi dan kemajuan, Perseroan secara konsisten melakukan pengukuran dan evaluasi terhadap kinerja K3 melalui indikator yang terukur, baik secara kuantitatif maupun kualitatif. Upaya tersebut mencakup pencegahan kecelakaan kerja dan penyakit akibat kerja, pengendalian dampak lingkungan seperti emisi dan kebisingan, serta peningkatan budaya keselamatan melalui pelaporan terbuka tanpa rasa takut (*no-blame culture*). Pembentukan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) berdasarkan ketentuan regulator memperkuat tata kelola K3 melalui peningkatan partisipasi, komunikasi, dan konsultasi antara karyawan dan manajemen. Hasil evaluasi kinerja ini menjadi dasar dalam menilai progres atas rencana yang telah ditetapkan pada periode sebelumnya, sekaligus menjadi acuan dalam penyempurnaan strategi ke depan. Dengan demikian, pengelolaan K3 tidak hanya berdampak pada perlindungan tenaga kerja, tetapi juga meningkatkan produktivitas, keandalan operasional, serta kualitas layanan kepada penumpang.

Perseroan juga senantiasa mempertimbangkan *trade-off* terkait dengan K3. Perseroan menyadari adanya keseimbangan yang perlu dikelola antara investasi pada aspek K3 dan efisiensi biaya operasional. Peningkatan standar keselamatan, pengadaan teknologi pendukung, serta implementasi sistem pengawasan yang lebih ketat berpotensi meningkatkan beban biaya jangka pendek. Namun demikian, keputusan strategis ini diambil dengan mempertimbangkan manfaat jangka panjang berupa penurunan risiko kecelakaan, penghindaran potensi kerugian finansial akibat insiden, perlindungan reputasi perusahaan, serta peningkatan kepercayaan pemangku kepentingan. Selain itu, terdapat *trade-off* antara ekspansi operasional dan pemenuhan standar K3 yang ketat, di mana Perseroan memilih untuk memprioritaskan keselamatan dan keberlanjutan operasional dibandingkan pertumbuhan jangka pendek yang berisiko.

OCCUPATIONAL HEALTH AND SAFETY STRATEGY

Garuda Indonesia places occupational health and safety (OHS) as an integral part of its sustainability strategy, directly influencing the Company's decision-making and business direction, in line with the disclosure principles set out in the IFRS Sustainability Disclosure Standards. The Company addresses OHS-related risks and opportunities through the implementation of the Occupational Safety, Health & Environment Management System (OSHE-MS), which involves both internal and external stakeholders. This implementation is reinforced by the commitment of top management, with the CEO serving as the Accountable Executive to ensure adequate resources, regulatory compliance, and the adoption of industry best practices. In addition, compliance with global safety standards such as the IATA Operational Safety Audit (IOSA), as well as the strengthening of cybersecurity through collaboration with the National Cyber and Crypto Agency, form part of the Company's strategy to mitigate operational risks and safeguard digital assets, while also creating opportunities to enhance customer trust and the Company's competitiveness.

In terms of implementation and progress, the Company consistently measures and evaluates its OHS performance using measurable indicators, both quantitative and qualitative. These efforts include the prevention of workplace accidents and occupational illnesses, the control of environmental impacts such as emissions and noise, and the strengthening of a safety culture through open, no-blame reporting. The establishment of the Occupational Health and Safety Committee (P2K3) in accordance with regulatory requirements further strengthens OHS governance by enhancing participation, communication, and consultation between employees and management. The results of these performance evaluations serve as the basis for assessing progress against plans set in previous periods, while also guiding the refinement of future strategies. Accordingly, OHS management not only contributes to workforce protection, but also enhances productivity, operational reliability, and the quality of services provided to passengers.

The Company also consistently considers OHS-related trade-offs. It recognizes the need to balance investment in OHS with operational cost efficiency. Enhancing safety standards, procuring supporting technologies, and implementing stricter monitoring systems may increase short-term costs. However, these strategic decisions are made with careful consideration of their long-term benefits, including reduced accident risks, avoidance of potential financial losses from incidents, protection of the Company's reputation, and increased stakeholder trust. Furthermore, there is a trade-off between operational expansion and compliance with stringent OHS standards. In this regard, the Company prioritizes safety and operational sustainability over short-term growth that may pose higher risks.

STRATEGI KEPUASAN PELANGGAN

Garuda Indonesia berkomitmen untuk senantiasa meningkatkan standar layanan serta memastikan kepuasan dan pengalaman terbang bagi penumpang. Untuk tetap relevan dan kompetitif dalam industri penerbangan saat ini, Perseroan menerapkan 4 (empat) pilar strategi guna meningkatkan pengalaman terbang pelanggan, di antaranya:

1. Leveraging Customer Insights for Data-Driven Customer Experience Strategy
Perseroan menekankan pentingnya analisis data pelanggan untuk mengidentifikasi tren, ketidaknyamanan (*pain points*), preferensi, dan ekspektasi pelanggan. Melalui *Post-Flights Survey*, Perseroan mengumpulkan umpan balik (*feedback*) secara langsung dan *real-time* dari penumpang mengenai pengalaman terbang bersama Garuda Indonesia. Hal ini bertujuan agar Perseroan dapat merumuskan strategi serta prioritas program peningkatan layanan yang selaras dengan kebutuhan penumpang.
2. Service Products Innovations
Garuda terus berupaya meningkatkan pengalaman penumpang selama dengan meluncurkan inovasi-inovasi strategis pada produk layanan. Salah satunya adalah dengan implementasi layanan *gueridon* pada beberapa rute internasional (AMS, HND, NRT), dengan pramugari menyiapkan dan menyajikan makanan langsung kepada penumpang menggunakan *cart* untuk memberikan pengalaman bersantap yang lebih eksklusif dan personal. Perseroan juga melakukan peningkatan kualitas menu makanan dan minuman (*meal improvement*) pada kelas bisnis dan ekonomi, dengan menggunakan bahan-bahan terbaik untuk menyuguhkan hidangan lezat yang mencerminkan warisan kuliner Indonesia.

Selain itu, Garuda Indonesia juga telah meningkatkan layanan sistem hiburan dalam penerbangan (*in-flight entertainment*) yang saat ini akan menampilkan rotasi konten setiap dua bulan. Dengan inisiatif ini Perseroan berkomitmen untuk menyediakan konten hiburan yang lebih baik sesuai dengan preferensi pelanggan. Perseroan juga melakukan peremajaan Garuda Executive Lounge di station CGK (Jakarta) dan DPS (Bali) sebagai bagian dari komitmen Garuda Indonesia untuk memastikan kepuasan dan pengalaman terbang pelanggan.

CUSTOMER SATISFACTION STRATEGY

Garuda Indonesia is committed to continuously improving service standards and ensuring passenger satisfaction and a positive flying experience. To remain relevant and competitive in today's aviation industry, the Company has implemented four strategic pillars to enhance the customer flying experience, including:

1. Leveraging Customer Insights for a Data-Driven Customer Experience Strategy
The Company emphasizes the importance of analyzing customer data to identify trends, pain points, preferences, and customer expectations. Through Post-Flight Surveys, the Company collects direct, real-time feedback from passengers regarding their flying experience with Garuda Indonesia. This enables the Company to formulate strategies and prioritize service improvement programs that align with passenger needs.
2. Service Product Innovations
Garuda continues to strive to enhance the passenger experience by launching strategic innovations in its service offerings. One such initiative is the implementation of the *gueridon* service on several international routes (AMS, HND, NRT), where flight attendants prepare and serve meals directly to passengers using a cart to provide a more exclusive and personalized dining experience. The Company has also improved the quality of food and beverage menus (*meal improvement*) in business and economy classes, using the finest ingredients to serve delicious dishes that reflect Indonesia's culinary heritage.

Additionally, Garuda Indonesia has enhanced its in-flight entertainment system, which now features a rotating content lineup every two months. Through this initiative, the Company is committed to providing better entertainment content tailored to customer preferences. The Company has also renovated the Garuda Executive Lounges at CGK (Jakarta) and DPS (Bali) as part of Garuda Indonesia's commitment to ensuring customer satisfaction and a superior flying experience.

3. Digital Experience Enhancement

Menjawab perkembangan kebutuhan dan perubahan kebiasaan pelanggan seiring dengan perubahan zaman, Perseroan juga terus meningkatkan pengalaman pelanggan pada aspek digital. Salah satu inovasi layanan digital yang diluncurkan yaitu pembaharuan sistem *website* Garuda Indonesia yang bertujuan untuk memberikan *User Interface* (UI) dan *User Experience* (UX) yang lebih baik pada penumpang yang ingin melakukan pembelian tiket secara daring. Garuda Indonesia juga melakukan revitalisasi mesin *self-checkin kiosk* yang bertujuan untuk meningkatkan efisiensi proses serta mengurangi waktu antri *check-in* sehingga meningkatkan pengalaman pelanggan di darat sebelum penerbangan.

4. Sustainable Service Initiatives

Perseroan konsisten menerapkan praktik ramah lingkungan untuk menciptakan pengalaman penerbangan berkelanjutan, di antaranya dengan penggunaan alat makan (*cutlery*) dari material *biodegradable* untuk seluruh rute penerbangan kelas Economy dan mengganti penggunaan kemasan roti dari sebelumnya menggunakan plastik menjadi kertas (*paper sleeve*).

3. Digital Experience Enhancement

In response to evolving customer needs and changing habits as times change, the Company continues to enhance the customer experience in the digital realm. One of the digital service innovations launched is an update to the Garuda Indonesia website system, aimed at providing a better user interface (UI) and user experience (UX) for passengers wishing to purchase tickets online. Garuda Indonesia has also revitalized its self-check-in kiosks to improve process efficiency and reduce check-in wait times, thereby enhancing the ground-level customer experience prior to the flight.

4. Sustainable Service Initiatives

The Company consistently implements eco-friendly practices to create a sustainable flight experience, including the use of cutlery made from biodegradable materials on all Economy Class flights and switching from plastic to paper sleeves for bread packaging.

POLICY COMMITMENT [GRI 2-23, GRI 2-24]

Dalam menjalankan aktivitas bisnisnya, Garuda Indonesia senantiasa mematuhi berbagai regulasi nasional maupun internasional sebagai bentuk komitmen terhadap praktik usaha yang bertanggung jawab dan berkelanjutan. Kepatuhan tersebut mencakup standar dan ketentuan yang ditetapkan oleh regulator penerbangan global seperti International Civil Aviation Organization dan International Air Transport Association, serta peraturan perundang-undangan yang berlaku di Indonesia. Garuda Indonesia senantiasa mematuhi berbagai aturan internasional yang meliputi:

1. ICAO Doc 7192-AN/857, tentang pedoman pelatihan personel bandar udara.
2. ICAO Doc 11.3.12, tentang pedoman dan prosedur terkait pengelolaan data penerbangan yang meliputi penyimpanan, pengumpulan, dan penggunaan data.
3. ICAO Doc 9481 dan ICAO Doc 9284, tentang pedoman pengangkutan barang-barang berbahaya (seperti bahan kimia, bahan radioaktif, dan bahan beracun lainnya).
4. ICAO Doc 9432, tentang Instruksi Teknis ICAO (International Civil Aviation Organization) untuk pengangkutan Barang Berbahaya melalui udara.
5. ICAO Doc 10147, tentang pedoman persyaratan kecakapan Bahasa yang ditetapkan oleh ICAO untuk komunikasi udara.
6. Annex 17, 18, 19, tentang pedoman yang mengatur berbagai aspek penting di dalam penerbangan, di antaranya *Security*, *Dangerous Goods*, dan *Safety*.
7. Annex 1, tentang pedoman dan standard internasional untuk penerbitan lisensi dan sertifikasi bagi personel penerbangan.

Selanjutnya, Garuda Indonesia juga mematuhi berbagai aturan nasional yang meliputi:

1. Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
2. Undang-Undang Republik Indonesia Nomor 30 Tahun 2007 tentang Energi;
3. Undang-undang (UU) Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
4. Undang-Undang No. 18 tahun 2008 tentang Pengelolaan Sampah;
5. Undang-undang (UU) Nomor 1 Tahun 2009 tentang Penerbangan;
6. Peraturan Pemerintah No. 22 Tahun 2021 tentang Penyelenggaraan Perlindungan Lingkungan Hidup;
7. Peraturan Pemerintah Republik Indonesia No. 5 Tahun 2021 tentang Penyelenggaraan Perizinan Berusaha Berbasis Risiko;
8. Peraturan Pemerintah Republik Indonesia No. 27 Tahun 2020 tentang Pengelolaan Sampah Spesifik;
9. Permenlhk No. P.14/MENLHK/SETJEN/KUM.1.7/2020 tentang Indeks Standar Pencemaran Udara;

In conducting its business activities, Garuda Indonesia consistently complies with both national and international regulations, reflecting its commitment to responsible and sustainable business practices. This compliance includes standards and requirements set by global aviation regulators such as the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA), as well as the applicable laws and regulations in Indonesia. Garuda Indonesia consistently complies with various international regulations, including:

1. ICAO Doc 7192-AN/857, on training guidelines for airport personnel.
2. ICAO Doc 11.3.12, on guidelines and procedures for flight data management, including data storage, collection, and utilization.
3. ICAO Doc 9481 and ICAO Doc 9284, on guidelines for the transportation of dangerous goods (such as chemicals, radioactive materials, and other toxic substances).
4. ICAO Doc 9432, on the ICAO (International Civil Aviation Organization) Technical Instructions for the air transport of dangerous goods.
5. ICAO Doc 10147, on language proficiency requirements established by ICAO for air communication.
6. Annexes 17, 18, 19, concerning guidelines governing various important aspects of aviation, including Security, Dangerous Goods, and Safety.
7. Annex 1, concerning guidelines and international standards for the issuance of licenses and certification for aviation personnel.

Furthermore, Garuda Indonesia also complies with various national regulations, including:

1. Law No. 32 of 2009 concerning Environmental Protection and Management;
2. Law of the Republic of Indonesia No. 30 of 2007 concerning Energy;
3. Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law;
4. Law No. 18 of 2008 concerning Waste Management;
5. Law No. 1 of 2009 concerning Aviation;
6. Government Regulation No. 22 of 2021 concerning the Implementation of Environmental Protection and Management;
7. Government Regulation of the Republic of Indonesia No. 5 of 2021 concerning the Implementation of Risk-Based Business Licensing;
8. Government Regulation of the Republic of Indonesia No. 27 of 2020 concerning Specific Waste Management;
9. Minister of Environment and Forestry Regulation No. P.14/MENLHK/SETJEN/KUM.1.7/2020 concerning the Air Pollution Standard Index;

10. Permenlhk No. P.38/MENLHK/SETJEN/KUM.1/7/2019 tentang Rencana Usaha dan/atau Kegiatan yang Memiliki Analisis Mengenai Dampak Lingkungan;
11. Permenlhk No. P.26/MENLHK/SETJEN/KUM.1/7/2018 tentang Pedoman Penyusunan dan Penilaian Serta Pemeriksaan Dokumen Lingkungan Hidup dalam Pelaksanaan Pelayanan Perizinan Berusaha Terintegrasi Secara Elektronik;
12. Permenlhk No. P.25/MENLHK/SETJEN/KUM.1/7/2018 tentang Pedoman Penetapan Jenis Rencana Usaha dan/atau Kegiatan yang Wajib Memiliki Upaya Pengelolaan Lingkungan Hidup dan Upaya Pemantauan Lingkungan Hidup dan Surat Pernyataan Kesanggupan Pengelolaan dan Pemantauan Lingkungan Hidup;
13. Permenlhk No. P.23/MENLHK/SETJEN/KUM.1/7/2018 tentang Kriteria Perubahan Usaha dan/atau Kegiatan dan Tata Cara Perubahan Izin Lingkungan;
14. Peraturan Menteri Lingkungan Hidup dan Kehutanan No. 68 Tahun 2016 tentang Baku Mutu Air Limbah Domestik;
15. Peraturan Menteri Lingkungan Hidup RI No. 5 Tahun 2014 tentang Baku Mutu Air Limbah;
16. Peraturan Menteri Negara Lingkungan Hidup No. 3 Tahun 2008 tentang Tata Cara Pemberian Simbol dan Label Bahan Berbahaya dan Beracun.
17. Civil Aviation Safety Regulations part 142, tentang standarisasi dan persyaratan organisasi yang menyediakan pelatihan bagi personel penerbangan.
18. Civil Aviation Safety Regulations part 61 dan 63 , tentang sertifikasi dan kualifikasi untuk Pilot dan Instruktur Penerbangan, serta kru penerbangan lainnya.
19. Civil Aviation Safety Regulations part 60, tentang pedoman pengaturan Flight Simulation Training Devices (FTSDs) dan penggunaan perangkat simulasi penerbangan untuk pelatihan personel penerbangan.
20. Peraturan Menteri Perhubungan Republik Indonesia Nomor 38 Tahun 2015, tentang penyelenggaraan Pendidikan dan Pelatihan Penerbangan Sipil.
21. Peraturan Menteri Perhubungan Republik Indonesia Nomor 32 Tahun 2022, tentang penyelenggaraan Keamanan Penerbangan Sipil.
22. Keputusan Menteri Perhubungan Republik Indonesia Nomor 546 Tahun 2015, tentang Pedoman Penyelenggaraan Sistem Manajemen Keselamatan Penerbangan.
10. Minister of Environment and Forestry Regulation No. P.38/MENLHK/SETJEN/KUM.1/7/2019 concerning Business and/or Activity Plans that Require an Environmental Impact Analysis;
11. Minister of Environment and Forestry Regulation No. P.26/MENLHK/SETJEN/KUM.1/7/2018 concerning Guidelines for the Preparation, Evaluation, and Examination of Environmental Documents in the Implementation of Electronically Integrated Business Licensing Services;
12. Minister of Environment and Forestry Regulation No. P.25/MENLHK/SETJEN/KUM.1/7/2018 concerning Guidelines for Determining Types of Business and/or Activity Plans Required to Have Environmental Management and Monitoring Efforts, and a Statement of Commitment to Environmental Management and Monitoring;
13. Minister of Environment and Forestry Regulation No. P.23/MENLHK/SETJEN/KUM.1/7/2018 concerning Criteria for Changes in Business and/or Activity and Procedures for Amending Environmental Permits;
14. Minister of Environment and Forestry Regulation No. 68 of 2016 concerning Domestic Wastewater Quality Standards;
15. Minister of Environment of the Republic of Indonesia Regulation No. 5 of 2014 concerning Wastewater Quality Standards;
16. Regulation of the Minister of Environment No. 3 of 2008 concerning Procedures for the Assignment of Symbols and Labels for Hazardous and Toxic Substances.
17. Civil Aviation Safety Regulations part 142, concerning standardization and requirements for organizations providing training for aviation personnel.
18. Civil Aviation Safety Regulations part 61 and 63, concerning certification and qualifications for pilots and flight instructors, as well as other flight crew members.
19. Civil Aviation Safety Regulations part 60, concerning guidelines for the regulation of Flight Simulation Training Devices (FTSDs) and the use of flight simulation devices for the training of aviation personnel.
20. Regulation of the Minister of Transportation of the Republic of Indonesia Number 38 of 2015, concerning the implementation of Civil Aviation Education and Training.
21. Regulation of the Minister of Transportation of the Republic of Indonesia Number 32 of 2022, concerning the implementation of Civil Aviation Security.
22. Decree of the Minister of Transportation of the Republic of Indonesia Number 546 of 2015, concerning Guidelines for the Implementation of Aviation Safety Management Systems.

Garuda Indonesia juga senantiasa memastikan bahwa proses bisnis yang dijalankan telah sesuai dengan standar internasional yang tercermin dengan telah dimilikinya sertifikasi sebagai berikut.

Garuda Indonesia also ensures that its business processes comply with international standards, as reflected in the following certifications.

No.	Nama Sertifikasi Name of Certification	Regulasi/Standard Regulations/Standard	Tanggal Perolehan Date of Acquisition	Berlaku Sampai Valid Until	Badan Sertifikasi Certification Body
1.	Air Operator Certificate	CASR 119	11 Juni 2021 June 11, 2021	11 Juni 2026 June 11, 2026	Kementerian Perhubungan Ministry of Transportation
2.	Sistem Manajemen Keselamatan dan Kesehatan Kerja Occupational Health and Safety Management System	PP 50 Tahun 2012 Government Regulation No. 50 of 2012	2026	2029	Kementerian Ketenagakerjaan Ministry of Manpower

No.	Nama Sertifikasi Name of Certification	Regulasi/Standard Regulations/Standard	Tanggal Perolehan Date of Acquisition	Berlaku Sampai Valid Until	Badan Sertifikasi Certification Body
3.	IATA Operational Safety Audit (IOSA)	IOSA Standards Manual	22 Januari 2025 January 22, 2025	30 April 2027 April 30, 2027	IATA
4.	IATA CEIV Live Animal	IOSA Standards	17 September 2025 September 17, 2025	17 September 2026 September 17, 2026	IATA
5.	Anti-Bribery Management System	ISO 37001:2016	8 Maret 2024 March 8, 2024	7 Maret 2027 March 7, 2027	TUV NORD
6.	Information Security Management System	ISO 27001:2022	17 Juli 2025 July 17, 2025	16 Juli 2028 July 16, 2028	TUV SUD
7.	Pharmaceutical Good Distribution Practice (GDP)	Peraturan BPOM Nomor 6 Tahun 2020 BPOM Regulation No. 6 of 2020	11 April 2025 April 11, 2025	10 April 2028 April 10, 2028	Sucofindo

Peraturan dan standar yang relevan tersebut kemudian dijadikan acuan dalam merumuskan kebijakan internal Perusahaan. Setiap kebijakan internal tersebut senantiasa dilengkapi dengan mekanisme uji tuntas guna memastikan efektivitas penerapannya. Adapun kebijakan internal beserta pelaksanaan uji tuntas yang dimiliki Perseroan adalah sebagai berikut.

These relevant regulations and standards are then used as a reference in formulating the Company's internal policies. Each of these internal policies is always accompanied by a due diligence mechanism to ensure their effective implementation. The internal policies and due diligence owned by Garuda Indonesia are as follows.

Kebijakan Policy	Uji Tuntas Due Diligence	Penanggung Jawab Person in charge
Kebijakan Tata Kelola Perusahaan Corporate Governance Policies	Asesmen Tata Kelola Perusahaan Corporate Governance Assessment	Unit Corporate Secretary Corporate Secretary Unit
Kebijakan Manajemen Risiko Risk Management Policy	Efektivitas pengelolaan risiko dievaluasi secara rutin (per kuartal) Risk management effectiveness is evaluated regularly (quarterly)	Unit Enterprise Risk Management Enterprise Risk Management Unit
Kebijakan Sistem Manajemen Anti Penyuapan Anti-Bribery Management System Policy	SNI ISO 37001:2016 Anti Bribery-Management System	Unit Corporate Legal & Compliance Corporate Legal & Compliance Unit
Kebijakan Vendor Vendor Policy	SNI ISO 37001:2016 Anti Bribery-Management System	Unit Business Support & General Affairs Business Support & General Affairs Unit
Safety Policy	IATA Operational Safety Audit	Unit Corporate Quality, Safety & Sustainability Corporate Quality, Safety & Sustainability Unit
Quality Policy	IATA Operation Safety Audit	Unit Corporate Quality, Safety & Sustainability Corporate Quality, Safety & Sustainability Unit
Security Policy	IATA Operation Safety Audit	Unit Corporate Quality, Safety & Sustainability Corporate Quality, Safety & Sustainability Unit
OSH&E Policy	IATA Operation Safety Audit	Unit Corporate Quality, Safety & Sustainability Corporate Quality, Safety & Sustainability Unit
Kebijakan Respectful Workplace (RWP) Respectful Workplace (RWP) Policy	Survei Kepuasan Karyawan Employee Satisfaction Survey	Unit Human Capital Management Human Capital Management Unit
Kebijakan Career Management Career Management Policy	Survei Kepuasan Karyawan Employee Satisfaction Survey	Unit Human Capital Management Human Capital Management Unit
Kebijakan Equal Employment Opportunity Equal Employment Opportunity Policy	Survei Kepuasan Karyawan Employee Satisfaction Survey	Unit Human Capital Management Human Capital Management Unit

Pada tahun 2025, Perseroan menginisiasi penyusunan *Sustainability Policy* yang memuat komitmen Garuda Indonesia dalam mendukung pelestarian lingkungan, termasuk aspek perlindungan keanekaragaman hayati (*biodiversity*), kebijakan tanpa deforestasi (*no deforestation*), komitmen net zero emission, penggunaan kemasan ramah lingkungan (*eco-friendly packaging*), serta pengelolaan *food loss and waste*. Selain itu, Perseroan juga

In 2025, the Company initiated the development of a Sustainability Policy outlining Garuda Indonesia's commitment to supporting environmental conservation, including biodiversity protection, a no-deforestation policy, a net-zero emissions commitment, the use of eco-friendly packaging, and the management of food loss and waste. In addition, the Company also developed a Human Rights Policy and a Labor Practice Policy as part of efforts to

menyusun *Human Rights Policy* dan *Labor Practice Policy* sebagai upaya memperkuat penghormatan terhadap hak asasi manusia; memastikan praktik ketenagakerjaan yang adil, inklusif, dan beretika; serta menyelaraskan tata kelola sumber daya manusia dengan prinsip keberlanjutan dan standar ESG yang berlaku.

Selain memiliki mekanisme uji tuntas, Garuda Indonesia juga menerapkan prinsip kehati-hatian sebagai wujud komitmen dalam mengambil langkah pencegahan dan mitigasi terhadap potensi dampak negatif yang timbul dari aktivitas operasional Perseroan. Apabila terjadi kondisi kerja yang tidak aman, karyawan dapat menyampaikan laporan melalui sistem *Integrated Electronic Safety Database* (IESD) maupun melalui Form Pelaporan Bahaya yang telah disediakan Perseroan. Laporan tersebut selanjutnya akan ditindaklanjuti oleh Unit Corporate Quality, Safety & Sustainability bersama departemen terkait lainnya. Selain itu, karyawan didorong untuk meninggalkan atau menghentikan pekerjaan sesuai dengan kebijakan *Stop Working Authority* apabila menilai bahwa aktivitas yang dilakukan berpotensi menimbulkan risiko keselamatan.

Terkait dengan penghormatan terhadap hak asasi manusia telah tertuang dalam *Respectful Workplace Policy* yang tertuang dalam Surat Keputusan JKDZ/SKEP/50132/2024 pada tanggal 24 Juli 2024. Dalam kebijakan tersebut menyatakan bahwa seluruh aktivitas operasional Garuda Indonesia senantiasa menerapkan prinsip-prinsip *No Discrimination, No Bullying, No Harassment, No Violence, dan Equality*. Dalam upaya untuk mewujudkan komitmen terhadap penghormatan hak asasi manusia, Garuda Indonesia mengintegrasikan prinsip-prinsip HAM ke dalam berbagai kebijakan perusahaan yang mencakup aspek tata kelola, ketenagakerjaan, kesehatan, keselamatan, keamanan, serta perlindungan konsumen.

Garuda Indonesia tidak memberikan toleransi terhadap segala bentuk diskriminasi, perundungan, pelecehan, maupun kekerasan yang dilakukan oleh Insan Garuda Indonesia. Setiap Insan Garuda Indonesia yang mengalami, menyaksikan, mendengar, dan/atau mengetahui adanya tindakan atau dugaan Pelanggaran RWP wajib melaporkannya melalui sistem Penanganan Pengaduan Dugaan Pelanggaran (*Whistleblowing System*). Perseroan menjamin perlindungan serta kerahasiaan identitas pelapor.

Adapun dalam kategori hak konsumen dan masyarakat, Perusahaan memiliki *Customer Care Policy* menjadi pedoman dalam memberikan layanan yang aman, andal, serta menghormati hak pelanggan atas informasi dan penanganan keluhan. Secara keseluruhan, kebijakan-kebijakan tersebut berlaku bagi seluruh aktivitas operasional Perusahaan serta menjadi rujukan dalam hubungan dengan mitra usaha, sehingga penghormatan terhadap hak asasi manusia terintegrasi secara menyeluruh dalam sistem manajemen dan budaya kerja Perusahaan. Sebagai bentuk komitmen dalam menjunjung tinggi hak asasi manusia di seluruh aktivitas operasional, sepanjang tahun 2025 Perseroan tidak terlibat dalam insiden yang berkaitan dengan pelanggaran hak asasi manusia.

Berbagai kebijakan yang dimiliki telah ditandatangani oleh Direksi dan berlaku untuk seluruh karyawan. Kebijakan internal Garuda Indonesia telah disosialisasikan melalui *website* resmi Garuda Indonesia yaitu www.garuda-Indonesia.com. Namun demikian, masih terdapat beberapa kebijakan yang belum diunggah ke dalam *website* resmi Garuda Indonesia dikarenakan lingkup kebijakan

strengthen respect for human rights; ensure fair, inclusive, and ethical labor practices; and align human resource management with sustainability principles and applicable ESG standards.

In addition to having a due diligence mechanism, Garuda Indonesia also applies the precautionary principle as a demonstration of its commitment to preventing and mitigating potential negative impacts arising from the Company's operational activities. If employees encounter unsafe working conditions, they are encouraged to report them through the Integrated Electronic Safety Database (IESD) system or the Hazard Reporting Form provided by the Company. These reports are then followed up by the Corporate Quality, Safety & Sustainability Unit and other relevant departments. According to the Stop Working Authority policy, employees are also encouraged to stop or leave work if they believe the activity poses a safety risk.

Respect for human rights is enshrined in the Respectful Workplace Policy contained in JKTDZ/SKEP/50132/2024 dated July 24, 2024. The policy states that all operational activities of Garuda Indonesia shall always apply the following principles: No Discrimination, No Bullying, No Harassment, No Violence, and Equality. In its effort to uphold its commitment to human rights, Garuda Indonesia integrates human rights principles into various company policies, covering governance, employment, health, safety, security, and consumer protection.

Garuda Indonesia does not tolerate any form of discrimination, bullying, harassment, or violence committed by employees of Garuda Indonesia. All employees of Garuda Indonesia who experience, witness, hear, or become aware of any acts or suspected acts of RWP violations are required to report them through the Whistleblowing System. The Company provides protection and confidentiality for whistleblowers.

In the category of consumer and community rights, the Company has a Customer Care Policy that serves as a guideline for providing safe, reliable services while respecting customers' rights to information and complaint handling. Overall, these policies apply to all of the Company's operational activities and serve as a reference in relationships with business partners, resulting in respect for human rights is fully integrated into the Company's management system and corporate culture. As a demonstration of its commitment to upholding human rights across all operational activities, the Company was not involved in any incidents related to human rights violations throughout 2025.

Applied policies have been signed by the Board of Directors and effective to all employees. Garuda Indonesia's internal policies have been disseminated through the official website of Garuda Indonesia, www.Garuda-Indonesia.com. However, there are still some policies that have not been uploaded to the official website of Garuda Indonesia due to the internal

yang bersifat internal. Untuk kebijakan yang tidak diunggah, disosialisasikan kepada karyawan melalui Document Management System Garuda Indonesia (DMSGI). Khusus untuk sosialisasi kebijakan bagi mitra bisnis dan pemangku kepentingan lainnya, juga disosialisasikan melalui website Garuda Indonesia serta pertemuan dengan mitra bisnis serta melalui dokumen kontrak kerja.

Kebijakan internal yang dimiliki oleh Garuda Indonesia digunakan sebagai landasan dalam Standar Operasional Prosedur (SOP) yang telah terintegrasi dengan strategi perusahaan yang merupakan pedoman bagi seluruh karyawan Garuda Indonesia dalam menjalankan kegiatan operasionalnya. Dalam mengoptimalkan penerapan kebijakan internal, Garuda Indonesia telah memberikan pelatihan kepada seluruh karyawan di antaranya pelatihan Sistem Manajemen Anti Penyuapan (SMAP), pelatihan terkait *leadership* (struktural level), *culture* (termasuk *diversity*), *compliance* (semua pegawai), *data protection* (Semua pegawai), dan *inclusivity* (*women development*).

Dalam mengoptimalkan penerapan kebijakan internal, Garuda Indonesia telah memberikan pelatihan kepada seluruh karyawan dengan total pelatihan 4.194 pelatihan yang diikuti 22.157 peserta dari Internal perusahaan dengan total jumlah pelatihan 678.902 Jam. Berikut adalah informasi *detail* tentang Program *training* dari yaitu :

No.	Program Pelatihan Training Program	Total Jumlah Pelatihan Total Training	Total Jumlah Peserta Total Participants	Total Jam Pelatihan Total Training Hours
1.	Pilot	2.257	8.233	111.463
2.	Flight Attendant	715	9.877	488.070
3.	FOO & Ground Support	696	1.026	23.427
4.	Maintenance and Engineering	28	408	7.304
5.	Airline Business	353	1.620	18.219
6.	Management and Development Training	145	993	30.419
TOTAL		4.194	22.157	678.902

Informasi pelatihan dan pengembangan kompetensi lainnya disampaikan pada bagian Pelatihan dan Pengembangan Kompetensi pada Laporan Keberlanjutan ini.

nature of their scope. For policies that are not uploaded, they are communicated to employees through the Garuda Indonesia Document Management System (DMSGI). Policies for business partners and other stakeholders are disseminated through the Garuda Indonesia website, such as meetings with business partners and contractual documents.

The internal policies owned by Garuda Indonesia serve as the foundation for the Standard Operating Procedures (SOP), which are integrated with the company's strategy and act as guidelines for all Garuda Indonesia employees in conducting their operational activities. In optimizing the implementation of internal policies, Garuda Indonesia has provided trainings to all employees, these include Anti-Bribery Management System (ABMS) training, leadership training (structural level), culture (including diversity), compliance (all employees), data protection (all employees), and inclusivity (women's development).

In optimizing the implementation of internal policies, Garuda Indonesia has conducted 4,194 training sessions for all employees, with a total of 22,157 participants and 678,902 training hours. The following is detailed information about the training program of the Company:

The Training and Competency Development section of this Sustainability Report provides information on other training and competency development.

PROSES UNTUK MEMULIHKAN DAMPAK NEGATIF [GRI 2-25]

PROCESSES TO REMEDIATE NEGATIVE IMPACTS [GRI 2-25]

Garuda Indonesia memiliki komitmen untuk memberikan dampak positif bagi lingkungan dan masyarakat melalui aktivitas operasionalnya. namun demikian, aktivitas operasional Garuda Indonesia tidak terlepas dari adanya potensi dampak negatif berupa timbulnya polusi udara. Upaya Garuda Indonesia dalam memitigasi potensi dampak negatif yaitu dengan menggunakan *Sustainable Aviation Fuels* (SAF) untuk rute tertentu, mengadakan program penukaran *mileage* pelanggan menjadi pohon, serta program tanggung jawab sosial dan lingkungan Perseroan.

Garuda Indonesia juga telah menyediakan saluran pengaduan bagi pihak terdampak atas aktivitas operasional Garuda Indonesia. Garuda Indonesia menyediakan 8 (delapan) saluran pengaduan

Garuda Indonesia is committed to positively impacting the environment and society through its operational activities. However, its operations are not without potential negative impacts, including air pollution. Garuda Indonesia's efforts to mitigate potential negative impacts include using Sustainable Aviation Fuels (SAF) on certain routes, implementing a program that allows customers to exchange their frequent flyer miles for trees, and carrying out the Company's social and environmental responsibility initiatives.

Garuda Indonesia also provides complaint channels for affected parties regarding its operational activities. There are 8 (eight) complaint channels to accommodate aspirations, complaints,

untuk menampung aspirasi, pengaduan, pencarian informasi, yaitu e-mail, layanan telepon, media sosial, whatsapp, *live chat*, *customer feedback form*, eksternal (LAPOR Kemenhub, BPKN, YLKI), pelaporan di kantor penjualan Garuda Indonesia.

Garuda Indonesia melibatkan Divisi Ground Service, In-flight Service, Cabin Crew Management, Legal dan Corporate Secretary dalam merancang, meninjau, melaksanakan, dan meningkatkan kualitas mekanisme pengaduan.

Mekanisme penanganan pengaduan senantiasa dievaluasi secara berkala melalui monitoring harian, pelaporan kinerja mingguan dan bulanan, selain itu penanganan pengaduan diukur menggunakan *case completion rate*, CSI & NPS. Diluar evaluasi dan *monitoring* rutin, unit customer care akan mengadakan rapat koordinasi penyelesaian pengaduan dengan unit terkait untuk percepatan penyelesaian.

Potensi dampak negatif lainnya yaitu terkait dengan potensi terjadinya kecelakaan kerja. upaya Garuda Indonesia dalam mencegah potensi terjadinya dampak kesehatan dan keselamatan kerja yaitu dengan membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) sebagai penanggung jawab di bidang K3. Keberadaan P2K3 diatur dalam Penetapan Keputusan Kepala Dinas Tenaga dan Transmigrasi Provinsi Banten Nomor:566/2289-DTKT/BINWAS/P2K3/IX/2024 tentang Penetapan Panitia Pembina Keselamatan dan Kesehatan Kerja di Perusahaan PT Garuda Indonesia (Persero) Tbk. Garuda Indonesia juga telah mempersiapkan dan merespons keadaan darurat berupa kecelakaan penerbangan, ancaman bom, pembajakan, penculikan, perang/kekacauan sipil, pandemik, dan bencana alam/kebakaran yang dapat berpengaruh terhadap operasional penerbangan Garuda Indonesia.

Dalam hal terjadi insiden kecelakaan kerja, Garuda Indonesia memiliki upaya remediasi yaitu melalui pelaporan kepada internal unit yang membidangi fasilitas kesehatan, unit yang membidangi *quality & safety* serta Unit Human Capital berkaitan dengan klaim asuransi kecelakaan kerja serta menerbitkan dan mempublikasikan *safety information* terkait dengan *situational awareness*, menyampaikan sebagai *lesson learn* pada setiap aktivitas *training* dan sebagainya.

Garuda Indonesia juga telah memberikan pelatihan terkait K3 kepada karyawan Perseroan untuk mewujudkan kecelakaan kerja nihil dan tidak adanya penyakit akibat kerja. Sepanjang tahun 2025, kinerja Keselamatan dan Kesehatan Kerja (K3) Perseroan menunjukkan hasil yang positif dan berada di bawah target yang telah ditetapkan. di mana target *Lost Time Injury Frequency Rate* (LTIFR) ditetapkan sebesar 3,0 per satu juta jam kerja, dengan realisasi sebesar 0,48. Sementara itu, target *Lost Time Injury Severity Rate* (LTISR) ditetapkan sebesar 50,0 dengan realisasi sebesar 14,83, Di sisi lain, Perseroan tidak menerima laporan adanya penyakit akibat kerja sepanjang tahun 2025.

and information inquiries, namely email, telephone service, social media, WhatsApp, live chats, customer feedback forms, external channels (LAPOR Kemenhub, BPKN, YLKI), and direct reports to Garuda Indonesia sales offices.

Garuda Indonesia involves the Ground Service Division, In-flight Service, Cabin Crew Management, and Legal and Corporate Secretary in designing, reviewing, implementing, and improving the quality of the complaint mechanisms.

The complaint handling mechanism is regularly evaluated through daily monitoring and weekly and monthly performance reporting which then would be measured using case completion rate, CSI, and NPS. Additionally, the customer care unit will hold coordination meetings with relevant units to expedite complaint resolution.

Another potential negative impact is the risk of workplace accidents. To prevent health and safety risks in the workplace, the company has established the Occupational Safety and Health Advisory Committee (P2K3), which is responsible for OHS sector. The establishment of P2K3 is regulated in the Decree of the Head of Manpower and Transmigration Office of the Banten Province No. 560/1507-DTKT/BINWAS/P2K3/VII/2019 on the Establishment of the Occupational Safety and Health Advisory Committee at PT Garuda Indonesia (Persero) Tbk. Garuda Indonesia has also prepared for and responded to emergency situations such as aviation accidents, bomb threats, hijackings, kidnappings, war/civil unrest, pandemics, and natural disasters/fires that may impact its flight operations.

In the event of a workplace accident, Garuda Indonesia implements remedial measures, including reporting the incident to the internal units responsible for healthcare facilities, quality and safety, and Human Capital unit, particularly regarding workers' compensation claims, as well as issuing and publishing safety information related to situational awareness, sharing lessons learned during training sessions, and others.

Garuda Indonesia has also provided occupational health and safety (OHS) training to its employees to achieve zero workplace accidents and prevent work-related illnesses. Throughout 2025, the Company's Occupational Safety and Health (OSH) performance showed positive results and remained below the set targets. The Lost Time Injury Frequency Rate (LTIFR) target was set at 3.0 per million working hours, with an actual rate of 0.48. Meanwhile, the target for the Lost Time Injury Severity Rate (LTISR) was set at 50.0, with an actual rate of 14.83. On the other hand, the Company received no reports of work-related illnesses throughout 2025.

MEKANISME KONSULTASI DAN PENYAMPAIAN MASUKAN [GRI 2-26]

CONSULTATION AND FEEDBACK MECHANISM [GRI 2-26]

Dalam membuat dan mengembangkan kebijakan, Perseroan melibatkan seluruh pemangku kepentingan internal sesuai dengan kebijakan yang relevan pada unit kerja. Perseroan juga melibatkan pemangku kepentingan eksternal melalui konsultasi dengan BUMN lain, KPK, PT Danantara, Kementerian BUMN, OJK, IDX, dan Kementerian Investasi.

Garuda Indonesia menyediakan berbagai mekanisme untuk penumpang, calon penumpang, karyawan, mitra usaha, serta pemangku kepentingan lainnya, untuk menyampaikan masukan maupun perhatian terkait penerapan kebijakan dan praktik perilaku bisnis yang bertanggung jawab. Mekanisme ini menjadi sarana bagi para pemangku kepentingan untuk memberikan umpan balik atas kebijakan perusahaan, sekaligus menyampaikan perhatian terhadap isu-isu yang berkaitan dengan perilaku bisnis, etika, maupun aspek keberlanjutan. Melalui mekanisme tersebut, Perseroan memastikan bahwa setiap kebijakan yang diterapkan telah melalui proses kajian yang komprehensif, mempertimbangkan berbagai masukan dari pemangku kepentingan, serta mendukung praktik bisnis yang bertanggung jawab dan berkelanjutan.

Selain itu, Garuda Indonesia juga menyediakan berbagai saluran komunikasi yang dapat dimanfaatkan oleh masyarakat maupun pemangku kepentingan untuk memperoleh informasi, menyampaikan pertanyaan, serta mengajukan pengaduan terkait layanan maupun operasional perusahaan, antara lain melalui layanan *Contact Center* Garuda Indonesia di nomor 021 2351 9999 yang dapat diakses 24 jam oleh pelanggan untuk memperoleh informasi penerbangan, layanan pelanggan, maupun menyampaikan keluhan dan masukan. Di samping itu, Perseroan menyediakan mekanisme pelaporan melalui sistem *Whistleblowing System* (WBS) yang dapat dimanfaatkan oleh karyawan maupun pemangku kepentingan lainnya untuk melaporkan dugaan pelanggaran terhadap kode etik, peraturan perusahaan, maupun indikasi tindakan kecurangan. Setiap laporan yang diterima melalui mekanisme tersebut ditindaklanjuti oleh fungsi pengawasan internal dan dikomunikasikan kepada manajemen sesuai dengan prosedur yang berlaku, dengan tetap menjamin kerahasiaan identitas serta perlindungan bagi pelapor. Untuk meningkatkan efektivitas penerapan WBS, Perseroan secara berkelanjutan melakukan berbagai metode sosialisasi guna meningkatkan pemahaman dan kesadaran setiap individu, baik karyawan maupun pihak eksternal yang bekerja sama dengan Perseroan. Upaya ini dilakukan melalui penyempurnaan ketentuan peraturan dan kebijakan internal serta memastikan bahwa saluran pelaporan WBS yang tersedia telah memadai dan dapat digunakan secara optimal. Setiap masukan, keluhan, maupun laporan yang diterima melalui berbagai saluran tersebut dianalisis dan ditindaklanjuti oleh unit terkait, serta dilaporkan kepada manajemen sebagai bagian dari proses evaluasi kebijakan, peningkatan kualitas layanan, serta penguatan pengelolaan isu lingkungan, sosial, dan tata kelola (ESG).

In formulating and developing policies, the Company involves all internal stakeholders in accordance with the relevant policies of each business unit. The Company also involves external stakeholders through consultations with other state-owned enterprises, the Corruption Eradication Commission (KPK), PT Danantara, the Ministry of State-Owned Enterprises, the Financial Services Authority (OJK), the Indonesia Stock Exchange (IDX), and the Ministry of Investment.

Garuda Indonesia provides various mechanisms for passengers, prospective passengers, employees, business partners, and other stakeholders to submit feedback or raise concerns regarding the implementation of policies and responsible business practices. This mechanism serves as a channel for stakeholders to provide feedback on the Company's policies, as well as to raise concerns related to business conduct, ethics, and sustainability matters. Through this mechanism, the Company ensures that every policy implemented undergoes a comprehensive review, takes into account input from stakeholders, and supports responsible and sustainable business practices.

In addition, Garuda Indonesia provides various communication channels that can be used by the public and stakeholders to obtain information, ask questions, and submit complaints related to the Company's services or operations. These include the Garuda Indonesia Contact Center at 021 2351 9999, which is accessible 24 hours a day for customers to obtain flight information, customer service assistance, or to submit complaints and feedback. Furthermore, the Company provides a reporting mechanism through the Whistleblowing System (WBS), which can be used by employees and other stakeholders to report suspected violations of the code of ethics, company regulations, or indications of fraudulent activity. All reports received through this mechanism are followed up by the internal oversight function and communicated to management in accordance with applicable procedures, while ensuring the confidentiality of the reporter's identity and providing protection for whistleblowers. To enhance the effectiveness of the WBS, the Company continuously implements various dissemination methods to increase understanding and awareness among all individuals, including employees and external parties collaborating with the Company. These efforts are implemented by refining internal regulations and policies and ensuring that the available WBS reporting channels are adequate and can be used optimally. All feedback, complaints, and reports received through these channels are analyzed and followed up by the relevant units and reported to management as part of the process for policy evaluation, service quality improvement, and strengthening the management of environmental, social, and governance (ESG) issues.

IKHTISAR KINERJA
KEBERLANJUTAN [OJK B]
SUSTAINABILITY PERFORMANCE
HIGHLIGHTS [OJK B]



IKHTISAR KINERJA KEBERLANJUTAN [OJK B]

SUSTAINABILITY PERFORMANCE HIGHLIGHTS [OJK B]

Peringkat ASRRAT ASRRAT Rating

2025

93,68%

PLATINUM



2024

92,02%

GOLD



KINERJA ASPEK EKONOMI [OJK B.1, TR-AL-000.A, TR-AL-000.B, TR-AL-000.C, TR-AL-000.D, TR-AL-000.E, TR-AL-000.F, TR-AF-000.A, TR-AF-000.B]

ECONOMIC PERFORMANCE [OJK B.1, TR-AL-000.A, TR-AL-000.B, TR-AL-000.C, TR-AL-000.D, TR-AL-000.E, TR-AL-000.F, TR-AF-000.A, TR-AF-000.B]

Uraian Description	Satuan Unit	2025	2024	2023
Kuantitas Produk Garuda Indonesia Group Product Quantity Garuda Indonesia Group	Kegiatan Usaha Business Activities	9	9	9
Jumlah Penumpang Garuda Indonesia Group Number of Passengers Garuda Indonesia Group	Dalam Juta Penumpang In Million Passengers	21,2	23,7	20,0
Available seat kilometres (ASK) Garuda Indonesia Group	Dalam Miliar Seat Kilometer In Billion Seat Kilometers	38,9	39,6	32,8
Seat load factor Garuda Indonesia Group	%	79,7	78,9	72,4
Cargo Load Factor (CLF) Garuda Indonesia Group	%	39,6	37,3	31,4
Revenue passenger kilometres (RPK) Garuda Indonesia Group	Dalam Miliar Kilometer In Billion Kilometers	31,0	31,3	24,6
Available Tonne Kilometers Cargo (ATK) Garuda Indonesia Group	Dalam Miliar Kilometer In Billion Kilometers	1.136,5	1.213,7	989,0
Revenue Tonne Kilometers Cargo (RTK) Garuda Indonesia Group	Dalam Miliar Kilometer In Billion Kilometers	449,7	452,7	310,3
Number of departures Garuda Indonesia Group	Jumlah penerbangan (ref. RP) Number of flights (ref. RP)	147.648	163.269	145.500
Average age of fleet				
Garuda Indonesia	Tahun Year	13,5	12,9	11,8
Citilink	Tahun Year	13,2	11,9	10,9
Total Fleet		142		
Garuda Indonesia	Armada Fleet	78	73	71
Citilink	Armada Fleet	64	66	66
Produk ramah lingkungan Eco-friendly products	Unit produk Product Unit	119 (jumlah penerbangan menggunakan Sustainable Aviation Fuel) 119 (total flights using Sustainable Aviation Fuel)	6 (recycle in-flight material)	2 (recycle in-flight material & uji coba bioavtur) 2 (recycle in-flight material and bioavtur trial)
Pendapatan Usaha Operating Revenue	Dalam Jutaan USD In Million USD	3.216,6	3.416,5	2.936,6
Laba/Rugi bersih Tahun Berjalan Net Profit/Loss for the Current Year	Dalam Jutaan USD In Million USD	(319,4)	(69,8)	252,0
Pelibatan pemasok lokal (barang dan jasa) Involvement of Local (Products and Services) Suppliers	Perusahaan/ mitra Companies/Partners	103 dari 142 (72,54%) 103 of 142 (72.54%)	121 dari 176 (68,75%) 121 of 176 (68,75%)	125 dari 165 (75,75%) 125 of 165 (75,75%)

KINERJA ASPEK LINGKUNGAN HIDUP [OJK B.2]

ENVIRONMENTAL PERFORMANCE [OJK B.2]

Uraian Description	Satuan Unit	2025	2024	2023
Penggunaan Listrik Electricity Consumption	Gigajoule	55.562,5	56.743,5	25.578,2*
Penggunaan BBM Oil Fuel Consumption				
Avtur Jet fuel	Gigajoule	39.558.232	35.765.437	27.365.741
Solar Diesel	Gigajoule	3.251,4	2.508,0	1.038,4
Bensin Gasoline	Gigajoule	79.182,7	105.635,0	77.733,4
Penggunaan Air (area Kantor Pusat Garuda City Centre) Water Consumption (Head Office of Garuda City Centre)	Meter kubik Cubic Meter	47.367	46.472	20.464
Pengurangan limbah elektronik, AC bekas, baterai/ accu bekas, lampu Reduction of electronics, used AC, used battery, and lamp wastes	Ton Tons	3,1	-	1.556
Air Limbah dari Kantor Pusat Wastewater from Head Office	m3	37.894	37.398	13.932,16
Pengurangan efluen Effluent reduction	m3	-	-	-
Emisi GRK Cakupan 1 GHG Emission of Scope 1	Ton CO ₂ -eq	2.834.141,4	2.564.735,4	1.962.114,2
Emisi GRK Cakupan 2 GHG Emission of Scope 2	Ton CO ₂ -eq	14.415,4	9.457,3	6.636,1
Emisi GRK Cakupan 3 GHG Emission of Scope 3	Ton CO ₂ -eq	1.016,5	1.164,2	272,5
Pengurangan emisi yang dihasilkan pada Program Fuel Conservation Reduction of produced emissions from the Fuel Conservation Program	kgCO ₂	1.805.846	-	4.943.422
Pelestarian keanekaragaman hayati Biodiversity conservation	Batang pohon Trees	2.000	7.800	6.059
Repatriasi Tumbuhan dan Satwa Liar Repatriation of Plants and Wildlife	Tumbuhan/ Satwa Liar Plants/Wildlife	83.749	2.450	-

Keterangan:

*) Penggunaan listrik 2023 hanya berasal dari Kantor Pusat Garuda City Centre

Description:

*) Electricity consumption in 2023 was solely from the Garuda City Centre Headquarters

PELESTARIAN KEANEKARAGAMAN HAYATI

Sebagai bagian dari wujud komitmen terhadap upaya pelestarian keanekaragaman hayati, Garuda Indonesia turut ambil bagian dalam program kolaborasi Penanaman Mangrove yang direalisasikan bersama sejumlah BUMN. Program yang diinisiasi sejak Desember 2025 tersebut berhasil menambah luas area hijau pesisir di wilayah Raja Ampat hingga 400 meter persegi.

Bersama program tersebut, upaya kolaboratif juga diwujudkan dalam program Rehabilitasi Terumbu Karang, yang hingga akhir tahun 2025 berhasil memulihkan area terumbu karang seluas 225 meter persegi di wilayah Raja Ampat. Tak hanya bertujuan memulihkan alam dari kerusakan, kedua program tersebut juga diharapkan mampu mendukung keberlanjutan biota perairan dan pariwisata—yang mampu menjadi atraksi bagi wisatawan sekaligus menekan potensi abrasi di salah satu destinasi wisata super prioritas tersebut.

BIODIVERSITY CONSERVATION

As part of its commitment to biodiversity conservation, Garuda Indonesia participates in a collaborative Mangrove Planting program carried out together with several state-owned enterprises (SOEs). The program, initiated in December 2025, successfully expanded the coastal green area in the Raja Ampat region by up to 400 square meters.

Alongside this program, collaborative efforts are also carried out through the Coral Reef Rehabilitation program, which by the end of 2025 successfully restored 225 square meters of coral reef in the Raja Ampat region. In addition to restoring the environment from damage, both programs are also expected to support the sustainability of marine life and tourism, creating attractions for visitors while helping to reduce the risk of erosion in this super-priority tourist destination.

KINERJA ASPEK SOSIAL [OJK B.3]

SOCIAL PERFORMANCE [OJK B.3]

Dalam menjalankan aktivitas operasionalnya, Perseroan senantiasa berupaya memberikan dampak positif kepada pemangku kepentingannya. Dampak positif yang diberikan kepada masyarakat yaitu dilakukan melalui berbagai aktivitas tanggung jawab sosial dan lingkungan Perseroan. Selain itu, Perseroan senantiasa memberikan dampak positif karyawan berupa kesempatan dalam mengembangkan kompetensinya.

In conducting its operational activities, the Company consistently strives to create a positive impact for its stakeholders. The positive impact on the community is achieved through the Company's various social and environmental responsibility activities. Furthermore, the Company consistently provides a positive impact on employees by offering opportunities to develop their competencies.

Uraian Description	Satuan Unit	2025	2024	2023
Pengelolaan Sumber Daya Manusia Human Capital Management				
Rata-Rata Jam Pelatihan Pegawai Average Employee Training Hours	Jam/Pegawai Hours/Employee	20	19	16
Biaya Pengembangan Kompetensi Per Tahun* Annual Competency Development Costs	Dalam USD In USD	10.875.845	8.241.159	6.715.333
Biaya Pengembangan Kompetensi Per Pegawai* Employee Competency Development Cost	Dalam USD In USD	490,85	385	263
Employee Engagement	Skala Likert Likert Scale	83	86	82
Employee Satisfaction	Skala Likert Likert Scale	73	73	72
Pengelolaan Pelanggan Customer Management				
Indeks Kepuasan Pelanggan Customer Satisfaction Index	Skala Likert Likert Scale	83,9	84,6**	84,0
Net Promotor Score	%	54,7	65,2	74,5
Pengelolaan Masyarakat Community Management				
Pengeluaran untuk masyarakat (CSR) Community Expenditure (CSR)	Dalam USD In USD	256.397	931.107	366.649

Keterangan:
*)Konversi dari Rupiah ke USD merujuk APBN 2024, kurs 1USD = Rp16.000
**)Disajikan kembali
Description:
*)Conversion from Rupiah to USD according to APBN 2024, 1 USD = IDR 16,000
**)Restated

Namun demikian, aktivitas operasional Garuda Indonesia tidak terlepas dari terjadinya dampak negatif berupa adanya potensi timbulnya kecelakaan kerja. Upaya mitigasi yang dilakukan yaitu dengan melakukan pelaporan kepada internal unit yang membidangi fasilitas Kesehatan, unit yang membidangi *quality & safety* serta Unit Human Capital berkaitan dengan klaim asuransi kecelakaan kerja serta menerbitkan dan mempublikasikan *safety information* terkait dengan *situational awareness*, menyampaikan sebagai *lesson learn* pada setiap aktivitas *training* dan sebagainya.

Regardless, Garuda Indonesia's operational activities are not without negative impacts, including the potential occurrence of workplace accidents. Mitigation efforts include reporting incidents to the internal units responsible for health services, the Quality & Safety unit, and the Human Capital unit for workplace accident insurance claims, as well as issuing and publishing safety information on situational awareness and integrating lessons learned into all training activities. During the reporting period, the Company recorded 4 (four) workplace safety incidents. None

Sepanjang periode pelaporan, Perusahaan mencatat 4 (empat) kejadian insiden keselamatan kerja. Seluruh insiden tersebut tidak mengakibatkan fatalitas, namun termasuk dalam kategori *Lost Time Injury* (LTI) karena menyebabkan pekerja yang terdampak tidak dapat melaksanakan tugasnya untuk sementara waktu.

of these incidents resulted in fatalities, but they were classified as Lost Time Injuries (LTI) because they temporarily prevented the affected workers from performing their duties.

Uraian Description	Satuan Unit	2025	2024	2023
Jumlah kecelakaan kerja Total Occupational Accidents	Kejadian Incident	4	3	11

PROFIL
PERUSAHAAN [OJK C]
COMPANY PROFILE [OJK C]

VISI, MISI, DAN NILAI KEBERLANJUTAN [OJK C.1]

VISION, MISSION, AND SUSTAINABILITY VALUES [OJK C.1]

Garuda Indonesia telah menetapkan visi dan misi yang selaras dengan prinsip keberlanjutan. Dalam pernyataan visinya, tercermin bahwa Garuda Indonesia memiliki tujuan sebagai grup aviasi yang berkelanjutan. Sejalan dengan itu, misi yang diemban juga telah merepresentasikan nilai-nilai dan konsep keberlanjutan dalam setiap aspek operasionalnya.

Garuda Indonesia has established a vision and mission aligned with sustainability principles. In its vision statement, Garuda Indonesia expresses its goal of becoming a sustainable aviation group. In line with this, its mission also reflects sustainability values and concepts across all aspects of its operations.

Visi Vision

“TO BECOME A SUSTAINABLE AVIATION GROUP BY CONNECTING INDONESIA ARCHIPELAGO AND BEYOND WHILE PASSIONATELY DELIVER INDONESIAN HOSPITALITY TO THE WORLD”

“BUILDING A PROFITABLE AVIATION GROUP THROUGH STRONG BUSINESS FUNDAMENTALS WHILE DELIVERING SERVICE EXCELLENCE AND FOCUSING ON HIGH STANDARD OF SAFETY AND SECURITY BY PROFESSIONAL AND PASSIONATE EMPLOYEES”

Misi Mission

NILAI KEBERLANJUTAN

Sebagai bagian dari Badan Usaha Milik Negara, Perseroan memiliki tanggung jawab yang besar dalam mendukung pertumbuhan ekonomi nasional, meningkatkan kesejahteraan sosial, serta menciptakan lapangan pekerjaan yang luas. Oleh karenanya, penguatan nilai-nilai integritas dan profesionalisme menjadi sangat penting dalam mendorong kinerja yang unggul dan berkelanjutan. Perseroan telah menganut dan menanamkan nilai-nilai utama sumber daya manusia BUMN yang terdiri dari Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif (AKHLAK). Dengan menerapkan nilai AKHLAK, Perseroan berupaya memperkuat peran BUMN sebagai penggerak utama pertumbuhan ekonomi, pencapaian kesejahteraan sosial, penyedia lapangan pekerjaan, serta pengembang talenta. Nilai AKHLAK tidak hanya menjadi identitas perusahaan, tetapi juga pengikat budaya kerja yang mendorong kinerja yang berkelanjutan dan terus berkembang.

Nilai-nilai utama AKHLAK selaras dengan nilai-nilai keberlanjutan dengan penjelasan sebagai berikut.

1. Amanah

Memiliki definisi “memegang teguh kepercayaan yang diberikan” dengan panduan perilaku:

- Memenuhi janji dan komitmen;
- Bertanggungjawab atas tugas, keputusan, dan tindakan yang dilakukan;
- Berpegang teguh kepada nilai moral dan etika.

SUSTAINABILITY VALUES

As part of a State-Owned Enterprise, the Company bears a significant responsibility in supporting national economic growth, enhancing social welfare, and creating extensive employment opportunities. Hence, strengthening the values of integrity and professionalism is crucial in driving excellent and sustainable performance. The Company adheres to the core values of SOEs human capital, the AKHLAK, an acronym for Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative. By implementing the AKHLAK values, the Company strives to strengthen the role of SOEs as the main driver of economic growth, the achievement of social welfare, job creation, and talent development. The AKHLAK values are not only the company's identity but also a unifying work culture that drives a sustainable and continuously evolving performance.

AKHLAK core values align with sustainability principles, as explained below.

1. Amanah (Trustworthy)

Defined as “holding firmly to the trust given,” with behavioral guidelines:

- Fulfilling promises and commitments;
- Taking responsibility for tasks, decisions, and actions;
- Holding steadfast to moral and ethical values.

2. **Kompeten**
Memiliki definisi “terus belajar dan mengembangkan kapabilitas” dengan panduan perilaku:
 - Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah;
 - Membantu orang lain belajar;
 - Menyelesaikan tugas dengan kualitas terbaik.
3. **Harmonis**
Memiliki definisi “saling peduli dan menghargai perbedaan” dengan panduan perilaku:
 - Menghargai setiap orang apapun latar belakangnya;
 - Suka menolong orang lain;
 - Membangun lingkungan kerja yang kondusif.
4. **Loyal**
Memiliki definisi “berdedikasi dan mengutamakan kepentingan bangsa dan negara” dengan panduan perilaku:
 - Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara;
 - Rela berkorban untuk mencapai tujuan yang lebih besar;
 - Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.
5. **Adaptif**
Memiliki definisi “terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan” dengan panduan perilaku:
 - Cepat menyesuaikan diri untuk menjadi lebih baik;
 - Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi;
 - Bertindak proaktif.
6. **Kolaboratif**
Memiliki definisi “mendorong kerja sama yang sinergis” dengan panduan perilaku:
 - Memberi kesempatan kepada berbagai pihak untuk berkontribusi;
 - Terbuka dalam bekerja sama untuk menghasilkan nilai tambah;
 - Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

2. **Kompeten (Competent)**
Defined as “continuously learning and developing capabilities” with the following behavioral guidelines:
 - Enhancing personal competence to meet ever-changing challenges;
 - Helping others to learn;
 - Completing tasks in the best quality.
3. **Harmonis (Harmonious)**
Defined as “caring and respecting differences” with the following behavioral guidelines:
 - Respecting every person regardless of their background;
 - Willing to help others;
 - Creating a conducive work environment.
4. **Loyal**
Defined as “dedicated and prioritizing the interests of the nation and state” with the following behavioral guidelines:
 - Protecting the reputation of colleagues, leaders, SOEs, and the country;
 - Willing to sacrifice for a greater goal;
 - Obeying leaders as long as they do not conflict with law and ethics.
5. **Adaptif (Adaptive)**
Defined as “continuously innovating and being enthusiastic in driving or facing changes” with the following behavioral guidelines:
 - Quickly adjusting to be better;
 - Continuously improving in line with technological developments;
 - Being proactive.
6. **Kolaboratif (Collaborative)**
Defined as “encouraging synergistic cooperation” with the following behavioral guidelines:
 - Providing opportunities for various parties to contribute;
 - Being open to collaborate to generate added value;
 - Mobilizing the utilization of various resources for common goals.

AKHLAK

Sebagai Core Values BUMN dan Garuda Indonesia
As The Core Values of Soes and Garuda Indonesia

AKHLAK

SEBAGAI CORE VALUES BUMN DAN GARUDA INDONESIA
AS THE CORE VALUES OF SOES AND GARUDA INDONESIA

AMANAH

Kami Memegang Teguh Kepercayaan yang Diberikan
We Firmly Uphold the Trust Given

KOMPETEN

Kami Terus Belajar dan Mengembangkan Kapabilitas
We Continuously Learn and Develop Capabilities

HARMONIS

Kami Saling Peduli dan Menghargai Perbedaan
We Care for Others and Respect Differences

LOYAL

Kami Berdedikasi dan Mengutamakan Kepentingan Bangsa dan Negara
We Are Dedicated and Prioritize Mutual Interests

ADAPTIF

Kami Terus Berinovasi dan Antusias Dalam Menggerakkan ataupun Menghadapi Perubahan
We Continuously Innovate and are Enthusiastic about Driving or Facing Changes

KOLABORATIF

Kami Membangun Kerja Sama yang Sinergis
We Build Synergistic Collaboration

IDENTITAS PERUSAHAAN [OJK C.2, GRI 2-1, GRI 2-6]

COMPANY IDENTITY [OJK C.2, GRI 2-1, GRI 2-6]



Nama Perusahaan [GRI 2-1]

Company Name [GRI 2-1]

PT Garuda Indonesia (Persero) Tbk.

Nama Merek

Brand Name

Garuda Indonesia

Bidang Usaha [GRI 2-6]

Business Line [GRI 2-6]

Jasa Angkutan Udara Niaga
Commercial Air Transportation
Services

Tanggal Pendirian

Establishment Date

31 Maret 1950

March 31, 1950



Dasar Hukum Pendirian

Legal Basis of Establishment

Akta No. 137 tanggal 31 Maret 1950 dibuat di hadapan Raden Kadiman, Notaris di Jakarta, yang telah disetujui oleh Menteri Kehakiman Republik Indonesia Serikat sebagaimana tertuang dalam Keputusan No. J.A.5/12/10 tanggal 31 Maret 1950 dan diumumkan pada Berita Negara Republik Indonesia Serikat No. 30 tanggal 12 Mei 1950, tambahan No. 136.

Deed No. 137, dated March 31, 1950, passed before Raden Kadiman, a Notary in Jakarta, which was approved by the Minister of Justice of the Republic of Indonesia based on Decree No. J.A.5/12/10, dated March 31, 1950, and announced in the State Gazette of the Republic of Indonesia No. 30, dated May 12, 1950, Supplement No. 136.

Status dan Bentuk Badan

Hukum

Legal Status and Corporate Form

Perusahaan Tercatat

Listed Company

Kepemilikan [GRI 2-1]

Ownership [GRI 2-1]

- Negara Republik Indonesia 1 lembar saham A Dwiwarna (0,00%)
- PT Danantara Asset Management (Persero) (92,03%)
- Publik (7,92%)
- Republic of Indonesia: 1 share of A Dwiwarna (0.00%)
- PT Danantara Asset Management (Persero) (92.03%)
- Public (7.92%)

Modal Dasar

Authorized Capital

Modal Dasar Perseroan berjumlah Rp100.000.000.000.000 yang terbagi atas 907.382.928.511 saham yang terdiri dari:

- 1 lembar Saham Seri A Dwiwarna dengan nilai nominal sebesar Rp459
- 25.886.576.253 Saham Seri B dengan nominal sebesar Rp459 dengan nilai nominal seluruhnya sebesar Rp11.881.938.500.127
- 181.866.405.621 Saham Seri C dengan nilai nominal saham sebesar Rp196 per lembar saham dan nilai seluruhnya sebesar Rp35.645.815.501.716
- 699.629.946.636 Saham Seri D dengan nilai nominal saham sebesar Rp75 per lembar saham dan nilai seluruhnya sebesar Rp52.472.245.997.700

The Company's authorized capital amounts to IDR100,000,000,000,000, divided into 907,382,928,511 shares, consisting of:

- 1 Series A Dual-Class Share with a par value of IDR459
- 25,886,576,253 Series B Shares with a par value of IDR459, totaling IDR11,881,938,500,127
- 181,866,405,621 Series C Shares with a par value of IDR196 per share and a total par value of IDR35,645,815,501,716
- 699,629,946,636 Series D Shares with a par value of IDR75 per share and a total par value of IDR52,472,245,997,700

Pencatatan di Bursa
Efek Indonesia
Listing on the Indonesia
Stock Exchange

11 Februari 2011
February 11, 2011

Kode Saham
Ticker Code

GIAA



Modal Ditempatkan dan Disetor Penuh

Issued and Paid-up Capital

Dari modal tersebut telah ditempatkan dan disetor 44,86% atau sejumlah 407.091.703.837 saham dengan nilai nominal seluruhnya sebesar Rp48.409.222.186.854 yang terdiri dari:

- 1 Saham Seri A Dwiwarna, dengan nilai nominal sebesar Rp459
- 25.886.576.253 Saham Seri B dengan nominal sebesar Rp459 dengan nilai nominal seluruhnya sebesar Rp11.881.938.500.127
- 65.594.207.583 Saham Seri C dengan nominal seluruhnya sebesar Rp12.856.464.686.286
- 315.610.920.000 Saham Seri D dengan nilai nominal seluruhnya sebesar Rp23.670.819.000.000

Of the authorized capital, 44.86% or 407,091,703,837 shares have been issued and fully paid, with a total nominal value of IDR 48,409,222,186,854, consisting of:

- 1 Series A Dwiwarna Share with a nominal value of IDR459
- 25,886,576,253 Series B Shares with a nominal value of IDR459 per share, with a total nominal value of IDR11,881,938,500,127
- 65,594,207,583 Series C Shares with a total nominal value of IDR 12,856,464,686,286
- 315,610,920,000 Series D Shares with a total nominal value of IDR23,670,819,000,000



Jumlah Armada

Total Fleets

142 armada (78 armada dioperasikan oleh Garuda Indonesia Main Brand dan 64 armada dioperasikan oleh Citilink)

142 fleets (78 were operated by Garuda Indonesia Main Brand and the other 64 were operated by Citilink)

Usia Armada Rata-Rata

Average Fleet Age

13,32 Tahun (13,48 tahun untuk pesawat Garuda Indonesia Main Brand dan 13,16 tahun untuk Citilink)

13.32 years (13.48 years for Garuda Indonesia's main brand and 13.16 years for Citilink)



Jumlah Destinasi Penerbangan

Number of Flight Destinations

- 15 Internasional (20 Rute)
- 38 Domestik (44 Rute)
- 15 International (20 routes)
- 38 Domestic (44 routes)



Entitas Anak

Subsidiaries

- PT Aero Wisata
- PT Sabre Travel Network Indonesia
- PT Garuda Maintenance Facility Aero Asia Tbk
- PT Aero Systems Indonesia
- PT Citilink Indonesia
- Garuda Indonesia Holiday France S.A.S.

Jumlah Pegawai [OJK C.3]

Total Employees [OJK C.3]

5.154 Pegawai per 31 Desember 2025 (Garuda Indonesia).
5,154 Employees as of December 31, 2025 (Garuda Indonesia).

Akses Informasi [GRI 2-1]

Contact Address [GRI 2-1]

Alamat Kantor Pusat
Gedung Garuda Indonesia
Jl. Kebon Sirih No. 46A
Jakarta – 10110, Indonesia

Head Office Address
Garuda Indonesia Building
Jl. Kebon Sirih No. 46A
Jakarta – 10110, Indonesia

Alamat Kantor Manajemen:
Gedung Manajemen Garuda
Garuda City, Bandar Udara Internasional
Soekarno – Hatta
Tangerang – 15111, Indonesia
PO BOX 1004 TNG BUSH

Management Office Address:
Garuda Management Building
Garuda City, Soekarno Hatta International
Airport
Tangerang – 15111, Indonesia
PO BOX 1004 TNG BUSH

Corporate Secretary & TJSL Group Head
Andreas Tumpal H. Hutapea
Corporate Secretary & TJSL Group Head
Email: andreas.hutapea@garuda-indonesia.com
Telp: 021-25601935

Corporate Secretary & TJSL Group Head
Andreas Tumpal H. Hutapea
Corporate Secretary & TJSL Group Head
Email: andreas.hutapea@garuda-indonesia.com
Phone: 021-25601935

Corporate Communication & Investor Relations Group Head
Harsya Denny Suryo
Email: Denny.suryo@garuda-indonesia.com
Telp: 021-25601201

Corporate Communication & Investor Relations Group Head
Harsya Denny Suryo
Email: Denny.suryo@garuda-indonesia.com
Phone: 021-25601201

Contact Center:
0804 1 807 807/021 2351 9999
Layanan Contact Center tersedia selama 24 jam sehari dan 7 hari seminggu serta dapat diakses dari seluruh dunia (International Toll Free Service/ITFS)
Email: customer@garuda-indonesia.com
Situs Web: www.garuda-indonesia.com

Contact Center:
0804 1 807 807/021 2351 9999
Contact Center services are available 24 hours a day and 7 days a week and can be accessed from all over the world (International Toll-Free Service/ITFS)
Email: customer@garuda-indonesia.com
Website: www.garuda-indonesia.com

Media Sosial
X (Twitter): @IndonesiaGaruda
Facebook: Garuda Indonesia
Instagram: garuda.indonesia
YouTube Channel: Garuda Indonesia
TikTok: garuda.indonesia

Social Media
X (Twitter): @IndonesiaGaruda
Facebook: Garuda Indonesia
Instagram: garuda.indonesia
YouTube Channel: Garuda Indonesia
TikTok: garuda.indonesia

SKALA PERUSAHAAN [OJK C.3]

COMPANY SCALE [OJK C.3]

Rincian terkait skala perusahaan disajikan pada tabel di bawah ini:

Details regarding the company's scale are presented in the table below: As of the end of the reporting period, Garuda

Uraian Description	Satuan Unit	2025	2024	2023
Pendapatan Usaha Operating revenues	Dalam Juta USD In Million USD	3.216,6	3.416,5	2.936,6
Total Aset Total Assets	Dalam Juta USD In Million USD	7.431,6	6.618,6	6.727,6
Total Liabilitas Total Liabilities	Dalam Juta USD In Million USD	7.339,7	7.970,5	8.010,4
Total Ekuitas Total Equity	Dalam Juta USD In Million USD	91,9	(1.351,9)	(1.282,7)
Nama Pemegang Saham dan Persentase Names of Shareholders and Their Percentage		- Negara Republik Indonesia 1 lembar saham A Dwiwarna (0,00%) - PT Danantara Asset Management (Persero) (92,03%) - Publik (7,97%) - Republic of Indonesia: 1 share of A Dwiwarna (0.00%) - PT Danantara Asset Management (Persero) (92.03%) - Public (7.97%)	- Pemerintah Negara Republik Indonesia (64,54%) - PT Trans Airways (8,00%) - Publik (27,46%) - Government of the Republic of Indonesia (64.54%) - PT Trans Airways (8.00%) - Public (27.46%)	- Pemerintah Negara Republik Indonesia (64,54%) - PT Trans Airways (8,00%) - Publik (27,46%) - Government of the Republic of Indonesia (64.54%) - PT Trans Airways (8.00%) - Public (27.46%)
Jumlah Pegawai (Garuda Indonesia) Total Employees (Garuda Indonesia)	Orang Employees	5.154	4.502	4.401
Jumlah Anak Perusahaan (Garuda Indonesia) Number of Subsidiaries (Garuda Indonesia)	Entitas Anak Subsidiaries	6	6	6
Jumlah Strategic Business Unit (Garuda Indonesia) Number of Strategic Business Units (Garuda Indonesia)	Unit Units	2	2	2
Jumlah Kantor Perwakilan (Kantor Cabang Domestik, Internasional, Sales Office dan Airport Ticketing Office) (Garuda Indonesia) Number of Representative Offices (Domestic & International Branch Offices, Sales Offices, and Airport Ticketing Offices) (Garuda Indonesia)	Kantor Perwakilan Representative Offices	82	121	115
Jumlah Armada (Garuda Indonesia & Entitas anak Indonesia) Total Fleets (Garuda Indonesia & Subsidiaries)	Armada Fleets	142	139	137

INFORMASI MENGENAI PEGAWAI

[OJK C.3, GRI 2-7, 2-8, TR-AF-000.C]

Hingga akhir periode pelaporan, jumlah pegawai Garuda Indonesia sebanyak 5.154 orang pegawai yang terdiri dari 3.983 orang pegawai tetap, 835 orang pegawai kontrak (16,2%) dan 336 orang siswa (6,52%). Pegawai tetap merupakan seseorang yang telah melalui masa percobaan dan memenuhi persyaratan jabatan yang ditentukan serta diangkat dalam suatu surat Keputusan, Pegawai kontrak merupakan seseorang yang bekerja di dalam hubungan kerja berdasarkan perjanjian kerja untuk waktu tertentu dengan Perseroan Sedangkan, siswa yang dimaksud adalah seseorang yang menjalankan proses pendidikan dan pelatihan di Perseroan. Garuda Indonesia tidak membagi pegawai berdasarkan waktu kerja yaitu penuh waktu dan paruh waktu serta tidak memiliki pegawai *non-guaranteed hours employees*, sehingga seluruh pegawai Perseroan merupakan karyawan penuh waktu.

Selain itu, Garuda Indonesia memiliki program magang sebagai salah satu komitmen Perseroan kepada masyarakat dalam memberikan kesempatan kepada mahasiswa ataupun lulusan baru untuk dapat membangun kompetensi, memperluas wawasan dan mendapatkan pengalaman nyata di dunia kerja. Perseroan secara aktif berpartisipasi dalam Program Magang Mahasiswa Bersertifikat (PMMB) dari FHCI BUMN serta program magang Garuda Indonesia. Pada tahun 2025, Garuda Indonesia telah menerima 336 orang pekerja magang yang mayoritas di tempatkan *Head Office*.

Metode penyusunan laporan ini menggunakan *in head count* per 31 Desember 2023, 2024, dan 2025. Tidak terdapat fluktuasi jumlah karyawan yang signifikan selama periode pelaporan maupun antar periode pelaporan. Demografi karyawan adalah sebagai berikut.

KOMPOSISI PEGAWAI BERDASARKAN JENIS KELAMIN

INFORMATION ON EMPLOYEES

[OJK C.3, GRI 2-7, 2-8, TR-AF-000.C]

As of the end of the reporting period, Garuda Indonesia had a total of 5,154 employees, consisting of 3,983 permanent employees, 835 contract employees (16.2%), and 336 interns (6.52%). A permanent employee is an individual who has completed a probationary period, met the required job qualifications, and has been appointed through an official decision letter. A contract employee is an individual who works under an employment agreement for a specified period with the Company. Meanwhile, a student refers to someone undergoing education and training within the Company. Garuda Indonesia does not classify employees based on working hours, such as full-time and part-time employees, and does not have nonguaranteed hours employees. Therefore, all employees of the Company are full-time employees

In addition, Garuda Indonesia manages an internship program as part of the Company's commitment to society, providing opportunities for students or fresh graduates to build competencies, expand their knowledge, and gain real-world work experience. The Company actively participates in the Certified Student Internship Program (PMMB) organized by the Indonesian Human Capital Forum (FHCI) of State-Owned Enterprises and the Garuda Indonesia internship program. In 2025, Garuda Indonesia accepted 336 interns, most of whom were placed at the Head Office.

This report used the headcount method as of December 31, 2023, 2024, and 2025. There were no significant fluctuations in the number of employees during the reporting period or between reporting periods. The employee demographics are as follows:

EMPLOYEE COMPOSITION BY GENDER

Tabel Komposisi Pegawai Berdasarkan Jenis Kelamin
Table of Employee Composition by Gender

(dalam satuan orang)
(in person)

Jenis Kelamin Gender	2025	2024	2023
Pria Male	2.383	2.278	2.283
Wanita Female	2.771	2.224	2.118
Jumlah Total	5.154	4.502	4.401

KOMPOSISI PEGAWAI BERDASARKAN LEVEL ORGANISASI DAN JENIS KELAMIN

EMPLOYEE COMPOSITION BY ORGANIZATIONAL LEVEL AND GENDER

Tabel Komposisi Pegawai Berdasarkan Level Organisasi dan Jenis Kelamin

Table of Employee Composition by Organizational Level and Gender

(dalam satuan orang)
(in person)

Level Organisasi Organizational Level	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Direksi Board of Directors	8	-	8	5	1	6	6	-	6
Vice President	25	6	31	32	6	38	30	7	37
Senior Manager	138	61	199	144	58	202	138	52	190
Manager	115	114	229	279	226	505	307	226	533
Staf Staff	2.097	2.590	4.687	1.818	1.933	3.751	1.802	1.833	3.635
Jumlah Total	2.383	2.771	5.154	2.278	2.224	4.502	2.283	2.118	4.401

KOMPOSISI PEGAWAI BERDASARKAN USIA DAN JENIS KELAMIN

EMPLOYEE COMPOSITION BY AGE AND GENDER

Tabel Komposisi Pegawai Berdasarkan Usia dan Jenis Kelamin

Table of Employee Composition by Age and Gender

(dalam satuan orang)
(in person)

Usia Age	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
>50 tahun >50 years old	392	300	692	412	295	707	454	289	743
41 – 50 tahun 41 – 50 years old	398	157	555	368	137	505	355	163	518
31 – 40 tahun 31 – 40 years old	1.151	1.390	2.541	1.127	1.229	2.356	1.096	1.104	2.200
21 – 30 tahun 21 – 30 years old	442	924	1.366	371	563	934	378	562	940
Jumlah Total	2.383	2.771	5.154	2.278	2.224	4.502	2.283	2.118	4.401

KOMPOSISI PEGAWAI BERDASARKAN TINGKAT PENDIDIKAN DAN JENIS KELAMIN

EMPLOYEE COMPOSITION BY EDUCATIONAL LEVEL AND GENDER

Tabel Komposisi Pegawai Berdasarkan Tingkat Pendidikan dan Jenis Kelamin

Table of Employee Composition by Educational Level and Gender

(dalam satuan orang)
(in person)

Tingkat Pendidikan Educational Level	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
S3 Doctorate Degree	-	2	2	3	3	6	3	3	6
S2 Master's Degree	153	89	242	139	79	218	144	72	216

Tabel Komposisi Pegawai Berdasarkan Tingkat Pendidikan dan Jenis Kelamin

Table of Employee Composition by Educational Level and Gender

(dalam satuan orang)
(in person)

Tingkat Pendidikan Educational Level	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
S1 Bachelor's Degree	897	1.281	2.178	784	877	1661	714	741	1.455
Sarjana Muda Diploma Diploma	714	263	977	711	192	903	737	193	930
SMA Senior High school	619	1.136	1.755	641	1073	1714	685	1.109	1.794
Jumlah Total	2.383	2.771	5.154	2.278	2.224	4.502	2.283	2.118	4.401

KOMPOSISI PEGAWAI BERDASARKAN STATUS KEPEGAWAIAN DAN JENIS KELAMIN

EMPLOYEE COMPOSITION BY EMPLOYMENT STATUS AND GENDER

Tabel Komposisi Pegawai Berdasarkan Status Kepegawaian dan Jenis Kelamin

Table of Employee Composition by Employment Status and Gender

(dalam satuan orang)
(in person)

Status Kepegawaian Employment Status	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Pegawai Tetap Permanent Employee	2.015	1.968	3.983	2.090	2.017	4.107	2.129	2.032	4.161
Pegawai Kontrak Contract Employee	270	565	835	171	154	325	59	45	104
Siswa Student	98	238	336	17	53	70	95	41	136
Jumlah Total	2.383	2.771	5.154	2.278	2.224	4.502	2.283	2.118	4.401

KOMPOSISI PEGAWAI BERDASARKAN WILAYAH KERJA DAN JENIS KELAMIN

EMPLOYEE COMPOSITION BY WORKING AREAS AND GENDER

Tabel Komposisi Pegawai Berdasarkan Wilayah Kerja dan Jenis Kelamin

Table of Employee Composition by Working Areas and Gender

(dalam satuan orang)
(in person)

Wilayah Kerja Work Area	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Dalam Negeri Domestic	2.292	2.681	4.973	2.195	2.143	4.338	2.216	2.051	4.267
Luar Negeri International	91	90	181	83	81	164	67	67	134
Jumlah Total	2.383	2.771	5.154	2.278	2.224	4.502	2.283	2.118	4.401

KOMPOSISI PEGAWAI TETAP BERDASARKAN WILAYAH KERJA DAN JENIS KELAMIN

PERMANENT EMPLOYEE COMPOSITION BY WORKING AREAS AND GENDER

Tabel Komposisi Pegawai Tetap Berdasarkan Wilayah Kerja dan Jenis Kelamin

Table of Permanent Employee Composition by Working Areas and Gender

(dalam satuan orang)
(in person)

Wilayah Kerja Work Area	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Dalam Negeri Domestic	1.938	1.890	3.828	2.015	1.944	3.959	2.068	1.968	4.036
Luar Negeri International	77	78	155	75	73	148	61	64	125
Jumlah Total	2.015	1.968	3.983	2.090	2.017	4.107	2.129	2.032	4.161

KOMPOSISI PEGAWAI KONTRAK BERDASARKAN WILAYAH KERJA DAN JENIS KELAMIN

CONTRACT EMPLOYEE COMPOSITION BY WORKING AREAS AND GENDER

Tabel Komposisi Pegawai Kontrak Berdasarkan Wilayah Kerja dan Jenis Kelamin

Table of Contract Employee Composition by Working Areas and Gender

(dalam satuan orang)
(in person)

Wilayah Kerja Work Area	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Dalam Negeri Domestic	256	553	809	163	146	309	59	45	104
Luar Negeri International	14	12	26	8	8	16	0	0	0
Jumlah Total	270	565	835	171	154	325	59	45	104

KOMPOSISI SISWA BERDASARKAN WILAYAH KERJA DAN JENIS KELAMIN

INTERN COMPOSITION BY WORKING AREAS AND GENDER

Tabel Komposisi Siswa Berdasarkan Wilayah Kerja dan Jenis Kelamin

Table of Intern Composition by Working Areas and Gender

(dalam satuan orang)
(in person)

Wilayah Kerja Work Area	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Dalam Negeri Domestic	98	238	336	17	53	70	89	38	127
Luar Negeri International	-	-	-	0	0	0	6	3	9
Jumlah Total	98	238	336	17	53	70	95	41	136

KOMPOSISI PEKERJA NON PEGAWAI LANGSUNG BERDASARKAN WILAYAH KERJA DAN JENIS KELAMIN [GRI 2-8]

ON-STAFF WORKERS COMPOSITION BY WORKING AREAS AND GENDER [GRI 2-8]

Tabel Komposisi Pekerja Non Pegawai Berdasarkan Wilayah Kerja dan Jenis Kelamin
Table of Non-Staff Workers Composition by Working Areas and Gender

(dalam satuan orang)
(in person)

Pekerja Non Pegawai	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Pekerja Magang Interns	98	238	336	33	36	69	37	24	61
Pekerja Alih Daya Outsourced Employee	-	-	-	851	560	1.411	866	512	1.378
Jumlah Total	98	238	336	884	596	1.480	903	536	1.439

WILAYAH OPERASIONAL [OJK C.2, C.3, GRI 2-1]

Sampai dengan akhir tahun 2025, Garuda Indonesia memiliki 41 Kantor Cabang yang tersebar di seluruh wilayah Indonesia dan Internasional serta memiliki berbagai Kantor Layanan lainnya.

OPERATIONAL AREAS [OJK C.2, C.3, GRI 2-1]

By the end of 2025, Garuda Indonesia has 41 branch offices across Indonesia and internationally, along with various other service offices.



Alamat lengkap kantor cabang domestik, kantor cabang internasional, Passenger Agent (PSA), Garuda Indonesia Cargo Regional, dan Cargo Service Centre (CSC) disampaikan di Laporan Tahunan Garuda Indonesia Tahun 2025.

The addresses of domestic branch offices, international branch offices, Passenger Sales Agents (PSA), Garuda Indonesia Cargo Regional offices, and Cargo Service Centers (CSC) are presented in the Company's 2025 Annual Report.

Destinasi Domestik Domestic Destinations



Selain itu, pada akhir tahun 2025 Garuda Indonesia mengoperasikan sebanyak 44 rute domestik yang melayani 38 destinasi domestik, serta 20 rute internasional menuju 15 destinasi internasional. Secara konsolidasi, jaringan penerbangan Garuda Indonesia Group yang mencakup layanan Garuda Indonesia dan Citilink mencapai total 87 rute penerbangan, terdiri dari 64 rute domestik dan 23 rute internasional, sebagai bagian dari upaya Perseroan dalam memperluas konektivitas dan memperkuat layanan penerbangan di pasar domestik maupun internasional.

In addition, by the end of 2025, Garuda Indonesia will operate 44 domestic routes serving 38 domestic destinations, as well as 20 international routes to 15 international destinations. On a consolidated basis, the Garuda Indonesia Group's flight network which includes services by Garuda Indonesia and Citilink totals 87 flight routes, comprising 64 domestic routes and 23 international routes, as part of the Company's efforts to expand connectivity and strengthen flight services in both domestic and international markets.

38 Destinasi Domestik
Domestic Destination

44 Rute Domestik
Domestic Route



*Visualisasi peta pada halaman ini merepresentasikan jaringan penerbangan Garuda Indonesia, sedangkan data total rute dan destinasi pada narasi mencakup jaringan Garuda Indonesia Group (Garuda Indonesia dan Citilink)

*The map on this page depicts Garuda Indonesia's flight network, while the total number of routes and destinations mentioned in the text covers the Garuda Indonesia Group's network (Garuda Indonesia and Citilink)

Destinasi Internasional International Destinations



20 Rute Penerbangan
Flight Routes

15 Destinasi Internasional
International Destination



KEGIATAN USAHA YANG DIJALANKAN [OJK C.4, GRI 2-6]

BUSINESS ACTIVITIES PERFORMED [OJK C.4, GRI 2-6]

Garuda Indonesia menjalankan kegiatan operasionalnya sesuai dengan Pasal 3 Anggaran Dasar Perseroan sebagaimana termuat dalam Akta No. 37 tanggal 20 Januari 2026 yang dibuat di hadapan Aulia Taufani, S.H., Notaris di Kota Administrasi Jakarta Selatan, yang penerimaan pemberitahuan perubahan anggaran dasarnya telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum Republik Indonesia melalui Surat No. AHU-AH.01.03-0035480 tanggal 9 Februari 2026, ruang lingkup kegiatan usaha Perseroan mencakup kegiatan usaha utama dan pendukung sesuai ketentuan dan peraturan perundang-undangan yang berlaku. Penjelasan kegiatan usaha utama dan pendukung menurut Anggaran Dasar serta kegiatan yang sudah dijalankan secara lengkap telah disampaikan pada Laporan Tahunan bagian Profil Perusahaan tahun 2025.

Garuda Indonesia conducts its operations in accordance with Article 3 of the Company's Articles of Association as set forth in Deed No. 37 dated January 20, 2026, executed before Aulia Taufani, S.H., a Notary in the Administrative City of South Jakarta, whose notification of amendments to the Articles of Association has been received and recorded in the Legal Entity Administration System of the Ministry of Law of the Republic of Indonesia via Letter No. AHU-AH.01.03-0035480 dated February 9, 2026; the scope of the Company's business activities encompasses primary and supporting business activities in accordance with applicable laws and regulations. A detailed explanation of the primary and supporting business activities as stipulated in the Articles of Association, as well as the activities already carried out, has been provided in the 2025 Annual Report under the Company Profile section.

RANTAI NILAI DAN HUBUNGAN BISNIS LAINNYA

VALUE CHAIN AND OTHER BUSINESS RELATIONSHIPS

RANTAI NILAI

AKTIVITAS ORGANISASI, PRODUK, LAYANAN DAN PASAR YANG DILAYANI [C.4, GRI 2-6]

Penyediaan produk dan layanan Perseroan telah memenuhi standar internasional yang dikemas dalam konsep Garuda Indonesia Experience, yakni pengalaman perjalanan yang terintegrasi mulai dari tahap *pre-flight*, *in-flight*, hingga *post-flight*, yang dirancang untuk memanjakan kelima panca indra penumpang.

VALUE CHAIN

ORGANIZATIONAL ACTIVITIES, PRODUCTS, SERVICES, AND SERVED MARKETS [C.4, GRI 2-6]

The Company's products and services have complied with international standards, encapsulated in the Garuda Indonesia Experience concept—an integrated travel experience spanning the pre-flight, in-flight, and post-flight stages, designed to cater to passengers' five senses.

Sight

Pengalaman visual yang memanjakan mata penumpang.
A visually appealing experience for passengers.

Sound

Menghadirkan Garuda Indonesia Experience melalui perangkat mutakhir Audio & Video on Demand (AVOD).
Advanced Audio & Video on Demand (AVOD) technology to enhance immersive in-flight entertainment experience.

Scent

Membawa aroma yang menyegarkan sekaligus menenangkan di kantor penjualan dan lounge.
Refreshing and calming fragrances are present around sales offices and lounges.

Taste

Menyuguhkan cita rasa makanan dan minuman khas nusantara.
A culinary journey featuring authentic Indonesian flavors.

Touch

Menghadirkan konsep *touch* yang tercermin dalam layanan tulus dan bersahabat.
Genuine and attentive service, reflecting the warmth and hospitality of Indonesia.

Produk dan jasa yang dimiliki oleh Perseroan antara lain Jasa Penerbangan, Jasa Pemeliharaan Pesawat, Jasa Lainnya dan Pengembangan Armada. Penjelasan lengkap terkait produk dan jasa telah disampaikan pada Laporan Tahunan Garuda Indonesia tahun 2025 bagian Profil Perusahaan.

The Company's portfolio includes Aviation Services, Aircraft Maintenance Services, Other Services, and Fleet Development. A detailed description of these products and services is provided in the Garuda Indonesia 2025 Annual Report under the Company Profile section.

RANTAI PASOK [GRI 2-6]

Dalam rangka menunjang aktivitas bisnisnya, Garuda Indonesia telah melibatkan berbagai pemasok barang dan jasa yang meliputi pemasok penyedia fuel, ground handling, catering, konsultan, dan lainnya. Sepanjang tahun 2025, Garuda Indonesia telah bekerja sama dengan 126 pemasok lokal dan 42 pemasok yang berasal dari luar negeri. Informasi penggunaan pemasok lokal lebih lengkap telah disampaikan pada Laporan Keberlanjutan ini bagian Pengadaan Barang dan Jasa.

Penerapan rantai pasokan terhadap penyediaan pesawat terbang berdasarkan Keputusan Fleet Plan yang terdapat dalam Rencana Pokok Produksi (RPP). Proses penyediaan pesawat telah terdapat di dalam Manual Penyediaan dan Pengelolaan Pesawat. Dalam hal peningkatan kualitas kinerja, Perseroan telah memperbaiki prosedur agar lebih sesuai dengan perkembangan terkini. Penetapan indikator keberhasilan dalam penerapan program penyediaan pesawat terbang telah tercantum dalam *Key Performance Indicator* (KPI) yaitu perbandingan antara kebutuhan pesawat yang direncanakan dan jumlah pesawat yang berhasil didatangkan. Monitoring kinerja rantai pasokan dilakukan secara berkala, seiring dengan pelaporan bulanan pencapaian KPI pemenuhan pesawat.

Selain itu, Garuda Indonesia telah melakukan evaluasi atau penilaian terhadap para *lessor* (pihak penyewa pesawat) yang terlibat dalam operasional penerbangan haji melalui proses *lessor assessment*. Penilaian ini dilakukan untuk memastikan bahwa layanan dan kerja sama dari *lessor* sesuai dengan standar yang diharapkan. Adapun indikator-indikator yang digunakan dalam *lessor assessment* antara lain: ketepatan waktu, kualitas komunikasi dan kerja sama personil dan *technical problem*, *cargo*, akomodasi, kemampuan personil, fleksibilitas dan sikap proaktif, kelengkapan *cabin equipment*, serta dokumentasi dan pelaporan.

ENTITAS HILIR [GRI 2-6]

Garuda Indonesia senantiasa meningkatkan sinergi bisnis dengan Entitas Anak. Sinergi tersebut adalah sebagai berikut.

SUPPLY CHAIN [GRI 2-6]

To support its business operations, Garuda Indonesia collaborates with various suppliers, including providers of fuel, ground handling, catering, consultancy, and other essential services. Throughout 2025, the Company has partnered with 126 local and 42 international suppliers. Further details regarding utilizing local suppliers are provided in the Procurement of Goods and Services section of the Sustainability Report.

The implementation of the supply chain to the provision of aircraft is based on the Fleet Plan Decision contained in the Basic Production Plan (RPP). The aircraft provisioning process is contained in the Aircraft Supply and Management Manual. In terms of performance quality improvement, the Company has updated the procedures to be more in line with the latest developments. The determination of success indicators in the implementation of the aircraft supply program has been stated in the Key Performance Indicator (KPI), namely the comparison between the planned aircraft requirements and the number of aircrafts successfully delivered. Monitoring of supply chain performance is done regularly, along with monthly reporting on the achievement of aircraft fulfillment KPIs.

Moreover, Garuda Indonesia has evaluated or assessed the lessors involved in Hajj flight operations through a lessor assessment process. This assessment is conducted to ensure that the services and cooperation of the lessors are in line with the expected standards. The indicators used in the lessor assessment include: punctuality, quality of communication and cooperation of personnel and technical problems, cargo, accommodation, personnel capabilities, flexibility and proactive attitude, an exhaustive set of cabin equipment, as well as documentation and reporting.

DOWNSTREAM ENTITIES [GRI 2-6]

Garuda Indonesia continuously strengthens business synergies with its subsidiaries, as detailed below:

ENTITAS ANAK SUBSIDIARIES	SINERGI SYNERGY
PT Aero Wisata	Perusahaan yang bergerak di bidang usaha jasa penyediaan barang dan/atau jasa yang bermutu tinggi dan berdaya saling kuat di bidang usaha pariwisata dan jasa pendukung angkutan udara dengan tujuan menjadi penyedia layanan terdepan pada industri <i>hospitality</i> dan wisata nasional. Provides high-quality and mutually reinforcing goods and/or services in tourism and air transportation support industries to become a leading service provider in the national hospitality and tourism sector.
PT Sabre Travel Network Indonesia	Perusahaan yang bergerak di bidang penyedia jasa sistem reservasi perjalanan. Specializes in travel reservation system services.
PT Garuda Maintenance Facility Aero Asia Tbk	Perusahaan yang bergerak di bidang <i>maintenance, repair, overhaul</i> (MRO), pembuatan dan perawatan sarana pendukung, jasa <i>engineering</i> , jasa layanan material, logistik, pergudangan dan konsinyasi serta jasa konsultan, pelatihan dan penyediaan tenaga ahli di bidang perawatan pesawat, komponen dan mesin pesawat udara. Engages in maintenance, repair, and overhaul (MRO) services, including manufacturing and maintenance of supporting facilities, engineering services, logistics, warehousing, and consultancy.
PT Aero Systems Indonesia	Perusahaan yang bergerak di bidang teknologi informasi untuk berbagai industri seperti transportasi, travel dan industri terkait. Operates in information technology, serving industries such as transportation, travel, and other related sectors.
PT Citilink Indonesia	Perusahaan yang bergerak di bidang jasa angkutan udara. Specializes in air transportation services.
Garuda Indonesia Holiday France (GIH)	Perusahaan yang bergerak di bidang Biro Perjalanan Wisata, Penjualan Tiket, dan Jasa Penyewaan Pesawat. Engages in travel agency operations, ticket sales, and aircraft leasing services.

HUBUNGAN BISNIS LAIN YANG RELEVAN [GRI 2-6]

Garuda Indonesia menjalin kerja sama *marketing* berupa kemitraan *Frequent Flyer Program* (FFP) dengan Scandinavian Airlines (SAS). Anggota GarudaMiles dapat memperoleh dan menukarkan miles pada penerbangan SAS. Kemitraan ini meningkatkan aspek kepuasan anggota GarudaMiles dengan semakin bertambahnya opsi penerbangan dan penggunaan miles. Di samping itu, Perseroan juga melaksanakan Kerja Sama Operasi sebagai berikut.

OTHER RELEVANT BUSINESS RELATIONSHIPS [GRI 2-6]

Garuda Indonesia has established a marketing partnership in the form of a Frequent Flyer Program (FFP) partnership with Scandinavian Airlines (SAS). GarudaMiles members can earn and redeem miles on SAS flights. This partnership enhances the member satisfaction aspect of GarudaMiles with more flight options and miles usage. The Company also conducts the following Operating Cooperation.

Nama Perusahaan Company Name	Kerja Sama Operasi Operating Partnership
Qatar Airways (QR)	- Mengamankan pendapatan yang konsisten dan dapat diprediksi untuk Garuda Indonesia, mendukung keberlanjutan keuangan jangka panjang. - Memperkuat jejak Garuda Indonesia di Timur Tengah, Afrika, dan sekitarnya, sehingga meningkatkan daya saing global. - Meningkatkan konektivitas ke pasar Eropa melalui SPA di luar Doha (DOH) dan <i>block space</i> pada rute CGK-DOH untuk meningkatkan statusnya sebagai pusat transit global utama - Menghadirkan konektivitas global yang tak tertandingi dan meningkatkan pengalaman perjalanan bagi penumpang di seluruh dunia - Securing consistent and predictable revenue for Garuda Indonesia, supporting long-term financial sustainability. - Strengthening Garuda Indonesia's footprint in the Middle East, Africa and beyond, thereby enhancing global competitiveness. - Enhancing connectivity to European markets through SPA beyond Doha (DOH), enhancing its status as a key global transit hub. - Delivering unrivaled global connectivity and an enhanced travel experience for passengers around the world.
Korean Air (KE)	- Mengamankan stabilitas pendapatan sepanjang tahun dengan memanfaatkan kerja sama strategis dengan Korean Air untuk menyeimbangkan fluktuasi permintaan musiman. - Memperkuat kehadiran Garuda Indonesia di pasar Asia Timur. - Memaksimalkan keunggulan strategis aliansi SkyTeam untuk memperkuat kolaborasi dan meningkatkan konektivitas global di seluruh jaringan kedua maskapai. - Meningkatkan konektivitas ke pasar Korea melalui SPA domestik korea dan <i>soft block</i> pada rute DPS-ICN untuk meningkatkan statusnya sebagai pusat transit global utama. - Securing revenue stability throughout the year by leveraging strategic cooperation with Korean Air to balance seasonal demand fluctuations. - Strengthening Garuda Indonesia's presence in the East Asian market. - Maximizing the strategic advantages of the SkyTeam alliance to strengthen collaboration and enhance global connectivity across both airlines' networks. - Enhancing connectivity to the Korean market through a domestic Korea SPA and soft block on the DPS-ICN route, enhancing its status as a key global transit hub.
KLM Royal Dutch Airlines (KLM)	- Mengamankan stabilitas pendapatan sepanjang tahun dengan memanfaatkan kerja sama strategis dengan Korean Air untuk menyeimbangkan fluktuasi permintaan musiman. - Memperkuat kehadiran Garuda Indonesia di pasar Eropa. - Memaksimalkan keunggulan strategis aliansi SkyTeam untuk memperkuat kolaborasi dan meningkatkan konektivitas global di seluruh jaringan kedua maskapai. - Meningkatkan konektivitas ke pasar Eropa melalui kerjasama SPA dan <i>seat swap</i>. - Securing revenue stability throughout the year by leveraging strategic cooperation with Korean Air to balance seasonal demand fluctuations. - Strengthening Garuda Indonesia's presence in the European market. - Maximizing the strategic advantages of the SkyTeam alliance to strengthen collaboration and enhance global connectivity across both airlines' networks. - Enhancing connectivity to European markets through SPA cooperation and seat swap arrangements.
Singapore Airlines (SQ)	- Mengamankan stabilitas pendapatan sepanjang tahun dengan memanfaatkan kerja sama strategis melalui <i>codeshare</i> dengan Japan Airlines untuk menyeimbangkan fluktuasi permintaan musiman. - Meningkatkan fleksibilitas jaringan dengan memungkinkan GA menjangkau destinasi yang belum terlayani dan memberikan opsi tambahan bagi penumpang melalui kerja sama <i>Joint Venture</i>. - Memaksimalkan keunggulan strategis aliansi SkyTeam untuk memperkuat kolaborasi dan meningkatkan konektivitas global di seluruh jaringan kedua maskapai. - Securing revenue stability throughout the year by leveraging strategic cooperation through a codeshare partnership with Japan Airlines to balance seasonal demand fluctuations. - Enhancing network flexibility by enabling Garuda Indonesia to reach unserved destinations and provide additional options for passengers through Joint Venture cooperation. - Maximizing the strategic advantages of the SkyTeam alliance to strengthen collaboration and enhance global connectivity across both airlines' networks.

Nama Perusahaan Company Name	Kerja Sama Operasi Operating Partnership
Japan Airlines (JL)	• Mengamankan stabilitas pendapatan sepanjang tahun dengan memanfaatkan kerja sama strategis melalui codeshare dengan Japan Airlines untuk menyeimbangkan fluktuasi permintaan musiman • Meningkatkan fleksibilitas jaringan dengan memungkinkan GA menjangkau destinasi yang belum terlayani dan memberikan opsi tambahan bagi penumpang melalui kerja sama Joint Business • Memaksimalkan keunggulan strategis aliansi SkyTeam untuk memperkuat kolaborasi dan meningkatkan konektivitas global di seluruh jaringan kedua maskapai. • Securing revenue stability throughout the year by leveraging strategic cooperation through a codeshare partnership with Japan Airlines to balance seasonal demand fluctuations. • Enhancing network flexibility by enabling Garuda Indonesia to reach unserved destinations and provide additional options for passengers through Joint Business cooperation. • Maximizing the strategic advantages of the SkyTeam alliance to strengthen collaboration and enhance global connectivity across both airlines' networks.
Citilink (QG)	• Meningkatkan strategi jaringan yang sinergis di mana Garuda Indonesia dan QG saling memanfaatkan kekuatan rute masing-masing untuk memaksimalkan cakupan keseluruhan • Meningkatkan fleksibilitas jaringan dengan memungkinkan GA menjangkau destinasi yang belum terlayani dan memberikan opsi tambahan bagi penumpang • Memperkuat keberadaan merek dan pengalaman pelanggan di bawah identitas Garuda Indonesia Group yang terpadu. • Enhancing a synergistic network strategy where Garuda Indonesia and QG leverage each other's route strengths to maximize overall coverage. • Increasing network flexibility by enabling GA to reach underserved destinations and provide additional options for passengers. • Strengthening brand presence and customer experience under a unified Garuda Indonesia Group identity.
AccesRail (9B)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama antara maskapai dan rail. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through airline and rail cooperation.
Aeromexico (AM)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Air Astana (KC)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Air Baltic (BT)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Air Caledonie (SB)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Air Canada (AC)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Air China (CA)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Air Europe (UX)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Air France (AF)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.

Nama Perusahaan Company Name	Kerja Sama Operasi Operating Partnership
Air India (AI)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Air Mauritius (MK)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Air New Zealand (NZ)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
All Nippon Airways (NH)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
APG Airlines (GP)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Asiana Airlines (OZ)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Bangkok Airways (PG)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Biman Bangladesh Airlines (BG)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>Codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through Codeshare and SPA cooperation.
British Airways (BA)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Cathay Pacific (CX)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
China Airlines (CI)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
China Eastern Airlines (MU)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
China Southern Airlines (CZ)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.

Nama Perusahaan Company Name	Kerja Sama Operasi Operating Partnership
Delta Airlines (DL)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Egypt Air (MS)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Emirates (EK)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
Ethiopian Airlines (ET)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Etihad Airways (EY)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
Eva Airways (BR)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Fiji Airways (FJ)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Finn Air (AY)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Gulf Air (GF)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Hahn Airlines (HR)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>Multilateral Interline Traffic Agreement</i> (MITA) Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through cooperation under the Multilateral Interline Traffic Agreement (MITA).
Hainan Airlines (HU)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Hong Kong Airlines (HX)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
IndiGo (6E)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.

Nama Perusahaan Company Name	Kerja Sama Operasi Operating Partnership
Jeju Air (7C)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Jetstar (JQ)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Jetstar Japan (GK)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Kenya Airways (KQ)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Kuwait Airways (KU)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Lao Airlines (QV)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Lot Polish (LO)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Lufthansa Group (LX, LH, OS, AZ)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Malaysian Airline (MH)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
Myanmar Airways (8M)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Myanmar National Airlines (UB)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Nepal Airlines (RA)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Oman Air (WY)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.

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Philippine Airlines (PR)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Qantas Airways (QF)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Royal Brunei Airlines (BI)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Royal Jordanian (RJ)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Saudi Arabian Airlines (SV)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
Scandinavian Airlines (SK)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Srilankan Airlines (UL)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Starlux Airlines (JX)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Swiss International Airlines (LX)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Thai Airways (TG)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Turkish Airlines (TK)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
United Airlines (UA)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Uzbekistan Airways (HY)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.

Nama Perusahaan Company Name	Kerja Sama Operasi Operating Partnership
Vietnam Airlines (VN)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
Virgin Australia (VA)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through SPA cooperation.
Xiamen Airlines (MF)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
ITA Airways (AZ)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.
Air India (AI)	Meningkatkan fleksibilitas jaringan dan potensi pendapatan dengan memungkinkan maskapai menjual rute <i>beyond</i> melalui mitra kerja sama, serta memberikan kepastian pembagian prorata dan struktur tarif yang kompetitif melalui kerja sama <i>codeshare</i> dan SPA. Enhancing network flexibility and revenue potential by enabling the airline to sell beyond routes through partner airlines, while ensuring prorata sharing certainty and a competitive fare structure through codeshare and SPA cooperation.

Sampai dengan 31 Desember 2025, Garuda Indonesia tidak memiliki hubungan bisnis lainnya termasuk dengan Perusahaan Ventura Bersama.

As of December 31, 2025, Garuda Indonesia has no other business relationships, including partnerships with Joint Venture Companies.

PERUBAHAN PERUSAHAAN YANG BERSIFAT SIGNIFIKAN PADA ORGANISASI [OJK C.6, GRI 2-6]

CHANGES IN THE COMPANY THAT ARE SIGNIFICANT TO THE ORGANIZATION [OJK C.6, GRI 2-6]

Sampai dengan 31 Desember 2025, Perseroan mengalami perubahan signifikan sebagai bagian dari program restrukturisasi keuangan melalui berbagai aksi korporasi strategis yang bertujuan untuk memperkuat struktur ekuitas serta meningkatkan kesehatan keuangan secara keseluruhan.

Through December 31, 2025, the Company underwent significant changes as part of a financial restructuring program through various strategic corporate actions aimed at strengthening its equity structure and improving its overall financial health.

Inisiatif utama meliputi penyelesaian kewajiban pada entitas di dalam Garuda Indonesia Group untuk memperbaiki posisi keuangan dan meningkatkan efisiensi beban pendanaan, serta pelaksanaan inbreng lahan kepada entitas GMF dalam Garuda Indonesia Group guna memperkuat struktur ekuitas dan mendukung peningkatan profitabilitas secara konsolidasi.

Key initiatives include settling liabilities with entities within the Garuda Indonesia Group to improve the financial position and enhance funding cost efficiency, as well as the contribution of land to the GMF entity within the Garuda Indonesia Group to strengthen the equity structure and support improved consolidated profitability.

Selain itu, Perseroan juga melakukan penguatan struktur permodalan melalui penambahan modal dan penataan kewajiban, yang mendukung kebutuhan pendanaan operasional, termasuk pemeliharaan armada serta penyelesaian kewajiban di lingkungan Garuda Indonesia Group. Sebagai Badan Usaha Milik Negara, langkah-langkah tersebut juga diikuti dengan penyesuaian struktur kepemilikan saham sebagai bagian dari proses transformasi yang berkelanjutan.

Di tahun 2025, terdapat penutupan 39 kantor perwakilan yang semula ada 121 di tahun 2024, menjadi 82 di tahun 2025.

Additionally, the Company is strengthening its capital structure through capital increases and debt restructuring, which support operational funding needs, including fleet maintenance and the settlement of obligations within the Garuda Indonesia Group. As a State-Owned Enterprise, these steps are also accompanied by adjustments to the shareholding structure as part of an ongoing transformation process.

By 2025, 39 representative offices have been closed, reducing the total from 121 in 2024 to 82 in 2025.

KEANGGOTAAN ASOSIASI [OJK C.5, GRI 2-28]

ASSOCIATION MEMBERSHIP [OJK C.5, GRI 2-28]

Garuda Indonesia telah tergabung dalam keanggotaan asosiasi di lingkup nasional maupun internasional. Keterlibatan Garuda Indonesia di organisasi atau asosiasi bertujuan untuk meningkatkan pertumbuhan ekonomi Indonesia dan mendorong kemajuan industri penerbangan nasional. Hingga akhir tahun 2025, Garuda Indonesia tercatat sebagai anggota maupun kepengurusan dalam organisasi atau asosiasi sebagai berikut.

Garuda Indonesia actively participates in both national and international associations. Garuda Indonesia's involvement in these organizations or associations aims to foster Indonesia's economic growth and promote the advancement of the national aviation industry. As of the end of 2025, Garuda Indonesia is officially listed as a member or holds a position in the following organizations and associations:

Nama Organisasi/Asosiasi Name of Organization/Association	Lingkup Scope	Jabatan di Organisasi/ Asosiasi Position in Organization/Association
Asosiasi Perusahaan Penerbangan Nasional Indonesia (INACA) Indonesian National Airlines Association (INACA)	Nasional National	Anggota Member
Indonesia Corporate Secretary Association (ICSA) Indonesia Corporate Secretary Association (ICSA)	Nasional National	Anggota Member
Asosiasi Emiten Indonesia (AEI) Indonesian Issuers Association (AEI)	Nasional National	Anggota Member
Kamar Dagang Indonesia (DGI) Indonesian Chamber of Commerce and Industry (KADIN)	Nasional National	Anggota Member
International Air Transport Association (IATA) International Air Transport Association (IATA)	Internasional International	Anggota Member
Aliansi Maskapai Penerbangan (SkyTeam) Airline Alliance (SkyTeam)	Internasional International	Anggota Member
Association of Asia Pacific Airlines (AAPA) Association of Asia Pacific Airlines (AAPA)	Internasional International	Anggota Member
ASEAN Airlines Sustainability Working Group (AASWG) ASEAN Airlines Sustainability Working Group (AASWG)	Internasional International	Anggota Member
The International Air Cargo Association (TIACA)	Internasional International	Anggota Member

Skyteam The Aviation Challenge 2025

SkyTeam merupakan aliansi maskapai penerbangan global yang beranggotakan berbagai maskapai internasional terkemuka yang bekerja sama untuk meningkatkan konektivitas, kualitas layanan, serta keunggulan operasional. Sebagai bagian dari SkyTeam, Garuda Indonesia secara aktif berpartisipasi dalam berbagai inisiatif kolaboratif yang bertujuan memperkuat inovasi, efisiensi, dan kinerja keberlanjutan di industri penerbangan. Salah satu inisiatif tersebut adalah *The Aviation Challenge* (TAC) 2025, sebuah program kolaboratif yang dirancang untuk mendorong implementasi solusi nyata yang teruji dan menghasilkan dampak yang terukur dalam mendukung keberlanjutan sektor aviasi.

Melalui partisipasinya dalam TAC 2025, Garuda Indonesia menunjukkan komitmen untuk menerjemahkan prinsip keberlanjutan ke dalam aksi konkret dan berdampak. Perusahaan melaksanakan sejumlah program unggulan, antara lain **Program Plastic Recycle** bekerja sama dengan pihak ketiga untuk mendukung praktik ekonomi sirkular melalui pengelolaan dan daur ulang sampah plastik, **Program Carbon Offset** berkolaborasi dengan Jejakin yang memungkinkan penumpang menghitung dan mengimbangi emisi karbon dari penerbangan, serta pelaksanaan **Showcase Flight** yang menampilkan berbagai praktik layanan penerbangan yang lebih ramah lingkungan, seperti penggunaan perlengkapan yang dapat digunakan kembali dan material yang lebih berkelanjutan. Inisiatif-inisiatif tersebut mencerminkan upaya Garuda Indonesia dalam memperkuat kolaborasi lintas sektor, meningkatkan partisipasi pemangku kepentingan, serta mendorong inovasi operasional menuju industri penerbangan yang lebih berkelanjutan.

SkyTeam is a global airline alliance comprising leading international carriers that collaborate to enhance connectivity, service quality, and operational excellence. As a member of SkyTeam, Garuda Indonesia actively participates in various collaborative initiatives aimed at strengthening innovation, efficiency, and sustainability performance in the aviation industry. One of these initiatives is The Aviation Challenge (TAC) 2025, a collaborative program designed to promote the implementation of practical, tested solutions that deliver measurable impact in supporting the sustainability of the aviation sector.

Through its participation in TAC 2025, Garuda Indonesia demonstrates its commitment to translating sustainability principles into concrete and impactful actions. The Company implements several flagship programs, including the Plastic Recycle Program in collaboration with third party to support circular economy practices through plastic waste management and recycling; the Carbon Offset Program in partnership with Jejakin, which allows passengers to calculate and offset carbon emissions from their flights; and the Showcase Flight, which highlights environmentally friendly aviation practices, such as the use of reusable equipment and more sustainable materials. These initiatives reflect Garuda Indonesia's efforts to strengthen cross-sector collaboration, enhance stakeholder engagement, and drive operational innovation toward a more sustainable aviation industry.

PENJELASAN
DIREKSI [OJK D.1, 2-22]
EXPLANATION FROM
THE BOARD OF DIRECTORS [OJK D.1, 2-22]





Glenny Kairupan

Direktur Utama

President Director and CEO

PENJELASAN

DIREKSI [OJK D.1, 2-22]

EXPLANATION FROM THE BOARD OF DIRECTORS [OJK D.1, 2-22]

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa, karena berkat rahmat dan karunia-Nya, Perseroan mampu menghadapi berbagai tantangan sepanjang tahun 2025. Garuda Indonesia tetap berkomitmen untuk mengintegrasikan nilai-nilai keberlanjutan ke dalam seluruh proses bisnis, baik dari aspek lingkungan, sosial, maupun tata kelola, dengan keyakinan bahwa penerapan prinsip keberlanjutan akan memberikan dampak positif jangka panjang bagi Perseroan.

Pada kesempatan ini, izinkan kami menyampaikan kebijakan Garuda Indonesia dalam merespon tantangan dalam pemenuhan strategi keberlanjutan, penerapan pembangunan berkelanjutan, serta strategi pencapaian target yang telah dijalankan selama tahun 2025.

We would like to express our deepest gratitude to the Almighty God, whose grace and blessings have enabled the Company to navigate various challenges throughout 2025. Garuda Indonesia remains steadfast in its commitment to integrating sustainability values across all business processes, encompassing environmental, social, and governance aspects, with the belief that the implementation of sustainability principles will deliver long-term positive impacts for the Company.

On this occasion, allow us to present Garuda Indonesia's policies in response to the challenges in fulfilling sustainability strategies, implementing sustainable development, and achieving the targets set for 2025.

KEBIJAKAN UNTUK MERESPON TANTANGAN DALAM PEMENUHAN STRATEGI KEBERLANJUTAN

Sebagai salah satu Badan Usaha Milik Negara (BUMN), Garuda Indonesia memiliki tanggung jawab penting dalam mendorong pertumbuhan ekonomi nasional, meningkatkan kesejahteraan masyarakat, serta menyediakan kesempatan kerja yang luas. Garuda Indonesia telah memiliki nilai-nilai keberlanjutan yang mendasari seluruh aktivitas usahanya. Perseroan telah menganut dan menanamkan nilai-nilai utama sumber daya manusia BUMN yang terdiri dari Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif (AKHLAK).

Dengan menginternalisasi nilai AKHLAK, Perseroan berkomitmen untuk memperkuat peran Perseroan sebagai pendorong pertumbuhan ekonomi, peningkatan kesejahteraan sosial, penyediaan lapangan kerja, serta pengembangan talenta. Nilai AKHLAK tidak hanya menjadi identitas perusahaan, tetapi juga menjadi pengikat budaya kerja yang mendorong kinerja berkelanjutan. Prinsip keberlanjutan ini senantiasa menjadi pedoman bagi seluruh pegawai dalam melaksanakan kegiatan operasional secara berkelanjutan di seluruh tingkatan organisasi.

Dalam menerapkan keberlanjutan, Perseroan masih menghadapi isu keberlanjutan yang berdampak terhadap implementasi keberlanjutan Perseroan. *Sustainable Aviation Fuel* (SAF) yang masih lebih tinggi dibandingkan bahan bakar konvensional, ditambah dengan perbedaan kebijakan dan mekanisme pembebanan biaya dekarbonisasi di berbagai negara, juga berpotensi menimbulkan tekanan terhadap struktur biaya operasional serta meningkatkan kompleksitas perencanaan bisnis. Variasi karakteristik pasar dan regulasi lintas yurisdiksi juga berpotensi memengaruhi konsistensi pencapaian target dekarbonisasi. Untuk memitigasi risiko tersebut, Garuda Indonesia mendorong penerapan skema cost-sharing yang terukur dan transparan bersama para pemangku kepentingan, mengoptimalkan strategi manajemen karbon secara bertahap dan adaptif, serta memperkuat kolaborasi dengan regulator dan mitra industri. Langkah ini ditujukan untuk mendukung terciptanya ekosistem kebijakan yang kondusif, sehingga transisi menuju penerbangan rendah karbon dapat berjalan selaras dengan keberlanjutan kinerja bisnis Perseroan.

Nilai-nilai AKHLAK juga mendorong Perseroan untuk terus berkomitmen dalam menerapkan serta mengembangkan aktivitas bisnis yang sejalan dengan prinsip pembangunan berkelanjutan. Perseroan memiliki komitmen untuk berkontribusi terhadap Tujuan Pembangunan Berkelanjutan (TPB). Perseroan turut berkontribusi pada TPB 7 *Affordable and Clean Energy* melalui penggunaan SAF yang merupakan bagian dari komitmen Perseroan terhadap transisi energi dan pengurangan emisi karbon.

Perseroan senantiasa mendukung TPB 8 *Decent Work and Economic Growth* melalui praktik pengadaan barang dan jasa yang mengedepankan pemasok lokal termasuk belanja kepada UMKM. Hal ini menunjukkan komitmen Garuda Indonesia dalam mendukung pertumbuhan industri lokal dan memperkuat daya saing nasional.

Garuda Indonesia juga senantiasa mendukung TPB 3 *Good Health and Wellbeing* melalui penerapan K3 di Perseroan. Perseroan

POLICY TO RESPOND TO CHALLENGES IN FULFILLING THE SUSTAINABILITY STRATEGY

As a State-Owned Enterprise (SOEs), Garuda Indonesia is responsible for supporting national economic growth, improving social welfare, and creating ample employment opportunities. Garuda Indonesia has therefore established sustainability values that underpin all its business activities. The Company has adopted and instilled the core values of SOEs human capital, which comprise Trustworthy (Amanah), Competent (Kompeten), Harmonious (Harmonis), Loyal (Loyal), Adaptive (Adaptif), and Collaborative (Kolaboratif) — known as AKHLAK.

By integrating the AKHLAK values, the Company is committed to strengthening its role as a driver of economic growth, improvement of social welfare, provision of employment opportunities, and talent development. The AKHLAK values are not merely the Company's identity, but also serve as a binding force of a work culture that encourages sustainable performance. This principle of sustainability consistently serves as a guideline for all employees in conducting operational activities in a sustainable manner across all levels of the organization.

In implementing sustainability initiatives, the Company continues to face sustainability-related issues that impact the execution of its sustainability agenda. Sustainable Aviation Fuel (SAF), which remains significantly more expensive than conventional fuel, along with differences in policies and carbon cost allocation mechanisms across countries, may also exert pressure on the Company's operating cost structure and increase the complexity of business planning. Variations in market characteristics and cross-jurisdictional regulations may further affect the consistency of achieving decarbonization targets. To mitigate these risks, Garuda Indonesia promotes the implementation of a measured and transparent cost-sharing scheme with stakeholders, optimizes a gradual and adaptive carbon management strategy, and strengthens collaboration with regulators and industry partners. These efforts aim to support the development of a conducive policy ecosystem, ensuring that the transition toward low-carbon aviation proceeds in alignment with the Company's business performance sustainability.

The AKHLAK values also encourage the Company to remain committed to implementing and developing business activities aligned with the principles of sustainable development. The Company is committed to contributing to the Sustainable Development Goals (SDGs). The Company also contributes to SDG 7 Affordable and Clean Energy through the use of SAF, which is part of the Company's commitment to energy transition and carbon emission reduction.

The Company consistently supports SDG 8 Decent Work and Economic Growth through procurement practices that prioritize local suppliers, including spending with MSEs. This reflects Garuda Indonesia's commitment to supporting the growth of local industries and strengthening national competitiveness.

Garuda Indonesia also consistently supports SDG 3 Good Health and Wellbeing through the implementation of Occupational

telah mengimplementasikan Safety Management System (SMS) yang difokuskan pada keselamatan operasional penerbangan yang mengacu pada ICAO (*Annex 19, Safety Management*) dan CASR Part 19. Selanjutnya, Perseroan juga menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang merupakan sistem terstruktur yang menjamin keselamatan dan kesehatan kerja di lingkungan kerja secara menyeluruh, tidak terbatas pada operasional penerbangan saja, tapi juga mencakup area kerja lainnya seperti hanggar, kantor, gudang, dan lainnya. Perseroan juga turut berkontribusi terhadap TPB lainnya yang sejalan dengan aktivitas bisnis Perseroan.

Selain kontribusi terhadap pencapaian TPB, komitmen Perseroan dalam menerapkan nilai keberlanjutan memberikan dampak positif pada pencapaian Perseroan di tahun 2025. Pada aspek ekonomi, Perseroan telah meningkatkan produk ramah lingkungan menjadi sebesar 119 penerbangan yang menggunakan *sustainable aviation fuel* (SAF), yang merupakan tahun pertama Perseroan menggunakan dengan tingkat blending sebesar 2% pada rute Amsterdam–Jakarta (AMS–CGK) guna memenuhi mandat ReFuelEU Aviation. Terdapat peningkatan jumlah penumpang Garuda Internasional menjadi sebesar 2,9 juta penumpang meningkat dibandingkan tahun 2024 yang sebesar 2,6 juta penumpang. Peningkatan jumlah kargo Garuda Indonesia Domestik menjadi sebesar 87,915,8 ton meningkat dibandingkan tahun 2024 yang sebesar 81.347,5 ton.

Pada aspek lingkungan, Perseroan berhasil menurunkan penggunaan listrik menjadi sebesar 55.562,5 gigajoule menurun dibandingkan tahun 2024 yang sebesar 56.743,5 gigajoule. Perseroan berhasil menurunkan penggunaan emisi yang dihasilkan pada program fuel conservation sebesar 1.805.846 kgCO₂. Perseroan juga telah meningkatkan repatriasi tumbuhan dan satwa liar menjadi sebesar 83.749 tumbuhan/satwa liar, meningkat dibandingkan tahun 2024 yang sebesar 2.450.

Pada aspek sosial, Perseroan berhasil meningkatkan rata-rata jam pelatihan pegawai menjadi sebesar 20 jam/pegawai meningkat dibandingkan tahun 2024 yang sebesar 19 jam/pegawai. Perseroan juga telah meningkatkan biaya pengembangan kompetensi per pegawai menjadi sebesar USD490,85, meningkat dibandingkan tahun 2024 yang sebesar USD385.

Perseroan menyadari bahwa berbagai pencapaian keberlanjutan yang diraih tidak terlepas dari berbagai tantangan yang dihadapi, baik dari sisi internal maupun eksternal. Dari sisi eksternal, kewajiban pemenuhan skema *Carbon Offsetting and Reduction Scheme for International Aviation* (CORSIA). Selain itu, perbedaan kebijakan dan mekanisme pembebanan biaya dekarbonisasi di berbagai negara juga menjadi tantangan dalam menjaga konsistensi pencapaian target dekarbonisasi Perseroan.

Dari sisi internal, penerapan standar pelaporan keberlanjutan global seperti IFRS S1 dan IFRS S2 menuntut peningkatan kualitas, konsistensi, serta keterlacakan data ESG, sekaligus penyesuaian proses bisnis dan sistem pelaporan internal. Dalam menghadapi tantangan tersebut, Perseroan terus memperkuat tata kelola data keberlanjutan, melakukan harmonisasi kebijakan dan prosedur internal, serta mengintegrasikan risiko dan peluang terkait perubahan iklim ke dalam kerangka Enterprise Risk Management (ERM) guna mendukung pencapaian target Keuangan Berkelanjutan secara berkelanjutan.

Safety and Health (OSH) within the Company. The Company has implemented a Safety Management System (SMS) focused on flight operational safety, in accordance with ICAO (*Annex 19, Safety Management*) and CASR Part 19. Furthermore, the Company also implements an Occupational Safety and Health Management System (SMK3), which is a structured system ensuring comprehensive workplace safety and health, not limited to flight operations but also covering other working areas such as hangars, offices, warehouses, and others. The Company also contributes to other SDGs that are aligned with its business activities.

In addition to contributing to the achievement of the SDGs, the Company's commitment to implementing sustainability values has had a positive impact on the Company's performance in 2025. In the economic aspect, the Company has increased its eco-friendly operations to 119 flights using sustainable aviation fuel (SAF), marking the first year the Company utilized a 2% blend on the Amsterdam–Jakarta (AMS–CGK) route to meet the ReFuelEU Aviation mandate. There was an increase in the number of Garuda International passengers to 2.9 million, up from 2.6 million in 2024. The volume of Garuda Indonesia Domestic cargo increased to 87,915.8 tons, up from 81,347.5 tons in 2024.

On the environmental aspect, the Company successfully reduced electricity consumption to 55,562.5 gigajoules, a decrease compared to 2024 which amounted to 56,743.5 gigajoules. The Company also succeeded in reducing emissions generated through the fuel conservation program by 1,805,846 kgCO₂. In addition, the Company increased the repatriation of flora and fauna to 83,749, an increase compared to 2024 which amounted to 2,450.

On the social aspect, the Company successfully increased the average employee training hours to 20 hours per employee, an increase from 19 hours per employee in 2024. The Company also increased competency development expenditure per employee to USD490.85, compared to USD385 in 2024.

The Company recognizes that the various sustainability achievements attained cannot be separated from the challenges encountered, both internally and externally. On the external side, the obligation to comply with the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). In addition, differences in policies and carbon pricing mechanisms across countries also pose challenges in maintaining the consistency of the Company's decarbonization targets.

On the internal side, the implementation of global sustainability reporting standards such as IFRS S1 and IFRS S2 requires improved quality, consistency, and traceability of ESG data, as well as adjustments to business processes and internal reporting systems. In addressing these challenges, the Company continues to strengthen its sustainability data governance, harmonize internal policies and procedures, and integrate climate-related risks and opportunities into the Enterprise Risk Management (ERM) framework to support the achievement of Sustainable Finance targets in a sustainable manner.

PENERAPAN PEMBANGUNAN BERKELANJUTAN

Komitmen Perseroan dalam menjalankan prinsip keberlanjutan pada seluruh kegiatan operasional tercermin dari pencapaian target kinerja pada aspek ekonomi, lingkungan, sosial, serta tata kelola. Perseroan berhasil mencapai target *revenue/employee* sebesar 103,0%. Perseroan berhasil mencapai target *Risk Maturity Index* (RMI) sebesar 101,6%. Perseroan berhasil mencapai target *IT Maturity Level* 104,9%. Perseroan berhasil mencapai target kontribusi laba perusahaan anak sebesar 121,5%. Perseroan berhasil mencapai target rasio *top talent* muda sebesar 147,9%. Perseroan berhasil mencapai *target on time performance* sebesar 101,5%. Perseroan berhasil mencapai target operating expense realization sebesar 100%. Perseroan berhasil mencapai target rasio perempuan dalam *nominated talent* sebesar 131,3%. Perseroan berhasil mencapai target dalam melakukan aktivasi Komite Sustainability untuk memperkuat tata kelola keberlanjutan dan penyusunan laporan keberlanjutan berbasis standar global.

Komitmen Perseroan dalam menerapkan keberlanjutan di seluruh aktivitas operasionalnya memiliki dampak positif berupa diperolehnya berbagai penghargaan baik secara nasional maupun internasional sepanjang tahun 2025. Adapun penghargaan yang diperoleh terkait keberlanjutan meliputi:

1. Best Frequent-Flyer Programs Readers Choice Awards 2025;
2. Top Airlines by Absolute Passengers Growth kategori Asia Tenggara pada acara Changi Airline Awards 2025 yang diselenggarakan oleh Changi International Airport;
3. Program of the Year kategori Middle East & Asia/Oceania Area pada acara Freddie Awards yang diselenggarakan oleh Freddie Awards;
4. Best Customer Service kategori Middle East & Asia/Oceania Area pada acara Freddie Awards yang diselenggarakan oleh Freddie Awards;
5. Best Redemption Ability kategori Middle East & Asia/Oceania Area pada acara Freddie Awards yang diselenggarakan oleh Freddie Awards;
6. Peringkat 104 pada acara Fortune Southeast Asia 500 yang diselenggarakan oleh Fortune;
7. 3rd Place YouGov's Most Recommended Brands 2025 in Indonesia yang diselenggarakan oleh YouGov;
8. Best Airline Earning and Redemption Ability – Asia Pacific (Garuda Miles) pada acara Frequent Traveler Awards yang diselenggarakan oleh Frequent Traveler Events;
9. Social Winner Transportation & Logistics Sector pada acara Katadata ESG Index Awards 2025 yang diselenggarakan oleh Katadata;
10. Stellar Workplace Recognition in Employee Commitment pada acara Stellar Workplace Award 2025 yang diselenggarakan oleh Kontan;
11. Stellar Workplace Recognition in Employee Satisfaction pada acara Stellar Workplace Award 2025 yang diselenggarakan oleh Kontan;
12. Gold Rating Best ESG Reporting & Transparency pada acara ESG Initiative Award 2025 yang diselenggarakan oleh SustainLife Today (PT Eftu Sarana Media);
13. Platinum Rating pada acara Asia Sustainability Reporting Rating (ASRRAT) 2025 yang diselenggarakan oleh National Center for Corporate Reporting (NCCR) dan Institute of Certified Sustainability Practitioners (ICSP);

IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT

The Company's commitment to upholding sustainability principles across all operational activities is reflected in the achievement of performance targets in economic, environmental, social, and governance aspects. The Company successfully achieved its revenue-per-employee target of 103.0%. The Company successfully achieved its Risk Maturity Index (RMI) target of 101.6%. The Company successfully achieved its IT Maturity Level target of 104.9%. The Company successfully achieved its target for the profit contribution of subsidiaries at 121.5%. The Company successfully achieved its target for the ratio of young top talent at 147.9%. The Company successfully achieved its on-time performance target of 101.5%. The Company successfully achieved its operating expense realization target of 100%. The Company successfully achieved its target for the ratio of women among nominated talent at 131.3%. The Company successfully met its target of activating the Sustainability Committee to strengthen sustainability governance and the preparation of sustainability reports based on global standards.

The Company's commitment to implementing sustainability across all its operational activities has had a positive impact, as reflected in the receipt of various awards at both national and international levels throughout 2025. The sustainability-related awards obtained include:

1. Best Frequent-Flyer Programs, Readers' Choice Awards 2025;
2. Top Airlines by Absolute Passenger Growth in Southeast Asia at the Changi Airline Awards 2025 organized by Changi International Airport;
3. Program of the Year, Middle East & Asia/Oceania Region at the Freddie Awards organized by the Freddie Awards;
4. Best Customer Service, Middle East & Asia/Oceania Region at the Freddie Awards organized by the Freddie Awards;
5. Best Redemption Ability, Middle East & Asia/Oceania Region at the Freddie Awards organized by the Freddie Awards;
6. Ranked 104th in the Fortune Southeast Asia 500 organized by Fortune;
7. 3rd Place, YouGov's Most Recommended Brands 2025 in Indonesia organized by YouGov;
8. Best Airline Earning and Redemption Ability – Asia Pacific (Garuda Miles) at the Frequent Traveler Awards organized by Frequent Traveler Events;
9. Social Winner, Transportation & Logistics Sector at the Katadata ESG Index Awards 2025 organized by Katadata;
10. Stellar Workplace Recognition in Employee Commitment at the Stellar Workplace Award 2025 organized by Kontan;
11. Stellar Workplace Recognition in Employee Satisfaction at the Stellar Workplace Award 2025 organized by Kontan;
12. Gold Rating, Best ESG Reporting & Transparency at the ESG Initiative Award 2025 organized by SustainLife Today (PT Eftu Sarana Media);
13. Platinum Rating at the Asia Sustainability Reporting Rating (ASRRAT) 2025 organized by the National Center for Corporate Reporting (NCCR) and the Institute of Certified Sustainability Practitioners (ICSP);

14. Finalis Annual Report Award (ARA) 2024 pada acara Annual Report Award yang diselenggarakan oleh Komite Nasional Kebijakan Gobernansi (KNKG).

STRATEGI PENCAPAIAN TARGET

Seluruh pencapaian Garuda Indonesia sepanjang tahun 2025 tidak terlepas dari penerapan pengelolaan risiko yang efektif. Selama tahun tersebut, Perseroan menghadapi berbagai risiko yang mencakup aspek ekonomi, lingkungan, dan sosial. Namun, Perseroan telah menerapkan langkah-langkah mitigasi untuk mengelola risiko-risiko tersebut.

Perseroan menegaskan bahwa pengelolaan risiko merupakan tanggung jawab strategis yang dilaksanakan secara terintegrasi guna memastikan keberlangsungan usaha Perseroan. Direksi Perseroan telah menetapkan kebijakan dan strategi manajemen risiko yang mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 serta praktik terbaik industri, yang kemudian diimplementasikan melalui Enterprise Risk Management Manual (ERM Manual). Kerangka ini mencakup penetapan kapasitas risiko, selera risiko, toleransi risiko, dan batasan risiko sebagai dasar dalam pengambilan keputusan bisnis. Direksi juga memastikan integrasi aspek *Environmental, Social, and Governance* (ESG) ke dalam sistem manajemen risiko melalui *risk register* dan matriks risiko, termasuk pelaksanaan penilaian risiko ESG secara berkala. Selain itu, Direksi mengarahkan pelaksanaan *risk profiling* berbasis delapan taksonomi risiko utama yang dimonitor secara sistematis untuk memastikan setiap potensi risiko dapat diidentifikasi, diukur, dipantau, dan dikendalikan secara efektif.

Dalam mengelola risiko finansial dan strategis, Direksi berperan aktif dalam menetapkan langkah mitigasi yang adaptif terhadap dinamika industri penerbangan. Perseroan menghadapi risiko fluktuasi nilai tukar, tekanan biaya operasional, serta tantangan dalam meningkatkan pendapatan dan keterisian penumpang. Untuk itu, Direksi menginstruksikan implementasi kebijakan lindung nilai (*hedging*) sesuai ketentuan regulator, optimalisasi struktur pembiayaan khususnya pada pembiayaan perawatan pesawat dan mesin, serta penguatan efisiensi operasional di seluruh lini bisnis. Di sisi strategis, Direksi mendorong pengembangan kerja sama *codeshare* dengan mitra maskapai, pelaksanaan program pemasaran seperti *travel fair* dan promosi musiman, serta evaluasi dan integrasi jaringan rute penerbangan bersama entitas anak. Langkah-langkah tersebut dilakukan untuk menjaga daya saing Perseroan sekaligus memperkuat kinerja keuangan secara berkelanjutan.

Direksi juga menekankan pentingnya pengelolaan risiko lingkungan dan sosial sebagai bagian dari komitmen terhadap pembangunan berkelanjutan. Dalam aspek lingkungan, Direksi mengarahkan implementasi program efisiensi bahan bakar serta inisiatif penggunaan *Sustainable Aviation Fuel* (SAF), serta pelaksanaan program *carbon offset* melalui penukaran *mileage* dan penawaran penanaman pohon kepada pelanggan. Pada aspek sosial, Direksi memastikan penerapan standar keselamatan penerbangan yang tinggi melalui pemenuhan standar IATA *Operational Safety Audit* (IOSA) dan regulasi Keselamatan dan Kesehatan Kerja (K3). Selain itu, Direksi memperkuat pengelolaan risiko teknologi dengan meningkatkan kapabilitas keamanan siber melalui kerja sama dengan Badan Siber dan

14. Finalist of the Annual Report Award (ARA) 2024 organized by the National Committee on Governance Policy (KNKG).

STRATEGY FOR ACHIEVING TARGETS

Garuda Indonesia's achievements throughout 2025 were inseparable from the implementation of effective risk management. Throughout the year, the Company faced various risks covering economic, environmental, and social aspects. However, the Company had implemented mitigation measures to manage these risks.

The Company affirms that risk management is a strategic responsibility implemented in an integrated manner to ensure the continuity of its business operations. The Board of Directors has established risk management policies and strategies that refer to the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 and industry best practices, which are then implemented through the Enterprise Risk Management (ERM) Manual. This framework includes the establishment of risk capacity, risk appetite, risk tolerance, and risk limits as the basis for business decision-making. The Board of Directors also ensures the integration of Environmental, Social, and Governance (ESG) aspects into the risk management system through risk registers and risk matrices, including the conduct of periodic ESG risk assessments. In addition, the Board of Directors directs the implementation of risk profiling based on eight main risk taxonomies, which are systematically monitored to ensure that all potential risks can be identified, measured, monitored, and controlled effectively.

In managing financial and strategic risks, the Board of Directors plays an active role in establishing mitigation measures that are adaptive to the dynamics of the aviation industry. The Company faces risks related to foreign exchange fluctuations, operational cost pressures, as well as challenges in increasing revenue and passenger load factors. To address these, the Board of Directors has instructed the implementation of hedging policies in accordance with regulatory requirements, the optimization of the financing structure, particularly for aircraft and engine maintenance financing, and the strengthening of operational efficiency across all business lines. On the strategic side, the Board of Directors encourages the development of codeshare partnerships with airline partners, the implementation of marketing programs such as travel fairs and seasonal promotions, as well as the evaluation and integration of flight route networks with subsidiaries. These measures are undertaken to maintain the Company's competitiveness while strengthening its financial performance in a sustainable manner.

The Board of Directors also emphasizes the importance of environmental and social risk management as part of its commitment to sustainable development. From an environmental perspective, the Board of Directors directs the implementation of fuel efficiency programs and initiatives on the use of Sustainable Aviation Fuel (SAF), as well as the execution of carbon offset programs through mileage redemption schemes and tree-planting offerings to customers. On the social aspect, the Board of Directors ensures the implementation of high aviation safety standards through compliance with the IATA Operational Safety Audit (IOSA) standards and Occupational Safety and Health (OSH) regulations. In addition, the Board of Directors strengthens technology risk management by enhancing cybersecurity capabilities in collaboration with the

Sandi Negara untuk melindungi data dan sistem operasional Perseroan. Direksi secara konsisten melakukan evaluasi atas efektivitas sistem manajemen risiko melalui peninjauan berkala terhadap kebijakan, profil risiko, serta laporan yang disampaikan kepada Dewan Komisaris dan pemangku kepentingan, sehingga memastikan bahwa seluruh risiko yang berpotensi memengaruhi keberlanjutan usaha dapat dimitigasi secara tepat dan terukur.

Di samping risiko yang dihadapi, Perseroan senantiasa memanfaatkan peluang dan prospek usaha melalui keunggulan yang dimiliki Perseroan. Di samping risiko yang dihadapi, Perseroan senantiasa memanfaatkan peluang dan prospek usaha melalui keunggulan yang dimiliki Perseroan. Peluang yang dimiliki meliputi potensi pertumbuhan pariwisata dan bisnis industri untuk rute domestik, potensi peningkatan wisata internasional dan *premium passengers*, *brand* kolaborasi untuk meningkatkan *brand positioning*, memperluas *market* *garuda miles* dan *ancillary*, optimalisasi *channel* penjualan, potensi peningkatan kargo dan logistik, peningkatan digitalisasi dan inovasi teknologi, kolaborasi ekosistem *airline*, penggunaan *sustainable fuel*, keunggulan komparatif maskapai *full service*, pengembangan bandara internasional di Indonesia, serta sinergi BUMN dan instansi pemerintah dalam kolaborasi aviasi dan pariwisata.

Berbagai peluang tersebut akan mendorong prospek positif bagi Garuda Indonesia di masa depan. Hal ini semakin diperkuat oleh berbagai kekuatan internal yang dimiliki oleh Garuda Indonesia, antara lain:

1. **Brand Image yang Sangat Kuat**

Garuda Indonesia memiliki *brand image* yang sangat kuat yang tercermin dari kualitas layanan, prestasi, serta strategi *branding* mendukung. Garuda Indonesia merupakan maskapai yang memiliki standar pelayanan yang sangat baik serta memperoleh banyak penghargaan bergengsi setidaknya 23 penghargaan dari berbagai institusi baik nasional dan internasional sepanjang tahun 2025. Selain itu, kolaborasi dengan berbagai macam brand dan partner mendukung *brand image* Garuda Indonesia menjadi semakin kuat di industrinya.

2. **Safety, Service and Secure**

Garuda Indonesia berhasil memperpanjang sertifikasi keselamatan operasional dari IATA dengan memperoleh *IOSA Renewal Certification* untuk periode 2025–2027 yang menunjukkan bahwa maskapai telah memenuhi standar keselamatan penerbangan internasional yang ditetapkan oleh International Air Transport Association (IATA). Hal tersebut dibuktikan melalui tingkat insiden yang sangat rendah yang mencerminkan implementasi sistem yang ketat dan efektif di seluruh aspek operasional. Keunggulan operasional ini didukung oleh sistem pemantauan dan evaluasi yang komprehensif, mencakup aspek *pre-flight*, *in-flight*, hingga *post-flight* serta program pelatihan berkelanjutan untuk seluruh personel operasional menjamin konsistensi dalam pelaksanaan standar operasional prosedur.

Garuda Indonesia juga memberikan layanan *full service* dengan ciri khas “Indonesia Hospitality” kepada penumpang yang dapat dirasakan melalui “Garuda Indonesia Experience” yang mengedepankan Indonesian Hospitality didukung dengan 5 (*five*) *Sense* yang dimiliki Garuda Indonesia, terdiri dari *Sight*, *Touch*, *Scent*, *Sound* and *Taste*, serta Garuda Indonesia

National Cyber and Crypto Agency (BSSN) to protect the Company's data and operational systems. The Board of Directors consistently evaluates the effectiveness of the risk management system through periodic reviews of policies, risk profiles, and reports submitted to the Board of Commissioners and stakeholders, thereby ensuring that all risks that may potentially affect business sustainability are properly and measurably mitigated.

In addition to the risks faced, the Company consistently leverages business opportunities and prospects by utilizing its inherent strengths. These opportunities include the potential growth of tourism and the business industry in domestic routes, the potential increase in international tourism and premium passengers, brand collaborations to enhance brand positioning, expansion of the GarudaMiles market and ancillary revenue, optimization of sales channels, potential growth in cargo and logistics, advancement in digitalization and technological innovation, airline ecosystem collaboration, the use of sustainable fuel, the competitive advantage of a full-service airline model, the development of international airports in Indonesia, as well as synergy among State-Owned Enterprises (SOEs) and government institutions in aviation and tourism collaboration.

These opportunities are expected to drive positive prospects for Garuda Indonesia in the future. This is further strengthened by the various internal strengths owned by Garuda Indonesia, including:

1. **Strong Brand Image**

Garuda Indonesia has a very strong brand image, reflected in its service quality, achievements, and effective branding strategies. Garuda Indonesia is an airline with exceptional service standards and has received numerous prestigious awards at least 23 awards from various national and international institutions throughout 2025. Additionally, collaborations with a wide range of brands and partners have further strengthened Garuda Indonesia's brand image within the industry.

2. **Safety, Service and Secure**

Garuda Indonesia has successfully extended its operational safety certification from IATA by obtaining IOSA Renewal Certification for the 2025–2027 period, demonstrating that the airline has met the international aviation safety standards set by the International Air Transport Association (IATA). This is evidenced by an extremely low incident rate, reflecting the implementation of strict and effective systems across all operational aspects. This operational excellence is supported by a comprehensive monitoring and evaluation system, covering pre-flight, in-flight, and post-flight aspects, as well as continuous training programs for all operational personnel, ensuring consistency in the implementation of standard operating procedures.

Garuda Indonesia also provides full-service with the distinctive “Indonesia Hospitality” to passengers, which can be experienced through the “Garuda Indonesia Experience” that prioritizes Indonesian Hospitality, supported by the 5 (*five*) Senses unique to Garuda Indonesia—*Sight*, *Touch*, *Scent*, *Sound*, and *Taste*. Additionally, Garuda Indonesia consistently

juga konsisten melakukan survei kepuasan pelanggan yang menunjukkan bahwa komitmen Perseroan untuk dapat memberikan pelayanan terbaik kepada setiap penumpang, didukung dengan *On Time Performance* (OTP) yang menjadi keunggulan Garuda Indonesia.

Sistem keamanan terus ditingkatkan melalui *cyber security* untuk melindungi data penumpang dan meningkatkan *safety management system* maskapai. Sehingga penumpang merasa aman dan nyaman menggunakan maskapai Garuda Indonesia. Ketiga hal tersebut (*safety*, *service* dan *security*) merupakan hal secara langsung akan menjamin keselamatan, kenyamanan dan keamanan penumpang selama terbang bersama Garuda Indonesia dan akan menjadi pengalaman yang positif bagi penumpang dan diharapkan akan berdampak pada peningkatan pendapatan Garuda Indonesia.

3. Sumber Daya Manusia yang Kompeten dan Professional

Garuda Indonesia memiliki kualitas sumber daya manusia yang profesional dengan kompetensi teknis dan keahlian tinggi di industri penerbangan, didukung program pengembangan menyeluruh yang mencakup pelatihan teknis, soft skills, dan kepemimpinan. Budaya kerja yang inovatif dan unggul menjadi kekuatan Perseroan, seperti program "*Innovation Competition*" yang dapat diikuti oleh semua pihak internal Perseroan untuk memberikan ide inovatif dan kemampuan terbaik dari setiap insan. Selain itu, dengan sistem manajemen talenta yang efektif untuk mengembangkan pemimpin masa depan dan SDM yang berkualitas. Garuda Indonesia juga berinvestasi untuk mengembangkan karyawan dilakukan melalui *coaching*, *mentoring*, *challenging assignment* dan *practical knowledge training* untuk mendukung dan menjamin kompetensi SDM secara berkelanjutan untuk meningkatkan pertumbuhan bisnis Garuda Indonesia dan bersaing di industri yang kompetitif.

4. Aliansi dengan SkyTeam

SkyTeam sebagai aliansi terbesar kedua didunia memperkuat posisi Garuda Indonesia sebagai maskapai kelas dunia dengan reputasi global yang baik, membantu memperluas jaringan penerbangan secara global dan memungkinkan Garuda Indonesia untuk menawarkan kepada penumpang layanan kelas premium dengan standar internasional. Aliansi SkyTeam juga membantu Garuda untuk mengembangkan pasar di dunia internasional serta memperkuat posisi Garuda Indonesia sebagai maskapai berkelas premium di mata pelanggan global.

5. Penghargaan Global Skytrax 4-Star Airline

Garuda Indonesia tersertifikasi sebagai 4 Star Airline untuk kualitas *airport*, *onboard product* dan *staff services*. Penilaian Skytrax meliputi *first class*, *business class*, *economy class*, *airport services*, *lounge*, *onboard product* dan *cabin staff service* membantu Garuda Indonesia untuk memperoleh pengakuan internasional atas kualitas layanan, reputasi maskapai yang dapat meningkatkan kepercayaan pelanggan dan memperkuat citra positif sebagai maskapai full services di pasar global.

conducts customer satisfaction surveys, demonstrating the Company's commitment to providing the best service to every passenger, supported by On-Time Performance (OTP), which remains a key strength of Garuda Indonesia.

Security systems are continuously enhanced through cybersecurity measures to protect passenger data and improve the airline's safety management system. This ensures that passengers feel safe and comfortable flying with Garuda Indonesia. These three elements (*safety*, *service*, and *security*) directly ensure the safety, comfort, and security of passengers during their flights with Garuda Indonesia, creating a positive experience for passengers and, it is hoped, contributing to an increase in Garuda Indonesia's revenue.

3. Competent and Professional Human Capital

Garuda Indonesia boasts a professional workforce with strong technical competencies and expertise in the aviation industry, supported by comprehensive development programs that include technical training, soft skills, and leadership training. An innovative and high-performing work culture is a key strength of the Company, exemplified by the "*Innovation Competition*" program, which is open to all internal employees to showcase their innovative ideas and best capabilities. Additionally, the Company employs an effective talent management system to develop future leaders and high-quality human resources. Garuda Indonesia also invests in employee development through coaching, mentoring, challenging assignments, and practical knowledge training to support and ensure the sustained competence of its workforce, thereby driving the growth of Garuda Indonesia's business and enabling it to compete in a highly competitive industry.

4. Alliance with SkyTeam

As the world's second-largest airline alliance, SkyTeam reinforces Garuda Indonesia's position as a world-class airline with a strong global reputation, helping to expand its global flight network and enabling Garuda Indonesia to offer passengers premium-class service that meets international standards. The SkyTeam alliance also helps Garuda develop international markets and strengthens Garuda Indonesia's position as a premium-class airline in the eyes of global customers.

5. Skytrax Global 4-Star Airline Award

Garuda Indonesia is certified as a 4 Star Airline for airport quality, onboard products, and staff services. Skytrax's assessment covers first class, business class, economy class, airport services, lounges, onboard products, and cabin staff service, helping Garuda Indonesia gain international recognition for its service quality and airline reputation, which can increase customer trust and strengthen its positive image as a full-service airline in the global market.

6. Interkoneksi Rute Domestik dan Internasional

Garuda Indonesia memiliki rute yang cukup luas secara global dengan total 44 rute penerbangan menuju 38 destinasi domestik serta 20 rute penerbangan menuju 15 destinasi internasional. Interkoneksi rute yang luas berperan strategis dalam memperkuat konektivitas nasional sekaligus membuka akses lebih ke pasar global salah satunya melalui *codeshare* yang telah berjalan. Garuda Indonesia juga memiliki sistem *Hub-and-Spoke* yang berpusat di Bandara Soekarno-Hatta dan secara bersamaan sedang mengembangkan *Secondary Hubs* di kota-kota besar di Indonesia yang bertujuan untuk optimalisasi koneksi penerbangan domestik dan internasional.

7. Peningkatan produktivitas operasional

Aspek operasional Garuda Indonesia terus ditingkatkan secara berkelanjutan, termasuk penambahan rute baru, optimalisasi rute eksisting, dan peningkatan frekuensi penerbangan domestik maupun internasional. Upaya ini berkontribusi pada peningkatan pendapatan, jumlah penumpang naik 3,7 juta atau 19% pada 2024, serta peningkatan *Available Seat Kilometer* (ASK) dan *Seat Load Factor* (SLF) menjadi 78,90% dari 74,88% di 2023, menunjukkan produktivitas operasional yang semakin optimal.

8. Alliance and Partnership

Tercatat pada 2025 Garuda Indonesia memiliki sebanyak 70+ SPA (*Special Prorate Agreements*) termasuk 21 *Codeshare partners*, 2 *Joint Venture (JV) Partners* dan bergabung dalam aliansi global.

9. Sinergi Entitas Anak

Ekosistem terintegrasi Garuda Indonesia Group memberikan kontribusi strategis melalui kinerja anak perusahaan yang terukur. Citilink meningkatkan market share domestik dengan strategi multi brand, GMF AeroAsia mendukung pemeliharaan armada secara handal, dan Aerowisata Group memperkuat layanan pariwisata. Sinergi ini menciptakan *competitive advantage* melalui efisiensi biaya, diversifikasi pendapatan, dan peningkatan daya tawar di industri penerbangan.

10. Corporate Social Responsibility yang Kuat

Garuda Indonesia berkomitmen untuk memberikan dampak positif terutama pada empat pilar utama, diantaranya: sosial, lingkungan, ekonomi serta hukum dan tata kelola secara berkelanjutan. Sejalan dengan komitmen berkelanjutan Garuda Indonesia membuat program "*More passengers More Trees*", membantu renovasi 2 (dua) taman baca dan memberikan 1.000 buku, memberikan bantuan dana serta memberikan pelatihan kompetensi dan bimbingan belajar. Garuda Indonesia aktif bekerja sama untuk mengurangi dampak karbon diantaranya Program Waste Management dengan pihak ketiga berhasil mengurangi 248 kg jejak karbon selama bulan Desember 2024, Program Garuda Waste Management berhasil mengurangi 12.926 kg CO₂ serta Program *Recycle Paper* berhasil mendaur ulang 50 ton kertas bekas. Garuda Indonesia juga memberikan pembinaan

6. Domestic and International Route Interconnectivity

Garuda Indonesia operates an extensive global route network, serving a total of 44 domestic routes to 38 destinations and 20 international routes to 15 destinations. This extensive route network plays a strategic role in strengthening national connectivity while opening up greater access to global markets, including through existing codeshare agreements. Garuda Indonesia also operates a Hub-and-Spoke system centered at Soekarno-Hatta International Airport and is simultaneously developing Secondary Hubs in major cities across Indonesia to optimize domestic and international flight connections.

7. Improved Operational Productivity

Garuda Indonesia's operational aspects continue to be improved on a sustainable basis, including the addition of new routes, optimization of existing routes, and increased flight frequencies on both domestic and international routes. These efforts contribute to revenue growth and passenger volume, which increased by 3.7 million passengers or 19% in 2024, as well as improvements in Available Seat Kilometers (ASK) and Seat Load Factor (SLF) to 78.90% from 74.88% in 2023, reflecting increasingly optimal operational productivity.

8. Alliance and Partnership

As of 2025, Garuda Indonesia recorded more than 70 Special Prorate Agreements (SPAs), including 21 codeshare partners, 2 Joint Venture (JV) partners, and membership in a global airline alliance.

9. Subsidiary Synergy

The integrated ecosystem of the Garuda Indonesia Group provides a strategic contribution through the measurable performance of its subsidiaries. Citilink increases domestic market share through a multi-brand strategy, GMF AeroAsia supports reliable fleet maintenance, and the Aerowisata Group strengthens tourism services. This synergy creates a competitive advantage through cost efficiency, revenue diversification, and enhanced bargaining power in the aviation industry.

10. Strong Corporate Social Responsibility

Garuda Indonesia is committed to making a positive impact, particularly across four key pillars: social, environmental, economic, and legal and governance—all in a sustainable manner. In line with its sustainability commitment, Garuda Indonesia launched the "More Passengers, More Trees" program, which helped renovate two reading gardens and donated 1,000 books, provided financial assistance, and offered skills training and academic tutoring. Garuda Indonesia actively collaborates to reduce carbon footprints, including through the Waste Management Program with third party, which successfully reduced 248 kg of carbon footprint during December 2024; the Garuda Waste Management Program, which reduced 12,926 kg of CO₂; and the Recycle Paper Program, which recycled 50 tons of used paper. Garuda Indonesia also provided mentoring and distributed financial assistance to micro and small businesses,

dan menyalurkan bantuan dana untuk usaha mikro dan kecil yang tercatat hingga akhir 2024 sebanyak 518 mitra. Hal tersebut menunjukkan bahwa komitmen Garuda Indonesia untuk mendukung *Corporate Social Responsibility* sangat besar dan berdampak.

Dalam menjalankan seluruh kegiatan operasionalnya secara berkesinambungan, Garuda Indonesia senantiasa berupaya menjaga keberlangsungan usahanya dengan memperhatikan berbagai kondisi yang dihadapi saat ini maupun potensi yang dapat terjadi di masa mendatang. Adapun faktor eksternal yang berpotensi memengaruhi keberlanjutan tersebut meliputi kondisi perekonomian global, nasional, serta dinamika industri penerbangan, termasuk aspek lingkungan hidup dan sosial.

Analisis perekonomian global di sepanjang tahun 2025 masih dihadapkan pada tingkat ketidakpastian yang tinggi akibat berlanjutnya dinamika geopolitik, termasuk konflik Rusia–Ukraina dan ketegangan di kawasan Timur Tengah, serta meningkatnya fragmentasi perdagangan dan investasi global. Kondisi tersebut berdampak pada perlambatan pertumbuhan ekonomi dunia yang cenderung moderat dan meningkatnya volatilitas pasar keuangan internasional. Situasi ini berpotensi memengaruhi kinerja perusahaan, terutama melalui fluktuasi nilai tukar, harga bahan bakar, serta permintaan perjalanan internasional, sehingga memerlukan kewaspadaan dan respons yang adaptif dalam menjaga keberlanjutan usaha.

Namun demikian, di tingkat nasional, perekonomian Indonesia menunjukkan ketahanan yang solid dengan pertumbuhan sebesar 5,11% pada tahun 2025, didukung oleh konsumsi domestik, belanja pemerintah, serta investasi yang tetap terjaga. Stabilitas makroekonomi ini memberikan dampak positif terhadap industri penerbangan, khususnya dalam menjaga permintaan perjalanan domestik. Perseroan masih tetap perlu mencermati potensi risiko yang berasal dari perubahan daya beli masyarakat, dinamika harga, serta faktor sosial yang memengaruhi mobilitas dan preferensi perjalanan, yang pada akhirnya dapat berdampak terhadap kinerja dan keberlanjutan operasional.

Dari sisi industri, sektor penerbangan menunjukkan tren pemulihan yang ditandai dengan meningkatnya jumlah penumpang internasional serta stabilnya kinerja domestik, meskipun masih terdapat tekanan pada segmen tertentu. Perkembangan ini menghadirkan peluang sekaligus tantangan dalam menjaga daya saing dan keberlanjutan usaha. Untuk merespons dinamika tersebut, perusahaan memperkuat posisinya sebagai maskapai layanan penuh (*full-service carrier*) dengan mengoptimalkan jaringan rute yang memberikan nilai tambah serta melakukan sinergi strategis bersama entitas anak guna meningkatkan efisiensi dan jangkauan layanan.

with a total of 518 partners recorded by the end of 2024. This demonstrates that Garuda Indonesia's commitment to supporting Corporate Social Responsibility is significant and impactful.

In conducting all of its operational activities on a sustainable basis, Garuda Indonesia consistently seeks to ensure business continuity by taking into account current conditions as well as potential developments in the future. External factors that may affect such sustainability include global and national economic conditions, the dynamics of the aviation industry, as well as environmental and social aspects.

The analysis of the global economy throughout 2025 continues to be characterized by a high level of uncertainty due to ongoing geopolitical dynamics, including the Russia–Ukraine conflict and tensions in the Middle East, as well as increasing fragmentation in global trade and investment. These conditions have contributed to a moderation in global economic growth and increased volatility in international financial markets. This situation may affect the Company's performance, particularly through fluctuations in exchange rates, fuel prices, and international travel demand, thereby requiring vigilance and adaptive responses to maintain business sustainability.

However, at the national level, Indonesia's economy has demonstrated solid resilience, with growth of 5.11% in 2025, supported by domestic consumption, government spending, and sustained investment. This macroeconomic stability has had a positive impact on the aviation industry, particularly in maintaining domestic travel demand. Nevertheless, the Company still needs to closely monitor potential risks arising from changes in purchasing power, price dynamics, and social factors that influence mobility and travel preferences, which may ultimately affect operational performance and business sustainability.

From an industry perspective, the aviation sector shows signs of recovery, reflected in the increasing number of international passengers and stable domestic performance, although certain segments remain under pressure. These developments present both opportunities and challenges in maintaining competitiveness and business sustainability. To address these dynamics, the Company strengthens its position as a full-service carrier by optimizing its value-added route network and engaging in strategic synergies with its subsidiaries to enhance efficiency and service reach.

Berdasarkan analisis komprehensif terhadap proyeksi makro ekonomi global dan nasional, dinamika pasar serta pertumbuhan trafik penerbangan, dan evaluasi menyeluruh atas peluang eksternal yang tersedia serta kekuatan internal yang dimiliki Perseroan, Garuda Indonesia menunjukkan optimisme yang kuat dalam meningkatkan kinerja usaha ke depan. Indikator pemulihan ekonomi, peningkatan mobilitas masyarakat, serta tren permintaan perjalanan udara yang semakin positif menjadi landasan yang kokoh bagi Perseroan untuk memperkuat daya saing dan memperluas pangsa pasar.

APRESIASI

Seluruh tantangan yang berhasil dilalui oleh Perseroan sepanjang tahun 2025 tidak terlepas dari kerja keras dan dedikasi seluruh insan perusahaan yang didukung oleh kepercayaan dari para pemangku kepentingan. Capaian tersebut menjadi bukti komitmen Perseroan dalam mengintegrasikan prinsip keberlanjutan ke dalam setiap aktivitas bisnis dan operasionalnya.

Perseroan berharap dukungan dan kepercayaan dari seluruh pemangku kepentingan dapat terus terjalin dengan baik, sehingga Perseroan mampu mempertahankan kinerja positif serta meraih berbagai pencapaian di masa mendatang. Atas nama Manajemen, kami menyampaikan apresiasi dan terima kasih kepada seluruh pihak yang telah memberikan dukungan terhadap perjalanan Perseroan.

Based on a comprehensive analysis of global and national macroeconomic projections, market dynamics and air traffic growth, as well as a thorough evaluation of available external opportunities and the Company's internal strengths, Garuda Indonesia demonstrates strong optimism in improving its future business performance. Indicators of economic recovery, increasing public mobility, and a more positive trend in air travel demand provide a solid foundation for the Company to strengthen its competitiveness and expand its market share.

APPRECIATION

All challenges faced by the Company in 2025 were overcome through the hard work and dedication of all employees, and with the support of stakeholders. These achievements reflect the Company's commitment to integrating sustainability principles into all of its business and operational activities.

The Company hopes that stakeholders will continue to support and trust the Company, enabling Garuda to maintain positive performance and achieve further accomplishments in the future. On behalf of Management, we would like to express our appreciation and gratitude to all parties who have supported the Company's journey.

Jakarta, 25 April 2026
Jakarta, April 25, 2026



GLENNY KAIRUPAN
Direktur Utama
President Director & CEO

TANGGUNG JAWAB LAPORAN KEBERLANJUTAN [GRI 2-14]

RESPONSIBILITY FOR THE SUSTAINABILITY REPORT [GRI 2-14]

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Garuda Indonesia (Persero) Tbk tahun 2025 termasuk di dalamnya mencakup informasi topik material telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan perusahaan sesuai dengan POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.

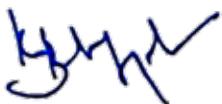
We, the undersigned, hereby declare that all information disclosed in the 2025 Sustainability Report of PT Garuda Indonesia (Persero) Tbk, including material topic information, is presented in its entirety. We bear full responsibility for the accuracy of the contents of the Sustainability Report in accordance with POJK No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies.

Jakarta, 25 April 2026
Jakarta, April 25, 2026

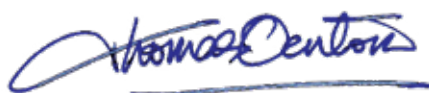
DIREKSI
Board of Directors



GLENNY KAIRUPAN
Direktur Utama
President Director & CEO



BALAGOPAL KUNDUVARA
Direktur Keuangan dan
Manajemen Risiko
Director of Finance and Risk
Management



THOMAS OENTORO
Wakil Direktur Utama
Vice President Director



REZA AULIA HAKIM
Direktur Niaga
Director of Commercial



DANI HAIKAL IRIAWAN
Direktur Operasi
Director of Operation



MUKHTARIS
Direktur Teknik
Director of Maintenance



EKSITARINO IRIANTO
Direktur Human Capital
& Corporate Service
Director of Human Capital
& Corporate Service



NEIL RAYMOND MILLS
Direktur Transformasi
Director of Transformation

TANGGUNG JAWAB LAPORAN KEBERLANJUTAN [GRI 2-14]

RESPONSIBILITY FOR THE SUSTAINABILITY REPORT [GRI 2-14]

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Jakarta, 25 April 2026
Jakarta, April 25, 2026

DEWAN KOMISARIS
Board of Commissioners



FADJAR PRASETYO

Komisaris Utama merangkap Komisaris Independen
President Commissioner, concurrently Independent Commissioner



CHAIRAL TANJUNG
Komisaris
Commissioner



MAWARDI YAHYA
Komisaris Independen
Independent Commissioner



FRANS DICKY TAMARA
Komisaris
Commissioner



TATA KELOLA KEBERLANJUTAN

SUSTAINABILITY GOVERNANCE



STRUKTUR DAN KOMPOSISI TATA KELOLA [GRI 2-9, GRI 2-11]

GOVERNANCE STRUCTURE AND COMPOSITION [GRI 2-9, GRI 2-11]

Sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, struktur tata kelola Garuda Indonesia terdiri dari organ utama, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Organ Perseroan tersebut memainkan peran kunci dalam keberhasilan pelaksanaan *Good Corporate Governance* (GCG). Di Garuda Indonesia, Direksi sekaligus merupakan eksekutif senior yang dipilih langsung oleh RUPS dan memikul tanggung jawab terhadap jalannya perusahaan secara keseluruhan. Dalam pelaksanaannya, masing-masing organ Perseroan tersebut menjalankan tugas, fungsi dan tanggung jawabnya secara independen untuk kepentingan Perseroan sesuai dengan ketentuan perundang-undangan, Anggaran Dasar Perseroan, dan ketentuan lain yang berlaku. Sedangkan, ketua badan tata kelola tertinggi yaitu Komisaris Utama bukan merupakan eksekutif senior. Komisaris Utama Garuda Indonesia memiliki peran murni pengawasan dan strategis, sedangkan pelaksanaan operasional sehari-hari dijalankan oleh Direktur Utama dan anggota Direksi lainnya sesuai dengan Anggaran Dasar Perseroan.

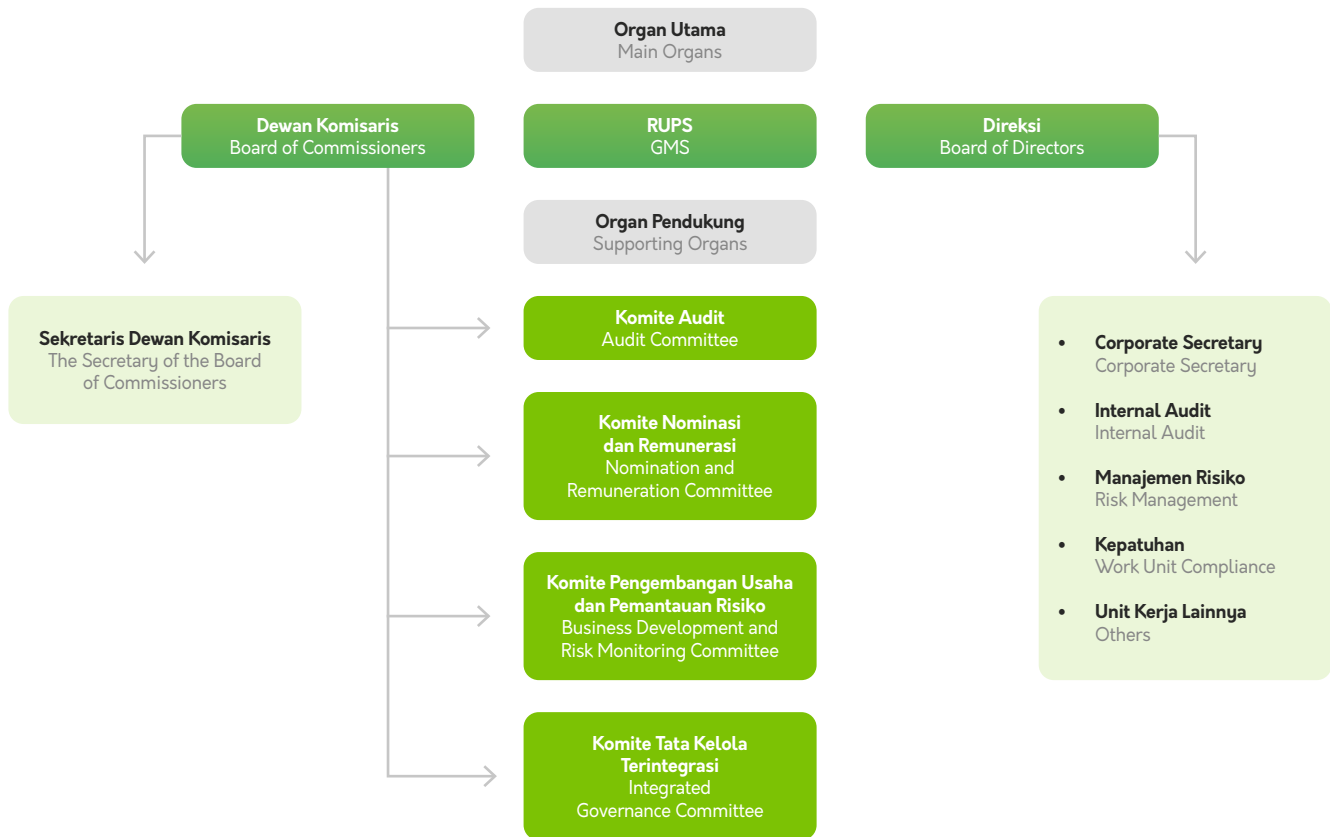
Dalam menjalankan tugas dan tanggung jawab Dewan Komisaris dan Direksi, Perseroan telah membentuk organ-organ pendukung GCG di bawah Dewan Komisaris terdiri dari Komite Audit, Komite Pengembangan Usaha dan Pemantauan Risiko, Komite Nominasi dan Remunerasi, Komite Tata Kelola Terintegrasi, dan Sekretaris Dewan Komisaris. Sedangkan, organ pendukung GCG di bawah Direksi terdiri dari Sekretaris Perusahaan, Satuan Pengawas Internal (SPI), Manajemen Risiko, Kepatuhan, dan unit kerja lainnya.

Dalam pelaksanaannya, masing-masing organ Perseroan tersebut menjalankan tugas, fungsi dan tanggung jawabnya secara independen untuk kepentingan Perseroan sesuai dengan ketentuan perundang-undangan, Anggaran Dasar Perseroan, dan ketentuan lain yang berlaku.

In accordance with Law No. 40 of 2007 on Limited Liability Companies, Garuda Indonesia's governance structure consists of three main governing bodies: the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. These entities play a crucial role in ensuring the successful implementation of Good Corporate Governance (GCG). At Garuda Indonesia, the Board of Directors, elected directly by shareholders, assumes full responsibility for the overall management and operations of the Company. Each governing body performs its respective duties, functions, and responsibilities independently, prioritizing the Company's best interests while adhering to prevailing laws, the Company's Articles of Association, and other applicable regulations. Meanwhile, the Chairman of the highest governing body, the President Commissioner, is not part of senior management. The President Commissioner of Garuda Indonesia has a purely supervisory and strategic role, while day-to-day operations are handled by the President & CEO and other members of the Board of Directors in accordance with the Company's Articles of Association.

To support the duties and responsibilities of the Board of Commissioners and the Board of Directors, the Company has established GCG supporting bodies. Under the Board of Commissioners, these include the Audit Committee, the Business Development and Risk Monitoring Committee, the Nomination and Remuneration Committee, the Integrated Governance Committee, and the Secretary of the Board of Commissioners. Meanwhile, under the Board of Directors, the supporting bodies comprise the Corporate Secretary, Internal Audit Unit (SPI), Risk Management, and other relevant work units.

Each governing body performs its respective duties, functions, and responsibilities independently, prioritizing the Company's best interests while adhering to prevailing laws, the Company's Articles of Association, and other applicable regulations.



Profil Dewan Komisaris dan Direksi termasuk Komisaris Independen, jenis kelamin, masa jabatan dan kompetensi yang dimiliki disajikan di dalam Laporan Tahunan bagian Profil Perusahaan. Di samping itu, profil komite di bawah Dewan Komisaris dan Direksi beserta tugas dan tanggung jawab Dewan Komisaris dan Direksi juga telah disampaikan pada Laporan Tahunan Garuda Indonesia bagian Tata Kelola Perusahaan.

The profile of the Board of Commissioners and Board of Directors, including Independent Commissioners, gender, terms of office, and competencies, are presented in the Company Profile section of the Annual Report. Additionally, the profiles of committees under the Board of Commissioners and Board of Directors, as well as their duties and responsibilities, have been included in the Corporate Governance Section of the Garuda Indonesia Annual Report.

KODE ETIK CODE OF CONDUCT

Garuda Indonesia senantiasa mendukung kepatuhan terhadap Etika Bisnis dan Etika Kerja Perseroan serta berkomitmen untuk mengimplementasikannya secara konsisten di seluruh lini organisasi. Seluruh Pejabat Eksekutif pada setiap jenjang diwajibkan bertanggung jawab dalam memastikan bahwa Kode Etik Bisnis dan Etika Kerja dipahami, dipatuhi, dan dijalankan dengan baik oleh seluruh insan Perseroan. Selain itu, setiap karyawan diwajibkan menandatangani pernyataan komitmen kepatuhan terhadap Kode Etik Bisnis dan Etika Kerja secara berkala setiap tahun sebagai bentuk penguatan integritas dan akuntabilitas.

Kode Etik Bisnis dan Etika Kerja Perusahaan senantiasa ditinjau dan disesuaikan dengan perkembangan hukum, sosial, norma, regulasi, serta dinamika bisnis Perseroan. Pembaruan tersebut dikomunikasikan secara internal agar seluruh elemen organisasi memahami dan secara aktif mendukung implementasi pedoman etika yang berlaku. Seluruh insan Perseroan berkewajiban menerapkan Kode Etik Bisnis dan Etika Kerja sehingga nilai-nilai moral yang dianut Perusahaan tercermin dalam sikap, perilaku, dan tindakan sehari-hari. Untuk memperjelas implementasinya, pedoman ini dilengkapi dengan contoh perilaku yang diperbolehkan dan tidak diperbolehkan sebagai acuan dalam menjaga standar etika Perseroan.

Informasi terkait Kode Etik Perseroan telah dibahas secara rinci pada Laporan Tahunan Garuda Indonesia tahun 2025 bagian Tata Kelola Perusahaan.

Garuda Indonesia consistently upholds compliance with the Company's Business Ethics and Work Ethics and is committed to implementing them across all levels of the organization. All executive officers at every level are required to ensure that the Business Ethics and Work Ethics are understood, observed, and properly implemented by all Company personnel. Furthermore, all employees are required to sign an annual statement confirming their commitment to comply with the Business Ethics and Work Ethics, as a way to reinforce integrity and accountability.

The Company's Business Ethics and Work Ethics are regularly reviewed and updated in line with legal developments, social norms, regulations, and the Company's evolving business dynamics. These updates are communicated internally to ensure that all elements of the organization understand and actively support the implementation of the applicable ethical guidelines. All Company personnel are required to uphold the Business Ethics and Work Ethics so that the Company's moral values are reflected in their daily attitudes, behavior, and actions. To provide clearer guidance, this code is complemented by examples of acceptable and unacceptable behavior as a reference for maintaining the Company's ethical standards.

Further information on the Company's Code of Conduct is presented in detail in Garuda Indonesia's 2025 Annual Report, under the Corporate Governance section.

CONFLICT OF INTEREST [GRI 2-15]

CONFLICT OF INTEREST [GRI 2-15]

Sesuai ketentuan dalam Peraturan Otoritas Jasa Keuangan Nomor 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan (POJK 42/2020), benturan kepentingan adalah perbedaan antara kepentingan ekonomis Perusahaan Terbuka dengan kepentingan ekonomis pribadi Anggota Direksi, Anggota Dewan Komisaris, Pemegang Saham Utama, atau Pengendali yang dapat merugikan perusahaan terbuka dimaksud. Garuda Indonesia senantiasa berkomitmen untuk menghindari segala bentuk benturan kepentingan yang mungkin terjadi. Dalam mengelola benturan kepentingan pada Dewan Komisaris dan Direksi, Perseroan telah memiliki *Board Manual* yang di dalamnya telah mengatur tentang Anggota Dewan Komisaris dan Direksi dilarang melakukan tindakan yang mempunyai benturan kepentingan dan mengambil keuntungan pribadi dari pengambilan keputusan dan/atau pelaksanaan kegiatan Perseroan yang bersangkutan, selain penghasilan yang sah. Apabila seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan, maka Dewan Komisaris dapat mewakili Perseroan. Lebih lanjut, dalam hal setiap anggota Direksi dan Dewan Komisaris terlibat dalam proses hukum tersebut dan/atau memiliki benturan kepentingan dengan Perseroan, maka Rapat Umum Pemegang Saham akan menunjuk pihak lain untuk mewakili Perseroan.

Setiap anggota Dewan Komisaris dan Direksi yang secara pribadi dengan cara apapun, baik secara langsung maupun secara tidak langsung, mempunyai kepentingan dalam suatu transaksi, kontrak atau kontrak yang diusulkan dalam mana Perseroan menjadi salah satu pihaknya, harus dinyatakan sifat kepentingannya dalam suatu Rapat Dewan Komisaris dan tidak berhak untuk ikut dalam pengambilan suara mengenai hal yang berhubungan dengan transaksi atau kontrak tersebut. Selain itu, Dewan Komisaris dan Direksi juga wajib memperhatikan ketentuan tentang pedoman penanganan benturan kepentingan yang berlaku di Perseroan.

Sebagai upaya pencegahan benturan kepentingan, Perseroan telah menetapkan Pedoman Etika Bisnis dan Etika Kerja, yang di dalamnya telah mengatur terkait kebijakan pencegahan dan pengendalian *anti-fraud*, termasuk komitmen untuk tetap bebas dari keterlibatan politik dan kegiatan lobi kebijakan. Ketentuan terkait larangan benturan kepentingan sebagaimana diatur dalam Pedoman Penanganan Benturan Kepentingan yang tertuang dalam Surat Keputusan Direksi JKTDZ/SKEP/50150/2024. Sebagai bentuk komitmen kepatuhan atas Pedoman Etika Bisnis dan Etika Kerja, termasuk di dalamnya kebijakan benturan kepentingan, seluruh pegawai Perseroan diwajibkan untuk menandatangani surat pernyataan sebagai komitmen untuk mematuhi kebijakan tersebut secara berkala.

Selama tahun 2025, tidak terdapat hubungan afiliasi (mencakup hubungan keuangan, keluarga dan kepengurusan) anggota Dewan Komisaris dan Direksi dengan anggota Dewan Komisaris dan Direksi lainnya serta dengan pemegang saham utama dan

According to the provisions of the Financial Services Authority Regulation Number 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions, a conflict of interest refers to a divergence between the economic interests of a public company and the personal economic interests of members of the Board of Directors, Board of Commissioners, Major or Controlling Shareholders, which could potentially harm the Company. Garuda Indonesia is committed to preventing any form of conflict of interest that may arise. In managing the Board of Commissioners and Board of Directors' conflict of interest, Garuda Indonesia has prepared a Board manual that prohibits the members of the Board of Commissioners and Board of Directors from taking actions that have elements of conflict of interest and taking personal benefits from decision-making and/or the implementation of the Company's related activities, other than legal income. If all members of the Board of Directors have a conflict of interest with the Company, the Board of Commissioners can represent the Company. Furthermore, if any member of the Board of Directors or the Board of Commissioners is involved in the legal process and/or has a conflict of interest with the Company, the General Meeting of Shareholders will appoint another party to represent the Company.

Each member of the Board of Commissioners and Board of Directors who personally in any way, directly or indirectly, has an interest in a proposed transaction or contract in which the Company serves as one of the parties, shall declare the nature of their interest in the Board of Commissioners Meeting and shall not reserve the right to participate in voting on matters concerning the transaction or contract. In addition, the Board of Commissioners and Board of Directors must consider the Company's applicable provisions on the guidelines for handling conflicts of interest.

As an effort to prevent conflicts of interest, the Company has established Business Ethics and Work Ethics, which includes policies on anti-fraud prevention and control, as well as a commitment to remain free from political involvement and policy lobbying activities. Provisions regarding the prohibition of conflicts of interest are set out in the Conflict-of-Interest Handling Guidelines as stipulated in Board of Directors Decree No. JKTDZ/SKEP/50150/2024. To reinforce compliance with the Business Ethics and Work Ethics, including the conflict of interest policy, all employees are required to periodically sign a statement confirming their commitment to these policies.

In 2025, there were no affiliations, whether financial, family, or management relationships, of members of the Board of Commissioners and Board of Directors with other members of the Board of Commissioners and Board of Directors, as well as with

pengendali. Pemegang Saham Pengendali Garuda Indonesia adalah PT Danantara Asset Management. Dalam hal kepemilikan saham Dewan Komisaris dan Direksi, Anggota Direksi dan Dewan Komisaris Perseroan, secara berkala setiap tahunnya menyampaikan informasi mengenai kepemilikan saham atas saham Perseroan yang didokumentasikan dalam bentuk Daftar Khusus yang dikelola oleh Unit Corporate Secretary. Sampai dengan akhir tahun 2025, seluruh anggota Dewan Komisaris dan Direksi tidak memiliki saham perusahaan lain termasuk pemasok. Informasi terkait hubungan afiliasi Dewan Komisaris dan Direksi telah disampaikan secara rinci pada Laporan Tahunan Garuda Indonesia tahun 2025 bagian Profil Perusahaan. Informasi kepemilikan saham Garuda Indonesia oleh Dewan Komisaris dan Direksi telah disampaikan secara rinci pada Laporan Tahunan Garuda Indonesia tahun 2025 bagian Profil Perusahaan. Sedangkan, informasi kepemilikan saham Dewan Komisaris dan Direksi telah disampaikan secara rinci pada Laporan Tahunan Garuda Indonesia tahun 2025 bagian Tata Kelola Perusahaan.

majority and controlling shareholders. The controlling shareholder of Garuda Indonesia is PT Danantara Asset Management. With regard to share ownership, members of the Company's Board of Directors and Board of Commissioners annually submit information on their shareholdings in the Company, which is documented in a Special Register maintained by the Corporate Secretary Unit. Until the end of 2025, all members of the Board of Commissioners and Board of Directors do not own shares in other companies, including suppliers. Information related to the affiliations between the Board of Commissioners and the Board of Directors has been presented in detail in the Company Profile section of Garuda Indonesia's 2025 Annual Report. Detailed information regarding the shareholdings of Garuda Indonesia's Board of Commissioners and Board of Directors is provided in the "Company Profile" section of Garuda Indonesia's 2025 Annual Report. Meanwhile, detailed information regarding the shareholdings of the Board of Commissioners and Board of Directors is provided in the "Corporate Governance" section of Garuda Indonesia's 2025 Annual Report.

NOMINASI DAN SELEKSI DEWAN KOMISARIS DAN DIREKSI [GRI 2-10]

NOMINATION AND SELECTION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS [GRI 2-10]

Proses nominasi dan seleksi Dewan Komisaris mengacu pada Peraturan Menteri BUMN No. PER-03/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN dan Peraturan OJK No. 33/POJK.04.2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik di mana kandidat anggota Dewan Komisaris harus memenuhi sejumlah kriteria persyaratan formal, materiil, dan persyaratan lainnya. Calon anggota Dewan Komisaris diangkat jika calon anggota telah memenuhi persyaratan formal, persyaratan materiil, dan persyaratan lain dengan prosedur berikut ini:

1. Anggota Dewan Komisaris diangkat oleh RUPS;
2. Bagi BUMN tertentu yang berdasarkan peraturan perundang-undangan pengangkatan anggota Dewan Komisaris memerlukan penilaian oleh regulator selaku pemangku kepentingan Perseroan;
3. Anggota Dewan Komisaris wajib mengikuti uji kelayakan dan kepatutan yang dilakukan oleh lembaga profesional yang ditunjuk oleh Menteri untuk melakukan uji kelayakan dan kepatutan terhadap calon Direksi;
4. Anggota Dewan Komisaris mulai menjabat secara efektif terhitung sejak tanggal penyerahan keputusan atau tanggal yang ditetapkan dalam keputusan Menteri/RUPS/seluruh pemegang saham secara sirkuler;
5. Pengangkatan kembali anggota Dewan Komisaris dilakukan berdasarkan penilaian Deputi Teknis dan Sekretaris atas kemampuan yang bersangkutan melaksanakan tugasnya dengan baik selama masa jabatannya. Penyajian hasil penilaian dilakukan dalam bentuk narasi kualitatif.
6. Anggota Dewan Komisaris yang jabatannya berakhir dapat diangkat kembali, dengan memperhatikan ketentuan yang berlaku termasuk penilaian atas kemampuan yang bersangkutan melaksanakan tugasnya dengan baik selama masa jabatannya.

Seperti halnya, nominasi dan seleksi Direksi mengacu pada Peraturan Menteri BUMN RI Nomor: PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN. Untuk diangkat sebagai Direksi Perseroan, maka calon anggota Direksi harus memenuhi persyaratan formal dan material. Informasi mengenai nominasi Dewan Komisaris dan Direksi, kompetensi serta Kebijakan Keberagaman Direksi dan Dewan Komisaris, Independensi serta implementasinya telah disajikan pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan Garuda Indonesia tahun 2025.

The nomination and selection process for the Board of Commissioners adheres to the Regulation of the Minister of SOEs Number PER-03/MBU/03/2023 on State-Owned Enterprise Organs and Human Capital and Financial Services Authority Regulation No. 33/POJK.04.2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, under which candidates for the Board of Commissioners must meet a number of formal, substantive, and other requirements. Prospective members of the Board of Commissioners are appointed if they meet the formal requirements, material requirements, and other requirements under the following procedures:

1. The GMS appoints members of the Board of Commissioners;
2. For certain SOEs, based on the prevailing laws and regulations, the appointment of members of the Board of Commissioners requires assessment by the regulator as a stakeholder of the Company;
3. Members of the Board of Commissioners must undergo the fit and proper test conducted by a professional institution appointed by the Minister to conduct fit and proper tests on candidates for the Directors;
4. Members of the Board of Commissioners start the position effectively from the date of such resolution or the date set in the circular resolution of the Minister/GMS/all shareholders;
5. The reappointment of members of the Board of Commissioners is based on the assessment performed by the Technical Deputy and the Secretary, evaluating the concerned members' ability to fulfill their duties during their term of office. The assessment results are presented in the form of a qualitative narrative;
6. Members of the Board of Commissioners whose term of office expires may be reappointed, with due regard to the applicable provisions, including an assessment of the ability of the relevant members to fulfill their duties properly during their term of office.

Similarly, the nomination and selection of the Board of Directors are governed by Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning the Organizational Structure and Human Resources of State-Owned Enterprises. To be appointed as a member of the Company's Board of Directors, a candidate must meet both formal and material requirements. Information regarding the nomination of the Board of Commissioners and the Board of Directors, their competencies, as well as the Diversity Policy for the Board of Directors and the Board of Commissioners, Independence, and its implementation has been presented in the Corporate Governance Chapter of Garuda Indonesia's 2025 Annual Report.

PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI [GRI 2-18] COMMISSIONERS AND THE BOARD OF DIRECTORS [GRI 2-18]

Penilaian kinerja Direksi secara kolegal maupun individu dilakukan melalui *Key Performance Indicator* (KPI) yang evaluasi oleh Dewan Komisaris dan disampaikan kepada Pemegang Saham dalam RUPS. Setiap tahun, Direksi wajib menyusun Kontrak Manajemen Tahunan yang memuat KPI Direksi yang merupakan penjabaran dari RKAP. Kontrak Manajemen memuat KPI Direksi secara kolegal dan Individu yang disetujui oleh Dewan Komisaris setelah terlebih dahulu berkonsultasi dengan Pemegang Saham Seri A Dwiwarna. Penilaian kinerja Direksi telah mempertimbangkan aspek ESG yang ditunjukkan dalam pencapaian target kinerja yang terkait dengan topik ESG seluruhnya telah termasuk ke dalam indikator KPI Direksi. Perseroan telah memiliki kriteria dalam menghubungkan KPI manajemen ke topik ESG yang tertuang di kontrak manajemen. Perseroan juga memiliki fungsi monitoring terhadap kinerja dari Direksi, baik kolegal ataupun perseorangan, serta Group Head juga melakukan pemantauan terhadap program strategis pada setiap bulan. Penilaian kinerja Direksi dilakukan Dewan Komisaris dan dievaluasi oleh Pemegang Saham dalam RUPS setiap tahun.

Sedangkan, penilaian kinerja Dewan Komisaris dilakukan sekali dalam 1 (satu) tahun, dengan menggunakan metode *self assessment*. Pengukuran keberhasilan kinerja Dewan Komisaris merupakan hasil kerja kolegal dari seluruh Dewan Komisaris yang tercermin dalam satu kesatuan pada realisasi Rencana Bisnis Perseroan. Pengukuran keberhasilan kinerja Dewan Komisaris merupakan hasil kerja kolegal dari seluruh Dewan Komisaris yang tercermin dalam satu kesatuan pada realisasi Rencana Bisnis Perseroan. Penilaian kinerja Dewan Komisaris juga mencakup pengawasan kinerja Direksi dalam pencapaian target ESG.

Hasil penilaian kinerja Direksi dan Dewan Komisaris merupakan aspek yang tak terpisahkan dari skema remunerasi serta menjadi dasar pertimbangan untuk penunjukan kembali. Informasi lengkap terkait penilaian kinerja Direksi dan Dewan Komisaris telah disampaikan pada Laporan Tahunan bagian Tata Kelola Perusahaan.

Performance assessment is conducted collectively and individually through Key Performance Indicators, which are then evaluated by the Board of Commissioners and submitted to Shareholders at the GMS. Each year, the Board of Directors is required to prepare an Annual Management Contract outlining the Directors' Key Performance Indicators (KPIs) derived from the RKAP. The Management Contract includes collective and individual KPIs for the Directors and must be approved by the Board of Commissioners following prior consultation with the Series A Dwiwarna Shareholders. The Board of Directors' performance assessment has considered the ESG aspect as demonstrated by the achievement of performance targets related to ESG, all of which are included in the Board of Directors' performance indicators. The Company has established criteria for linking management KPI to the ESG topic as outlined in the management contract. The Company also monitors the performance of the Board of Directors, both collectively and individually, while Group Heads conduct monthly monitoring of strategic programs. The performance assessment of the Board of Directors is conducted by the Board of Commissioners and evaluated by the Shareholders at the GMS annually.

Meanwhile, the Board of Commissioners' performance assessment is carried out once a year using the self-assessment method. The measurement of the Board of Commissioners' performance success is the collegial work product of the entire Board, reflected as a unified whole in the implementation of the Company's Business Plan. The measurement of the Board of Commissioners' performance success is the collegial work product of the entire Board, reflected as a unified whole in the implementation of the Company's Business Plan. The performance evaluation of the Board of Commissioners also includes oversight of the Board of Directors' performance in achieving ESG targets.

The results of the performance evaluations of the Board of Directors and the Board of Commissioners are an integral aspect of the remuneration scheme and serve as the basis for consideration for reappointment. Detailed information on the performance evaluations of the Board of Directors and the Board of Commissioners has been provided in the Corporate Governance section of the Annual Report.

KEBIJAKAN REMUNERASI [GRI 2-19, GRI 2-20, GRI 2-21]

REMUNERATION POLICY [GRI 2-19, GRI 2-20, GRI 2-21]

Dalam menerapkan remunerasi bagi Dewan Komisaris dan Direksi Perseroan mengacu pada ketentuan ketentuan sebagaimana termuat dalam Peraturan Menteri Badan Usaha Milik Negara No. Per-3/MBU/03/2023 Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, serta ketentuan sesuai Surat Menteri Badan Usaha Milik Negara Republik Indonesia Nomor SR-52/MBU/Wk.K/02/2024 tanggal 7 Februari 2024 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Garuda Indonesia (Persero) Tbk Tahun 2024. Selanjutnya, Direksi Perseroan yang merupakan Direksi Ekspatriat yang diangkat pada RUPS tanggal 15 Oktober 2025, pemberian remunerasi Direksi Ekspatriat mengacu pada surat PT Danantara Asset Management (Persero) dengan nomor SR.029/DI-DAM/HC/2026 Perihal Informasi Penetapan Remunerasi Penugasan Direksi Dalam Rangka Transformasi PT Garuda Indonesia (Persero) Tbk.

Kebijakan dan prosedur penetapan remunerasi bagi Dewan Komisaris dan Direksi terdiri dari beberapa tahapan yang mencakup proses penyusunan, analisa, pengajuan, dan penetapan. Prosedur penetapan gaji bagi Direksi dan honorarium Dewan komisaris diawali dengan pembahasan oleh Komite Nominasi dan Remunerasi mengenai ketentuan yang mengatur penghasilan gaji bagi Direksi dan honorarium bagi Dewan Komisaris, kinerja Perusahaan tahun berjalan, capaian Indikator Kinerja Utama Direksi dan Dewan Komisaris dan posisi gaji Direktur Utama dibandingkan dengan data gaji Direktur Utama perusahaan yang lainnya yang memiliki skala usaha yang sama dengan Perusahaan. Dalam membahas posisi gaji Direktur Utama Perusahaan terhadap perusahaan pembanding lainnya dengan skala usaha yang sama (*peer group*), Komite Nominasi dan Remunerasi dapat menggunakan konsultan independen yang berkompeten di bidangnya.

Komite Nominasi dan Remunerasi akan memberikan rekomendasi gaji Direktur Utama kepada Dewan Komisaris untuk dibahas dan dimintakan persetujuan ke RUPS. Hasil kajian disampaikan oleh Dewan Komisaris sebagai bahan usulan penetapan remunerasi kepada Pemegang Saham, berdasarkan aturan remunerasi yang berlaku di Kementerian BUMN. Dewan komisaris selanjutnya berkonsultasi dengan Menteri BUMN selaku pemegang saham mayoritas Perusahaan mengenai usulan gaji Direktur Utama. Hasil konsultasi akan dibawa ke RUPS untuk dibahas dan mendapatkan persetujuan. Setelah mendapatkan persetujuan RUPS, selanjutnya Direksi melaksanakan keputusan RUPS mengenai penetapan gaji Direksi dan honorarium Dewan Komisaris. Pelaksanaan gaji baru dilakukan sejak Januari tahun yang bersangkutan.

In implementing remuneration for the Board of Commissioners and the Board of Directors, the Company refers to the provisions stipulated in the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises, as well as the provisions set out in the Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia Number SR-52/MBU/Wk.K/02/2024 dated February 7, 2024, concerning the Determination of the Remuneration of the Board of Directors and Board of Commissioners of PT Garuda Indonesia (Persero) Tbk for 2024. Furthermore, for members of the Board of Directors who are expatriates and were appointed at the General Meeting of Shareholders (GMS) on October 15, 2025, the remuneration arrangement for expatriate directors refers to the letter of PT Danantara Asset Management (Persero) Number SR.029/DI-DAM/HC/2026 concerning the Information on the Determination of Remuneration for Director Assignments in the Context of the Transformation of PT Garuda Indonesia (Persero) Tbk.

The policy and procedure for setting remuneration for the Board of Commissioners and the Board of Directors include several stages: preparation, analysis, submission, and determination. The procedure for determining the salaries of the Board of Directors and the honorarium of the Board of Commissioners begins with discussions by the Nomination and Remuneration Committee regarding the provisions governing the remuneration of the Board of Directors and the honorarium of the Board of Commissioners, the Company's performance in the current year, the achievement of the Directors' and Commissioners' Key Performance Indicators (KPI), and the salary position of the President & CEO compared to salary data of President & CEO of other companies with a similar business scale to the Company. In discussing the salary position of the Company's President & CEO against comparable companies with a similar business scale (*peer group*), the Nomination and Remuneration Committee may engage an independent consultant with relevant expertise in the field.

The Nomination and Remuneration Committee provides recommendations on the President & CEO's salary to the Board of Commissioners for review and for submission to the General Meeting of Shareholders (GMS) for approval. The results of the assessment are then presented by the Board of Commissioners as a proposal for remuneration determination to the Shareholders, in accordance with the remuneration regulations applicable within the Ministry of State-Owned Enterprises (SOEs). The Board of Commissioners subsequently consults with the Minister of SOEs as the majority shareholder of the Company regarding the proposed salary of the President & CEO. The results of this consultation are then brought to the GMS for discussion and approval. Upon approval by the GMS, the Board of Directors implements the GMS resolution regarding the determination of the salaries of the Board of Directors and the honorarium of the Board of Commissioners. The implementation of the approved remuneration takes effect starting in January of the relevant year.

Penetapan tantiem bagi Dewan Komisaris dan Direksi dapat diberikan berdasarkan penetapan RUPS/ Menteri dalam pengesahan Laporan Tahunan apabila:

1. Opini yang diterbitkan oleh auditor adalah paling sedikit "Wajar Dengan Pengecualian" (WDP);
2. Realisasi tingkat kesehatan paling rendah dengan nilai 70 (tujuh puluh). Pencapaian dimaksud tidak memperhitungkan beban/keuntungan akibat tindakan direksi sebelumnya dan/atau faktor di luar pengendalian Direksi;
3. Capaian KPI paling rendah sebesar 80% (delapan puluh persen). Pencapaian dimaksud tidak memperhitungkan faktor di luar pengendalian Direksi;
4. Kondisi Perseroan tidak semakin merugi dari tahun sebelumnya untuk Perseroan dalam kondisi rugi, atau Perseroan tidak menjadi rugi dari sebelumnya dalam kondisi untung. Kerugian tersebut tidak memperhitungkan faktor di luar pengendalian Direksi; dan
5. Hal-hal di luar pengendalian Direksi sebagaimana dimaksud pada angka 2, angka 3, dan angka 4 di atas, dinyatakan dalam Laporan Tahunan BUMN dan disetujui oleh RUPS/Menteri.

Struktur komponen remunerasi Dewan Komisaris dan Direksi terdiri atas:

Dewan Komisaris Board of Commissioners

1. Honorarium
2. Tunjangan yang terdiri atas :
 - I. Tunjangan Hari Raya (THR).
 - II. Tunjangan Transportasi.
 - III. Asuransi Purna Jabatan.
2. Benefits, including:
 - I. Religious Holiday Allowance (THR).
 - II. Transportation Allowance.
 - III. Post-Service Insurance.
3. Fasilitas yang terdiri atas
 - I. Fasilitas Kesehatan;
 - II. Fasilitas Bantuan Hukum.
 - III. Tantiem/Insentif
3. Facilities, including:
 - I. Health Facilities.
 - II. Legal Aid Facilities.
 - III. Bonus/ Incentives

Direksi Board of Directors

1. Gaji
1. Salary
2. Tunjangan yang terdiri atas
 - I. Tunjangan Hari Raya (THR).
 - II. Asuransi Purna Jabatan.
 - III. Tunjangan Perumahan.
2. Benefits, including:
 - I. Religious Holiday Allowance (THR).
 - II. Post-Service Insurance.
 - III. Housing Allowance.
3. Fasilitas yang terdiri atas;
 - I. Fasilitas Kendaraan.
 - II. Fasilitas Kesehatan.
 - III. Fasilitas Bantuan Hukum.
3. Facilities, including:
 - I. Vehicle Facilities.
 - II. Health Facilities.
 - III. Legal Aid Facilities.
4. Tantiem/Insentif Kinerja/Insentif Khusus
4. Performance Bonus/Incentive/Special Incentive

The determination of performance bonus for the Board of Commissioners and the Board of Directors may be granted based on the GMS/Minister's approval of the Annual Report if:

1. The opinion issued by the auditor is at least a "Qualified Opinion" (WDP);
2. The lowest health score was 70 (seventy). This score does not take into account the impact of the Board of Directors' prior actions and/or factors beyond the Board's control;
3. The minimum KPI achievement is 80% (eighty percent). The achievement in question does not take into account factors beyond the Board of Directors' control;
4. The Company's condition does not show further losses compared to the previous year if it was already in a loss position, or the Company does not incur a loss if it was previously profitable. Such losses do not take into account factors beyond the Board of Directors' control; and
5. Matters beyond the Board of Directors' control, as referred to in points 2, 3, and 4 above, are disclosed in the SOE Annual Report and approved by the GMS/Minister.

The remuneration structure consists of the following components:

Penetapan remunerasi Dewan Komisaris dan Direksi mempertimbangkan hal – hal sebagai berikut:

1. Faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan perusahaan, dan faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan;
2. Capaian kinerja Perusahaan;
3. Capaian indikator kinerja utama (*key Performance Indicator*) Direktur Utama;
4. Posisi gaji Direktur Utama terhadap gaji Direktur Utama pada *peer group*;
5. Tingkat inflasi pada tahun berjalan; dan
6. Kemampuan Perseroan.

The determination of remuneration for the Board of Commissioners and the Board of Directors takes into account the following:

1. Business scale factors, business complexity, inflation rate, the Company's financial condition and capability, and other relevant factors, and must not conflict with applicable laws and regulations;
2. Company performance achievement;
3. Achievement of the Key Performance Indicators (KPIs) of the President & CEO;
4. The salary position of the President & CEO compared to the President & CEO's salary within the peer group;
5. The inflation rate in the current year; and
6. The Company's financial capability.

Perseroan tidak memberikan *sign-on* bonus atau insentif perekrutan sebagai bagian dari kebijakan remunerasi bagi anggota Direksi dan Dewan Komisaris. Terkait dengan pembayaran pemutusan hubungan kerja dan manfaat pensiun, Perseroan menyediakan manfaat dalam bentuk Asuransi Purna Jabatan yang dibayarkan melalui premi tahunan dan dapat diklaim pada saat berakhirnya masa jabatan atau apabila pejabat yang bersangkutan meninggal dunia, sehingga dikategorikan sebagai tunjangan. Sementara itu, Perseroan tidak menerapkan kebijakan clawback dalam struktur remunerasi, mengingat penarikan kembali tantiem yang telah dibayarkan tidak termasuk sebagai bagian dari kebijakan remunerasi yang berlaku.

Penetapan remunerasi Dewan Komisaris dan Direksi juga telah mempertimbangkan kinerja terkait pencapaian target kinerja ESG yang terlihat dari KPI Direksi.

Hasil pemungutan suara pemangku kepentingan dalam penetapan remunerasi menunjukkan bahwa 67.339.436.684 suara atau 99,185% bagian dari seluruh saham setuju, 91.522.021 suara atau 0,135% bagian dari seluruh saham tidak setuju, dan 461.746.979 suara atau 0,68% bagian dari seluruh saham abstain. Hasil pemungutan suara pemangku kepentingan dalam penetapan remunerasi (gaji/honorarium, fasilitas, tunjangan dan insentif lainnya) untuk Tahun Buku 2025, dan Tantiem/Insentif Kinerja Tahun Buku 2024 bagi Dewan Komisaris Perseroan telah disampaikan pada Laporan Tahunan Garuda Indonesia bagian Tata Kelola Perusahaan.

The Company does not provide sign-on bonuses or recruitment incentives as part of its remuneration policy for members of the Board of Directors and the Board of Commissioners. Regarding severance payments and pension benefits, the Company provides benefits in the form of Post-Employment Insurance, which is paid through annual premiums and can be claimed upon the end of the term of office or in the event of the relevant officer's death, and is therefore classified as a benefit. Meanwhile, the Company does not implement a clawback policy in its remuneration structure, as the recovery of previously paid bonuses is not included as part of the applicable remuneration policy.

The determination of remuneration for the Board of Commissioners and Board of Directors has also considered performance related to ESG aspects, as reflected in the Directors' KPIs.

The results of the stakeholders' vote on the remuneration determination show that 67,339,436,684 votes, or 99.185% of total shares, were in favor, 91,522,021 votes, or 0.135% of total shares, were against, and 461,746,979 votes, or 0.68% of total shares, abstained. The results of the stakeholders' vote on the determination of remuneration (salary/honorarium, facilities, allowances, and other incentives) for 2025 Fiscal Year, and the Bonus/Performance Incentives for 2024 Fiscal Year for the Company's Board of Commissioners, have been presented in the Corporate Governance section of Garuda Indonesia's Annual Report.

RAPAT DIREKSI DAN DEWAN KOMISARIS

BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS MEETINGS

Dewan Komisaris juga wajib mengadakan rapat bersama Direksi secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan. Sedangkan, rapat Direksi wajib diadakan secara berkala sekurangnya sekali dalam setiap bulan. Selain itu, Rapat Direksi bersama Dewan Komisaris juga wajib diadakan sekurangnya 1 (satu) kali dalam 4 (empat) bulan.

The Board of Commissioners is also required to hold joint meetings with the Board of Directors regularly, at least once every four months. Meanwhile, meetings of the Board of Directors are required to be held regularly, at least once a month. Furthermore, a joint meeting between the Board of Directors and the Board of Commissioners shall also be held at least once every four months.

Nama Name	Jabatan Position	Rapat Dewan Komisaris Board of Commissioners Meetings			Rapat Dewan Komisaris dengan Direksi Bulanan Monthly Meetings Between the Board of Commissioners and the Board of Directors			RUPS GMS		
		Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance			Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance			Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Total Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Total Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Total Attendance	Persentase Percentage
Marsekal TNI (Purn) Fadjar Prasetyo Air Marshal (Ret.) TNI Fadjar Prasetyo	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	9	9	100%	12	12	100%	5	5	100%
Chairal Tanjung	Komisaris Commissioner	9	9	100%	12	10	83%	5	5	100%
Timur Sukirno	Komisaris Independen Independent Commissioner	5	5	100%	6	6	100%	2	1	50%
Mawardi Yahya*	Komisaris Independen Independent Commissioner	4	4	100%	6	6	100%	3	3	100%
Letjen TNI (Purn) Glenny Kairupan** Lieutenant General (Ret.) TNI Glenny Kairupan**	Komisaris Commissioner	7	7	100%	9	7	78%	3	3	100%
Brigjen TNI (Purn) Frans Dicky Tamara*** Brigadier General (Ret.) TNI Frans Dicky Tamara***	Komisaris Commissioner	2	2	100%	3	3	100%	2	2	100%

Keterangan:

*Menjabat sejak 30 Juni 2025

**Menjabat sejak 15 Agustus 2024 hingga 15 Oktober 2025

***Menjabat sejak 15 Oktober 2025

Description:

*Has served since June 30, 2025

**Has served since August 15, 2024, until October 15, 2025

***Has served since October 15, 2025

Tabel Frekuensi dan Kehadiran Rapat Direksi
 Frequency and Attendance Table for Board of Directors Meetings

Nama Name	Jabatan Position	Rapat Direksi Board of Directors Meetings			Rapat Dewan Komisaris dan Direksi Meetings of the Board of Commissioners and the Board of Directors			RUPS		
		Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance			Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance			Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Total Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Total Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Total Attendance	Persentase Percentage
Wamildan Tsani *	Direktur Utama President & CEO	45	44	98%	9	8	89%	3	3	100%
Glenny Kairupan**	Direktur Utama President & CEO	7	7	100%	3	3	100%	2	1	50%
Thomas Oentoro**	Wakil Direktur Utama Vice President Director	7	7	100%	3	3	100%	2	2	100%
Prasetio***	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	25	22	88%	6	6	100%	2	2	100%
Tumpal Manumpak Hutapea***	Direktur Operasi Director of Operations	25	19	76%	6	3	50%	2	2	100%
Ade R. Susardi***	Direktur Niaga Director of Commercial	25	19	76%	6	6	100%	2	2	100%
Rahmat Hanafi***	Direktur Teknik Director of Maintenance	25	24	96%	6	3	50%	2	2	100%
Enny Kristiani***	Direktur Human Capital & Corporate Service Director of Human Capital & Corporate Service	25	24	96%	6	6	100%	2	2	100%
Reza Aulia Hakim****	Direktur Niaga Director of Commercial	27	27	100%	6	5	83%	3	3	100%
Dani Haikal Iriawan****	Direktur Operasi Director of Operations	27	22	81%	6	6	100%	3	3	100%
Mukhtaris****	Direktur Teknik Director of Maintenance	27	27	100%	6	6	100%	3	3	100%
Eksitarino Irianto****	Direktur Human Capital & Corporate Service Director of Human Capital & Corporate Service	27	26	96%	6	6	100%	3	3	100%
Balagopal Kunduvara**	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	7	7	100%	3	3	100%	2	2	100%
Neil Raymond Mills**	Direktur Transformasi Director of Transformation	7	7	100%	3	2	67%	2	2	100%

Keterangan:

*Berhenti menjabat sejak tanggal 15 Oktober 2025

**Mulai menjabat sejak tanggal 15 Oktober 2025

***Berhenti menjabat sejak tanggal 30 Juni 2025

****Mulai menjabat sejak tanggal 30 Juni 2025

Description:

*No longer serving since October 15, 2025

**Started serving since October 15, 2025

***No longer serving since June 30, 2025

****Started serving since June 30, 2025

PENANGGUNG JAWAB PENERAPAN PEMBANGUNAN BERKELANJUTAN [OJK E.1, GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-14, IFRS S1-GOVERNANCE, IFRS S2- GOVERNANCE] RESPONSIBILITY FOR IMPLEMENTING SUSTAINABLE DEVELOPMENT

[OJK E.1, GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-14, IFRS S1-GOVERNANCE, IFRS S2- GOVERNANCE]

PERAN BADAN TATA KELOLA TERTINGGI DALAM MENGAWASI MANAJEMEN DAMPAK [OJK E.1, GRI 2-9, 2-12, 2-14]

Sebagai bagian dari penguatan tata kelola, Perseroan telah membentuk Sustainability Committee berdasarkan Surat Keputusan Direksi Nomor SK JKTDZ-SKEP-50050-2025 pada tahun 2025. Sustainability Committee bertugas mengoordinasikan perencanaan, implementasi, pemantauan, serta evaluasi inisiatif keberlanjutan secara lintas fungsi. Komite ini berada di bawah koordinasi Direktur Utama dan dibentuk untuk memastikan bahwa Program Keberlanjutan/*Sustainability* Perusahaan dijalankan secara terarah dan terkoordinasi dengan memperhatikan 4 (empat) aspek utama, yaitu aspek lingkungan (*Environmental*), aspek sosial (*Social*), aspek tata kelola (*Governance*), dan aspek finansial (*Financial*), sebagaimana disebutkan dalam Surat Keputusan tersebut. Pembentukan komite ini menegaskan komitmen manajemen dalam mengintegrasikan pertimbangan keberlanjutan ke dalam proses pengambilan keputusan dan pengelolaan kegiatan usaha.

Dalam struktur yang ditetapkan melalui Surat Keputusan tersebut, Sustainability Committee menjalankan fungsi koordinatif dan pengendalian atas implementasi program keberlanjutan di berbagai unit kerja. Komite bertanggung jawab untuk memastikan bahwa inisiatif yang dijalankan selaras dengan kebijakan dan arah strategis perusahaan, serta memperhatikan keseimbangan antara kepentingan lingkungan, sosial, tata kelola, dan keberlanjutan finansial perusahaan. Direksi berperan dalam memberikan arahan dan persetujuan atas kebijakan strategis yang berkaitan dengan keberlanjutan termasuk meninjau dan menyetujui isu keberlanjutan yang diangkat sebagai topik material Perseroan. Sedangkan, Dewan Komisaris menjalankan fungsi pengawasan atas pelaksanaan kebijakan tersebut, termasuk pengawasan terhadap risiko dan peluang keberlanjutan sesuai dengan kewenangannya. Direksi dan Dewan Komisaris secara konsisten melibatkan para pemangku kepentingan dalam pelaksanaan proses pengelolaan dampak. Adapun akuntabilitas Sustainability Committee meliputi:

1. Komite bertanggung jawab dalam menyusun dan mengimplementasikan strategi keberlanjutan Perseroan serta memastikan kepatuhan terhadap peraturan yang berlaku.
2. Komite wajib menyampaikan laporan kinerja keberlanjutan secara berkala kepada Direksi Perseroan dan pemangku kepentingan terkait.
3. Komite bertanggung jawab dalam mengevaluasi peluang pendanaan hijau, termasuk penerbitan instrument keuangan berkelanjutan seperti *green bond*, *sustainability linked loan*, *carbon credit financing*, serta investasi dalam inisiatif keberlanjutan seperti *Sustainable Aviation Fuel* (SAF). Evaluasi

ROLE OF THE HIGHEST GOVERNING BODY IN SUPERVISING IMPACT MANAGEMENT [OJK E.1, GRI 2-9, 2-12, 2-14]

To strengthen governance, the Company established a Sustainability Committee in 2025 based on Board of Directors Decree No. SK JKTDZ-SKEP-50050-2025. The Sustainability Committee is responsible for coordinating the planning, implementation, monitoring, and evaluation of sustainability initiatives across functions. This committee operates under the coordination of the President & CEO and was established to guarantee that the Company's Sustainability Program is implemented in a focused and coordinated manner, taking into account four key aspects: environmental, social, governance, and financial, as outlined in the aforementioned Decree. The establishment of this committee affirms management's commitment to integrating sustainability considerations into decision-making processes and the management of business operations.

Under the structure established by the Decree, the Sustainability Committee executes and coordinates the implementation of sustainability programs across the various work units. The Committee is responsible for ensuring that the initiatives it implements align with the Company's policies and strategic direction, while also balancing environmental, social, governance, and financial sustainability considerations. The Board of Directors provides guidance and approves strategic policies related to sustainability, including reviewing and approving sustainability issues identified as the Company's material topics. Meanwhile, the Board of Commissioners monitors the implementation of these policies, including sustainability-related risks and opportunities within its authority. The Board of Directors and the Board of Commissioners consistently engage stakeholders in the process of managing impacts. The accountability of the Sustainability Committee includes:

1. The Committee is responsible for formulating and implementing the Company's sustainability strategy and ensuring compliance with applicable regulations.
2. The Committee is required to submit periodic sustainability performance reports to the Company's Board of Directors and relevant stakeholders.
3. The Committee is responsible for evaluating green financing opportunities, including the issuance of sustainable financial instruments such as green bonds, sustainability-linked loans, carbon credit financing, and investments in sustainability initiatives such as Sustainable Aviation Fuel (SAF). This

tersebut dilakukan untuk memastikan keselarasan antara strategi keberlanjutan dan kebijakan keuangan Perseroan.

Program Keberlanjutan Perseroan dirancang untuk mengelola dampak kegiatan usaha terhadap lingkungan dan sosial secara bertanggung jawab, memperkuat praktik tata kelola perusahaan yang baik, serta menjaga ketahanan dan kinerja finansial perusahaan dalam jangka pendek maupun jangka panjang. Aspek lingkungan mencakup pengelolaan dan pengendalian dampak operasional terhadap lingkungan hidup. Aspek sosial berfokus pada hubungan dan kontribusi perusahaan terhadap karyawan, pelanggan, serta masyarakat. Aspek tata kelola menitikberatkan pada transparansi, akuntabilitas, dan kepatuhan terhadap ketentuan yang berlaku. Sementara itu, aspek finansial memastikan bahwa inisiatif keberlanjutan dijalankan dengan mempertimbangkan keberlanjutan usaha dan pengelolaan risiko yang berdampak pada kondisi keuangan perusahaan.

Evaluasi efektivitas Pelaksanaan program keberlanjutan dilakukan secara berkala melalui mekanisme internal yang telah ditetapkan, dan hasil pelaksanaannya menjadi bagian dari proses pelaporan kepada Direktur Utama. Dengan pendekatan ini, keberlanjutan diposisikan sebagai bagian integral dari tata kelola dan strategi bisnis perusahaan, bukan sebagai program terpisah, sehingga setiap keputusan strategis mempertimbangkan implikasinya terhadap keempat aspek yang telah ditetapkan dalam Surat Keputusan Direksi.

Direksi dan Dewan Komisaris juga senantiasa memastikan bahwa hasil keterlibatan pemangku kepentingan, masukan karyawan, serta arahan regulator dan standar industri penerbangan, menjadi bagian dari pertimbangan dalam pengambilan keputusan strategis Perseroan, khususnya dalam penetapan prioritas program keberlanjutan dan peningkatan kualitas layanan. Efektivitas Sustainability Committee akan dievaluasi sekurang-kurangnya 2 (dua) kali dalam 1 (satu) tahun oleh Pembina dan Pengawas guna menilai pencapaian target, efektivitas peran, serta kontribusi Sustainability Committee dalam mendukung strategi keberlanjutan Perseroan.

DELEGASI TANGGUNG JAWAB UNTUK MENGELOLA DAMPAK [OJK E.1, GRI 2-13]

Sebagai bagian dari tata kelola keberlanjutan, Perseroan mendelegasikan tanggung jawab pengelolaan dampak terhadap ekonomi, lingkungan, dan manusia kepada Sustainability Committee, yang berada di bawah koordinasi Direktur Utama berdasarkan Surat Keputusan Direksi Nomor SK JKTDZ/SKEP/50050/2025 pada tahun 2025. Komite Keberlanjutan bertanggung jawab kepada Direktur Utama selaku eksekutif senior yang bertanggung jawab langsung atas implementasi program keberlanjutan dan pengelolaan dampak dari seluruh aktivitas operasional Perseroan.

Sustainability Committee senantiasa melakukan evaluasi penerapan keberlanjutan di seluruh aktivitas operasional Perseroan yang kemudian disampaikan kepada Direktur Utama untuk pertimbangan dan pengambilan keputusan strategis. Selanjutnya, Direksi melaporkan kepada Dewan Komisaris melalui rapat pengawasan secara rutin, termasuk isu keberlanjutan material dan risiko terkait ESG. Dengan dibentuknya Sustainability

evaluation is conducted to ensure alignment between the Company's sustainability strategy and financial policies.

The Company's Sustainability Program is designed to responsibly manage the environmental and social impacts of its business activities, strengthen good corporate governance practices, and maintain the Company's financial resilience and performance in both the short and long term. The environmental aspect includes the management and control of operational impacts on the natural environment. The social aspect focuses on the Company's relationships with and contributions to employees, customers, and the community. The governance aspect emphasizes transparency, accountability, and compliance with applicable regulations. Meanwhile, the financial aspect ensures that sustainability initiatives are implemented with consideration for business continuity and risk management affecting the Company's financial condition.

The effectiveness of the Sustainability Program is periodically evaluated through established internal mechanisms, and the results are incorporated into the reporting process to the President & CEO. With this approach, sustainability is positioned as an integral part of the Company's governance and business strategy, rather than as a separate program, ensuring that every strategic decision takes into account its implications on the four aspects established in the Board of Directors' Decree.

The Board of Directors and the Board of Commissioners also ensure that the outcomes of stakeholder engagement, employee feedback, as well as regulatory guidance and aviation industry standards are taken into consideration in the Company's strategic decision-making process, particularly in setting sustainability program priorities and enhancing service quality. The effectiveness of the Sustainability Committee is evaluated at least twice a year by the Supervisory and Advisory Body to assess target achievement, role effectiveness, and the Committee's contribution to supporting the Company's sustainability strategy.

DELEGATION OF RESPONSIBILITY FOR MANAGING IMPACTS [OJK E.1, GRI 2-13]

As part of its sustainability governance, the Company delegates responsibility for managing economic, environmental, and social impacts to the Sustainability Committee, which operates under the coordination of the President & CEO, based on Board of Directors' Decree No. SK JKTDZ/SKEP/50050/2025 issued in 2025. The Sustainability Committee is accountable to the President & CEO, the senior executive directly responsible for the implementation of the Sustainability Program and the management of impacts from all of the Company's operational activities.

The Sustainability Committee continuously evaluates the implementation of sustainability across all of the Company's operational activities, and submits the results to the President & CEO for consideration and strategic decision-making. Furthermore, the Board of Directors reports to the Board of Commissioners through regular supervisory meetings, including material sustainability issues and related ESG risks. With the

Committee, Garuda Indonesia memastikan bahwa pengelolaan dampak terhadap ekonomi, lingkungan, dan manusia dijalankan secara terintegrasi, akuntabel, dan selaras dengan kebijakan serta arah strategis Perseroan. Adapun keanggotaan dalam Sustainability Committee sebagai berikut:

establishment of the Sustainability Committee, Garuda Indonesia ensures that the management of economic, environmental, and social impacts is conducted in an integrated, accountable manner, and aligned with the Company's policies and strategic direction. The composition of the Sustainability Committee is as follows:

Pembina Advisor	- Direktur Utama - Direktur Keuangan dan Manajemen Risiko - President & CEO - Director of Finance and Risk Management
Pengawas Supervisor	- Direktur Operasi - Direktur Niaga - Direktur Teknik - Direktur Human Capital & Corporate Service - Director of Operations - Director of Commercial - Director of Maintenance - Director of Human Capital & Corporate Service
Ketua Chairman	Group Head yang membidangi fungsi Corporate Sustainability Group Head in charge of Corporate Sustainability function
Sekretaris Secretary	Group Head yang membidangi fungsi Investor Relations & Financial Analysis Group Head in charge of Investor Relations & Financial Analysis function
Anggota Members	Group Head yang membidangi fungsi: - HC Operation, Government relations & TJSL - Organization Transformation - Corporate Quality & Safety Management - Corporate Secretary - Corporate Legal & Compliance - Business Support & General Affairs - IT & Digital Transformation - Corporate Security - Enterprise Risk Management - Financial Accounting - Corporate Strategy - Internal Audit - Treasury Management Group Head in charge of the following functions: - HC Operation, Government relations & TJSL - Organization Transformation - Corporate Quality & Safety Management - Corporate Secretary - Corporate Legal & Compliance - Business Support & General Affairs - IT & Digital Transformation - Corporate Security - Enterprise Risk Management - Financial Accounting - Corporate Strategy - Internal Audit - Treasury Management

Sustainability Committee dibentuk berdasarkan peran dan fungsi khusus. Adapun tugas dan tanggung jawab Sustainability Committee sebagai berikut.

- Pembina Komite:
 - Memberikan arahan strategis terhadap kebijakan keberlanjutan Perusahaan;
 - Memastikan penerapan prinsip Environmental, Social, Governance (ESG) selaras dengan visi, misi, dan strategi bisnis Perusahaan; dan
 - Mengawasi pelaksanaan kebijakan keberlanjutan dan memberikan dukungan dalam pengambilan keputusan strategis perusahaan.

The Sustainability Committee is established based on specific roles and functions. Its duties and responsibilities are as follows:

- Committee Advisor:
 - Providing strategic direction on the Company's sustainability policies;
 - Ensuring the implementation of Environmental, Social, and Governance (ESG) principles is aligned with the Company's vision, mission, and business strategy; and
 - Monitoring the implementation of sustainability policies and providing support in the Company's strategic decision-making process.

2. Pengawas Komite:
 - a. Memastikan kebijakan dan program keberlanjutan dilaksanakan sesuai dengan regulasi yang berlaku serta standar industri;
 - b. Mengawasi pencapaian target keberlanjutan, termasuk implementasi program lingkungan, sosial, tata Kelola, dan finansial;
 - c. Mengevaluasi efektivitas kebijakan dan inisiatif keberlanjutan, serta memberikan rekomendasi perbaikan kepada manajemen; dan
 - d. Memberikan laporan berkala kepada Pembina Komite mengenai implementasi kebijakan keberlanjutan dan tantangan yang dihadapi.
 3. Ketua Komite:
 - a. Memimpin dan mengoordinasikan pelaksanaan Program Keberlanjutan/*Sustainability* Perusahaan;
 - b. Melakukan evaluasi berkala terhadap inisiatif keberlanjutan dan memberikan rekomendasi kepada Pembina Komite dan Pengawas Komite; dan
 - c. Menyusun laporan kinerja keberlanjutan Perusahaan serta mengomunikasikannya kepada pemangku kepentingan internal dan eksternal.
 4. Sekretaris Komite:
 - a. Menyusun jadwal dan agenda rapat Komite Keberlanjutan (*Sustainability Committee*);
 - b. Mencatat dan mendokumentasikan keputusan serta hasil rapat Komite Keberlanjutan (*Sustainability Committee*);
 - c. Mengelola distribusi laporan serta komunikasi dengan pemangku kepentingan terkait Program Keberlanjutan/*Sustainability* Perusahaan; dan
 - d. Membantu tugas Ketua Komite dalam mengoordinasikan pelaksanaan Program Keberlanjutan/*Sustainability* Perusahaan.
 5. Anggota Komite:
 - a. Melaksanakan tugas sesuai dengan peran dan fungsi dalam mendukung inisiatif Program Keberlanjutan/*Sustainability* Perusahaan;
 - b. Berkontribusi dalam pengembangan dan implementasi kebijakan serta Program Keberlanjutan/*Sustainability* Perusahaan; dan
 - c. Mengusulkan perbaikan atau inovasi dalam Program Keberlanjutan/*Sustainability* Perusahaan sesuai dengan perkembangan industri dan regulasi.
2. Committee Supervisor:
 - a. Ensuring that sustainability policies and programs are implemented in accordance with applicable regulations and industry standards;
 - b. Monitoring the achievement of sustainability targets, including the implementation of environmental, social, governance, and financial programs;
 - c. Evaluating the effectiveness of sustainability policies and initiatives, and providing recommendations for improvement to management; and
 - d. Providing periodic reports to the Committee's Advisory Body on the implementation of sustainability policies and the challenges encountered.
 3. Committee Chairman
 - a. Leading and coordinating the implementation of the Company's Sustainability Program;
 - b. Conducting periodic evaluations of sustainability initiatives and providing recommendations to the Committee's Advisory Body and Supervisory Body; and
 - c. Preparing the Company's sustainability performance reports and communicating them to internal and external stakeholders.
 4. Committee Secretary:
 - a. Preparing the schedule and agenda of Sustainability Committee meetings;
 - b. Recording and documenting the decisions and outcomes of Sustainability Committee meetings;
 - c. Managing the distribution of reports and communications with relevant stakeholders regarding the Company's Sustainability Program; and
 - d. Assisting the Committee Chair in coordinating the implementation of the Company's Sustainability Program.
 5. Committee Members:
 - a. Performing duties in accordance with their roles and functions in supporting the Company's Sustainability Program initiatives;
 - b. Contributing to the development and implementation of the Company's sustainability policies and programs; and
 - c. Proposing improvements or innovations to the Company's Sustainability Program in line with industry developments and regulatory requirements.

Sustainability Committee senantiasa mengadakan rapat resmi secara rutin minimal 2 (dua) kali dalam 1 (satu) tahun serta jika diperlukan karena suatu hal yang penting dan mendesak dapat diadakan pertemuan tambahan. Efektivitas Sustainability Committee akan dievaluasi sekurang-kurangnya 1 (satu) kali dalam 1 (satu) tahun oleh Pembina dan Pengawas guna menilai pencapaian target, efektivitas peran, serta kontribusi Sustainability Committee dalam mendukung strategi keberlanjutan Perseroan.

The Sustainability Committee holds formal meetings regularly, at least twice a year, and additional meetings may be convened as needed in the event of important or urgent matters. The effectiveness of the Sustainability Committee is evaluated at least once a year by the Advisor and the Supervisor to assess target achievement, role effectiveness, and the Committee's contribution to supporting the Company's sustainability strategy.

PENGEMBANGAN KOMPETENSI TERKAIT PEMBANGUNAN BERKELANJUTAN [OJK E.2,

GRI 2-17, IFRS S1-GOVERNANCE, IFRS S2- GOVERNANCE] DEVELOPMENT COMPETENCIES RELATED TO SUSTAINABLE DEVELOPMENT [OJK E.2, GRI 2-17, IFRS S1-GOVERNANCE, IFRS S2- GOVERNANCE]

Perseroan berkomitmen untuk memastikan Dewan Komisaris dan Direksi memiliki kompetensi yang relevan dan mutakhir dalam menjalankan fungsi pengawasan dan pengelolaan perusahaan. Sejalan dengan komitmen tersebut, Perseroan menerapkan kebijakan pengembangan kapasitas melalui program pelatihan yang dirancang secara berkelanjutan.

Program pelatihan bagi Dewan Komisaris dan Direksi mencakup berbagai aspek strategis, antara lain tata kelola perusahaan yang baik (*Good Corporate Governance*), manajemen risiko, keberlanjutan (ESG), perkembangan industri penerbangan, serta transformasi digital dan bisnis. Dalam pelaksanaannya, Perseroan juga menjalin kerja sama dengan berbagai *stakeholder*, antara lain Badan Pengaturan Badan Usaha Milik Negara (BP BUMN), Danantara, serta lembaga atau penyelenggara pelatihan profesional, guna memastikan kesesuaian dengan kebutuhan strategis dan perkembangan industri. Pelatihan bagi Dewan Komisaris dan Direksi telah diatur dalam *Board Manual* Perseroan yang diterbitkan pada 9 Desember 2024.

Sepanjang tahun 2025, Perseroan telah memberikan pelatihan kepada Dewan Komisaris dan Direksi terkait dengan keuangan berkelanjutan. Pelatihan yang diikuti adalah sebagai berikut:

The Company is committed to ensuring that the Board of Commissioners and the Board of Directors possess relevant and up-to-date competencies in carrying out their supervisory and management functions. In line with this commitment, the Company implements a capacity-building policy through continuously designed training programs.

Training programs for the Board of Commissioners and the Board of Directors cover various strategic aspects, including Good Corporate Governance (GCG), risk management, sustainability (ESG), developments in the aviation industry, as well as digital and business transformation. In implementing these programs, the Company also collaborates with various stakeholders, including the Ministry of State-Owned Enterprises (BP BUMN), Danantara, and professional training institutions or providers, to ensure alignment with strategic needs and industry developments. Training for the Board of Commissioners and the Board of Directors is outlined in the Company's Board Manual, which was issued on December 9, 2024.

Throughout 2025, the Company has provided training for the Board of Commissioners and Board of Directors on sustainable finance. The following table outlines the training programs attended:

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Competency Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place of Implementation	Penyelenggara Organizer
Fadjar Prasetyo	Komisaris Utama merangkap Komisaris Independen President Commissioner, concurrently serving as Independent Commissioner	<i>Onboarding Commissioner</i>	Jakarta, 26-27 Februari 2025 Jakarta, February 26-27, 2025	BUMN School of Excellence
		<i>Closing meeting</i> dan Pemaparan Laporan Hasil ACGS Closing Meeting and Presentation of the ACGS Results Report	Jakarta, 5 Maret 2025 Jakarta, March 5, 2025	PT Garuda Indonesia (Persero) Tbk
		<i>Townhall meeting</i> BUMN dengan Danantara SOE Town Hall Meeting with Danantara	Jakarta, 28 April 2025 Jakarta, April 28, 2025	PT Danantara Asset Management (Persero)
		<i>Executive Briefing Workshop- Network Planning & Scheduling Perspectives</i>	25 September 2025 September 25, 2025	PT Hexa Daya Nalar
Chairal Tanjung	Komisaris Commissioner	<i>Onboarding Commissioner</i>	Jakarta, 26-27 Februari 2025 Jakarta, February 26-27, 2025	BUMN School of Excellence
		<i>Closing meeting</i> dan Pemaparan Laporan Hasil ACGS Closing Meeting and Presentation of the ACGS Results Report	Jakarta, 5 Maret 2025 Jakarta, March 5, 2025	PT Garuda Indonesia (Persero) Tbk
		<i>Townhall meeting</i> BUMN dengan Danantara SOE Town Hall Meeting with Danantara	Jakarta, 28 April 2025 Jakarta, April 28, 2025	PT Danantara Asset Management (Persero)
		<i>Executive Briefing Workshop- Network Planning & Scheduling Perspectives</i>	25 September 2025 September 25, 2025	PT Hexa Daya Nalar
Timur Sukirno*	Komisaris Independen Independent Commissioner	<i>Onboarding Commissioner</i>	Jakarta, 26-27 Februari 2025 Jakarta, February 26-27, 2025	BUMN School of Excellence

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Competency Development/Training Material	Waktu dan Tempat Pelaksanaan Time and Place of Implementation	Penyelenggara Organizer
Glenngy Kairupan**	Komisaris Commissioner	<i>Onboarding Commissioner</i>	Jakarta, 26-27 Februari 2025 Jakarta, February 26-27, 2025	BUMN School of Excellence

Keterangan:

*Mulai Menjabat sejak 30 Juni 2025

**Berhenti Menjabat sejak 15 Oktober 2025

Description:

*Started serving since June 30, 2025

**No longer serving since October 15, 2025

Tabel Pengembangan Kompetensi Keuangan Berkelanjutan bagi Direksi
Table of Continuous Financial Competency Development for the Board of Directors

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Pelaksanaan Implementation	Penyelenggara Organizer
Dani Haikal (Operation Director)	<i>Pilot Training</i>	<i>B777-300ER TR/PC Simulator</i>	2025	Eksternal External
		<i>B777-300ER Recurrent Ground</i>	2025	Internal Internal
	<i>Management Development Training</i>	<i>Cyber Security Basic Knowledge Training</i>	2025	Internal Internal
Mukhtaris (Maintenance Director)	<i>Maintenance & Engineering Training</i>	<i>Airworthiness Inspector Modul 1</i>	2025	Internal Internal
		<i>Airworthiness Inspector Modul 2</i>	2025	Internal Internal
		<i>Airworthiness Inspector Modul 3</i>	2025	Internal Internal
Enny Kristiani (Direktur Human Capital & Corporate Service) Enny Kristiani (Director of Human Capital & Corporate Services)	Pelatihan dan Sertifikasi: Keuangan Training and Certification: Finance	Pelatihan & Sertifikasi Konsultasi Hukum Perpajakan Training & Certification: Tax Law Consulting	2025	Badan Nasional Sertifikasi Profesi & Justitia Training Center National Professional Certification Agency & Justitia Training Center
Prasetio* (Direktur Keuangan dan Manajemen Risiko) Prasetio* (Director of Finance and Risk Management)	Pembicara Speaker	Pembicara dalam <i>Business Essential Program</i> Speaker in the Business Essential Program	10 Januari 2025, Gedung Nawasena Mandiri Corporate University, Jakarta January 10, 2025, Nawasena Building, Mandiri Corporate University, Jakarta	BUMN school of excellence
	Pembicara Speaker	Kepemimpinan Strategis dalam Mengelola Perusahaan BUMN berdasarkan Prinsip Business Judgement Rule Strategic Leadership in Managing State-Owned Enterprises Based on the Business Judgment Rule Principle	8 Februari 2025, Universitas Mercu Buana, Jakarta February 8, 2025, Universitas Mercu Buana, Jakarta	Universitas Mercu Buana Mercu Buana University
	Workshop	<i>Workshop Risk Register and Kick Off Risk 2025</i> Risk Register Workshop and 2025 Risk Kickoff	19 Februari 2025, GITC Kosambi February 19, 2025, GITC Kosambi	Garuda Indonesia
	Pembicara Speaker	Pemateri <i>Financial Fluency for Non-Financial Executives Batch 1</i> Speaker for the Financial Fluency for Non-Financial Executives Batch 1	23 Mei 2025, Auditorium 1, GMB May 23, 2025, Auditorium 1, GMB	Garuda Indonesia
	Pembicara Speaker	Pemateri <i>Financial Fluency for Non-Financial Executives Batch 2</i> Speaker for the Financial Fluency for Non-Financial Executives Batch 2	20 Juni 2025, Auditorium 1, GMB June 20, 2025, Auditorium 1, GMB	Garuda Indonesia
Mukhtaris (Direktur Teknik) Mukhtaris (Director of Maintenance)	Pelatihan: Risiko Bisnis/Enterprise Risk Training: Business Risk/Enterprise Risk	<i>Risk Based Business Strategic Planning and Budgeting</i>	2025	GMF AeroAsia

Tabel Pengembangan Kompetensi Keuangan Berkelanjutan bagi Direksi
Table of Continuous Financial Competency Development for the Board of Directors

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Pelaksanaan Implementation	Penyelenggara Organizer
Reza Aulia Hakim (Direktur Niaga) Reza Aulia Hakim (Director of Commercial)	Pelatihan: Bisnis/ Niaga/Pemasaran Training: Business/ Commerce/Marketing	BOD-1 Top Talent Program (TOP GUN) Cohort III	2025	BUMN School of Excellence
Glenny Kairupan (Direktur Utama) Glenny Kairupan (President & CEO)	Pelatihan: Komisaris Training: Commissioners	Onboarding Commissioner Program Angkatan 9 Onboarding Commissioner Program Cohort 9	2025	BUMN School of Excellence

Selain itu, Perseroan juga melibatkan karyawan yang bertanggung jawab atas penerapan pembangunan berkelanjutan dalam berbagai pelatihan terkait pembangunan berkelanjutan. Langkah ini bertujuan untuk meningkatkan kompetensi mereka dalam mendukung implementasi keuangan berkelanjutan secara efektif.

In addition, the Company also involves employees who are responsible for the implementation of sustainable development in various trainings related to sustainable development. This step aims to improve their competence in supporting the effective implementation of sustainable finance.

Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Unit Penanggung jawab
Table of Sustainable Development Competency Development for Responsible Units

Nama & Jabatan Name & Position	Jenis Pendidikan/ Pelatihan Types of Education/ Training	Materi Pendidikan/ Pelatihan Education/Training Materials	Waktu Pelaksanaan Date	Penyelenggara Organizer
Muhammad Oki Zuheimi (Environment Management System Div. Head)	Training	IATA Design a Sustainability Strategy - Intermediate	16-19 Juni 2025 June 16 - 19, 2025	IATA
	Certified Training	Certified GRI Standard	12-14 Agustus 2025 August 12 - 14, 2025	NCCR
	Training	ISO 14001:2015 awareness	29 Agustus 2025 August 29, 2025	GITC
Kurniaswi Rahmawati (Sustainability Operations Div. Head)	Training	Sustainable Aviation Fuels (SAF)	14-15 April 2025 April 14 - 15, 2025	IATA
	Training	Sustainability Communication Strategies	11 Agustus 2025 August 11, 2025	IATA
	Training	Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)	3-5 November 2025 November 3 - 5, 2025	Kementerian Perhubungan Ministry of Transportation
	Training	State Action Plan on Environmental on CO2 Emissions Reductions	6-7 November 2025 November 6 - 7, 2025	Kementerian Perhubungan Ministry of Transportation
Triananda Ufuk Agung Nugroho (Mgr. Environmental Sustainability)	Certified Training	Certified GRI Standard	17-19 Juni 2025 June 17 - 19, 2025	NCCR
	Training	Sustainability Communication Strategies	11 Agustus 2025 August 11, 2025	IATA
	Training	ISO 14001:2015 awareness	29 Agustus 2025 August 29, 2025	GITC

Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Unit Penanggung jawab

Table of Sustainable Development Competency Development for Responsible Units

Nama & Jabatan Name & Position	Jenis Pendidikan/ Pelatihan Types of Education/ Training	Materi Pendidikan/ Pelatihan Education/Training Materials	Waktu Pelaksanaan Date	Penyelenggara Organizer
Ade Reizalina/ Capital Market Communication Division Head	Training	Sosialisasi Draf Eksposur Standar Pengungkapan Keberlanjutan Public Consultation on the Exposure Draft of the Sustainability Disclosure Standards	21 April 2025 April 21, 2025	AEI
	Seminar	<i>Seminar IDX-GRI-AEI : GRI 102 & GRI 103 : Climate Change and Energy Topic Standards Confirmation</i>	3 September 2025 September 3, 2025	IDX
	Training	<i>IFRS S2 Governance : The Strategic Role of ESG Committees</i>	19 September 2025 September 19, 2025	CESGS
	Training	Bersama Menuju Masa Depan Berkelanjutan : Investasi, Inovasi, dan Inklusivitas Together Toward a Sustainable Future: Investment, Innovation, and Inclusivity	10-11 Oktober 2025 October 10-11, 2025	Indonesia International Sustainability Forum (ISF)
	Training	<i>Strategizing for a Sustainable Future: IFRS Sustainability Standards and Digital Platforms</i>	14 Oktober 2025 October 14, 2025	Karisman Learning & Consulting dan PRESGO
	Seminar	<i>Panel Rated for Growth: Rating, Reputasi, dan Daya Saing Emiten di Era Keberlanjutan Panel on Growth Potential: Ratings, Reputation, and Competitiveness of Listed Companies in the Era of Sustainability</i>	7 November 2025 November 7, 2025	AEI
Dyah Madu Branti/ Analyst Investor Relations	Training	Sosialisasi Draf Eksposur Standar Pengungkapan Keberlanjutan Public Consultation on the Exposure Draft of the Sustainability Disclosure Standards	21 April 2025 April 21, 2025	AEI
	Training	<i>IFRS S2 Governance : The Strategic Role of ESG Committees</i>	19 September 2025 September 19, 2025	CESGS
	Training	Bersama Menuju Masa Depan Berkelanjutan : Investasi, Inovasi, dan Inklusivitas Together Toward a Sustainable Future: Investment, Innovation, and Inclusivity	10-11 Oktober 2025 October 10-11, 2025	Indonesia International Sustainability Forum (ISF)
	Training	<i>Strategizing for a Sustainable Future: IFRS Sustainability Standards and Digital Platforms</i>	14 Oktober 2025 October 14, 2025	Karisman Learning & Consulting dan PRESGO

Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Unit Penanggung jawab
Table of Sustainable Development Competency Development for Responsible Units

Nama & Jabatan Name & Position	Jenis Pendidikan/ Pelatihan Types of Education/ Training	Materi Pendidikan/ Pelatihan Education/Training Materials	Waktu Pelaksanaan Date	Penyelenggara Organizer
Josua Rolamdo/ Associate Professional	Training	Sosialisasi Draf Eksposur Standar Pengungkapan Keberlanjutan Public Consultation on the Exposure Draft of the Sustainability Disclosure Standards	21 April 2025 April 21, 2025	AEI
	Training	IFRS S2 Governance : The Strategic Role of ESG Committees	19 September 2025 September 19, 2025	CESGS
	Training	Ready for Tomorrow: Copilot-Powered Innovation in Finance and Supply Chain Management	10 September 2025 September 10, 2025	Microsoft Indonesia

MANAJEMEN RISIKO ATAS PENERAPAN PEMBANGUNAN BERKELANJUTAN [OJK E.3, IFRS

S1, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT]

RISK MANAGEMENT IN THE IMPLEMENTATION OF SUSTAINABLE

DEVELOPMENT [OJK E.3, IFRS S1, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT]

Garuda Indonesia telah menerapkan sistem manajemen risiko yang terintegrasi di Perseroan dan Anak Perusahaan yang berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dan *Best Practice Industry*. Perseroan telah menetapkan Strategi Risiko yang terdiri dari pernyataan selera risiko dan nilai ambang batas risiko (*Risk capacity, Risk Appetite, Risk Tolerance, Risk limit dan metrik strategi risiko*). Melalui sistem manajemen risiko, Perseroan telah mengidentifikasi, mengukur, memantau dan mengendalikan risiko. Perseroan menetapkan kebijakan dan petunjuk umum sebagai acuan bagi unit kerja dan seluruh karyawan dalam mengelola risiko yang dituangkan dalam dokumen *Enterprise Risk Management Manual* (ERM Manual). ERM Manual mengatur pengelompokan risiko Perseroan, peran dan tanggung jawab organ pengelola risiko, kapasitas risiko, selera risiko, toleransi risiko, batasan risiko dan proses ERM.

Perseroan telah memasukkan aspek ESG ke dalam ERM manual, dalam bentuk *risk register* yang berkaitan dengan lingkungan (acuan PER.02/MBU/03/2023). Secara implementasi, Garuda Indonesia telah memasukkan parameter yang berkaitan dengan risiko lingkungan dalam matriks risiko (parameter "peningkatan ESG perusahaan" pada aspek *compliance*). Perseroan juga telah melakukan penilaian risiko atas faktor ESG.

Risiko ESG adalah risiko kerugian akibat dampak negatif yang timbul dari faktor lingkungan, sosial dan tata kelola Perusahaan yang mempengaruhi kinerja, reputasi, atau keberlanjutan Perusahaan. Selanjutnya pada tahun 2025, dengan terbentuknya PT Danantara Asset Management (Persero) (DAM) maka DAM menyampaikan Pedoman Strategis terkait manajemen risiko yang tercantum dalam SR.122/DI-DAM/DO/2025 terkait Pedoman Strategis Penyusunan Rencana Kerja dan Anggaran Perusahaan 2026 Anak Perusahaan DAM. Atas pedoman strategis yang disampaikan, Perusahaan sejak Agustus 2025 melakukan profiling risiko dengan mendefinisikan parameter risiko sesuai dengan 8 (delapan) Taksonomi Risiko untuk dimonitor statusnya berdasarkan *threshold* apakah dalam posisi Aman, Alert, atau Critical, sebagai berikut:

1. Strategic Risk
Parameter yang diukur dan dimonitor pada taksonomi ini antara lain namun tidak terbatas pada *passenger yield, cargo yield, seat load factor (SLF), cargo load factor (CLF), average fare pax domestic, average fare pax international*.
2. Market Risk
Parameter yang diukur dan dimonitor pada taksonomi ini antara lain namun tidak terbatas pada *jetfuel, foreign exchange (USD/IDR), foreign exchange deficit*.

Garuda Indonesia has implemented an integrated risk management system across the Company and its Subsidiaries based on the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 Year 2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises and Industry Best Practices. The Company has established a Risk Strategy comprising risk appetite statements and risk threshold values (*Risk Capacity, Risk Appetite, Risk Tolerance, Risk Limit, and risk strategy metrics*). Through the risk management system, the Company has identified, measured, monitored, and controlled risks. The Company establishes policies and general guidelines as references for all work units and all employees in managing risks outlined in the Enterprise Risk Management Manual (ERM Manual). The ERM Manual regulates the categorization of the Company's risks, roles and responsibilities of risk management organs, risk capacity, risk appetite, risk tolerance, risk limits, and the ERM process.

The Company has integrated ESG aspects into the ERM Manual through an environmental risk register, in compliance with PER.02/MBU/03/2023. In practice, Garuda Indonesia has included parameters linked to environmental risks in its risk matrix (e.g., the "improvement of corporate ESG" parameter under compliance aspects). The Company has also conducted risk assessments on ESG factors.

ESG risk is the risk of loss arising from the negative impacts of environmental, social, and governance factors that affect a company's performance, reputation, or sustainability. Furthermore, in 2025, following the establishment of PT Danantara Asset Management (Persero) (DAM), DAM issued a Strategic Guideline on risk management, as outlined in SR.122/DI-DAM/DO/2025 concerning the Strategic Guidelines for the Preparation of the 2026 Company Work Plan and Budget for DAM Subsidiaries. In response to these strategic guidelines, since August 2025 the Company has conducted risk profiling by defining risk parameters based on eight (8) Risk Taxonomies. These risks are monitored according to threshold status, categorized as Safe, Alert, or Critical, as follows:

1. Strategic Risk
The parameters measured and monitored under this taxonomy include, but are not limited to, passenger yield, cargo yield, seat load factor (SLF), cargo load factor (CLF), average domestic passenger fare, and average international passenger fare.
2. Market Risk
The parameters measured and monitored under this taxonomy include, but are not limited to, jet fuel, foreign exchange (USD/IDR), and foreign exchange deficit.

3. Financial Risk

Parameter yang diukur dan dimonitor pada taksonomi ini antara lain namun tidak terbatas pada *net working capital*, *Revenue per ASK (RASK)*, *Cost per ASK (CASK)*, *Variable Cost per ASK*, *Fixed Cost per ASK*, *Margin per ASK (MASK)*.

4. Credit/Counterparty Risk

Parameter yang diukur dan dimonitor pada taksonomi ini antara lain namun tidak terbatas pada *account receivable (aging > 90 days)*, *subsidiaries account receivable (aging > 90 days)*

5. Operational Risk

Parameter yang diukur dan dimonitor pada taksonomi ini antara lain namun tidak terbatas pada *number of aircraft in service*, *aircraft utilization*, *flight completion factor*, *fleet serviceable ratio*, *tactical flight cancellation*, *average daily frequency per aircraft*, *average stage length*, *available seat kilometer (ASK)*, *revenue per kilometer (RPK)*, *revenue ton kilometer (RTK)*, *ASK/aircraft A320*, *Departure OTP*, *Arrival OTP*, *Incident Rate*, *Dispatch Reliability*, *Cockpit Crew Productivity*, *Cabin Crew Productivity*.

6. Investment/Project Risk

Parameter yang diukur dan dimonitor pada taksonomi ini antara lain namun tidak terbatas pada *new aircraft delivery delay*.

7. Reputational Risk

Parameter yang diukur dan dimonitor pada taksonomi ini antara lain namun tidak terbatas pada *customer satisfaction index*, *net promoter score*.

8. Regulatory, Legal and Compliance Risk

Parameter yang diukur dan dimonitor pada taksonomi ini antara lain namun tidak terbatas pada *internal audit recommendation completion*, *external audit recommendation completion*, *number of active legal case*.

Direksi melakukan evaluasi atas efektivitas sistem manajemen risiko Perseroan melalui peninjauan secara berkala atas kebijakan dan strategi risiko, proses penilaian risiko, proses penetapan perencanaan strategis (RKAP dan RJPP), manual *enterprise risk management* dan laporan profil risiko terintegrasi secara bulanan dan triwulanan yang dilaporkan kepada Dewan Komisaris serta Kementerian Badan Usaha Milik Negara sesuai Keputusan Deputy Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Republik Indonesia Nomor SK-7/DKU.MBU/10/2023 tentang Petunjuk Teknis Pelaporan Manajemen Risiko Badan Usaha Milik Negara. Dewan Komisaris dibantu oleh Komite Pengembangan Usaha dan Pemantau Risiko melakukan pengawasan serta evaluasi terhadap penerapan sistem manajemen risiko yang telah dilakukan oleh Direksi. Dalam pengelolaan sistem manajemen risiko, Perseroan memiliki acuan terkait prinsip dasar untuk mendukung implementasi praktik manajemen risiko yang baik dan berkelanjutan dalam bentuk Piagam Manajemen Risiko yang ditandatangani oleh Komisaris dan Direksi terkait. Piagam Manajemen Risiko tersebut menjadi pedoman bagi seluruh Unit Kerja di Perseroan agar dalam pelaksanaan tugasnya mengacu pada Anggaran Dasar, semua peraturan perundang-undangan yang berlaku dan prinsip-prinsip tata kelola Perusahaan yang baik (*Good Corporate Governance/GCG*). Pembahasan sistem manajemen risiko telah disajikan secara lengkap pada Laporan Tahunan bagian Tata Kelola Perusahaan.

3. Financial Risk

The parameters measured and monitored under this taxonomy include, but are not limited to, *net working capital*, *Revenue per Available Seat Kilometer (RASK)*, *Cost per Available Seat Kilometer (CASK)*, *variable cost per ASK*, *fixed cost per ASK*, and *Margin per ASK (MASK)*.

4. Credit/Counterparty Risk

The parameters measured and monitored under this taxonomy include, but are not limited to, *accounts receivable (aging over 90 days)* and *subsidiaries' accounts receivable (aging over 90 days)*.

5. Operational Risk

The parameters measured and monitored under this taxonomy include, but are not limited to, *number of aircraft in service*, *aircraft utilization*, *flight completion factor*, *fleet serviceable ratio*, *tactical flight cancellations*, *average daily frequency per aircraft*, *average stage length*, *Available Seat Kilometers (ASK)*, *Revenue Passenger Kilometers (RPK)*, *Revenue Ton Kilometers (RTK)*, *ASK per A320 aircraft*, *departure on-time performance (OTP)*, *arrival OTP*, *incident rate*, *dispatch reliability*, *cockpit crew productivity*, and *cabin crew productivity*.

6. Investment/Project Risk

The parameters measured and monitored under this taxonomy include, but are not limited to, *new aircraft delivery delays*.

7. Reputational Risk

The parameters measured and monitored under this taxonomy include, but are not limited to, *customer satisfaction index* and *net promoter score*.

8. Regulatory, Legal and Compliance Risk

The parameters measured and monitored under this taxonomy include, but are not limited to, *internal audit recommendation completion*, *external audit recommendation completion*, and *number of active legal cases*.

The Board of Directors evaluates the effectiveness of the Company's risk management system through periodic reviews of risk policies and strategies, risk assessment processes, strategic planning (RKAP and RJPP), the ERM Manual, and integrated monthly and quarterly risk profile reports. These reports are submitted to the Board of Commissioners and the Ministry of State-Owned Enterprises following the Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-7/DKU.MBU/10/2023 on Technical Guidelines for Risk Management Reporting of State-Owned Enterprises. The Board of Commissioners, assisted by the Business Development and Risk Monitoring Committee, oversees and evaluates the implementation of the risk management system conducted by the Board of Directors. In managing the risk management system, the Company has a reference related to fundamental principles to support the implementation of good and sustainable risk management practices in the form of a Risk Management Charter signed by the relevant Commissioners and Directors. This Charter serves as a guideline for all Company work units to ensure that their operations align with the Articles of Association, all applicable laws and regulations, and the principles of Good Corporate Governance (GCG). A comprehensive discussion of the risk management system is provided in the Annual Report's Corporate Governance section.

HUBUNGAN DENGAN PEMANGKU KEPENTINGAN [OJK E.4, GRI 2-29]

STAKEHOLDER ENGAGEMENT [OJK E.4, GRI 2-29]

Pemangku kepentingan adalah pihak-pihak yang terlibat atau terdampak oleh kegiatan perusahaan, sekaligus berperan penting dalam menentukan keberhasilan strategi dan pencapaian tujuan Garuda Indonesia. Oleh karena itu, Garuda Indonesia berkomitmen untuk membangun hubungan yang erat dan saling menguntungkan dengan para pemangku kepentingan. Perseroan juga menekankan komunikasi yang berkelanjutan serta keterlibatan kelompok-kelompok pemangku kepentingan sesuai dengan kebutuhan dan harapan mereka.

Pemangku kepentingan Garuda Indonesia mencakup penumpang, pemegang saham dan investor, pegawai, pemerintah, mitra kerja dan lembaga swadaya masyarakat. Pemetaan pemangku kepentingan perusahaan dilakukan berdasarkan hubungan yang telah terjalin, yang bersifat saling memengaruhi, aktif, dan responsif. Garuda Indonesia telah mengidentifikasi dengan cermat kelompok-kelompok pemangku kepentingan utama, berdasarkan pengaruh signifikan mereka terhadap kelangsungan operasional perusahaan, baik dalam aspek ekonomi, sosial, maupun lingkungan. Dalam menghadapi isu-isu dan tantangan yang ada, Garuda Indonesia mengedepankan pendekatan musyawarah untuk mencapai kesepakatan bersama.

Stakeholders are parties involved in or affected by the Company's activities, and they play a critical role in determining the success of Garuda Indonesia's strategy and in achieving its objectives. Therefore, Garuda Indonesia is committed to fostering close and mutually beneficial relationships with its stakeholders. The Company also emphasizes sustained communication and active engagement with stakeholder groups in accordance with their needs and expectations.

Garuda Indonesia's stakeholders include passengers, shareholders and investors, employees, the government, business partners, and non-governmental organizations (NGOs). Stakeholder mapping is conducted based on established relationships characterized by mutual influence, active collaboration, and responsiveness. The Company has meticulously identified its primary stakeholder groups, considering their significant impact on operational sustainability across economic, social, and environmental dimensions. In addressing existing issues and challenges, Garuda Indonesia prioritizes a consultative approach to reach mutually agreed solutions.

Pelibatan Pemangku Kepentingan, Topik Utama, dan Respons Perseroan

Stakeholder Engagement, Key Topics, and Company Responses

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Methods	Frekuensi Frequency	Topik Utama Key Topics
Penumpang Passengers	- Ajang Komersial - Edukasi tentang keselamatan penerbangan dan keberlanjutan - Grievance Mechanism - Commercial Events - Education on aviation safety and sustainability - Grievance Mechanism	Sewaktu-waktu As needed	- Hubungan Komersial - Keselamatan penerbangan, kenyamanan layanan, dan keberlanjutan - Transparansi emisi penerbangan - Commercial Relations - Aviation safety, service quality, and sustainability - Transparency regarding aviation emissions
Pemegang Saham dan Investor Shareholders and Investors	- RUPS (Baik RUPS Tahunan maupun Luar Biasa) - Earnings Call/Investor Call - ESG Disclosure & Compliance - General Meetings of Shareholders (Annual and Extraordinary) - Earnings Call/Investor Call - ESG Disclosure & Compliance	Tahunan (RUPS Tahunan)/ Sewaktu-waktu Jika Diperlukan (RUPS Luar Biasa) Earnings Call/Investor Call (Satu tahun 4 (empat) kali) Annually (Annual GMS)/As needed (Extraordinary GMS) Earnings Calls/Investor Calls (4 (four) times per year)	- Laporan Tahunan, Usulan Penggunaan Laba Bersih/ Pembagian Dividen, Penetapan Kantor Akuntan Publik, Penetapan Remunerasi Pengurus, Perubahan Pengurus, Perubahan Anggaran Dasar, Aksi Korporasi - Pengawasan kinerja keberlanjutan Perseroan - Annual Report, Net Profit Allocation/ Dividend Distribution, Appointment of Public Accounting Firm, Management Remuneration, Management Changes, Articles of Association Amendments, Corporate Actions, Sustainability Material Issue - Monitoring of the Company's sustainability performance

Pelibatan Pemangku Kepentingan, Topik Utama, dan Respons Perseroan

Stakeholder Engagement, Key Topics, and Company Responses

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Methods	Frekuensi Frequency	Topik Utama Key Topics
Pegawai Employees	- Rapat Kerja dengan Serikat Pegawai - Pelibatan aktif dalam perumusan Perjanjian Kerja Bersama (PKB) - Meetings with Employee's Union - Active participation in the drafting of the Collective Bargaining Agreement (CBA)	6 sampai 12 kali dalam satu tahun Sesuai masa berlaku PKB 6 to 12 times per year In accordance with the validity period of PKB	- Ketenagakerjaan - Kesejahteraan - Kinerja Perseroan - Keselamatan dan Kesehatan Kerja - Isi-Isu Terkini - Employment - Welfare - Corporate Performance - Current Issues - Occupational Safety and Health
Pemerintah Government	- Pelaporan Kinerja atau Isu-isu Penting Lainnya - Koordinasi dan Pelaporan - Kepatuhan Peraturan Perundang-undangan - Program TJSL - Compliance Audit - Dialog/Konsultasi Publik - Performance Reporting and Other - Critical Issues - Coordination - Compliance with Laws and Regulations - TJSL Program - Compliance Audit - Public Dialogue/Consultation	Setiap saat jika diperlukan As needed	- Pengembangan Masyarakat - Investasi Lokal - Kepatuhan GCG - Pelaporan dan Koordinasi Pelaksanaan Program TJSL - Pemenuhan aspirasi pemegang saham - Penyampaian Laporan Keberlanjutan - Community Development - Local Investment - GCG Compliance - TJSL Program Reporting and Coordination - Addressing shareholder concerns - Submission of the Sustainability Report
Mitra Kerja Business Partners	- Vendor Gathering - Koordinasi Operasional - Survei Kepuasan Pemasok - Kolaborasi implementasi SAF - Vendor Gatherings - Operational Coordination - Supplier Satisfaction Surveys - Collaboration on the implementation of SAF	Setiap saat jika diperlukan As needed	- Media komunikasi dua arah dalam rangka penyampaian strategi & kebijakan perseroan termasuk dalam hal pengadaan barang dan jasa - Hubungan Komersial - Evaluasi Kinerja - Ketersediaan bahan bakar yang lebih ramah lingkungan - Two-way communication for corporate strategy & policy dissemination, including in the procurement of goods and services - Commercial Relations - Performance Evaluation - Availability of more environmentally friendly fuel
Masyarakat dan Komunitas Society and Community	- Pelaksanaan TJSL - Dialog Komunitas - Grievance Mechanism - Program Community Development - Implementation of TJSL - Community Dialogue - Grievance Mechanism - Community Development Program	Setiap Tahun Bila Diperlukan Annually As needed	- Informasi pelaksanaan TJSL - Informasi terkait penerbangan - Dampak kebisingan dan emisi - Kesempatan kerja dan ekonomi lokal - Information on the implementation of TJSL - Flight related information - Impact of noise and emissions - Employment opportunities and the local economy
Lembaga Swadaya Masyarakat Non-Governmental Organizations	- Program TJSL - Advokasi Keberlanjutan - TJSL Program - Sustainability Advocacy	Setiap tahun bila diperlukan Annually As needed	Pengembangan sosial kemasyarakatan dan program lingkungan Development of social community and environmental programs
Dewan Direksi Board of Directors	- Koordinasi berkala dengan Komite Keberlanjutan dan/atau fungsi lain yang terkait - Integrasi aspek ESG dalam KPI - Regular coordination with the Sustainability Committee and/or other relevant functions - Integration of ESG aspects into KPIs	Satu kali per semester Setiap tahun Once per semester Annually	- Pengambilan keputusan strategis terkait ESG - Alokasi Anggaran ESG - Komitmen Keberlanjutan, termasuk Dekarbonisasi - Persetujuan Laporan Keberlanjutan - Pengambilan keputusan strategis terkait ESG - Alokasi Anggaran ESG - Komitmen Keberlanjutan, termasuk Dekarbonisasi - Persetujuan Laporan Keberlanjutan

Pelibatan Pemangku Kepentingan, Topik Utama, dan Respons Perseroan

Stakeholder Engagement, Key Topics, and Company Responses

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Methods	Frekuensi Frequency	Topik Utama Key Topics
Mitra Kerja Business Partners	- Kerja Sama Riset - Kajian Keberlanjutan (Sosial dan Lingkungan) - Knowledge Sharing - Internship - Research Collaboration - Sustainability Studies (Social and Environmental) - Knowledge Sharing - Internship	Setiap saat jika diperlukan As needed	- Keberlanjutan Penerbangan - Kebijakan Iklim dan Transportasi - Pengembangan kompetensi SDM di industri penerbangan - Sustainability in Aviation - Climate and Transportation Policy - Human Resource Development in the Aviation Industry
Mitra Kerja Business Partners	- Press Release & Media Briefing terkait ESG - Publikasi tematik ESG - Issue monitoring - Leadership Thought - Press Releases & Media Briefings on ESG - Thematic ESG Publications - Issue Monitoring - Leadership Insights	Setiap saat jika diperlukan As needed	- Transparansi kinerja ESG dan reputasi Perusahaan - Praktik keberlanjutan di sektor penerbangan - Respons cepat terhadap isu-isu terkait ESG dan reputasi - Transparency regarding the Company's ESG performance and reputation - Sustainability practices in the aviation sector - Prompt response to ESG and reputation-related issues

PERMASALAHAN TERHADAP PENERAPAN PEMBANGUNAN BERKELANJUTAN [OJK E.5]

CHALLENGES IN THE IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT [OJK E.5]

Dalam mengimplementasikan Keuangan Berkelanjutan di seluruh aktivitas operasional, Garuda Indonesia menghadapi sejumlah tantangan baik yang bersifat internal maupun eksternal. Dari sisi eksternal, kewajiban pemenuhan skema Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) yang berpotensi menimbulkan tantangan berupa potensi ketidakpatuhan terhadap kewajiban internasional, peningkatan biaya operasional akibat kebutuhan pembelian *carbon credits*, serta ketidakpastian beban biaya jangka menengah dan panjang akibat volatilitas harga dan keterbatasan pasokan kredit karbon. Sebagai strategi untuk mengatasi hal tersebut, Garuda Indonesia melakukan proyeksi kebutuhan *offset* secara periodik dan menyusun strategi pengadaan carbon credits yang memenuhi kriteria CORSIA *Eligible Emissions Units* (EEUs); kemudian melakukan koordinasi secara aktif dengan regulator dan lembaga verifikasi independen; serta melaksanakan kajian kelayakan finansial atas berbagai opsi pemenuhan kewajiban yang selaras dengan roadmap dekarbonisasi Perseroan.

Dari sisi internal, kesiapan penerapan standar pelaporan keberlanjutan global, termasuk IFRS S1 dan S2, menghadirkan tantangan dalam bentuk kebutuhan peningkatan kualitas, konsistensi, dan keterlacakan data ESG, serta penyesuaian proses bisnis dan sistem pelaporan internal agar sejalan dengan praktik terbaik internasional. Sebagai respons, Perseroan memperkuat tata kelola data keberlanjutan, melakukan harmonisasi kebijakan dan prosedur internal, serta mengintegrasikan risiko dan peluang terkait iklim ke dalam kerangka *Enterprise Risk Management* (ERM) guna memastikan kesiapan organisasi dalam memenuhi tuntutan transparansi dan akuntabilitas.

In implementing sustainable finance across its operational activities, Garuda Indonesia faces several challenges, both internal and external. On the external side, fulfilling the requirements of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) may pose several challenges. These challenges include potential non-compliance with international obligations, increased operational costs due to the need to purchase carbon credits, and uncertainty over medium- and long-term cost burdens resulting from price volatility and limited carbon credit supply. As a strategy to address these challenges, Garuda Indonesia periodically projects its offset requirements and develops a carbon credit procurement strategy that meets the criteria for CORSIA Eligible Emissions Units (EEUs). The Company also actively coordinates with regulators and independent verification bodies, and conducts financial feasibility studies on various compliance options in line with its decarbonization roadmap.

From the internal perspective, readiness to implement global sustainability reporting standards, including IFRS S1 and S2, presents challenges in terms of the need to improve the quality, consistency, and traceability of ESG data. It also requires adjustments to business processes and internal reporting systems to align with international best practices. In response, the Company strengthens sustainability data governance, harmonizes internal policies and procedures, and integrates climate-related risks and opportunities into the Enterprise Risk Management (ERM) framework to ensure organizational readiness in meeting transparency and accountability requirements.

KINERJA KEBERLANJUTAN [OJK F] SUSTAINABILITY PERFORMANCE [OJK F]



KEGIATAN MEMBANGUN BUDAYA KEBERLANJUTAN [OJK F.1]

ACTIVITIES TO BUILD A CULTURE OF SUSTAINABILITY [OJK F.1]

Kegiatan membangun budaya keberlanjutan diwujudkan melalui berbagai program komunikasi, edukasi, dan engagement yang bertujuan menumbuhkan budaya keberlanjutan di lingkungan internal serta memperkuat pemahaman dan partisipasi pemangku kepentingan eksternal, termasuk mitra dan vendor. Sepanjang tahun pelaporan, Garuda Indonesia melaksanakan berbagai inisiatif yang mendukung penguatan budaya keberlanjutan pada aspek lingkungan, sosial, dan tata kelola:

1. **Surat Edaran Direktur JKTDI Nomor: JKTDI/SE/70001/2025 tentang "Partisipasi Seluruh Karyawan Garuda Indonesia dalam Mendukung Program Sustainability yang Berdampak terhadap Efisiensi Perusahaan"**

Surat Edaran ini mengimbau partisipasi aktif seluruh pegawai Garuda Indonesia dalam mendukung program *sustainability* yang berdampak langsung terhadap peningkatan efisiensi perusahaan. Melalui penghematan energi, optimalisasi penggunaan sumber daya, serta pengurangan sampah plastik, setiap pegawai diharapkan berkontribusi dalam menciptakan budaya kerja yang berkelanjutan dalam keseharian.

2. **SMK3 Awareness Training & Workshop**

Garuda Indonesia melaksanakan SMK3 Awareness Training and Workshop pada tanggal 18 Februari 2025, yang bertujuan untuk meningkatkan pemahaman dan kesadaran karyawan khususnya kepada *core team* dari perwakilan unit yang terlibat dalam persiapan sertifikasi SMK3. Kegiatan tersebut bertujuan untuk memperkuat peran aktif seluruh insan perusahaan dalam pengendalian risiko dan pembangunan budaya kerja yang aman dan berkelanjutan.

3. **Earth Hour Campaign 2025 "Satu Jam untuk Bumi"**

Garuda Indonesia melaksanakan kampanye global Earth Hour 2025 yang dilaksanakan pada 22 Maret 2025 pukul 20.30 waktu setempat sebagai bentuk komitmen dalam meningkatkan kesadaran terhadap perubahan iklim dan penghematan energi. Mengusung tema "*Give an Hour for Earth Doing Something You Love*", kegiatan ini juga melibatkan insan Garuda Indonesia Group, seperti PT Citilink Indonesia, PT GMF AeroAsia, Group dari PT Aerowisata, dan PT Aero System Indonesia untuk berpartisipasi dengan mematikan lampu dan melakukan aktivitas ramah lingkungan selama satu jam. Dalam kegiatan ini, jumlah energi yang dihemat sejumlah 3,667.38 kWh atau setara penghematan emisi sebesar 3,425.33 KgCO₂e.

4. **Training Petugas Damkar Kelas D Sertifikasi Kemnaker**

Sebagai bentuk komitmen Garuda Indonesia untuk memastikan tersedianya personel yang kompeten dan tersertifikasi dalam pencegahan serta penanggulangan kebakaran di lingkungan kerja, dilaksanakan Training Petugas Damkar Kelas D Sertifikasi Kemnaker yang melibatkan 18 Perwakilan pegawai Garuda Indonesia dari 3 area (GCC, GITC & Cargo CGK) pada tanggal 14 – 16 Mei 2025. Kegiatan ini bertujuan meningkatkan

Efforts to build a culture of sustainability are carried out through various communication, education, and engagement programs aimed at fostering a sustainability-oriented mindset within the organization, while also strengthening the understanding and participation of external stakeholders, including partners and vendors. Throughout the reporting year, Garuda Indonesia implemented a range of initiatives to reinforce a culture of sustainability across environmental, social, and governance (ESG) aspects.

1. **Circular Letter of the Director of JKTDI No. JKTDI/SE/70001/2025 on "Employee Participation Across Garuda Indonesia in Supporting Sustainability Programs that Contribute to Company Efficiency"**

This Circular Letter calls for the active participation of all Garuda Indonesia employees in supporting sustainability programs that directly contribute to improving company efficiency. Through energy conservation, optimization of resource use, and reduction of plastic waste, employees are encouraged to help foster a sustainable work culture in their daily activities.

2. **SMK3 Awareness Training & Workshop**

Garuda Indonesia conducted an SMK3 Awareness Training and Workshop on February 18, 2025, aimed at enhancing employees' understanding and awareness, particularly among the core team representing units involved in the SMK3 certification preparation. The program was intended to strengthen the active role of all personnel in risk management and in fostering a safe and sustainable workplace culture.

3. **Earth Hour Campaign 2025: "One Hour for the Earth"**

Garuda Indonesia implemented the global Earth Hour 2025 campaign on March 22, 2025, at 20:30 local time as a demonstration of its commitment to raising awareness of climate change and promoting energy conservation. Under the theme "*Give an Hour for Earth Doing Something You Love*", the campaign involved all members of the Garuda Indonesia Group, including PT Citilink Indonesia, PT GMF AeroAsia, the Aerowisata Group, and PT Aero Systems Indonesia, who took part by switching off lights and engaging in environmentally friendly activities for one hour. Through this initiative, a total of 3,667.38 kWh of energy was saved, equivalent to an emissions reduction of 3,425.33 kgCO₂e.

4. **Class D Firefighting Officer Training with Certification from the Ministry of Manpower**

As part of Garuda Indonesia's commitment to ensuring the availability of competent and certified personnel in fire prevention and response within the workplace, a Class D Firefighting Officer Training with Ministry of Manpower certification was conducted on May 14 – 16, 2025. The training involved 18 Garuda Indonesia employee representatives from

kesiapsiagaan, kemampuan respons darurat, serta kepatuhan terhadap regulasi keselamatan kebakaran, guna mendukung terciptanya lingkungan kerja yang aman dan terkendali.

5. **Training Petugas Pertolongan Pertama Pada Kecelakaan (P3K) Sertifikasi Kemnaker**

Sebagai bentuk komitmen Garuda Indonesia untuk memastikan ketersediaan personel yang kompeten dan tersertifikasi dalam memberikan pertolongan pertama secara cepat dan tepat di lingkungan kerja, dilaksanakan *Training* Petugas P3K Sertifikasi Kemnaker yang melibatkan 18 Perwakilan pegawai Garuda Indonesia dari 3 area (GCC, GITC & Cargo CGK) pada tanggal 19 – 21 Mei 2025. Kegiatan ini bertujuan meningkatkan kesiapsiagaan dalam penanganan keadaan darurat medis, meminimalkan dampak cedera, serta mendukung kepatuhan terhadap peraturan keselamatan dan kesehatan kerja yang berlaku.

6. **Emergency Response Plan (ERP) Training**

Garuda Indonesia menyelenggarakan *Emergency Response Plan (ERP) Training* yang dilaksanakan secara bertahap sebanyak 3 *batch* pada tanggal 26 – 27 Mei 2025 (*Batch I*), 2 – 3 Juni 2025 (*Batch II*), 4 – 5 Juni 2025 (*Batch III*) dengan total 90 perwakilan pegawai, *training* ini dilaksanakan untuk meningkatkan kesiapsiagaan dan kompetensi karyawan, khususnya *Emergency Response Team (ERT)*, dalam merespons kondisi darurat secara cepat, terkoordinasi, dan efektif. Kegiatan ini bertujuan memastikan pemahaman yang komprehensif terhadap prosedur tanggap darurat, memperkuat peran dan koordinasi tim respons, serta meminimalkan dampak risiko terhadap pekerja, aset, dan keberlangsungan operasional perusahaan.

7. **Talkshow & Workshop Plastic Waste Management**

Garuda Indonesia menyelenggarakan *Plastic Waste Management Talkshow & Workshop* pada 29 Oktober 2025 bekerja sama dengan PlasticPay untuk meningkatkan kesadaran dan kapasitas karyawan dalam pengelolaan limbah plastik secara bertanggung jawab serta mendorong penerapan praktik ekonomi sirkular di lingkungan kerja. Acara *talkshow* interaktif tersebut dilanjutkan dengan *workshop* pembuatan *travel wallet* dengan berbahan dasar limbah plastik dari hasil pengumpulan botol plastik di *Reverse Vending Machine (RVM)* Plasticpay, yang telah diolah menjadi kain.

8. **Smart Farming Garuda Indonesia**

Dalam semangat memperingati Hari Bumi 2025, Garuda Indonesia menggelar acara Panen Perdana Hidroponik yang dilaksanakan pada 25 April 2025 di rooftop Gedung Garuda Sentra Operasi. Acara ini menjadi tonggak penting dalam upaya perusahaan mewujudkan tanggung jawab sosial dan lingkungan serta praktik keberlanjutan untuk memperkuat semangat *green culture* di lingkungan kerja. Berlokasi di rooftop Gedung Garuda Sentra Operasi, fasilitas ini dibangun di area seluas 7 x 11 meter dengan instalasi pipa hidroponik yang mampu menampung hingga 900 bibit tanaman.

9. **Talkshow Srikandi Garuda Indonesia Wellness at Work**

Sebagai forum perempuan karyawan yang berperan dalam mendorong pemberdayaan Perempuan di lingkungan kerja, Srikandi Garuda Indonesia menyelenggarakan kegiatan Talkshow dan Pilates bertema *Wellness at Work* bekerja

three areas (GCC, GITC, and Cargo CGK). The program aimed to enhance preparedness, emergency response capabilities, and compliance with fire safety regulations, thereby supporting the creation of a safe and well-controlled working environment.

5. **First Aid Officer Training (P3K) with Certification from the Ministry of Manpower**

As part of Garuda Indonesia's commitment to ensuring the availability of competent and certified personnel capable of providing prompt and appropriate first aid in the workplace, a First Aid Officer (P3K) Training with Ministry of Manpower certification was conducted on May 19 – 21, 2025. The training involved 18 Garuda Indonesia employee representatives from three areas (GCC, GITC, and Cargo CGK). The program aimed to enhance preparedness in responding to medical emergencies, minimize the impact of injuries, and support compliance with applicable occupational safety and health regulations.

6. **Emergency Response Plan (ERP) Training**

Garuda Indonesia conducted Emergency Response Plan (ERP) Training in three phases: May 26 – 27, 2025 (Batch I), June 2 – 3, 2025 (Batch II), and June 4 – 5, 2025 (Batch III), with a total of 90 employee representatives participating. The training was designed to enhance employee preparedness and competencies, particularly among the Emergency Response Team (ERT), in responding to emergency situations in a swift, coordinated, and effective manner. The program aimed to ensure a comprehensive understanding of emergency response procedures, strengthen team roles and coordination, and minimize potential risks to personnel, assets, and the continuity of the Company's operations.

7. **Talkshow & Workshop on Plastic Waste Management**

Garuda Indonesia held the Plastic Waste Management Talkshow & Workshop on October 29, 2025, in collaboration with PlasticPay to raise awareness and build employees' capacity in responsible plastic waste management, as well as to encourage the adoption of circular economy practices in the workplace. The interactive talkshow was followed by a workshop on making travel wallets from plastic waste, using fabric produced from plastic bottles collected through PlasticPay's Reverse Vending Machines (RVMs).

8. **Garuda Indonesia Smart Farming Program**

In commemoration of 2025 Earth Day, Garuda Indonesia held its inaugural hydroponic harvest event on April 25, 2025, at the rooftop of the Garuda Operations Center building. The event marked an important milestone in the company's efforts to advance social and environmental responsibility, as well as sustainable practices, while strengthening a green culture within the workplace. Located on the rooftop of the Garuda Operations Center building, the facility was developed on a 7 x 11 meter area and features a hydroponic piping system capable of accommodating up to 900 plant seedlings.

9. **Srikandi Garuda Indonesia "Wellness at Work" Talk Show**

As a forum for female employees that promotes women's empowerment in the workplace, Srikandi Garuda Indonesia organized a 'Wellness at Work' Talkshow and Pilates session in collaboration with NPURE on July 21, 2025. The event aimed

sama dengan NPURE pada 21 Juli 2025 untuk meningkatkan kesadaran karyawan terhadap pentingnya kesehatan holistik melalui edukasi gaya hidup sehat, perawatan diri, nutrisi, dan aktivitas fisik guna mendukung produktivitas dan keseimbangan kerja.

10. State Owned Enterprises (SOEs) Tumbler Donation

Sebagai bagian dari kegiatan BUMN Hijau, Garuda Indonesia menyelenggarakan kegiatan SOE's *Tumbler Donation* 2025 untuk menumbuhkan budaya keberlanjutan di lingkungan perusahaan. Program ini mengajak insan Garuda Indonesia mendonasikan tumbler layak pakai guna mendorong kebiasaan penggunaan ulang (*reuse*) dan pengurangan plastik sekali pakai. Tumbler yang terkumpul kemudian disalurkan kepada siswa sekolah, santri di pesantren dan panti asuhan, serta lembaga pendidikan dan komunitas sosial sebagai sarana edukasi gaya hidup ramah lingkungan sejak dini. Kegiatan pengumpulan dilaksanakan pada 7 Juli–5 Agustus 2025 dan ditutup dengan aksi bersama pada 16 Agustus 2025 sebagai wujud kontribusi perusahaan dalam meningkatkan kesadaran lingkungan di internal dan masyarakat.

11. Occupational Safety and Health (OSH) Training

Garuda Indonesia menyelenggarakan *Occupational Safety and Health (OSH) Training* pada 30 September 2025 yang diikuti oleh karyawan dari berbagai unit kerja. Kegiatan ini dilaksanakan untuk meningkatkan kompetensi dan kesadaran karyawan dalam penerapan prinsip keselamatan dan kesehatan kerja guna menciptakan lingkungan kerja yang aman, sehat, dan produktif. Pelatihan ini mencakup pemahaman terkait identifikasi potensi bahaya, penilaian dan pengendalian risiko di tempat kerja. Selain itu, peserta juga dibekali pengetahuan mengenai prosedur tanggap darurat dan pentingnya peran aktif karyawan dalam membangun budaya keselamatan kerja yang berkelanjutan.

12. Safety Management System (SMS) Training (berkelanjutan sepanjang tahun)

Garuda Indonesia secara konsisten melaksanakan pelatihan *Safety Management System (SMS)* sebagai bagian dari komitmen perusahaan dalam memperkuat budaya keselamatan di seluruh lini operasional. Program ini bertujuan meningkatkan kompetensi personel dalam identifikasi bahaya, penilaian risiko, pelaporan keselamatan, serta penerapan langkah mitigasi secara proaktif guna memastikan operasional penerbangan yang aman, andal, dan sesuai dengan standar keselamatan nasional dan internasional. Sepanjang tahun 2025, pelatihan tersebut telah diikuti oleh 6.862 personel, yang terdiri dari personel cockpit, personel cabin, personel FOO, personel *ground handling*, personel *maintenance*, personil cargo, dan personel darat.

13. Kickoff & Awareness Session ESG Roadmap Garuda Indonesia

Garuda Indonesia menyelenggarakan *Kickoff & Awareness Session ESG Roadmap* Pada 20 November 2025 sebagai langkah awal dalam penyusunan peta jalan keberlanjutan perusahaan yang terintegrasi. Kegiatan ini bertujuan untuk membangun pemahaman dan kesadaran seluruh unit

to raise employees' awareness of the importance of holistic health through education on healthy lifestyles, self-care, nutrition, and physical activity to support productivity and work-life balance.

10. State Owned Enterprises (SOEs) Tumbler Donation

As part of the Green SOEs initiative, Garuda Indonesia organized the 2025 SOEs Tumbler Donation Program to foster a culture of sustainability within the Company. The program encouraged Garuda Indonesia personnel to donate reusable tumblers in good condition, promoting reuse practices and reducing single-use plastic consumption. The collected tumblers were then distributed to school students, Islamic boarding school students, and orphanages, as well as educational institutions and social communities, serving as a means to promote environmentally friendly lifestyles from an early age. The collection period was held from July 7 to August 5, 2025, and concluded with a joint action on August 16, 2025, as part of the Company's contribution to raising environmental awareness both internally and in the wider community.

11. Occupational Safety and Health (OSH) Training (September 30, 2025)

Garuda Indonesia held an Occupational Safety and Health (OSH) Training on September 30, 2025, attended by employees from various work units. The training was conducted to enhance employees' competence and awareness in applying occupational safety and health principles, aiming to create a safe, healthy, and productive work environment. The training covers understanding the identification of potential hazards, as well as the assessment and control of workplace risks. In addition, participants were also provided with knowledge regarding emergency response procedures and the importance of employees playing an active role in fostering a culture of sustainable workplace safety.

12. Safety Management System (SMS) Training (ongoing throughout the year)

Garuda Indonesia consistently conducts Safety Management System (SMS) training as part of the Company's commitment to strengthening a safety culture across all operational lines. The program aims to enhance personnel competence in hazard identification, risk assessment, safety reporting, and the proactive implementation of mitigation measures to achieve flight operations that are safe, reliable, and compliant with national and international safety standards. Throughout 2025, the training was attended by 6,862 personnel, including flight crew, cabin crew, flight operations officers, ground handling staff, maintenance personnel, cargo personnel, and ground personnel.

13. Garuda Indonesia ESG Roadmap Kickoff and Awareness Session

Garuda Indonesia held the ESG Roadmap Kickoff & Awareness Session on November 20, 2025, marking the first step in developing an integrated corporate sustainability roadmap. This activity aims to build understanding and awareness across all business units regarding the direction of ESG

kerja mengenai arah transformasi ESG, peran strategis masing-masing fungsi, serta pentingnya integrasi aspek lingkungan, sosial, dan tata kelola ke dalam strategi bisnis dan operasional perusahaan. Sesi ini menandai komitmen manajemen dalam memperkuat tata kelola keberlanjutan, meningkatkan kesiapan organisasi terhadap tuntutan regulasi dan ekspektasi pemangku kepentingan, serta mendorong kolaborasi lintas unit dalam penyusunan *ESG Roadmap* yang selaras dengan tujuan bisnis jangka panjang dan praktik terbaik global.

transformation, the strategic role of each function, and the importance of integrating environmental, social, and governance aspects into the company's business strategy and operations. This session marks management's commitment to strengthening sustainability governance, enhancing organizational readiness for regulatory requirements and stakeholder expectations, and promoting cross-unit collaboration in developing an ESG Roadmap aligned with long-term business objectives and global best practices.

14. *Talkshow Building Sustainable Future through Responsible Consumption* pada Garuda Indonesia Culture Fest 2025

Garuda Indonesia menyelenggarakan *talkshow Building Sustainable Future through Responsible Consumption* sebagai salah satu rangkaian acara *Culture Fest* pada 4 Desember 2025. Acara ini diselenggarakan sebagai upaya meningkatkan kesadaran karyawan mengenai pentingnya gaya hidup berkelanjutan melalui konsumsi yang bijak dan bertanggung jawab. Kegiatan ini bertujuan mendorong perubahan perilaku menuju pola hidup yang lebih mindful, efisien, dan ramah lingkungan, serta memperkuat peran individu dalam mendukung budaya keberlanjutan di lingkungan kerja dan kehidupan sehari-hari.

14. *Building a Sustainable Future through Responsible Consumption Talkshow* at Garuda Indonesia Culture Fest 2025

Garuda Indonesia held the Building a Sustainable Future through Responsible Consumption talkshow as part of the Culture Fest series on December 4, 2025. The event was organized to raise employee awareness of the importance of sustainable lifestyles through mindful and responsible consumption. This activity aims to encourage behavioral change toward more mindful, efficient, and environmentally friendly lifestyles, while strengthening the role of individuals in supporting a culture of sustainability at work and in daily life.

15. *Talkshow Financial Risk Building Financial Security Through Investment* pada Garuda Indonesia Culture Fest 2025

Dalam rangka meningkatkan kesejahteraan dan literasi keuangan karyawan, Garuda Indonesia menyelenggarakan *talkshow Financial Risk: Building Financial Security Through Investment* pada sebagai salah satu rangkaian acara *Culture Fest* pada 4 Desember 2025. Kegiatan ini memberikan pemahaman mengenai pengelolaan risiko keuangan pribadi, perencanaan keuangan jangka panjang, serta strategi investasi yang bijak guna mendukung ketahanan finansial karyawan dan meningkatkan kesejahteraan secara berkelanjutan.

15. *Building Financial Security Through Investment Talkshow* at Garuda Indonesia Culture Fest 2025

To enhance employee well-being and financial literacy, Garuda Indonesia held the Financial Risk: Building Financial Security Through Investment talkshow as part of the Culture Fest series on December 4, 2025. The activity provides insights into personal financial risk management, long-term financial planning, and prudent investment strategies to support employees' financial resilience and promote sustainable well-being.

16. *Vendor Gathering: Strengthening Vendor Governance Partnerships for a Sustainable Future*

Garuda Indonesia menyelenggarakan *Vendor Gathering dengan tema Strengthening Vendor Governance Partnerships for a Sustainable Future* pada 17 Desember 2025 sebagai forum komunikasi dan kolaborasi dengan mitra usaha. Kegiatan ini bertujuan memperkuat pemahaman vendor terhadap prinsip tata kelola yang baik, kepatuhan, serta penerapan aspek ESG dalam rantai pasok, sekaligus membangun kemitraan yang transparan, akuntabel, dan berkelanjutan guna mendukung kinerja operasional dan penciptaan nilai jangka panjang bagi seluruh pemangku kepentingan.

16. *Vendor Gathering: Strengthening Vendor Governance Partnerships for a Sustainable Future*

Garuda Indonesia held the Vendor Gathering with the theme Strengthening Vendor Governance Partnerships for a Sustainable Future on December 17, 2025. The event served as a forum for communication and collaboration with business partners. The activity aims to strengthen vendors' understanding of good governance principles, compliance, and the integration of ESG aspects in the supply chain. It also seeks to build transparent, accountable, and sustainable partnerships to support operational performance and create long-term value for all stakeholders.

Melalui berbagai kegiatan tersebut, Garuda Indonesia terus memperkuat internalisasi nilai-nilai keberlanjutan di seluruh lini organisasi, guna membangun budaya kerja yang selaras dengan prinsip ESG serta mendorong partisipasi aktif insan perusahaan dalam mendukung transformasi menuju operasional yang lebih bertanggung jawab, tangguh, dan berkelanjutan.

Through these various activities, Garuda Indonesia continues to strengthen the internalization of sustainability values across the organization, aiming to build a work culture aligned with ESG principles and to encourage active employee participation in supporting the transformation toward more responsible, resilient, and sustainable operations.

KINERJA EKONOMI

ECONOMIC PERFORMANCE

KINERJA PRODUKSI, PORTOFOLIO, TARGET PEMBIAYAAN, ATAU INVESTASI, PENDAPATAN DAN LABA RUGI [OJK F.2]

PERFORMANCE IN PRODUCTION, PORTFOLIO, FINANCING, REVENUES, AND PROFIT & LOSS [OJK F.2]

Tabel Kinerja Finansial, Operasional, dan Investasi
Table of Financial, Operational, and Investment Performance

Uraian Description	Satuan Unit	2025	2024	2023
		Realisasi Realization	Realisasi Realization	Realisasi Realization
Finansial Finance				
Pendapatan usaha Operating revenue	Dalam Juta USD In million USD	3.216,6	3.416,5	2.936,6
Laba (Rugi) tahun berjalan Profit (Loss) for the Year	Dalam Juta USD In million USD	(319,4)	(69,78)	252,00
Operasional Operational				
Available Seat Kilometers/ ASK (milliar)	Dalam Miliar Rupiah In Billion Rupiah	38,9	39,6	32,8
Revenue Pax-Kilometer /RPK (milliar)	Dalam Miliar Rupiah In Billion Rupiah	31,0	31,3	24,6
Jumlah penumpang Number of passengers	Dalam Juta Penumpang In Million Passengers	21,2	23,7	20,0
Jumlah kargo Total Cargo	Ton Tons	226.546	229.518	170.939
Investasi <i>Flight</i> dan <i>Non-Flight Equipment</i> Investment in Flight and Non-Flight Equipment	Dalam Juta USD In million USD	523,7	233,6	169,7

Kinerja Produksi
Production Performance

Uraian Description	Satuan Unit	2025	2024	2023
		Realisasi Realization	Realisasi Realization	Realisasi Realization
Jumlah Penumpang Number of Passengers				
Garuda Indonesia Domestik Garuda Indonesia Domestic	Juta Million	8,5	8,8	6,6
Garuda Indonesia Internasional Garuda Indonesia International	Juta Million	2,9	2,6	1,7
Citilink	Juta Million	9,7	12,3	11,7
Garuda Indonesia Group	Juta Million	21,2	23,7	20,0

Kinerja Produksi

Production Performance

Uraian Description	Satuan Unit	2025	2024	2023
		Realisasi Realization	Realisasi Realization	Realisasi Realization
Jumlah Kargo Total Cargo				
Garuda Indonesia Domestik Garuda Indonesia Domestic	Ton Tons	87.915	81.347	64.404
Garuda Indonesia Internasional Garuda Indonesia International	Ton Tons	52.887	61.775	41.101
Citilink	Ton Tons	85.743	86.395	65.433
Garuda Indonesia Group	Ton Tons	226.546	229.518	170.939

PEMBIAYAAN ATAU INVESTASI PADA INSTRUMEN KEUANGAN ATAU PROYEK YANG SEJALAN DENGAN PEMBANGUNAN BERKELANJUTAN [OJK F.3]

Tahun 2025 merupakan tahun kelima bagi Garuda Indonesia menerapkan POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Peraturan tersebut antara lain mengatur tentang perlunya perusahaan publik menyelenggarakan program pembiayaan atau investasi pada instrumen atau proyek yang sejalan dengan keuangan/kegiatan berkelanjutan. Sesuai peraturan tersebut, kriteria program pembiayaan atau investasi yang sejalan dengan keuangan/kegiatan berkelanjutan adalah sebagai berikut:

1. mengutamakan upaya efisiensi dan efektivitas penggunaan sumber daya alam secara berkelanjutan;
2. mencegah/membatasi/mengurangi/memperbaiki kerusakan lingkungan hidup, peningkatan polusi, limbah, kerusakan ekosistem, dan ketidakadilan/kesenjangan sosial; atau
3. memberikan solusi bagi masyarakat yang menghadapi dampak perubahan iklim.

Berdasarkan kriteria tersebut, Perseroan telah menyelenggarakan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK). Program ini merupakan bagian dari Program Tanggung Jawab Sosial dan Lingkungan (TJSL). Program Pendanaan UMK adalah program untuk meningkatkan kemampuan usaha mikro dan usaha kecil agar menjadi tangguh dan mandiri. Perseroan telah menetapkan target Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) dalam Rencana Kerja dan Anggaran Perusahaan (RKAP).

FINANCING OR INVESTMENTS IN FINANCIAL INSTRUMENTS OR PROJECTS ALIGNED WITH SUSTAINABLE DEVELOPMENT [OJK F.3]

The year 2025 marks the fifth year of Garuda Indonesia's implementation of POJK No. 51/POJK.03/2017 on the Application of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies. This regulation stipulates that public companies must implement financing or investment programs in instruments or projects consistent with sustainable finance/activities. Following the regulation, such programs must meet the following criteria:

1. prioritizing sustainable efficiency and effectiveness in natural resource utilization;
2. preventing/limiting/reducing/repairing environmental damage, increased pollution, waste, ecosystem damage, and social inequality/inequity; or
3. providing solutions for communities affected by climate change.

In line with these criteria, the Company has implemented the Micro and Small Enterprises Funding Program (PUMK/MSEs Funding), which forms part of its Corporate Social and Environmental Responsibility (TJSL) Program. The MSEs Funding aims to enhance the capabilities of micro and small businesses/enterprises to become resilient and independent. The Company has set specific MSEs Funding targets within its Corporate Work Plan and Budget (RKAP).

Uraian Description	2025	2024	2023
	Realisasi Realization	Realisasi Realization	Realisasi Realization
Program Pendanaan Usaha Mikro dan Usaha Kecil Micro and Small Enterprises Funding Program	750.000.000	800.000.000	1.000.000.000

NILAI EKONOMI LANGSUNG YANG DIHASILKAN DAN DIDISTRIBUSIKAN [GRI 201-1]

Garuda Indonesia telah mendistribusikan nilai ekonomi yang berasal dari nilai ekonomi yang dihasilkan. Nilai ekonomi yang dihasilkan berasal dari pendapatan usaha, bagian atas hasil bersih entitas asosiasi, pendapatan keuangan, dan manfaat/beban pajak. Sedangkan nilai ekonomi yang didistribusikan, Garuda Indonesia memiliki penandaan untuk setiap mata anggaran yang diajukan oleh setiap Divisi Teknis melalui *cost element*. Nilai ekonomi yang didistribusikan menggambarkan kewajiban Garuda Indonesia terhadap hak para pemangku kepentingan. Jumlah ekonomi yang ditahan berasal dari nilai ekonomi yang dihasilkan dikurangi dengan nilai ekonomi yang didistribusikan.

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED [GRI 201-1]

Garuda Indonesia has distributed economic value derived from the value it generated. The generated economic value comes from operating revenue, share of profit from associates, finance income, and tax benefits/expenses. Meanwhile, the distributed economic value is tracked through budget line items submitted by each Technical Division via cost elements. This distributed economic value reflects Garuda Indonesia's obligations to fulfill stakeholder entitlements. The retained economic value is calculated as the generated economic value minus the distributed economic value.

Tabel Nilai Ekonomi yang Dihasilkan dan Didistribusikan
Table of Economic Value Generated and Distributed

(dalam USD penuh)
(in full USD)

Uraian Description	2025	2024	2023
Nilai Ekonomi yang Dihasilkan Economic Value Generated			
Pendapatan Usaha Operating Revenue	3.216.604.484	3.416.526.383	2.936.631.094
Pendapatan/(Beban) usaha lainnya Other operating Incomes/(Expenses)	30.417.642	55.189.342	371.753.907
Bagian atas hasil bersih entitas asosiasi Share of net income of associates	5.642.040	7.377.798	3.690.203
Pendapatan keuangan Financial income	22.726.087	9.207.260	6.068.038
Manfaat/(Beban) pajak Tax Benefits/(Expenses)	34.950.728	11.687.426	17.407.435
Jumlah Nilai Ekonomi Dihasilkan Total Economic Value Generated	3.310.340.981	3.499.988.209	3.335.550.677
Nilai Ekonomi yang Didistribusikan Distributed Economic Value			

Tabel Nilai Ekonomi yang Dihasilkan dan Didistribusikan
Table of Economic Value Generated and Distributed

(dalam USD penuh)
(in full USD)

Uraian Description	2025	2024	2023
Beban Usaha (meliputi Beban Operasional Penerbangan, Beban Pemeliharaan dan Perbaikan, Beban Bandara, Beban Tiket, Penjualan dan Promosi, Beban Pelayanan Penumpang, Beban Administrasi dan Umum, Beban Operasional Hotel, Beban Operasional Transportasi, serta Beban Operasional Jaringan) Operating Expenses (including Aviation Operating Expenses, Maintenance and Repair Expenses, Airport Expenses, Ticketing Expenses, Sales and Promotion, Passenger Service Expenses, Administration and General Expenses, Hotel Operating Expenses, Transportation Operating Expenses, and Network Operating Expenses)	3.102.736.013	3.107.911.287	2.626.771.457
Kerugian (Keuntungan) Selisih Kurs-Bersih Net Foreign Exchange Profit (Loss)	1.206.291	(18.044.682)*	20.850.223*
Beban keuangan Financial expenses	525.790.126	479.897.933	456.782.640
Pembayaran dividen Payment of dividends	-	-	-
Pengeluaran untuk masyarakat (TJSL) Cost for the Community (TJSL)	303.271	931.107	366.649
Jumlah Nilai Ekonomi Didistribusikan Total Economic Value Distributed	3.630.035.701	7.159.435.972	3.104.770.969
Nilai Ekonomi yang Ditahan Retained Economic Value	(319.694.720)	(3.659.447.763)	230.779.708

Keterangan:
*)Disajikan Kembali
Description:
*)Restated

KEWAJIBAN PROGRAM PENSIUN MANFAAT PASTI DAN PROGRAM PENSIUN LAINNYA [GRI 201-3]

Garuda Indonesia Grup menyelenggarakan program iuran pasti, program imbalan pasti, dan imbalan kerja jangka panjang lain untuk semua karyawan yang memenuhi persyaratan. sebagaimana uraian berikut:

A. Imbalan Pascakerja

1. Program Iuran Pasti

Garuda Indonesia dan entitas anak tertentu (GMFAA, ASI, dan CI) menyelenggarakan program pensiun iuran pasti untuk seluruh karyawan tetapnya. Program pensiun tersebut dikelola oleh Dana Pensiun Garuda Indonesia (DPGA) yang akta pendiriannya telah disahkan oleh Menteri Keuangan Republik Indonesia dengan Surat Keputusan No. KEP-403/KM.17/1999 tanggal 15 November 1999.

Sesuai ketentuan yang tercantum di dalam Perjanjian Kerja Bersama (PKB) tahun 2018 dan Peraturan Perusahaan (PP) tahun 2016, dinyatakan jika skema manfaat pensiun berdasarkan PKB dapat mempertimbangkan saldo Dana

OBLIGATION OF DEFINED BENEFIT PENSION PROGRAM AND OTHER PENSION PROGRAMS [GRI 201-3]

The Garuda Indonesia Group provides a defined contribution program, defined benefit program, and other long-term employee benefits for all eligible employees, as outlined below:

A. Post-Employment Benefits

1. Defined Contribution Program

Garuda Indonesia and certain subsidiaries (GMFAA, ASI, and CI) administer a defined contribution pension program for all permanent employees. This pension program is managed by the Garuda Indonesia Pension Fund (DPGA), established under a deed ratified by the Minister of Finance of the Republic of Indonesia through Decree No. KEP 403/KM.17/1999 dated November 15, 1999.

As stated in the 2018 Collective Labor Agreement (PKB) and the 2016 Company Regulation (PP), the pension benefit scheme may take into account the balance of the Garuda Indonesia Pension Fund (DPGA). To complement

Pensiun Garuda Indonesia (DPGA) dan sebagai penyeimbang atas ketentuan tersebut Perusahaan mengikutsertakan pegawai dalam program pensiun iuran pasti yang iurannya sepenuhnya dibayarkan oleh Perusahaan melalui program DPLK BNI dan DPLK BRI. Pembayaran iuran program pensiun dilakukan secara proporsional, dengan porsi 7% ditanggung oleh Perusahaan dan 4% oleh Karyawan, berdasarkan penghasilan yang menjadi dasar perhitungan iuran.

Adapun beban iuran pasti Garuda Indonesia yang diakui dalam beban operasi tahun 2024 adalah sebesar USD11.378.240, meningkat dibandingkan tahun 2023 yang mencapai USD10.732.232.

2. Program Imbalan Pasti

Sementara itu, AWS menyelenggarakan program pensiun imbalan pasti untuk seluruh karyawan tetap yang berhak yang dikelola oleh Dana Pensiun Aero Wisata yang akta pendiriannya telah disahkan oleh Menteri Keuangan Republik Indonesia dengan Surat Keputusan No. KEP-03/KM.10/2012 tanggal 3 Januari 2012.

Garuda Indonesia dan entitas anak tertentu (GMFAA, STNI, ASI, AWS dan CI) juga memberikan imbalan kepada karyawan yang memenuhi persyaratan sesuai dengan Peraturan Perusahaan yang didasarkan pada Undang-Undang Ketenagakerjaan No. 13 Tahun 2003. Tidak terdapat pendanaan terkait dengan imbalan kerja ini. Perusahaan, GMFAA dan ASI memperhitungkan akumulasi iuran yang dibayar kepada DPGA dan DPLK sebagai pengurang liabilitas program imbalan pasti yang dicadangkan sesuai dengan PP. Garuda Indonesia, GMFAA dan ASI hanya mengakui kekurangan antara imbalan yang tersedia dalam DPGA dan DPLK dan imbalan pascakerja sesuai dengan PP.

3. Imbalan Kesehatan Pasca Kerja

Garuda Indonesia menyelenggarakan program kesehatan untuk karyawan yang sudah pensiun dan keluarganya sesuai dengan peraturan Perusahaan. Perusahaan telah menghentikan imbalan kesehatan atas karyawan yang pensiun setelah 31 Desember 2013. Program kesehatan Perusahaan dikelola oleh Yayasan Kesehatan Garuda ("Yankesga").

B. Imbalan Kerja Jangka Panjang Lain

Garuda Indonesia, GMFAA, STNI, dan AWS memberikan penghargaan masa bakti kepada karyawan yang telah bekerja selama 20 tahun sesuai dengan kebijakan perusahaan. Tidak terdapat pendanaan terkait dengan imbalan kerja jangka panjang ini. Perhitungan imbalan kerja program imbalan pasti dan imbalan kerja jangka panjang lain dihitung oleh aktuaris independen, KKA Riana & Rekan.

these provisions, the Company enrolls employees in a defined contribution pension program, with contributions fully covered by the Company through the DPLK BNI and DPLK BRI programs. Payment of pension plan contributions is made proportionally, with a portion of 7% borne by the Company and 4% by the Employee, based on income which is the basis for calculating contributions.

Garuda Indonesia's defined contribution expense recognized in 2024 operating expenses amounted to USD 11,378,240, an increase compared to the 2023 figure of USD 10,732,232.

2. Defined Benefit Program

Meanwhile, AWS administers a defined benefit pension program for all eligible permanent employees, managed by the Aero Wisata Pension Fund. This fund was established under a deed ratified by the Minister of Finance of the Republic of Indonesia through Decree No. KEP-03/KM.10/2012 dated January 3, 2012.

Garuda Indonesia and certain subsidiaries (GMFAA, STNI, ASI, AWS, and CI) provide benefits to employees who meet eligibility criteria under the Company Regulations, which are based on Labor Law No. 13 of 2003. However, there is no funding allocated for these employment benefits. The Company, GMFAA, and ASI calculate the accumulated contributions paid to DPGA and DPLK as a reduction of liabilities for the accrued defined benefit plan, in accordance with the Government Regulations. Garuda Indonesia, GMFAA, and ASI only recognize the shortfall between the benefits available in DPGA and DPLK, and the post-employment benefits required under the Government Regulations.

3. Post-Employment Healthcare Benefits

Garuda Indonesia administers a healthcare program for retired employees and their families following the Company Regulations. However, the Company discontinued healthcare benefits for employees who retired after December 31, 2013. This healthcare program is managed by the Garuda Health Foundation ("Yankesga").

B. Other Long-Term Employee Benefits

Garuda Indonesia, GMFAA, STNI, and AWS grant longservice awards to employees who have completed 20 years of service, as stipulated in the Company policy. These longterm employment benefits are unfunded. The calculation of benefits under the defined benefit plan, along with other long-term employment benefits, is performed by the independent actuarial firm KKA Riana & Rekan (Actuaries).

Jumlah Karyawan yang Diikutsertakan dalam Program Pensiun

Number of Employees Participating in The Pension Program

Program Program	2025	2024	2023
Program Pensiun Iuran Pasti Defined Contribution Pension Program	1.788	1.917	2.036
Program Jaminan Hari Tua Old-Age Security Program	4.875	4.382	4.034

BANTUAN FINANSIAL DARI PEMERINTAH [GRI 201-4]

Pada Tahun 2025, Garuda Indonesia berhasil melakukan Restrukturisasi Penyehatan Keuangan. Garuda Indonesia menandatangani Perjanjian Pinjaman Pemegang Saham (SHL) antara PT Garuda Indonesia (Persero) sebagai Debitur, PT Danantara Asset Management (Persero) sebagai Kreditur, dan PT Citilink Indonesia sebagai Obligor pada 24 Juni 2025. Kemudian per bulan September 2025, seluruh dana telah berhasil dicairkan dan dibayarkan kepada MRO untuk kebutuhan perawatan pesawat.

Sejalan dengan restrukturisasi tersebut dan melalui dukungan Danantara, Garuda Indonesia memperoleh Penambahan Penyertaan Modal (PPM) yakni sebesar Rp23.670.819.000.000 (atau setara dengan USD 1.431 juta) yang terdiri dari:

1. Konversi Jumlah Pokok yang sudah dicairkan berdasarkan Perjanjian SHL sebesar Rp6,6 triliun (atau setara dengan USD 405 juta) atas Perjanjian SHL tanggal 24 Juni 2025.
2. Penambahan Modal Tunai sebesar Rp17,0 triliun (atau setara dengan US\$ 1.026 juta) melalui mekanisme penerbitan saham baru di Garuda Indonesia yang digunakan untuk:
 - Kebutuhan pendanaan *maintenance* untuk Garuda Indonesia dan Citilink sebesar Rp13,3 triliun (atau setara dengan US\$ 801 juta);
 - Kebutuhan pendanaan penyelesaian hutang Citilink kepada PT Pertamina (Persero) sebesar Rp3,7 triliun (atau setara dengan US\$ 225 juta).

Selain itu, pada Oktober 2025 telah disepakati skema penguatan permodalan melalui penyertaan modal non-kas berupa lahan milik PT Angkasa Pura Indonesia (API) kepada PT Garuda Maintenance Facility Aero Asia Tbk (GMF AeroAsia). Penyertaan tersebut dilakukan melalui pemanfaatan hak atas tanah dalam bentuk Hak Guna Bangunan (HGB) yang akan di-inbren-gkan oleh API kepada GMF AeroAsia. Aksi korporasi ini bertujuan untuk memperkuat struktur ekuitas serta meningkatkan profitabilitas GMF AeroAsia dan Garuda Indonesia secara konsolidasi.

Sebagai bagian dari rangkaian proses tersebut, Perseroan juga telah melaksanakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) GMF AeroAsia pada 24 Oktober 2025 guna memperoleh persetujuan atas transaksi dimaksud. Selanjutnya, tahapan lanjutan dari aksi korporasi ini direncanakan akan diselesaikan pada tahun 2026.

FINANCIAL ASSISTANCE FROM THE GOVERNMENT [GRI 201-4]

In 2025, Garuda Indonesia successfully completed a Financial Restructuring and Recovery. On June 24, 2025, Garuda Indonesia signed a Shareholder Loan Agreement (SHL) with PT Garuda Indonesia (Persero) as the Debtor, PT Danantara Asset Management (Persero) as the Creditor, and PT Citilink Indonesia as the Obligor. By September 2025, all funds had been fully disbursed and paid to the MRO to support aircraft maintenance requirements.

In line with the restructuring and with the support of Danantara, Garuda Indonesia received an Additional Capital Injection (PPM) amounting to IDR 23,670,819,000,000 (equivalent to USD 1,431 million), consisting of:

1. Conversion of Principal Amount already disbursed under the SHL Agreement, totaling IDR 6.6 trillion (equivalent to USD 405 million) based on the SHL Agreement dated June 24, 2025.
2. Cash Capital Injection of IDR 17.0 trillion (equivalent to USD 1,026 million) through the issuance of new shares in Garuda Indonesia, which was used for:
 - Maintenance funding for Garuda Indonesia and Citilink amounting to IDR 13.3 trillion (equivalent to USD 801 million);
 - Settlement of Citilink's debt to PT Pertamina (Persero) amounting to IDR 3.7 trillion (equivalent to USD 225 million).

In addition, in October 2025, the Company agreed on a capital strengthening scheme through a non-cash capital contribution in the form of land owned by PT Angkasa Pura Indonesia (API) to PT Garuda Maintenance Facility Aero Asia Tbk (GMF AeroAsia). The contribution is structured through the utilization of land rights in the form of a Right to Build (Hak Guna Bangunan/HGB), which will be contributed (inbren-g) by API to GMF AeroAsia. This corporate action aims to strengthen the equity structure and enhance the profitability of GMF AeroAsia and Garuda Indonesia on a consolidated basis.

As part of this process, the Company also conducted an Extraordinary General Meeting of Shareholders (EGMS) of GMF AeroAsia on October 24, 2025 to obtain approval for the transaction. The subsequent stages of this corporate action are planned to be completed in 2026.

DAMPAK EKONOMI TIDAK LANGSUNG

INVESTASI INFRASTRUKTUR DAN DUKUNGAN LAYANAN

Pada tahun 2025, Perseroan tidak melakukan investasi infrastruktur. Namun melalui penambahan modal yang diterima oleh Perseroan dari DAM, yang digunakan untuk memenuhi kebutuhan biaya pesawat Garuda Indonesia dan Citilink, terdapat peningkatan jumlah pesawat *serviceable* menjadi sebanyak 58 pesawat untuk Garuda dan 40 pesawat untuk Citilink, sampai dengan periode Desember 2025. Investasi infrastruktur yang dilakukan bersifat komersial, dengan tujuan untuk mendukung peningkatan pendapatan serta memperkuat daya saing Perseroan di industri penerbangan.

Hal ini memberikan dampak kepada masyarakat berupa penambahan ketersediaan moda transportasi udara, guna mendukung konektivitas antar daerah baik domestik maupun internasional. Selain itu terdapat peningkatan frekuensi jumlah penerbangan, seiring dengan bertambahnya jumlah pesawat yang beroperasi. Lebih lanjut dengan bertambahnya frekuensi dan rute yang dijangkau, maka dominasi maskapai tertentu di pasar dapat ditekan, dan harga jual tiket pesawat menjadi lebih bersaing, dan lebih terjangkau bagi masyarakat.

Disamping itu, dengan perawatan pesawat yang sebagian besar dilaksanakan di GMF AeroAsia, aksi korporasi ini juga berdampak terhadap peningkatan ekosistem aviasi dan MRO nasional melalui peningkatan daya saing dari sisi keselamatan dan kinerja layanan dikarenakan perawatan pesawat meningkatkan keselamatan operator, *crew*, dan penumpang, memperpanjang umur pakai fasilitas, serta menjaga keefektifan fasilitas ketika dioperasikan (Pradnyandari & Purnawati, 2019) dan perawatan pesawat sangat terkait dengan kejadian kecelakaan: *Landing Gear, Tail Strike, Loss of Control Inflight, Controlled Flight into Terrain, In-flight Damage, Human Factor* (IATA, 2024).

Secara tidak langsung peningkatan jumlah *serviceable* pesawat ini juga meningkatkan *traffic* dan pendapatan dari sektor pariwisata, baik domestik maupun internasional. Pendapatan yang diterima dapat berupa peningkatan pendapatan negara melalui pajak dan pendapatan pelaku sektor pariwisata domestik.

INDIRECT ECONOMIC IMPACTS

INFRASTRUCTURE INVESTMENT AND SERVICE SUPPORT

In 2025, the Company did not make any infrastructure investments. However, through the capital injection received by the Company from DAM, which was used to cover the aircraft costs of Garuda Indonesia and Citilink, the number of serviceable aircraft increased to 58 for Garuda and 40 for Citilink by December 2025. The infrastructure investments made are commercial in nature, aimed at supporting revenue growth and strengthening the Company's competitiveness in the aviation industry.

This benefits the public by increasing the availability of air transportation, thereby supporting connectivity between regions—both domestically and internationally. Additionally, there is an increase in flight frequency, in line with the growing number of aircraft in operation. Furthermore, as flight frequency and the number of routes served increase, the dominance of certain airlines in the market can be reduced, leading to more competitive ticket prices that are more affordable for the public.

Furthermore, since aircraft maintenance is largely carried out at GMF AeroAsia, this corporate initiative also contributes to the enhancement of the national aviation and MRO ecosystem by improving competitiveness in terms of safety and service performance; this is because aircraft maintenance enhances the safety of operators, crew, and passengers, extends the service life of aircraft, and ensures their operational effectiveness (Pradnyandari & Purnawati, 2019), and aircraft maintenance is closely linked to accident occurrences: *Landing Gear, Tail Strike, Loss of Control In-flight, Controlled Flight into Terrain, In-flight Damage, and Human Factors* (IATA, 2024).

Indirectly, an increase in the number of serviceable aircraft also boosts traffic and revenue from the tourism sector, both domestically and internationally. The revenue generated can take the form of increased state revenue through taxes and revenue for domestic tourism sector operators.

DAMPAK EKONOMI TIDAK LANGSUNG YANG SIGNIFIKAN

SIGNIFICANT INDIRECT ECONOMIC IMPACT

Program	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Dampak Impact	Signifikansi Dampak Impact Significance	Hasil Evaluasi SROI SROI Evaluation Results
Program <i>Plastic Waste Management</i> Bersama pihak ketiga Plastic Waste Management Program in Partnership with third party	- Pegawai Perseroan - Mitra pelaku usaha - Masyarakat - Company employees - Business partners - Public	- Melalui pengumpulan sampah botol plastik oleh pegawai di lingkungan kerja PT Garuda Indonesia, maka pegawai tersebut akan memperoleh <i>rewards</i> secara digital dari pihak ketiga - Memberikan dampak ekonomi kepada pelaku UMKM untuk dapat mendaur ulang sampah botol plastik tersebut menjadi produk <i>upcycle</i> yang lebih bernilai - Memberikan dampak ekonomi bagi masyarakat karena melalui program ini tercipta lapangan pekerjaan bagi tim penjemputan sampah, tim pemilahan sampah, dan tim pemeliharaan <i>Reverse Vending Machine</i> (RVM) - Memberikan dampak lingkungan yang positif karena dapat mengurangi produksi limbah yang dapat mencemari lingkungan. - By collecting plastic bottle waste in the workplace at PT Garuda Indonesia, employees will receive digital rewards from third party - Generating economic benefits for small and medium-sized enterprises (SMEs) by enabling them to recycle plastic bottle waste into higher-value upcycled products - Generating economic benefits for the community by creating jobs for waste collection teams, waste sorting teams, and Reverse Vending Machine (RVM) maintenance teams (RVM) - Generating a positive environmental impact by reducing the production of waste that can pollute the environment.	Menciptakan ekonomi sirkuler dan perlahan-lahan dapat mengubah perilaku masyarakat akan pentingnya penggunaan produk plastik secara lebih bertanggung jawab. Program ini memberikan signifikansi dampak yang besar terhadap lingkungan, sosial – ekonomi berkelanjutan. Program ini mendukung keberlanjutan pada: SDGs No. 12 SDGs No. 14 SDGs No. 17 Creating a circular economy can gradually change public behavior regarding the importance of using plastic products more responsibly. This program has a significant impact on environmental, social, and economic sustainability. This program supports sustainability in relation to: SDGs No. 12 SDGs No. 14 SDGs No. 17	Melalui program kolaborasi antara PT Garuda Indonesia dengan pihak ketiga menghasilkan nilai SROI 1 : 5.31 yang dapat diterjemahkan bahwa setiap Rp 1,- yang diinvestasikan pada program ini maka menghasilkan dampak Rp 5.31,-. Through a collaborative program between PT Garuda Indonesia and third party, an SROI of 1:5.31 was achieved, meaning that every Rp 1 invested in this program generates an impact of IDR5.31.

Program	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Dampak Impact	Signifikansi Dampak Impact Significance	Hasil Evaluasi SROI SROI Evaluation Results
Program Kolaborasi Garuda Group: "Terbang Tinggi, Kreatif, dan Mandiri" Pelatihan Kewirausahaan bagi Perempuan Penyandang Disabilitas Garuda Group Collaboration Program: "Terbang Tinggi, Kreatif, dan Mandiri" Entrepreneurship Training for Women with Disabilities	- Perseroan dan anak perusahaan - NGO - Masyarakat - The Company and its subsidiaries - NGOs - The public	Mengukur peningkatan kepercayaan diri, rasa berdaya, dan partisipasi aktif peserta dalam komunitas sebagai pelaku UMKM disabilitas. Dampak sosial mencakup perubahan persepsi peserta terhadap kemampuan mereka untuk bersaing di pasar, membangun jaringan, serta kontribusi mereka dalam mendukung inklusi sosial di masyarakat. Menilai pertumbuhan pendapatan, efisiensi keuangan, dan peningkatan akses pasar yang diraih peserta setelah pelatihan. Dampak ini mencerminkan hasil langsung dari program, seperti kemampuan peserta meningkatkan penjualan, menciptakan produk baru, serta mengelola usaha secara lebih profesional dan berkelanjutan. Mengukur kemampuan peserta untuk menjalankan dan mengembangkan usaha secara mandiri pascaprogram, termasuk legalitas usaha, penggunaan teknologi digital, dan inovasi produk. Indikator ini juga mencakup penerapan strategi bisnis yang memperkuat daya saing di pasar jangka panjang. Measuring increases in participants' self-confidence, sense of empowerment, and active participation in the community as disabled MSME entrepreneurs. Social impacts include changes in participants' perceptions of their ability to compete in the market, build networks, and contribute to social inclusion in the community. Assessing the growth in income, financial efficiency, and improved market access achieved by participants following the training. These impacts reflect the direct outcomes of the program, such as participants' ability to increase sales, create new products, and manage their businesses more professionally and sustainably. Measuring participants' ability to independently operate and develop their businesses post-program, including business legality, use of digital technology, and product innovation. These indicators also include the implementation of business strategies that strengthen long-term market competitiveness.	Terlaksananya program ini memberikan peningkatan brand awareness kepada Garuda Group serta memperkuat citra perusahaan sebagai mitra yang responsive dalam mendukung kelompok rentan. Program ini selaras dengan tujuan global, seperti pengurangan kemiskinan, pekerjaan layak, dan pertumbuhan ekonomi (SDG 1, 8, dan 10) terhadap Sustainable Development Goals. Terlaksananya program ini juga memenuhi kewajiban tanggung jawab sosial dan lingkungan perusahaan dengan memberikan dukungan program pemberdayaan wirausaha perempuan dan disabilitas. Kolaborasi dengan berbagai pihak, termasuk pemerintah, dan komunitas lokal, memperluas jaringan Garuda Group dan mempromosikan pendekatan multi-sektor dalam CSR. The implementation of this program has increased brand awareness for the Garuda Group and strengthened the company's image as a responsive partner in supporting vulnerable groups. This program aligns with global goals such as poverty reduction, decent work, and economic growth (SDGs 1, 8, and 10) under the Sustainable Development Goals. The implementation of this program also fulfills the company's social and environmental responsibilities by supporting entrepreneurship empowerment programs for women and people with disabilities. Collaboration with various stakeholders, including the government and local communities, expands the Garuda Group's network and promotes a multi-sectoral approach in CSR.	Melalui program kolaborasi Garuda Group: "Terbang Tinggi, Kreatif, dan Mandiri" Pelatihan Kewirausahaan bagi Perempuan Penyandang Disabilitas menghasilkan nilai SROI 1 : 3.24 yang dapat diterjemahkan bahwa setiap Rp 1,- yang diinvestasikan pada program ini maka menghasilkan dampak Rp3.24,-. Through the Garuda Group's collaborative program, "Terbang Tinggi, Kreatif, dan Mandiri": Entrepreneurship Training for Women with Disabilities, an SROI of 1:3.24 was achieved, meaning that every Rp 1 invested in this program generated an impact of IDR3.24.

Program	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Dampak Impact	Signifikansi Dampak Impact Significance	Hasil Evaluasi SROI SROI Evaluation Results
Program Kolaborasi BUMN: Pengolahan Sampah di Likupang, Sulawesi Utara SOE Collaboration Program: Waste Management in Likupang, North Sulawesi	- Masyarakat - Organisasi masyarakat sipil - Pemerintah 24 BUMN - The public - Civil society organizations - The government 24 SOEs	Program Kolaborasi TJSL Likupang memberikan manfaat langsung kepada 1.862 penerima manfaat dan manfaat tidak langsung kepada berbagai pemangku kepentingan lainnya. Dampak yang dihasilkan mencakup peningkatan kapasitas masyarakat dalam pengelolaan sampah dan ekonomi kreatif, berkurangnya timbunan sampah dan pencemaran lingkungan pesisir, meningkatnya kesadaran dan perubahan perilaku masyarakat terhadap kebersihan lingkungan, serta terbukanya peluang pendapatan baru melalui penguatan UMKM, ekonomi sirkular, dan sektor pariwisata lokal. The Likupang TJSL Collaboration Program provides direct benefits to 1,862 beneficiaries and indirect benefits to various other stakeholders. The resulting impacts include increased community capacity in waste management and the creative economy, reduced waste accumulation and coastal environmental pollution, increased public awareness and behavioral changes regarding environmental cleanliness, as well as the creation of new income opportunities through the strengthening of SMEs, the circular economy, and the local tourism sector.	Dari perspektif keberlanjutan, program ini berkontribusi secara nyata terhadap pencapaian Tujuan Pembangunan Berkelanjutan (SDGs), khususnya SDGs 1, 4, 8, 9, 11, 12, dan 17, melalui pendekatan kolaboratif lintas pemangku kepentingan, penguatan infrastruktur sosial, serta integrasi antara pelestarian lingkungan dan pemberdayaan ekonomi masyarakat. From a sustainability perspective, this program makes a tangible contribution to the achievement of the Sustainable Development Goals (SDGs) specifically SDGs 1, 4, 8, 9, 11, 12, and 17 through a collaborative, multi-stakeholder approach, the strengthening of social infrastructure, and the integration of environmental conservation with community economic empowerment.	Melalui program Kolaborasi BUMN: Pengolahan Sampah di Likupang, Sulawesi Utara menghasilkan nilai SROI 1 : 4.75 yang dapat diterjemahkan bahwa setiap Rp1,- yang diinvestasikan pada program ini maka menghasilkan dampak Rp4.75,-. Through the State-Owned Enterprises Collaboration Program: Waste Management in Likupang, North Sulawesi, an SROI of 1:4.75 was achieved, meaning that every IDR1 invested in this program generated an impact of IDR4.75.

Selain itu, Garuda Indonesia juga telah melakukan pengukuran atas dampak dan manfaat ekonomi atas dana PMN yang diterima oleh Perseroan pada tahun 2022. Pengukuran dan perhitungan realisasi dampak dan manfaat ekonomi dibantu oleh asesor pihak ketiga yaitu Pusat Studi Transportasi dan Logistik, Universitas Gadjah Mada (Pustral UGM). Berdasarkan laporan Pustral UGM tersebut, dampak dari investasi sektor riil seperti layanan penerbangan dapat berpengaruh pada sektor-sektor terkait, seperti sektor pariwisata, jasa, perdagangan, hotel dan restoran. Di sisi faktor produksi, layanan penerbangan juga menggerakkan layanan persewaan pesawat, perawatan, *catering* dan bahan bakar. Dari adanya kegiatan pada sektor lain tersebut akan meningkatkan pendapatan rumah tangga yang akhirnya meningkatkan *output* sektor tersebut. Peningkatan *output* sektor akan meningkatkan pula perekonomian secara luas.

Pustral UGM mengawali alur kegiatan dengan identifikasi input, yaitu besaran restrukturisasi PMN Garuda sebesar Rp7,5 triliun. Selanjutnya diidentifikasi manfaat penyelamatan yang ditunjukkan oleh pendapatan operasional yang bersumber dari laporan keuangan perusahaan. Berdasarkan hasil pengolahan, dihitung besaran *multiplier effect* yang mencerminkan dampaknya terhadap perekonomian secara luas melalui peningkatan PDB. Dengan memperhatikan besaran Biaya Pengembangan (Capex) dan Biaya Operasional (Opex) pada

In addition, Garuda Indonesia has also assessed the economic impacts and benefits of the PMN funds received by the Company in 2022. The measurement and calculation of the realization of economic impacts and benefits is assisted by a third-party assessor, namely the Center for Transportation and Logistics Studies, Universitas Gadjah Mada (Pustral UGM). Based on the Pustral UGM report, the impact of real sector investments, such as flight services, can influence related sectors, including tourism, services, trade, hotels, and restaurants. On the production side, flight services also drive aircraft leasing services, maintenance, catering, and fuel supply. Activities in these other sectors will increase household income, which in turn boosts the output of those sectors. This increased sector output will also drive broader economic growth.

Pustral UGM started the process by identifying the input, which was the amount of Garuda's PMN restructuring funds of IDR 7.5 trillion. The next step was to determine the benefits of the rescue, reflected in operating income derived from the Company's financial statements. Based on the results of the processing, the multiplier effect was calculated to reflect its impact on the entire economy through an increase in GDP. By considering the development costs (Capex) and operating costs (Opex) over a 5-year period (2022-2026), the economic benefits

rentang waktu 5 tahun (2022–2026), selanjutnya manfaat ekonomi dikombinasikan dengan manfaat finansial menghasilkan tingkat kelayakan ekonomi yang ditunjukkan dengan besaran *Economic Net Present Value* (ENPV) dan *Economic Internal Rate of Return* (EIRR).

Analisis manfaat dan dampak ekonomi pada periode tahun 2025 yang dilakukan oleh Pustral UGM menghasilkan pencapaian kinerja dampak ekonomi sebesar 119,7% dari target, capaian ENPV adalah sebesar 115,2% dibanding target, sementara capaian EIRR sebesar 106,5% dibanding target. Hasil perhitungan ini menunjukkan bahwa Garuda Indonesia memiliki kinerja yang relatif baik pada tahun 2025 sehingga mampu mencapai target KPI yang ditetapkan pada indikator ekonomi secara makro.

PRAKTIK PENGADAAN BARANG DAN JASA

Dalam rangka mendukung penerapan *Good Corporate Governance* (GCG), proses pengadaan barang dan jasa di PT Garuda Indonesia (Persero) Tbk dilaksanakan berdasarkan Surat Keputusan Direktur Utama tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan Perusahaan serta *Procurement Manual*. Kebijakan dan pedoman tersebut menjadi landasan bagi Perseroan dalam memastikan bahwa seluruh aktivitas pengadaan dilaksanakan secara transparan, akuntabel, adil, kompetitif, dan bertanggung jawab sesuai dengan prinsip-prinsip pengadaan yang baik, serta senantiasa mematuhi ketentuan peraturan perundang-undangan yang berlaku, termasuk pemenuhan standar sistem manajemen mutu dan anti-penyuapan sesuai dengan ketentuan yang berlaku.

Garuda Indonesia melakukan pengadaan barang dan jasa secara efisien, efektif, kompetitif, transparan, adil dan wajar, terbuka dan ekonomis. Hal ini berarti memastikan bahwa setiap pengadaan yang dijalankan memberikan *Value for Money* bagi Perusahaan, pelaksanaan Pengadaan bukan hanya sekedar mengenai harga terendah namun juga mencakup manfaat sosial, lingkungan, dan ekonomi yang dihasilkan dari produk atau layanan yang dipilih. Dengan pendekatan ini, Garuda Indonesia tidak hanya memastikan efisiensi biaya, tetapi juga berkontribusi pada keberlanjutan dan kesejahteraan masyarakat secara keseluruhan.

Garuda Indonesia terus berinovasi dalam proses pengadaan dengan menerapkan digitalisasi pengadaan, yang bertujuan untuk meningkatkan efisiensi, transparansi, dan akuntabilitas dalam setiap tahapan. Melalui penerapan sistem berbasis digital, proses pengadaan kini menjadi lebih cepat, akurat, dan terdokumentasi dengan baik, sekaligus memastikan kepatuhan terhadap prinsip tata kelola yang baik. Dalam Pengadaan di tahun 2025 telah berhasil mendapatkan *saving* senilai Rp3,46 triliun.

Garuda Indonesia berkomitmen untuk mendukung pertumbuhan ekonomi nasional dengan mengutamakan praktik pengadaan yang melibatkan pemasok lokal serta meningkatkan penggunaan Produk Dalam Negeri (PDN). Langkah ini sejalan dengan kebijakan pemerintah dalam mendorong Tingkat Komponen Dalam Negeri (TKDN), yang bertujuan untuk upaya mendukung pertumbuhan industri lokal dan memperkuat daya saing nasional. Selain itu, Garuda Indonesia juga berperan aktif dalam mendorong partisipasi pelaku usaha nasional, termasuk Usaha Mikro dan Usaha Kecil, agar semakin berkembang dan mampu

were combined with financial benefits to generate an economic feasibility level, represented by the Economic Net Present Value (ENPV) and Economic Internal Rate of Return (EIRR).

The economic benefits and impacts analysis for 2025, conducted by Pustral UGM, resulted in an economic impact performance of 119.7% of the target. The ENPV achievement reached 115.2% of the target, while the EIRR achievement reached 106.5% of the target. These calculations indicate that Garuda Indonesia had a relatively good performance in 2025, successfully achieving the KPI targets set for macroeconomic indicators.

PROCUREMENT PRACTICES OF GOODS AND SERVICES

To support the implementation of Good Corporate Governance (GCG), the procurement of goods and services at PT Garuda Indonesia (Persero) Tbk is conducted in accordance with the President & CEO's Decree concerning the Guidelines for the Implementation of Goods and Services Procurement within the Company and the Procurement Manual. These policies and guidelines serve as the foundation for the Company to ensure that all procurement activities are conducted transparently, accountably, fairly, competitively, and responsibly, in accordance with good procurement principles. They also comply with applicable laws and regulations, including adherence to quality management and anti-bribery standards.

Garuda Indonesia conducts its procurement of goods and services efficiently, effectively, competitively, transparently, fairly, and economically. This means ensuring that each procurement provides Value for Money for the Company, where procurement is not just about the lowest price but also includes the social, environmental, and economic benefits of selected products or services. With this approach, Garuda Indonesia not only ensures cost efficiency but also contributes to sustainability and the well-being of society as a whole.

Garuda Indonesia continues to innovate in its procurement process by implementing a digital procurement system to improve efficiency, transparency, and accountability at every stage. Implementing the digital-based system has made the procurement process faster, more accurate, and well-documented while achieving compliance with good governance principles. In procurement for 2025, the Company successfully achieved savings amounting to IDR 3.46 trillion.

Garuda Indonesia is committed to supporting national economic growth by prioritizing procurement practices that involve local suppliers and increasing the use of Domestic Products (PDN). These steps align with the government's policy to encourage the Domestic Component Level (TKDN), aiming to support the growth of local industries and strengthen national competitiveness. Additionally, Garuda Indonesia actively encourages the participation of national business actors, including Micro and Small Enterprises, to help them grow and compete in broader markets. In 2025, the realization of Domestic Product spending

bersaing di pasar yang lebih luas. Untuk tahun 2025, Realisasi belanja Produk Dalam Negeri (PDN) mencapai Rp10,859 miliar termasuk belanja kepada UMKM sebesar Rp 67.44 miliar atau 74.7% dari total Pengadaan Rp14,529 miliar. Ke depan, Garuda Indonesia akan terus memperkuat kolaborasi dengan pemasok lokal dan memperluas penggunaan PDN dalam setiap aspek pengadaan, sebagai bagian dari strategi untuk membangun ekosistem bisnis yang berdaya saing tinggi.

(PDN) reached IDR 10.859 trillion, including IDR 67.44 billion spent on MSMEs, or 74.7% of the total procurement of IDR 14.529 trillion. In the future, Garuda Indonesia will continue to strengthen collaborations with local suppliers and expand the use of PDN in every aspect of procurement as part of its strategy to build a high-competitiveness business ecosystem.

Proporsi Pelibatan Pemasok, Jumlah Produk, Anggaran dan Realisasi Nilai Pengadaan untuk Pemasok Tahun 2025

Proportion of Supplier Involvement, Product Quantity, Budget, and Procurement Value Realization for Suppliers in 2025

Keterangan Description	Proporsi Pelibatan Pemasok dan Jumlah Produk Proportion of Supplier Involvement and Product Quantity				Proporsi Anggaran dan Realisasi Nilai Pengadaan Proportion of Budget and Procurement Value Realization					
	Jumlah Pemasok Number of Suppliers	%	Jumlah Produk Product Quantity	%	Anggaran (Rp Juta) Budget (in Million IDR)	%	Realisasi (Rp Juta) Realization (in Million IDR)	%	Pencapaian (%) Achievement (%)	Saving (Rp Juta) Saving (in Million IDR)
Pemasok Barang Supplier										
Nasional National	27	100%	35	100%	198.933	100%	144.232	100%	138%	54.701
Internasional International	-	-	-	-	-	-	-	-	-	-
Total	27	100%	35	100%	198.933	100%	144.232	100%	138%	54.701
Pemasok Jasa Service Provider										
Nasional National	76	66%	91	68%	10,680.832	60%	8,752.361	61%	122%	1,928.472
Internasional International	39	34%	42	32%	7,113.746	40%	5,633.262	39%	126%	1,480.484
Total	115	100%	133	100%	17.794.578	100%	14.385.623	100%	124%	3.408.956

Proporsi Pelibatan Pemasok, Jumlah Produk, Anggaran dan Realisasi Nilai Pengadaan untuk Pemasok Tahun 2024

Proportion of Supplier Involvement, Product Quantity, Budget, and Procurement Value Realization for Suppliers in 2024

Keterangan Description	Proporsi Pelibatan Pemasok dan Jumlah Produk Proportion of Supplier Involvement and Product Quantity				Proporsi Anggaran dan Realisasi Nilai Pengadaan Proportion of Budget and Procurement Value Realization					
	Jumlah Pemasok Number of Suppliers	%	Jumlah Produk Product Quantity	%	Anggaran (Rp Juta) Budget (in Million IDR)	%	Realisasi (Rp Juta) Realization (in Million IDR)	%	Pencapaian (%) Achievement (%)	Saving (Rp Juta) Saving (in Million IDR)
Pemasok Barang Supplier										
Nasional National	34	100%	42	100%	215.979	100%	171.004	100%	79%	44.975
Internasional International	-	-	-	-	-	-	-	100%	-	-
Total	34	100%	42	100%	215.979	100%	171.004	100%	79%	44.975
Pemasok Jasa Service Provider										
Nasional National	87	61%	115	67%	10,268.733	59%	9,968.058	18%	97%	300.675
Internasional International	55	39%	56	33%	7,206.719	41%	4,311.866	82%	60%	2,894.853
Total	142	100%	171	100%	17.475.452	100%	14.279.924	100%	82%	3.195.528

Proporsi Pelibatan Pemasok, Jumlah Produk, Anggaran dan Realisasi Nilai Pengadaan untuk Pemasok Tahun 2023

Proportion of Supplier Involvement, Product Quantity, Budget, and Procurement Value Realization for Suppliers in 2023

Keterangan Description	Proporsi Pelibatan Pemasok dan Jumlah Produk Proportion of Supplier Involvement and Product Quantity				Proporsi Anggaran dan Realisasi Nilai Pengadaan Proportion of Budget and Procurement Value Realization					
	Jumlah Pemasok Number of Suppliers	%	Jumlah Produk Product Quantity	%	Anggaran (Rp Juta) Budget (in Million IDR)	%	Realisasi (Rp Juta) Realization (in Million IDR)	%	Pencapaian (%) Achievement (%)	Saving (Rp Juta) Saving (in Million IDR)
Pemasok Barang										
Nasional National	34	100%	38	100%	112.358	100%	107.008	100%	95%	5.350
Internasional International	-	-	-	-	-	-	-	-	-	-
Total	34	100%	38	100%	112.358	100%	107.008	100%	95%	5.350
Pemasok Jasa										
Nasional National	91	69%	129	76%	13.833.271	72%	12.063.329	74%	87%	1.769.942
Internasional International	40	31%	41	24%	5.342.878	28%	4.334.922	26%	81%	1.007.956
Total	131	100%	170	100%	19.176.149	100%	16.398.251	100%	86%	2.777.898

PENGADAAN BERKELANJUTAN

Pengadaan Garuda Indonesia telah mengintegrasikan aspek keberlanjutan dimana telah mempertimbangkan kriteria lingkungan dan sosial. Dalam mendukung praktik bisnis yang berkelanjutan tersebut, Garuda Indonesia mendorong seluruh pemasok untuk memenuhi standar ketenagakerjaan yang beretika dan bertanggung jawab, dengan menjamin perlindungan hak-hak pekerja, mencegah praktik kerja paksa dan pekerja dibawah umur. Pemasok juga diharapkan menerapkan standar kesehatan dan keselamatan kerja (K3) yang memadai sesuai dengan peraturan perundang-undangan guna meminimalkan risiko kecelakaan kerja, serta pengelolaan limbah guna mencegah pencemaran lingkungan.

Dalam rangka peningkatan kapabilitas dan kesadaran tata kelola pemasok, Garuda Indonesia secara berkelanjutan menyelenggarakan kegiatan *virtual vendor gathering* sebagai sarana penguatan kompetensi, integritas, dan kemitraan strategis. Kegiatan ini menghadirkan narasumber dari Komisi Pemberantasan Korupsi (KPK) dengan topik “Penerapan Integritas dalam Proses Pengadaan melalui Penguatan Peran Vendor sebagai Mitra Antikorupsi untuk Mencegah Terjadinya *Fraud*”, serta pembicara dari Indonesian ESG Professional Association dengan tema “*Strengthening Vendor Governance Partnerships for a Sustainable Future*”. Selain itu, perwakilan internal Garuda Indonesia turut menyampaikan informasi terkait rencana pengadaan tahun 2026 serta pemanfaatan sistem *e-Procurement* Garuda Indonesia guna meningkatkan transparansi, efisiensi, dan kemudahan akses bagi para pemasok

Berkaitan dengan pengelolaan rantai pasok dalam pengadaan barang dan jasa, pada tahun 2024, Garuda Indonesia telah menyusun daftar kontraktor, pemasok atau pihak ketiga lainnya yang diklasifikasikan berdasarkan risiko, yaitu berisiko tinggi, menengah, dan rendah.

SUSTAINABLE PROCUREMENT

Garuda Indonesia's procurement integrates sustainability criteria, into account environmental and social standards. In support of sustainable business practices, Garuda Indonesia encourages all suppliers to adhere to ethical and responsible labor standards, guaranteeing the protection of workers' rights and preventing forced labor and child labor. Suppliers are also expected to implement adequate occupational health and safety (OHS) standards in accordance with applicable laws and regulations to minimize workplace accident risks, as well as proper waste management practices to prevent environmental pollution.

To enhance supplier governance capabilities and awareness, Garuda Indonesia continuously conducts virtual vendor gatherings as a platform to strengthen competencies, integrity, and strategic partnerships. The event featured speakers from the Corruption Eradication Commission (KPK) on the topic “Implementing Integrity in the Procurement Process by Strengthening the Role of Vendors as Anti-Corruption Partners to Prevent Fraud,” as well as speakers from the Indonesian ESG Professional Association with the theme “Strengthening Vendor Governance Partnerships for a Sustainable Future.” In addition, internal representatives from Garuda Indonesia conveyed information on the 2026 procurement plans and the use of Garuda Indonesia's e-Procurement system to enhance transparency, efficiency, and accessibility for suppliers.

Regarding supply chain management in the procurement of goods and services, in 2024, Garuda Indonesia compiled a list of contractors, suppliers, and other third parties classified based on the risk involved, which includes high, medium, and low-risk categories.

Selain itu, untuk mengukuhkan transparansi dan menghindari benturan kepentingan, Perseroan menghindari pemasok yang memiliki benturan kepentingan antara pemasok yang pemilik dan atau pengurusnya memiliki hubungan dengan pegawai dan manajemen Garuda Indonesia. Selain itu, setiap pihak diwajibkan untuk menghindari korupsi, kolusi dan nepotisme, serta gratifikasi dalam bentuk apapun pada proses pengadaan barang dan jasa. Adapun persyaratan yang harus dipenuhi mitra/pemasok yang terlibat dalam proses pengadaan barang/jasa di Garuda Indonesia adalah sebagai berikut:

- Diutamakan memiliki badan hukum;
- Memenuhi aspek legalitas sesuai dengan bidang usahanya;
- Memiliki keahlian, pengalaman dan kemampuan teknis dan manajemen sesuai bidang usahanya;
- Memiliki sumber daya yang diperlukan sesuai dengan bidang usaha untuk menunjang kegiatan operasional Perusahaan;
- Tidak terlibat atau sedang menjalani sanksi pidana, serta tidak merupakan vendor yang masuk dalam kategori *Black List* oleh Lembaga dan/atau Perusahaan lainnya.

Di sisi lain, Perseroan juga memastikan bahwa mitra kerja wajib memenuhi standar K3 yang setara dengan standar internal perusahaan serta regulasi yang berlaku dalam proses pengadaan, kontrak kerja, dan evaluasi kinerja mitra. Sebelum penunjukan, mitra/kontraktor melalui proses evaluasi K3. Hanya mitra yang memenuhi kriteria K3 yang diperkenankan untuk bekerja. Kemudian selama pelaksanaan pekerjaan, dilakukan penerapan Penerapan *Permit to Work* untuk pekerjaan berisiko tinggi dan melakukan pengawasan langsung oleh personel terkait.

SUPPLIER FEEDBACK SURVEY

Dalam rangka mewujudkan hubungan rasa saling percaya, Garuda Indonesia bertindak terbuka, adil, dan transparan serta memberikan kesempatan dan informasi yang sama kepada seluruh pemasok. Selain itu, Perseroan berkomitmen untuk memenuhi kesepakatan yang dibuat dengan mitra/pemasok. Dalam rangka mengukur tingkat kepuasan pemasok terkait transparansi, dan *fairness* pengadaan barang dan jasa, Perseroan melalui *Supplier Feedback Survey* secara berkala. Hasil survei tahun 2025 menunjukkan proses pengadaan serta kerja sama antara Garuda Indonesia dengan pemasok sudah berjalan secara transparan dan *fairness* dengan baik dan lancar.

Furthermore, to uphold transparency and avoid conflicts of interest, the Company avoids suppliers whose owners and/or management have relations with Garuda Indonesia's employees and management. Additionally, all parties involved must avoid corruption, collusion, nepotism, and any form of gratuity during the procurement process of goods and services. The requirements for partners/suppliers involved in Garuda Indonesia's procurement process of goods and services are as follows:

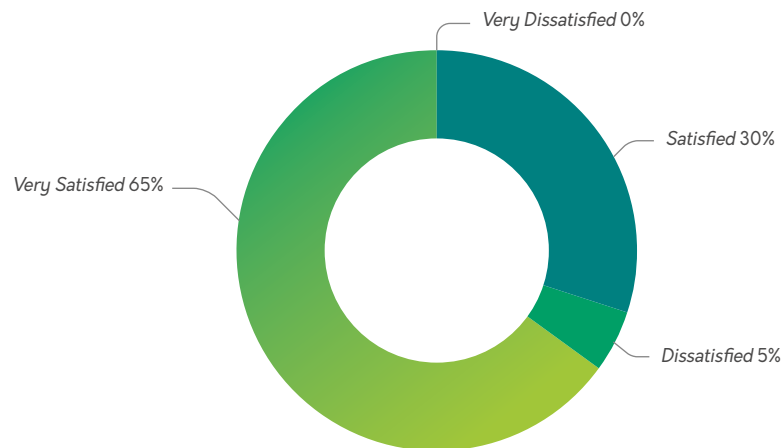
- Preferably being registered as a legal entity;
- Complying with legal aspects in accordance with their business sector;
- Possessing the expertise, experience, and technical and management capabilities in accordance with their business sector;
- Having the necessary resources in accordance with their business sector to support the operational activities of the Company;
- Not being involved in or undergoing criminal sanctions, nor being included in the blacklist of other institutions or companies.

On the other hand, the Company also ensures that business partners are required to comply with Occupational Safety and Health (OSH) standards equivalent to the Company's internal standards and applicable regulations throughout the procurement, contracting, and partner performance evaluation processes. Prior to appointment, partners/contractors undergo an OSH evaluation process, and only those who meet the required OSH criteria are permitted to perform work. During the execution of work, a Permit to Work system is implemented for high-risk activities, along with direct supervision by designated personnel.

SUPPLIER FEEDBACK SURVEY

To build relations based on mutual trust, Garuda Indonesia acts openly, fairly, and transparently, providing equal opportunities and information to all suppliers. Additionally, the Company is committed to fulfilling the agreements made with its partners/suppliers. To measure supplier satisfaction regarding transparency and fairness in the procurement of goods and services, the Company conducts periodic Supplier Feedback Surveys. In 2025, the survey indicates that the procurement process and collaboration between Garuda Indonesia and its suppliers have been carried out transparently, fairly, seamlessly, and efficiently.

External Satisfaction Level 2025



Garuda Indonesia menetapkan Sistem Penilaian Kinerja Pemasok untuk memastikan mutu dan perbaikan berkelanjutan dalam hubungan antara pemasok dengan Perseroan. Untuk itu, Perseroan secara periodik mengevaluasi kinerja pemasok berdasarkan kriteria yang ditetapkan, meliputi aspek kualitas, service dan delivery termasuk penilaian atas *Service Level Agreement* (SLA) sesuai dengan pemenuhan kewajiban Pemasok berdasarkan Perjanjian Kerja Sama yang merujuk pada ketentuan Internal Manajemen atau badan regulator/pemerintah. Hasil evaluasi kinerja akan menjadi dasar dalam penetapan *reward* dan *consequences* bagi pemasok, serta menjadi dasar dalam evaluasi Daftar Rekanan Garuda (AVL).

ANTI KORUPSI

OPERASI-OPERASI YANG DINILAI MEMILIKI RISIKO TERKAIT KORUPSI

Garuda Indonesia meyakini bahwa korupsi merupakan musuh bersama, sekaligus menjadi penghambat bagi lajunya pembangunan yang saat ini sedang dilakukan secara sungguh-sungguh dan berkelanjutan. Sikap dan komitmen Perseroan tersebut merupakan dukungan dan implementasi Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi, Surat Menteri Badan Usaha Milik Negara Nomor S-35/MBU/01/2020 tanggal 10 Januari 2020 tentang Implementasi Sistem Manajemen Anti Suap di BUMN sebagai Pelaksana Peraturan Presiden Nomor 54 Tahun 2018 tentang Strategi Nasional Pencegahan Korupsi, serta Surat Sekretaris Kementerian BUMN Nomor S-17/S.MBU/02/2020 tanggal 17 Februari 2020 tentang Sertifikasi ISO 37001:2016 perihal Sistem Manajemen Anti Penguapan (SMAP) di BUMN. Pengelolaan anti korupsi, dan penegakkan etika dikoordinasikan oleh Unit yang membidangi yaitu Corporate Secretary dan Governance.

Garuda Indonesia has established a Supplier Performance Evaluation System to ensure quality and continuous improvement in the relations between suppliers and the Company. Thus, the Company periodically evaluates supplier performance based on established criteria, including quality, service, and delivery, as well as assessments of Service Level Agreements (SLA) in line with the suppliers' fulfillment of obligations based on Cooperation Agreements, referencing Internal Management or regulatory/government institution provisions. Performance evaluation results form the basis for determining rewards and consequences for the suppliers and serve as the foundation for evaluating Garuda Indonesia's Approved Vendor List (AVL).

ANTI-CORRUPTION

OPERATIONS CONSIDERED TO HAVE CORRUPTION-RELATED RISKS

Garuda Indonesia believes that corruption is a common enemy and a barrier to the progress of development, which is currently being conducted thoughtfully and sustainably. This stance and commitment of the Company reflect its support for and implementation of Law No. 20 of 2001 on Amendments to Law No. 31 of 1999 on the Eradication of the Criminal Act of Corruption, the Letter of the Ministry of SOEs No. S-35/MBU/01/2020, dated January 10, 2020, on the Implementation of an Anti-Bribery Management System in SOEs as the executor of Presidential Regulation No. 54 of 2018 on the National Strategy for Corruption Prevention, and the Secretary Letter of the Ministry of SOEs No. S-17/S.MBU/02/2020, dated February 17, 2020, on ISO 37001:2016 Anti-Bribery Management System (SMAP) Certification in SOEs. Anticorruption, anti-fraud, and ethics enforcement initiatives are coordinated by the Corporate Secretary and Governance Division.

Untuk mengukuhkan komitmen antikorupsi dan mengantisipasi secara tepat, Garuda Indonesia telah melakukan pemetaan dan mitigasi terhadap proses bisnis yang berisiko besar terjadi korupsi/penyuapan antara lain dalam proses pengadaan barang dan jasa umum, proses pengadaan pesawat, proses rekrutmen karyawan, pengelolaan keuangan, dan proses penyediaan layanan kepada pelanggan. Adapun terhadap potensi terjadinya tindakan korupsi/penyuapan, Perseroan telah mempersiapkan mitigasi yang diperlukan di antaranya menerapkan program pengendalian gratifikasi, kewajiban penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN oleh insan Garuda Indonesia yang diklasifikasikan sebagai wajib lapor), dan sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016.

Pengelolaan risiko penyuapan di Perseroan dilakukan melalui proses identifikasi, penilaian, dan penetapan pengendalian dalam *Bribery Risk & Opportunities Identifications, Risk Assessment and Determining Control* (BRIRADC). Saat ini telah teridentifikasi 33 risiko penyuapan dari 10 unit lingkup SMAP dengan profil Risiko Awal berdasarkan matriks risiko yakni Tinggi 22 risiko, Sedang 3 risiko, dan Rendah 8 risiko. Setelah mempertimbangkan pengendalian yang ada, Risiko Sisa yang telah ditetapkan menunjukkan Tinggi 8 risiko dan Sedang 17 risiko, sementara 8 risiko tidak memerlukan pengendalian lebih lanjut dikarenakan risiko awal telah rendah. Secara umum, pengendalian dinilai masih berjalan efektif karena profil risiko menunjukkan penurunan/tidak meningkat setelah mempertimbangkan pengendalian.

Dalam memperkuat praktik tata kelola yang transparan dan akuntabel, Perseroan juga mengimplementasikan *Whistleblowing System* sebagai sarana pelaporan pelanggaran yang menjamin kerahasiaan dan perlindungan pelapor. Komitmen terhadap integritas bisnis juga diwujudkan melalui penerapan Sistem Manajemen Anti Penyuapan ISO 37001, serta penguatan perlindungan informasi melalui Sistem Manajemen Keamanan Informasi ISO 27001.

Perseroan telah memiliki *instrument* sistem penanganan pengaduan dugaan pelanggaran (WBS) melalui Surat Keputusan Direktur Utama nomor JKTDZ/SKEP/50004/2024. Kebijakan ini mencakup pelaporan mengenai pengungkapan pelanggaran kode etik yang diterima melalui WBS, yang akan dilaporkan setiap 3 (tiga) bulan kepada Direktur GCG, Dewan Komisaris (termasuk jenis dan jumlah pelanggaran), dan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) (khusus untuk kasus penyuapan). Selain itu, laporan jumlah pelanggaran akan disampaikan setiap 6 (enam) bulan kepada Badan Pengaturan BUMN (BP BUMN).

To reinforce its anti-corruption commitment and timely anticipation, Garuda Indonesia has conducted a mapping and mitigation of business processes that are at high risk of corruption/bribery, including the processes of general procurement of goods and services, aircraft procurement, employee recruitment, financial management, and customer service provision. Regarding the potential for corruption/bribery, the Company has prepared the necessary mitigation measures, including the implementation of a gratuity control program, the obligation for reporting State Officials' Wealth Reports (LHKPN) for Garuda Indonesia personnel classified as mandatory reporters, and ISO 37001:2016 Anti-Bribery Management System (SMAP) certification.

The Company manages bribery risk through a process of identification, assessment, and control determination within the Bribery Risk & Opportunities Identification, Risk Assessment, and Control Determination (BRIRADC) framework. Currently, 33 bribery risks have been identified across 10 units within the SMAP scope, with an Initial Risk Profile based on the risk matrix as follows: High (22 risks), Medium (3 risks), and Low (8 risks). After considering existing controls, the Residual Risks identified show 8 High risks and 17 Medium risks, while 8 risks do not require further controls because the initial risk was already low. In general, controls are assessed as still effective because the risk profile shows a decrease or no increase after considering controls.

To strengthen transparent and accountable governance practices, the Company also implements a Whistleblowing System as a channel for reporting violations, ensuring confidentiality and protection for whistleblowers. The commitment to business integrity is also demonstrated through the implementation of the ISO 37001 Anti-Bribery Management System and the strengthening of information protection through the ISO 27001 Information Security Management System.

The Company has established a system for handling complaints of alleged violations (Whistleblowing System) through the President & CEO's Decree No. JKTDZ/SKEP/50004/2024. This policy covers the reporting of disclosures of ethical violations received through the WBS, which will be reported every 3 (three) months to the Director of GCG, the Board of Commissioners (including the type and number of violations), and the Anti-Bribery Compliance Function Team (FKAP) specifically for bribery cases. Furthermore, reports on the number of violations will be submitted every 6 (six) months to the SOE Regulatory Agency (BP BUMN).

KOMUNIKASI DAN PELATIHAN TENTANG KEBIJAKAN DAN PROSEDUR ANTI-KORUPSI

Dalam rangka menanamkan budaya anti korupsi di seluruh tingkatan organisasi, Garuda Indonesia telah melaksanakan sosialisasi dan pelatihan anti korupsi kepada Dewan Komisaris, Direksi, mitra bisnis, serta karyawan di seluruh wilayah operasional. Sosialisasi kepada mitra bisnis dilakukan melalui acara *vendor/customer gathering* atau kegiatan serupa lainnya.

Perseroan melibatkan pemangku kepentingan dalam program anti korupsi, termasuk program pengendalian gratifikasi, yang mencakup mitra usaha, pelaku usaha/rekanan, dan masyarakat lainnya. Keterlibatan ini dilakukan melalui penerapan ketentuan anti gratifikasi dalam proses pemilihan vendor atau mitra kerja, pencantuman klausul *anti bribery & corruption* dalam kontrak atau perjanjian, serta sosialisasi terkait pengendalian gratifikasi melalui acara *vendor/customer gathering* atau kegiatan serupa.

Perseroan telah melaksanakan sosialisasi anti korupsi dalam acara *vendor gathering* pada tanggal 17 Desember 2025. Dalam sosialisasi tersebut, Perseroan menyampaikan informasi terkait ketentuan pengendalian gratifikasi dan sistem manajemen anti penyuapan yang berlaku di Perseroan. Pada kesempatan ini, vendor menandatangani Pernyataan Komitmen Penerapan Program Anti Korupsi dan Anti Penyuapan sebagai komitmen untuk menjalankan proses bisnis yang bersih dari tindakan korupsi. Selanjutnya, bagi mitra bisnis juga disampaikan penjelasan proses pengadaan yang di dalamnya juga mengatur penghindaran tindakan korupsi.

COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES

To instill an anti-corruption culture across all levels of the organization, Garuda Indonesia has conducted dissemination and training on anti-corruption for the Board of Commissioners, the Board of Directors, business partners, and employees across all operational areas. Dissemination for business partners is conducted through *vendor/customer gathering* or other similar activities.

The Company engages stakeholders in its anti-corruption programs, including the gratuity control program, covering business partners, contractors, and other members of the public. This engagement is conducted through the implementation of anti-gratuity provisions in the vendor or partner selection process, the inclusion of anti-bribery and corruption clauses in contracts or agreements, and dissemination related to gratuity control through *vendor/customer gathering* or similar activities.

On December 17, 2025, the Company disseminated an anti-corruption campaign at a *vendor gathering*. During this dissemination, the Company shared information on the gratuity control provisions and the Anti-Bribery Management System applied within the Company. Vendors also signed a Statement of Commitment to Implementing Anti-Corruption and Anti-Bribery Programs, affirming their dedication to ethical business practices free from corruption. Furthermore, business partners were provided with explanations of the procurement process, which also includes measures to prevent corrupt practices.

Tabel Jumlah Dewan Komisaris dan Direksi yang telah mengikuti sosialisasi tentang Kebijakan dan Prosedur Anti-Korupsi

Table of Number of the Board of Commissioners and the Board of Directors who have attended dissemination on Anti-Corruption Policies and Procedures

Wilayah Work Area	Jumlah Total	Persentase Percentage
Garuda Head Office	9 orang 9 people	90%

Tabel Sosialisasi Kebijakan Anti Korupsi Bagi Karyawan

Table of Anti-Corruption Policy Dissemination for Employees

Kategori Karyawan Employee Category	Persentase Percentage
Seluruh pegawai di Head Office All employees at the Head Office	100%

Tabel Sosialisasi Kebijakan Anti Korupsi/Pengendalian Gratifikasi Secara Langsung Berdasarkan Unit Kerja
Table of Direct Anti-Corruption/Gratuity Control Policy Dissemination Based on Work Unit

Unit Kerja Work Unit	Wilayah Kerja Work Area	Jumlah Karyawan Total Employees	Persentase Percentage
Unit Operational Support Operational Support Unit	Garuda Head Office	32 orang 32 people	42%

Tabel Sosialisasi Kebijakan Anti Korupsi Bagi Mitra Kerja
Table of Anti-Corruption Policy Dissemination for Business Partners

Relasi Bisnis Business Relation	Jumlah Total	Persentase Percentage
Pemasok Barang dan Jasa Suppliers of Goods and Services	222	100%

Keterangan:
Proses pengadaan barang dan jasa dilakukan secara terpusat, sehingga seluruhnya berasal dari Kantor Pusat.
Notes:
The procurement of goods and services is conducted centrally, with all processes managed entirely by the Head Office.

Tabel Pelatihan Anti Korupsi untuk Karyawan
Table of Anti-Corruption Training for Employees

Keterangan Description	UiC Tim SMAP* (Orang) UiC of the SMAP Team* (people)	Persentase Percentage
Pelatihan Sistem Manajemen Anti Penyuapan (SMAP) Anti-Bribery Management System (SMAP) Training	17	100%

Keterangan:
*UiC Tim SMAP terdiri dari Unit Pengadaan Barang & Jasa Umum, Unit Pengadaan Pesawat, Unit Corporate Secretary, Unit Corporate Security, Unit Internal Audit, Unit HC Management, Government Relations & TJSL, Unit Training & Development, Unit Enterprise Risk Management, Unit Treasury Management dan Unit Legal & Compliance.
Notes:
*The UiC of the SMAP Team consists of the General Goods & Services Procurement Unit, Aircraft Procurement Unit, Corporate Secretary Unit, Corporate Security Unit, Internal Audit Unit, HC Management, Government Relations & TJSL Unit, Training & Development Unit, Enterprise Risk Management Unit, Treasury Management Unit, and Legal & Compliance Unit

Tabel Pelatihan Kebijakan Anti Korupsi Berdasarkan Wilayah Kerja
Table of Anti-Corruption Policy Training by Work Area

Wilayah Kerja Work Area	Jumlah Karyawan Total Employees	Persentase Percentage
Garuda Head Office	32 orang 32 people	42%

Pelatihan Anti Korupsi untuk Direksi dan Dewan Komisaris pada Program Induksi
Anti-Corruption Training for the Board of Directors and the Board of Commissioners at the Induction Program

Tanggal Date	Wilayah Work Area	Jumlah Total	Persentase Percentage
15 Juni 2025 June 15, 2025	Garuda Head Office	1	100%
20 Oktober 2025 October 20, 2025	Garuda Head Office	1	100%
31 Oktober 2025 October 31, 2025	Garuda Head Office	1	100%
5 November 2025 November 5, 2025	Garuda Head Office	6	100%

INSIDEN KORUPSI YANG TERBUKTI DAN TINDAKAN YANG DIAMBIL

Atas komitmen dan kesungguhan Garuda Indonesia dalam menerapkan budaya anti korupsi di seluruh lini bisnisnya, memberikan dampak positif berupa tidak terdapat insiden korupsi yang terbukti selama tahun 2025. Dengan demikian, tidak terdapat karyawan yang diberhentikan atau dihukum karena korupsi, kontrak mitra bisnis diakhiri karena korupsi, serta tidak terdapat kasus hukum terkait korupsi yang diajukan oleh publik terhadap Garuda Indonesia.

PROVEN CORRUPTION INCIDENTS AND ACTIONS TAKEN

Garuda Indonesia's commitment and determination to implement an anti-corruption culture throughout its business operations resulted in no corruption incidents in 2025. As a result, no employees were terminated or penalized for corruption, no business partner contracts were terminated due to corruption, and no legal cases related to corruption were filed by the public against Garuda Indonesia.

PAJAK

PENDEKATAN PAJAK

Sebagai bagian dari komitmen Perseroan terhadap pembangunan berkelanjutan, Perseroan senantiasa memastikan bahwa praktik perpajakan selalu sesuai dengan ketentuan perundang-undangan perpajakan yang berlaku. Strategi dalam pengelolaan dan pengendalian pajak telah dilakukan secara internal oleh Perseroan. Perseroan telah membangun kebijakan dan strategi pajak yang disetujui dan ditinjau oleh Direktur Keuangan. Beberapa strategi pajak telah dijalankan, diantaranya pengajuan Surat Keterangan Bebas Pajak Penghasilan (SKB PPh) sehingga Perseroan dapat lebih baik dalam mengontrol kas. Selain itu Perseroan juga telah membuat proyeksi pembayaran setiap bulannya sebagai analisis dalam perencanaan keuangan Perseroan. Selanjutnya Perseroan telah membuat prosedur perpajakan guna mendukung kepatuhan dalam penerapan ketentuan perpajakan yang berlaku.

Strategi perpajakan disetujui dan ditinjau secara berkala oleh Direktur Keuangan, termasuk terkait penyetoran dan pelaporan pajak. Peninjauan dilakukan setiap tahun pada saat pelaporan SPT PPh Badan tahunan. Sementara itu, terkait dengan penyetoran pajak bulanan, akan ditinjau oleh Direktur Keuangan melalui pemantauan aliran kas (*cash flow*) yang tercermin dalam *Manajemen Report*, yang kemudian disampaikan dalam Rapat Direksi.

TATA KELOLA, KONTROL, DAN RISIKO PENGELOLAAN PAJAK

Dalam menjalankan aktivitas bisnisnya, Perseroan senantiasa mematuhi seluruh peraturan yang relevan bagi aktivitas bisnisnya, khususnya dalam aspek perpajakan. Pendekatan yang dilakukan oleh Perseroan didasarkan dengan kepatuhan Perseroan terhadap seluruh peraturan perpajakan yang berlaku. Dalam pengelolaan pelaksanaan kegiatan perpajakan, Perseroan telah menetapkan sebagai berikut.

Pengelolaan pajak di Garuda Indonesia dilakukan oleh Divisi Tax & Customs Compliance, di bawah Direktur Keuangan dan Manajemen Risiko yang sekaligus merupakan badan tata kelola tertinggi yang secara resmi meninjau dan menyetujui strategi pajak Perusahaan. Sebagai wajib pajak, Perseroan berkomitmen untuk menghindari pelanggaran peraturan perpajakan agar tidak terkena sanksi administrasi, baik berupa sanksi denda administrasi, sanksi bunga, sanksi kenaikan, serta sanksi pidana atau kurungan.

Penerapan strategi pajak tidak lepas dari proses *monitoring* dan *reviu*. Perseroan melakukan pengelolaan risiko pajak melalui *monitoring* dan rekonsiliasi yang dilakukan oleh Accounting Group dan unit kerja terkait serta *reviu* berkala oleh Internal Auditor dan Eksternal Auditor (Kantor Akuntan Publik).

TAX

TAX APPROACH

As part of the Company's commitment to sustainable development, the Company always ensures that its tax practices are in accordance with the prevailing tax laws and regulations. The Company internally handles strategies for tax management and control. The Company has developed tax policies and strategies approved and reviewed by the Director of Finance. Several tax strategies have been implemented, including the submission of an Income Tax Exemption Certificate (SKB PPh) to improve the Company's cash control. Additionally, the Company has created monthly tax payment projections as part of its financial planning analysis. The Company has also established tax procedures to support compliance with applicable tax provisions.

The tax strategy is approved and reviewed regularly by the Director of Finance, including in relation to tax remittance and reporting. The review is conducted annually at the time of filing the annual Corporate Income Tax Return. Meanwhile, related to monthly tax deposits, it will be reviewed by the Director of Finance through cash flow monitoring as reflected in the Management Report, which is then presented at the Board of Directors Meeting.

TAX GOVERNANCE, CONTROL, AND RISK MANAGEMENT

In conducting its business activities, the Company consistently adheres to all relevant regulations, especially in taxation. The approach taken by the Company is based on compliance with all applicable tax regulations. In managing its tax activities, the Company has established the following.

The Tax & Customs Compliance Division conducts tax management at Garuda Indonesia under the Director of Finance and Risk Management, the highest governance body that officially reviews and approves the Company's tax strategy. As a taxpayer, the Company is committed to avoiding violations of tax regulations to prevent administrative penalties, including fines, interest, surcharges, and criminal sanctions or imprisonment.

The implementation of tax strategies is continuously monitored and reviewed. The Company manages tax risks through monitoring and reconciliation conducted by the Accounting Group and relevant work units, along with periodic reviews by the Internal Auditor and External Auditor (Public Accounting Firm).

Perseroan telah memiliki pedoman perpajakan yang digunakan untuk pemenuhan kewajiban perpajakan. Kebijakan perpajakan mengacu pada prosedur perpajakan di Perseroan yang dibuat sesuai dengan ketentuan perundang-undangan perpajakan yang berlaku saat ini. Adapun prosedur perpajakan dibuat untuk dapat meningkatkan kepatuhan perpajakan.

Di samping itu, sebagai salah satu bagian dari perencanaan pajak, Divisi Tax & Customs Compliance melakukan sosialisasi tentang manajemen risiko pajak kepada seluruh insan Garuda Indonesia. Pada tahun 2025, sosialisasi dilakukan melalui sarana email Perusahaan. Terdapat kebijakan perpajakan baru yang akan diterapkan pada tahun 2025, sehingga pegawai yang menangani pajak Perseroan diikutsertakan dalam *training* atau sosialisasi yang diselenggarakan oleh Direktorat Jenderal Pajak. Namun demikian, Perseroan belum memiliki skema remunerasi dan insentif khusus yang ditujukan untuk orang-orang yang bertanggung jawab menerapkan strategi pajak.

Pada awal tahun 2025, terdapat ketentuan implementasi Core Tax Administration System (CTAS) yang merupakan sistem administrasi perpajakan baru yang terintegrasi di Indonesia untuk memodernisasi layanan. Proses pelayanan pajak dilaksanakan dalam bentuk digital melalui aplikasi khusus yang dikeluarkan oleh Direktorat Jenderal Pajak. Sistem ini bertujuan untuk meningkatkan efisiensi, kepatuhan sukarela, dan keadilan dalam administrasi perpajakan di Indonesia. Saat ini, Perseroan telah menerapkan implementasi CTAS sejak masa pajak Januari 2025.

KETERLIBATAN PEMANGKU KEPENTINGAN DALAM MENGATASI PERMASALAHAN TERKAIT PAJAK

Stakeholder utama Perseroan dalam aspek perpajakan adalah Otoritas Pajak. Garuda Indonesia senantiasa membina hubungan baik dengan Otoritas Pajak, yang ditunjukkan dengan penerapan kepatuhan pada seluruh peraturan perpajakan yang berlaku termasuk dalam hal pembayaran dan pelaporan pajak. Dalam keterlibatannya dengan Otoritas Pajak, Perseroan tidak memiliki pendekatan advokasi dalam bidang perpajakan. Garuda Indonesia menjalankan proses pengumpulan dan evaluasi masukan dari pemangku kepentingan terkait isu perpajakan, termasuk melalui keterlibatan dalam seminar dan pelatihan yang melibatkan pihak eksternal.

PELAPORAN PAJAK

Berkaitan dengan laporan pajak, Perseroan hanya beroperasi di Indonesia dan tidak memiliki cabang atau kantor operasional di luar negeri. Dengan demikian, laporan perpajakan hanya dilakukan untuk Indonesia. Adapun pajak yang dibayarkan Perseroan tahun 2025 selengkapnya adalah sebagai berikut:

The Company has established tax guidelines to fulfill its tax obligations. The tax policy refers to the Company's tax procedures, which are established under current tax laws and regulations. These tax procedures are implemented to enhance tax compliance.

Additionally, as part of tax planning, the Tax & Customs Compliance Division conducted a dissemination about tax risk management to all Garuda Indonesia personnel. In 2025, the dissemination was delivered via the Company's email system. A new tax policy would be implemented in 2025, and employees responsible for the Company's tax matters would be required to participate in training or dissemination organized by the Directorate General of Taxes. However, the Company had not yet established specific remuneration or incentive schemes for individuals tasked with implementing tax strategies.

At the beginning of 2025, the Core Tax Administration System (CTAS) was introduced as a new integrated tax administration system in Indonesia to modernize tax services. Tax administration processes are conducted digitally through a dedicated application issued by the Directorate General of Taxes. This system aims to improve efficiency, voluntary compliance, and fairness in tax administration in Indonesia. The Company has implemented CTAS starting from the January 2025 tax period.

STAKEHOLDER ENGAGEMENT IN ADDRESSING TAX ISSUES

The Company's main stakeholder in the taxation aspect is the Tax Authority. Garuda Indonesia always maintains a good relationship with the Tax Authority, which is demonstrated by the implementation of compliance with all applicable tax regulations including tax payments and reporting. In its engagement with the Tax Authority, the Company does not have an advocacy approach in taxation. Garuda Indonesia implements a process of collecting and evaluating input from stakeholders on taxation issues, including through involvement in seminars and training involving external parties.

TAX REPORTING

Regarding tax reporting, the Company operates solely in Indonesia and does not have branches or operational offices abroad. Therefore, tax reporting is only conducted in Indonesia. The taxes paid by the Company in 2025 are as follows:

Tabel Pembayaran dan Pelaporan Pajak
Table of Tax Payments and Reporting

(dalam USD)
(in USD)

Uraian Pajak Tax Description	2025	2024	2023
PPh Pasal 25 Article 25 Income Tax	-	-	203.551
PPh Pasal 21 Article 21 Income Tax	43.364.915	58.272.964	30.767.762
PPh Pasal 22 Article 22 Income Tax	101.051	114.247	139.696
PPh Pasal 23 Article 23 Income Tax	5.904.580	6.427.669	15.390.527
PPh Pasal 26 Article 26 Income Tax	7.207.024	18.551.339	206.598
PPh Pasal 4 ayat 2 Article 4, paragraph 2 Income Tax	1.073.654	446.838	1.893.640
PPh Pasal 15 Article 15 Income Tax	3.525	691	69.124
PPh Pasal 29 Article 29 Income Tax	-	-	939.451
PPN VAT	86.624.420	135.181.237	172.350.654
Pajak Daerah, Bea Cukai dan Pajak Lainnya Local Taxes, Customs, and Other Taxes	448.350	422.214	12.413.382
Total	144.727.519	219.417.199	234.374.386

Tabel Dasar Perhitungan Pajak
Table of Tax Calculation Basis

(dalam Jutaan USD)
(in million USD)

Keterangan Description	2025	2024	2023
Pendapatan Revenue	3.216,6	3.416,5	2.936,6
Laba/Rugi Sebelum Pajak Profit/Loss Before Tax	(354,3)	(81,5)	234,6

KINERJA LINGKUNGAN HIDUP

ENVIRONMENTAL PERFORMANCE

ASPEK UMUM

BIAYA LINGKUNGAN HIDUP [OJK F.4]

Garuda Indonesia memiliki komitmen yang kuat dalam menjaga dan melestarikan lingkungan hidup. Sepanjang tahun 2025, Perseroan telah mengalokasikan biaya lingkungan hidup dengan total sebesar Rp15.860.897.850. Pengeluaran tersebut merupakan bentuk kontribusi nyata Perseroan terhadap lingkungan, yang diwujudkan melalui berbagai program dan kegiatan tanggung jawab sosial serta lingkungan yang dilaksanakan selama tahun 2025. Adapun rincian dari biaya lingkungan hidup tersebut adalah sebagai berikut.

GENERAL ASPECT

ENVIRONMENTAL COSTS [OJK F.4]

Garuda Indonesia is strongly committed to protecting and preserving the environment. Throughout 2025, the Company has allocated a total of IDR15,860,897,850 for environmental expenses. These expenditures represent the Company's tangible contribution to the environment, realized through various social and environmental responsibility programs and activities carried out during 2025. The breakdown of these environmental expenses is as follows.

Tabel Rincian Biaya Lingkungan
Table of Details of the Environmental Costs

Keterangan Description	Biaya Cost
Biaya Verifikasi Emisi Penerbangan Internasional skema ICAO CORSIA International Flight Emissions Verification Costs under the ICAO CORSIA Scheme	85.000.000
Biaya Jasa Pendampingan Implementasi ISO 14001 ISO 14001 Implementation Support Service Costs	46.950.000
Environmental Fee SAF Regular Flight (AMS-CGK)* Environmental Fee for SAF on Regular Flights (AMS-CGK)*	15.554.896.500
Program River Cleanup dan Pembangunan MCK di Bantaran Sungai Ciliwung bersama Alkesa Bumi Belajar River Cleanup Program and Construction of Communal Sanitation Facilities along the Ciliwung Riverbank in collaboration with Alkesa Bumi Belajar	60.000.000
Bantuan Sarana Prasarana Pembangunan Sumur Bor Wilayah Kodim 0101/KBA Tahun 2025 Banda Aceh Assistance for Infrastructure Development for Bore Well Construction in the Kodim 0101/KBA Area, Banda Aceh, 2025	40.000.000
Talkshow & Workshop Plastic Waste Management with Plasticpay & Pandawara Group Talk Show and Workshop on Plastic Waste Management with Plasticpay and Pandawara Group	24.051.350
Program Kolaborasi Bersama 14 BUMN TJSL - Konservasi Kepulauan Raja Ampat Joint TJSL Collaboration Program of 14 State-Owned Enterprises (SOEs) – Raja Ampat Islands Conservation	50.000.000
TOTAL	15.860.897.850

Note: *Conversion rate USD 1 yakni IDR 16,500
Note: *The conversion rate for USD 1 is IDR 16,500

ASPEK MATERIAL

PENGUNAAN MATERIAL YANG RAMAH LINGKUNGAN [OJK F.5]

Dalam menjalankan kegiatan operasionalnya, Garuda Indonesia telah memanfaatkan SAF atau Bioavtur sebagai bahan bakar pendukung operasional penerbangan. Selain itu, Perseroan secara konsisten mengoptimalkan penggunaan teknologi digital sebagai sarana pertukaran informasi di seluruh lokasi operasional. Selain itu, Perseroan juga menerapkan penggunaan berbagai material yang ramah lingkungan sebagai berikut:

1. *Sustainable Aviation Fuel (SAF)* pada Rute Amsterdam – Jakarta
Sejak 1 Januari 2025, Garuda Indonesia mengimplementasikan penggunaan Sustainable Aviation Fuel (SAF) secara reguler pada rute Amsterdam – Jakarta (AMS – CGK), dengan blended ratio sebesar 2 persen. Sepanjang periode pelaporan, Perusahaan mengoperasikan 119 penerbangan pada rute tersebut dengan total penggunaan SAF mencapai ±903.583 liter. Selain menjadi pilar penting integrasi bahan bakar rendah emisi ke dalam operasional penerbangan jarak jauh, langkah ini menunjukkan komitmen dan kesiapan Garuda Indonesia dalam mengadopsi penggunaan energi terbarukan yang lebih ramah lingkungan secara bertahap dan terukur.
2. *Headrest Cover Multiuse* (on specific aircraft)
Garuda Indonesia menerapkan prinsip sirkularitas dalam desain interior kabin dengan menggunakan sarung kursi dari bahan daur ulang, berupa kombinasi *virgin wool* dan *recycled wool*. Langkah ini tidak hanya mengurangi limbah tekstil, namun juga menurunkan konsumsi bahan mentah baru. Sarung kursi ini terbukti mampu menghemat konsumsi bahan bakar sebesar 7,722 kg per 200 jam terbang serta menurunkan emisi karbon sekitar 24,4 kgCO₂e. Inisiatif yang diinisiasi sejak tahun 2024 ini telah diaplikasikan pada 150 kursi kelas ekonomi dan 12 kursi bisnis di salah satu pesawat B737-800 NG Garuda Indonesia.



MATERIAL ASPECT

USE OF ENVIRONMENTALLY FRIENDLY MATERIALS [OJK F.5]

In conducting its operational activities, Garuda Indonesia has utilized SAF (Sustainable Aviation Fuel) or bio aviation turbine fuel as a supporting fuel for flight operations. In addition, the Company consistently optimizes the use of digital technology as a means of information exchange across all operational sites. Furthermore, the Company also implements the use of the following environmentally friendly materials:

1. *Sustainable Aviation Fuel (SAF)* on the Amsterdam–Jakarta Route
Since January 1, 2025, Garuda Indonesia has been regularly using Sustainable Aviation Fuel (SAF) on the Amsterdam–Jakarta (AMS–CGK) route, with a blending ratio of 2 percent. During the reporting period, the Company operated 119 flights on this route, with total SAF usage reaching approximately 903,583 liters. In addition to serving as a key pillar in integrating low-emission fuel into long-haul flight operations, this step demonstrates Garuda Indonesia's commitment and readiness to adopt the use of more environmentally friendly renewable energy in a gradual and measured manner.
2. *Multi-Purpose Headrest Covers* (on select aircraft)
Garuda Indonesia applies the principle of circularity in its cabin interior design by using seat covers made from recycled materials—a blend of virgin wool and recycled wool. This initiative not only reduces textile waste but also lowers the consumption of new raw materials. These seat covers have been proven to save 7.722 kg of fuel per 200 flight hours and reduce carbon emissions by approximately 24.4 kgCO₂e. Launched in 2024, this initiative has been implemented on 150 economy class seats and 12 business class seats on one of Garuda Indonesia's B737-800 NG aircraft.



3. *Wooden Cutleries and Paper cup* (only on several flight)
Dalam upaya mengurangi penggunaan plastik sekali pakai di kabin, Garuda Indonesia memperkenalkan alat makan kayu dan wadah makanan/minuman berbasis kertas yang bersertifikasi halal, *food grade*, *compostable*, dan bebas PFAS. Inisiatif ini terbukti mempercepat proses penguraian limbah

3. *Wooden Cutleries and Paper cup* (only on several flight)
In an effort to reduce the use of single-use plastics in the cabin, Garuda Indonesia introduced halal-certified, foodgrade, compostable and PFAS-free wooden cutlery and paper-based food containers. This initiative is proven to accelerate the decomposition process of inflight catering waste; wood

catering inflight; material kayu terurai dalam 3 (tiga) bulan dan wadah kertas dalam 2 (dua) hingga 5 (lima) bulan, jauh lebih cepat dibanding plastik.

- *Eco-friendly Cutleries Domestic*

Sudah diimplementasikan di kelas ekonomi pada seluruh rute Domestik yang menyajikan *hot meals* (*airtime* $\geq$ 1.30') dan di kelas bisnis yang menyajikan *warm snack* (*airtime* $\leq$ 1.29'). *Eco-friendly Cutleries* yang digunakan dalam penerbangan Domestik terdiri dari *wooden spoon*, dan *wooden fork*.

decomposes in 3 (three) months and paper containers in 2 (two) to 5 (five) months, much faster than plastic.

- *Eco-friendly Cutleries Domestic*

This has been implemented in Economy Class on all domestic routes serving hot meals (flight duration $\geq$ 1 hour and 30 minutes) and in Business Class serving warm snacks (flight duration $\leq$ 1 hour and 29 minutes). The eco-friendly cutlery used on domestic flights consists of a wooden spoon and a wooden fork.



- *Eco-friendly Cutleries International*

Sudah diimplementasikan di kelas ekonomi pada seluruh rute Internasional. *Eco-friendly Cutleries International* terdiri dari *wooden spoon*, *wooden fork*, *wooden knife*, dan *wooden dessert spoon*.

- *Eco-friendly Cutleries International*

Already implemented in Economy Class on all international routes. The *Eco-friendly Cutlery Set* for International Flights includes a wooden spoon, a wooden fork, a wooden knife, and a wooden dessert spoon.



- *Eco-friendly Paper Cup*

Dipakai di kelas ekonomi pada semua rute (domestik dan internasional) yang menyajikan *hot meals*.

- *Eco-friendly Paper Cup*

Used in economy class on all routes (domestic and international) serving hot meals.



ASPEK ENERGI

JUMLAH DAN INTENSITAS ENERGI YANG DIGUNAKAN [OJK F.6, GRI 302-1, 302-2, 302-3, TR-AL-110a.3, TR-AF-110a.3]

Dalam laporan ini, penggunaan listrik merujuk pada penggunaan di area perkantoran milik Garuda Indonesia yang tersebar di area Jabodetabek, yakni area perkantoran Garuda City, area perkantoran Garuda Indonesia *Training Center*, area perkantoran Gunung Sahari, area perkantoran Gedung Management Kebon Sirih, area perkantoran Garuda Sentra Medika, dan Area perkantoran Garuda Cargo Warehouse. Data penggunaannya bersumber dari pencatatan kWh meter yang dikeluarkan oleh PT PLN (Persero).

Garuda Indonesia memerlukan avtur sebagai energi dan sumber penggerak mesin pesawat. Avtur adalah bahan bakar jenis khusus berbasis dari minyak bumi, yang kualitasnya lebih tinggi dari bahan bakar yang digunakan dalam moda transportasi lain. Oleh karena bersumber dari minyak bumi, maka avtur termasuk dalam kategori energi tak terbarukan, yang ketersediaannya kian terbatas. Sampai dengan akhir 2025, Garuda Indonesia tidak mengonsumsi dan menjual energi pemanas, pendingin dan uap serta tidak menjual energi listrik.

ENERGY ASPECT

TOTAL ENERGY CONSUMPTION AND INTENSITY [OJK F.6, GRI 302-1, 302-2, 302-3, TR-AL-110a.3, TR-AF-110a.3]

In this report, electricity usage refers to consumption at Garuda Indonesia's office locations across the Greater Jakarta area, namely Garuda City offices, Garuda Indonesia Training Center offices, Gunung Sahari offices, Management Building Kebon Sirih offices, Garuda Sentra Medika offices, and Garuda Cargo Warehouse offices. The data is sourced from kWh meter readings provided by PT PLN (Persero).

Garuda Indonesia requires aviation turbine fuel (avtur) as the energy source and engine power for its aircraft. Avtur is a specialized petroleum-based fuel with a quality higher than that used in other modes of transportation. Since it is derived from petroleum, avtur is classified as a non-renewable energy source, with increasingly limited availability. As of the end of 2025, Garuda Indonesia neither consumed nor sold heating energy, cooling energy, or steam, and did not sell electricity.

Tabel Intensitas Pemakaian Energi
Table of Energy Consumption Intensity

Energi Energy		Satuan Unit	2025	2024	2023
Listrik Electricity					
Listrik Electricity	kWh		15.434.016	15.762.094,4	7.105.068
	Gigajoules		55.562,5	56.743,6	25.578,2
BBM Fuel Oil					
Avtur	Dalam Juta Liter In Million Liters		984,1	889,7	680,8
	Gigajoules		39.558.232	35.765.437	27.365.741
Solar Diesel	Liter		80.884,6	62.391,2	28.844
	Gigajoules		3.251,4	2.508,0	1.038,38
Bensin Gasoline	Liter		1.969.834	2.627.891	2.355.558
	Gigajoules		79.182,7	105.635,0	77.733,4

Tabel Intensitas Pemakaian Energi
Table of Energy Consumption Intensity

Energi Energy	Satuan Unit	2025	2024	2023
Total Penggunaan BBM Total Fuel Oil Consumption	Gigajoules	39.640.666,0	35.873.580	27.470.091,0
Total Penggunaan Energi Total Energy Consumption	Gigajoules	39.696.228,5	35.930.323,5	27.495.669,3
Total Pendapatan Total Revenue	Dalam Juta USD In Million USD	3.216,6	3.416,5	2.936,6
Total Penumpang Total Revenue	Dalam Juta Penumpang In Million Passengers	21,2	23,7	24,8
Total Karyawan Total Employees	Dalam Orang In People	5.154	4.502	4.401
Intensitas Pemakaian Energi BBM / Pendapatan Fuel Oil Energy Consumption Intensity/Revenue	Gigajoule/ USD	0,012	0,011	0,009
Intensitas Pemakaian Energi/ Produksi Energy Consumption Intensity/ Production	Gigajoules /Juta penumpang Gigajoule/Million Passengers	1,9	1,5	1,1
Intensitas Pemakaian Energi/ Karyawan Energy Consumption per Employee	Gigajoules / Orang Gigajoules / People	7.702,0	7.981,0	6.247,6

Keterangan:

Konversi kWh ke Gigajoule: <https://hextobinary.com/unit/energy/from/gasoline/to/gigajoule>

Konversi liter/kiloliter ke Gigajoule merujuk pada <https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-gigajoule.htm>

Nilai kalor atau faktor energi berdasarkan Pedoman Penyelenggaraan Inventarisasi Gas Rumah Kaca Nasional, Buku II – Volume 1, KemenLH Tahun 2012

Description:

Conversion from kWh to Gigajoules: <https://hextobinary.com/unit/energy/from/gasoline/to/gigajoule>

Conversion from liter/kiloliter to Gigajoule: <https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-gigajoule.htm>

Calorific value or energy factor based on the National Greenhouse Gas Inventory Guidelines, Book II – Volume 1, Ministry of Environment and Forestry, 2012

Garuda Indonesia melakukan pengukuran konsumsi energi di luar organisasi yang digunakan pemasok atau mitra, karena dalam perjanjian kerja sama dengan pemasok tidak terdapat ketentuan mengenai pencatatan volume energi yang digunakan oleh mitra. Namun demikian, sesuai dengan Standar Akuntansi dan Pelaporan Rantai Nilai Korporat (Cakupan 3) Protokol GRK (Gas Rumah Kaca), Garuda Indonesia melakukan identifikasi konsumsi energi yang relevan di luar organisasi, yaitu kategori hulu berupa perjalanan bisnis, terkhusus perjalanan dengan menggunakan pesawat terbang.

Dalam laporan ini, perjalanan dinas dengan pesawat terbang untuk tahun 2024 dan 2023 merujuk pada penerbangan Dewan Komisaris, Direksi dan seluruh karyawan, sedangkan tahun 2022 hanya merujuk pada penerbangan Dewan Komisaris dan Direksi. Volume energi atau bahan bakar yang dikonsumsi dari perjalanan dinas dengan pesawat terbang.

Garuda Indonesia measures energy consumption outside the organization used by suppliers or partners, as the cooperation agreements with suppliers do not include provisions regarding the recording of energy consumption volumes used by partners. However, in accordance with the Corporate Value Chain (Scope 3) Accounting and Reporting Standard of the GHG Protocol, Garuda Indonesia identifies relevant out-of-organization energy consumption, specifically upstream categories in the form of business travel, particularly travel by aircraft.

In this report, business travel by airplane for 2024 and 2023 refers to flights taken by the Board of Commissioners, the Board of Directors, and all employees, while the figures for 2022 refer only to flights taken by the Board of Commissioners and the Board of Directors. The amount of energy or fuel consumed during business travel by airplane.

Keterangan Description	Satuan Unit	2025	2024	2023
Total Perjalanan Total Travel	Perjalanan Travel	3.579	4.432	1.358
Total Jarak Total Distance	Kilometer	10.465.004	12.306.982	4.104.361
Total BBM Total Fuel Oil	Liter	75.597.352	91.535.754	41.026.294
Total Energi Total Energy	Gigajoule	2.585.429	3.130.522	1.649.188

Keterangan:

Konversi liter ke Gigajoules: <https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-gigajoule.htm>

Description:

Conversion from liter to Gigajoule: <https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-gigajoule.htm>

UPAYA DAN PENCAPAIAN EFISIENSI ENERGI DAN PENGGUNAAN ENERGI TERBARUKAN [OJK F.7, F.12, GRI 302-4, 302-5]

Garuda Indonesia berkomitmen untuk senantiasa melakukan upaya efisiensi energi sebagaimana tertuang dalam OSH&E Policy. Dalam mencapai efisiensi energi, Garuda Indonesia mengambil kebijakan untuk melakukan penghematan penggunaan avtur tanpa mengganggu operasional dan layanan penerbangan. Program tersebut yaitu program *fuel optimization*. Melalui program ini, selama tahun 2025, Perseroan berhasil menghemat penggunaan avtur sebanyak 14.675.704 liter atau setara dengan pengurangan emisi sebesar 37.100.180 kgCO₂. Pengurangan energi per kuantitas produksi Garuda Indonesia yaitu sebesar 2,5 gigajoule/juta penumpang. Penghematan avtur melalui program *fuel optimization* dilakukan Garuda Indonesia melalui berbagai langkah dan Perseroan terus berupaya agar pencapaiannya terus meningkat. Langkah-langkah tersebut adalah sebagai berikut:

1. Alternate Fuel Usage

Garuda Indonesia meningkatkan pemanfaatan penerbangan alternatif dari Palembang (PLM) ke Kertajati (KJT) untuk semua tipe pesawat, sebagai alternatif yang lebih efisien bahan bakar dibanding ke Soekarno-Hatta (CGK).

2. CGK Runway Optimization (North Runway only)

Perusahaan melakukan optimalisasi keberangkatan ataupun pendaratan menggunakan landasan utara di CGK yang bertujuan memperlancar pergerakan dan mengurangi konsumsi bahan bakar saat *taxi in/out* dan antrian *take-off*.

3. Compliance with Flight Plan (Altitude)

Perencanaan penerbangan yang lebih akurat—terutama dalam penentuan zero fuel weight (ZFW), beban bahan bakar, dan ketinggian jelajah optimal—dapat menghasilkan efisiensi konsumsi bahan bakar dan penghematan biaya

4. Engine Taxi Procedure (Airbus only)

Kami memperkuat penerapan prosedur taxi menggunakan satu mesin untuk pesawat Airbus guna mengurangi konsumsi bahan bakar saat pergerakan di darat.

5. Optimal Flap Setting (Airbus only)

Penerapan prosedur pendaratan dengan flap yang dikurangi membantu mengurangi hambatan udara, sehingga meningkatkan efisiensi bahan bakar saat pendekatan dan pendaratan.

6. Route Optimization (Flight to/from Korea Region, Japan Region, Australia Region, Saudi of Arabia Region, and Europe Region)

EFFORTS AND ACHIEVEMENTS IN ENERGY EFFICIENCY AND RENEWABLE ENERGY CONSUMPTION [OJK F.7, F.12, GRI 302-4, 302-5]

Garuda Indonesia is committed to continuously pursuing energy efficiency efforts, as outlined in its OSH&E Policy. In achieving energy efficiency, Garuda Indonesia has adopted a policy to optimize the use of avtur without disrupting flight operations and services. In achieving energy efficiency, Garuda Indonesia has implemented policies to optimize the use of aviation turbine fuel (avtur) without compromising flight operations and service quality. This program is called the fuel optimization program. Through this program, in 2025, the Company successfully saved 14,675,704 liters of avtur, equivalent to a reduction of 37,100,180 kgCO₂ in emissions. The energy reduction per quantity produced by Garuda Indonesia is 2.5 gigajoules per million passengers. The saving in avtur usage through the fuel optimization program is achieved through several efforts, and the Company continues to strive for further improvements. The efforts are as follows:

1. Alternate Fuel Usage

Garuda Indonesia is increasing the use of alternate flights from Palembang (PLM) to Kertajati (KJT) for all aircraft types as a more fuel-efficient alternative to Soekarno-Hatta (CGK).

2. CGK Runway Optimization (North Runway only)

The company is optimizing departures and landings using the north runway at CGK in order to streamline traffic flow and reduce fuel consumption during taxiing and takeoff queues.

3. Compliance with Flight Plan (Altitude)

More accurate flight planning—particularly in determining zero fuel weight (ZFW), fuel load, and optimal cruising altitude—can result in fuel efficiency and cost savings.

4. Engine Taxi Procedure (Airbus only)

We are strengthening the implementation of single-engine taxi procedures for Airbus aircraft to reduce fuel consumption during ground movements.

5. Optimal Flap Setting (Airbus only)

The implementation of landing procedures with reduced flaps helps reduce air resistance, thereby improving fuel efficiency during approach and landing.

6. Route Optimization (Flights to/from Korea Region, Japan Region, Australia Region, Saudi Arabia Region, and Europe Region)

Sistem perencanaan penerbangan kami ditingkatkan agar dapat secara dinamis mengidentifikasi dan menggunakan jalur rute paling efisien, terutama untuk penerbangan internasional

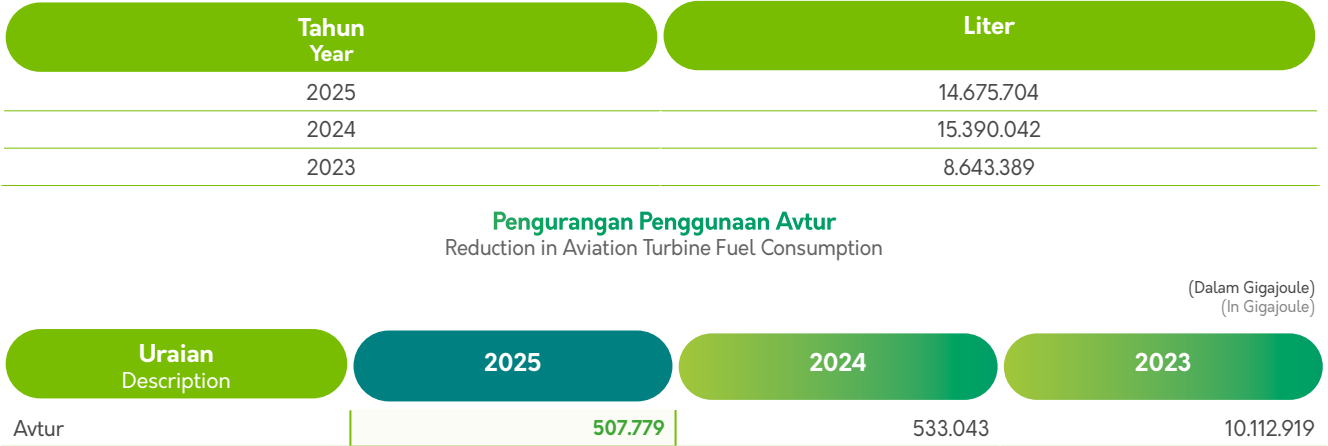
Upaya pengurangan emisi yang dihasilkan lainnya telah sejalan dengan upaya efisiensi penggunaan energi yang telah disampaikan pada bagian Aspek Energi pada Laporan Keberlanjutan ini.

Hingga akhir tahun 2025, Garuda Indonesia belum menetapkan baseline pengukuran emisi GRK. Namun demikian, dalam mengukur efektivitas upaya reduksi emisi yang dihasilkan, Garuda Indonesia membandingkan emisi yang dihasilkan pada tahun 2025 dengan tahun 2024. Adapun hasil penghematan penggunaan avtur dari program *fuel optimization* sampai dengan tahun 2025 adalah sebagai berikut.

Our flight planning system has been enhanced to dynamically identify and utilize the most efficient routes, particularly for international flights.

Other efforts to reduce emissions are also aligned with the energy efficiency efforts outlined in the Energy Aspect section of this Sustainability Report.

As of the end of 2025, Garuda Indonesia has not yet established a baseline for GHG emissions measurement. However, to assess the effectiveness of its emission reduction efforts, the Company compares the emissions generated in 2025 with those in 2024. The results of aviation turbine fuel savings from the fuel optimization program until 2025 are as follows:



ASPEK AIR

PENGUNAAN AIR [OJK F.8]

Garuda Indonesia memahami bahwa sumber daya air memiliki peranan yang sangat penting bagi kehidupan serta kesejahteraan manusia. Hal ini juga telah diakui oleh Perserikatan Bangsa-Bangsa (PBB) sebagai bagian dari hak asasi manusia. Sejalan dengan pengakuan tersebut, Tujuan Pembangunan Berkelanjutan (TPB) ke-6 menegaskan pentingnya menjamin ketersediaan serta pengelolaan air dan sanitasi yang berkelanjutan bagi seluruh masyarakat. Berdasarkan komitmen global yang dicanangkan oleh PBB dan TPB tersebut, Garuda Indonesia berupaya mengelola penggunaan air secara optimal agar tidak menimbulkan dampak negatif terhadap lingkungan maupun masyarakat di sekitar wilayah operasional perusahaan.

Dalam menjalankan aktivitas operasionalnya, Garuda Indonesia menggunakan air bersih atau air tawar (≤ 1.000 mg/L Total Padatan Terlarut) yang dipasok oleh pihak ketiga yaitu Perusahaan

WATER ASPECT

WATER USAGE [OJK F.8]

Garuda Indonesia recognizes that access to clean water is vital for human life and well-being, and is recognized by the United Nations (UN) as a fundamental human right. In line with this recognition, Sustainable Development Goal (SDG) 6 emphasizes the importance of ensuring the availability and sustainable management of water and sanitation for all. In alignment with the global commitments established by the UN and the SDGs, Garuda Indonesia strives to manage water consumption optimally to avoid adverse impacts on both the environment and the communities surrounding the Company's operational areas.

In its operational activities, Garuda Indonesia utilizes clean/ freshwater ($\leq 1,000$ mg/L Total Dissolved Solids [TDS]) supplied by a third party, the Regional Drinking Water Company (PDAM).

Daerah Air Minum (PDAM). Selain air tawar, dalam menjalankan usaha, Perseroan tidak mengambil air lainnya (>1.000 mg/l Total Padatan Terlarut).

Air tersebut dialokasikan untuk keperluan wudhu, dapur, toilet, dan penyiraman tanaman. Selain itu, air tersebut juga digunakan untuk mencukupi kebutuhan penumpang dan awak kabin dalam setiap penerbangan. Perseroan berkomitmen untuk senantiasa melakukan efisiensi penggunaan air. Perseroan juga berkomitmen untuk melakukan pengelolaan air dengan baik.

Dalam laporan ini, penggunaan air merujuk pada penggunaan di Gedung Manajemen Garuda Indonesia, Garuda City, Bandar Udara Internasional Soekarno-Hatta, Tangerang, Banten. Saat ini, Perseroan mendapatkan pasokan air bersih dari PDAM. Dengan demikian, volume penggunaan air diperoleh dari pencatatan meter air milik PDAM sehingga akurasi terjaga. Adapun penggunaan air selama 3 (tiga) tahun terakhir, sebagai berikut.

Beyond freshwater, the Company does not source other types of water (>1,000 mg/l TDS) for its operations.

This water is allocated for ablutions (wudhu), kitchen, restroom, and plant watering. In addition, the water is also used to satisfy passenger and cabin crew needs during flights. The Company is committed to efficiency in water usage and implementing sound water management practices.

In this report, water usage refers to the consumption at the Garuda Indonesia Management Building, Garuda City, Soekarno-Hatta International Airport, Tangerang, Banten. Currently, the Company obtains its clean water supply from PDAM. Therefore, the volume of water usage is recorded from PDAM's water meter readings, ensuring accuracy. The water usage for the past three years is as follows.

Tabel Konsumsi Air
Table of Water Consumption

Sumber Source	Pemakaian Air (M3) Water Consumption (M3)		
	2025	2024	2023
Air dari Pihak Ketiga	47.367	46.472	20.464
Total	47.367	46.472	20.464

Pengelolaan air di pesawat dilakukan melalui *Water Service* (WST) dan *Lavatory Service* (LST) berdasarkan ruang lingkup kami di CGX3 yaitu memastikan secara kontraktual ruang lingkup pekerjaan yang dibutuhkan dari pihak GHA. Terdapat 2 (dua) penyedia jasa dalam memasukkan air ke pesawat (*airport & ground handling*). Pada perjanjian kerja sama dengan pihak ground handling, dimana saat ini GA menggunakan *Standard Ground Handling Agreement* (Perjanjian SGHA) dari IATA, ruang lingkup pekerjaan *Water Service* (WST) dan *Lavatory Service* (LST) tertuang di dalam SECTION 3/RAMP SERVICES Perjanjian IATA SGHA. Adapun detail dari klausulnya adalah, sebagai berikut:

- Toilet service**
Provide for servicing (empty, clean, flush toilets and replenish fluids) dan trituator/disposal service.
- Water Service**
Provide for draining water tanks dan replenish of water tanks with drinking water.

Upaya Garuda Indonesia dalam melakukan penghematan penggunaan sumber daya air di seluruh area kerjanya yaitu dengan menerbitkan himbauan tentang pentingnya menggunakan air secara bijaksana/tidak boros dan mengatur debit air keran. Garuda Indonesia juga mengoptimalkan pemanfaatan *hand wash detector* di toilet, pipa-pipa air bersih di seluruh perkantoran juga dilakukan pemeliharaan secara rutin, serta menggunakan *uplift potable water* berdasarkan *soul on board* dan *flight time* GOM/OM-A. Pada setiap tahunnya, pihak pengelola aset gedung perkantoran melakukan pemeriksaan pada pipa-pipa air bersih sehingga kebocoran-kebocoran air di pipa tersebut dapat diminimalkan. *Handwash detector* merupakan sensor otomatis yang mendeteksi keberadaan tangan seseorang di area tertentu. Setelah mendeteksi tangan, sensor ini dapat mengaktifkan dispenser air, serta mengatur waktu untuk mencuci tangan sesuai dengan prosedur yang benar.

Onboard water management is performed through *Water Service* (WST) and *Lavatory Service* (LST) based on our scope in CGX3, which is to contractually confirm the scope of work required from the GHA. There are 2 (two) service providers in entering water into the aircraft (*airport & ground handling*). In the cooperation agreement with the ground handling party, where GA currently uses the *Standard Ground Handling Agreement* (SGHA Agreement) from IATA, the scope of work of *Water Service* (WST) and *Lavatory Service* (LST) is contained in SECTION 3/RAMP SERVICES of the IATA SGHA Agreement. The details of the clause are as follows:

- Toilet service**
Provide for servicing (empty, clean, flush toilets and replenish fluids) dan trituator/disposal service.
- Water Service**
Provide for draining water tanks and replenish of water tanks with drinking water.

Garuda Indonesia's efforts to conserve water resources across all its operational areas include issuing appeals about the importance of using water wisely and not wastefully, as well as regulating the water flow from taps. The Company also optimizes the use of hand wash detectors in toilets and conducts regular maintenance of clean water pipes across all office areas. Furthermore, potable water uplift is managed based on souls on board and flight time in accordance with GOM/OM-A. The office building asset management team annually inspects the clean water pipes to minimize leaks. Hand wash detectors are automatic sensors that detect the presence of a person's hands in a specific area. Upon detection, the sensor activates the water dispenser and regulates the time for handwashing according to proper procedures.

BIOPORI

Sejak tahun 2012, Garuda Indonesia telah membuat lubang resapan biopori sebagai upaya mengurangi bencana banjir, meningkatkan cadangan air tanah, serta mempercepat terjadinya penyerapan air hujan. Secara alami lubang biopori merupakan lubang-lubang di dalam tanah yang terbentuk akibat adanya aktivitas organisme di dalamnya, seperti cacing, pengakaran tanaman, semut, rayap, dan organisme tanah lainnya. Lubang-lubang yang terbentuk akan terisi udara dan menjadi tempat berlalunya air di dalam tanah. Apabila lubang-lubang seperti ini dibuat dalam jumlah banyak maka kemampuan sebidang batang untuk meresap air akan meningkat yang akan memperkecil peluang terjadinya aliran air di permukaan tanah. Hal ini akan mengurangi bahaya banjir yang mungkin terjadi.

Untuk mendapatkan manfaat yang lebih optimal, lubang biopori dapat diisi dengan sampah organik yang berasal dari dedaunan pangkasan rumput dari halaman, ataupun sampah dapur yang berfungsi sebagai kompos. Dengan pembuatan lubang biopori di area perkantoran, hal ini diharapkan akan turut mendorong para karyawan Garuda Indonesia untuk dapat turut membuat lubang biopori di rumahnya masing-masing sebagai salah satu langkah sederhana dalam perlindungan lingkungan.

Per 31 Desember 2025, Garuda Indonesia memiliki sebanyak 783 titik biopori di Area Garuda City Tangerang, Garuda Indonesia Training Centre (GITC) Duri Kosambi, Garuda Sentra Medika Kemayoran dan beberapa aset lainnya yang terletak di Jakarta. Pada tahun pelaporan, Perseroan menambah lubang biopori sebanyak 47 titik. Selain membuat biopori baru, Perseroan juga melakukan perawatan secara rutin titik-titik biopori yang sudah ada.

ASPEK KEANEKARAGAMAN HAYATI

DAMPAK DARI WILAYAH OPERASIONAL YANG DEKAT ATAU BERADA DI DAERAH KONSERVASI ATAU MEMILIKI KEANEKARAGAMAN HAYATI DAN USAHA KONSERVASI KEANEKARAGAMAN HAYATI [OJK F.9, F.10]

Sepanjang tahun 2025, tidak terdapat wilayah operasional Garuda Indonesia yang berada di daerah konservasi atau memiliki keanekaragaman hayati. Namun demikian, Garuda Indonesia berkomitmen untuk memberikan dampak positif dengan senantiasa menjaga dan melestarikan keanekaragaman hayati sebagaimana tertuang dalam OSH&E Policy.

Garuda Indonesia turut ambil bagian dalam program kolaborasi Penanaman Mangrove yang direalisasikan bersama sejumlah BUMN. Program yang diinisiasi sejak Desember 2025 tersebut berhasil menambah luas area hijau pesisir di wilayah Raja Ampat hingga 400 meter persegi.

Bersama program tersebut, upaya kolaboratif juga diwujudkan dalam program Rehabilitasi Terumbu Karang, yang hingga akhir tahun 2025 berhasil memulihkan area terumbu karang seluas 225 meter persegi di wilayah Raja Ampat. Tak hanya bertujuan memulihkan alam dari kerusakan, kedua program tersebut juga diharapkan mampu mendukung keberlanjutan biota perairan dan pariwisata—yang mampu menjadi atraksi bagi wisatawan sekaligus menekan potensi abrasi di salah satu destinasi wisata super prioritas tersebut.

BIOPORE

Since 2012, Garuda Indonesia has created biopore infiltration holes to reduce flood disasters, increase groundwater reserves, and accelerate rainwater absorption. Biopore holes are naturally occurring in the soil due to the activity of organisms such as earthworms, plant roots, ants, termites, and other soil organisms. These holes fill with air and allow water to pass through the soil. When a large number of these holes are created, the ability of the soil to absorb water increases, reducing the likelihood of surface runoff. This helps reduce the risk of flooding.

For more optimal benefits, biopore holes can be filled with organic waste, such as leaf litter, grass clippings from lawns, or kitchen waste, which functions as compost. By creating biopore holes in the office areas, Garuda Indonesia hopes the employees will also be encouraged to create biopore holes in their homes as a simple step in environmental protection.

As of December 31, 2025, Garuda Indonesia has created 783 biopore points in the Garuda City Tangerang area, Garuda Indonesia Training Centre (GITC) Duri Kosambi, Garuda Sentra Medika Kemayoran, and several other assets in Jakarta. In the reporting year, the Company has added 47 new biopore points. In addition to creating new biopores, the Company also conducts routine maintenance on the existing biopore points.

BIODIVERSITY ASPECT

IMPACT OF OPERATIONAL AREAS THAT ARE IN THE VICINITY OF OR IN A CONSERVATION AREA OR AREAS WITH BIODIVERSITY AND BIODIVERSITY CONSERVATION EFFORTS [OJK F.9, F.10]

Throughout 2025, there were no Garuda Indonesia operational areas located in conservation areas or areas with high biodiversity. However, Garuda Indonesia is committed to making a positive impact by consistently preserving and conserving biodiversity as outlined in its OSH&E Policy.

Garuda Indonesia also participates in a collaborative mangrove planting program conducted in collaboration with several state-owned enterprises (SOEs). The program, initiated in December 2025, successfully expanded the coastal green area in the Raja Ampat region by up to 400 square meters.

Alongside this program, collaborative efforts are also carried out through the Coral Reef Rehabilitation program, which, by the end of 2025, successfully restored 225 square meters of coral reef in the Raja Ampat region. In addition to restoring the environment from damage, both programs are also expected to support the sustainability of marine life and tourism, creating attractions for visitors while helping to reduce the risk of erosion in this super-priority tourist destination.

ASPEK EMISI

JUMLAH DAN INTENSITAS EMISI YANG DIHASILKAN BERDASARKAN JENISNYA [OJK F.11, GRI 305-1, 305-2, 305-3, 305-4, TR-AF-110a.1, TR-AL-110a.1, TR-AF-430a.2]

Sebagai Perseroan yang bergerak dalam industri aviasi, Garuda Indonesia menyadari bahwa aktivitas operasionalnya menghasilkan emisi gas rumah kaca (GRK), terutama dari penggunaan avtur dalam kegiatan penerbangan. Selain itu, emisi juga timbul dari penggunaan listrik untuk mendukung operasional perkantoran serta konsumsi bahan bakar minyak berupa bensin dan solar bagi kendaraan operasional. Dalam laporan ini, Perseroan menyampaikan emisi GRK langsung (Cakupan 1) yang berasal dari penggunaan bahan bakar fosil (avtur, bensin, dan solar), serta emisi GRK tidak langsung (Cakupan 2) yang bersumber dari penggunaan listrik. Sementara itu, untuk emisi GRK Cakupan 3, Garuda Indonesia saat ini masih berada dalam tahap inventarisasi sebagai bagian dari upaya penyempurnaan pengukuran emisi di seluruh rantai nilai.

Perhitungan emisi yang dilakukan oleh Garuda Indonesia hanya atas operasional entitas PT Garuda Indonesia (Persero) Tbk. Perhitungan emisi pada anak dan/atau cucu perusahaan menjadi tanggung jawab masing-masing perusahaan. Emisi GRK dominan yang dihasilkan, baik cakupan 1 dan 2 adalah karbon dioksida (CO₂). Emisi dari penggunaan avtur dihitung sesuai dengan penggunaan *fuel burn* setiap penerbangan. Standar, metodologi, dan asumsi yang digunakan Perseroan dalam menghitung emisi GRK merujuk kepada The Monitoring and Reporting Regulation – Guidance Document No. 1 versi 27 November 2017. Dokumen ini merupakan bagian dari serangkaian dokumen dari rancangan undang-undang (*Commission services*) untuk mendukung pelaksanaan peraturan Komisi (UE) No. 601/2012 tanggal 21 Juni 2012 tentang pemantauan dan pelaporan emisi gas rumah kaca sesuai dengan petunjuk 2003/87/EC parlemen Eropa dan Dewan.

Sementara itu, untuk menghitung emisi GRK [Cakupan 1] langsung dari penggunaan solar dan bensin, metode yang dipakai di Indonesia dan negara-negara non-Annex 1 (negara berkembang) adalah Tier-1, yaitu berdasarkan data konsumsi energi dikalikan faktor emisi default IPCC 2019 (Intergovernmental Panel on Climate Change/Panel Antarpemerintah tentang Perubahan Iklim) dengan rumus sebagai berikut:

EMISSION ASPECT

THE TYPE-BASED AMOUNT AND INTENSITY OF EMISSIONS PRODUCED [OJK F.11, GRI 305-1, 305-2, 305-3, 305-4, TR-AF-110a.1, TR-AL-110a.1, TR-AF-430a.2]

As a company operating in the aviation industry, Garuda Indonesia acknowledges that its operational activities generate greenhouse gas (GHG) emissions, primarily from the use of aviation turbine fuel (avtur) in flight operations. Furthermore, emissions also arise from electricity usage to support office operations, as well as fuel consumption in the form of gasoline and diesel for operational vehicles. In this report, the Company presents emissions data covering direct GHG emissions (Scope 1) from the consumption of fossil fuels (avtur, gasoline, and diesel), as well as indirect GHG emissions (Scope 2) from electricity consumption. Meanwhile, for Scope 3 GHG emissions, Garuda Indonesia is currently in the inventory stage as part of its efforts to enhance emissions measurement across the entire value chain.

The emissions calculation conducted by Garuda Indonesia covers only the operations of PT Garuda Indonesia (Persero) Tbk. Emissions calculations for subsidiaries and/or sub-subsidiaries are the responsibility of each respective entity. Across Scopes 1 and 2, the dominant GHG emissions produced are carbon dioxide (CO₂). Emissions from the use of avtur are calculated based on fuel burn for each flight. The standards, methodology, and assumptions used by the Company in calculating GHG emissions refer to The Monitoring and Reporting Regulation – Guidance Document No. 1, November 27, 2017 version. This document is part of a series of documents from the Commission services supporting the implementation of Commission Regulation (EU) No. 601/2012 of June 21, 2012, on the monitoring and reporting of greenhouse gas emissions in accordance with Directive 2003/87/EC of the European Parliament and of the Council.

Meanwhile, to calculate direct GHG emissions [Scope 1] straight from the use of diesel and gasoline, the method used in Indonesia and non-Annex 1 countries (developing countries) is Tier-1. It is based on energy consumption data multiplied by the IPCC 2019 (Intergovernmental Panel on Climate Change) default emission factor by the following formula:

Tabel Emisi GRK Cakupan 1 (BBM) yang digunakan

Table of Used GHG Emissions (Fuel) of Scope 1

Sumber Emisi GRK GHG Emission Source	Konsumsi Energi (Terajoule) Energy Consumption (Terajoule)			FE Default IPCC 2006 CO ₂ (Kg/TJ)	Total Emisi CO ₂ yang Dihasilkan (TonCO ₂ eq) Total CO ₂ Emissions Generated (TonCO ₂ eq)		
	2025	2024	2023		2025	2024	2023
Solar Diesel	3,3	2,5	1,0	74.100	240,8	186,0	77,1
Bensin Gasoline	79,2	105,6	77,7	69.300	5.487,2	7.320,4	3.868,3
Avtur Aviation Turbine Fuel	39.558,2	35.765,4	27.365,7	71.500	2.828.413,4	2.557.229,0	1.956.650,4
Total	39.640,7	35.873,6	27.444,5		2.834.141,4	2.564.735,4	1.962.114,2

Emisi gas rumah kaca tidak langsung (cakupan 2) yaitu yang bersumber dari energi dari luar berupa listrik) diperoleh dengan mengalikan konsumsi listrik (dalam Kwh per tahun) dengan *average grid emission factor* yang dikeluarkan Kementerian ESDM merujuk RUPTL PLN 2015-2024 yaitu sebesar 0,934 kgCO₂/Kwh (2017). Berdasarkan perhitungan itu, emisi gas rumah kaca tidak langsung (cakupan 2) adalah sebagai berikut:

Indirect greenhouse gas emissions (scope 2, those originating from external energy in the form of electricity) are obtained by multiplying electricity consumption (in Kwh per year) by the average grid emission factor, issued by the Ministry of Energy and Mineral Resources referring to the 2015-2024 PLN RUPTL, which is 0.934 kgCO₂/Kwh (2017). Based on these calculations, indirect greenhouse gas emissions (scope 2) are as follows:

Tabel Emisi GRK Cakupan 2 (Listrik) yang dihasilkan

Table of Generated GHG Emissions (Electricity) of Scope 2

Sumber Emisi GRK GHG Emission Source	Satuan Unit	2025	2024	2023
Listrik Electricity	kWh	15.434.016	15.762.094	7.105.068
	Ton Co2eq	14.415,4	9.457,3	6.636,1

Emisi GRK (Cakupan 3) tidak langsung lainnya dari perjalanan dinas dengan pesawat terbang, Perseroan menghitung dengan menggunakan kalkulator karbon dari ICAO (International Civil Aviation Organization/Organisasi Penerbangan Sipil Internasional). Dalam laporan ini, perjalanan dinas dengan pesawat terbang untuk tahun 2024 dan 2023 merujuk pada penerbangan Dewan Komisaris, Direksi dan seluruh karyawan, sedangkan tahun 2022 hanya merujuk pada penerbangan Dewan Komisaris dan Direksi. Berdasarkan data perjalanan dinas dengan cakupan tersebut emisi GRK dari perjalanan dinas dengan pesawat terbang disampaikan dalam tabel berikut:

The Company calculates other indirect GHG emissions (Scope 3) from business travel by aircraft using the carbon calculator provided by the International Civil Aviation Organization (ICAO). In this report, business travel by aircraft refers to flights for the Board of Commissioners, the Board of Directors, and all employees. Based on business travel data with this scope, GHG emissions from business travel by aircraft are presented in the following table:

Tabel Emisi GRK Cakupan 3 (Perjalanan Dinas)

Table of GHG Emissions (Business Travel) of Scope 3

Sumber Emisi GRK GHG Emission Source	Satuan Unit	2025	2024	2023
Jumlah Penggunaan Pesawat Terbang Number of Airplane Usage	Perjalanan Trips	3.579	4.432	1.358
	Ton CO ₂ -eq	1.016,5	1.164,2	272,5

Tabel Intensitas Emisi GRK Cakupan 1 dan Cakupan 2
Table of GHG Emission Intensity of Scope 1 and Scope 2

Keterangan Description	Satuan Unit	2025	2024	2023
Emisi GRK Cakupan 1 GHG Emission of Scope 1	Ton CO ₂ -eq	2.834.141,4	2.564.735,4	1.962.114,2
Emisi GRK Cakupan 2 GHG Emission of Scope 2	Ton CO ₂ -eq	14.415,4	9.457,3	6.636,1
Total Emisi GRK Cakupan 1 dan 2 Total Scope 1 and Scope 2 GHG Emissions	Ton CO ₂ -eq	2.848.556,8	2.574.192,6	1.968.750,3
Jumlah Pendapatan Total Revenue	Dalam Juta USD In Million USD	3.216,6	3.416,5	2.936,6
Jumlah Penumpang Number of Passengers	Dalam Juta Penumpang In Million Passengers	21,2	23,7	24,8
Intensitas Emisi GRK/Pendapatan GHG Emission Intensity/Revenue	Ton CO ₂ -eq/Ribu USD Ton CO ₂ -eq/Thousand USD	0,9	0,8	0,7
Intensitas Emisi GRK/Produksi GHG Emission Intensity/Production	Ton CO ₂ -eq/Penumpang Ton CO ₂ -eq/Passenger	0,13	0,11	0,08

Tabel Intensitas Emisi GRK dan Cakupan 3
Table of GHG Emission Intensity of Scope 3

Keterangan Description	Satuan Unit	2025	2024	2023
Emisi GRK Cakupan 3 GHG Emission of Scope 3	Ton CO ₂ -eq	1.016,45	1.164,23	272,45
Total Karyawan di Kantor Pusat Total Employees at Head Office	Orang People	1.053	1.082	1.072
Intensitas Emisi GRK/Orang GHG Emission Intensity/Person	Ton CO ₂ -eq/Orang Ton CO ₂ -eq/Person	1,0	1,1	0,3

Tabel Intensitas Emisi GRK Cakupan 1,2, dan 3
Table of GHG Emissions Intensity of Scope 1, 2, and 3

Keterangan Description	Satuan Unit	2025	2024	2023
Emisi GRK Cakupan 1 GHG Emission of Scope 1	Ton CO ₂ -eq	2.834.141,4	2.564.735,4	1.962.114,2
Emisi GRK Cakupan 2 GHG Emission of Scope 2	Ton CO ₂ -eq	14.415,3	9.457,3	6.636,1
Emisi GRK Cakupan 3 GHG Emission of Scope 3	Ton CO ₂ -eq	1.016,5	1.164,2	272,5
Total Emisi GRK Total GHG Emissions	Ton CO ₂ -eq	2.849.573,3	2.575.356,9	1.968.750,3
Jumlah Pendapatan Total Revenue	Dalam Juta USD In Million USD	3.216,6	3.416,5	2.936,6
Jumlah Penumpang Number of Passengers	Dalam Juta Penumpang In Million Passengers	21,2	23,7	24,8
Intensitas Emisi GRK/ Pendapatan GHG Emission Intensity/ Revenue	Ton CO ₂ -eq/Ribu USD Ton CO ₂ -eq/Thousand USD	0,9	0,8	0,7
Intensitas Emisi GRK/Produksi GHG Emission Intensity/ Production	Ton CO ₂ -eq/Penumpang Ton CO ₂ -eq/Passenger	0,1	0,1	0,1

UPAYA DAN PENCAPAIAN PENGURANGAN EMISI YANG DILAKUKAN [OJK F.12, GRI 305-5, TR-AF-110a.2, TR-AL-110a.2]

Perseroan telah mengidentifikasi perubahan iklim sebagai suatu isu di Perusahaan. Dalam upaya mendukung pengendalian perubahan iklim global, Garuda Indonesia menetapkan target penurunan emisi Gas Rumah Kaca (GRK) yang selaras dengan pendekatan dan ketentuan ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Berdasarkan ketentuan ICAO, tahun dasar (*baseline year*) untuk penghitungan emisi CORSIA adalah rata-rata emisi dari tahun 2019 dan 2020. Namun, sehubungan dengan dampak pandemi COVID-19 yang signifikan terhadap volume penerbangan global pada tahun 2020, ICAO melalui resolusi terkini menetapkan tahun 2019 sebagai satu-satunya *baseline* yang digunakan dalam fase awal CORSIA (*pilot phase* dan *first phase*) 2021-2026.

Mengacu pada *baseline* emisi tahun 2019 tersebut, Garuda Indonesia secara bertahap berkomitmen untuk menurunkan tingkat emisi GRK dari operasional penerbangan internasional melalui berbagai strategi efisiensi, optimalisasi bahan bakar, dan penggunaan teknologi yang lebih ramah lingkungan. Target pengurangan emisi ini diarahkan untuk mencapai stabilisasi emisi pada tingkat *baseline* hingga 2035, serta mendorong pencapaian *net zero emissions* pada tahun 2050 sesuai dengan peta jalan *Fly Net Zero* yang digariskan oleh IATA dan didukung ICAO. Penerapan *offsetting* terhadap emisi yang melebihi *baseline* dilakukan sesuai skema CORSIA yang berlaku, termasuk melalui mekanisme pengadaan kredit karbon yang diakui oleh ICAO.

Sementara itu, untuk sektor domestik dan aktivitas non-operasional penerbangan, Garuda Indonesia mengadopsi pendekatan yang mengacu pada standar nasional dan praktik terbaik yang tertuang dalam dokumen Nationally Determined Contributions (NDC) Indonesia. NDC sendiri merupakan bentuk komitmen Indonesia yang diadopsi dari Paris Agreement, sebuah kesepakatan internasional yang bertujuan untuk membatasi kenaikan suhu global di bawah 2°C dan berupaya menekannya hingga 1,5°C dibandingkan era pra-industri. Dalam konteks tersebut, Garuda Indonesia mengintegrasikan aspek keberlanjutan ke dalam berbagai kegiatan penunjang operasional, seperti pengelolaan energi, pengurangan limbah, serta penguatan program efisiensi dan konservasi lingkungan lainnya. Upaya ini tidak hanya mendukung pencapaian target penurunan emisi nasional sebesar 31,89% secara mandiri dan hingga 43,20% dengan dukungan internasional pada tahun 2030, tetapi juga mempertegas posisi Garuda Indonesia sebagai pelaku industri yang aktif berkontribusi terhadap transisi energi dan pembangunan rendah karbon sesuai amanat Paris Agreement.

Upaya reduksi emisi yang dilakukan Perseroan sejalan dengan upaya efisiensi penggunaan energi. Sepanjang tahun 2025, Perseroan berhasil menurunkan emisi GRK cakupan 3 menjadi sebesar 1.016,5 Ton CO₂-eq dibandingkan dengan tahun 2024 yang sebesar 1.164,2 Ton CO₂-eq. Selain itu Perseroan juga berhasil menurunkan emisi GRK melalui program *Fuel Conservation* sebesar 1.805.846 kgCO₂.

EFFORTS AND ACHIEVEMENTS OF EMISSION REDUCTION [OJK F.12, GRI 305-5, TR-AF-110a.2, TR-AL-110a.2]

The Company has identified climate change as a key issue within the organization. In an effort to support global climate change control, Garuda Indonesia sets Greenhouse Gas (GHG) emission reduction targets in line with the approach and provisions of the ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Based on ICAO provisions, the baseline year for calculating CORSIA emissions is the average emissions from 2019 and 2020. However, due to the significant impact of the COVID-19 pandemic on global aviation volumes in 2020, ICAO through a recent resolution set 2019 as the only baseline used in the initial phase of CORSIA (*pilot phase* and *first phase*) 2021-2026.

Referring to the 2019 emissions baseline, Garuda Indonesia is gradually committed to reducing the level of GHG emissions from international flight operations through various efficiency strategies, fuel optimization, and the use of more environmentally friendly technology. This emission reduction target is directed to achieve stabilization of emissions at the baseline level by 2035, and encourage the achievement of net zero emissions by 2050 in accordance with the Fly Net Zero roadmap outlined by IATA and supported by ICAO. Offsetting of emissions that exceed the baseline will be carried out in accordance with the applicable CORSIA scheme, including through a carbon credit procurement mechanism recognized by ICAO.

Meanwhile, for the domestic sector and non-operational flight activities, Garuda Indonesia adopts an approach that refers to national standards and best practices as outlined in Indonesia's Nationally Determined Contributions (NDC) document. The NDC itself represents Indonesia's commitment adopted from the Paris Agreement, an international agreement that aims to limit the global temperature increase to below 2°C and to pursue efforts to restrict it to 1.5°C compared to pre-industrial levels. In this context, Garuda Indonesia integrates sustainability aspects into various operational support activities, such as energy management, waste reduction, and strengthening other efficiency and environmental conservation programs. These efforts not only support the achievement of the national emission reduction target of 31.89% independently and up to 43.20% with international support by 2030, but also emphasize Garuda Indonesia's position as an industry player that actively contributes to the energy transition and low carbon development as mandated by the Paris Agreement.

The Company's emission reduction efforts are aligned with its energy efficiency initiatives. Throughout 2025, the Company successfully reduced Scope 3 GHG emissions to 1,016.5 metric tons of CO₂-eq compared to 1,164.2 metric tons of CO₂-eq in 2024. Additionally, the Company also successfully reduced GHG emissions through the Fuel Conservation program by 1,805,846 kgCO₂.

Pengurangan Avtur pada Program Fuel Conservation

Avtur Reduction Through Fuel Conservation Program

Tahun Year	Emisi GRK (kgCO ₂) GHG Emissions (kgCO ₂)	Reduksi Emisi GRK (kgCO ₂) GHG Emission Reduction (kgCO ₂)
2025	37.100.180	1.805.846
2024	38.906.026	-
2023	21.850.740	4.943.422
2022	26.794.162	5.274.935
2021	32.069.097	17.427.106
2020	49.496.203	40.482.826
2019	89.979.029	-
2018	86.589.000	12.951.000
2017	99.540.000	4.670.000

STRATEGI PENANGANAN PERUBAHAN IKLIM

Perusahaan menyadari bahwa perubahan iklim merupakan isu penting yang dapat mempengaruhi keberlanjutan usaha industri penerbangan, khususnya terkait dengan emisi gas rumah kaca, efisiensi operasional, kepatuhan regulasi, serta ekspektasi pemangku kepentingan. Oleh karena itu, perubahan iklim telah diidentifikasi sebagai salah satu isu keberlanjutan yang relevan bagi Perusahaan.

Dalam mengidentifikasi dan mengelola isu perubahan iklim, Perusahaan mengacu pada panduan dan kerangka kerja yang dikeluarkan oleh International Civil Aviation Organization (ICAO), termasuk prinsip pengembangan penerbangan berkelanjutan dan upaya pengurangan dampak lingkungan dari kegiatan penerbangan. Acuan tersebut digunakan sebagai dasar dalam penyusunan kebijakan dan program operasional Perusahaan di bidang lingkungan.

Lebih lanjut, secara kebijakan, Perusahaan menetapkan komitmen untuk mendukung upaya mitigasi perubahan iklim melalui pengelolaan dampak lingkungan operasional, antara lain dengan meningkatkan efisiensi penggunaan bahan bakar, mengoptimalkan perencanaan penerbangan, dan mematuhi ketentuan lingkungan yang berlaku, serta mengacu pada ICAO's Basket of Measures dalam upaya-upaya yang mendukung pencapaian target *Net Zero Emission*.

CLIMATE CHANGE MANAGEMENT STRATEGY

The Company recognizes that climate change is a critical issue that can impact the sustainability of the aviation industry, particularly in relation to greenhouse gas emissions, operational efficiency, regulatory compliance, and stakeholder expectations. Therefore, climate change has been identified as one of the sustainability issues relevant to the Company.

In identifying and managing climate change issues, the Company refers to guidelines and frameworks issued by the International Civil Aviation Organization (ICAO), including the principles of sustainable aviation development and efforts to reduce the environmental impact of aviation activities. These references serve as the basis for the development of the Company's environmental policies and operational programs.

Furthermore, as a matter of policy, the Company has established a commitment to support climate change mitigation efforts through the management of operational environmental impacts, including by improving fuel efficiency, optimizing flight planning, and complying with applicable environmental regulations, as well as referring to ICAO's Basket of Measures in efforts supporting the achievement of the Net Zero Emission target.

Penggunaan SAF Garuda Indonesia

Usage of SAF by Garuda Indonesia

Tahun Year	Penggunaan SAF (liter) Usage of SAF (liters)
2025	903.583

Sustainable Aviation Fuels

Sebagai bagian dari komitmen terhadap transisi energi dan pengurangan emisi karbon, Garuda Indonesia telah mengimplementasikan penggunaan *Sustainable Aviation Fuel* (SAF) secara reguler pada rute Amsterdam menuju Jakarta (AMS–CGK). Penggunaan SAF dilakukan dengan *blended ratio* sebesar 2% dan sepanjang periode pelaporan telah terealisasi sebesar kurang lebih 903.583 liter. Implementasi ini menjadi pilar penting dalam integrasi bahan bakar rendah emisi ke dalam operasional penerbangan jarak jauh sekaligus mendukung upaya penurunan emisi penerbangan internasional di sektor *airlines*. Penerapan ini juga menunjukkan komitmen dan kesiapan operasional perusahaan dalam mengadopsi penggunaan energi terbarukan secara bertahap dan terukur.

Garuda Indonesia memandang pemanfaatan SAF sebagai bagian integral dari strategi dekarbonisasi jangka panjang dan penguatan ketahanan bisnis di tengah dinamika regulasi *sustainability* global. Perusahaan secara aktif memantau perkembangan kebijakan di berbagai negara yang mulai memberlakukan mandat penggunaan SAF untuk rute reguler, termasuk rencana implementasi penggunaan SAF pada penerbangan dari Singapura dengan *blended ratio* 1% pada tahun Semester-II 2026. Pendekatan proaktif ini memastikan kesiapan perusahaan dalam memenuhi ketentuan internasional sekaligus menjaga daya saing pada pasar global. Ke depan, Garuda Indonesia akan terus mengeksplorasi peluang peningkatan pemanfaatan SAF sejalan dengan ketersediaan pasokan, dampak ekonomi, dan perkembangan regulasi yang berlaku.

As part of its commitment to energy transition and carbon emissions reduction, Garuda Indonesia has implemented the regular use of Sustainable Aviation Fuel (SAF) on the Amsterdam–Jakarta (AMS–CGK) route. SAF is used at a blended ratio of 2%, with approximately 903,583 liters realized throughout the reporting period. This implementation represents a key pillar in integrating low-emission fuels into long-haul flight operations, while also supporting efforts to reduce emissions from international aviation in the airline sector. This initiative also demonstrates the Company's commitment and operational readiness to gradually and systematically adopt the use of renewable energy.

Garuda Indonesia views the utilization of SAF as an integral part of its long-term decarbonization strategy and efforts to strengthen business resilience amid evolving global sustainability regulations. The Company actively monitors policy developments in various countries that have begun implementing SAF usage mandates for scheduled routes, including the planned implementation of SAF usage on flights from Singapore with a 1% blended ratio in the second half of 2026. This proactive approach ensures the Company's readiness to comply with international requirements while maintaining its competitiveness in the global market. Going forward, Garuda Indonesia will continue to explore opportunities to increase the utilization of SAF in line with supply availability, economic considerations, and evolving regulatory developments.

PENGENDALIAN EMISI PENIPIS LAPISAN OZON

[GRI 305-6]

Garuda Indonesia senantiasa memerhatikan penggunaan berbagai material yang digunakan sebagai penunjang aktivitas operasionalnya. Perseroan menghindari penggunaan Bahan Perusak Ozon (BPO) yang meliputi senyawa kimia yang potensial dapat bereaksi dengan molekul ozon di lapisan stratosfer.

Garuda Indonesia menyadari adanya berbagai risiko lingkungan akibat penggunaan BPO. Garuda Indonesia mendukung penuh kebijakan pemerintah untuk memperketat, melarang, dan penggunaan BPO. Garuda Indonesia telah melakukan pemetaan untuk mengetahui ada atau tidaknya penggunaan zat perusak ozon. Hasil pemetaan menunjukkan bahwa tidak ada penggunaan BPO pada seluruh aktivitas operasional Garuda Indonesia. Garuda Indonesia juga tidak memproduksi, mengimpor dan mengeksport bahan perusak ozon.

BEBAN EMISI NON GRK [GRI 305-7, TR-AF-120a.1]

Sampai dengan akhir 2025, Perseroan belum melakukan pengukuran beban emisi non GRK. Namun demikian, sebagai bagian dari pemenuhan ketentuan keselamatan dan perlindungan lingkungan dalam operasional penerbangan, setiap tipe pesawat udara yang beroperasi di wilayah Republik Indonesia wajib memenuhi persyaratan sertifikasi kebisingan (*aircraft noise certification*) sebagaimana diatur dalam *Civil Aviation Safety*

OZONE DEPLETION EMISSION CONTROL [GRI 305-6]

Garuda Indonesia consistently monitors the use of materials supporting its operational activities. The Company strictly avoids the use of Ozone-Depleting Substances (ODS), which include chemical compounds that potentially react with ozone molecules in the stratospheric ozone layer.

Garuda Indonesia is aware of the various environmental risks associated with the use of Ozone-Depleting Substances (ODS). The Company fully supports government policies to tighten regulations, prohibit, and phase out ODS. The Company conducts a mapping exercise to identify any potential ODS usage in its operations. The results of the mapping show that there is no use of ODS in any of Garuda Indonesia's operational activities. Garuda Indonesia also does not manufacture, import, or export ozone-depleting substances.

NON-GHG EMISSION LOAD [GRI 305-7, TR-AF-120a.1]

As of the end of 2025, the Company has not measured its non-GHG emissions. However, as part of compliance with safety and environmental protection requirements in flight operations, every type of aircraft operating in the territory of the Republic of Indonesia must meet noise certification requirements as stipulated in Civil Aviation Safety Regulation (CASR) Part 36. These regulations refer to international standards set out in

Regulation (CASR) Part 36. Regulasi ini mengacu pada standar internasional yang ditetapkan dalam *ICAO Annex 16 Volume 1* mengenai pengendalian kebisingan, khususnya persyaratan Tahap 3 (*Stage 3 Noise Standard*) atau yang setara.

Proses sertifikasi kebisingan dilakukan bersamaan dengan sertifikasi tipe (*type certification*) pesawat udara. Sertifikat kebisingan ini tidak memiliki masa berlaku tertentu dan tetap sah selama tidak ada perubahan pada desain, konfigurasi, atau sistem pesawat yang dapat mempengaruhi karakteristik kebisingannya. Apabila terjadi modifikasi yang berdampak pada tingkat kebisingan, maka diperlukan proses sertifikasi ulang untuk memastikan kepatuhan terhadap standar yang berlaku.

Informasi mengenai tingkat kebisingan pesawat dicantumkan dalam dokumen resmi seperti *Type Certificate Data Sheet (TC Data Sheet)* dan *Airplane Flight Manual (AFM)*. Sesuai dengan ketentuan dalam CASR Part 91, salinan dokumen ini wajib dibawa dan disimpan di dalam pesawat setiap saat sebagai bagian dari dokumen penerbangan yang harus tersedia untuk keperluan pemeriksaan dan verifikasi oleh otoritas yang berwenang.

Dalam hal ini, seluruh armada pesawat Garuda Indonesia telah memenuhi ketentuan tersebut dan telah memiliki sertifikat kebisingan yang sah dan berlaku, sesuai standar nasional maupun internasional. Pemenuhan persyaratan ini merupakan bagian dari komitmen Garuda Indonesia dalam menjamin operasional yang aman, andal, dan ramah lingkungan.

ASPEK LIMBAH DAN EFLUEN

JUMLAH LIMBAH DAN EFLUEN YANG DIHASILKAN BERDASARKAN JENIS [OJK F.13]

Kegiatan operasional Garuda Indonesia menghasilkan beragam jenis limbah, baik dalam bentuk padat maupun cair, serta mencakup limbah B3 (Bahan Beracun dan Berbahaya) maupun non-B3. Jenis serta sumber limbah tersebut dapat dipetakan, antara lain berasal dari aktivitas perkantoran seperti kertas, botol, dan plastik; limbah domestik seperti buangan dari toilet, air hujan, dan sejenisnya; limbah kantin berupa sisa makanan; limbah tanaman dari kegiatan pemangkasan; serta limbah klinik seperti jarum suntik dan obat-obatan. Sementara itu, limbah B3 yang dihasilkan dari kegiatan operasional Perseroan meliputi limbah elektronik, unit AC bekas, baterai atau accu bekas, lampu, serta oli bekas. Adapun limbah non-B3 mencakup sampah domestik, plastik, kaleng, sisa makanan, serta limbah cair yang berasal dari fasilitas toilet maupun dapur kantor. Rincian jumlah limbah yang dihasilkan adalah sebagai berikut.

ICAO Annex 16 Volume 1 on noise control, specifically Stage 3 Noise Standard or equivalent.

The noise certification process is conducted concurrently with the aircraft type certification. The noise certificate has no specific validity period and remains valid as long as there are no changes to the aircraft's design, configuration, or systems that could affect its noise characteristics. If modifications are made that impact noise levels, a recertification process is required to comply with applicable standards.

Information regarding aircraft noise levels is included in official documents such as the Type Certificate Data Sheet (TC Data Sheet) and the Airplane Flight Manual (AFM). In accordance with the provisions of CASR Part 91, copies of these documents must be carried and stored on board the aircraft at all times as part of the flight documents that must be available for inspection and verification by the competent authority.

In this regard, the entire fleet of Garuda Indonesia aircraft has met these requirements and holds valid noise certificates in accordance with both national and international standards. Compliance with these requirements is part of Garuda Indonesia's commitment to achieving safe, reliable, and environmentally friendly operations.

WASTE AND EFFLUENT ASPECTS

AMOUNT OF WASTE AND EFFLUENT PRODUCED BASED ON THEIR TYPES [OJK F.13]

Garuda Indonesia's operations generate various types of waste, both solid and liquid, including hazardous and toxic waste (B3) as well as non-hazardous waste. The types and sources of this waste include waste from office activities such as paper, bottles, and plastic; domestic waste such as toilet waste, rainwater, and similar items; cafeteria waste in the form of food scraps; plant waste from pruning activities; and medical waste such as syringes and medications. The hazardous waste generated from the Company's operational activities includes electronic waste, used air conditioning units, used batteries, used lamps, and used oil. Non-hazardous waste includes domestic trash, plastic, cans, food scraps, and liquid waste from restroom and office kitchen facilities. The details of the waste generated are as follows.

Jumlah Limbah B3

Amount of Hazardous Waste

Jenis Type	Metode Pengelolaan Management Method	Satuan Unit	2025	2024	2023
Limbah elektronik, AC bekas, baterai/accu bekas, lampu Electronic waste, used air conditioners, used batteries, used lamps	Bekerja sama dengan pihak ketiga In collaboration with third parties	Ton Tons	3,1	988	522
Oli Bekas Used oil	Diangkut dan ditampung oleh pihak ketiga yang berizin dan bersertifikat Transported and collected by licensed and certified third parties	Kg	257	433.5	0
Aerosol, oli, <i>lavatory</i> Aerosols, oil, lavatory waste	Diserahkan kepada otoritas bandara tujuan Handed over to the destination airport authorities	Pcs (kaleng) Pcs (cans)	5.654	15.609	13.069
Medis Medical	Diserahkan kepada pihak ketiga yang bekerjasama dengan Pengelola Gedung Handed over to a third party cooperating with the Building Manager	Kg	245	2.398	988

Jumlah Limbah Non-B3

Total Non-Hazardous Waste

Jenis Type	Metode Pengelolaan Management Method	Satuan Unit	2025	2024	2023
Sampah domestik, plastik, kaleng, sisa makanan Household waste, plastic, cans, food scraps	Bekerja sama dengan pihak ketiga In collaboration with third parties	Kg	247.211	1.080	2.825
Air Limbah dari Kantor Pusat Wastewater from Headquarters	Sewage Treatment Plant (STP)	M3	37.894	37.398	13.932,2

MEKANISME PENGELOLAAN LIMBAH DAN EFLUEN

[OJK F.14]

Pengelolaan limbah menjadi salah satu fokus utama Garuda Indonesia dalam upaya meminimalkan potensi dampak negatif terhadap lingkungan. Dalam pelaksanaannya, limbah padat yang dihasilkan terlebih dahulu ditempatkan di Tempat Pembuangan Sementara (TPS), sebelum selanjutnya diangkut dan dibuang ke Tempat Pembuangan Akhir (TPA) dengan dukungan pihak ketiga, yaitu Pemerintah Daerah. Sementara itu, limbah cair diolah melalui sistem *Sewage Treatment Plant* (STP) yang berlokasi di Garuda Sentra Operasi (GSO), kemudian hasil olahan tersebut dialirkan ke saluran kota.

Perseroan juga telah memiliki standar minim terkait kualitas pembuangan air limbah. Standar minimum untuk kualitas pembuangan air limbah ditentukan agar air limbah yang dibuang

WASTE AND EFFLUENT MANAGEMENT MECHANISM

[OJK F.14]

Waste management is one of Garuda Indonesia's key priorities in its efforts to minimize potential negative impacts on the environment. In its implementation, solid waste generated is first placed in a Temporary Waste Storage Site (TPS) before being transported and disposed of at a Final Disposal Site (TPA) with the support of a third party, namely the local government. On the other hand, liquid waste is treated through a Sewage Treatment Plant (STP) located at Garuda Sentra Operasi (GSO), and the treated effluent is then discharged into the city's sewage system.

The Company has also established minimum standards regarding wastewater discharge quality. These minimum standards ensure that wastewater discharged into the environment does not pollute

ke lingkungan tidak mencemari dan merusak ekosistem serta tidak membahayakan kesehatan manusia. Di Indonesia, standar ini diatur dalam Peraturan Menteri Lingkungan Hidup dan Kehutanan (Permen LHK), dengan dasar hukum sebagai berikut:

- Peraturan Pemerintah (PP) No. 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup.
- Permen LHK No. P.68/MENLHK/SETJEN/KUM.1/8/2016 tentang Baku Mutu Air Limbah.

Dampak dari limbah perusahaan bisa sangat luas dan serius, tergantung pada jenis limbahnya (cair, padat, gas, B3, dan lainnya). Berikut ini adalah beberapa dampak utama yang dihasilkan dari limbah perusahaan:

1. Dampak Terhadap Lingkungan:

a. Pencemaran Air

- Limbah cair yang dibuang ke sungai atau laut tanpa pengolahan dapat mencemari air.
- Mengurangi kadar oksigen terlarut, mematikan ikan dan biota air lainnya.
- Meningkatkan kadar logam berat, menyebabkan bioakumulasi dalam rantai makanan.

b. Pencemaran Udara

- Emisi gas beracun (CO_2 , SO_2 , NO_x , VOC, dan lainnya) menyebabkan polusi udara.
- Berkontribusi pada efek rumah kaca dan perubahan iklim.
- Menimbulkan bau tidak sedap, mengganggu kenyamanan warga sekitar.

c. Pencemaran Tanah

- Limbah padat atau cair yang dibuang sembarangan dapat merusak struktur dan kesuburan tanah.
- Menghambat pertumbuhan tanaman.
- Dapat menyebabkan keracunan pada organisme tanah.

d. Kerusakan Ekosistem

- Kehilangan keanekaragaman hayati.
- Gangguan pada rantai makanan.
- Eutrofikasi (ledakan alga) akibat limbah kaya nutrisi seperti nitrogen dan fosfor.

2. Dampak Terhadap Kesehatan Manusia:

- a. Penyakit kulit, saluran pernapasan, dan pencernaan akibat kontak atau konsumsi air yang tercemar.
- b. Keracunan logam berat (seperti merkuri, timbal) dapat menyebabkan gangguan sistem saraf dan kerusakan organ.
- c. Penyakit kronis dan kanker karena paparan zat kimia berbahaya.
- d. Wabah penyakit dari limbah organik yang tidak terkelola (menjadi tempat berkembang biaknya binatang pengganggu seperti lalat, nyamuk, tikus).

or damage ecosystems and does not endanger human health. In Indonesia, these standards are regulated by the Minister of Environment and Forestry Regulation (Permen LHK), based on the following legal framework:

- Government Regulation (PP) No. 22 of 2021 concerning the Implementation of Environmental Protection and Management.
- Minister of Environment and Forestry Regulation No. P.68/MENLHK/SETJEN/KUM.1/8/2016 on Wastewater Quality Standards.

The impacts of industrial waste can be extensive and serious, depending on the type of waste (liquid, solid, gas, hazardous, and others). The following are some of the main impacts resulting from industrial waste:

1. Environmental Impact:

a. Water Pollution

- Liquid waste discharged into rivers or the ocean without treatment can pollute the water.
- Reduces dissolved oxygen levels, killing fish and other aquatic life.
- Increases heavy metal levels, causing bioaccumulation in the food chain.

b. Air Pollution

- Emissions of toxic gases (CO_2 , SO_2 , NO_x , VOCs, and others) cause air pollution.
- Contribute to the greenhouse effect and climate change.
- Causes unpleasant odors, disturbing the comfort of nearby residents.

c. Soil Pollution

- Improperly disposed of solid or liquid waste can damage soil structure and fertility.
- Inhibits plant growth.
- May cause poisoning in soil organisms.

d. Ecosystem Damage

- Loss of biodiversity.
- Disruption of the food chain.
- Eutrophication (algal blooms) caused by nutrient-rich waste such as nitrogen and phosphorus.

2. Impacts on Human Health:

- a. Skin, respiratory, and digestive diseases resulting from contact with or consumption of contaminated water.
- b. Heavy metal poisoning (such as mercury and lead) can cause nervous system disorders and organ damage.
- c. Chronic diseases and cancer due to exposure to hazardous chemicals.
- d. Disease outbreaks from unmanaged organic waste (which becomes a breeding ground for pests such as flies, mosquitoes, and rats).

3. Dampak Sosial-Ekonomi:

- a. Menurunnya kualitas hidup masyarakat sekitar.
- b. Menurunnya nilai properti dan tanah di daerah terdampak.
- c. Biaya besar untuk perbaikan lingkungan dan pengobatan kesehatan.
- d. Potensi konflik sosial antara masyarakat dan perusahaan.

Oleh karena itu, Garuda Indonesia secara berkelanjutan melakukan pemantauan terhadap limbah yang dihasilkan. Kegiatan pemantauan limbah merupakan aktivitas penting untuk memastikan bahwa proses pembuangan limbah oleh Garuda Indonesia tidak melampaui baku mutu yang telah ditetapkan oleh pemerintah. Pemantauan tersebut umumnya dilaksanakan secara rutin, sistematis, serta terdokumentasi dengan baik.

Berikut adalah poin-poin penting terkait pemantauan limbah yang dilakukan oleh Perusahaan:

- a. Pemantauan Limbah Cair
 - Pengukuran PH dan logam berat menggunakan TDS (*Total Dissolved Solids*) atau alat ukur untuk menghitung jumlah zat yang terlarut dalam air.
- b. Pemantauan Limbah Padat
 - Volume limbah yang dihasilkan (organik, anorganik, B3).
 - Cara penyimpanan, pengangkutan, dan pembuangan akhir.
 - Dokumentasi pengelolaan limbah B3 (manifest limbah).

Garuda Indonesia juga secara konsisten melaksanakan pengelolaan limbah sebagaimana diatur dalam Prosedur Pengelolaan Limbah B3 Medis dan Non Medis Revisi 00 yang mulai berlaku sejak 1 Februari 2023. Dalam implementasinya, Perseroan melakukan penyimpanan limbah B3 medis pada TPS freezer yang telah disediakan, sedangkan limbah B3 non medis disimpan di TPS Gudang B3 secara harian. Selanjutnya, pengangkutan limbah B3 medis maupun non medis dilakukan oleh PT Jalan Hijau dengan jangka waktu maksimal setiap 3 (tiga) bulan.

Terkait limbah B3 medis, petugas sanitarian menerima limbah medis dari masing masing penghasil limbah yaitu Ruang Laboratorium, Ruang IGD, Ruang Tindakan dan Ruang Gigi:

1. Menerima limbah medis dari penghasil limbah
2. Petugas melakukan pemilahan sampah medis yang sudah dilakukan ditempatkan dalam kantong plastik kuning
3. Limbah medis berupa jarum suntik dimasukkan ke dalam *safety box*.
4. Limbah medis berupa perban bekas, kapas bekas dimasukkan ke kantong plastik berwarna kuning.

3. Socio-Economic Impacts:

- a. Decline in the quality of life for surrounding communities.
- b. Declining property and land values in affected areas.
- c. Significant costs for environmental remediation and healthcare.
- d. Potential for social conflict between the community and the company.

Therefore, Garuda Indonesia continuously monitors the waste it generates. Waste monitoring is a critical activity to guarantee that Garuda Indonesia's waste disposal does not exceed the quality standards established by the government. This monitoring is conducted on a routine, systematic, and well-documented basis.

The following are key points regarding the waste monitoring conducted by the Company:

- a. Liquid Waste Monitoring
 - Measurement of pH and heavy metals using TDS (*Total Dissolved Solids*) or measuring instruments to calculate the amount of substances dissolved in water.
- b. Solid Waste Monitoring
 - Volume of waste generated (organic, inorganic, hazardous).
 - Methods of storage, transportation, and final disposal.
 - Documentation of Hazardous waste management (waste manifest).

Garuda Indonesia also consistently manages waste in accordance with the Medical and Non-Medical Hazardous Waste Management Procedure Revision 00, effective as of February 1, 2023. The Company stores Medical Hazardous Waste in the available freezer waste storage points (TPS) and Non-Medical Hazardous Waste in the Hazardous Waste Warehouse (TPS Gudang B3) on a daily basis. Furthermore, the Company arranges for the transportation of medical and non-medical hazardous waste by PT Jalan Hijau at intervals of no more than 3 (three) months.

Regarding medical hazardous waste, sanitation officers receive medical waste from each waste generator, namely the Laboratory, Emergency Room, Procedure Room, and Dental Room:

1. Receiving medical waste from waste generators
2. Staff sort the medical waste, which is then placed in yellow plastic bags
3. Medical waste in the form of syringes is placed in a safety box.
4. Medical waste such as used bandages and cotton is placed in yellow plastic bags.

5. Limbah medis yang sudah dipilah lalu disimpan pada freezer sebagai TPS limbah medis dan setelah 3 (tiga) bulan paling lama diambil oleh PT JALAN HIJAU yang merupakan pihak ke 2 yang nantinya diserahkan ke pihak pemusnah yaitu PT WASTEC INTERNATIONAL.

Terkait limbah B3 non medis adalah limbah padat dan cair yang dihasilkan oleh bagian *engineering* seperti oli, lampu TL, *battery* dan elektronik. Prosedur pengelolaan limbah B3 non medis sebagai berikut:

1. Menerima limbah non medis dari penghasil limbah
2. Petugas melakukan pemilahan limbah padat non medis seperti lampu TL, battery dan elektronik yang sudah dilakukan ditempatkan dalam wadah plastik atau kardus.
3. Limbah cair non medis berupa oli ditempatkan pada jerigen plastik.
4. Limbah Non Medis yang sudah dipilah lalu disimpan di Gudang limbah B3 TPS limbah Non Medis dan setelah 3 (tiga) bulan paling lama diambil oleh PT Jalan Hijau yang merupakan pihak ke 2 (dua) yang nantinya diserahkan ke pihak pemusnah yaitu PT Wastec Internasional.

Adapun proses pengelolaan limbah B3 dan non B3 di Perseroan dapat disimpulkan sebagai berikut.

5. The sorted medical waste is then stored in a freezer as a temporary medical waste storage site and, after a maximum of 3 (three) months, is collected by PT JALAN HIJAU, a second-party contractor, which subsequently handed over to a licensed waste disposal company, PT WASTEC INTERNATIONAL.

Non-medical hazardous waste (B3) consists of solid and liquid waste generated by the engineering department, such as oil, fluorescent lamps, batteries, and electronics. The procedure for managing non-medical hazardous waste (B3) is as follows:

1. Receiving non-medical waste from waste generators
2. Staff sort the non-medical solid waste, such as fluorescent lamps, batteries, and electronics, and place them in plastic containers or cardboard boxes.
3. Liquid non-medical waste, such as oil, is placed in plastic drums.
4. The sorted non-medical waste is then stored in the Hazardous Waste (B3) Warehouse at the Non-Medical Waste Transfer Station (TPS), and after a maximum of 3 (three) months, it is collected by PT Jalan Hijau, the second-party contractor, which subsequently transfers it to the disposal contractor, PT Wastec International.

The waste management process for hazardous and non-hazardous waste at the Company is summarized as follows.

	Jenis Limbah Waste Type	Metode Pengelolaan Management Method
	Limbah elektronik, AC bekas, baterai/accu bekas, lampu Electronic waste, used air conditioners, used batteries, lamps	Bekerja sama dengan pihak ketiga In collaboration with third parties
	Oli Bekas Used Oil	Diangkut dan ditampung oleh pihak ketiga yang berizin dan bersertifikat Transported and collected by licensed and certified third parties
B3 Hazardous	Aerosol, oli, <i>lavatory</i> Aerosols, oil, lavatory waste	Pembuangan limbah aerosol (B3) setelah digunakan untuk operasional penerbangan internasional kemudian diserahkan kepada <i>Authority</i> setempat Disposal of aerosol waste (Hazardous waste) after use in international flight operations is subsequently handed over to the local authority
	Perusahaan mengidentifikasi jenis limbah B3 yaitu oli & medis di GSM (Garuda Sentra Medika), GITC (Garuda Indonesia Training Center), dan GSO (Garuda Sentra Operasi) The Company identifies hazardous waste types, namely oil and medical waste, at GSM (Garuda Sentra Medika), GITC (Garuda Indonesia Training Center), and GSO (Garuda Sentra Operasi)	Pengelolaan dengan vendor yang bekerjasama dengan Pengelola Gedung Management handled by vendors in collaboration with the Building Manager

	Jenis Limbah Waste Type	Metode Pengelolaan Management Method
Non B3 Non-Hazardous	Sampah domestik, plastik, kaleng, sisa makanan Domestic waste, plastic, cans, and food waste	Bekerja sama dengan pihak ketiga In collaboration with third parties
	Air Limbah dari Kantor Pusat Effluent from the Head Office	Sewage Treatment Plant (STP)
	Limbah non-B3 di GSM, GITC, GSO Non-Hazardous waste at GSM, GITC, GSO	Pengelolaan dengan vendor yang bekerjasama dengan Pengelola Gedung In collaboration with third parties

Program Reuse & Recycle Bersama Pihak Ketiga

Reuse & Recycle Program in Partnership with Third Party

Sebagai bentuk implementasi dari ISO 26000:2010 *Guidance on Social Responsibility*, di mana salah satu subject intinya adalah *The Environment* yang memiliki isu *Mitigate and Adapt to Climate Change* meliputi pengurangan limbah, penggunaan ulang produk, dan *recycle*. Hal tersebut juga sejalan dengan pencapaian *Net Zero Emission* (NZE) tahun 2060 dan sebagai implementasi *Sustainable Development Goals* nomor 12, yaitu *Responsible Consumption and Production*.

Sejak tahun 2024, Garuda Indonesia bekerjasama dengan pihak ketiga merealisasikan penempatan *Reverse Vending Machine* (RVM) di lingkungan perkantoran yang bertujuan mengurangi limbah penggunaan botol plastik dan meningkatkan partisipasi karyawan sehingga terbentuk habit dalam penggunaan material plastik dengan lebih bijak. Adapun pada program ini, sampah botol plastik yang dibuang pada RVM nantinya akan diolah kembali menjadi barang-barang bernilai ekonomis yang dapat dipergunakan kembali oleh masyarakat, dan kemudian dapat meningkatkan perekonomian UMKM.

Pada Oktober 2025, Perseroan mengadakan *Talkshow* dan *Workshop* bagi para pegawai yang bertajuk "Every Bottle Recycled is a Step toward Cleaner Skies". Selain bertujuan untuk salah satu *campaign* terkait *plastic waste management* kepada pegawai, pada kegiatan tersebut juga diumumkan pemenang kompetisi Plastic Hero yang telah dilaksanakan pada periode triwulan sebelumnya untuk meningkatkan peran serta pegawai dalam menanggulangi sampah botol plastik melalui pemanfaatan RVM. Adapun masing-masing pemenang Plastic Hero memperoleh produk *upcycle* dari daur ulang sampah botol plastik yang telah dikumpulkan pada RVM di Garuda Indonesia.

Selama tahun 2025, Garuda Indonesia telah berhasil mengurangi jejak karbon sebesar 4.915,15 Kg Co2 dengan jumlah pengguna mencapai 258 user. Adapun rincian pemanfaatan RVM pihak ketiga di perkantoran Garuda Indonesia adalah sebagai berikut:

As part of the implementation of ISO 26000:2010 *Guidance on Social Responsibility*, where one of the core subjects is *The Environment*, which addresses the issue of *Mitigating and Adapting to Climate Change*, including waste reduction, product reuse, and recycling. This is also in line with the 2060 *Net Zero Emission* (NZE) target and serves as an implementation of *Sustainable Development Goal 12: Responsible Consumption and Production*.

Since 2024, Garuda Indonesia has partnered with third party to install *Reverse Vending Machines* (RVMs) in office environments, aiming to reduce plastic bottle waste and increase employee participation, thereby fostering a habit of using plastic materials more wisely. Under this program, plastic bottle waste disposed of in the RVMs will be processed into economically valuable items that can be reused by the public, thereby boosting the economy of small and medium-sized enterprises (SMEs).

In October 2025, the Company held a talk show and workshop for employees titled "Every Bottle Recycled is a Step Toward a Cleaner Sky and a Cleaner Environment." In addition to serving as a campaign on plastic waste management for employees, the event also announced the winners of the Plastic Hero competition, which was held during the previous quarter to encourage employee participation in addressing plastic bottle waste through the use of RVMs. Each Plastic Hero winner received upcycled products made from recycled plastic bottles collected via RVMs at Garuda Indonesia.

Throughout 2025, Garuda Indonesia has successfully reduced its carbon footprint by 4,915.15 kg of CO₂, with the number of users reaching 258. The details of third party RVM usage at Garuda Indonesia's offices are as follows:

TUMPAHAN YANG TERJADI [OJK F.15]

Garuda Indonesia melakukan pengelolaan berbagai bahan atau zat seperti bahan kimia, minyak, dan bahan bakar, atau zat-zat lainnya berpotensi memengaruhi kualitas tanah, air, udara, keragaman hayati, dan kesehatan manusia yang memiliki risiko untuk tumpah dengan hati-hati.

Sepanjang tahun 2025, tidak terdapat tumpahan atau kebocoran bahan kimia, minyak, dan bahan bakar di lingkungan area perkantoran Garuda Indonesia.

ASPEK PENGADUAN TERKAIT LINGKUNGAN HIDUP

JUMLAH DAN MATERI PENGADUAN LINGKUNGAN HIDUP YANG DITERIMA DAN DISELESAIKAN [OJK F.16]

Garuda Indonesia senantiasa mematuhi seluruh regulasi di bidang lingkungan hidup. Hal ini bertujuan untuk meminimalkan dampak negatif atas aktivitas bisnis yang dijalankan. Namun demikian, Garuda Indonesia menyediakan sarana bagi masyarakat untuk menyampaikan pengaduan terkait lingkungan hidup melalui *Whistleblowing System*. Sepanjang tahun 2025, tidak terdapat pengaduan lingkungan hidup.

SPILLS INCIDENT [OJK F.15]

Garuda Indonesia carefully manages various materials or substances such as chemicals, oil, and fuel, or other substances that have the potential to affect the quality of soil, water, air, biodiversity, and human health and pose a risk of spillage.

Throughout 2025, there were no spills or leaks of chemicals, oil, or fuel in the vicinity of Garuda Indonesia's office areas.

ENVIRONMENT-RELATED COMPLAINTS ASPECT

NUMBER AND CONTENT OF ENVIRONMENTAL COMPLAINTS RECEIVED AND RESOLVED [OJK F.16]

Garuda Indonesia consistently complies with all environmental regulations. This is aimed at minimizing the negative impact of its business operations. Nevertheless, Garuda Indonesia provides a mechanism for the public to submit environmental complaints through the *Whistleblowing System*. Throughout 2025, there were no environmental complaints.



KINERJA SOSIAL

SOCIAL PERFORMANCE

KOMITMEN UNTUK MEMBERIKAN LAYANAN ATAS PRODUK DAN/ATAU JASA YANG SETARA KEPADA KONSUMEN [OJK F.17]

Dalam perspektif pemasaran, Garuda Indonesia berkomitmen untuk memastikan bahwa setiap produk dan layanan yang ditawarkan dapat diakses serta dinikmati secara setara oleh seluruh konsumen. Komitmen ini diwujudkan melalui strategi komunikasi yang inklusif, transparan, dan berbasis kebutuhan pelanggan, sehingga setiap segmen pasar memperoleh informasi, akses, dan manfaat yang sama tanpa diskriminasi (tidak membedakan suku, agama, ras, warna kulit, dan status sosial). Komitmen Perseroan dalam memberikan layanan setara pada pelanggan merupakan kepatuhan Perseroan terhadap Undang-Undang Perlindungan Konsumen pasal 7, huruf c, yang mewajibkan pelaku usaha memperlakukan atau melayani konsumen secara benar dan jujur serta tidak diskriminatif. Dalam penjelasan pasal tersebut disebutkan, "Pelaku usaha dilarang membedakan konsumen dalam memberikan pelayanan. Pelaku usaha dilarang membedakan mutu pelayanan kepada konsumen."

Melalui pendekatan berbasis *insight* dan segmentasi yang tepat, produk dan layanan dirancang untuk menjawab beragam kebutuhan pelanggan mulai dari perjalanan bisnis, *leisure*, umrah *haji*, hingga kebutuhan korporasi dengan standar kualitas yang konsisten. Fungsi marketing berperan dalam memastikan bahwa proposisi nilai yang dikomunikasikan mencerminkan prinsip kesetaraan layanan, sekaligus memperkuat *positioning* Garuda Indonesia sebagai maskapai *full-service* premium yang responsif terhadap keberagaman preferensi dan ekspektasi konsumen. Implementasi layanan yang setara juga diwujudkan melalui penyediaan berbagai akses layanan yang dapat digunakan oleh seluruh pelanggan termasuk penumpang dengan kebutuhan tertentu seperti lansia dan penyandang disabilitas.

ASPEK KETENAGAKERJAAN

KESETARAAN KESEMPATAN BEKERJA [OJK F.18]

Garuda Indonesia secara konsisten menjunjung tinggi nilai kesetaraan serta prinsip non-diskriminasi terhadap seluruh karyawan, mulai dari tahap proses rekrutmen, pengembangan kompetensi dan jenjang karier, pemberian remunerasi, hingga aspek lainnya. Berlandaskan prinsip tersebut, Perseroan memastikan bahwa setiap karyawan memperoleh kesempatan yang setara untuk bekerja serta menempati posisi atau jabatan yang sesuai dengan kapasitas dan kompetensi yang dimiliki. Prinsip kesetaraan yang diterapkan oleh Perseroan merupakan wujud kepatuhan terhadap Undang-Undang No. 13 tahun 2003 dan Undang-Undang Nomor 6 Tahun 2023, penghormatan terhadap kesetaraan kesempatan dalam bekerja selaras dengan Undang-Undang Nomor 21 Tahun 1999 tentang Pengesahan *ILO Convention No. 111 Concerning Discrimination in*

COMMITMENT TO PROVIDING EQUAL SERVICE FOR PRODUCTS AND/OR SERVICES TO CONSUMERS [OJK F.17]

From a marketing perspective, Garuda Indonesia is committed to ensuring that all products and services offered are accessible and can be enjoyed equally by all consumers. This commitment is realized through an inclusive, transparent, and customer-centric communication strategy, ensuring that every market segment receives the same information, access, and benefits without discrimination (regardless of ethnicity, religion, race, skin color, or social status). The Company's commitment to providing equal service to customers reflects its compliance with Article 7(c) of the Consumer Protection Law, which requires businesses to treat or serve consumers fairly, honestly, and without discrimination. The explanation of that article states, "Business entities are prohibited from discriminating against consumers in the provision of services. Business entities are prohibited from differentiating the quality of service provided to consumers."

Through an insight-driven approach and precise segmentation, products and services are designed to meet a wide range of customer needs—from business travel, leisure, and Umrah and Hajj to corporate requirements—while maintaining consistent quality standards. The marketing function plays a role in ensuring that the communicated value proposition reflects the principle of service equality, while reinforcing Garuda Indonesia's positioning as a premium full-service airline that is responsive to the diversity of consumer preferences and expectations. The implementation of equitable service is also realized through the provision of various service access points available to all customers, including passengers with specific needs such as the elderly and people with disabilities.

EMPLOYMENT ASPECT

EQUAL EMPLOYMENT OPPORTUNITIES [OJK F.18]

Garuda Indonesia consistently upholds the principle of equality and non-discrimination toward its employees throughout the recruitment process, in competency and career development, remuneration, and other areas. Based on this principle, the Company provides equal opportunities for employees to work and fill positions or roles in accordance with their capabilities and competencies. The principle of equality applied by the Company reflects compliance with Law No. 13 of 2003 and Law No. 6 of 2023, and upholds equal opportunity in employment in accordance with Law No. 21 of 1999 on the Ratification of ILO Convention No. 111 Concerning Discrimination in Respect of Employment and Occupation (ILO Convention on Discrimination in Employment and Occupation), Presidential Instruction of the

Respect of Employment and Occupation (Konvensi ILO Mengenai Diskriminasi dalam Pekerjaan dan Jabatan), Instruksi Presiden Republik Indonesia No. 9 Tahun 2000 tentang Pengarusutamaan Gender dalam Pembangunan Nasional, serta Panduan Kesetaraan dan Non Diskriminasi di Tempat Kerja di Indonesia (Kementerian Tenaga Kerja dan Transmigrasi RI). Secara spesifik, kesetaraan itu juga telah diatur dalam Etika Bisnis Garuda Indonesia.

Komitmen Garuda Indonesia untuk menciptakan kesetaraan dan menghindari diskriminasi dengan memberikan kesempatan yang setara kepada seluruh pegawai baik pria maupun Wanita untuk bekerja dan menduduki berbagai posisi, termasuk posisi manajemen puncak, telah membuahkan hasil tanpa adanya insiden diskriminasi selama tahun pelaporan. Oleh karena itu, Garuda Indonesia tidak perlu mengambil langkah perbaikan terkait kebijakan kesetaraan atau non-diskriminasi tersebut.

Adapun komposisi keberagaman manajemen dan pegawai adalah sebagai berikut.

Republic of Indonesia No. 9 of 2000 on Gender Mainstreaming in National Development, and the Guidelines on Equality and Non-Discrimination in the Workplace in Indonesia (Ministry of Manpower and Transmigration of the Republic of Indonesia). Specifically, this principle of equality is also regulated in Garuda Indonesia's Business Ethics.

Garuda Indonesia's commitment to promoting equality and preventing discrimination by providing equal opportunities to all employees, both male and female, to work and hold various positions, including top management roles, has yielded positive results, with no incidents of discrimination reported during the reporting year. Therefore, Garuda Indonesia does not need to take corrective actions regarding these equality or non-discrimination policies.

The composition of management and employee diversity is as follows.

Tabel Keberagaman Manajemen dan Pegawai berdasarkan Level Organisasi
Table of Management and Employee Diversity by Organizational Level

(Dalam Orang)
(In People)

Level Jabatan Position Level	Jenis Kelamin Gender					Kelompok Usia Age Range						
	Pria Male	%	Wanita Female	%	Total	<30	%	30-50	%	>51	%	Total
Manajemen Management												
Direktur Director	8	0,3%	0	0,0%	8	0	0,0%	4	0,1%	4	0,6%	8
Pegawai Employee												
Vice President Vice President	25	1,1%	6	0,2%	31	0	0,0%	27	0,9%	4	0,6%	31
Senior Manager	138	5,8%	61	2,2%	199	3	0,2%	175	5,7%	21	3,0%	199
Manager	115	4,8%	114	4,1%	229	7	0,5%	200	6,5%	22	3,2%	229
Staf Staff	2097	88,0%	2590	93,5%	4687	1356	99,3%	2690	86,8%	641	92,6%	4687
Jumlah Total	2.383	100%	2.771	100%	5.154	1.366	100%	3.096	100%	692	100%	5.154

Selain itu, Perseroan turut membuka peluang kerja bagi calon pegawai penyandang disabilitas melalui proses rekrutmen pegawai darat. Adapun persyaratan yang wajib dipenuhi oleh calon pegawai disabilitas adalah melampirkan surat keterangan resmi yang diterbitkan oleh Rumah Sakit Pemerintah, yang menjelaskan jenis serta tingkat disabilitas dengan batas maksimal derajat 2, sesuai dengan ketentuan dalam Peraturan Menteri Kesehatan Republik Indonesia Nomor 104/MENKES/PER/II/1999 tentang Rehabilitasi Medik, khususnya pada Pasal 7.

The Company also offers employment opportunities to prospective employees with disabilities through its ground staff recruitment process. The requirements that must be met by prospective employees with disabilities are to attach an official certificate issued by a Government Hospital, which explains the type and level of disability with a maximum degree of 2, in accordance with the provisions of Regulation of the Minister of Health of the Republic of Indonesia Number 104/MENKES/PER/II/1999 concerning Medical Rehabilitation, specifically Article 7.

REKRUTMEN DAN TURNOVER PEGAWAI

Pada tahun 2025, Perseroan berusaha untuk memenuhi kebutuhan bisnis Perseroan dan mempertahankan posisi Perseroan sebagai Perusahaan yang *profitable*. Menghadapi kondisi pasca pandemi global COVID-19, seiring dengan pertumbuhan Perusahaan serta rencana produksi Perusahaan Perseroan melakukan rekrutmen bagi awak kabin penerbangan berjadwal serta awak kabin penerbangan haji.

Perseroan berkomitmen untuk melakukan perekrutan secara transparan dan memberikan kesempatan yang sama bagi pelamar terlepas dari jenis kelamin dan SARA. Beberapa upaya dilakukan baik dengan pengembangan IT sebagai sarana dalam melakukan proses seleksi terhadap pegawai baru, melakukan evaluasi terhadap alat tes yang digunakan, serta memastikan asesor internal memiliki kualifikasi yang baik dan profesional. Proses rekrutmen dilakukan secara transparan dan independen melalui website karir Perseroan <http://career.garuda-indonesia.com> & Corporate Information dan juga secara aktif mencegah terjadinya penipuan-penipuan rekrutmen yang mengatasnamakan Garuda Indonesia dengan melakukan sosialisasi infografis Waspada Penipuan melalui media sosial Instagram (@garuda.indonesia), Facebook (Garuda Indonesia), LinkedIn (Garuda Indonesia).

Selain pelaksanaan rekrutmen di lingkungan Perseroan, program pemagangan merupakan salah satu komitmen Perseroan kepada masyarakat dalam memberikan kesempatan kepada mahasiswa ataupun lulusan baru untuk dapat membangun kompetensi, memperluas wawasan dan mendapatkan pengalaman nyata di dunia kerja. Perseroan secara aktif berpartisipasi dalam, Program Pemagangan Nasional (Maganghub) dari Kementerian Ketenagakerjaan Republik Indonesia, serta program magang reguler Garuda Indonesia. Seiring dengan perkembangan teknologi, tuntutan akan sumber daya manusia yang unggul, terampil, dan kompeten semakin meningkat. Oleh karenanya, dalam rangka memenuhi kebutuhan sumber daya manusia, Perseroan melakukan rekrutmen bagi pegawai darat melalui *Management Development Program* (MDP). Perseroan berkomitmen untuk melakukan perekrutan secara transparan dan memberikan kesempatan yang sama bagi pelamar terlepas dari jenis kelamin dan SARA. Pelaksanaan rekrutmen mengacu pada Manual Kebijakan Human Capital Terbitan 9 Amandemen 0 Tanggal 21 Mei 2024.

Pada tahun 2025, proses rekrutmen aktif dalam pemenuhan kekuatan *manpower* untuk pegawai udara. Selama tahun 2025, rekrutmen dilakukan sebanyak 7 kali yang meliputi Rekrutmen Fase I pada bulan Februari 2025, Fase II pada bulan Juli 2025, *Roadshow* di Kota Bali, Bandung, dan Medan pada Oktober 2025, Fase III pada Oktober 2025, dan pemenuhan kebutuhan awak kabin haji pada Desember 2025. Dari hasil rekrutmen yang dijalankan, didapatkan sejumlah 562 Awak Kabin Initial telah direkrut dan mengikuti pelatihan *in-class training* dan *in-flight training*.

EMPLOYEE RECRUITMENT AND TURNOVER

In 2025, the Company aimed to meet its business needs and maintain its position as a profitable enterprise. In response to the post-COVID-19 global pandemic environment, and in line with the Company's growth and production plans, the Company is recruiting cabin crew for scheduled airline services as well as for Hajj flights.

The Company is committed to conducting recruitment transparently and providing equal opportunities to applicants regardless of gender as well as ethnicity, religion, race, and inter-group differences (SARA). Several initiatives have been implemented, including the use of IT as a tool for the selection process of new employees, the evaluation of the assessment tools used, and ensuring that internal assessors possess the necessary qualifications and professionalism. The recruitment process is conducted transparently and independently through the Company's career website at <http://career.garuda-indonesia.com> & Corporate Information, and the Company also actively prevents recruitment scams perpetrated in the name of Garuda Indonesia by sharing the "Beware of Scams" infographic via social media platforms such as Instagram (@garuda.indonesia), Facebook (Garuda Indonesia), and LinkedIn (Garuda Indonesia).

In addition to its internal recruitment efforts, the internship program is part of the Company's commitment to the community to provide students and recent graduates with opportunities to build their skills, expand their knowledge, and gain real-world work experience. The Company actively participates in the National Internship Program (Maganghub) organized by the Ministry of Manpower of the Republic of Indonesia, as well as Garuda Indonesia's regular internship programs. With the advancement of technology, the demand for outstanding, skilled, and competent human capital continues to rise. Therefore, to address the need for human capital, the Company conducts recruitment for ground staff through the Management Development Program (MDP). The Company is committed to conducting recruitment transparently and providing equal opportunities to applicants regardless of gender and ethnicity, religion, race, and inter-group differences (SARA). The recruitment process is conducted in accordance with the Human Capital Policy Manual, Edition 9, Amendment 0, dated May 21, 2024.

In 2025, active recruitment efforts focused on meeting the workforce requirements for flight crew. Throughout 2025, recruitment was conducted seven times, including Phase I in February 2025, Phase II in July 2025, roadshows in Bali, Bandung, and Medan in October 2025, Phase III in October 2025, and the fulfillment of cabin crew needs for the Hajj season in December 2025. As a result of these recruitment efforts, a total of 562 new cabin crew members were recruited and underwent in-class and in-flight training.

Rekrutmen Karyawan Baru Berdasarkan Kelompok Usia New Employee Recruitment by Age Group

(Dalam Orang)
(In People)

Kelompok Usia Age Group	2025	2024	2023
18-20 tahun 18-20 years old	0	0	0
21-30 tahun 21-30 years old	537	229	113

Rekrutmen Karyawan Baru Berdasarkan Kelompok Usia

New Employee Recruitment by Age Group

(Dalam Orang)
(In People)

Kelompok Usia Age Group	2025	2024	2023
31-40 tahun 31-40 years old	12	55	0
41-50 tahun 41-50 years old	2	10	0
>50 tahun >50 years old	11	8	2
Total	562	302	115

Komposisi Karyawan Baru Berdasarkan Jenis Kelamin

Composition of New Employees by Gender

(Dalam Orang)
(In People)

Uraian Description	2025	2024	2023
Pria Male	171	125	43
Wanita Female	391	177	72
Total	562	302	115

Rekrutmen Karyawan Baru Berdasarkan Wilayah Kerja

New Employee Recruitment by Work Region

(Dalam Orang)
(In People)

Wilayah Work Area	2025	2024	2023
Jakarta (Kantor Pusat) Jakarta (Head Office)	561	302	115
Di Luar Jakarta Outside Jakarta	1	0	0
Total	562	302	115

Karyawan yang berhenti bekerja merupakan hal yang wajar dalam dinamika sebuah perusahaan, namun tetap menjadi tantangan bagi organisasi. Keputusan seorang karyawan untuk mengundurkan diri dapat dipengaruhi oleh berbagai faktor, mulai dari alasan pribadi, perubahan karier, hingga ketidakpuasan terhadap kondisi kerja. Pada tahun 2025, terdapat 203 orang karyawan berhenti bekerja.

Employee turnover is a natural part of a company's dynamics, yet it remains a challenge for organizations. An employee's decision to resign can be influenced by various factors, ranging from personal reasons and career changes to dissatisfaction with working conditions. In 2025, a total of 203 employees left the company.

Komposisi Karyawan Berhenti Bekerja Berdasarkan Kelompok Usia

Composition of Employees Leaving the Company Based on Age Group

(Dalam Orang)
(In People)

Kelompok Usia Age Group	2025	2024	2023
18-20 tahun 18-20 years old	0	0	0
21-30 tahun 21-30 years old	33	57	36
31-40 tahun 31-40 years old	41	86	58

Komposisi Karyawan Berhenti Bekerja Berdasarkan Kelompok Usia

Composition of Employees Leaving the Company Based on Age Group

(Dalam Orang)
(In People)

Kelompok Usia Age Group	2025	2024	2023
41-50 tahun 41-50 years old	9	22	23
>50 tahun >50 years old	120	114	73
Total	203	279	190

Komposisi Karyawan Berhenti Bekerja Berdasarkan Jenis Kelamin

Composition of Employees Leaving the Company by Gender

(Dalam Orang)
(In People)

Uraian Description	2025	2024	2023
Pria Male	120	133	96
Wanita Female	83	146	94
Total	203	279	190

Komposisi Karyawan Berhenti Bekerja Berdasarkan Wilayah Kerja

Composition of Employees Leaving the Company by Work Region

(Dalam Orang)
(In People)

Wilayah Work Area	2025	2024	2023
Jakarta (Kantor Pusat) Jakarta (Head Office)	181	223	20
Di Luar Jakarta Outside Jakarta	22	56	170
Total	203	279	190

Berbagai alasan karyawan karyawan meninggalkan Perseroan di antaranya sebagai berikut.

Various reasons why employees leave the Company include the following.

Tabel Penyebab Karyawan Meninggalkan Perseroan dan Tingkat Turnover

Table of Reasons Employees Leave the Company and Turnover Rates

(Dalam Orang)
(In People)

Penyebab Reason	2025	2024	2023
Pensiun Retirement	104	87	42
Pensiun Dini Early Retirement	6	55	89
Meninggal Death	9	1	5
Mengundurkan Diri Resignation	46	14	13
Diberhentikan Dismissal	38	122	41

Tabel Penyebab Karyawan Meninggalkan Perseroan dan Tingkat Turnover

Table of Reasons Employees Leave the Company and Turnover Rates

(Dalam Orang)
(In People)

Penyebab Reason	2025	2024	2023
Jumlah karyawan meninggalkan Perseroan (mengundurkan diri dan alasan lainnya) Number of employees leaving the Company (resignation and other reasons)	203	279	42
Jumlah karyawan awal tahun Number of employees at the start of the year	4.535	4502	4.459
Jumlah karyawan akhir tahun Number of employees at the end of the year	5.154	4413	4.401
(Jumlah karyawan awal tahun + akhir tahun) x 1/2 (Number of employees at the start of the year + at the end of the year) x 1/2	4.844	4458	4.430
Tingkat Turnover Turnover Rate	4%	6%	4%

Tabel Turnover Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Usia

Table of Employee Turnover Due to Resignation by Age

Keterangan Description	2025	2024	2023
18-20 tahun 18-20 years old	0,0%	0	0
21-30 tahun 21-30 years old	10,8%	6%	4%
31-40 tahun 31-40 years old	11,3%	4%	3%
41-50 tahun 41-50 years old	0,0%	4%	4%
>50 tahun >50 years old	0,5%	16%	10%

Tabel Turnover Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Jenis Kelamin

Table of Employee Turnover Due to Resignation by Gender

Keterangan Description	2025	2024	2023
Pria Male	10%	6%	4%
Wanita Female	12%	7%	4%

Tabel Turnover Karyawan yang Berhenti Bekerja Karena Mengundurkan Diri Berdasarkan Wilayah Kerja

Table of Employee Turnover Due to Resignation by Work Region

Keterangan Description	2025	2024	2023
Jakarta (Kantor Pusat) Jakarta (Head Office)	21%	5%	4%
Di Luar Jakarta Outside Jakarta	2%	34%	15%

PELATIHAN DAN PENGEMBANGAN KOMPETENSI

[OJK F.22]

Sebagai perusahaan penerbangan nasional yang terus berkembang, Garuda Indonesia menghadapi berbagai tantangan untuk mempertahankan posisinya sebagai pemimpin pasar dalam industri penerbangan yang sangat dinamis dan kompetitif.

TRAINING AND COMPETENCY DEVELOPMENT [OJK

F.22]

As a continuously growing national airline, Garuda Indonesia faces various challenges in maintaining its position as a market leader in the highly dynamic and competitive aviation industry. To ensure operational sustainability and the company's long-

Untuk memastikan keberlanjutan operasional serta keberhasilan perusahaan dalam jangka panjang, Garuda Indonesia menyadari bahwa pengelolaan sumber daya manusia (SDM) yang berkualitas dan memiliki kompetensi yang sesuai dengan perkembangan zaman merupakan faktor yang sangat penting. Oleh karena itu, perusahaan meluncurkan program pengembangan kompetensi yang bertujuan untuk meningkatkan kualitas SDM yang dimiliki, sejalan dengan perubahan yang berlangsung cepat dalam perkembangan teknologi, kebijakan di industri penerbangan, serta meningkatnya harapan pelanggan terhadap kualitas layanan yang diberikan. Sebagai bagian dari upaya mewujudkan visi perusahaan untuk menjadi maskapai penerbangan yang terdepan, Garuda Indonesia juga berkomitmen untuk menciptakan lingkungan kerja yang mendukung pengembangan kemampuan dan keterampilan karyawan secara berkelanjutan, baik dalam aspek teknis maupun non-teknis. Pengembangan tersebut mencakup berbagai kompetensi penting seperti kemampuan manajerial, kepemimpinan, komunikasi yang efektif, serta keterampilan teknis yang secara khusus dibutuhkan dalam industri penerbangan, sehingga para karyawan diharapkan mampu beradaptasi dengan perubahan yang terjadi dan memberikan kontribusi optimal bagi kemajuan perusahaan.

Dalam memberikan program pengembangan kompetensi, Garuda Indonesia menjunjung tinggi prinsip kesetaraan dengan memastikan bahwa setiap pegawai, tanpa memandang latar belakang, posisi, atau gender, memiliki kesempatan yang sama untuk mengikuti pelatihan dan pengembangan yang dapat meningkatkan keterampilan serta kemampuan pegawai. Pengelolaan program pelatihan dibagi menjadi 8 (delapan) kategori, yaitu *Pilot Training Flight Attendant Training, Flight Operation Officer dan Ground Operational Support Training, Sales and Marketing Training, Maintenance and Engineering Training, Ground Service Training, Cargo Training, Leadership Training, dan General Training*.

Perseroan telah melakukan program pengembangan kompetensi di tahun 2025, terkait *leadership* (struktural level), *culture* (termasuk *diversity*), *compliance* (semua pegawai), *data protection* (Semua pegawai), dan *inclusivity* (*women development*). Pada tahun 2025, Perseroan telah menyelenggarakan 4.194 pelatihan yang diikuti 22.157 peserta dari Internal perusahaan. Berikut adalah informasi *detail* tentang Program *training* dari yaitu:

term success, Garuda Indonesia recognizes that managing a high-quality workforce with competencies aligned with the times is a critical factor. Therefore, the company has launched a competency development program aimed at enhancing the quality of its human capital in line with rapid changes in technological advancements, aviation industry policies, and rising customer expectations regarding the quality of service provided. As part of its efforts to realize the company's vision of becoming a leading airline, Garuda Indonesia is also committed to creating a work environment that supports the continuous development of employees' capabilities and skills, both in technical and non-technical aspects. This development encompasses various key competencies such as managerial skills, leadership, effective communication, and technical skills specifically required in the aviation industry, so that employees are expected to adapt to changes and make optimal contributions to the company's progress.

In delivering competency development programs, Garuda Indonesia upholds the principle of equality by ensuring that every employee, regardless of background, position, or gender, has equal opportunities to participate in training and development that can enhance their skills and capabilities. Training program management is divided into 8 (eight) categories: Pilot Training, Flight Attendant Training, Flight Operations Officer and Ground Operational Support Training, Sales and Marketing Training, Maintenance and Engineering Training, Ground-Service Training, Cargo Training, Leadership Training, and General Training.

The Company has implemented competency development programs in 2025, such as leadership (structural level), culture (including diversity), compliance (all employees), data protection (all employees), and inclusivity (women's development). In 2025, the Company conducted 4,194 training sessions attended by 22,157 participants from within the company. The following is detailed information about the training programs:

Tabel Realisasi Program Pengembangan Kompetensi Tahun 2025
Table of Competency Development Program Implementation in 2025

Nama Pelatihan Training Name	Realisasi 2025 2025 Realization			Tempat Pelatihan Training Place	Penyelenggara Organizer
	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	Jumlah Jam Pelatihan Total Training Hours		
Pilot	2.257	8.233	111.463	GITC Boeing (SIN) CAE (SIN) ANA (HND)	Internal
Flight Attendant	715	9.877	488.070	GITC	Internal
FOO & Ground Support	696	1.026	23.427	GITC	Internal
Maintenance and Engineering	28	408	7.304	GITC GMF	Internal

Tabel Realisasi Program Pengembangan Kompetensi Tahun 2025

Table of Competency Development Program Implementation in 2025

Nama Pelatihan Training Name	Realisasi 2025 2025 Realization			Tempat Pelatihan Training Place	Penyelenggara Organizer
	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	Jumlah Jam Pelatihan Total Training Hours		
Airline Business	353	1.620	18.219	GITC Terminal Cargo	Internal
Management and Development Training	145	993	30.419	GITC	Internal
TOTAL	4.194	22.157	678.902		

Tabel Realisasi Program Pengembangan Kompetensi Tahun 2024

Table of Competency Development Program Realization in 2024

Nama Pelatihan Training Name	Realisasi 2024 2024 Realization			Tempat Pelatihan Training Place	Penyelenggara Organizer
	Jumlah Pelatihan Total Training	Jumlah Peserta Total Participants	Jumlah Jam Pelatihan Total Training Hours		
Pilot	2.166	10.322	98.758	GITC Boeing (SIN) CAE (SIN) ANA (HND)	Internal
Flight Attendant	596	7.761	240.813	GITC	Internal
FOO & Ground Support	160	917	16.054	GITC	Internal
Maintenance and Engineering	38	393	7.736	GITC GMF	Internal
Airline Business	136	863	10.412	GITC Terminal Cargo	Internal
Management and Development Training	116	1142	28.605	GITC	Internal
TOTAL	3.212	21.398	402.378		

Tabel Perkembangan Jumlah Peserta Pengembangan Kompetensi

Table of Competency Development Program Realization in 2024

Keterangan Description	2025	2024	2023
Peserta Pelatihan (orang) Training Participants (people)	22.157	21.398	21.415

Selama tahun 2025, jumlah peserta yang memperoleh pelatihan adalah 22.157 orang dengan jumlah jam pelatihan 678.902 jam. Rata-rata jam pelatihan setiap karyawan adalah 20 jam per karyawan. Perseroan telah mengikutsertakan seluruh karyawan (100%) dalam pelatihan dan pengembangan kompetensi.

During 2025, the number of employees who received training was 22,157 people with a total of 678,902 training hours. The average training hours per employee were 20 hours per employees. The Company has involved all employees (100%) in training and competency development.

Tabel Rata-Rata Jam Pelatihan Pegawai [OJK F.22]

Table of Average Employee Training Hours [OJK F.22]

Uraian Description	Jumlah Karyawan yang Memperoleh Pelatihan (Orang) Number of Employees Receiving Training (People)			Jam Pelatihan (Jam) Training Hours (Hours)			Rata-rata Jam Pelatihan Setiap Karyawan (Jam/Orang) Average Training Hours Per Employee (Hours/Person)		
	2025	2024	2023	2025	2024	2023	2025	2024	2023
Keseluruhan Overall	22.157	21.398	21.415	678.902	402.378	332.981	20	19	16

Berdasarkan Jenis Kelamin
Based on Gender

Tabel Rata-Rata Jam Pelatihan Pegawai [OJK F.22]
Table of Average Employee Training Hours [OJK F.22]

Uraian Description	Jumlah Karyawan yang Memperoleh Pelatihan (Orang) Number of Employees Receiving Training (People)			Jam Pelatihan (Jam) Training Hours (Hours)			Rata-rata Jam Pelatihan Setiap Karyawan (Jam/Orang) Average Training Hours Per Employee (Hours/Person)		
	2025	2024	2023	2025	2024	2023	2025	2024	2023
Pria Male	12.173	14.052	11.109	245.242	180.380	146.255	11	13	13
Wanita Female	9.984	7.346	10.306	433.660	221.998	186.726	14	30	18
Berdasarkan Kategori Jabatan Based on Position Category									
Vice President	100	194	102	1.099	2.662	998	11	14	10
Senior Manager	341	621	339	4.636	9.735	4.440	14	16	13
Manager	791	1.617	2.529	13.955	26.015	32.103	18	16	13
Duty Manager/ Supervisor	4	9	134	16	206	1.697	4	23	13
Staff	1.854	18.957	18.311	52.688	363.760	293.743	28	19	16

Untuk menunjang peningkatan karir pegawai, Perseroan telah melakukan pelatihan-pelatihan sebagai berikut.

To support employee career advancement, the Company has conducted the following training programs

Pelatihan Program Bantuan Peralihan Tahun 2025
2025 Transition Assistance Program Training

Materi Pelatihan Training Materials	Tujuan Objectives	Waktu dan Tempat Date and Location	Jumlah Peserta Number of Participants
Basic Leadership for Junior Officer Batch 1	Membekali para Department Head Perusahaan dengan: A. <i>Leadership Foundation</i> Memahami dasar-dasar kepemimpinan serta memperoleh wawasan langsung dari pimpinan untuk memperkuat peran sebagai pemimpin. B. <i>Personal Capacity</i> Meningkatkan kemampuan dalam menyelesaikan masalah serta mengelola waktu secara efektif untuk mendukung produktivitas. C. <i>Giving Assignment</i> Menguasai cara memberikan tugas secara tepat dan menyelenggarakan rapat yang efisien serta berorientasi pada hasil. D. <i>Developing Others</i> Mengembangkan keterampilan membimbing dan melatih orang lain guna mendukung pertumbuhan individu dan tim. E. <i>Interpersonal Skills</i> Membangun hubungan kerja yang positif dan meningkatkan citra diri sebagai pemimpin melalui penampilan dan sikap yang profesional	15-17 Jan 25 – GITC January 15-17, 2025 – GITC	20
Basic Leadership for Junior Officer Batch 2	Equipping the Company's Department Heads with: A. <i>Leadership Foundation</i> Understanding the fundamentals of leadership and gaining direct insights from senior leaders to strengthen their role as leaders. B. <i>Personal Capacity</i> Improving problem-solving skills and effectively managing time to support productivity. C. <i>Delegating Tasks</i> Mastering how to assign tasks appropriately and conduct efficient, results-oriented meetings. D. <i>Developing Others</i> Developing skills in mentoring and coaching others to support individual and team growth. E. <i>Interpersonal Skills</i> Building positive working relationships and enhancing one's image as a leader through professional appearance and demeanor	29 – 31 Okt 25 – GITC October 29-31, 2025 – GITC	19

Pelatihan Program Bantuan Peralihan Tahun 2025

2025 Transition Assistance Program Training

Materi Pelatihan Training Materials	Tujuan Objectives	Waktu dan Tempat Date and Location	Jumlah Peserta Number of Participants
Garuda Emerging Leadership Program Batch	Membekali para Division Head Perusahaan dengan: 1. Memberikan pemahaman dan keterampilan memimpin dan membangun kinerja terbaik dalam organisasi 2. Memberikan keterampilan cara mengelola orang dan organisasi secara tepat dan adaptif 3. Memberikan pemahaman tentang pentingnya inovasi dalam menghadapi bisnis yang semakin dinamis 4. Memberikan pemahaman pengetahuan dan keterampilan kepada para pemimpin dalam hal pemecahan masalah yang kreatif dan pengambilan keputusan yang tepat dengan berbagai teknik dan pendekatan 5. Memberikan pengetahuan dan keterampilan praktis untuk dapat mengembangkan kemampuan berpikir secara kritis dalam merumuskan masalah, menemukan akar permasalahan, hingga menghasilkan alternatif solusi dan memilih solusi terbaik untuk dilakukan Equipping the Company's Division Heads with: 1. Providing understanding and skills to lead and build optimal performance within the organization 2. Providing skills for managing people and organizations effectively and adaptively 3. Providing an understanding of the importance of innovation in dealing with an increasingly dynamic business environment 4. Providing leaders with the knowledge and skills for creative problem-solving and sound decision-making using various techniques and approaches 5. Providing practical knowledge and skills to develop critical thinking abilities in formulating problems, identifying root causes, generating alternative solutions, and selecting the best solution to implement	22 – 24 Jan 25 GITC January 22–24, 2025 – GITC	21

Perseroan juga memberikan program pelatihan prapensiun kepada karyawan yang akan memasuki masa prapensiun. Pelatihan ini bertujuan untuk menyiapkan pegawai yang akan memasuki masa pensiun sehingga pada saat pensiun memiliki pola pikir dan konsep untuk membuka usaha secara mandiri dan tetap sejahtera. Namun sejak pasca pandemi program ini dihentikan sementara hingga pemberitahuan selanjutnya.

The Company also provides pre-retirement training programs to employees approaching retirement. This training aims to prepare employees for retirement so that upon retirement, they possess the mindset and concepts needed to start their own businesses and maintain their well-being. However, following the pandemic, this program has been temporarily suspended until further notice.

Dalam upaya pencapaian kinerja Perseroan, program pengembangan karier dilandasi prinsip *equality* dan *fairness* dengan tetap memperhatikan kinerja atau pemenuhan KPI pegawai, tingkat pendidikan, serta kompetensi tiap individu. Seluruh pegawai didukung untuk seluruh memberikan kinerja terbaiknya agar dapat menduduki posisi yang lebih tinggi. Segala bentuk pengembangan yang dilakukan oleh pegawai direncanakan, dimonitor, dan dievaluasi menggunakan *Individual Development Plan* (IDP). Bentuk pengembangan SDM dapat disesuaikan dengan kebutuhan pengembangan pegawai melalui *coaching* dan mentoring antara atasan dan subordinat, *challenging assignment*, maupun *practical knowledge training*. Kebutuhan pengembangan pegawai dilakukan berdasarkan kompetensi/persyaratan jabatan, aspirasi pegawai yang telah divalidasi oleh atasan dan yang utama didasarkan pada prioritas dan kebutuhan Perseroan.

In pursuit of the Company's performance goals, career development programs are based on the principles of equality and fairness, while taking into account employee performance or KPI fulfillment, educational background, and individual competencies. All employees are encouraged to give their best performance so they can advance to higher positions. All forms of employee development are planned, monitored, and evaluated using an Individual Development Plan (IDP). Forms of human capital development are tailored to employee development needs through coaching and mentoring between supervisors and subordinates, challenging assignments, and practical knowledge training. Employee development needs are determined based on job competencies/requirements, employee aspirations validated by supervisors, and primarily based on the Company's priorities and needs.

Guna mendukung transformasi bisnis dan/atau restrukturisasi dan revitalisasi/peningkatan skala usaha yang semakin mendesak, serta sebagai salah satu bentuk *experiential learning* dalam pengembangan pegawai adalah mengikuti program *Talent Mobility*. Tahun 2025, Perseroan telah melaksanakan Program *Talent Mobility* tercatat terdapat 252 pegawai dari level Junior Officer sampai dengan level Senior Officer yang mengikuti program dimaksud, yang dilakukan baik dalam Group Perseroan, Kementerian BUMN, Intra Klaster maupun lintas klaster BUMN.

To support the increasingly urgent business transformation and/or restructuring and revitalization/scaling up of operations, as well as serving as a form of experiential learning in employee development, the Company implements the Talent Mobility Program. In 2025, the Company implemented the Talent Mobility Program, with 252 employees from Junior Officer to Senior Officer levels participating in the program, which was conducted within the Company's Group, the Ministry of State-Owned Enterprises, intra-cluster, and across SOE clusters.

Perseroan juga memetakan kandidat suksesor untuk posisi struktural di masing-masing direktorat untuk melihat tingkat kesiapan dan kebutuhan pengembangan dari kandidat suksesor. Pemetaan dari Perencanaan Sukseksi ini juga memudahkan untuk melihat posisi-posisi yang memiliki dampak langsung kepada kelangsungan bisnis Perseroan ataupun posisi dengan kualifikasi khusus yang memerlukan waktu lama untuk menyiapkan kandidat suksesor. Baik melalui asesmen maupun perencanaan suksesi tercatat 130 orang yang mengalami promosi jabatan.

Pada tahun 2025, telah dilakukan proses asesmen kompetensi untuk melihat kesesuaian kompetensi pegawai tersebut terhadap posisi yang akan dituju. Pelaksanaan asesmen kompetensi internal naik sebesar 6,5% dengan total peserta sejumlah 246 pegawai. Selain kegiatan *assessment* internal, untuk mengisi posisi lowong di jajaran Direksi Entitas Anak, telah dilaksanakan *fit and proper test* dan asesmen dengan standar yang ditetapkan oleh Kementerian BUMN kepada kandidat internal dan eksternal Perseroan.

The Company also maps out successor candidates for structural positions within each directorate to assess their readiness levels and development needs. This Succession Planning mapping also facilitates the identification of positions that have a direct impact on the Company's business continuity or positions requiring specialized qualifications that necessitate a lengthy preparation period for successor candidates. Through both assessments and succession planning, 130 individuals were promoted.

In 2025, a competency assessment process was conducted to evaluate the alignment of employees' competencies with the positions to which they were being promoted. The implementation of internal competency assessments increased by 6.5%, with a total of 246 employees participating. In addition to internal assessment activities, to fill vacant positions on the Boards of Directors of Subsidiary Entities, fit and proper tests and assessments were conducted in accordance with standards set by the Ministry of State-Owned Enterprises for both internal and external candidates of the Company.

Tabel Tinjauan Rutin Pegawai Tetap dan Jenjang Karier
Table of Regular Reviews of Permanent Employees and Career Paths

Tahun Year	Jumlah Pegawai yang Mendapatkan Peninjauan Number of Employees Receiving Reviews	Hasil Penilaian dan Relevansi Pengembangan Karier Assessment Results and Career Development Relevance		
		Promosi Promotions	Mutasi/Rotasi Transfer/Rotation	Demosi Demotion
2025	4.014 (100% dari total karyawan tetap) 4,014 (100% of total permanent employees)	235	3.779	-
2024	4.107 (100% dari total karyawan tetap) 4,107 (100% of total permanent employees)	523	3.575	-
2023	4.161 (100% dari total karyawan tetap) 4,161 (100% of total permanent employees)	194	718	-

KEBEBASAN BERSERIKAT [GRI 2-30, TR-AL-310a.1, TR-AL-310a.2]

Perseroan senantiasa membangun hubungan industrial yang harmonis. Hubungan industrial yang harmonis antara perusahaan dengan pegawai merupakan faktor penting untuk terselenggaranya operasional usaha yang berkelanjutan. Perseroan senantiasa menjamin hak kebebasan berserikat seluruh pegawai di seluruh wilayah operasional. Sesuai dengan Undang-Undang No.13 Tahun 2003 tentang Ketenagakerjaan, serta Keputusan Menteri Tenaga Kerja dan Transmigrasi No. Kep 255/Men/2003 tentang Tatacara Pembentukan dan Susunan Keanggotaan LKS Bipartit, Garuda Indonesia telah memiliki Perjanjian Kerja Bersama (PKB) yang disusun manajemen bersama dengan Serikat Pekerja. Dalam hal ini, Perseroan menyampaikan bahwa 100% karyawan telah tercakup dalam Perjanjian Kerja Bersama (PKB) yang berlaku. Cakupan penuh ini mencerminkan komitmen Perseroan dalam memastikan seluruh hubungan kerja diatur secara transparan, adil, dan selaras dengan ketentuan peraturan perundang-undangan yang berlaku.

Pengelolaan hubungan industrial dilakukan Perseroan dengan berkomitmen menjalankan ketentuan-ketentuan dalam Perjanjian Kerja Bersama (PKB) periode 2018-2020 beserta perpanjangannya agar tetap diimplementasikan dengan baik dengan berkoordinasi bersama Serikat Pekerja sampai dengan

FREEDOM OF ASSOCIATION [GRI 2-30, TR-AL-310a.1, TR-AL-310a.2]

The Company consistently fosters harmonious industrial relations. Harmonious industrial relations between the company and its employees are a key factor in ensuring sustainable business operations. The Company consistently guarantees the right to freedom of association for all employees across all operational regions. In accordance with Law No. 13 of 2003 on Manpower, as well as the Decree of the Minister of Manpower and Transmigration No. Kep 255/Men/2003 on Procedures for the Formation and Composition of Membership of the Bipartite Labor Relations Committee (LKS Bipartit), Garuda Indonesia has a Collective Labor Agreement (CLA) drafted by management in collaboration with the Labor Union. In this regard, the Company states that 100% of its employees are covered by the current Collective Labor Agreement (PKB). This full coverage reflects the Company's commitment to ensuring that all employment relationships are managed transparently, fairly, and in accordance with applicable laws and regulations.

The Company manages industrial relations by committing to implement the provisions of the Collective Labor Agreement (CLA) for the 2018-2020 period and its extensions to ensure they are properly implemented in coordination with the Labor Union until the latest CLA is established, as the Company is

PKB terbaru ditetapkan mengingat hingga saat ini Perseroan masih dalam proses perundingan pembaharuan PKB bersama Serikat Pekerja. Perseroan membuka ruang komunikasi baik kepada Serikat Pekerja maupun pekerja sebagai sarana untuk menyampaikan hak, kewajiban, keluhan-kesah, dan ide-ide yang bertujuan untuk menciptakan suasana hubungan kerja yang harmonis antara pekerja dan manajemen Perseroan. Perseroan secara aktif melakukan upaya-upaya dalam rangka penyelesaian setiap perselisihan industrial dengan mengacu kepada PKB dan Undang-undang yang berlaku.

Seiring dengan kebijakan manajemen untuk tetap menjaga komunikasi antara manajemen dan pekerja, Perseroan tetap meningkatkan intensitas komunikasi dengan serikat pekerja, termasuk dengan pekerja secara langsung sebagai sarana untuk menyampaikan hak, kewajiban, keluhan kesah, termasuk ide-ide dari pegawai yang bertujuan untuk menciptakan hubungan kerja yang harmonis serta tercapainya tujuan Perseroan. Berkaca pada berbagai kegiatan antara manajemen dan serikat pekerja di atas membuktikan bahwa Garuda Indonesia menjamin kebebasan karyawannya untuk berserikat, sebagaimana diatur dalam Undang-Undang Republik Indonesia Nomor 21 Tahun 2000 tentang Serikat Pekerja/Serikat Buruh, Undang-Undang Republik Indonesia Nomor 13 Tahun 2003 tentang Ketenagakerjaan, serta Konvensi ILO No.: 87/1948 tentang Kebebasan Berserikat dan Perlindungan atas Hak Berorganisasi (*Freedom of Association and Protection of Right to Organize*). Selama tahun 2025, tidak terdapat penghentian kerja (pemogokan kerja) yang dilakukan oleh pegawai. Dengan demikian, tidak terdapat hari kerja yang hilang akibat aksi mogok selama periode tersebut.

TENAGA KERJA ANAK DAN TENAGA KERJA PAKSA [OJK F.19]

Garuda Indonesia berkomitmen untuk mendukung penuh penghapusan pekerja anak dan praktik kerja paksa. Upaya nyata untuk mengukuhkan dukungan tersebut adalah Perseroan memiliki kebijakan yang jelas tentang usia minimal karyawan maupun jam kerja karyawan. Usia minimal karyawan adalah 18 tahun, sedangkan jam kerja yang disepakati adalah 8 (delapan) jam 1 (satu) hari dan 40 (empat puluh) jam 1 (satu) minggu untuk 5 (five) hari kerja dalam 1 (satu) minggu, sesuai dengan pasal 77 Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan.

Selain itu, Garuda Indonesia juga memberlakukan sistem sistem kerja bergiliran (*shift work*), yang pengaturannya disesuaikan dengan kondisi lapangan pekerjaan pada beberapa unit kerja dan level karyawan tertentu. Dengan pengaturan tersebut, apabila terdapat kelebihan waktu kerja, hal itu akan diperhitungkan sebagai kerja lembur yang besaran kompensasinya telah ditetapkan Perseroan sehingga tidak merugikan karyawan. Tak hanya itu, Garuda Indonesia juga memberikan kesempatan kepada karyawan untuk beristirahat pada jam-jam tertentu.

Penetapan batasan yang jelas tentang usia dan jam kerja karyawan merupakan implementasi undang-undang ketenagakerjaan dan beberapa regulasi yang lain, seperti Undang-Undang Republik Indonesia No. 20 Tahun 1999 tentang Pengesahan ILO Convention No. 138 Concerning Minimum Age for Admission to Employment (Konvensi ILO Mengenai Usia Minimum untuk Diperbolehkan Bekerja), dan Undang-Undang Republik Indonesia No. 1 Tahun 2000 tentang Pengesahan ILO Convention No. 182 Concerning

currently still in the process of negotiating the renewal of the CLA with the Labor Union. The Company maintains open channels of communication with both the Labor Union and employees as a means for conveying rights, obligations, grievances, and ideas aimed at fostering a harmonious working relationship between employees and Company management. The Company actively undertakes efforts to resolve any industrial disputes in accordance with the CLA and applicable laws.

In line with management's policy to maintain communication between management and employees, the Company continues to enhance the intensity of communication with the labor union, including direct communication with employees, as a means for employees to express their rights, obligations, grievances, and ideas aimed at fostering harmonious labor relations and achieving the Company's objectives. Reflecting on the various activities between management and labor unions as described above demonstrates that Garuda Indonesia guarantees its employees' freedom of association, as stipulated in Law of the Republic of Indonesia No. 21 of 2000 on Labor Unions, Law of the Republic of Indonesia No. 13 of 2003 on Manpower, and ILO Convention No. 87/1948 on Freedom of Association and Protection of the Right to Organize. During 2025, there were no work strikes by employees. Consequently, no workdays were lost due to strikes during that period.

CHILD LABOR AND FORCED LABOR [OJK F.19]

Garuda Indonesia is fully committed to supporting the elimination of child labor and forced labor practices. A concrete effort to reinforce this commitment is that the Company has clear policies regarding the minimum age of employees and their working hours. The minimum age for employees is 18 years, while the agreed working hours are 8 (eight) hours per day and 40 (forty) hours per week for a 5 (five)-day workweek, in accordance with Article 77 of Law No. 13 of 2003 on Manpower.

Additionally, Garuda Indonesia implements a shift work system, the arrangements for which are tailored to the operational conditions of specific work units and employee levels. Under these arrangements, any excess working hours are counted as overtime, and the compensation rates have been established by the Company to ensure employees are not disadvantaged. Furthermore, Garuda Indonesia provides employees with opportunities to rest during specific hours.

The establishment of clear limits on the age and working hours of employees constitutes the implementation of labor laws and several other regulations, such as Law of the Republic of Indonesia No. 20 of 1999 on the Ratification of ILO Convention No. 138 Concerning the Minimum Age for Admission to Employment, and the Law of the Republic of Indonesia No. 1 of 2000 on the Ratification of ILO Convention No. 182 Concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of

The Prohibition And Immediate Action for The Elimination of The Worst Forms of Child Labour (Konvensi ILO No. 182 mengenai Pelarangan dan Tindakan Segera Penghapusan Bentuk-Bentuk Pekerjaan Terburuk untuk Anak). Adapun kebijakan tentang jam kerja yang jelas, termasuk pengaturan tentang lembur sehingga tidak terjadi kerja paksa, sejalan dengan Undang-Undang Republik Indonesia No. 19 Tahun 1999 tentang Pengesahan ILO Convention No. 105 Concerning The Abolition of Forced Labour (Konvensi ILO Mengenai Penghapusan Kerja Paksa).

UPAH MINIMUM REGIONAL [OJK F.20]

Jumlah dan besaran remunerasi Perseroan ditentukan berdasarkan prinsip keadilan internal (*internal equity*) dan daya saing (*external competitiveness*) dengan mempertimbangkan posisi jabatan, kompetensi, tingkat tanggung jawab, serta akuntabilitas masing-masing pegawai. Penetapan remunerasi dilakukan berdasarkan kriteria yang objektif, terukur, dan transparan, serta disesuaikan dengan kemampuan keuangan dan posisi Perseroan di pasar tenaga kerja.

Struktur penggajian di Perseroan dikelompokkan berdasarkan kategori profesi, yaitu penerbang, awak kabin, dan pegawai darat (*ground staff*) yang mencakup unit *Head Office* dan *Branch Office* (HOB). Komponen remunerasi terdiri atas *fixed pay* dan *variable pay* sesuai dengan ketentuan yang berlaku.

Peninjauan dan penyesuaian penggajian bagi seluruh pegawai dilakukan secara berkala berdasarkan ketentuan dalam Perjanjian Kerja Bersama (PKB) dengan memperhatikan tingkat inflasi, kemampuan finansial Perseroan dan pencapaian kinerja individu dan Perusahaan.

Strategi remunerasi Perseroan disusun dengan mengacu pada prinsip MMC (*Market, Meritocracy, dan Company Capability*), yaitu:

1. *Market*, dengan memperhatikan standar remunerasi yang berlaku di industri dan pasar tenaga kerja;
2. *Meritocracy*, dengan mengaitkan remunerasi pada kinerja, kontribusi, dan produktivitas pegawai;
3. *Company Capability*, dengan mempertimbangkan keberlanjutan dan kemampuan keuangan Perseroan, baik pada tahun berjalan maupun proyeksi masa mendatang.

Perseroan memberikan penghargaan kepada Pegawai yang telah berkontribusi dan memberikan loyalitas selama masa kerja tertentu yaitu untuk masa kerja 10 tahun, 20 tahun, 30 tahun, dan 35 tahun sesuai dengan ketentuan yang berlaku.

Pada tahun 2025, Perseroan berkomitmen untuk terus mengoptimalkan kinerja pegawai melalui penerapan kebijakan remunerasi yang kompetitif dan berkeadilan, meliputi besaran gaji pokok, tunjangan, FATA (*Flight Allowance & Travel Allowance*), fasilitas perangkat kerja, fasilitas Kesehatan, dan *benefit* lainnya dengan tetap memperhatikan prinsip kehati-hatian, tata kelola perusahaan yang baik (*Good Corporate Governance*), dan keberlanjutan usaha.

Berkaitan dengan kebijakan remunerasi, Garuda Indonesia juga telah menerapkan standar penggajian berdasarkan pemeringkatan pegawai dan jenjang jabatan. Untuk memberikan remunerasi yang kompetitif, Garuda Indonesia

Child Labor. Furthermore, clear policies regarding working hours, including regulations on overtime to prevent forced labor, are in line with Law of the Republic of Indonesia No. 19 of 1999 on the Ratification of ILO Convention No. 105 Concerning the Abolition of Forced Labor.

REGIONAL MINIMUM WAGE [OJK F.20]

The amount and level of the Company's remuneration are determined based on the principles of internal equity and external competitiveness, considering the position, competencies, level of responsibility, and accountability of each employee. Remuneration is determined based on objective, measurable, and transparent criteria, and is adjusted to the Company's financial capacity and position in the labor market.

The Company's pay structure is categorized by profession, namely pilots, cabin crew, and ground staff, which includes the Head Office and Branch Office (HOB) units. Remuneration components consist of fixed pay and variable pay in accordance with applicable regulations.

Reviews and adjustments to salaries for all employees are conducted periodically in accordance with the provisions of the Collective Labor Agreement (PKB) while paying attention to the inflation rate, the Company's financial capacity, and the performance achievements of both the individual and the Company.

The Company's remuneration strategy is formulated based on the MMC principles (Market, Meritocracy, and Company Capability), namely:

1. Market, by considering prevailing remuneration standards in the industry and the labor market;
2. Meritocracy, by correlating remuneration with employee performance, contributions, and productivity;
3. Company Capability, by considering the Company's financial sustainability and capacity, both for the current year and future projections.

The Company recognizes employees who have contributed and demonstrated loyalty over specific tenure periods—specifically for 10, 20, 30, and 35 years of service—in accordance with applicable regulations.

In 2025, the Company is committed to continuing to optimize employee performance through the implementation of a competitive and equitable remuneration policy, including basic salary amounts, allowances, FATA (Flight Allowance & Travel Allowance), work equipment, healthcare, and other benefits while adhering to the principles of prudence, good corporate governance, and business sustainability.

Regarding its compensation policy, Garuda Indonesia has also implemented a pay scale based on employee rankings and job levels. To ensure competitive compensation, Garuda Indonesia conducts compensation surveys within the industry while

mengikuti *remuneration survey* pada industri sejenis dengan memperhatikan dan mematuhi undang-undang ketenagakerjaan dan peraturan Upah Minimum Regional (UMR). Seluruh pegawai tetap maupun tidak tetap (selain *outsource*) level terendah Garuda Indonesia menerima remunerasi di atas ketentuan Upah Minimum Regional (UMR) yang berlaku di *Head Office* yaitu di DKI Jakarta dengan Rasio terendah upah yang diterima karyawan pada tahun 2025 dibandingkan dengan UMR adalah 1 : 1,25. Selanjutnya bagi pegawai PKWT kategori *Outsource* (Tenaga Alih Daya) untuk level terendah menerima remunerasi dengan nilai sama dengan ketentuan Upah Minimum Regional (UMR) yang berlaku di masing-masing daerah dengan rincian sebagai berikut:

adhering to labor laws and Regional Minimum Wage (UMR) regulations. All permanent and non-permanent employees (excluding outsourced staff) at the lowest level of Garuda Indonesia receive remuneration above the Regional Minimum Wage (UMR) applicable at the Head Office in DKI Jakarta, with the lowest wage ratio received by employees in 2025 compared to the UMR being 1:1.25. Furthermore, for fixed-term contract (PKWT) employees in the outsourced category (contract workers) at the lowest level, remuneration is set at the same value as the applicable Regional Minimum Wage (UMR) in each respective region, with the following details:

Kota/Provinsi/ Daerah Branch Office City/Province/Region of Branch Office	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (IDR)	Imbal Jasa Karyawan Tingkat Terendah (Rp) Compensation of Lowest-Level Employee (Rp)	Persentase (%) Percentage (%)
DKI Jakarta Special Capital Region of Jakarta	Rp5.396.761	Rp5.396.761	100
Kota Medan City of Medan	Rp4.014.072	Rp4.014.072	100
Kota Bengkulu City of Bengkulu	Rp2.930.669	Rp2.930.669	100
Kota Batam City of Batam	Rp4.989.600	Rp4.989.600	100
Kota Banda Aceh City of Banda Aceh	Rp3.898.856	Rp3.898.856	100
Kota Jambi City of Jambi	Rp3.607.223	Rp3.607.223	100
Kota Padang City of Padang	Rp2.994.193	Rp2.994.193	100
Kota Pangkalpinang City of Pangkalpinang	Rp3.876.600	Rp3.876.600	100
Kota Pekanbaru City of Pekanbaru	Rp3.675.938	Rp3.675.938	100
Kota Palembang City of Palembang	Rp3.916.635	Rp3.916.635	100
Kabupaten Belitung Belitung Regency	Rp3.867.600	Rp3.867.600	100
Kota Bandar Lampung City of Bandar Lampung	Rp3.305.367	Rp3.305.367	100
Kota Tanjung Pinang City of Tanjung Pinang	Rp3.623.654	Rp3.623.654	100
Kota Bandung City of Bandung	Rp4.482.914	Rp4.482.914	100
Kabupaten Bima Bima Regency	Rp2.637.147	Rp2.637.147	100
Kabupaten Banyuwangi Banyuwangi Regency	Rp2.810.139	Rp2.810.139	100
Kota Yogyakarta City of Yogyakarta	Rp2.655.024	Rp2.655.024	100
Kabupaten Malang Malang Regency	Rp3.553.530	Rp3.553.530	100
Kota Surakarta City of Surakarta	Rp2.416.560	Rp2.416.560	100
Kota Semarang City of Semarang	Rp3.454.827	Rp3.454.827	100
Kota Surabaya City of Surabaya	Rp4.961.753	Rp4.961.753	100
Kabupaten Badung Badung Regency	Rp3.534.339	Rp3.534.339	100

Kota/Provinsi/ Daerah Branch Office City/Province/Region of Branch Office	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (IDR)	Imbal Jasa Karyawan Tingkat Terendah (Rp) Compensation of Lowest-Level Employee (Rp)	Persentase (%) Percentage (%)
Kabupaten Jember Jember Regency	Rp2.838.642	Rp2.838.642	100
Kota Kupang City of Kupang	Rp2.396.696	Rp2.396.696	100
Kota Mataram City of Mataram	Rp2.859.620	Rp2.859.620	100
Kabupaten Manokwari Manokwari Regency	Rp3.615.000	Rp3.615.000	100
Kota Samarinda City of Samarinda	Rp3.724.437	Rp3.724.437	100
Kabupaten Manggarai Barat West Manggarai Regency	Rp2.328.969	Rp2.328.969	100
Kota Ambon City of Ambon	Rp3.185.733	Rp3.185.733	100
Kota Banjarmasin City of Banjarmasin	Rp3.599.182	Rp3.599.182	100
Kabupaten Berau Berau Regency	Rp4.081.396	Rp4.081.396	100
Kabupaten Biak Numfor Biak Numfor Regency	Rp4.285.850	Rp4.285.850	100
Kota Balikpapan City of Balikpapan	Rp3.701.509	Rp3.701.509	100
Kota Jayapura City of Jayapura	Rp4.285.850	Rp4.285.850	100
Kota Gorontalo City of Gorontalo	Rp3.405.144	Rp3.405.144	100
Kota Kendari City of Kendari	Rp3.314.389	Rp3.314.389	100
Kota Manado City of Manado	Rp3.775.425	Rp3.775.425	100
Kabupaten Mamuju Mamuju Regency	Rp3.122.680	Rp3.122.680	100
Kabupaten Merauke Merauke Regency	Rp4.285.850	Rp4.285.850	100
Kabupaten Nabire Nabire Regency	Rp4.285.850	Rp4.285.850	100
Kota Palangka Raya City of Palangka Raya	Rp3.525.154	Rp3.525.154	100
Kota Palu City of Palu	Rp3.386.588	Rp3.386.588	100
Kota Pontianak City of Pontianak	Rp3.205.220	Rp3.205.220	100
Kota Sorong City of Sorong	Rp3.614.000	Rp3.614.000	100
Kabupaten Mimika Mimika Regency	Rp5.005.678	Rp5.005.678	100
Kota Tarakan City of Tarakan	Rp4.460.405	Rp4.460.405	100
Kota Ternate City of Ternate	Rp3.461.250	Rp3.461.250	100
Kota Makassar City of Makassar	Rp3.880.137	Rp3.880.137	100

Selain memberikan remunerasi kepada karyawan, Garuda Indonesia juga memberikan penyediaan berbagai fasilitas penunjang guna meningkatkan motivasi serta produktivitas kerja. Adapun fasilitas yang diberikan di antaranya:

1. Penghargaan kinerja, sesuai dengan kinerja dan kontribusi dari masing-masing pegawai;

In addition to providing compensation to employees, Garuda Indonesia also offers various support facilities to enhance motivation and work productivity. The facilities provided include:

1. Performance awards, based on the performance and contributions of each employee;

2. Insentif *Sales* untuk memastikan pencapaian *revenue* dan *sales* Perseroan;
3. Jaminan kesehatan pegawai dan keluarganya termasuk fasilitas *kacamata* dan *persalinan*;
4. Jaminan sosial tenaga kerja (BPJS);
5. Asuransi *Personal Accident*;
6. Tunjangan Hari Raya (THR);
7. Tunjangan cuti tahunan;
8. Tunjangan Tengah Tahun;
9. Tunjangan *Shift*;
10. Fasilitas pindah bagi pegawai yang mutasi;
11. Fasilitas *Konsesi*;
12. Program pensiun;
13. Fasilitas kegiatan seni dan olahraga bagi Pegawai.

Selain itu, Perseroan juga memberikan hak cuti melahirkan kepada karyawan. Garuda Indonesia telah memiliki program cuti melahirkan baik bagi karyawan laki-laki maupun perempuan yang tercantum dalam Perjanjian Kerja Bersama untuk karyawan tetap dan Kontrak Kepegawaian dengan Pihak Ketiga untuk karyawan *outsourcing*.

Terkait dengan program pensiun, Perseroan telah memiliki ketentuan yang mengatur pemberian hak kesejahteraan karyawan setelah berakhirnya masa kerja (usia pensiun) baik yang bersifat *mandatory* ataupun ketentuan internal perusahaan, yang tertuang dalam *Human Capital Manual* chapter 8.3.5.8 dan Perjanjian Kerjasama (PKS) antara Perusahaan dan Pihak Ketiga.

LINGKUNGAN BEKERJA YANG LAYAK DAN AMAN [OJK F.21, TR-AL-540a.1, TR-AF-540a.1]

Perseroan menyadari bahwa lingkungan kerja yang layak dan aman sesuai kaidah Kesehatan dan Keselamatan Kerja (K3) akan memberikan dampak positif pada meningkatkan produktivitas karyawan yang pada akhirnya akan meningkatkan kinerja perusahaan. Oleh karenanya, Perseroan senantiasa berkomitmen untuk mewujudkan lingkungan kerja terbaik dengan mematuhi regulasi yang berlaku, baik yang berkaitan dengan keselamatan kerja, kesehatan, maupun penyakit akibat kerja.

Kesehatan Kerja menjadi perhatian utama Perseroan sebagai bentuk kepatuhan terhadap Pasal 98, Undang-Undang Republik Indonesia Nomor 17 Tahun 2023 tentang Kesehatan, yang mengatur bahwa pemberi kerja bertanggung jawab melaksanakan upaya kesehatan kerja yang terintegrasi dengan sistem keselamatan dan kesehatan kerja. Sejalan dengan itu, Perseroan juga berkomitmen untuk mematuhi peraturan terkait Keselamatan Kerja yaitu Undang-Undang Republik Indonesia Nomor 1 Tahun 1970 tentang Keselamatan Kerja, yaitu setiap tenaga kerja berhak mendapat perlindungan atas keselamatannya dalam melakukan pekerjaan untuk kesejahteraan hidup dan meningkatkan produksi serta produktivitas nasional, dan setiap orang lainnya yang berada di tempat kerja perlu terjamin pula keselamatannya.

Dalam upaya untuk menciptakan lingkungan kerja yang layak dan aman, Perusahaan mengelola dan menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dan *Safety Management System* (SMS). Penerapan prinsip keselamatan dan kesehatan kerja tidak hanya berfokus pada kepatuhan terhadap regulasi, tetapi juga mencerminkan komitmen manajemen dan seluruh karyawan Garuda Indonesia untuk bekerja sama dalam mengimplementasikan ketentuan tersebut secara disiplin dan berkelanjutan.

2. Sales incentives to ensure the company's revenue and sales targets are achieved;
3. Health insurance for employees and their families, including eyewear and maternity benefits;
4. Social security for employees (BPJS);
5. Personal Accident Insurance;
6. Holiday Allowance (THR);
7. Annual leave allowance;
8. Mid-Year Allowance;
9. Shift Allowance;
10. Relocation benefits for transferred employees;
11. Concession benefits;
12. Pension program;
13. Arts and sports activity benefits for employees.

In addition, the Company also provides maternity leave benefits to employees. Garuda Indonesia has a maternity leave program for both male and female employees, as stipulated in the Collective Labor Agreement for permanent employees and the Employment Contract with Third Parties for outsourced employees.

Regarding the pension program, the Company has provisions governing the provision of employee welfare benefits upon the end of employment (retirement age), whether mandatory or internal company regulations, as set forth in the Human Capital Manual, Chapter 8.3.5.8, and the Cooperation Agreement (PKS) between the Company and Third Parties.

A DECENT AND SAFE WORKING ENVIRONMENT [OJK F.21, TR-AL-540a.1, TR-AF-540a.1]

The Company recognizes that a safe and decent work environment in accordance with Occupational Safety and Health (OSH) standards will have a positive impact on increasing employee productivity, which will ultimately improve the Company's performance. Therefore, the Company remains committed to creating the best possible work environment by complying with applicable regulations, including those related to workplace safety, health, and work-related illnesses.

Occupational Health is a primary concern for the Company as a form of compliance with Article 98 of Law of the Republic of Indonesia Number 17 of 2023 on Health, which stipulates that employers are responsible for implementing occupational health efforts integrated with the Occupational Safety and Health system. As a result, the Company is also committed to complying with regulations related to Occupational Safety, namely Law of the Republic of Indonesia No. 1 of 1970 on Occupational Safety, which states that every worker has the right to protection of their safety while performing work for the sake of their well-being and to enhance national production and productivity, and that the safety of every other person present at the workplace must also be ensured.

In an effort to create a decent and safe work environment, the Company manages and implements the Occupational Health and Safety Management System (SMK3) and the Safety Management System (SMS). The application of Occupational Safety and Health principles is not only focused on regulatory compliance but also reflects the commitment of Garuda Indonesia's management and all employees to collaborate in implementing these provisions in a disciplined and sustainable manner.

Terciptanya lingkungan yang layak juga didukung oleh penyediaan fasilitas kerja yang aman, bersih dan nyaman. Perseroan telah menyediakan fasilitas seperti toilet, ruang makan, ruang menyusui, penitipan anak, alat deteksi asap, fasilitas pemadam kebakaran, tempat ibadah, tempat parkir, fasilitas kesehatan berupa klinik dan ruang Pertolongan Pertama pada Kecelakaan (P3K), serta fasilitas lainnya untuk mendukung kenyamanan dan keselamatan karyawan dalam menjalankan pekerjaannya.

The creation of a decent environment is also supported by the provision of safe, clean, and comfortable work facilities. The Company has provided facilities such as restrooms, dining areas, nursing rooms, childcare facilities, smoke detectors, fire safety equipment, places of worship, parking lots, healthcare facilities including clinics and First Aid stations, as well as other amenities to support employee comfort and safety while performing their duties.

Garuda Indonesia KidsLounge Operated by PlayTime Daycare



Sebagai upaya Garuda Indonesia untuk meningkatkan produktivitas karyawan serta untuk memberikan rasa tenang dan nyaman bagi karyawan, khususnya yang memiliki anak berusia balita, Perseroan telah menghadirkan fasilitas “Garuda Indonesia Kids Lounge” (*Operated by PlayTime Daycare*), yang berlokasi di Gedung Manajemen Garuda Indonesia. Fasilitas *daycare* bertujuan untuk mendukung kesejahteraan karyawan dengan menyediakan tempat yang aman dan nyaman untuk anak-anak karyawan selama jam kerja, sehingga karyawan dapat lebih fokus dan produktif, sambil menjaga keseimbangan kehidupan kerja dan keluarga. Hal ini tidak hanya menguntungkan karyawan tetapi juga perusahaan, dalam bentuk kepuasan, loyalitas, dan peningkatan kinerja.

As part of Garuda Indonesia's efforts to enhance employee productivity and provide peace of mind and comfort for employees—particularly those with toddlers—the Company has introduced the “Garuda Indonesia Kids Lounge” (*Operated by PlayTime Daycare*), located in the Garuda Indonesia Management Building. The daycare facility aims to support employee well-being by providing a safe and comfortable place for employees' children during working hours, so that employees can be more focused and productive, while maintaining a work-life balance. This benefits not only employees but also the company, in the form of satisfaction, loyalty, and improved performance.

SISTEM KESELAMATAN DAN KESEHATAN KERJA [GRI 403-1, 403-8, TR-AL-540a.1]

Garuda Indonesia berkomitmen untuk menciptakan lingkungan kerja yang aman, sehat, dan kondusif bagi seluruh pekerja melalui penerapan sistem manajemen keselamatan dan kesehatan kerja (K3) yang terintegrasi. Penerapan sistem K3 tersebut dilaksanakan dengan mengacu pada berbagai ketentuan peraturan perundang-undangan yang berlaku di Indonesia serta standar keselamatan internasional yang relevan dengan industri penerbangan.

Secara regulatif, penerapan K3 di lingkungan Perseroan berpedoman pada sejumlah peraturan perundang-undangan, antara lain:

1. Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja;

OCCUPATIONAL SAFETY AND HEALTH SYSTEM [GRI 403-1, 403-8, TR-AL-540a.1]

Garuda Indonesia is committed to creating a safe, healthy, and conducive work environment for all employees through the implementation of an integrated Occupational Safety and Health (OSH) management system. The implementation of this OHS system is done in accordance with various applicable laws and regulations in Indonesia as well as international safety standards relevant to the aviation industry.

In terms of regulatory, the implementation of OHS within the Company is guided by a number of laws and regulations, including:

1. Law No. 1 of 1970 on Occupational Safety;

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| <ol style="list-style-type: none"> 2. Undang-Undang No. 23 tahun 1992 tentang Kesehatan; 3. Undang-Undang No. 36 Tahun 2009 tentang Kesehatan; 4. Undang-undang No.13 Tahun 2003 tentang Ketenagakerjaan; 5. Undang-Undang Republik Indonesia Nomor 1 Tahun 2009 tentang Penerbangan; 6. Undang-Undang Republik Indonesia Nomor 24 Tahun 2011 tentang Badan Penyelenggara Jaminan Sosial; 7. Undang-Undang Republik Indonesia Nomor 17 Tahun 2023 tentang Kesehatan; 8. Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang 9. Keputusan Presiden No. 22 Tahun 1993 tentang Penyakit yang Timbul Akibat Hubungan Kerja; 10. Peraturan Presiden Republik Indonesia Nomor 7 Tahun 2019 tentang Penyakit Akibat Kerja; 11. Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen K3; 12. Permenaker RI No. PER.02/MEN/1992 tentang Tata Cara Penunjukan Kewajiban dan Wewenang Ahli K3; 13. Peraturan Menteri Tenaga Kerja Nomor 4 Tahun 1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3); 14. Peraturan Menteri Tenaga Kerja No. 5 tahun 1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3); 15. Peraturan Menteri Ketenagakerjaan Nomor 26 Tahun 2014 tentang Penyelenggaraan Penilaian Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja; 16. Etika Bisnis & Etika Kerja PT Garuda Indonesia (Persero) Tbk Tahun 2017. | <ol style="list-style-type: none"> 2. Law No. 23 of 1992 on Health; 3. Law No. 36 of 2009 on Health; 4. Law No. 13 of 2003 on Labor; 5. Law of the Republic of Indonesia No. 1 of 2009 on Aviation; 6. Law of the Republic of Indonesia No. 24 of 2011 on the Social Security Administration Agency; 7. Law of the Republic of Indonesia No. 17 of 2023 on Health; 8. Law No. 6 of 2023 on the Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law 9. Presidential Decree No.22 of 1993 on Occupational Diseases; 10. Presidential Regulation of the Republic of Indonesia No. 7 of 2019 on Occupational Diseases; 11. Government Regulation No. 50 of 2012 on the Implementation of the Occupational Safety and Health (OSH) Management System; 12. Ministry of Manpower Regulation No. PER.02/MEN/1992 on Procedures for Designating the Duties and Authorities of Occupational Safety and Health Experts; 13. Regulation of the Minister of Manpower No. 4 of 1987 concerning the Occupational Safety and Health Advisory Committee (P2K3); 14. Regulation of the Minister of Manpower No. 5 of 1996 concerning the Occupational Safety and Health Management System (SMK3); 15. Regulation of the Minister of Manpower No. 26 of 2014 concerning the Implementation of the Assessment of the Application of the Occupational Safety and Health Management System; 16. PT Garuda Indonesia (Persero) Tbk Business Ethics & Work Ethics 2017. |
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Dalam implementasinya, Perseroan menerapkan dua sistem manajemen keselamatan yang saling melengkapi, yaitu *Safety Management System* (SMS) dan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3). Keduanya memiliki peran yang saling melengkapi. Berikut penjabaran masing-masing:

Safety Management System (SMS) adalah pendekatan sistematis untuk mengelola keselamatan penerbangan, termasuk struktur organisasi, tanggung jawab, kebijakan, dan prosedur. SMS difokuskan pada keselamatan operasional penerbangan yang mengacu pada ICAO (Annex 19, *Safety Management*) dan CASR Part 19. Pengelolaan SMS diawasi oleh otoritas penerbangan sipil nasional (Direktorat Jenderal Perhubungan Udara). Terdapat 4 (empat) Pilar Utama SMS: *Safety Policy* (Kebijakan Keselamatan), *Safety Risk Management* (Manajemen Risiko Keselamatan), *Safety Assurance* (Penjaminan Keselamatan), *Safety Promotion* (Promosi Keselamatan).

Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) adalah sistem terstruktur yang menjamin keselamatan dan kesehatan kerja di lingkungan kerja secara menyeluruh, tidak terbatas pada operasional penerbangan saja, tapi juga mencakup area kerja lainnya seperti hanggar, kantor, gudang, dan lainnya. Pengelolaan SMK3 mengacu pada ketentuan PP No. 50 Tahun 2012 tentang SMK3 dan berdasarkan standar internasional seperti ISO 45001:2018. SMK3 diawasi oleh Kementerian Ketenagakerjaan.

In its implementation, the Company applies two complementary safety management systems, namely the *Safety Management System* (SMS) and the *Occupational Safety and Health Management System* (SMK3). Both play complementary roles. The following is a description of each:

The *Safety Management System* (SMS) is a systematic approach to managing aviation safety, including organizational structure, responsibilities, policies, and procedures. The SMS focuses on aviation operational safety in accordance with the ICAO (Annex 19, *Safety Management*) and CASR Part 19. The management of the SMS is overseen by the national civil aviation authority (Directorate General of Civil Aviation). There are 4 (four) Main Pillars of the SMS: *Safety Policy*, *Safety Risk Management*, *Safety Assurance*, and *Safety Promotion*.

The *Occupational Safety and Health Management System* (SMK3) is a structured system that ensures Occupational Safety and Health throughout the workplace, not limited to flight operations alone, but also covering other work areas such as hangars, offices, warehouses and others. The management of the SMK3 is based on the provisions of Government Regulation No. 50 of 2012 on the SMK3 and international standards such as ISO 45001:2018. The SMK3 is supervised by the Ministry of Manpower.

Elemen Utama SMK3 meliputi Kebijakan, Perencanaan, Implementasi dan Operasi, Evaluasi dan Tindakan Perbaikan, Tinjauan Manajemen. Perusahaan penerbangan yang baik akan senantiasa mengintegrasikan SMS dan SMK3 agar tidak hanya aman dalam penerbangan, tetapi juga menjamin kesejahteraan seluruh pegawainya. Misalnya, seorang teknisi pesawat tidak hanya dilindungi dari kesalahan operasional (SMS) tapi juga dari bahaya kerja seperti bahan kimia berbahaya (SMK3).

Pada tahun 2025, untuk mendukung komitmen Garuda Indonesia dalam penguatan tata kelola keselamatan semakin diperkuat melalui perolehan sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3), dibuktikan dengan pelaksanaan Audit Eksternal Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sesuai dengan Peraturan Pemerintah Nomor 50 Tahun 2012, dengan ruang lingkup evaluasi terhadap 166 kriteria penilaian. Audit tersebut memperoleh capaian sebesar 93,37%, sehingga Perseroan berhak mendapatkan Sertifikat dan Bendera Emas SMK3 oleh Kementerian Ketenagakerjaan Republik Indonesia. Hal ini sebagai bentuk pengakuan bahwa sistem pengelolaan K3 Perusahaan telah memenuhi ketentuan regulasi nasional dan diterapkan secara efektif di lingkungan kerja.

Perseroan memberlakukan OSH&EMS yang memuat satu set ekspektasi dan persyaratan yang harus dipatuhi atau dijadikan persyaratan minimum oleh seluruh (100%) insan Garuda Indonesia, rekan bisnis, kontraktor, pemasok, dan seluruh (100%) pihak lain yang terlibat dalam proses bisnis Garuda Indonesia termasuk di dalamnya semua karyawan dan pekerja yang bukan karyawan tetapi pekerjaannya dan/atau tempat kerjanya dikendalikan oleh Garuda Indonesia.

Selain itu, pada tahun yang sama Garuda Indonesia juga berhasil mempertahankan sertifikasi IATA Operational Safety Audit (IOSA) yang diterbitkan oleh International Air Transport Association (IATA). Sertifikasi IOSA tersebut menegaskan bahwa sistem manajemen dan operasional keselamatan penerbangan Perseroan telah memenuhi standar keselamatan internasional yang ketat dan diakui secara global.

PEMETAAN RISIKO KERJA [GRI 403-2, TR-AF-430a.3]

IDENTIFIKASI BAHAYA DAN MANAJEMEN RISIKO KESELAMATAN

Garuda Indonesia melaksanakan proses identifikasi bahaya secara menyeluruh pada seluruh aktivitas baik operasional penerbangan maupun lingkungan kerja. Identifikasi bahaya merupakan tanggung jawab setiap insan Perusahaan sesuai ruang lingkup tugasnya masing-masing. Proses identifikasi bahaya dilakukan secara berkelanjutan melalui pendekatan reaktif dan proaktif serta untuk aktivitas penerbangan reguler maupun non-reguler. Proses ini dijalankan melalui mekanisme pelaporan yang bersifat non-punitif dan *confidential* yang dikelola oleh Unit yang membidangi fungsi keselamatan. Laporan identifikasi bahaya akan menjadi perhatian manajemen sebagai acuan dalam proses perbaikan berkelanjutan.

Garuda Indonesia mendorong dan memfasilitasi seluruh karyawan di semua tingkat organisasi untuk menyampaikan laporan terkait identifikasi bahaya. Perseroan memfasilitasi pelaporan identifikasi

The key elements of SMK3 include Policy, Planning, Implementation and Operations, Evaluation and Corrective Actions, and Management Review. A responsible airline will consistently integrate the Safety Management System (SMS) and the Occupational Safety and Health Management System (SMK3) to ensure not only flight safety but also the well-being of all its employees. For example, an aircraft technician is protected not only from operational errors (SMS) but also from workplace hazards such as hazardous chemicals (SMK3).

In 2025, to support Garuda Indonesia's commitment to strengthening safety governance, efforts were further reinforced through the attainment of Occupational Safety and Health Management System (SMK3) certification, evidenced by the conduct of an External Audit of the Occupational Safety and Health Management System (SMK3) in accordance with Government Regulation No. 50 of 2012, with an evaluation scope including 166 criteria. The audit achieved a score of 93.37%, thereby entitling the Company to receive the SMK3 Certificate and Gold Flag from the Ministry of Manpower of the Republic of Indonesia. This serves as recognition that the Company's OHS management system has fulfilled national regulatory requirements and is effectively implemented in the workplace.

The Company has implemented an OSH& EMS that sets forth a set of expectations and requirements that must be complied with or adopted as minimum requirements by all (100%) Garuda Indonesia personnel, business partners, contractors, suppliers, and all (100%) other parties involved in Garuda Indonesia's business processes, including all employees and non-employee workers whose work and/or workplace is controlled by Garuda Indonesia.

Additionally, in the same year, Garuda Indonesia successfully maintained its IATA Operational Safety Audit (IOSA) certification issued by the International Air Transport Association (IATA). This IOSA certification confirms that the Company's aviation safety management and operational systems have fulfilled stringent international safety standards recognized globally.

OCCUPATIONAL RISK ASSESSMENT [GRI 403-2, TR-AF-430a.3]

HAZARD IDENTIFICATION AND SAFETY RISK MANAGEMENT

Garuda Indonesia conducts a comprehensive hazard identification process across all activities, including both flight operations and the work environment. Hazard identification is the responsibility of every employee within the scope of their respective duties. The hazard identification process is conducted continuously through both reactive and proactive approaches, covering both regular and non-regular flight operations. This process is carried out via a non-punitive and confidential reporting mechanism managed by the unit responsible for safety functions. Hazard identification reports are reviewed by management as a reference for the continuous improvement process.

Garuda Indonesia encourages and facilitates all employees at all organizational levels to submit reports related to hazard identification. The Company facilitates the reporting of potential

potensi bahaya melalui *platform electronic report (e-report)* yang dapat diakses melalui *website* <https://safety.garuda-indonesia.com>. Setiap laporan identifikasi bahaya dianalisis untuk menentukan tingkat risiko kemudian langkah mitigasi dilaksanakan oleh Unit terkait untuk memastikan risiko tersebut dikendalikan hingga tingkat risiko yang diterima atau *As Low as Reasonably Practicable* (ALARP). Adapun pelapor akan memperoleh umpan balik mengenai perkembangan tindak lanjut atas laporan tersebut.

Sepanjang tahun 2025, tercatat sebanyak 3.136 laporan identifikasi bahaya yang diterima, dengan *rate* 38,5 per 1.000 *departures*. Hal ini merupakan indikasi positif atas kontribusi pegawai dalam mengidentifikasi bahaya untuk kemudian dapat dimitigasi secara cepat dan tepat.

INVESTIGASI

Garuda Indonesia melaksanakan investigasi insiden untuk mengidentifikasi akar masalah (*root cause*) yang berkontribusi terhadap insiden tersebut, guna mencegah terulangnya kejadian serupa. Pelaksanaan investigasi mengacu pada ketentuan baik internasional dan nasional, antara lain ICAO Annex 13 tentang *Aircraft Accident and Incident Investigation*, serta regulasi nasional seperti CASR 830. Seluruh personel yang terlibat dalam investigasi wajib memahami standar dan pedoman tersebut sebagai acuan minimum. Hasil investigasi menjadi dasar untuk pengelolaan risiko dan mitigasi serta perbaikan berkelanjutan dalam sistem manajemen keselamatan dan kesehatan kerja serta keselamatan operasional penerbangan.

Investigasi dari sisi SMK3 mengacu pada Permenaker No.03 Tahun 1998 tentang Tata Cara Pelaporan dan Pemeriksaan Kecelakaan serta SK Kpedirjen Binwasnaker No. KEP.84/bw/1998 tentang Cara Pengisian Formulir Laporan dan Analisis Statistik K3, regulasi tersebut telah disadur ke dalam prosedur internal perusahaan. Dalam implementasinya, pelaksanaan investigasi dilakukan oleh personel yang kompeten.

Garuda Indonesia melakukan identifikasi risiko kerja untuk menilai potensi terjadinya kecelakaan kerja di lingkungan Perseroan. Identifikasi risiko kerja dilakukan karena kegiatan usaha di Perseroan memiliki risiko terjadinya kecelakaan kerja. Meskipun risiko tersebut kecil, setiap potensi kecelakaan kerja harus diantisipasi. Selain menimbulkan kerugian secara langsung bagi korban, kecelakaan kerja juga berpotensi menimbulkan dampak yang jauh lebih besar, seperti menurunnya reputasi perusahaan, hilangnya jam dan hari kerja, menimbulkan tuntutan hukum dan sebagainya. Berdasarkan hasil identifikasi tersebut, Garuda Indonesia mengambil langkah-langkah untuk meminimalkan risiko, serta melakukan tindak lanjut dan perbaikan apabila risiko tersebut terjadi sebagaimana disampaikan dalam tabel berikut:

hazards through an electronic reporting (e-report) platform accessible via the website <https://safety.garuda-indonesia.com>. Each hazard identification report is analyzed to determine the risk level, after which mitigation measures are implemented by the relevant unit to ensure the risk is controlled to an acceptable level or *As Low as Reasonably Practicable* (ALARP). The reporter will receive feedback regarding the progress of follow-up actions on the report.

Throughout 2025, a total of 3,136 hazard identification reports were received, at a rate of 38.5 per 1,000 departures. This is a positive sign of employees' contributions to identifying hazards so that they can be mitigated quickly and effectively.

INVESTIGATION

Garuda Indonesia conducts incident investigations to identify the root causes contributing to the incident, to prevent similar occurrences from recurring. The investigation process adheres to both international and national regulations, including ICAO Annex 13 on Aircraft Accident and Incident Investigation, as well as national regulations such as CASR 830. All personnel involved in the investigation are required to understand these standards and guidelines as a minimum reference. The investigation results serve as the basis for risk management and mitigation, as well as continuous improvement in the Occupational Safety and Health Management System and flight operational safety.

From the OHS perspective, investigations are guided by Ministry of Manpower Regulation No. 03 of 1998 on Procedures for Reporting and Investigating Accidents, as well as Director General of Occupational Safety and Health Decision Letter No. KEP.84/bw/1998 on the Method for Filling Out OHS Report Forms and Statistical Analysis; these regulations have been incorporated into the company's internal procedures. In practice, investigations are conducted by competent personnel.

Garuda Indonesia conducts workplace risk assessments to evaluate the potential for workplace accidents within the Company. These assessments are conducted because the company's business operations carry a risk of workplace accidents. Although this risk is low, every potential workplace accident must be anticipated. In addition to causing direct harm to the victim, workplace accidents also have the potential to cause far greater impacts, such as damage to the company's reputation, loss of work hours and days, legal claims, and so on. Based on the results of this identification, Garuda Indonesia takes steps to minimize risks, as well as follows up and implements improvements if such risks occur, as outlined in the following table:

Tabel Pemetaan Risiko Kecelakaan Kerja Garuda Indonesia Tahun 2025

Table of Garuda Indonesia Workplace Accident Risk Mapping in 2025

Jenis Pekerjaan Type of Work	Risiko Kecelakaan/ Penyakit yang Timbul Akibat Kerja Work-Related Injuries/Illness Risks	Upaya Meminimalkan Risiko Measures to Minimize Risks	Insiden Tahun 2025 Incidents in 2025	Upaya yang Dilakukan Atas Insiden Actions Taken Regarding the Incident
Cabin Crew	<i>Injury on ground due to transport crew incident</i>	Pemeriksaan paska KLL di RS dan dilakukan penanganan emergensi. Diberikan penatalaksanaan sesuai dengan kondisi dan konsultasi dokter spesialis. Post-accident examination at the hospital, followed by emergency treatment. Treatment is provided based on the patient's condition and consultation with a specialist.	1	- Investigasi mendalam oleh investigator PT Aerotrans - Permintaan keterangan inves - Me-refresh kembali <i>training</i> DDT kepada seluruh pengemudi dan menambahkan materi observasi dan trik berkendara yang aman - Perlu lebih <i>intense</i> dalam meningkatkan kewaspadaan pengemudi melalui <i>safety campaign, lesson learn</i>, dan <i>safety meeting</i>/P5H - In-depth investigation by PT Aerotrans investigators - Request for information from the investigator - Refresh DDT training for all drivers and adding material on observation and safe driving techniques - Need to be more proactive in enhancing driver awareness through safety campaigns, lessons learned, and safety meetings/P5H
Cabin Crew	<i>Injury in flight due to aircraft bumping</i>	Pertolongan pertama pada kecelakaan, Rawat jalan dan Long sick diberikan sebagai langkah pemulihan. First aid for accidents, outpatient care, and long-term sick leave are provided as recovery measures.	1	- Mengeluarkan <i>Safety Advisory</i> No: SA 032025 - Waspada Turbulensi dan Prosedur Penanganan dalam Penerbangan (SA di distribusi ke <i>all Pilot & Cabin crew</i>) - Koordinasi <i>Departemental Quality Safety Manager (DQSM) Meeting</i> - Issue Safety Advisory No. SA 032025 - Be Aware of Turbulence and In-Flight Procedures (SA distributed to all pilots and cabin crew) - Departmental Coordination Meeting of Quality and Safety Managers (DQSM)
Cabin Crew	<i>Injury in flight due to turbulence</i>	Pertolongan pertama pada kecelakaan, Rawat jalan dan Long sick diberikan sebagai langkah pemulihan. First aid for accidents, outpatient care, and long-term sick leave are provided as recovery measures	1	- Meninjau kebijakan operasional untuk mewajibkan bahwa tanda sabuk pengaman (<i>seat belt sign</i>) diaktifkan setiap kali pesawat memasuki lapisan awan yang terkait dengan pantulan radar, termasuk indikasi cuaca primer dan sekunder di sepanjang jalur penerbangan. - Menegakkan protokol standar bagi awak penerbangan untuk memberikan <i>briefing</i> kepada awak kabin sebelum dan selama setiap deviasi cuaca, serta memastikan bahwa layanan kabin dihentikan ketika turbulensi diperkirakan atau ketika tanda sabuk pengaman menyala. - Menerapkan pengendalian yang lebih ketat untuk memastikan bahwa setiap kejadian turbulensi berat dicatat dengan benar dalam <i>Aircraft Maintenance Log (AML)</i>, sesuai dengan Boeing FCTM Bagian 1.4. - Memperkuat kepatuhan terhadap OM-A Bab 23.4.12, yang mewajibkan awak untuk melaporkan cedera serius pada penumpang atau awak kepada <i>Operations Control Center (OCC)</i>, mencari nasihat medis, dan menilai kebutuhan untuk melakukan pengalihan penerbangan dengan menggunakan semua sumber daya yang tersedia. - Menggunakan bagan kondisi turbulensi selama <i>briefing</i> gabungan (Awak Penerbangan dan FOO), yang merinci kondisi turbulensi yang diharapkan berdasarkan <i>waypoint</i> atau sektor untuk membantu pengambilan keputusan terkait aktivasi tanda sabuk pengaman dan keselamatan kabin. - Menetapkan dan menegakkan protokol dalam saluran komunikasi perusahaan untuk memastikan bahwa setiap laporan kejadian signifikan—termasuk namun tidak terbatas pada cedera awak, masalah medis penumpang, gangguan operasional, atau kejadian terkait keselamatan—segera dieskalasi ke <i>Operations Control Center (OCC)</i>.

Tabel Pemetaan Risiko Kecelakaan Kerja Garuda Indonesia Tahun 2025

Table of Garuda Indonesia Workplace Accident Risk Mapping in 2025

Jenis Pekerjaan Type of Work	Risiko Kecelakaan/ Penyakit yang Timbul Akibat Kerja Work-Related Injuries/Illness Risks	Upaya Meminimalkan Risiko Measures to Minimize Risks	Insiden Tahun 2025 Incidents in 2025	Upaya yang Dilakukan Atas Insiden Actions Taken Regarding the Incident
Cabin Crew	Injury in flight due to turbulence	Pertolongan pertama pada kecelakaan, Rawat jalan dan Long sick diberikan sebagai langkah pemulihan. First aid for accidents, outpatient care, and long-term sick leave are provided as recovery measures.	1	- Review operational policies to require that the seat belt sign be activated whenever an aircraft enters a cloud layer associated with radar reflections, including primary and secondary weather indications along the flight path. - Enforce standard protocols for flight crew to brief cabin crew before and during any weather deviation, and ensure that cabin service is paused when turbulence is anticipated or when the seat belt sign is turned on. - Implement stricter controls to ensure that every occurrence of severe turbulence is properly recorded in the Aircraft Maintenance Log (AML), in accordance with Boeing FCTM Section 1.4. - Strengthen compliance with OM-A Chapter 23.4.12, which requires crew to report serious injuries to passengers or crew to the Operations Control Center (OCC), seek medical advice, and assess the need to divert the flight using all available resources. - Use turbulence condition charts during joint briefings (Flight Crew and FOO), which detail expected turbulence conditions based on waypoints or sectors to aid decision-making regarding seatbelt sign activation and cabin safety. Establish and enforce protocols within company communication channels to ensure that any significant incident report—including but not limited to crew injuries, passenger medical issues, operational disruptions, or safety-related incidents—is immediately escalated to the Operations Control Center (OCC).
				- Investigasi Korporat Awal Dan Tindakan Keselamatan <i>Mandatory Occurrence Report</i> disampaikan kepada KNKT dan DKUPPU. - Koordinasi dengan <i>Pilot in Command</i> (PIC) untuk memperoleh kronologi awal kejadian, termasuk kondisi penerbangan, tindakan awak pesawat, dan situasi kabin. - Koordinasi dengan <i>Station Manager</i> Sydney dilakukan untuk mendukung penanganan pasca penerbangan, kesejahteraan awak, bantuan medis, serta tindak lanjut operasional. - Pemberitahuan dan koordinasi telah dilakukan dengan Komite Nasional Keselamatan Transportasi (KNKT) sesuai dengan ketentuan pelaporan yang berlaku. - Koordinasi dengan Australian Transport Safety Bureau (ATSB) dilakukan untuk memastikan kepatuhan terhadap - Prosedur investigasi dan pelaporan internasional - Initial Corporate Investigation and Safety Measures - A Mandatory Occurrence Report was submitted to the National Transportation Safety Committee (KNKT) and the Directorate General of Civil Aviation (DKUPPU). - Coordination with the Pilot in Command (PIC) to obtain an initial chronology of the incident, including flight conditions, crew actions, and the cabin situation. - Coordination with the Sydney Station Manager was conducted to support post-flight handling, crew welfare, medical assistance, and operational follow-up. - Notification and coordination have been carried out with the National Transportation Safety Committee (KNKT) in accordance with applicable reporting regulations. - Coordination with the Australian Transport Safety Bureau (ATSB) was conducted to ensure compliance with international investigation and reporting procedures.

Dalam pelaksanaan kegiatan operasional di lapangan, sesuai SMK3 dan SMS, karyawan dapat melapor kondisi kerja yang tidak aman maupun tindakan tidak aman pada saat bekerja melalui sistem *Integrated Electronic Safety Database* (IESD) maupun Form Pelaporan Bahaya yang telah disediakan oleh Perseroan, yang

In the course of their field operations, in accordance with the Occupational Health, Safety, and Environmental Management System (SMK3) and the Safety Management System (SMS), employees may report unsafe working conditions or unsafe acts while on the job through the Integrated Electronic Safety

selanjutnya akan ditindaklanjuti oleh Unit Corporate Quality, Safety & Sustainability serta departemen terkait lainnya. Perseroan senantiasa memberikan perlindungan kepada karyawan yang melaporkan kejadian bahaya.

Selain itu, Perseroan telah mempersiapkan dan merespons keadaan darurat berupa kecelakaan penerbangan, ancaman bom, pembajakan, penculikan, perang/kekacauan sipil, pandemik, dan bencana alam/kebakaran yang dapat berpengaruh terhadap operasional penerbangan Garuda Indonesia. Kebijakan untuk persiapan dan tanggap darurat ini tertuang dalam *Emergency Response Plan* (ERP) Manual. Untuk menjaga aspek kesiapsiagaan seluruh personil dan fasilitas yang digunakan untuk merespons keadaan darurat yang bisa terjadi kapanpun, Garuda Indonesia telah melakukan *ERP table top exercise* yang dilaksanakan pada Desember 2024.

Perseroan juga memiliki program *contingency plan*, khusus untuk tindakan melawan hukum terhadap penerbangan sipil seperti *Hijacking*, *Bomb Threat*, *Sabotage*, dan lainnya. Program tersebut juga tertuang dalam AOSP dan SeMS. Untuk menjaga kompetensi dan ketanggapan personel saat menghadapi keadaan darurat, Perusahaan melakukan *security exercise* baik *table top* (pelaksanaan *exercise* dilakukan secara parsial per *case*) maupun *full scale* (pelaksanaan *exercise* dilakukan secara keseluruhan dengan melibatkan seluruh *stakeholder* dan *asset* perusahaan, seperti pesawat, *aircrew*, *station*, dan lainnya).

INSPEKSI DAN PENGAWASAN [GRI 403-7]

Garuda Indonesia menerapkan pendekatan sistematis untuk mencegah dan memitigasi dampak keselamatan dan kesehatan kerja yang secara langsung terkait dengan hubungan bisnis melalui pelaksanaan program *quality assurance* yang dilaksanakan secara berkala. Program ini mencakup kegiatan audit, *surveillance* dan inspeksi sebagai evaluasi terhadap mitra kerja, kontraktor, dan penyedia jasa yang terlibat dalam operasional penerbangan, seperti *ground handling*, *maintenance*, *cargo handling*, *catering* dan fungsi operasional lainnya.

Audit, *surveillance* dan inspeksi dilakukan untuk memastikan kepatuhan terhadap regulasi yang berlaku, *standard operation procedure* internal, serta penerapan SMS dan SMK3. Audit, *surveillance* dan inspeksi kepada mitra bisnis dilaksanakan baik di *Head Office* ataupun Area Operasional di Stasiun Bandar Udara. Pada tahun 2025, Garuda telah melaksanakan kegiatan audit, *surveillance* dan inspeksi sebagai berikut:

Database (IESD) or the Hazard Reporting Form provided by the Company, which will then be followed up by the Corporate Quality, Safety & Sustainability Unit and other relevant departments. The Company consistently provides protection to employees who report hazardous incidents.

Furthermore, the Company has prepared for and responds to emergency situations such as aviation accidents, bomb threats, hijackings, kidnappings, war/civil unrest, pandemics, and natural disasters/fires that may impact Garuda Indonesia's flight operations. These policies for emergency preparedness and response are outlined in the Emergency Response Plan (ERP) Manual. To maintain the readiness of all personnel and facilities used to respond to emergencies that may occur at any time, Garuda Indonesia conducted an ERP tabletop exercise in December 2024.

The Company also has a contingency plan program specifically for illegal acts against civil aviation, such as hijacking, bomb threats, sabotage, and others. These programs are also outlined in the AOSP and SeMS. To maintain personnel competence and responsiveness when facing emergencies, the Company conducts security exercises, both tabletop (exercises conducted in phases per scenario) and full-scale (exercises conducted comprehensively involving all stakeholders and company assets, such as aircraft, aircrew, stations, and others).

INSPECTION AND SUPERVISION [GRI 403-7]

Garuda Indonesia implements a systematic approach to prevent and mitigate Occupational Safety and Health impacts directly related to business relationships through the implementation of a quality assurance program conducted on a regular basis. This program includes audit, surveillance, and inspection activities as evaluations of business partners, contractors, and service providers involved in flight operations, such as ground handling, maintenance, cargo handling, catering, and other operational functions.

Audits, surveillance, and inspections are conducted to ensure compliance with applicable regulations, internal standard operating procedures, and the implementation of the Safety Management System (SMS) and Occupational Safety and Health Management System (SMK3). Audits, surveillance, and inspections of business partners are conducted both at the Head Office and at Operational Areas at Airport Stations. In 2025, Garuda has carried out the following audit, surveillance, and inspection activities:

Tabel Audit dan Surveillance Area Usaha Tahun 2025
Table of Audits and Surveillance by Business Area in 2025

No.	Jenis Kegiatan Type of Activity	Jumlah Kegiatan Number of Activities
1.	Station Safety and OSH&E Audit	28 Audit mencakup Audit di: 5 International Station 23 Domestic Station 28 audits covering audits at: 5 International Stations 23 Domestic Stations

Tabel Audit dan Surveillance Area Usaha Tahun 2025
Table of Audits and Surveillance by Business Area in 2025

No.	Jenis Kegiatan Type of Activity	Jumlah Kegiatan Number of Activities
2.	External Service Provider Audit External Service Provider Audit	5 Audit ke <i>Head Office Service Provider</i>: - Gapura Angkasa (<i>Ground Handling Provider</i>) - Aerofood ACS (<i>Catering Provider</i>) - Integrasi Aviassi Solusi IAS (<i>Cargo Provider</i>) - Pertamina Patra Niaga (<i>Fuel Provider</i>) - Garuda Maintenance Facility (<i>Maintenance Provider</i>) 5 Audits of Service Provider Head Offices: - Gapura Angkasa (<i>Ground Handling Provider</i>) - Aerofood ACS (<i>Catering Provider</i>) - Integrasi Aviassi Solusi IAS (<i>Cargo Provider</i>) - Pertamina Patra Niaga (<i>Fuel Provider</i>) - Garuda Maintenance Facility (<i>Maintenance Provider</i>)
3.	Surveillance	2 <i>Surveillance</i> telah dilaksanakan pada area: <i>Ground Support Equipment Surveillance</i> <i>Maintenance Surveillance</i> 2 Surveillance has been conducted in the following areas: - Ground Support Equipment Surveillance - Maintenance Surveillance
4.	OSH&E Inspection	2 Inspeksi telah dilaksanakan pada: <i>Security Operation Center (SOC) Room</i> (Aero System Indonesia) - Inspeksi armada bus dalam rangka mudik bersama GA Group (PT Aerotrans Services Indonesia) 2 inspections were conducted at: - Security Operations Center (SOC) Room (Aero System Indonesia) - Bus fleet inspection in conjunction with the GA Group's annual homecoming program (PT Aerotrans Services Indonesia)

Selain itu, Perseroan memberikan *safety induction* kepada pihak internal maupun eksternal melalui berbagai metode, seperti penayangan *safety video* untuk penumpang di pesawat, program *basic indoctrination* untuk pegawai baru Perseroan, serta *safety briefing* bagi tamu atau pengunjung di kantor, guna memastikan pemahaman yang optimal tentang prosedur keselamatan di setiap level.

In addition, the Company provides safety induction to both internal and external parties through various methods, such as showing safety videos to passengers on aircraft, conducting basic indoctrination programs for new employees, and providing safety briefings for guests or visitors at the office, to ensure a thorough understanding of safety procedures at every level.

PENGELOLA KESELAMATAN DAN KESEHATAN KERJA [GRI 403-4]

Pengelolaan keselamatan dan kesehatan kerja di Perseroan dilaksanakan oleh unit yang membidangi fungsi keselamatan dengan menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dan *Safety Management System* (SMS). Dalam penerapan SMS, Garuda Indonesia menyelenggarakan *safety management review* secara berkala melalui berbagai forum koordinasi yang melibatkan unsur manajemen serta perwakilan unit operasional. Forum tersebut berfungsi untuk meninjau kinerja keselamatan perusahaan, mengevaluasi efektivitas sistem manajemen keselamatan, serta membahas berbagai isu keselamatan yang muncul dalam operasional. Melalui mekanisme ini, pekerja dan perwakilan unit operasional turut berpartisipasi dalam proses pengembangan, implementasi, dan evaluasi sistem manajemen keselamatan di lingkungan Perseroan.

Proses *safety management review* dilaksanakan melalui beberapa forum berjenjang, yaitu Corporate Safety Committee (CSC) sebagai forum tertinggi yang beranggotakan Board of Directors dan dipimpin oleh President & CEO sebagai *Accountable Executive*. Forum ini kemudian diikuti oleh *Joint Safety Board* (JSB) yang beranggotakan Group Head Unit Operasional dan

OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT [GRI 403-4]

Occupational Safety and Health management at the Company is conducted by the unit responsible for safety functions by implementing the Occupational Safety and Health Management System (SMK3) and the Safety Management System (SMS). In implementing the SMS, Garuda Indonesia conducts periodic safety management reviews through various coordination forums involving management and representatives from operational units. These forums serve to review the company's safety performance, evaluate the effectiveness of the safety management system, and discuss various safety issues arising in operations. Through this mechanism, employees and representatives of operational units participate in the process of developing, implementing, and evaluating the safety management system within the Company.

The safety management review process is conducted through several tiered forums, namely the Corporate Safety Committee (CSC) as the highest-level forum comprising the Board of Directors and chaired by the President & CEO as the Accountable Executive. This forum is followed by the Joint Safety Board (JSB), which consists of Group Heads of Operational Units and is led by

dipimpin oleh Group Head yang membidangi fungsi keselamatan. Selain itu terdapat *Departmental Quality & Safety Manager (DQSM) Meeting* sebagai forum diskusi di tingkat manajerial serta *Business Unit Safety Meeting* sebagai forum koordinasi keselamatan dengan anak usaha.

Pertemuan-pertemuan tersebut dilaksanakan secara berkala sesuai dengan kebutuhan organisasi untuk membahas hasil analisis keselamatan, mengidentifikasi peluang perbaikan, serta menetapkan langkah mitigasi terhadap risiko keselamatan. Melalui mekanisme ini, arus informasi keselamatan mengalir secara dua arah, baik dari tingkat manajemen puncak ke unit operasional maupun sebaliknya, sehingga isu keselamatan yang muncul pada tingkat operasional dapat diangkat, didiskusikan, dan ditindaklanjuti pada tingkat manajemen yang lebih tinggi sebagai bagian dari upaya peningkatan kinerja keselamatan secara berkelanjutan.

the Group Head responsible for safety functions. Additionally, there is the Departmental Quality & Safety Manager (DQSM) Meeting as a discussion forum at the managerial level, as well as the Business Unit Safety Meeting as a safety coordination forum with subsidiaries.

These meetings are held periodically as needed by the organization to discuss safety analysis results, identify opportunities for improvement, and establish mitigation measures for safety risks. Through this mechanism, safety information flows in both directions, that is from top management to operational units and vice versa. It is ensuring that safety issues arising at the operational level can be raised, discussed, and addressed at higher management levels as part of ongoing efforts to improve safety performance.



Dari sisi SMK3, Garuda Indonesia telah membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) sebagai penanggung jawab di bidang K3. P2K3 adalah badan pembantu di Perseroan yang merupakan wadah kerja sama antara pengusaha dan tenaga kerja atau pekerja/buruh untuk mengembangkan kerja sama saling pengertian dan partisipasi efektif dalam penerapan keselamatan dan kesehatan kerja. Keberadaan P2K3 diatur dalam Penetapan Keputusan Kepala Dinas Tenaga dan Transmigrasi Provinsi Banten Nomor: 566/0157-DTKT/BINWAS/P2K3/II/2025 tentang Penetapan Panitia Pembina Keselamatan dan Kesehatan Kerja di Perusahaan PT Garuda Indonesia (Persero) Tbk.

Keanggotaan P2K3 terdiri dari unsur pengusaha dan karyawan yang susunannya terdiri dari Ketua, Sekretaris dan Anggota. Organisasi ini mempunyai tugas memberikan saran dan pertimbangan baik diminta maupun tidak kepada pengusaha atau pengurus mengenai masalah keselamatan dan kesehatan kerja. Melalui P2K3, karyawan dan manajemen dapat mengoptimalkan partisipasi, konsultasi, dan komunikasi tentang keselamatan dan kesehatan kerja.

Sesuai dengan *Safety Policy* Garuda Indonesia, keselamatan merupakan tanggung jawab seluruh karyawan Garuda Indonesia. Oleh karena itu, Perseroan mendorong dan memfasilitasi seluruh karyawan di semua tingkat organisasi untuk menyampaikan laporan terkait identifikasi bahaya melalui platform *electronic report (e-report)* yang dapat diakses melalui <https://safety.garuda-indonesia.com>.

From an SMK3 perspective, Garuda Indonesia has established the Occupational Safety and Health Advisory Committee (P2K3) as the body responsible for OSH matters. P2K3 is an auxiliary body within the Company that serves as a forum for cooperation between employers and employees or workers to foster mutual understanding and effective participation in the implementation of Occupational Safety and Health. The existence of the P2K3 is regulated by the Decree of the Head of the Banten Province Manpower and Transmigration Office No. 566/0157-DTKT/BINWAS/P2K3/II/2025 regarding the Establishment of the Occupational Safety and Health Advisory Committee at PT Garuda Indonesia (Persero) Tbk.

The P2K3 membership consists of representatives from both management and employees, comprising a Chairperson, Secretary, and Members. This organization is tasked with providing advice and recommendations, whether solicited or unsolicited, to management regarding Occupational Safety and Health issues. Through the P2K3, employees and management can optimize participation, consultation, and communication regarding Occupational Safety and Health.

In accordance with Garuda Indonesia's Safety Policy, safety is the responsibility of all Garuda Indonesia employees. Therefore, the Company encourages and facilitates all employees at all organizational levels to submit reports regarding hazard identification through the electronic reporting (e-report) platform, accessible via <https://safety.garuda-indonesia.com>.

garuda-indonesia.com. Selain itu, Perseroan mengkomunikasikan informasi yang relevan mengenai keselamatan melalui Publikasi Keselamatan. Sepanjang 2025, publikasi keselamatan yang telah dilakukan adalah sebagai berikut:

In addition, the Company communicates relevant information regarding safety through Safety Publications. Throughout 2025, the safety publications issued were as follows:

Publikasi Keselamatan 2025

Safety Publications 2025

No.	Program	Jumlah Number
1.	Quality & Safety Insight (QSI) Info	14 Publikasi 14 Publications
2.	Safety Advisory (SA)	8 Publikasi 8 Publications
3.	Safety Poster (SP)	31 Publikasi 31 Publications
4.	Flight Safety Publication (FSP) Magazine	2 Majalah 2 Magazines
5.	Safety Banner	1 Banner 1 Banner
6.	Safety Video	11 Video 11 Videos



Melalui berbagai mekanisme partisipasi, konsultasi, dan komunikasi tersebut, Perseroan memastikan bahwa pekerja memiliki akses terhadap informasi keselamatan yang relevan serta dapat berkontribusi secara aktif dalam pengembangan, implementasi, dan evaluasi sistem manajemen keselamatan dan kesehatan kerja di lingkungan Garuda Indonesia.

Through these various mechanisms for participation, consultation, and communication, the Company ensures that employees have access to relevant safety information and can actively contribute to the development, implementation, and evaluation of the Occupational Safety and Health Management System within Garuda Indonesia.

PELATIHAN K3 [GRI 403-5]

Sebagai bagian dari penerapan sistem manajemen keselamatan dan kesehatan kerja, Garuda Indonesia menyelenggarakan berbagai program pelatihan keselamatan. Di sisi operasional penerbangan, pelatihan *Safety Management System* (SMS) mencakup pelatihan keselamatan dasar bagi seluruh karyawan, termasuk karyawan baru dan tenaga kerja kontrak atau alih daya. Adapun utamanya, pelatihan SMS diperuntukkan kepada personel operasional yang memiliki fungsi kritis terhadap keselamatan pesawat udara, seperti personel *cockpit*, personel *kabin*, personel operasional, personel *ground handling*, personel *cargo handling*, teknisi pemeliharaan pesawat, serta personil di Unit yang mengelola fungsi keselamatan.

OHS TRAINING [GRI 403-5]

As part of the implementation of the Occupational Safety and Health Management System, Garuda Indonesia conducts various safety training programs. In terms of the flight operations, Safety Management System (SMS) training includes basic safety training for all employees, including new hires and contract or outsourced workers. Primarily, SMS training is intended for operational personnel with critical functions related to aircraft safety, such as cockpit personnel, cabin crew, operational personnel, ground handling personnel, cargo handling personnel, aircraft maintenance technicians, and personnel in units managing safety functions.

Materi pelatihan mencakup berbagai aspek penting dalam pengelolaan keselamatan, antara lain konsep dan elemen SMS, kebijakan dan tujuan keselamatan, manajemen risiko keselamatan, *safety assurance*, promosi budaya keselamatan, pelaporan isu keselamatan, serta cara pelaporan identifikasi bahaya yang

The training material includes various important aspects of safety management, including SMS concepts and elements, safety policies and objectives, safety risk management, safety assurance, promotion of a safety culture, reporting of safety issues, and methods for reporting hazard identifications related

berkaitan dengan aktivitas operasional penerbangan. Pada intinya, pada pelatihan SMS ini menekankan peran dan tanggung jawab masing-masing personel dalam menjaga keselamatan dengan menerapkan SMS di area operasional kerja.

Dalam rangka mempersiapkan penanganan keadaan darurat pada operasional penerbangan, Perseroan menerapkan program *Emergency Response Plan* (ERP) yang mencakup kegiatan *ERP Training*, *ERP Exercise*, dan *ERP Table Top*. Program ini bertujuan untuk memberikan pemahaman kepada personel terkait dalam menghadapi situasi darurat, baik secara teori maupun praktik. *ERP Training* dilaksanakan untuk membekali personel yang memiliki peran penting dalam penanganan keadaan darurat dengan pengetahuan dasar terkait prosedur tanggap darurat. Sementara itu, *ERP Exercise* dilaksanakan di stasiun bandar udara guna mempersiapkan personel operasional dalam merespons kondisi darurat di lapangan. Kemudian, *ERP Table Top* diselenggarakan di Kantor Pusat untuk melatih kesiapsiagaan personel manajemen dalam pengambilan keputusan dan koordinasi selama situasi darurat.

Di sisi keselamatan dan kesehatan lingkungan kerja, Garuda Indonesia senantiasa meningkatkan kompetensi dan keahlian karyawan melalui pelatihan K3. Kegiatan yang diadakan Perseroan terkait pelatihan K3 antara lain SMK3 *Awareness training* kepada semua anggota P2K3, *HIRADC Workshop*, *Occupational Safety & Health (OSH) and Drugs & Alcohol Management Program (DAMP) Training*, Pelatihan Kesiapsiagaan Tanggap Darurat untuk petugas evakuasi darurat atau *Emergency Response Team (ERT)*, yang terdiri dari petugas *Floor Warden*, *Fire Fighter*, *First Aider*, *Security*, *Team Facility & Communication*. Pelatihan yang sudah diselenggarakan sejak tahun 2013 ini bertujuan untuk membekali ERT dengan pengetahuan dan keterampilan terkait prosedur tanggap darurat di perkantoran Garuda Indonesia.

Selain itu, Perseroan juga memberikan pelatihan pemadaman kebakaran (*Firefighting Drill*) yang dilakukan setiap tahunnya untuk mempersiapkan petugas pemadam kebakaran serta perwakilan karyawan, *house keeping*, karyawan kantin dan *tenant* dalam menghadapi situasi kebakaran. Selanjutnya, pelatihan diteruskan kepada seluruh karyawan untuk memahami prosedur dan tanggung jawabnya masing-masing sehingga apabila terjadi satu kondisi darurat, evakuasi darurat dapat dijalankan sesuai dengan prosedur sebagaimana mestinya.

to aviation operational activities. Essentially, this SMS training emphasizes the roles and responsibilities of each personnel member in maintaining safety by implementing SMS in their operational work areas.

To prepare for emergency response in aviation operations, the Company implements an Emergency Response Plan (ERP) program, which includes ERP Training, ERP Exercises, and ERP Table-Top exercises. This program aims to provide personnel with the necessary understanding to handle emergency situations, both theoretically and practically. ERP Training is conducted to equip personnel with critical roles in emergency response with foundational knowledge regarding emergency procedures. Meanwhile, ERP Exercises are conducted at airport stations to prepare operational personnel to respond to emergency conditions on the ground. Additionally, ERP Table-Top exercises are held at the Head Office to train management personnel in decision-making and coordination during emergency situations.

In terms of workplace safety and health, Garuda Indonesia continuously enhances its employees' competencies and expertise through Occupational Safety and Health (OSH) training. The Company's OHS training initiatives include SMK3 Awareness training for all members of the P2K3 committee, the HIRADC Workshop, and the Occupational Safety & Health (OSH) and Drugs & Alcohol Management Program (DAMP) Training, and Emergency Response Readiness Training for emergency evacuation personnel or the Emergency Response Team (ERT), which consists of Floor Wardens, Firefighters, First Aiders, Security personnel, and the Facility & Communication Team. This training, which has been conducted since 2013, aims to equip the ERT with the knowledge and skills related to emergency response procedures at Garuda Indonesia's offices.

Additionally, the Company conducts annual firefighting drills to prepare firefighters, employee representatives, housekeeping staff, cafeteria employees, and tenants to handle fire situations. Furthermore, training is extended to all employees to ensure they understand their respective procedures and responsibilities so that, in the event of an emergency, emergency evacuation can be executed in accordance with established procedures.

Daftar Pelatihan Keselamatan 2025 Safety Training Schedule in 2025

No.	Kegiatan Activity	Lokasi Location	Jumlah Total
1.	Pelatihan <i>Safety Management System (SMS)</i> Safety Management System (SMS) Training	Garuda Indonesia Training Center (GITC)	2.689 Peserta 2,689 Participants
2.	Pelatihan <i>Emergency Response Plan (ERP)</i> Emergency Response Plan (ERP) Training	Garuda Indonesia Training Center (GITC)	33 Peserta 33 Participants
3.	<i>Emergency Response Plan (ERP) Exercise</i>	Stasiun Bandar Udara Airport Station	34 Stasiun 34 Stations
4.	<i>Emergency Response Plan (ERP) Table Top</i>	Garuda Management Building (GMB)	1 Kegiatan 1 Activity
5.	SMK3 <i>Awareness Training & Workshop</i> SMK3 Awareness Training & Workshop	Garuda Indonesia Training Center (GITC)	30 Peserta 30 Participants

Daftar Pelatihan Keselamatan 2025

Safety Training Schedule in 2025

No.	Kegiatan Activity	Lokasi Location	Jumlah Total
6.	HIRADC Workshop	Gedung Sistem Informasi Information Systems Building	10 Peserta 10 Participants
7.	Petugas Peran Kebakaran (Kelas D) Sertifikasi Kemnaker Fire Safety Officer (Class D) Certification by the Ministry of Manpower	Garuda Indonesia Training Center (GITC)	18 Peserta 18 Participants
8.	Petugas P3K Sertifikasi Kemnaker First Aid Officer, Ministry of Manpower Certification	Garuda Management Building (GMB)	18 Peserta 18 Participants
9.	Pelatihan Kesiapsiagaan Tanggap Darurat Batch 1 & 3 Emergency Response Preparedness Training Batches 1 & 3	Garuda Indonesia Training Center (GITC)	60 Peserta 60 Participants
10.	Pelatihan Kesiapsiagaan Tanggap Darurat Batch 2 Emergency Response Preparedness Training Batch 2	Garuda Management Building (GMB)	30 Peserta 30 Participants
11.	Occupational Safety & Health & DAMP Training for ERT Personnel	Garuda Management Building (GMB)	45 Peserta 45 Participants
12.	Ahli K3 Umum Sertifikasi Kemnaker General OSH Expert Certification by the Ministry of Manpower	Online Training	6 Peserta 6 Participants
13.	Pelatihan pemadaman api menggunakan APAR (fire fighting drill) Fire Extinguisher Training (Fire Fighting Drill)	Garuda Indonesia Training Center (GITC)	56 Peserta 56 Participants
14.	Pelatihan pemadaman api menggunakan APAR (fire fighting drill) Fire Extinguisher Training (Fire Fighting Drill)	Garuda City Center	61 Peserta 61 Participants

Pada 30 Oktober 2025, Tim **Emergency Response Plan (ERP)** Garuda Indonesia menyelenggarakan **Corporate ERP Table Top Exercise** dengan skenario pesawat mengalami **Ditching** di Bandara Internasional I Gusti Ngurah Rai, Bali. Ditching merupakan kondisi darurat ketika pesawat harus melakukan pendaratan di permukaan air akibat situasi tertentu karena tidak memungkinkan pesawat mendarat di darat. Skenario ini dipilih untuk menguji kesiapsiagaan Perusahaan dalam menghadapi situasi darurat berisiko tinggi yang memerlukan koordinasi cepat antara berbagai fungsi operasional, keselamatan, dan manajemen. Kegiatan ini dilaksanakan sesuai dengan prosedur yang ditetapkan dalam Garuda Indonesia ERP Manual serta dihadiri oleh para Group Head dari unit-unit terkait sebagai representasi manajemen lintas fungsi.

Dalam pelaksanaan **table top exercise**, para peserta melakukan simulasi terstruktur berdasarkan alur skenario keadaan darurat. Setiap tahap skenario mengharuskan peserta untuk mengidentifikasi langkah respons yang tepat, termasuk proses pengambilan keputusan, koordinasi antarunit, komunikasi krisis, serta aktivasi prosedur tanggap darurat sesuai peran dan tanggung jawab masing-masing. Melalui simulasi ini, Garuda Indonesia dapat mengevaluasi efektivitas koordinasi organisasi, kesiapan prosedur, serta memperkuat kapasitas manajemen dalam merespons situasi darurat secara cepat, tepat, dan terkoordinasi. Latihan ini menjadi bagian dari upaya berkelanjutan Perusahaan dalam meningkatkan kesiapsiagaan darurat dan menjaga keselamatan operasional penerbangan.

On October 30, 2025, Garuda Indonesia's Emergency Response Plan (ERP) Team conducted a Corporate ERP Table Top Exercise with a scenario involving an aircraft performing a ditching at I Gusti Ngurah Rai International Airport, Bali. Ditching is an emergency situation where an aircraft must land on water due to specific circumstances that prevent it from landing on land. This scenario was chosen to test the Company's preparedness in handling high-risk emergency situations requiring rapid coordination among various operational, safety, and management functions. The activity was conducted in accordance with the procedures outlined in the Garuda Indonesia ERP Manual and was attended by Group Heads from relevant units representing cross-functional management.

During the table-top exercise, participants conducted a structured simulation based on the emergency scenario flowchart. Each stage of the scenario required participants to identify appropriate response steps, including decision-making processes, inter-unit coordination, crisis communication, and the activation of emergency response procedures in accordance with their respective roles and responsibilities. Through this simulation, Garuda Indonesia can evaluate the effectiveness of organizational coordination and procedural readiness, as well as strengthen management's capacity to respond to emergency situations quickly, accurately, and in a coordinated manner. This exercise is part of the Company's ongoing efforts to enhance emergency preparedness and maintain flight operational safety.

FASILITAS KESEHATAN YANG DITERIMA [GRI 403-3, 403-6, 403-10, TR-AL-540a.3]

Selaras dengan komitmen Garuda Indonesia dalam menjamin keselamatan, kesehatan, serta perlindungan kerja, Perseroan telah menghadirkan berbagai program dan fasilitas kesehatan bagi para pegawai sebagai wujud kepedulian dan dukungan perusahaan terhadap kesejahteraan karyawan. Adapun program pemberian fasilitas Kesehatan adalah sebagai berikut.

HEALTHCARE FACILITIES RECEIVED [GRI 403-3, 403-6, 403-10, TR-AL-540a.3]

In line with Garuda Indonesia's commitment to ensuring safety, health, and workplace protection, the Company has introduced various health programs and benefits for its employees as a demonstration of the company's care and support for their well-being. The health benefit programs are as follows.

1. Program Jaminan Sosial dengan mendaftarkan seluruh karyawan yang memenuhi persyaratan sebagai peserta BPJS Kesehatan dan BPJS Ketenagakerjaan untuk Jaminan Hari Tua (JHT), Jaminan Kecelakaan (JKK), Jaminan Kematian (JKM), dan Jaminan Pensiun (JP);
2. Selain BPJS yang merupakan program wajib diberikan kepada pegawai sesuai peraturan pemerintah, Perusahaan juga memberikan program jaminan asuransi kesehatan yang memberikan jaminan kesehatan kepada karyawan dan keluarga yang mencakup manfaat utama berupa layanan rawat jalan, rawat inap, serta sejumlah manfaat tambahan berupa penggantian biaya kacamata, alat bantu dengar, *infertility primer*, bantuan *Special Need Children* (SNC), protesa anggota gerak, perawatan gigi, alat bantu kesehatan, Imunisasi bagi anak dan vaksin tertentu bagi dewasa.
3. Program *Mental Health* yang bertujuan untuk mendukung Kesehatan mental pegawai, seperti konseling *offline* maupun *online* serta sejumlah kegiatan *webinar* dan seminar untuk membantu pegawai mengelola kesehatan mental yang mungkin akan mempengaruhi kinerja dan Kesehatan pegawai.
4. Program Keselamatan, Kesehatan Kerja dan Lingkungan, dengan menyediakan fasilitas dan alat proteksi/pelindung diri, pembentukan Panitia Pembinaan Keselamatan dan Kesehatan Kerja, dan penyediaan perlengkapan kerja;
5. Program Asuransi *Personnel Accident* (PA) bagi karyawan yang diberikan sebagai asuransi kecelakaan diri pada saat *on duty* maupun *off duty* dengan nilai pertanggungan sesuai dengan kategori pegawai.

Untuk memastikan kesehatan yang optimal bagi karyawan Garuda Indonesia, Perseroan mengadakan berbagai program kesehatan yang berfokus pada isu-isu kesehatan terkini. Selain itu, Perseroan juga menyediakan perlindungan kesehatan melalui pemeriksaan kesehatan tahunan dan fasilitas pemeliharaan kesehatan bagi karyawan beserta keluarganya. Tak hanya itu, Perseroan mengelola Garuda Sentra Medika untuk mendukung kelayakan personel penerbangan serta ketersediaan layanan kesehatan yang memadai. Pengelolaan ini juga berkontribusi pada upaya Perseroan untuk mencapai sasaran produktivitas yang telah ditetapkan, dengan mengacu pada peraturan perundang-undangan yang berlaku, peraturan internal perusahaan, dan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*).

Selain itu, komitmen Garuda Indonesia terkait K3 juga diwujudkan melalui pemberian tunjangan bahaya radiasi sesuai dengan tingkat risiko bahaya radiasi yang diterima oleh pekerja. Mengacu Peraturan Menteri Kesehatan RI No. HK.03.03. MENKES/604/2015 tanggal 30 November 2015 Tentang Tunjangan Bahaya Radiasi Bagi Pekerja Radiasi di Bidang Kesehatan. Besarnya Tunjangan Bahaya Radiasi sesuai dengan tingkat risiko bahaya radiasi yang diterima oleh pekerja radiasi tersebut.

KINERJA K3 [GRI 403-9, 403-10, TR-AF-320a.1, TR-AL-540a.2, TR-AF-540a.2, TR-AF-540a.3]

Sepanjang tahun 2025, kinerja Keselamatan dan Kesehatan Kerja (K3) Perseroan menunjukkan hasil yang positif dan berada di bawah target yang telah ditetapkan. *Target Lost Time Injury Frequency Rate* (LTIFR) ditetapkan sebesar 3,0 per satu juta jam kerja, dengan realisasi sebesar 0,48. Sementara itu, target *Lost Time Injury Severity Rate* (LTISR) ditetapkan sebesar 50,0 dengan realisasi sebesar 14,83. Di sisi lain, Perseroan tidak menerima

1. Social Security Program: Enrolling all eligible employees as participants in Administration Agency for Health (BPJS Kesehatan) and Social Security Administration Agency for Employment (BPJS Ketenagakerjaan) for Old Age Security (JHT), Accident Security (JKK), Death Security (JKM), and Pension Security (JP)
2. In addition to BPJS, which is a mandatory program provided to employees in accordance with government regulations, the Company also provides a health insurance program that offers health coverage to employees and their families, comprising key benefits such as outpatient and inpatient care, as well as additional benefits including reimbursement for eyeglasses, hearing aids, primary infertility treatment, assistance for Special Needs Children (SNC), prosthetics for limbs, dental care, medical devices, immunizations for children, and certain vaccines for adults.
3. The Mental Health program, aimed at supporting employees' mental health, such as offline and online counseling, as well as various webinar and seminar activities to help employees manage their mental health, which may impact their performance and overall well-being.
4. Occupational Safety, Health, and Environment Program, which provides safety equipment and personal protective gear, establishes an Occupational Safety and Health Committee, and supplies work equipment;
5. Personnel Accident (PA) Insurance Program for employees, providing personal accident coverage both on duty and off duty, with coverage amounts based on employee category.

To optimize the health of Garuda Indonesia employees, the Company implements various health programs focused on current health issues. Furthermore, the Company provides health coverage through annual health checkups and health maintenance facilities for employees and their families. The Company also manages Garuda Sentra Medika to support the fitness of flight personnel and ensure adequate healthcare services. This management contributes to the Company's efforts to achieve established productivity targets, in accordance with applicable laws and regulations, internal company policies, and the principles of Good Corporate Governance.

Additionally, Garuda Indonesia's commitment to Occupational Safety and Health (OSH) is demonstrated through the provision of radiation hazard allowances based on the level of radiation risk faced by workers. This is in accordance with Indonesian Ministry of Health Regulation No. HK.03.03. MENKES/604/2015 dated November 30, 2015, regarding Radiation Hazard Allowances for Radiation Workers in the Health Sector. The amount of the Radiation Hazard Allowance corresponds to the level of radiation hazard risk faced by the radiation worker.

OHS PERFORMANCE [GRI 403-9, 403-10, TR-AF-320a.1, TR-AL-540a.2, TR-AF-540a.2, TR-AF-540a.3]

Throughout 2025, the Company's Occupational Safety and Health (OSH) performance showed positive results and remained below the established targets. The Lost Time Injury Frequency Rate (LTIFR) target was set at 3.0 per million working hours, with an actual rate of 0.48. Meanwhile, the Lost Time Injury Severity Rate (LTISR) target was set at 50.0, with an actual rate of 14.83. On the other hand, the Company received no reports

laporan adanya penyakit akibat kerja pada tahun pelaporan. Capaian tersebut mencerminkan efektivitas implementasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) serta konsistensi Perseroan dalam melakukan pengendalian risiko kecelakaan kerja dan penyakit akibat kerja. Hasil ini sekaligus menunjukkan komitmen berkelanjutan Perseroan dalam menciptakan lingkungan kerja yang aman, sehat, dan berkelanjutan bagi seluruh pekerja.

Selain itu, Garuda Indonesia juga menghitung tingkat insiden (*incident rate*) sebagai salah satu indikator kinerja keselamatan penerbangan yang menunjukkan tingkat keselamatan yang dicapai oleh penerbangan komersial. Pada tahun 2025, tingkat insiden per 1.000 keberangkatan tercatat sebesar 0,210. Angka ini dibawah maximum *allowance rate* sebesar 0.375. Secara umum, pada tahun 2025 *safety performance* Perseroan berada pada *acceptable level*. Sejalan dengan capaian tersebut, pada tahun 2025, Garuda Indonesia juga mencatatkan nihil fatalitas penumpang (*zero passenger fatality*).

Garuda Indonesia memastikan implementasi SMS secara efektif di seluruh lini organisasi, secara khusus di aktivitas operasional penerbangan, dengan mengacu pada rencana pelaksanaan SMS yang telah disusun, meliputi:

1. Melakukan pengelolaan risiko proaktif dari potensi bahaya yang ditemukenali melalui setiap laporan potensi bahaya atau *hazard report* yang diterima, dan melakukan analisis terhadap rekam-data-pesawat yang diunduh dari *black box* dalam program *Flight Data Monitoring* (FDM)
2. Melakukan pengelolaan risiko prediktif dari potensi bahaya yang teridentifikasi dalam kokpit pesawat melalui program *Line Operations Assessment System* (LOAS). Untuk mengelola risiko ini, seorang *observer* dengan kualifikasi tertentu dijadwalkan duduk di dalam kokpit pesawat di penerbangan tertentu, mengamati perilaku kedua awak kokpit pesawat terkait *human factors*, menuliskan hasil pengamatan dalam *checklist item* yang tersedia, dan melaporkan hasil pengamatan untuk dianalisis, serta identifikasi potensi bahaya dan pengelolaan risiko untuk proses/alat kerja/sistem baru atau manajemen perubahan yang akan diimplementasikan di Garuda Indonesia dalam kaitannya dengan aspek keselamatan.
3. Melakukan pengelolaan risiko reaktif dari potensi bahaya yang teridentifikasi dari kejadian *incident* (kecelakaan) maupun *serious incident* (kecelakaan serius) melalui investigasi, pelaporan, hingga memberikan rekomendasi untuk menemukenali akar masalah/penyebab untuk menghindari kejadian serupa terulang kembali di kemudian hari.
4. Melaksanakan SMS *records and documentation* dengan mengembangkan dan memelihara sistem pelaporan terintegrasi basis data keselamatan Garuda Indonesia atau *Integrated Electronic Safety Database* (IESD) untuk menyimpan setiap identifikasi potensi bahaya dan pengelolaan risiko, menganalisa, memonitor tren, dan menghasilkan pelaporan kinerja keselamatan secara periodik.
5. Melakukan pengawasan pelaksanaan keselamatan dalam rangka memelihara jaminan keselamatan dan juga sebagai upaya pengelolaan risiko proaktif melalui pelaksanaan dan pengelolaan audit keselamatan di departemen atau unit kerja operasional yang terkait langsung dan seluruh kantor cabang operasional Garuda Indonesia dalam maupun luar negeri.
6. Meningkatkan dan memelihara kesadaran keselamatan (*safety awareness*) seluruh pegawai Garuda Indonesia maupun pihak

of work-related illnesses during the reporting year. These achievements reflect the effectiveness of the implementation of the Occupational Safety and Health Management System (SMK3) as well as the Company's consistency in managing the risks of workplace accidents and work-related illnesses. These results also demonstrate the Company's ongoing commitment to creating a safe, healthy, and sustainable work environment for all employees.

Additionally, Garuda Indonesia calculates the incident rate as one of the aviation safety performance indicators, which reflects the safety level achieved by commercial flights. In 2025, the incident rate per 1,000 departures was recorded at 0.210. This figure is below the maximum allowable rate of 0.375. Overall, the Company's safety performance in 2025 was at an acceptable level. In line with this achievement, in 2025, Garuda Indonesia also recorded zero passenger fatalities.

Garuda Indonesia ensures the effective implementation of the Safety Management System (SMS) across all organizational levels, particularly in-flight operations, in accordance with the established SMS implementation plan, which includes:

1. Conducting proactive risk management of potential hazards identified through every hazard report received, and analyzing aircraft data downloaded from the black box via the Flight Data Monitoring (FDM) program
2. Conducting predictive risk management of potential hazards identified in the aircraft cockpit through the Line Operations Assessment System (LOAS) program. To manage these risks, a qualified observer is scheduled to sit in the aircraft cockpit during specific flights, observe the behavior of both cockpit crew members regarding human factors, record the results of their observations in the provided checklist items, and reporting the results for analysis, as well as identifying potential hazards and managing risks for new processes, tools, or systems—or change management initiatives—to be implemented at Garuda Indonesia in relation to safety aspects.
3. Implementing reactive risk management of identified potential hazards arising from incidents (accidents) or serious incidents (major accidents) through investigation, reporting, and providing recommendations to identify root causes to prevent similar occurrences from recurring in the future.
4. Implementing SMS records and documentation by developing and maintaining Garuda Indonesia's Integrated Electronic Safety Database (IESD) to store all identified potential hazards and risk management activities, analyze data, monitor trends, and generate periodic safety performance reports.
5. Conducting safety oversight to maintain safety assurance and as a proactive risk management effort through the implementation and management of safety audits in departments or operational units directly involved, as well as all Garuda Indonesia operational branches both domestically and internationally.
6. Enhancing and maintaining safety awareness among all Garuda Indonesia employees and external parties involved in

- luar yang terlibat dalam aktivitas operasional melalui program komunikasi, pelatihan, dan edukasi keselamatan.
7. Mengelola Corporate Safety Committee (CSC) Review dan Joint Safety Board (JSB) Review sebagai bentuk *management review* terhadap pelaksanaan SMS yang dilakukan secara periodik. CSC dan JSB merupakan alat kontrol manajemen tertinggi yang memfasilitasi evaluasi terhadap pelaksanaan SMS Garuda Indonesia secara berkala, seperti menetapkan target tingkat keselamatan setiap tahun, melakukan review atas efisiensi dan efektivitas, isu-isu terbaru, kemungkinan pencapaian target, kebutuhan tambahan sumber daya, dsb. CSC terdiri atas CEO sebagai pimpinan umum (*chairman*), Group Head CQSS sebagai sekretaris, dan seluruh Direktur Perusahaan sebagai anggota. Sedangkan JSB terdiri atas Group Head CQSS sebagai pimpinan umum (*chairman*), Division Head Safety Information Management sebagai sekretaris, dan beberapa pejabat setingkat Group Head yang terkait langsung dengan aspek keselamatan dan keamanan penerbangan
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 9. Melakukan pengelolaan risiko reaktif dari kejadian kecelakaan fatal (*accident*) dan/ atau kejadian darurat melalui perencanaan penanganan tanggap darurat atau *Emergency Response Planning* (ERP) berupa *ERP drill/ exercise* secara berkala untuk memastikan kesiapan seluruh personel dan unit kerja terkait jika *accident* dan/atau kejadian darurat terjadi. Perencanaan pengelolaan situasi darurat ini dimaksudkan untuk meminimalkan risiko yang mungkin timbul saat *accident* yang tidak diharapkan terjadi, sementara Garuda Indonesia tetap harus melanjutkan bisnis dan aktivitas operasional secara aman di saat yang bersamaan.

Adapun kinerja K3 selama tahun 2025 sebagai berikut.

operational activities through safety communication, training, and education programs.

7. Managing the Corporate Safety Committee (CSC) Review and Joint Safety Board (JSB) Review as forms of *management review* of the SMS implementation conducted periodically. The CSC and JSB are the highest-level management control bodies that facilitate periodic evaluations of the implementation of Garuda Indonesia's SMS, such as setting annual safety targets, reviewing efficiency and effectiveness, addressing current issues, assessing the likelihood of meeting targets, identifying additional resource needs, and more. The CSC consists of the CEO as the chairperson, the Group Head of CQSS as the secretary, and all Company Directors as members. Meanwhile, the JSB consists of the Group Head of CQSS as the chairperson, the Division Head of Safety Information Management as the secretary, and several officials at the Group Head level who are directly involved in aviation safety and security aspects.
8. Managing the Corporate Safety Committee (CSC) Review and Joint Safety Board (JSB) Review as forms of *management review* of the SMS implementation conducted periodically. The CSC and JSB are the highest-level management control bodies that facilitate periodic evaluations of the implementation of Garuda Indonesia's SMS, such as setting annual safety targets, reviewing efficiency and effectiveness, addressing current issues, assessing the likelihood of meeting targets, identifying additional resource needs, and more. The CSC consists of the CEO as the chairperson, the Group Head of CQSS as the secretary, and all Company Directors as members. Meanwhile, the JSB consists of the Group Head of CQSS as the chairperson, the Division Head of Safety Information Management as the secretary, and several officials at the Group Head level who are directly involved in aviation safety and security aspects.
9. Implementing reactive risk management for fatal accidents and/or emergencies through emergency response planning (ERP), including periodic ERP drills/exercises, to ensure the readiness of all personnel and relevant work units in the event of an accident and/or emergency. This emergency management planning is intended to minimize risks that may arise when an unexpected accident occurs, while Garuda Indonesia must continue its business and operational activities safely at the same time.

The OHS performance for the year 2025 is as follows.

Tabel Lost Time Injury Frequency Rate (LTIFR)
Table of Lost Time Injury Frequency Rate (LTIFR)

Tahun Year	LTIFR
2025	0,48

Di tahun 2025, perhitungan kinerja kesehatan dan keselamatan kerja menggunakan *Lost Time Injury Frequency Rate* dan tidak lagi berdasarkan *Man-hour Without Lost Time Injury*. Hal ini merupakan langkah strategis untuk meningkatkan kualitas, akurasi, dan kredibilitas pelaporan K3 yang selaras dengan standar internasional dan praktik terbaik ESG. Dengan mengadopsi LTIFR dan LTISR, Perseroan dapat menyajikan data yang lebih terukur, objektif, dan dapat dibandingkan secara global, sekaligus mendukung evaluasi kinerja K3 yang lebih efektif sesuai prinsip *continuous improvement* dalam SMK3 dan ISO 45001.

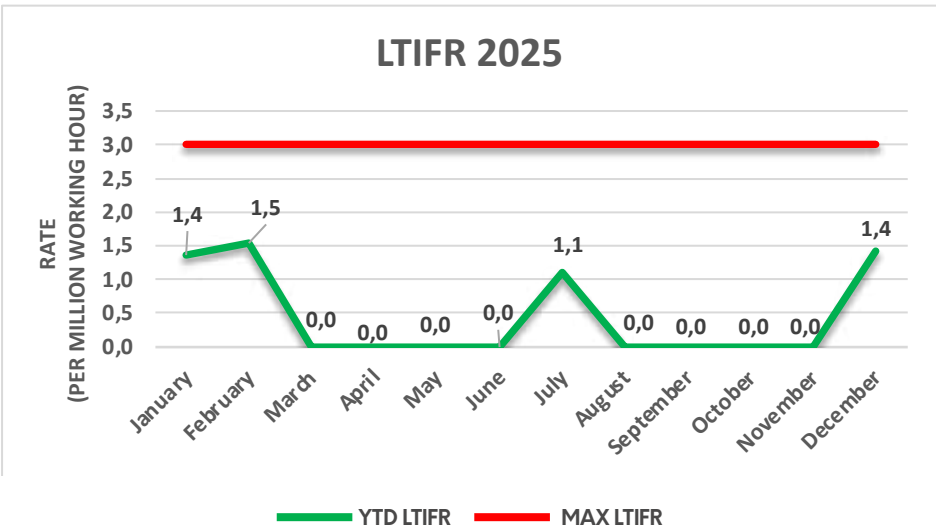
In 2025, occupational health and safety performance metrics will be calculated using the Lost Time Injury Frequency Rate (LTIFR) and will no longer be based on the Man-hour Without Lost Time Injury (MWLTI) metric. This is a strategic step to improve the quality, accuracy, and credibility of OHS reporting in alignment with international standards and ESG best practices. By adopting LTIFR and LTISR, the Company can present data that is more measurable, objective, and globally comparable, while supporting more effective OSH performance evaluation in accordance with the principle of continuous improvement in SMK3 and ISO 45001.

Tabel *Man-Hour Without Lost Time Injury Frequency Rate (MWLTI)*
 Table Man-Hour Without Lost Time Injury Frequency Rate (MWLTI)

Tahun Tahun	Air Crew		Ground Staff	Total
	Cockpit	Cabin		
2025	503.344	1.765.976	1.746.387	4.015.707
2024	453.628	1.620.506	1.594.127	3.668.261
2023	374.816	1.244.622	1.069.880	2.689.318

Keterangan:
Man-Hour without Lost Time Injury merupakan jumlah kumulatif jam kerja seluruh karyawan tanpa adanya cedera akibat kerja yang mengakibatkan kehilangan waktu kerja, yang berfungsi sebagai salah satu indikator utama kinerja keselamatan kerja.
 Keterangan:
Man-Hour without Lost Time Injury merupakan jumlah kumulatif jam kerja seluruh karyawan tanpa adanya cedera akibat kerja yang mengakibatkan kehilangan waktu kerja, yang berfungsi sebagai salah satu indikator utama kinerja keselamatan kerja.

Lost Time Injury Frequency Rate (LTIFR)
 Lost Time Injury Frequency Rate (LTIFR)

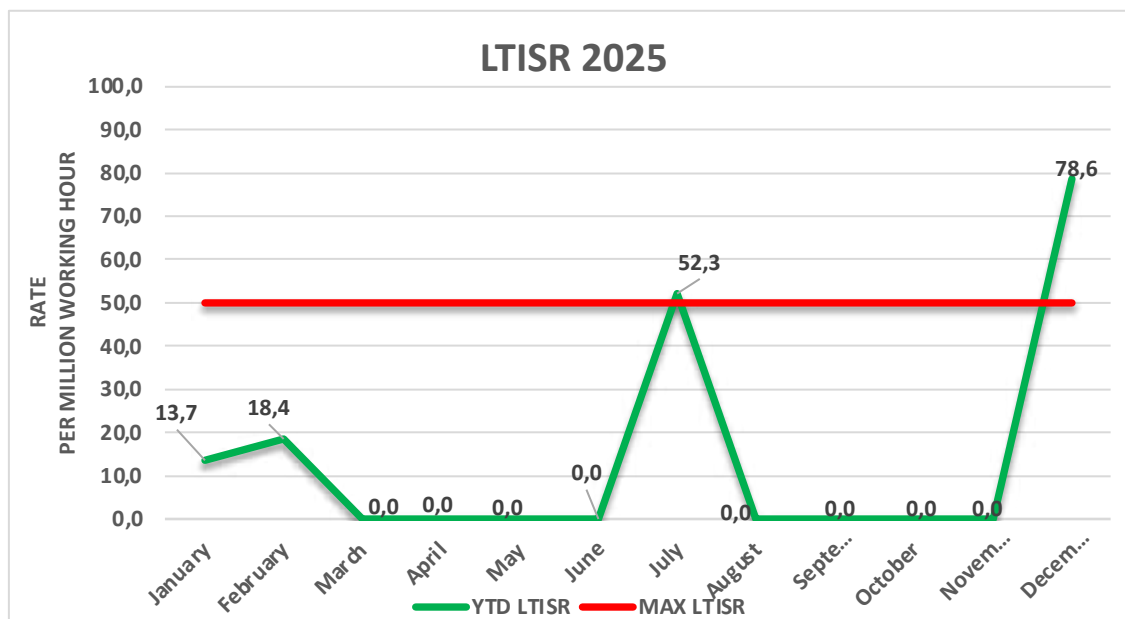


Keterangan:
Lost Time Injury Frequency Rate (LTIFR) merupakan indikator kinerja keselamatan kerja yang diakui secara internasional untuk mengukur frekuensi cedera akibat kerja yang mengakibatkan kehilangan waktu kerja, yang dinyatakan per satu juta jam kerja. Target kinerja keselamatan dan kesehatan kerja pada tahun 2025 ditetapkan sebesar 3,0, dengan realisasi LTIFR sebesar 0,48. Hal ini menunjukkan bahwa kinerja K3 PT Garuda Indonesia (Persero) Tbk berada di bawah target yang telah ditetapkan serta mencerminkan implementasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang efektif, serta pengendalian yang baik terhadap kecelakaan kerja dan penyakit akibat kerja.

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Lost Time Injury Severity Rate (LTISR)

Lost Time Injury Severity Rate (LTISR)



Keterangan:

Lost Time Injury Severity Rate (LTISR) merupakan indikator formal yang digunakan untuk mengukur tingkat keparahan kecelakaan kerja dengan menghitung jumlah hari kerja yang hilang akibat cedera yang menyebabkan karyawan tidak dapat bekerja, dibandingkan dengan total jam kerja karyawan yang terpapar risiko dalam periode tertentu. Target kinerja keselamatan dan kesehatan kerja pada tahun 2025 ditetapkan sebesar 50,0, dengan realisasi LTISR sebesar 14,83. Hal ini menunjukkan bahwa kinerja K3 PT Garuda Indonesia (Persero) Tbk berada di bawah target yang telah ditetapkan serta mencerminkan implementasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang efektif, serta pengendalian yang baik terhadap kecelakaan kerja dan penyakit akibat kerja.

Sepanjang periode pelaporan, Perusahaan mencatat 4 (empat) kejadian insiden keselamatan kerja. Seluruh insiden tersebut tidak mengakibatkan fatalitas, namun termasuk dalam kategori *Lost Time Injury* (LTI) karena menyebabkan pekerja yang terdampak tidak dapat melaksanakan tugasnya untuk sementara waktu.

Keterangan:

Lost Time Injury Severity Rate (LTISR) merupakan indikator formal yang digunakan untuk mengukur tingkat keparahan kecelakaan kerja dengan menghitung jumlah hari kerja yang hilang akibat cedera yang menyebabkan karyawan tidak dapat bekerja, dibandingkan dengan total jam kerja karyawan yang terpapar risiko dalam periode tertentu. Target kinerja keselamatan dan kesehatan kerja pada tahun 2025 ditetapkan sebesar 50,0, dengan realisasi LTISR sebesar 14,83. Hal ini menunjukkan bahwa kinerja K3 PT Garuda Indonesia (Persero) Tbk berada di bawah target yang telah ditetapkan serta mencerminkan implementasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang efektif, serta pengendalian yang baik terhadap kecelakaan kerja dan penyakit akibat kerja.

During the reporting period, the Company recorded 4 (four) workplace safety incidents. None of these incidents resulted in fatalities, but they were classified as Lost Time Injuries (LTI) because they temporarily prevented the affected workers from performing their duties.

Tabel Perkembangan Kasus Kecelakaan Tiga Tahun Terakhir

Table of Development of Accident Cases in the Last Three Years:

Keterangan Description	2025	2024	2023
Kecelakaan Kerja Occupational Accident	4	3	11

SURVEI KETERIKATAN PEGAWAI

Garuda Indonesia senantiasa berupaya menciptakan suasana dan lingkungan kerja yang nyaman bagi pegawai. Secara rutin, Perseroan melakukan survei keterikatan pegawai (*employee engagement*) dan survei kepuasan pegawai (*employee satisfaction*) yang dilakukan setiap satu tahun sekali. Pengukuran *employee engagement* bertujuan untuk mengetahui seberapa besar

EMPLOYEE ENGAGEMENT SURVEY

Garuda Indonesia consistently strives to create a comfortable work atmosphere and environment for its employees. On a regular basis, the Company conducts an employee engagement survey and an employee satisfaction survey, both of which are conducted once a year. The employee engagement survey aims to determine the extent to which employees feel involved, enthusiastic, and

pegawai merasa dilibatkan, antusias dan memiliki komitmen dalam pekerjaannya. Sedangkan, pengukuran *employee satisfaction* adalah untuk mengetahui tingkat kepuasan pegawai terhadap Perseroan.

Pada tahun 2025, nilai *employee engagement* sebesar 83 dengan kategori *engagement* “Engaged” Nilai dari *employee satisfaction* adalah 73 yang dapat dikategorikan “satisfied”.

committed to their work. Meanwhile, the employee satisfaction survey is designed to measure employees’ level of satisfaction with the Company.

In 2025, the employee engagement score was 83, categorized as “Engaged.” The employee satisfaction score was 73, which would be categorized as “satisfied.”

Tabel Hasil Survei Keterikatan dan Kepuasan Pegawai
Table of Employee Engagement and Satisfaction Survey Results

Uraian Description	Satuan Unit	2025	2024	2023
<i>Employee Engagement</i>	Skala Likert	83	86	82
<i>Employee Satisfaction</i>	Skala Likert	73	73	72

Sebagai bagian dari komitmen perusahaan dalam memperkuat budaya kerja dan meningkatkan pengalaman karyawan, Perseroan melaksanakan siklus survei tahunan yang terstruktur dan berkelanjutan. Pada tahap awal, Perseroan menyusun kerangka survei secara komprehensif yang mencakup metodologi pengukuran, skala penilaian, rentang skor, metode pengambilan sampel, serta penyusunan kuesioner. Seluruh materi komunikasi dan publikasi survei dipersiapkan dan diluncurkan pada minggu pertama Desember 2025 guna memastikan kesiapan pelaksanaan yang optimal.

Survei kemudian dilaksanakan selama periode tiga minggu melalui *platform* internal korporasi yaitu *email blast corporate information* serta pengiriman undangan partisipasi secara langsung kepada Group Head di unit kerja masing-masing, guna memastikan cakupan responden yang luas dan representatif. Hasil survei selanjutnya diolah dan dianalisis secara menyeluruh, dengan fokus pada perhitungan skor *favorable*, skor rata-rata, serta analisis korelasi antar dimensi penilaian. Laporan disusun dalam bentuk gambaran umum perusahaan serta analisis rinci per unit untuk mendukung pengambilan keputusan berbasis data.

Sebagai tindak lanjut, laporan didistribusikan kepada unit terkait dan seluruh Group Head sebagai dasar penyusunan rencana aksi perbaikan. Perseroan juga melakukan monitoring dan tindak lanjut bulanan terhadap implementasi rencana aksi hingga memasuki siklus survei berikutnya, guna memastikan perbaikan berkelanjutan dan peningkatan kinerja organisasi secara konsisten.

As part of the company’s commitment to strengthening its work culture and enhancing the employee experience, the Company conducts a structured and ongoing annual survey cycle. In the initial phase, the Company develops a comprehensive survey framework that includes measurement methodology, rating scales, score ranges, sampling methods, and questionnaire design. All survey communication materials and publications are prepared and launched during the first week of December 2025 to optimize implementation readiness.

The survey is then conducted over a three-week period via the company’s internal platform, specifically through corporate information email blasts and direct invitations to participate sent to Group Heads in their respective work units, to ensure a broad and representative respondent pool. Survey results were subsequently processed and analyzed comprehensively, focusing on calculating favorable scores, average scores, and correlation analysis across evaluation dimensions. Reports were compiled in the form of an overview of the company and detailed analysis by unit to support data-driven decision-making.

As a follow-up, the report is distributed to relevant units and all Group Heads as the basis for developing improvement action plans. The Company also conducts monthly monitoring and follow-up on the implementation of action plans until the next survey cycle begins, to ensure continuous improvement and consistent organizational performance enhancement.

ASPEK MASYARAKAT

DAMPAK OPERASI TERHADAP MASYARAKAT SEKITAR [OJK F.23]

Dalam menjalankan aktivitas operasionalnya, Garuda Indonesia senantiasa berkomitmen untuk memberikan dampak positif bagi seluruh pemangku kepentingannya termasuk masyarakat adat. Dampak positif diberikan melalui berbagai program pelibatan masyarakat termasuk masyarakat adat. Oleh karenanya, sepanjang tahun 2025 tidak terdapat insiden pelanggaran terkait hak-hak masyarakat adat yang dilaporkan.

Pada tahun 2025, Garuda Indonesia telah melaksanakan berbagai program Tanggung Jawab Sosial dan Lingkungan didasarkan pada 4 (empat) Pilar Utama yaitu Pilar Sosial, Lingkungan, Ekonomi,

COMMUNITY ASPECTS

IMPACT OF OPERATIONS ON THE SURROUNDING COMMUNITY [OJK F.23]

In conducting its operational activities, Garuda Indonesia remains committed to creating a positive impact for all its stakeholders, including indigenous communities. This positive impact is achieved through various community engagement programs, including those involving indigenous communities. Consequently, throughout 2025, no reported incidents of violations related to the rights of indigenous communities occurred.

In 2025, Garuda Indonesia implemented various Social and Environmental Responsibility programs based on four main pillars: Social, Environmental, Economic, and Legal & Governance,

dan Hukum & Tata Kelola sesuai dengan Tujuan Pembangunan Berkelanjutan (TPB). Program Tanggung Jawab Sosial dan Lingkungan BUMN atau Program TJSL BUMN adalah kegiatan yang merupakan komitmen perusahaan terhadap pembangunan yang berkelanjutan dengan memberikan manfaat pada ekonomi, sosial, lingkungan serta hukum dan tata kelola dengan prinsip yang lebih terintegrasi, terarah, terukur dampaknya serta dapat dipertanggungjawabkan dan merupakan bagian dari pendekatan bisnis perusahaan. Program TJSL BUMN dilaksanakan dengan menerapkan prinsip: terintegrasi, terarah, terukur dampaknya, dan akuntabilitas.

Adapun program-program TJSL yang telah dilaksanakan adalah sebagai berikut.

PROGRAM GARUDA PEDULI PEREKONOMIAN MASYARAKAT

Kemajuan perekonomian masyarakat menjadi salah satu indikator keberhasilan sebuah program Tanggung Jawab Sosial Lingkungan (TJSL). Melalui Program Pendanaan Usaha Mikro dan Kecil (PUMK) dan Program Pembinaan UMK, Garuda Indonesia menyalurkan pinjaman modal untuk Usaha Mikro dan Kecil (UMK) yang tersebar di seluruh Indonesia. Bantuan permodalan itu diberikan kepada UMK binaan untuk mendukung potensi berkembang dan mengelola usaha mereka dengan baik. Penyaluran dana bisa diberikan melalui sinergi antar BUMN, Non *Governmental* Organization dan Lembaga Penyalur lain.

PROGRAM PENDANAAN USAHA MIKRO DAN KECIL

Hingga tahun 2025, Garuda Indonesia memiliki 774 mitra binaan yang terdiri dari 669 UMK binaan Garuda Indonesia dan 105 UMK binaan hasil sinergi dengan BUMN/Lembaga penyalur lain yang tersebar di 15 provinsi di seluruh Indonesia. Jumlah dan sebaran UKM mitra binaan itu akan terus bertambah seiring tumbuh kembangnya sektor usaha informal di masyarakat. Selama tahun 2025, Garuda Indonesia menyalurkan bantuan PUMK melalui sinergi dengan Bank Rakyat Indonesia (BRI) yang telah disalurkan kepada beberapa UMK binaan yang tersebar di wilayah Bali, Jawa Barat, Jawa Tengah, Jawa Timur, Kalimantan Barat, Maluku, dan Yogyakarta.

in accordance with the Sustainable Development Goals (SDGs). State-Owned Enterprise (SOE) Social and Environmental Responsibility Programs, or SOE SER Programs, are initiatives that reflect the company's commitment to sustainable development by delivering benefits to the economy, society, the environment, as well as legal and governance aspects, guided by principles that are more integrated, targeted, measurable in impact, and accountable, and form part of the company's business approach. The SOE TJSL Program is implemented by applying the principles of integration, focus, measurable impact, and accountability.

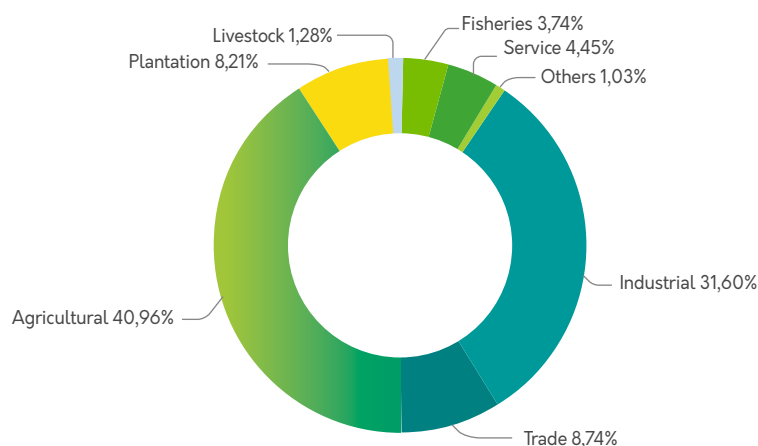
The TJSL programs that have been implemented are as follows.

GARUDA PEDULI FOR THE COMMUNITY'S ECONOMY PROGRAM

The advancement of the community's economy is one of the indicators of the success of a Corporate Social and Environmental Responsibility (TJSL) program. Through the Micro and Small Enterprises Funding Program (MSEs Funding) and the MSEs Development Program, Garuda Indonesia provides capital loans to Micro and Small Enterprises (MSEs) across Indonesia. This capital assistance is provided to supported MSEs to support their growth potential and help them manage their businesses effectively. Funding disbursement can be facilitated through collaboration among state-owned enterprises (SOEs), non-governmental organizations (NGOs), and other disbursing institutions.

MICRO AND SMALL BUSINESS FINANCING PROGRAM

As of 2025, Garuda Indonesia has 774 partner MSEs, consisting of 669 MSEs directly supported by Garuda Indonesia and 105 MSEs supported through collaborations with other state-owned enterprises (SOEs) and distribution agencies, spread across 15 provinces throughout Indonesia. The number and distribution of these partner MSEs will continue to grow alongside the growth and development of the informal business sector in the community. Throughout 2025, Garuda Indonesia has distributed MSEs Funding assistance through a partnership with Bank Rakyat Indonesia (BRI), which has been disbursed to several supported MSEs located in Bali, West Java, Central Java, East Java, West Kalimantan, Maluku, and Yogyakarta.



Hingga 2025, secara akumulasi penyaluran PUMK pada sektor pertanian mendapat porsi terbesar, yaitu mencapai 40,96%. Diikuti dengan bidang industri (31,6%), perkebunan (8,21%), perdagangan (8,74%), jasa (4,45%), perikanan (3,74%), peternakan (1,28%), dan lainnya (1,03%). Hal tersebut sejalan dengan komitmen Garuda Indonesia untuk turut mensukseskan program pemerintah, khususnya pengembangan UMKM.

PROMOSI PRODUK UMK

Tidak sekadar membantu permodalan, upaya pemberdayaan UMK itu juga diiringi dengan program pendidikan dan pelatihan hingga kegiatan promosi demi mengoptimalkan hasil karya dan meningkatkan pangsa pasar produk UMK binaan. Pada tahun 2025, Garuda Indonesia mempromosikan produk UMK binaan di melalui keikutsertaan pada Pameran Pangan Kasih di DKI Jakarta.

As of 2025, Cumulatively, MSEs Funding disbursements to the agricultural sector accounted for the largest share, reaching 40.96%. This is followed by the industrial sector (31.6%), plantations (8.21%), trade (8.74%), services (4.45%), fisheries (3.74%), livestock (1.28%), and others (1.03%). This aligns with Garuda Indonesia's commitment to supporting the success of government programs, particularly the development of MSEs.

PROMOTION OF MSEs PRODUCTS

In addition to providing financial assistance, these efforts to empower MSEs are complemented by education and training programs as well as promotional activities aimed at maximizing the value of their products and increasing the market share of the supported MSEs' products. In 2025, Garuda Indonesia promoted the products of the supported MSEs through its participation in the Pangan Kasih food exhibition in Jakarta.

Penyaluran PUMK ke UMK Binaan per Sektor

Distribution of PUMK to Supported SMEs by Sector

(Dalam Rupiah Penuh)
(In Full Rupiah)

Sektor Sector	Jumlah Penyaluran Total Disbursement
Sektor Industri Industrial Sector	15.732.413.199
Sektor Jasa Service Sector	1.843.458.583
Sektor Perdagangan Trade Sector	3.877.569.762
Sektor Perikanan Fisheries Sector	1.812.151.043
Sektor Perkebunan Plantation Sector	623.180.000
Sektor Pertanian Agriculture Sector	17.240.093.471
Sektor Peternakan Livestock Sector	3.118.662.886
Sektor Lainnya Other Sectors	319.070.664
TOTAL	44.566.599.608

Penyaluran PUMK ke UMK Binaan per Wilayah dan per Sektor

Distribution of MSEs Funding to Fostered MSEs by Region and Sector

Wilayah/ Sektor Region/ Sector	Industri Industry	Jasa Services	Lainnya Others	Perdagangan Trade	Perikanan Fisheries	Perkebunan Plantation	Pertanian Agriculture	Perternakan Livestock	Jumlah per Wilayah Total by region	Jumlah Mitra Number of Partners
Bali	1.677.092.808	77.873.600	25.999.036	667.875.307	-	-	97.338.477	-	2.546.179.228	72
Bangka Belitung	-	20.000.000	-	10.000.000	-	-	125.000.000	-	155.000.000	6
Banten	365.000.000	50.000.000	-	684.000.000	-	-	645.581.625	-	1.744.581.625	23
DI Yogyakarta Special Region of Yogyakarta	800.704.319	184.891.802	-	215.465.568	18.972.479	-	59.493.440	53.662.886	1.333.190.494	58
DKI Jakarta	558.000.000	207.000.000	-	29.000.000	-	-	-	-	794.000.000	14
Jawa Barat West Java	6.180.500.000	407.378.454	50.000.000	454.955.180	1.165.455.330	158.680.000	1.049.093.375	-	9.466.062.339	82
Jawa Tengah Central Java	1.034.500.000	160.000.000	243.071.628	335.858.579	-	60.000.000	8.878.011	1.000.000.000	2.842.308.218	91

Pengaluran PUMK ke UMK Binaan per Wilayah dan per Sektor
Distribution of MSEs Funding to Fostered MSEs by Region and Sector

Wilayah/ Sektor Region/ Sector	Industri Industry	Jasa Services	Lainnya Others	Perdagangan Trade	Perikanan Fisheries	Perkebunan Plantation	Pertanian Agriculture	Perternakan Livestock	Jumlah per Wilayah Total by region	Jumlah Mitra Number of Partners
Jawa Timur East Java	639.741.072	157.500.000	-	313.902.091	-	65.000.000	1.000.000.000	2.035.000.000	4.211.143.163	81
Kalimantan Barat West Kalimantan	1.150.000.000	20.314.727	-	47.013.037	97.723.234		9.208.656.543		10.523.707.541	51
Kalimantan Selatan South Kalimantan	-	-	-	39.000.000	-	-	-	-	39.000.000	3
Nanggroe Aceh Darussalam	83.275.000	48.000.000	-	57.500.000	-	-	-	-	188.775.000	18
Nusa Tenggara Barat West Nusa Tenggara	2.107.000.000	443.500.000	-	706.500.000		220.500.000	3.500.000		3.481.000.000	155
Nusa Tenggara Timur East Nusa Tenggara	277.100.000	27.000.000	-	145.000.000	-	-	-	-	449.100.000	26
Sulawesi Selatan South Sulawesi	155.000.000	-	-	-	500.000.000	-	-	-	655.000.000	7
Sulawesi Utara North Sulawesi	25.000.000	-	-	50.000.000	-	-	3.031.552.000	-	3.106.552.000	4
Sumatra Barat West Sumatra	679.500.000	40.000.000		121.500.000	30.000.000	119.000.000	2.011.000.000	30.000.000	3.031.000.000	71
Maluku	-	44.923.006	-	-	118.779.360	-	-	-	163.702.366	12
Total	15.732.413.199	1.843.458.583	319.070.664	3.877.569.762	1.812.151.043	623.180.000	17.240.093.471	3.118.662.886	44.566.599.608	774

PROGRAM KOLABORASI TJSL

PROGRAM REUSE RECYCLE BERSAMA PIHAK KETIGA

Sebagai bentuk implementasi dari ISO 26000:2010 *Guidance on Social Responsibility*, salah satu subject intinya adalah *The Environment* yang memiliki isu *Mitigate and Adapt to Climate Change* meliputi pengurangan limbah, penggunaan ulang produk, dan *recycle*. Hal tersebut juga sejalan dengan pencapaian Net Zero Emission (NZE) tahun 2060 dan sebagai implementasi *Sustainable Development Goals* nomor 12, yaitu *Responsible Consumption and Production*.

Sejak tahun 2024, Garuda Indonesia bekerja sama dengan pihak ketiga merealisasikan penempatan *Reverse Vending Machine* (RVM) di lingkungan perkantoran yang bertujuan mengurangi limbah penggunaan botol plastik dan meningkatkan partisipasi karyawan sehingga terbentuk habit dalam penggunaan material plastik dengan lebih bijak. Adapun pada program ini, sampah botol plastik yang dibuang pada RVM nantinya akan diolah kembali menjadi barang-barang bernilai ekonomis yang dapat dipergunakan kembali oleh masyarakat, dan kemudian dapat meningkatkan perekonomian UMKM.

TJSL COLLABORATION PROGRAM

REUSE RECYCLE PROGRAM IN PARTNERSHIP WITH THIRD PARTY

As part of the implementation of ISO 26000:2010 *Guidance on Social Responsibility*, one of its core subjects is *The Environment*, which addresses the issue of *Mitigate and Adapt to Climate Change*, including waste reduction, product reuse, and recycling. This is also in line with the achievement of Net Zero Emissions (NZE) by 2060 and as an implementation of *Sustainable Development Goal* number 12, namely *Responsible Consumption and Production*.

Since 2024, Garuda Indonesia partnered with third party to install *Reverse Vending Machines* (RVMs) in office environments, with the aim of reducing plastic bottle waste and increasing employee participation to foster a habit of using plastic more wisely. Under this program, plastic bottle waste disposed of in the RVMs will be recycled into economically valuable items that can be reused by the community, thereby boosting the economy of micro and small enterprises (MSEs).

PROGRAM KOLABORASI BUMN: KONSERVASI LINGKUNGAN DAN PEMBERDAYAAN MASYARAKAT DI KEPULAUAN RAJA AMPAT, PAPUA BARAT DAYA

Pada tahun 2025, Garuda Indonesia bersama dengan 15 BUMN melaksanakan program kolaborasi konservasi lingkungan dan pemberdayaan masyarakat di wilayah kepulauan Raja Ampat, Papua Barat Daya. Hal ini sebagai bentuk kepedulian Perseroan terhadap lingkungan dan kemajuan ekonomi masyarakat di wilayah pesisir sesuai dengan Tujuan Pembangunan Berkelanjutan (TPB) pilar sosial, ekonomi, dan lingkungan.

Adapun program yang dilaksanakan adalah rehabilitasi terumbu karang, penanaman mangrove, bantuan daya listrik, renovasi sekolah dan bantuan koneksi internet, pendampingan kelompok konservasi, pendampingan BUMDes, dan renovasi gereja. Program ini dilaksanakan di 2 (dua) desa yaitu Desa Mutus dan Desa Manyaifun, distrik Waigeo Barat.

Melalui program ini harapannya dapat meningkatkan pendidikan dan perekonomian masyarakat di wilayah tersebut, serta dapat melestarikan lingkungan pesisir sebagai Kawasan pariwisata.

Adapun realisasi Program Tanggung Jawab Sosial dan Lingkungan (TJSL) secara keseluruhan sampai dengan 31 Desember 2025 sebagai berikut:

Keterangan Description	2025	2024	2023
TJSL (Non Pendanaan UMK) TJSL (Non-MSEs Funding)	4.102.347.219	5.624.109.247	4.591.405.275
Pinjaman Kemitraan (Pendanaan UMK) Partnership Loans (MSEs Funding)	750.000.000	800.000.000	1.000.000.000
Pembinaan Kemitraan Partnership Development	-	-	-
Jumlah Total	4.852.347.219	6.424.109.247	5.591.405.275

Atas berbagai program yang dilaksanakan, Garuda Indonesia memastikan bahwa kegiatan operasionalnya tidak memberikan dampak negatif terhadap masyarakat di sekitar wilayah operasional.

KEGIATAN TANGGUNG JAWAB SOSIAL LINGKUNGAN (TJSL) [OJK F.25]

Tuntutan atas implementasi TJSL bagi emiten dan perusahaan publik semakin kuat dengan terbitnya Peraturan Otoritas Jasa Keuangan (POJK) No.51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik atau POJK Keuangan/Kegiatan Berkelanjutan, per 1 Januari 2021. Pasal 8 peraturan ini menyatakan perusahaan publik yang diwajibkan melaksanakan TJSL dapat mengalokasikan sebagian dana TJSL untuk mendukung kegiatan penerapan keuangan berkelanjutan. Sesuai dengan pedoman teknis peraturan ini, dalam arti luas, keuangan berkelanjutan bagi emiten dan perusahaan publik dapat dimaknai sebagai kegiatan berkelanjutan (*sustainable operation*), yaitu kegiatan operasi perusahaan yang dijalankan dengan memperhatikan aspek ekonomi, lingkungan hidup, dan sosial.

SOE COLLABORATION PROGRAM: ENVIRONMENTAL CONSERVATION AND COMMUNITY EMPOWERMENT IN THE RAJA AMPAT ISLANDS, SOUTHWEST PAPUA

In 2025, Garuda Indonesia, in collaboration with 15 state-owned enterprises, implemented a program for environmental conservation and community empowerment in the Raja Ampat Islands, South West Papua. This initiative reflects the Company's commitment to environmental protection and the economic advancement of coastal communities, in alignment with the Sustainable Development Goals (SDGs) across the social, economic, and environmental pillars.

The programs implemented include coral reef rehabilitation, mangrove planting, electricity assistance, school renovations and internet connectivity support, mentoring for conservation groups, mentoring for Village-Owned Enterprises (BUMDes), and church renovations. These programs are being implemented in two villages: Mutus Village and Manyaifun Village, in the West Waigeo District.

It is hoped that through this program, education and the economy of the local community in the area will improve, and the coastal environment can be preserved as a tourism area.

The overall implementation of the Social and Environmental Responsibility Program (TJSL) through December 31, 2025, is as follows:

Through various programs implemented, Garuda Indonesia ensures that its operational activities do not have a negative impact on communities in the areas surrounding its operations.

ENVIRONMENTAL AND SOCIAL RESPONSIBILITY ACTIVITIES (TJSL) [OJK F.25]

The requirements for TJSL implementation by issuers and public companies have become increasingly stringent with the issuance of Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 on the Application of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, or the POJK on Sustainable Finance/Activities, effective January 1, 2021. Article 8 of this regulation states that public companies required to implement TJSL may allocate a portion of their TJSL funds to support sustainable finance activities. In accordance with the technical guidelines of this regulation, in a broad sense, sustainable finance for issuers and public companies can be interpreted as sustainable operations—that is, company operations conducted with consideration for economic, environmental, and social aspects.

Program TJSL BUMN PT Garuda Indonesia (Persero) pada tahun 2025 lebih diprioritaskan kepada program yang sejalan dengan program Tujuan Pembangunan Berkelanjutan (TPB) dan sejalan dengan Core Bisnis Perusahaan, yaitu sesuai dengan prioritas sosial, lingkungan, ekonomi, serta hukum dan tata kelola. Pelaksanaan TJSL di Garuda Indonesia merujuk pada sejumlah regulasi antara lain Undang-Undang Perseroan Terbatas, Undang-Undang No. 25 Tahun 2007 tentang Penanaman Modal, serta Surat Edaran Otoritas Jasa Keuangan Republik Indonesia Nomor 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik sebagai pedoman teknis pelaksanaan POJK Keuangan Berkelanjutan. Secara spesifik, SEOJK menegaskan perlunya kegiatan TJSL dikaitkan dengan 17 (tujuh belas) Tujuan Pembangunan Berkelanjutan/TPB (*Sustainable Development Goals/SDGs*) di Indonesia. Tautan implementasi program tersebut disampaikan melalui Laporan Keberlanjutan.

Sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023, Garuda Indonesia melaksanakan TJSL melalui Program Pendanaan Usaha Mikro dan Usaha Kecil (Program Pendanaan UMK, serta Program Pemberian Bantuan dan/atau Kegiatan lainnya, termasuk Pembinaan. Pelaksanaan Program TJSL BUMN berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB) serta berpedoman kepada ISO 26000 sebagai panduan pelaksanaan program, dengan harapan pelaksanaan Program TJSL BUMN yang lebih terukur, berdampak dan berkelanjutan. Adapun program TJSL BUMN bertujuan untuk:

1. Memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan;
2. Memberikan kontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel; dan
3. Membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri, serta masyarakat sekitar perusahaan.

Realisasi Program Tanggung Jawab Sosial dan Lingkungan (TJSL) secara keseluruhan sampai dengan 31 Desember 2025 sebagai berikut:

- a. Hingga Triwulan IV tahun 2025, realisasi Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) melalui sinergi dengan BRI adalah sebesar Rp750 juta atau 75% dari RKA PUMK tahun 2025 yaitu Rp1 miliar dan 32,4% dari dana tersedia PUMK tahun 2025.
- b. Realisasi Program TJSL BUMN *Community Involved Development* (CID) sebesar Rp1,1 miliar atau 17,5% dari anggaran TJSL CID tahun 2025 yaitu Rp6,2 Miliar. Namun dikarenakan adanya penyesuaian anggaran tahun 2025, maka realisasi TJSL BUMN CID adalah sebesar 56,7% dari anggaran TJSL CID tahun 2025 setelah penyesuaian yaitu Rp1,9 Miliar.
- c. Realisasi Program TJSL BUMN *Non Community Involved Development* (Non CID) sebesar Rp3,4 miliar atau 28,1% dari anggaran TJSL Non CID tahun 2025 yaitu Rp12,0 Miliar. Namun dikarenakan adanya penyesuaian anggaran tahun 2025, maka realisasi TJSL BUMN Non CID adalah sebesar 73,7% dari anggaran TJSL Non CID tahun 2025 setelah realokasi yaitu Rp4,6 Miliar. Adapun anggaran Program

PT Garuda Indonesia (Persero)'s TJSL program for 2025 focused on programs that align with the Sustainable Development Goals (SDGs) and the Company's core business, specifically addressing social, environmental, and economic priorities, as well as legal and governance issues. The implementation of TJSL at Garuda Indonesia is governed by a number of regulations, including the Limited Liability Companies Act, Law No. 25 of 2007 on Investment, and the Circular Letter of the Financial Services Authority of the Republic of Indonesia No. 16/SEOJK.04/2021 regarding the Form and Content of Annual Reports of Issuers or Public Companies as technical guidelines for the implementation of the Financial Services Authority's Regulation on Sustainable Finance. Specifically, the SEOJK emphasizes the need for TJSL activities to be aligned with the 17 (seventeen) Sustainable Development Goals (SDGs) in Indonesia. The link between the implementation of these programs and the SDGs is communicated through the Sustainability Report.

In accordance with Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023, Garuda Indonesia implements TJSL through the Micro and Small Enterprises Funding Program (MSEs Funding Program), as well as the Grant Assistance Program and/or other activities, including capacity building. The implementation of the SOE TJSL Program is oriented toward achieving the Sustainable Development Goals (SDGs) and guided by ISO 26000 as a framework for program implementation, with the aim of ensuring that the SOE TJSL Program is more measurable, impactful, and sustainable. The objectives of the SOE TJSL Program are to:

1. Provide benefits for economic development, social development, environmental development, as well as legal and governance development for the company;
2. Contribute to the creation of added value for the company based on principles that are integrated, targeted, measurable in their impact, and accountable; and
3. Foster micro and small enterprises to become more resilient and self-reliant, as well as the communities surrounding the company.

The overall implementation of the Social and Environmental Responsibility Program (TJSL) through December 31, 2025, is as follows:

- a. As of the fourth quarter of 2025, the implementation of the Micro and Small Enterprise Funding Program (PUMK) through collaboration with BRI amounts to IDR750 million, representing 75% of the 2025 PUMK Budget Allocation (RKA) of IDR1 billion and 32.4% of the available 2025 PUMK funds.
- b. The realization of the SOE TJSL *Community Involved Development* (CID) Program amounted to IDR1.1 billion, or 17.5% of the 2025 CID TJSL budget of IDR6.2 billion. However, due to budget adjustments for 2025, the implementation of the BUMN CID TJSL program has been revised to 56.7% of the adjusted 2025 CID TJSL budget, which is equivalent to IDR1.9 billion.
- c. The realization of the SOE TJSL *Non-Community Involved Development* (Non-CID) program amounted to IDR3.4 billion, or 28.1% of the 2025 Non-CID TJSL budget of IDR12.0 billion. However, due to the 2025 budget adjustment, the realization of the non-CID TJSL program for SOEs is 73.7% of the 2025 Non-CID TJSL budget after reallocation, amounting to IDR4.6 billion. The budget for the Non-CID TJSL program is not only

TJSL Non CID tidak hanya bersumber dari unit pengelola TJSL Management saja, namun juga unit Corporate Secretary & Governance yaitu pada Pilar Hukum dan Tata Kelola.

sourced from the TJSL Management unit but also from the Corporate Secretary & Governance unit, specifically under the Legal and Governance Pillar.

Sehingga realisasi keseluruhan Program Tanggung Jawab Sosial dan Lingkungan (TJSL), termasuk Program *Community Involved Development* (CID), Program Non CID, dan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) adalah sebesar Rp5.192 juta atau 69,6% dari anggaran keseluruhan TJSL tahun 2025 setelah penyesuaian yaitu Rp7,5 Miliar dengan rincian sebagai berikut:

- a) Realisasi program yang dikelola oleh unit TJSL Management:
- Program TJSL BUMN: Rp4,1 Miliar
 - Program Pendanaan Usaha Mikro dan Kecil (PUMK): Rp750 Juta
- b) Realisasi program yang dikelola oleh unit Non-TJSL Management adalah sebesar Rp340,6 Juta

Thus, the total budget for the Social and Environmental Responsibility Program (TJSL), including the *Community Involved Development* (CID) Program, non-CID programs, and the Micro and Small Enterprise Funding Program (PUMK) amounted to IDR5.192 billion, or 69.6% of the total 2025 TJSL budget after adjustments—which totaled IDR7.5 billion—with the following details:

- a) Program implementation managed by the TJSL Management unit:
- SOE TJSL Program: IDR4.1 billion
 - Micro and Small Enterprise Funding Program (PUMK): IDR750 million
- b) The realization of programs managed by non-TJSL Management units amounted to IDR340.6 million.

Adapun kegiatan TJSL yang dilaksanakan sepanjang tahun 2025 sebagai berikut:

The TJSL activities conducted throughout 2025 are as follows:

Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan
Table of TJSL Activities and Sustainable Development Goals

No	Nama Program Program Name	Pilar Pillar	SDGs	Kota Cities	Provinsi/ Negara Provinces/ Country	Capaian Achievement
TOTAL REALISASI SDGs 1 TOTAL ACHIEVEMENT OF SDG 1						
1	Garuda Indonesia Peduli Korban Bencana Kebakaran DKI Jakarta Garuda Indonesia Peduli Supports Victims of the Jakarta Fire Disaster	Sosial Social	1	Jakarta Pusat Central Jakarta	DKI Jakarta	Penyaluran kebutuhan pokok sejumlah 405 paket berupa makanan, perlengkapan pakaian bayi dan dewasa, perlengkapan mandi, dan perlengkapan sholat. Distribution of 405 packages of basic necessities, including food, baby and adult clothing, toiletries, and prayer supplies.
2	Penyaluran Sembako HUT GA ke-76 bagi TAD Non Skill PT Garuda Indonesia Distribution of Food Packages for Garuda Indonesia's 76th Anniversary to Non-Skilled TAD Employees of PT Garuda Indonesia	Sosial Social	1	Kab. Tangerang Tangerang Regency	Banten	Penyaluran sembako sejumlah 335 paket berupa beras, gula pasir dan minyak goreng kepada TAD non skill PT Garuda Indonesia Distribution of 335 food packages containing rice, granulated sugar, and cooking oil to non-skilled TAD employees at PT Garuda Indonesia
3	Bantuan Sosial kepada 3 Panti Asuhan: • Panti Asuhan Sahabat Yatim • Yayasan Majelis Silaturahmi • Panti Asuhan Amanah As Sodikiyah Social Assistance to 3 Orphanages: • Sahabat Yatim Orphanage • Majelis Silaturahmi Foundation • Amanah As Sodikiyah Orphanage	Sosial Social	1	• Kota Tangerang • Kab. Tangerang • Kab. Tangerang • Tangerang Regency • Tangerang Regency • Tangerang Regency	Banten	Pemberian bantuan sosial kepada 3 panti asuhan di Kab. Tangerang berupa 22 paket sembako (beras, minyak, gula, mie kering, teh dan kopi) dan bantuan tunai masing-masing senilai Rp5.000.000,- Social assistance was provided to three orphanages in Tangerang Regency in the form of 22 food packages (rice, cooking oil, sugar, dried noodles, tea, and coffee) and cash assistance of IDR5,000,000 each
4	Bantuan Kegiatan Ramadhan 1446 H di lingkungan Garuda Indonesia bersama ROHIS GA Support for Ramadan 1446 H Activities at Garuda Indonesia in Collaboration with ROHIS GA	Sosial Social	1	Kab. Tangerang Tangerang Regency	Banten	Bantuan penyediaan makanan sahur, ta'jil, dan buka puasa oleh ROHIS GA di lingkungan perkantoran bagi pegawai (pegawai tetap dan TAD). Assistance with the provision of pre-dawn meals, pre-sunset snacks, and breaking-of-fast meals by ROHIS GA in the office environment for employees (permanent staff and temporary staff).

Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan
Table of TJSL Activities and Sustainable Development Goals

No	Nama Program Program Name	Pilar Pillar	SDGs	Kota Cities	Provinsi/ Negara Provinces/ Country	Capaian Achievement
5	GA Peduli Tanggap Darurat Banjir di Bekasi Garuda Indonesia Peduli: Emergency Flood Response in Bekasi	Sosial Social	1	Kota Bekasi Bekasi City	Jawa Barat West Java	Bantuan 25 paket sembako, peralatan kebersihan dan obat-obatan kepada pegawai terdampak banjir di Bekasi. Donation of 25 food packages, hygiene supplies, and medications to employees affected by the flood in Bekasi.
6	Mudik Gratis BUMN: Mudik Aman Sampai Tujuan Free Homecoming Trip Program by SOEs: Safe Travel to Your Destination	Sosial Social	1	Jakarta Barat West Jakarta	DKI Jakarta	Penyediaan 5 bus mudik yang diikuti oleh 220 orang pemudik ke wilayah Jawa Timur, Jawa Tengah, DIY, dan Lampung. The provision of 5 buses for the annual homecoming season, carrying 220 travelers to East Java, Central Java, Yogyakarta, and Lampung
7	Dukungan Sosial Acara Falcons Cup 2025 Social Support for the 2025 Falcons Cup Event	Sosial Social	1	Jakarta Timur East Jakarta	DKI Jakarta	Partisipasi pada acara Falcons Cup 2025, dalam mendukung Program Charity senilai Rp50 Juta. Participation in the 2025 Falcons Cup, in support of a charity program worth IDR50 million.
8	Dukungan Program Kegiatan Idul Adha 1446 H/025 Garuda Group Garuda Group's Support for Eid al-Adha 1446 H/2025 Activities	Sosial Social	1	Kota Tangerang Tangerang City	Banten	Bantuan sedekah 2 ekor sapi untuk kurban bagi masyarakat di wilayah perkantoran. Donation of two cows for the Eid al-Adha sacrifice for residents in the office district.
9	Bantuan Kurban kepada Sahabat Yatim Donations for Qurbani to Sahabat Yatim	Sosial Social	1	Kota Tangerang Tangerang City	Banten	Bantuan sedekah kurban kambing untuk anak-anak yatim di Sahabat Yatim. Goat sacrifice donations for orphans at Sahabat Yatim
10	HUT TNI: Bantuan 500 paket Sembako TNI Anniversary: Donation of 500 packages of basic food	Sosial Social	1	Jakarta Pusat Central Jakarta	DKI Jakarta	Bantuan 500 paket sembako dalam rangka HUT TNI yang diberikan kepada masyarakat. Distribution of 500 food packages to the community in celebration of the Indonesian National Armed Forces' anniversary
11	GA Peduli: Bantuan Bencana Banjir di Bali GA Peduli: Flood Relief in Bali	Sosial Social	1	Denpasar	Bali	Bantuan berupa kebutuhan pokok dan rumah tangga kepada 20 pegawai dan 200 masyarakat terdampak bencana, serta bantuan peralatan usaha bagi UKM yang terdampak banjir. Aid in the form of basic necessities and household supplies was provided to 20 employees and 200 disaster-affected residents, as well as business equipment for flood-affected small and medium-sized enterprises.
12	Dukungan Kegiatan Sosial pada Perayaan Natal PT Garuda Indonesia (Persero) Tbk Tahun 2025 Support for Social Activities During PT Garuda Indonesia (Persero) Tbk's 2025 Christmas Celebration	Sosial Social	1	8 BO	8 BO	Bantuan kebutuhan pokok bagi 14 panti di 8 (delapan) wilayah <i>branch office</i> . Basic necessities assistance for 14 shelters in 8 (eight) branch office regions

Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan

Table of TJSL Activities and Sustainable Development Goals

No	Nama Program Program Name	Pilar Pillar	SDGs	Kota Cities	Provinsi/ Negara Provinces/ Country	Capaian Achievement
13	GA Peduli: Pemberian Sembako, Peralatan Kebersihan Peralatan Mandi, dan Selimut Untuk Bantuan Bencana Alam di Provinsi Aceh, Sumatra Barat & Sumatra Utara GA Peduli: Distribution of Basic Food Packages, Hygiene and Toiletries, and Blankets for Natural Disaster Relief in Aceh, West Sumatra, and North Sumatra Provinces	Sosial Social	1	- Aceh - Sumatra Barat - Sumatra Utara - Aceh - West Sumatra - North Sumatra	- Aceh - Sumatra Barat - Sumatra Utara - Aceh - West Sumatra - North Sumatra	Penyaluran bantuan sembako, peralatan kebersihan, peralatan mandi, dan selimut bagi korban bencana banjir di Aceh, Sumatra Barat, dan Sumatra Utara dengan total bantuan sebesar Rp134,2 Juta. Distribution of food aid, cleaning supplies, toiletries, and blankets to flood victims in Aceh, West Sumatra, and North Sumatra, with a total value of IDR134.2 million.
14	Bantuan Pengiriman Logistik Bencana Alam di Padang, Medan dan Aceh Tahap 1 Phase 1 of Natural Disaster Logistics Aid Distribution in Padang, Medan, and Aceh	Sosial Social	1	- Aceh - Sumatra Barat - Sumatra Utara - Aceh - West Sumatra - North Sumatra	- Aceh - Sumatra Barat - Sumatra Utara - Aceh - West Sumatra - North Sumatra	Bantuan pengiriman cargo untuk bantuan bencana alam dari BUMN lain dan pegawai senilai Rp608,7 Juta. Cargo shipping assistance for natural disaster relief from other state-owned enterprises and employees totaling IDR608.7 million.
15	Bantuan Pengiriman Logistik Bencana Alam di Padang, Medan dan Aceh Tahap 2 Phase 2 of Natural Disaster Logistics Aid Distribution in Padang, Medan, and Aceh	Sosial Social	1	- Aceh - Sumatra Barat - Sumatra Utara - Aceh - West Sumatra - North Sumatra	- Aceh - Sumatra Barat - Sumatra Utara - Aceh - West Sumatra - North Sumatra	Bantuan pengiriman cargo untuk bantuan bencana alam dari BUMN lain senilai Rp319,03 Juta. Cargo shipping assistance for natural disaster relief from other state-owned enterprises totaling IDR319.03 million.
TOTAL REALISASI SDGs 3 TOTAL ACHIEVEMENT OF SDG 3						
1	Sosialisasi/ Penyuluhan Penyalahgunaan Narkoba pada Remaja di SMA Negeri 70 Jakarta Awareness Campaign/Education on Drug Abuse Among Teenagers at State High School 70 Jakarta	Sosial Social	3	Jakarta Selatan South Jakarta	DKI Jakarta	Melalui program ini telah berhasil melakukan penyuluhan terkait Penyalahgunaan Narkoba kepada 240 orang siswa/i SMA. Through this program, we have successfully conducted drug abuse prevention education for 240 high school students.
2	Peluncuran Program Makanan Bergizi GA Group Launch of GA Group's Nutritious Food Program	Sosial Social	3	Tangerang Tangerang	Banten	Partisipasi dalam Peluncuran Program Makan Bergizi GA Group di Tangerang, Banten. Participation in the Launch of the GA Group's Nutritious Meals Program in Tangerang, Banten.
3	Garuda Peduli: Khitan Massal 2025 Garuda Peduli: Mass Circumcision 2025	Sosial Social	3	Jakarta Pusat Central Jakarta	DKI Jakarta	Penyediaan jasa khitan bagi anak-anak TAD & anak-anak kurang mampu di sekitar lingkungan perkantoran dengan jumlah peserta 150 anak. Provision of circumcision services for children from the TAD community and underprivileged children in the vicinity of the office complex, with a total of 150 participants.

Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan
Table of TJSL Activities and Sustainable Development Goals

No	Nama Program Program Name	Pilar Pillar	SDGs	Kota Cities	Provinsi/ Negara Provinces/ Country	Capaian Achievement
4	Bantuan Sosial kepada Panti Werda Joglosemar: - Rumah Pelayanan Sosial Wening Wardoyo, Semarang - Panti Wreda Aisyiyah, Solo - Panti Wreda Hanna, Jogja Social Assistance to Joglosemar Senior Care Home: - Wening Wardoyo Social Service Center, Semarang - Aisyiyah Senior Care Home, Solo - Hanna Senior Care Home, Yogyakarta	Sosial Social	3	Jogja Solo Semarang	Jawa Tengah Central Java	Bantuan sosial berupa kebutuhan pokok kepada 3 panti wreda di Semarang, Solo, dan Yogyakarta masing-masing senilai Rp50 Juta. Social assistance in the form of basic necessities was provided to three nursing homes in Semarang, Solo, and Yogyakarta, each receiving IDR50 million.
5	GA Peduli: Pemberian Bantuan Obat-Obatan Untuk Bencana Alam di Provinsi Aceh, Sumatra Barat & Sumatra Utara Social Community GA Peduli: Providing Medicines for Natural Disasters in the Provinces of Aceh, West Sumatra, and North Sumatra	Sosial Social	3	- Aceh - Sumatra Barat - Sumatra Utara - Aceh - West Sumatra - North Sumatra	- Aceh - Sumatra Barat - Sumatra Utara - Aceh - West Sumatra - North Sumatra	Penyaluran bantuan obat-obatan dan kebutuhan pokok bagi korban bencana banjir di Aceh, Sumatra Barat, dan Sumatra Utara dengan total bantuan sebesar Rp 65,6 Juta. Distribution of medical supplies and basic necessities to flood victims in Aceh, West Sumatra, and North Sumatra, with a total value of IDR65.6 million.
TOTAL REALISASI SDGs 4 TOTAL ACHIEVEMENT OF SDG 4						
1	Pembangunan Ruang Sidang Program Doktor Ilmu Hukum Universitas Borobudur Jakarta Construction of the Lecture Hall for the Doctoral Program in Law at Borobudur University, Jakarta	Sosial Social	4	Jakarta Timur East Jakarta	DKI Jakarta	Pembangunan 1 ruang sidang program doktor Ilmu Hukum di Universitas Borobudur. Construction of one classroom for the Doctor of Law program at Borobudur University.
2	Dukungan Pendidikan bagi Siswa/i SMK Farmasi Putra Bangsa, Salatiga, Jawa Tengah Educational Support for Students at Putra Bangsa Vocational High School of Pharmacy, Salatiga, Central Java	Sosial Social	4	Kab. Salatiga Salatiga Regency	Jawa Tengah Central Java	Bantuan dana pendidikan bagi siswa/i SMK Farmasi Putra Bangsa sebanyak 18 orang. Educational grants for 18 students at Putra Bangsa Vocational High School of Pharmacy.
3	Pemberdayaan Anak Jalanan Menuju Indonesia Emas 2045 Bersama Garuda Indonesia dan Ikatan Istri Karyawan Garuda Indonesia ("IIKGA") Empowering Street Children Toward Indonesia Emas 2045 in Partnership with Garuda Indonesia and the Association of Garuda Indonesia Employees' Wives ("IIKGA")	Sosial Social	4	Jakarta Pusat Central Jakarta	DKI Jakarta	Pemberdayaan terhadap 20 anak mendapatkan alat pendukung proses belajar dan inspirasi karir di dunia penerbang melalui kunjungan education trip aviasi ke Hanggar GMF AeroAsia. Twenty children were empowered by receiving learning aids and career inspiration in the aviation industry through an educational aviation trip to the GMF AeroAsia hangar.
4	Bantuan Dana Pendidikan Siswa/i SMA Taruna Nusantara Magelang di Universitas Nurtanio Educational Funding Assistance for Students of Taruna Nusantara High School in Magelang at Nurtanio University	Sosial Social	4	Bandung	Jawa Barat West Java	Pemberian beasiswa sarjana terapan di Universitas Nurtanio Bandung kepada 4 orang siswa siswi SMA Taruna Nusantara Magelang. The awarding of applied bachelor's degree scholarships at Nurtanio University in Bandung to four students from Taruna Nusantara High School in Magelang.
TOTAL REALISASI SDGs 6 TOTAL ACHIEVEMENT OF SDG 6						

Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan
Table of TJSL Activities and Sustainable Development Goals

No	Nama Program Program Name	Pilar Pillar	SDGs	Kota Cities	Provinsi/ Negara Provinces/ Country	Capaian Achievement
1	Program River Cleanup Ciliwung bersama Alkesa Bumi Belajar Ciliwung River Cleanup Program in Collaboration with Alkesa Bumi Belajar	Lingkungan Environmental	6	Bogor	Jawa Barat West Java	Pembangunan 3 unit MCK umum di bantaran sungai Ciliwung dan pelaksanaan kegiatan bersih-bersih sungai. Construction of three public restrooms along the Ciliwung River and the implementation of a river cleanup campaign.
2	Bantuan Sarana Pra sarana Pembangunan Sumur Bor Wilayah Kodim 0101/KBA Tahun 2025 Banda Aceh Assistance for Facilities and Infrastructure for the Construction of Drilled Wells in the Kodim 0101/KBA Area in 2025, Banda Aceh	Lingkungan Environmental	6	Banda Aceh	DI Aceh Aceh Special Region	Pembangunan 1 sumur bor di wilayah Banda Aceh. Construction of 1 borehole in the Banda Aceh area.
TOTAL REALISASI SDGs 8 TOTAL ACHIEVEMENT OF SDG 8						
1	Program Pengembangan UMK: Pameran Pangan Kasih Bazar 2025 MSEs Business Development Program Assistance: Kasih Pangan Bazaar 2025	Ekonomi Economy	8	Jakarta Pusat Central Jakarta	DKI Jakarta	Keikutsertaan 2 mitra binaan GA: tenun sambas & mutiara lombok pada Pameran Pangan Kasih Bazar 2025. Participation of two GA-supported partners—Sambas Weaving and Lombok Pearls—in the Kasih Bazar Food Fair 2025.
2	Dukungan Pelestarian Budaya Orkestra Indonesia pada Perayaan HUT RI ke-80 di IKN Support for Cultural Preservation: Indonesian Orchestra at the 80th Indonesian Independence Day Celebration in the Nusantara Capital City (IKN)	Ekonomi Economy	8	Kutai Kartanegara	Kalimantan Timur East Kalimantan	Dukungan operasional 50 tiket pesawat pulang pergi anggota Twilite Orkestra. Operational support for 50 round-trip airline tickets for members of the Twilite Orchestra.
3	Dukungan Pelestarian Budaya – Festival Pacu Jalur Tradisional Support for Cultural Preservation – Traditional Pacu Jalur Festival	Ekonomi Economy	8	Kuantan Singingi	Riau	Dukungan pada Festival Pacu Jalur dan pengecatan 10 perahu dari 10 desa. Support for the Pacu Jalur Festival and the painting of 10 boats from 10 villages.
TOTAL REALISASI SDGs 12 TOTAL ACHIEVEMENT OF SDG 12						
1	Talkshow & Workshop Plastic Waste Management with Plasticpay & Pandawara Group Talkshow & Workshop on Plastic Waste Management with Plasticpay & Pandawara Group	Lingkungan Environmental	12	Tangerang	Banten	<i>Campaign Plastic Waste Management</i> melalui <i>Challenge Plastic hero</i> kepada pegawai, dan pelaksanaan <i>Talkshow & Workshop</i> tentang sampah plastik. A plastic waste management campaign through the “Plastic Hero Challenge” for employees, and the organization of a talk show and workshop on plastic waste.
TOTAL REALISASI SDGs 14 TOTAL ACHIEVEMENT OF SDG 14						
1	Program Kolaborasi Bersama 14 BUMN TJSL – Konservasi Kepulauan Raja Ampat Joint Collaboration Program Involving 14 State-Owned Enterprises (SOEs) in TJSL – Conservation of the Raja Ampat Islands	Lingkungan Environmental	14	- Kampung Manyafun - Kampung Mutus - Manyafun Village - Mutus Village	Papua Barat Daya Southwest Papua	- Renovasi sarana pendidikan untuk 1 sekolah. - Penanaman 2.000 bibit mangrove pada 400m² area hijau pesisir. - Pemulihan ekosistem terumbu karang pada 3 lokasi utama seluas 225m² - Renovation of educational facilities at 1 school. - Planting of 2,000 mangrove seedlings in a 400 m² coastal green area. - Restoration of coral reef ecosystems at 3 main locations covering 225 m².

KEPATUHAN TERHADAP HUKUM DAN PERATURAN [GRI 2-27, TR-AL-520a.1, TR-AF-310a.2]

Dalam menjalankan aktivitas bisnisnya, Garuda Indonesia senantiasa mematuhi peraturan perundang-undangan yang berlaku. Atas komitmen tersebut, sepanjang tahun 2025, tidak terdapat kasus ketidakpatuhan terhadap hukum dan peraturan.

PENGADUAN PELANGGAN DAN MASYARAKAT [OJK F.24, GRI 2-16, GRI 2-26]

Dalam rangka memberikan pelayanan yang optimal, Garuda Indonesia senantiasa berupaya meningkatkan kualitas produk dan layanan melalui penyediaan berbagai saluran pengaduan yang dapat diakses oleh pelanggan. Fasilitas ini memberikan kesempatan bagi pelanggan untuk menyampaikan masukan, keluhan, maupun saran terkait pengalaman penerbangan bersama Garuda Indonesia. Dengan tersedianya kanal pengaduan yang mudah dijangkau, perusahaan dapat merespons permasalahan secara lebih cepat, melakukan perbaikan terhadap aspek layanan yang masih perlu ditingkatkan, serta menjaga tingkat kepuasan pelanggan secara berkelanjutan. Selain itu, mekanisme pengaduan ini juga menjadi sarana bagi perusahaan untuk memahami kebutuhan dan harapan pelanggan secara lebih mendalam, sekaligus memperkuat hubungan antara maskapai dan pengguna jasa. Melalui proses tersebut, Garuda Indonesia berkomitmen untuk terus melakukan perbaikan berkelanjutan, menghadirkan pengalaman penerbangan yang lebih baik, serta memastikan setiap pelanggan merasa didengar, dihargai, dan terpenuhi kebutuhannya. Pengaduan pelanggan dapat disampaikan melalui berbagai kanal, antara lain *Call Center*, *email*, *website*, Facebook, Twitter, *suggestion form*, *customer service*, serta *customer feedback form* yang tersedia di bandara maupun kantor penjualan.

Garuda Indonesia juga secara aktif memantau saluran pengaduan konsumen yang disediakan oleh lembaga atau instansi pemerintah yang sesuai dengan fungsi dan perannya sebagai bagian dari layanan publik. Sejalan dengan itu, Perseroan juga mengoptimalkan fasilitas *Global Contact Center* guna memudahkan penumpang di dalam negeri maupun luar negeri untuk memperoleh pelayanan yang lebih baik, termasuk layanan untuk media sosial hingga menangani keluhan dan menjawab pertanyaan penumpang. Layanan ini beroperasi selama 24 jam di nomor 0804 1 807 807 atau 021 2351 9999. Melalui layanan ini, penumpang dapat dengan mudah dan cepat memperoleh layanan sesuai kebutuhan, mulai dari informasi terkait produk, layanan pembelian tiket hingga penanganan keluhan pelanggan.

Merujuk data dari berbagai kanal yang tersedia, periode Januari – Desember 2025, jumlah *customer feedback* yang masuk ke *Customer Care* dan *Contact Centre* Garuda Indonesia terdiri dari 0,2% *Compliment*, 0,02% *Suggestion*, 10,5% *complaint*, 25,5% *inquiry*, 62,8% *information*. Dari semua *customer feedback* telah ditangani sesuai dengan Tingkat Layanan (*Service Level Agreement* atau SLA) yang ditentukan oleh Perseroan dan pelanggan telah memperoleh tanggapan yang akurat dan cepat sesuai dengan yang diharapkan. Terkhusus berkaitan dengan *complaint*, topik atau bahasan yang disampaikan konsumen antara lain terkait *Schedule Change Experience*, *Off Airport Check in Experience*, *Process & Handling Experience*, *Delay Handling Experience* and *Baggage Irregularity*.

COMPLIANCE WITH LAWS AND REGULATIONS [GRI 2-27, TR-AL-520a.1, TR-AF-310a.2]

In conducting its business activities, Garuda Indonesia always complies with applicable laws and regulations. As a result of this commitment, there were no cases of non-compliance throughout 2025.

CUSTOMER AND PUBLIC COMPLAINTS [OJK F.24, GRI 2-16, GRI 2-26]

To Provide optimal service, Garuda Indonesia continuously strives to improve the quality of its products and services by providing various complaint channels accessible to customers. These channels give customers the opportunity to share feedback, complaints, or suggestions regarding their flight experience with Garuda Indonesia. With the availability of easily accessible complaint channels, the company can respond to issues more quickly, make improvements to service aspects that still need enhancement, and maintain customer satisfaction levels on an ongoing basis. Additionally, this complaint mechanism serves as a means for the company to gain a deeper understanding of customers' needs and expectations, while strengthening the relationship between the airline and its passengers. Through this process, Garuda Indonesia is committed to continuous improvement, delivering a better flight experience, and ensuring every customer feels heard, valued, and that their needs are met. Customer complaints can be submitted through various channels, including the Call Center, email, website, Facebook, Twitter, suggestion forms, customer service, and customer feedback forms available at airports and sales offices.

Garuda Indonesia also actively monitors consumer complaint channels provided by government agencies or institutions in accordance with its functions and role as part of public service. Accordingly, the Company also optimizes its Global Contact Center facilities to make it easier for passengers both domestically and internationally to receive better service, including social media support, handling complaints, and answering passenger inquiries. This service operates 24 hours a day at 0804 1 807 807 or 021 2351 9999. Through this service, passengers can easily and quickly obtain services tailored to their needs, ranging from product information and ticket purchasing services to handling customer complaints.

Based on data from various available channels for the period January–December 2025, the breakdown of customer feedback received by Garuda Indonesia's Customer Care and Contact Center consists of 0.2% Compliments, 0.02% Suggestions, 10.5% Complaints, 25.5% Inquiries, and 62.8% Requests for Information. All customer feedback has been handled in accordance with the Service Level Agreement (SLA) established by the Company, and customers have received accurate and prompt responses as expected. Specifically regarding complaints, the topics or issues raised by customers include Schedule Change Experience, Off-Airport Check-in Experience, Process & Handling Experience, Delay Handling Experience, and Baggage Irregularity.

Tabel Pengaduan Masyarakat Tahun 2025
Table of Public Complaints in 2025

Jenis Pengaduan Type of Complaint	Jumlah Keluhan yang Diterima Number of Complaints Received	Status
<i>Schedule Change Experience</i>	106.140	On Progress
<i>Off Airport Check in Experience</i>	30.077	On Progress
<i>Process and Handling Time Experience</i>	13.978	On Progress
<i>Delay Handling Experience</i>	7.643	On Progress
<i>Baggage Irregularity</i>	6.830	On Progress
Total	164.668	

Selain itu, Perseroan memiliki pencatatan melalui *customer voice management system* (omni-x) yang digunakan untuk mencatat, menindaklanjuti, dan *monitoring* setiap keluhan yang masuk ke Garuda dari semua kanal pelaporan yang disediakan. Melalui sistem ini, pada tahun 2025, Garuda Indonesia menerima 2.052.411 (*complain, suggestion, compliment, information, and enquiry*) pertanyaan dan keluhan konsumen atas penggunaan produk dan jasa. Rasio *voice* terhadap total penumpang sebesar 18,5% dan nilai *completion rate* penanganan *voice* yang masuk sebesar 99,0%.

Perseroan memiliki sistem pelaporan *Whistleblowing* yang bernama *Speak Up Bravely for Better Garuda Indonesia* (yang dikenal dengan SKY Garuda). SKY Garuda merupakan sistem pelaporan pelanggaran yang memungkinkan setiap orang dan/atau unsur Perseroan, termasuk Dewan Komisaris, Dewan Direksi, maupun pegawai serta pihak ketiga untuk melaporkan adanya dugaan kecurangan, pelanggaran hukum dan etika, serta misconduct lainnya yang diketahui terjadi dan dilakukan oleh Insan Garuda Indonesia di lingkungan Perusahaan. Adanya perbuatan yang berindikasi pelanggaran dapat dilaporkan melalui: *website* <https://whistleblowing.tips/wbs/@skygaruda>; *e-mail* skywbsgaruda@rsm.id; SMS dan aplikasi Whatsapp +628111397807; atau PO BOX 1020 JKS 10210.

Dalam penerapan WBS, Perseroan memiliki kebijakan yang menjamin perlindungan dan kerahasiaan pelapor yang berdasarkan pada penghargaan atas harkat dan martabat manusia, rasa aman, keadilan, tidak diskriminatif, dan kepastian hukum. Perseroan juga menjamin perlindungan atas identitas pelapor dan menggunakan berbagai cara untuk menjaga kerahasiaan identitas pelapor. Perseroan juga mengakomodir kebutuhan bagi pelapor yang ingin menyampaikan laporan secara anonim melalui SKY Garuda dan pelaporan ditindaklanjuti sesuai ketentuan yang berlaku.

Jenis-jenis pelanggaran yang dapat dilaporkan melalui sistem WBS di antaranya sebagai berikut:

1. Korupsi, Kolusi, Nepotisme;
2. Kecurangan (*Fraud*);
3. Penyuapan namun tidak terbatas pada percobaan, kecurigaan dan penyuapan aktual, atau setiap pelanggaran kebijakan anti penyuapan atau sistem manajemen anti penyuapan;
4. Perbuatan melanggar hukum (termasuk pencurian, penggunaan kekerasan terhadap karyawan atau pimpinan, pemerasan, penggunaan narkoba, pelecehan, perbuatan kriminal lainnya);

Additionally, the Company maintains records through a customer voice management system (Omni-X) used to record, follow up on, and monitor every complaint received by Garuda from all available reporting channels. Through this system, in 2025, Garuda Indonesia received 2,052,411 (complaints, suggestions, compliments, information, and inquiries) regarding the use of its products and services. The ratio of customer feedback to total passengers was 18.5% and the completion rate for handling incoming feedback was 99.0%.

The Company has a whistleblowing reporting system called *Speak Up Bravely for Better Garuda Indonesia* (known as SKY Garuda). SKY Garuda is a reporting system for violations that allows any individual and/or entity within the Company, including the Board of Commissioners, the Board of Directors, employees, and third parties, to report suspected fraud, legal and ethical violations, and other misconduct known to have occurred and been committed by Garuda Indonesia personnel within the Company. Any conduct that appears to be a violation can be reported via: the website <https://whistleblowing.tips/wbs/@skygaruda>; email skywbsgaruda@rsm.id; SMS and WhatsApp at +628111397807; or PO BOX 1020 JKS 10210.

In implementing the WBS, the Company has a policy that guarantees the protection and confidentiality of whistleblowers based on respect for human dignity, a sense of security, justice, non-discrimination, and legal certainty. The Company also guarantees the protection of the reporter's identity and employs various methods to maintain the confidentiality of the reporter's identity. The Company also accommodates the needs of reporters who wish to submit reports anonymously through SKY Garuda, and such reports are followed up in accordance with applicable regulations.

The types of violations that can be reported through the WBS system include the following:

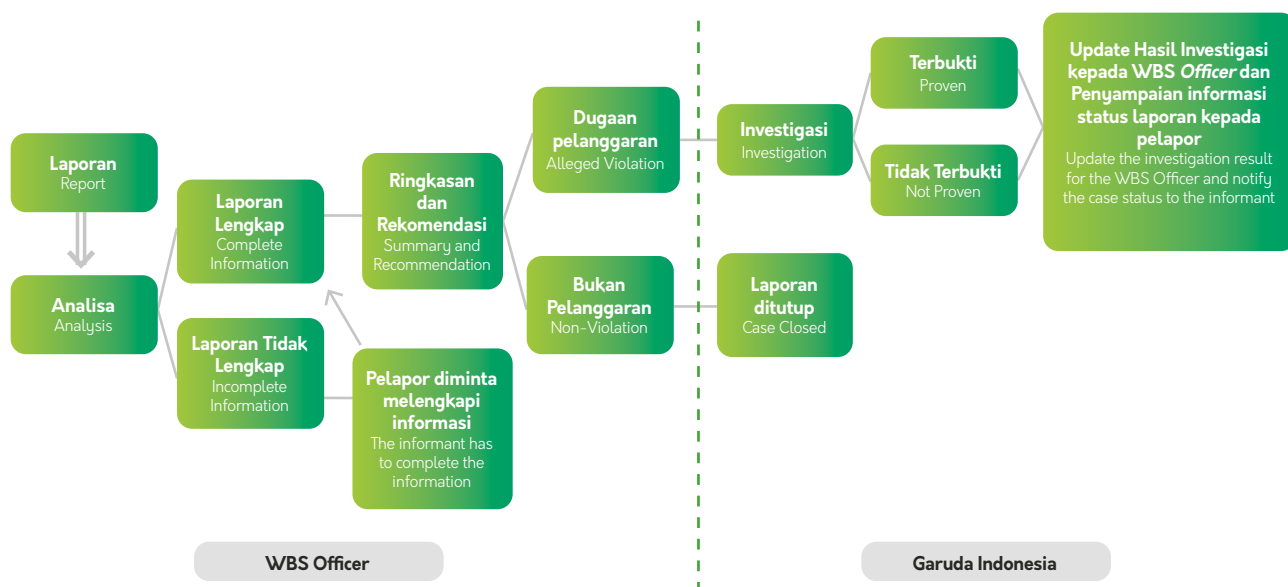
1. Corruption, Collusion, Nepotism;
2. Fraud;
3. Bribery, including but not limited to attempts, suspicions, and actual bribery, or any violation of anti-bribery policies or the anti-bribery management system;
4. Illegal acts (including theft, use of violence against employees or management, extortion, drug use, harassment, and other criminal acts);

5. Pelanggaran etika Perseroan (termasuk dalam hal ini penerimaan gratifikasi sebagaimana dilarang oleh Perusahaan) atau pelanggaran norma-norma kesopanan pada umumnya;
6. Perbuatan yang membahayakan keamanan dan keselamatan penerbangan, keamanan dan kesehatan kerja, atau membahayakan keamanan Perseroan; dan/atau
7. Pelanggaran prosedur operasi standar (SOP) Perseroan, diantaranya namun tidak terbatas pada prosedur pengadaan barang dan jasa.

Pengelolaan sistem WBS di Perseroan dilakukan sesuai tata cara dan prosedur pelaporan yang telah ditetapkan. Pengelolaan WBS meliputi kegiatan penanganan laporan, investigasi laporan, hingga penindakan terhadap terlapor apabila terbukti terjadi pelanggaran etika bisnis dan etika kerja.

5. Violations of the Company's ethics (including, in this context, the acceptance of gratuities as prohibited by the Company) or violations of general standards of decency;
6. Acts that endanger aviation safety and security, Occupational Safety and Health, or endanger the Company's security; and/or
7. Violations of the Company's standard operating procedures (SOPs), including but not limited to procurement procedures for goods and services.

The Company manages its WBS system in accordance with established reporting procedures and guidelines. WBS management encompasses activities ranging from report handling and investigation to disciplinary action against the reported party if a violation of business ethics or workplace ethics is proven.



Pengelolaan SKY Garuda dilakukan oleh pihak independen yang ditunjuk oleh Perseroan. Pihak independen sebagai WBS Officer melakukan pengelolaan laporan WBS yang masuk ke sistem WBS, termasuk untuk menerima dan menanggapi setiap laporan yang masuk ke sistem WBS, untuk kemudian ditelaah dan dilakukan analisis untuk menilai suatu laporan memuat dugaan pelanggaran. Selanjutnya, WBS Officer menyampaikan laporan tersebut kepada unit yang membidangi fungsi Corporate Legal & Compliance untuk ditindaklanjuti. Apabila terdapat dugaan pelanggaran, maka unit yang membidangi fungsi Corporate Legal & Compliance akan menyampaikan kepada unit yang membidangi fungsi Internal Audit dan/atau unit yang membidangi fungsi Corporate Security untuk dilakukan investigasi sesuai dengan prosedur yang berlaku di Perseroan. WBS Officer menyampaikan perkembangan status dari setiap laporan sehingga dapat diketahui oleh pelapor melalui sistem WBS. Laporan WBS di Garuda Indonesia secara berkala dilaporkan kepada Direktur yang membidangi GCG, Dewan Komisaris, tim Fungsi Kepatuhan Anti Penyuapan (FKAP), dan BP BUMN.

The management of SKY Garuda is conducted by an independent party appointed by the Company. The independent party, acting as the WBS Officer, manages WBS reports submitted to the WBS system, including receiving and responding to every report submitted to the WBS system, which is then reviewed and analyzed to assess whether a report contains allegations of violations. Subsequently, the WBS Officer forwards the report to the unit responsible for Corporate Legal & Compliance for follow-up. If a suspected violation is identified, the unit responsible for Corporate Legal & Compliance will notify the unit responsible for Internal Audit and/or the unit responsible for Corporate Security to conduct an investigation in accordance with the Company's applicable procedures. The WBS Officer updates the status of each report so that the whistleblower can track its progress through the WBS system. WBS reports at Garuda Indonesia are periodically submitted to the Director responsible for GCG, the Board of Commissioners, the Anti-Bribery Compliance Function (FKAP) team, and the State-Owned Enterprises Regulatory Body (BP BUMN).

Perseroan terus berupaya untuk membenahi dan memperbaiki sistem WBS agar dapat berjalan dengan efektif dan efisien. Berbagai metode sosialisasi terus digaungkan guna meningkatkan pemahaman dan kesadaran setiap individu, baik karyawan Perseroan maupun pihak eksternal yang bekerja sama dengan Perseroan. Upaya ini dilakukan dengan menyempurnakan ketentuan peraturan dan kebijakan Perseroan serta memastikan saluran pelaporan yang digunakan untuk WBS telah memadai dan dapat dipergunakan dengan lancar.

Selama tahun 2025 terdapat 75 (tujuh puluh lima) pengaduan atas WBS. Adapun dari 75 (tujuh puluh lima) pengaduan tersebut, terdapat 36 (tiga puluh enam) laporan yang berindikasi pelanggaran dan 39 (tiga puluh sembilan) laporan yang tidak berindikasi pelanggaran. Dari 36 (tiga puluh enam) laporan yang berindikasi pelanggaran tersebut, sejumlah 17 (tujuh belas) laporan ditindaklanjuti dan sudah ditutup (*closed*), sedangkan 19 (sembilan belas) laporan masih berstatus dalam proses investigasi (*open*).

PRIVASI PELANGGAN

Garuda Indonesia menegaskan komitmennya dalam menjaga kerahasiaan serta melindungi data pelanggan dengan menerbitkan Surat Keputusan mengenai Pedoman Perlindungan Data Pribadi di lingkungan PT Garuda Indonesia (Persero) Tbk pada tahun 2020, serta Prosedur Penghapusan Data Pribadi yang dikeluarkan pada tahun 2024. Dalam upayanya melindungi data pelanggan, Perseroan menerapkan Perseroan telah menetapkan Manual Tata Kelola Teknologi Informasi (MTI) sebagai pedoman utama dalam pengelolaan tata kelola TI serta menerapkan Manual Keamanan Informasi (MKI) yang mengatur prinsip, kebijakan, serta mekanisme perlindungan informasi. MKI direvisi setiap dua tahun untuk memastikan kesesuaian dengan dinamika ancaman keamanan siber, perubahan struktur organisasi, serta perkembangan teknologi.

Selain MTI dan MKI, Perseroan juga memiliki kebijakan terkait pemulihan bencana TI yang dituangkan dalam IT *Disaster Recovery Plan* (IT DRP) dan Emergency Response Plan (ERP). Kebijakan ini mengatur prosedur penanganan gangguan atau bencana TI, termasuk mekanisme pemulihan layanan kritis serta alur pelaporan insiden hingga kepada Direksi dan Dewan Komisaris. Melalui kebijakan tersebut, Perseroan memastikan bahwa respons terhadap insiden atau bencana TI dapat dilakukan secara cepat, terstruktur, dan terkoordinasi.

Perseroan telah melakukan Identifikasi risiko teknologi informasi (TI) yang dilakukan sesuai kebijakan manajemen risiko Perseroan. Berdasarkan hasil identifikasi, *register* risiko TI menyoroti beberapa risiko utama, yaitu:

- Risiko pemenuhan proyek TI,
- Risiko kepatuhan terhadap tata kelola TI,
- Risiko gangguan sistem termasuk ancaman keamanan siber dan pemulihan bencana.

The Company continues to strive to improve and refine the WBS system so that it can operate effectively and efficiently. Various dissemination methods are continuously promoted to enhance understanding and awareness among all individuals, including both Company employees and external parties collaborating with the Company. These efforts involve refining the Company's regulations and policies, as well as ensuring that the reporting channels used for the WBS are adequate and function smoothly.

During 2025, there were 75 (seventy-five) complaints regarding WBS. Out of the 75 (seventy-five) complaints, 36 (thirty-six) reports indicated violations, while 39 (thirty-nine) reports did not indicate violations. From the 36 (thirty-six) reports indicating violations, 17 (seventeen) reports were followed up on and have been closed, while 19 (nineteen) reports are still under investigation (*open*).

CUSTOMER PRIVACY

Garuda Indonesia reaffirms its commitment to maintaining confidentiality and protecting customer data by issuing a Decree regarding Guidelines for Personal Data Protection within PT Garuda Indonesia (Persero) Tbk in 2020, as well as Procedures for the Deletion of Personal Data issued in 2024. In its efforts to protect customer data, the Company has established the Information Technology Governance Manual (MTI) as the primary guideline for IT governance and has implemented the Information Security Manual (MKI), which governs the principles, policies, and mechanisms for information protection. The MKI is reviewed every two years to ensure alignment with the dynamics of cybersecurity threats, changes in organizational structure, and technological advancements.

In addition to the MTI and MKI, the Company also has policies regarding IT disaster recovery, which are outlined in the IT Disaster Recovery Plan (IT DRP) and the Emergency Response Plan (ERP). These policies govern procedures for handling IT disruptions or disasters, including mechanisms for restoring critical services and incident reporting procedures up to the Board of Directors and the Board of Commissioners. Through these policies, the Company ensures that responses to IT incidents or disasters can be carried out quickly, in a structured and coordinated manner.

The Company has conducted an identification of information technology (IT) risks in accordance with the Company's risk management policies. Based on the identification results, the IT risk register highlights several key risks, namely:

- IT project delivery risk,
- IT governance compliance risk,
- System disruption risk, including cybersecurity threats and disaster recovery.

Seluruh risiko tersebut dikelola dan diintegrasikan ke dalam kerangka *Enterprise Risk Management* (ERM). Proses registrasi, pelaporan, dan pemantauan risiko dilakukan melalui *Enterprise Risk Management Portal*, sehingga pelaksanaannya menjadi lebih terstruktur, transparan, dan terdokumentasi.

Adapun pendekatan komprehensif dalam pengelolaan insiden keamanan siber. Insiden dapat berasal dari gangguan layanan TI maupun temuan kelemahan (*weakness*) dalam sistem keamanan. Pengelolaan Insiden Keamanan Informasi dilakukan melalui pelaporan insiden, analisis penyebab, tindakan perbaikan dan pencegahan, dan pemantauan tindak lanjut hingga penyelesaian.

Pengelolaan Teknologi Informasi (TI) PT Garuda Indonesia (Persero) Tbk dijalankan oleh unit kerja Digital Transformation yang disupervisi oleh Direktur Transformasi. Unit Digital Transformation menyusun rencana strategis hingga tersedianya solusi TI yang selaras dengan kebutuhan di sisi bisnis. Tren teknologi dan prinsip GCG juga diperhatikan dalam membuat rencana solusi TI. Penerapan transformasi digital di seluruh aspek bisnis guna mempercepat proses khususnya yang berhubungan dengan layanan terhadap customer serta monitoring *day to day operation* untuk memastikan seluruh layanan IT dapat ter-*deliver* dengan baik. Uraian ini mengacu dan disampaikan lebih rinci pada bagian Teknologi Informasi di laporan Tahunan Perseroan tahun 2025.

Efektivitas pengelolaan tata kelola TI dan keamanan siber, pada tahun 2025, perusahaan berhasil memperoleh Sertifikasi ISO 27001:2022 dari TUV-SUD dengan akreditasi Nasional (KAN) dan Internasional (SAC) yang menunjukkan pengakuan resmi atas efektivitas penerapan Sistem Manajemen Keamanan Informasi (SMKI) yang diimplementasikan di perusahaan. Perseroan memperoleh Level 4.26 – Implementasi Terkelola, yang berada pada rentang indeks 3.51 hingga <4.50 yang menunjukkan keamanan siber telah terorganisir dan terdokumentasi dengan baik, diformalkan dan dijalankan secara konsisten, dan dilengkapi dengan mekanisme review, pemantauan, dan peningkatan berkelanjutan. *Self-Assessment IT Maturity* – Nilai 3.67 (*Level Defined*) yang menunjukkan bahwa proses dan perilaku organisasi TI telah terdefinisikan, distandarkan, dan diterapkan secara konsisten, sehingga mampu meminimalkan potensi permasalahan dalam tata kelola TI.

Atas upaya Garuda Indonesia dalam menjaga kerahasiaan data pelanggan memberikan dampak positif yaitu tidak terdapat laporan pelanggaran privasi pelanggan terkait kebocoran, pencurian, atau kehilangan data pelanggan selama tahun 2025.

All of these risks are managed and integrated into the Enterprise Risk Management (ERM) framework. The risk registration, reporting, and monitoring processes are carried out through the Enterprise Risk Management Portal, making their implementation more structured, transparent, and well-documented.

A comprehensive approach to cybersecurity incident management. Incidents may stem from IT service disruptions or the identification of weaknesses in security systems. Information Security Incident Management is carried out through incident reporting, root cause analysis, corrective and preventive actions, and monitoring of follow-up measures until resolution.

Information Technology (IT) management at PT Garuda Indonesia (Persero) Tbk is carried out by the Digital Transformation unit, supervised by the Director of Transformation. The Digital Transformation unit develops strategic plans to ensure the availability of IT solutions aligned with business needs. Technology trends and GCG principles are also considered when developing IT solution plans. Digital transformation is implemented across all business aspects to accelerate processes, particularly those related to customer service, as well as to monitor day-to-day operations to ensure all IT services are delivered effectively. This description is referenced and detailed further in the Information Technology section of the Company's 2025 Annual Report.

Regarding the effectiveness of IT governance and cybersecurity management, in 2025, the company successfully obtained ISO 27001:2022 certification from TÜV SÜD with national (KAN) and international (SAC) accreditation, demonstrating official recognition of the effectiveness of the Information Security Management System (ISMS) implemented within the company. The company achieved Level 4.26 – Managed Implementation, falling within the index range of 3.51 to <4.50, indicating that cybersecurity is well-organized and documented, formalized and consistently executed, and supported by mechanisms for review, monitoring, and continuous improvement. IT Maturity Self-Assessment – Score 3.67 (Defined Level), indicating that the processes and behaviors of the IT organization have been defined, standardized, and consistently applied, thereby minimizing potential issues in IT governance.

Garuda Indonesia's efforts to maintain customer data confidentiality have had a positive impact, as there were no reports of customer privacy breaches related to leaks, theft, or loss of customer data during 2025.

TANGGUNG JAWAB PENGEMBANGAN PRODUK DAN/ATAU JASA KEBERLANJUTAN

RESPONSIBILITY FOR THE DEVELOPMENT OF SUSTAINABLE PRODUCTS AND/OR SERVICES

INOVASI DAN PENGEMBANGAN PRODUK/ JASA KEUANGAN BERKELANJUTAN [OJK F.26]

Sebagai bagian dari komitmen terhadap keberlanjutan, Perseroan terus mengembangkan strategi pemasaran yang lebih ramah lingkungan, efisien, dan berbasis digital. Salah satu inisiatif utama yang dijalankan adalah percepatan digitalisasi komunikasi pemasaran, dengan mengurangi ketergantungan pada media cetak serta memaksimalkan pemanfaatan platform digital seperti media sosial, email marketing, dan digital advertising. Langkah ini bertujuan untuk meningkatkan efektivitas komunikasi sekaligus menekan jejak karbon yang dihasilkan dari aktivitas promosi konvensional. Adapun inovasi dan pengembangan yang dilakukan oleh Garuda Indonesia pada tahun 2025 adalah sebagai berikut:

Paperless Marketing/Promotion

SEO Optimization yang dilakukan dengan mengintegrasikan artikel informatif pada setiap halaman rute di website resmi. Strategi ini tidak hanya meningkatkan visibilitas pencarian dan *engagement* pelanggan secara organik, tetapi juga mengurangi ketergantungan pada brosur, *flyer*, dan materi promosi berbasis kertas. Dengan memperkuat kanal digital sebagai sumber informasi utama, Perseroan mampu menekan produksi materi komunikasi fisik sekaligus meningkatkan efisiensi distribusi informasi secara *real-time*.

Sementara itu, optimalisasi EDM (*Electronic Direct Mail*) menghasilkan kampanye email yang lebih personal dan menarik, langkah ini juga mendukung praktik paperless marketing. Pendekatan ini berkontribusi pada pengurangan jejak karbon dari proses produksi, distribusi, dan logistik materi promosi konvensional.

Melalui penguatan SEO dan EDM sebagai kanal komunikasi, Garuda Indonesia tidak hanya meningkatkan efektivitas pemasaran berbasis data, tetapi juga secara nyata mendukung agenda sustainability dengan mengurangi konsumsi kertas, limbah promosi, serta dampak lingkungan dari aktivitas komunikasi perusahaan.

SkyTeam The Aviation Challenge (Sustainable Aviation)

Garuda Indonesia juga secara konsisten mengintegrasikan prinsip *Environmental, Social, and Governance* (ESG) ke dalam proses operasional dan budaya perusahaan. Upaya tersebut memperoleh pengakuan di tingkat global melalui partisipasi aktif dalam SkyTeam The Aviation Challenge (TAC), di mana Perseroan meraih penghargaan Best Team Collaboration atas implementasi program keberlanjutan yang kolaboratif dan berdampak nyata.

Partisipasi dalam TAC menjadi wujud komitmen Perseroan dalam mendukung percepatan transformasi industri penerbangan menuju operasional yang lebih ramah lingkungan. Melalui

INNOVATIONS AND DEVELOPMENT OF SUSTAINABLE FINANCE PRODUCTS/SERVICES [OJK F.26]

As part of its commitment to sustainability, the Company continues to develop marketing strategies that are more environmentally friendly, efficient, and digital-based. One of the key initiatives being implemented is the acceleration of the digitalization of marketing communications, by reducing reliance on print media and maximizing the use of digital platforms such as social media, email marketing, and digital advertising. This step aims to improve communication effectiveness while reducing the carbon footprint generated by conventional promotional activities. The innovations and developments implemented by Garuda Indonesia in 2025 are as follows:

Paperless Marketing/Promotion

SEO Optimization achieved by integrating informative articles on every route page of the official website. This strategy not only boosts organic search visibility and customer engagement but also reduces reliance on brochures, flyers, and paper-based promotional materials. By strengthening digital channels as the primary information source, the Company can minimize the production of physical communication materials while enhancing the efficiency of real-time information distribution.

Meanwhile, optimizing EDM (Electronic Direct Mail) results in more personalized and engaging email campaigns; this step also supports paperless marketing practices. This approach contributes to reducing the carbon footprint from the production, distribution, and logistics of conventional promotional materials.

By strengthening SEO and EDM as communication channels, Garuda Indonesia not only enhances the effectiveness of data-driven marketing but also tangibly supports sustainability initiatives by reducing paper consumption, promotional waste, and the environmental impact of the company's communication activities.

SkyTeam The Aviation Challenge (Sustainable Aviation)

Garuda Indonesia also consistently integrates Environmental, Social, and Governance (ESG) principles into its operational processes and corporate culture. These efforts have garnered global recognition through active participation in SkyTeam The Aviation Challenge (TAC), where the Company received the Best Team Collaboration award for the implementation of a collaborative and impactful sustainability program.

Participation in TAC demonstrates the Company's commitment to supporting the acceleration of the aviation industry's transformation toward more environmentally friendly operations.

inisiatif bertajuk “Zero Waste to Zero Emissions”, Perseroan mengedepankan pendekatan kolaboratif lintas fungsi dalam pengelolaan limbah operasional dan perkantoran. Program ini mencakup optimalisasi pemilahan limbah, peningkatan tingkat daur ulang, serta penguatan kesadaran karyawan terhadap praktik pengurangan emisi karbon.

Sepanjang periode implementasi, program tersebut berhasil mengelola lebih dari 14.600 kilogram limbah dengan tingkat daur ulang mencapai 99 persen. Capaian ini berkontribusi terhadap pengurangan emisi karbon hampir 13 ton CO₂, yang setara dengan manfaat penyerapan karbon dari ratusan pohon dalam jangka panjang. Hasil ini mencerminkan efektivitas integrasi kebijakan internal, partisipasi aktif karyawan, serta penerapan praktik operasional yang lebih efisien dan berkelanjutan.

Penghargaan Best Team Collaboration yang diraih tidak hanya merepresentasikan keberhasilan teknis program, tetapi juga menunjukkan kuatnya budaya kolaborasi internal sebagai fondasi transformasi keberlanjutan Perseroan. Inisiatif ini menegaskan bahwa pencapaian target lingkungan tidak dapat dilepaskan dari keterlibatan seluruh insan perusahaan, mulai dari perumusan kebijakan hingga implementasi di lapangan.

Pengolahan Limbah bersama pihak ketiga

Melalui kolaborasi bersama dengan pihak ketiga, Garuda Indonesia tidak hanya mengelola limbah internal secara lebih efisien, tetapi juga mendorong dampak positif terhadap lingkungan melalui pendekatan yang terstruktur dan terukur.

Dalam kerja sama tersebut, pihak ketiga bertindak sebagai mitra strategis dalam pengembangan dan implementasi mekanisme pengelolaan limbah plastik yang sistematis. Garuda Indonesia mengintegrasikan program ini dalam aktivitas operasional kantor dan fasilitas pendukung, dengan fokus pada pemilahan, pengumpulan, dan pengolahan limbah plastik secara berkelanjutan. Pihak ketiga membantu Perseroan dalam mengukur, memantau, dan memaksimalkan tingkat daur ulang plastik yang dihasilkan dari lingkungan kerja Garuda Indonesia.

Kolaborasi ini tidak hanya mencakup aspek teknis pengelolaan limbah plastik, tetapi juga edukasi dan kesadaran terkait pentingnya praktik daur ulang dan pengurangan sampah plastik. Pihak ketiga memberikan dukungan berupa sistem, teknologi, serta pelatihan untuk meningkatkan kapasitas internal dalam menjalankan program *zero waste* secara efektif. Program bersama ini memperkuat posisi Perseroan sebagai maskapai yang tidak hanya berfokus pada layanan pelanggan, tetapi juga pada pelestarian lingkungan dan kontribusi terhadap pembangunan berkelanjutan.

PRODUK/JASA YANG SUDAH DIEVALUASI KEAMANANNYA BAGI PELANGGAN [OJK F.27]

Garuda Indonesia menempatkan keselamatan dan kesehatan konsumen atau penumpang sebagai prioritas utama, sehingga Perseroan menerapkan langkah-langkah mitigasi khusus melalui implementasi Sistem Manajemen Keselamatan (SMS – *Safety Management System*) yang mengacu pada praktik terbaik dalam industri penerbangan. Selain itu, Perseroan juga memiliki kebijakan keselamatan (*Safety Policy*) yang mendorong seluruh pegawai untuk secara aktif melaporkan potensi bahaya maupun

Through the initiative titled “Zero Waste to Zero Emissions,” the Company prioritizes a cross-functional, collaborative approach to managing operational and office waste. This program includes optimizing waste sorting, increasing recycling rates, and raising employee awareness of carbon emission reduction practices.

Throughout the implementation period, the program successfully managed over 14,600 kilograms of waste with a recycling rate of 99 percent. This achievement contributed to a reduction in carbon emissions of nearly 13 tons of CO₂, equivalent to the long-term carbon absorption benefits of hundreds of trees. These results reflect the effectiveness of integrating internal policies, active employee participation, and the implementation of more efficient and sustainable operational practices.

The Best Team Collaboration award not only represents the program’s technical success but also demonstrates the strength of the internal collaboration culture as the foundation of the Company’s sustainability transformation. This initiative affirms that achieving environmental targets requires the involvement of everyone in the company, from policy formulation to on-the-ground implementation.

Waste Management with third party

Through collaboration with third party, Garuda Indonesia not only manages internal waste more efficiently but also drives positive environmental impact through a structured and measurable approach.

In this partnership, third party acts as a strategic partner in the development and implementation of a systematic plastic waste management mechanism. Garuda Indonesia integrates this program into the operational activities of its offices and support facilities, with a focus on the sustainable sorting, collection, and processing of plastic waste. Third party assists the Company in measuring, monitoring, and maximizing the plastic recycling rate generated from Garuda Indonesia’s work environment

This collaboration encompasses not only the technical aspects of plastic waste management but also education and awareness regarding the importance of recycling practices and reducing plastic waste. Third party provides support in the form of systems, technology, and training to enhance internal capacity in effectively implementing the zero-waste program. This joint program strengthens the Company’s position as an airline that focuses not only on customer service but also on environmental conservation and contributing to sustainable development.

EVALUATED PRODUCTS/SERVICES FOR CUSTOMER SAFETY [OJK F.27]

Garuda Indonesia places the safety and health of its customers and passengers as its top priority; therefore, the Company has implemented specific mitigation measures through the adoption of a Safety Management System (SMS) that aligns with best practices in the aviation industry. In addition, the Company also has a Safety Policy that encourages all employees to actively report potential hazards and incidents related to safety, while upholding the principle of propriety. These various systems,

kejadian yang berkaitan dengan aspek keselamatan, dengan tetap menjunjung tinggi asas kepatutan. Berbagai sistem, program, dan kebijakan tersebut menjadi landasan bagi Garuda Indonesia dalam mewujudkan kesehatan dan keselamatan penumpang, sebagai berikut:

Safety Management System (SMS)

Safety Management System (SMS) atau Sistem Manajemen Keselamatan merupakan langkah pendekatan sistematis dan komprehensif untuk mengelola aspek keselamatan. SMS merupakan bagian dari sistem manajemen organisasi secara keseluruhan yang dibutuhkan untuk mengkaji, mengembangkan, menerapkan, mencapai, dan memelihara keselamatan dan kesehatan kerja seluruh pegawai dan seluruh personel di luar organisasi yang terlibat dalam aktivitas usaha Perseroan. Melalui SMS, Garuda Indonesia berupaya untuk mengendalikan risiko yang berkaitan dengan aktivitas kerja guna terciptanya lingkungan kerja yang aman dan mendukung pencapaian kerja yang efisien dan produktif. Melalui sistem manajemen keselamatan, seluruh produk dan jasa yang ditawarkan Perseroan telah dievaluasi keamanannya.

Perseroan menerapkan 2 (dua) sistem manajemen keselamatan berdasarkan regulasi dan standar yang berlaku baik di negara dan internasional, yaitu:

1. *Safety Management System (SMS)*
2. Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)

Keduanya memiliki peran yang saling melengkapi. Berikut penjabaran masing-masing:

Safety Management System (SMS) adalah pendekatan sistematis untuk mengelola keselamatan penerbangan, termasuk struktur organisasi, tanggung jawab, kebijakan, dan prosedur. SMS difokuskan pada keselamatan operasional penerbangan. Direkomendasikan oleh ICAO (Annex 19, *Safety Management*) dan Diterapkan melalui peraturan otoritas penerbangan sipil nasional (Direktorat Jenderal Perhubungan Udara). Terdapat 4 (empat) Pilar Utama SMS: *Safety Policy* (Kebijakan Keselamatan), *Safety Risk Management* (Manajemen Risiko Keselamatan), *Safety Assurance* (Penjaminan Keselamatan), *Safety Promotion* (Promosi Keselamatan).

Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) adalah sistem terstruktur yang menjamin keselamatan dan kesehatan kerja di lingkungan kerja secara menyeluruh, tidak terbatas pada operasional penerbangan saja, tapi juga mencakup area kerja lainnya seperti hanggar, kantor, gudang, dll. Di Indonesia: PP No. 50 Tahun 2012 tentang SMK3, Berdasarkan standar internasional seperti ISO 45001:2018. Diawasi oleh Kementerian Ketenagakerjaan.

Elemen Utama SMK3 meliputi Kebijakan K3, Perencanaan, Implementasi dan Operasi, Evaluasi dan Tindakan Perbaikan, Tinjauan Manajemen. Perusahaan penerbangan yang baik akan senantiasa mengintegrasikan SMS dan SMK3 agar tidak hanya aman dalam penerbangan, tetapi juga menjamin kesejahteraan seluruh pegawainya. Misalnya, seorang teknisi pesawat tidak hanya dilindungi dari kesalahan operasional (SMS) tapi juga dari bahaya kerja seperti bahan kimia berbahaya (SMK3).

programs, and policies serve as the foundation for Garuda Indonesia in ensuring passenger health and safety, as follows:

Safety Management System (SMS)

The *Safety Management System (SMS)* is a systematic and comprehensive approach to managing safety aspects. The SMS is an integral part of the organization's overall management system, designed to assess, develop, implement, achieve, and maintain the Occupational Safety and Health of all employees and all external personnel involved in the Company's business activities. Through the SMS, Garuda Indonesia strives to control risks associated with work activities to create a safe work environment that supports efficient and productive work performance. Through the safety management system, the safety of all products and services offered by the Company has been evaluated.

The Company implements 2 (two) safety management systems based on applicable national and international regulations and standards, namely:

1. *Safety Management System (SMS)*
2. Occupational Safety and Health Management System (SMK3)

The two have complementary roles. The following is a description of each safety management systems:

A *Safety Management System (SMS)* is a systematic approach to managing aviation safety, including organizational structure, responsibilities, policies, and procedures. The SMS focuses on operational aviation safety. It is recommended by ICAO (Annex 19, *Safety Management*) and implemented through regulations issued by the national civil aviation authority (Directorate General of Civil Aviation). There are 4 (four) Main Pillars of SMS: *Safety Policy*, *Safety Risk Management*, *Safety Assurance*, and *Safety Promotion*.

The Occupational Safety and Health Management System (SMK3) is a structured system that ensures Occupational Safety and Health in the workplace comprehensively, not limited to flight operations alone, but also covering other work areas such as hangars, offices, warehouses, and others. In Indonesia: Government Regulation No. 50 of 2012 on SMK3, based on international standards such as ISO 45001:2018. Supervised by the Ministry of Manpower.

Key elements of SMK3 include OSH Policy, Planning, Implementation and Operations, Evaluation and Corrective Actions, and Management Review. A good aviation company will consistently integrate SMS and SMK3 to ensure not only flight safety but also the well-being of all its employees. For example, an aircraft technician is not only protected from operational errors (SMS) but also from workplace hazards such as hazardous chemicals (SMK3).

Safety Policy

SMS dibangun berlandaskan kebijakan keselamatan (*Safety Policy*) yang ditetapkan oleh pimpinan tertinggi Garuda Indonesia (CEO). Dalam hal ini, CEO Garuda Indonesia melalui *Corporate Safety Policy* menyatakan komitmen tertinggi manajemen organisasi terhadap keselamatan sebagai *core element business* yang mengharapkan seluruh pegawai, mitra kerja, kontraktor, dan seluruh pihak ikut berpartisipasi dalam pencapaian SMS yang efektif. Komitmen tersebut memperlihatkan dukungan penuh CEO, yang sekaligus sebagai *Accountable Executive*, untuk menyediakan segala sumber daya yang dibutuhkan guna mencapai target keselamatan yang diinginkan, mendorong seluruh pegawai untuk melaporkan potensi bahaya dan isu-isu keselamatan, pembentukan standar jelas untuk tingkah laku yang dapat diterima maupun tindakan terhadap pelanggaran. Komitmen untuk menetapkan target spesifik, pengukuran terhadap indikator-indikator kinerja keselamatan, serta melakukan tinjauan secara eksplisit disampaikan kepada pegawai Garuda Indonesia di seluruh lini organisasi, ditinjau dan diperbaharui sedikitnya setiap dua tahun sekali.

Sebagai bentuk konsistensi terhadap pemenuhan hak konsumen, Garuda Indonesia memastikan implementasi SMS secara efektif di seluruh lini organisasi, secara khusus di aktivitas operasional penerbangan, dengan mengacu pada rencana pelaksanaan SMS yang telah disusun, yang meliputi:

1. Melakukan pengelolaan risiko proaktif dari potensi bahaya yang ditemukan melalui setiap laporan potensi bahaya atau *hazard report* yang diterima, dan melakukan analisis terhadap rekam-data-pesawat yang diunduh dari *black box* dalam program *Flight Data Monitoring* (FDM).
2. Melakukan pengelolaan risiko prediktif dari potensi bahaya yang teridentifikasi dalam kokpit pesawat melalui program *Line Operations Assessment System* (LOAS). Untuk mengelola risiko ini, seorang *observer* dengan kualifikasi tertentu dijadwalkan duduk di dalam kokpit pesawat di penerbangan tertentu, mengamati perilaku kedua awak kokpit pesawat terkait *human factors*, menuliskan hasil pengamatan dalam *checklist item* yang tersedia, dan melaporkan hasil pengamatan untuk dianalisis, serta identifikasi potensi bahaya dan pengelolaan risiko untuk proses/alat kerja/sistem baru atau manajemen perubahan yang akan diimplementasikan di Garuda Indonesia dalam kaitannya dengan aspek keselamatan.
3. Melakukan pengelolaan risiko reaktif dari potensi bahaya yang teridentifikasi dari kejadian *incident* (kecelakaan) maupun *serious incident* (kecelakaan serius) melalui investigasi, pelaporan, hingga memberikan rekomendasi untuk menemukan akar masalah/penyebab untuk menghindari kejadian serupa terulang kembali di kemudian hari.
4. Melaksanakan SMS *records and documentation* dengan mengembangkan dan memelihara sistem pelaporan terintegrasi basis data keselamatan Garuda Indonesia atau *Integrated Electronic Safety Database* (IESD) untuk menyimpan setiap identifikasi potensi bahaya dan pengelolaan risiko, menganalisa, memonitor tren, dan menghasilkan pelaporan kinerja keselamatan secara periodik.
5. Melakukan pengawasan pelaksanaan keselamatan dalam rangka memelihara jaminan keselamatan dan juga sebagai upaya pengelolaan risiko proaktif melalui pelaksanaan dan

Safety Policy

The SMS is built upon a Safety Policy established by the highest leadership of Garuda Indonesia (the CEO). In this regard, the CEO of Garuda Indonesia, through the Corporate Safety Policy, expresses the organization's management's highest commitment to safety as a core business element, expecting all employees, business partners, contractors, and all stakeholders to participate in achieving an effective SMS. This commitment demonstrates the full support of the CEO, who also serves as the Accountable Executive, to provide all necessary resources to achieve the desired safety targets, encourage all employees to report potential hazards and safety issues, and establish clear standards for acceptable behavior as well as actions to be taken against violations. The commitment to set specific targets, measure safety performance indicators, and conduct reviews is explicitly communicated to Garuda Indonesia employees across all organizational levels, reviewed, and updated at least once every two years.

As a demonstration of consistency in fulfilling consumer rights, Garuda Indonesia ensures the effective implementation of the SMS across all levels of the organization, particularly in flight operations, in accordance with the established SMS implementation plan, which includes:

1. Conducting proactive risk management of potential hazards identified through every hazard report received, and analyzing aircraft data records downloaded from the black box via the Flight Data Monitoring (FDM) program.
2. Conducting predictive risk management of potential hazards identified in the aircraft cockpit through the Line Operations Assessment System (LOAS) program. To manage these risks, a qualified observer is scheduled to sit in the aircraft cockpit on specific flights, observe the behavior of both cockpit crew members regarding human factors, record the observation results in the available checklist items, and reporting the observation results for analysis, as well as identifying potential hazards and managing risks for new processes/tools/systems or change management to be implemented at Garuda Indonesia in relation to safety aspects.
3. Conducting reactive risk management of identified potential hazards arising from incidents (accidents) or serious incidents (major accidents) through investigation, reporting, and providing recommendations to identify root causes to prevent similar occurrences from recurring in the future.
4. Implementing SMS records and documentation by developing and maintaining Garuda Indonesia's Integrated Electronic Safety Database (IESD) to store all identified potential hazards and risk management activities, analyze data, monitor trends, and generate periodic safety performance reports.
5. Conducting safety supervision to maintain safety assurance and as a proactive risk management effort through the implementation and management of safety audits in

pengelolaan audit keselamatan di departemen atau unit kerja operasional yang terkait langsung dan seluruh kantor cabang operasional Garuda Indonesia dalam maupun luar negeri.

6. Meningkatkan dan memelihara kesadaran keselamatan (*safety awareness*) seluruh pegawai Garuda Indonesia maupun pihak luar yang terlibat dalam aktivitas operasional melalui program komunikasi, pelatihan, dan edukasi keselamatan.
7. Mengelola *Corporate Safety Committee* (CSC) *Review* dan *Joint Safety Board* (JSB) *Review* sebagai bentuk *management review* terhadap pelaksanaan SMS yang dilakukan secara periodik. CSC dan JSB merupakan alat kontrol manajemen tertinggi yang memfasilitasi evaluasi terhadap pelaksanaan SMS Garuda Indonesia secara berkala, seperti menetapkan target tingkat keselamatan setiap tahun, melakukan *review* atas efisiensi dan efektivitas, isu-isu terbaru, kemungkinan pencapaian target, kebutuhan tambahan sumber daya, dsb. CSC terdiri atas CEO sebagai pimpinan umum (chairman), Vice President (VP) CQSEM sebagai sekretaris, dan seluruh Direktur Perusahaan sebagai anggota. Sedangkan JSB terdiri atas VP CQSM sebagai pimpinan umum (chairman), Senior Manager (SM) Safety Information Management sebagai sekretaris, dan beberapa pejabat setingkat VP yang terkait langsung dengan aspek keselamatan dan keamanan penerbangan.
8. Melakukan pengelolaan risiko reaktif dari kejadian kecelakaan fatal (*accident*) dan/ atau kejadian darurat melalui perencanaan penanganan tanggap darurat atau *Emergency Response Planning* (ERP) berupa *ERP drill/ exercise* secara berkala untuk memastikan kesiapan seluruh personel dan unit kerja terkait jika *accident* dan/atau kejadian darurat terjadi. Perencanaan pengelolaan situasi darurat ini dimaksudkan untuk meminimalkan risiko yang mungkin timbul saat *accident* yang tidak diharapkan terjadi, sementara Garuda Indonesia tetap harus melanjutkan bisnis dan aktivitas operasional secara aman di saat yang bersamaan.

Quality Policies

PT Garuda Indonesia (Persero) Tbk. senantiasa menjaga komitmen kepada para pemegang saham, pelanggan, karyawan, dan lingkungan global, serta mengutamakan mutu sebagai inti dari bisnis kami. Seluruh personel Garuda Indonesia, mitra bisnis, kontraktor, dan pemasok dituntut untuk turut serta memprioritaskan hal ini melalui partisipasi mereka dalam Sistem Manajemen Mutu Perusahaan yang efektif guna mencapai visi kami untuk memberikan kinerja mutu setinggi-tingginya.

Sebagai Accountable Executive dan President & Chief Executive Officer (CEO), saya akan senantiasa memastikan ketersediaan sumber daya yang dibutuhkan untuk mencapai tujuan mutu kami sesuai dengan hukum, peraturan, standar perusahaan, dan praktik terbaik industri yang berlaku. Namun, tanggung jawab atas hasil mutu berada di tangan kita semua.

Tindakan ini akan menghasilkan personel yang kompeten, mengoptimalkan lingkungan operasional dan kerja, serta memungkinkan karyawan kami untuk sepenuhnya mengembangkan kesadaran sistem mutu mereka. Kami selanjutnya akan memastikan bahwa sistem mutu ditinjau secara berkala untuk memastikan peningkatan berkelanjutan, operasi yang aman dan terjamin, dan kelaikan udara pesawat Garuda Indonesia.

departments or operational units directly involved, as well as all Garuda Indonesia operational branches both domestically and internationally.

6. Enhancing and maintaining safety awareness among all Garuda Indonesia employees and external parties involved in operational activities through safety communication, training, and education programs.
7. Managing the Corporate Safety Committee (CSC) Review and Joint Safety Board (JSB) Review as forms of management review of the SMS implementation conducted periodically. CSC and JSB are the highest-level management control tools that facilitate periodic evaluations of the implementation of Garuda Indonesia's SMS on a regular basis, such as setting annual safety targets, reviewing efficiency and effectiveness, addressing current issues, assessing target achievement potential, identifying additional resource needs, and others. The CSC consists of the CEO as the chairperson, the Vice President (VP) of CQSEM as the secretary, and all Company Directors as members. Meanwhile, the JSB consists of the VP of CQSM as the chairperson, the Senior Manager (SM) of Safety Information Management as the secretary, and several VP-level officials directly involved in aviation safety and security aspects.
8. Conducting reactive risk management for fatal accidents and/or emergencies through Emergency Response Planning (ERP), including periodic ERP drills and exercises, to ensure the readiness of all personnel and relevant work units should an accident and/or emergency occur. This emergency management planning is intended to minimize risks that may arise when unexpected accidents occur, while Garuda Indonesia must continue its business and operational activities safely at the same time.

Quality Policies

PT Garuda Indonesia (Persero) Tbk. consistently upholds its commitment to shareholders, customers, employees, and the global community, and prioritizes quality as the core of our business. All Garuda Indonesia personnel, business partners, contractors, and suppliers are required to participate in prioritizing this through their involvement in an effective Company Quality Management System to achieve our vision of delivering the highest possible quality performance.

As the Accountable Executive and President & Chief Executive Officer (CEO), I will consistently ensure the availability of the necessary resources to achieve our quality objectives in accordance with applicable laws, regulations, company standards, and industry best practices. However, the responsibility for quality outcomes rests with all of us.

These actions will foster competent personnel, optimize the operational and work environment, and enable our employees to fully develop their quality system awareness. We will further ensure that the quality system is reviewed periodically to ensure continuous improvement, safe and reliable operations, and the airworthiness of Garuda Indonesia aircraft.

Untuk memastikan peningkatan berkelanjutan dari sistem manajemen mutu kami, kami akan menetapkan tujuan dan sasaran yang terukur, menetapkan indikator kinerja mutu tertentu, menganalisis setiap hasil operasional yang tidak diinginkan, dan mengukur keberhasilan kami terhadap target tersebut. Ketika kami telah mencapai target tersebut, kami akan meninjaunya untuk menetapkan target yang lebih menantang di masa mendatang.

Perseroan berkomitmen dalam penerapan *safety* dan *quality* yang diimplementasikan dalam *safety policies* dan *quality policies*. Selain menerapkan *safety policies*, setiap tahun, Perseroan juga melakukan proses *quality assurance* terhadap internal dan eksternal. Pelaksanaan proses *quality assurance* mengacu pada peraturan nasional seperti CASR 119, CASR 121, CASR 91, serta peraturan internasional yang meliputi regulasi global, regulasi regional, dan International Civil Aviation Authority (ICAO) Regulations. Selain itu, standar IATA (International Air Transport Association) yang diakui secara internasional juga dijadikan acuan untuk memastikan bahwa seluruh proses *quality assurance* berjalan sesuai dengan *best practices* di industri penerbangan.

Kinerja Kesehatan dan Keselamatan Konsumen

Dalam upaya memantau dan mengevaluasi kinerja keselamatan pelanggan, Garuda Indonesia menggunakan indikator incident rate sebagai salah satu parameter utama dalam mengukur tingkat keselamatan operasional penerbangan komersial. Berdasarkan data yang dimiliki perusahaan, tingkat insiden per 1.000 keberangkatan pada tahun 2025 tercatat sebesar 0,210 serta nihil fatalitas penumpang (*zero passenger fatality*). Secara umum, kinerja keselamatan (*safety performance*) Perseroan pada tahun 2025 masih berada dalam kategori acceptable level. Perusahaan tetap berkomitmen untuk terus melakukan evaluasi dan penguatan sistem manajemen keselamatan guna menjaga dan meningkatkan kinerja keselamatan secara berkelanjutan.

Adapun data Incident Rate Garuda Indonesia selama tiga tahun terakhir adalah sebagai berikut:

To ensure the continuous improvement of our quality management system, we will establish measurable goals and objectives, define specific quality performance indicators, analyze any undesirable operational outcomes, and measure our success against these targets. Once we have achieved these targets, we will review them to set more challenging targets for the future.

The Company is committed to implementing safety and quality standards, which are incorporated into our safety policies and quality policies. In addition to implementing safety policies, the Company conducts annual quality assurance processes for both internal and external operations. The implementation of the quality assurance process adheres to national regulations such as CASR 119, CASR 121, and CASR 91, as well as international regulations—which include global regulations, regional regulations, and International Civil Aviation Organization (ICAO) regulations. Additionally, the internationally recognized IATA (International Air Transport Association) standards are used as a reference to ensure that all quality assurance processes align with best practices in the aviation industry.

Consumer Health and Safety Performance

In an effort to monitor and evaluate customer safety performance, Garuda Indonesia uses the incident rate as one of the key parameters for measuring the safety level of commercial flight operations. Based on the company's data, the incident rate per 1,000 departures in 2025 was recorded at 0.210 and zero passenger fatalities. Overall, the Company's safety performance in 2025 remains within the acceptable level category. The Company remains committed to continuously evaluating and strengthening its safety management system to maintain and improve safety performance on an ongoing basis.

The following are Garuda Indonesia's incident rate data for the past three years:

Tabel Incident Rate Garuda Indonesia
Table of Garuda Indonesia Incident Rate

Uraian Description	2025	2024	2023
Incident Rate (%)	0,21	0,13	0,23

Adapun *hazard report* pada tahun 2025 tercatat sebanyak 3.136 laporan, dengan rate 38,5 per 1.000 *departures* yang meliputi 1.794 *occurrence*, 1.733 *hazard report*, 152 *safety info* dan 17 *incident or mandatory occurrence report*. Tingkat *hazard report* yang terkumpul pada tahun 2025 mengalami penurunan sebesar 13% dari 44,4 per 1.000 *departure*, dan sebesar 5% dari 3.315 laporan pada tahun 2024. Total penyampaian *hazard report* pada tahun 2025 masih berada 15% di bawah target dibandingkan dengan target minimal yang ditetapkan, yaitu sebesar 45 per 1.000 *departures*. Penurunan *hazard report* pada tahun 2025 antara lain dapat mengindikasikan adanya perbaikan dalam implementasi mitigasi risiko serta peningkatan stabilitas operasional. Peningkatan jumlah keberangkatan menjadi 80.989 keberangkatan, atau naik

In 2025, a total of 3,136 hazard reports were recorded, with a rate of 38.5 per 1,000 departures, comprising 1,794 occurrences, 1,733 hazard reports, 152 safety information reports, and 17 incident or mandatory occurrence reports. The rate of hazard reports collected in 2025 decreased by 13% from 44.4 per 1,000 departures and by 5% from 3,315 reports in 2024. The total number of hazard reports submitted in 2025 remains 15% below the target compared to the established minimum target of 45 per 1,000 departures. The decrease in hazard reports in 2025 may indicate improvements in the implementation of risk mitigation measures as well as enhanced operational stability. The number of departures increased to 80,989, representing a 2.7% rise compared to 2024, which recorded 78,885 departures.

sebesar 2,7% dibandingkan tahun 2024 yang tercatat sebanyak 78.885 keberangkatan. Selain itu, data *hazard report* diperoleh dari Unit Safety Information Management Garuda Indonesia, yang berada di bawah Divisi Corporate Quality, Safety & Sustainability. Selain hazard report, unit yang sama menangani seluruh laporan incident and accident yang terjadi di lingkungan Perusahaan, baik secara internal maupun eksternal.

Atas komitmen Garuda Indonesia dalam mengupayakan kesehatan dan keselamatan konsumen membawa hasil dengan tidak adanya insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa. Oleh karenanya, selama tahun pelaporan, Perseroan tidak mendapat peringatan, denda, atau hukuman akibat ketidakpatuhan tersebut.

INFORMASI PRODUK DAN LAYANAN

Garuda Indonesia menjamin pemenuhan hak konsumen untuk memperoleh informasi yang benar, jelas, dan jujur sebagaimana diamanatkan dalam Pasal 4 Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen. Komitmen tersebut juga sejalan dengan Etika Bisnis Garuda Indonesia, yang menekankan penyampaian informasi produk dan layanan secara relevan, transparan, dan akurat kepada pelanggan.

Untuk meningkatkan aksesibilitas dan kemudahan dalam memperoleh informasi terkini, Perseroan mengoptimalkan berbagai kanal komunikasi digital, antara lain:

1. **Website resmi (www.garuda-indonesia.com)** yang menyediakan informasi terbaru terkait jadwal penerbangan, layanan tambahan, program loyalitas GarudaMiles, hingga kebijakan perjalanan yang mendukung keberlanjutan.
2. **Garuda Indonesia Mobile App** yang tersedia di Apple App Store dan Google Play, menghadirkan pengalaman digital yang lebih *seamless* melalui fitur *e-boarding pass*, *digital ticketing*, pembaruan status penerbangan secara langsung, serta layanan *paperless* guna mendukung perjalanan yang lebih ramah lingkungan.
3. **Akun media sosial resmi** di platform seperti YouTube, Facebook, X (Twitter), Instagram, LinkedIn, dan TikTok, yang dimanfaatkan untuk menyampaikan informasi promosi, pembaruan layanan, serta kampanye edukasi terkait keberlanjutan.
4. **WhatsApp Communication Center**, sebagai kanal layanan terbaru yang memungkinkan pelanggan memperoleh informasi dan bantuan secara cepat dan efisien, sekaligus mengurangi ketergantungan pada tiket maupun materi cetak fisik.

Melalui optimalisasi kanal-kanal komunikasi tersebut, Garuda Indonesia memastikan pelanggan memperoleh akses informasi yang komprehensif, terpercaya, dan mudah dijangkau, sejalan dengan komitmen Perseroan dalam meningkatkan transparansi, kualitas layanan, dan kenyamanan pelanggan.

Selama tahun 2025, tidak terdapat insiden ketidakpatuhan terhadap regulasi terkait dengan pelabelan dan informasi produk dan jasa. Tidak terdapat pula insiden ketidakpatuhan terhadap regulasi terkait komunikasi pemasaran, termasuk periklanan, promosi, dan sponsorship.

Additionally, the hazard report data is obtained from Garuda Indonesia's Safety Information Management Unit, which operates under the Corporate Quality, Safety & Sustainability Division. In addition to the hazard report, the same unit handles all incident and accident reports occurring within the Company's environment, both internally and externally.

Garuda Indonesia's commitment to ensuring the health and safety of its customers has resulted in no incidents of non-compliance related to the health and safety impacts of its products and services. Consequently, during the reporting year, the Company did not receive any warnings, fines, or penalties resulting from such non-compliance.

PRODUCT AND SERVICE INFORMATION

Garuda Indonesia guarantees the fulfillment of consumers' rights to receive accurate, clear, and truthful information as mandated by Article 4 of Law No. 8 of 1999 on Consumer Protection. This commitment is also in line with Garuda Indonesia's Business Ethics, which emphasizes the provision of relevant, transparent, and accurate product and service information to customers.

To improve accessibility and make it easier to obtain the latest information, the Company is optimizing various digital communication channels, including:

1. **The official website (www.garuda-indonesia.com)**, which provides the latest information on flight schedules, additional services, the GarudaMiles loyalty program, and travel policies that support sustainability.
2. **The Garuda Indonesia Mobile App**, available on the Apple App Store and Google Play, offers a more seamless digital experience through features such as e-boarding passes, digital ticketing, real-time flight status updates, and paperless services to support more eco-friendly travel.
3. **Official social media accounts** on platforms such as YouTube, Facebook, X (Twitter), Instagram, LinkedIn, and TikTok, used to share promotional information, service updates, and educational campaigns related to sustainability.
4. **The WhatsApp Communication Center**, as the latest service channel, enables customers to obtain information and assistance quickly and efficiently, while reducing reliance on physical tickets and printed materials.

Through the optimization of these communication channels, Garuda Indonesia ensures customers have access to comprehensive, reliable, and easily accessible information, in line with the Company's commitment to enhancing transparency, service quality, and customer comfort.

During 2025, there were no incidents of non-compliance with regulations regarding product and service labeling and information. There were also no incidents of non-compliance with regulations regarding marketing communications, including advertising, promotions, and sponsorships.

DAMPAK PRODUK/JASA [OJK F.28]

Sebagai maskapai penerbangan nasional, Garuda Indonesia memiliki peran yang strategis dalam meningkatkan konektivitas serta mobilitas masyarakat, sekaligus berkontribusi terhadap pertumbuhan ekonomi, pengembangan sektor pariwisata, dan aktivitas perdagangan, baik di tingkat nasional maupun internasional, termasuk mendukung efisiensi distribusi logistik serta mendorong penerapan inovasi yang ramah lingkungan seperti pemanfaatan bioavtur dan penggunaan kemasan in-flight yang lebih eco-friendly; di sisi lain, kegiatan operasional penerbangan juga menghadapi berbagai tantangan, antara lain emisi karbon, tingkat kebisingan, serta penggunaan sumber daya alam yang berpotensi memberikan dampak terhadap lingkungan, sehingga Garuda Indonesia berkomitmen untuk senantiasa mematuhi regulasi yang berlaku serta standar keberlanjutan global, sekaligus mengimplementasikan berbagai langkah mitigasi untuk meminimalkan dampak negatif yang ditimbulkan dari aktivitas operasional tersebut.

Untuk memitigasi dampak tersebut, Garuda Indonesia menerapkan berbagai strategi keberlanjutan, termasuk penggunaan bioavtur, optimalisasi rute penerbangan untuk efisiensi bahan bakar, serta perawatan berkala armada guna mengurangi kebisingan. Selain itu, inisiatif seperti *in-flight eco-friendly packaging*, *digital ticketing*, serta WhatsApp *Communication Center* juga dikembangkan untuk mengurangi limbah dan meningkatkan efisiensi layanan. Garuda Indonesia berkomitmen untuk mematuhi regulasi lingkungan serta menjalankan bisnis yang bertanggung jawab guna memastikan keseimbangan antara pertumbuhan industri penerbangan dan keberlanjutan lingkungan.

Selain itu, Perseroan juga telah melakukan pemetaan terhadap risiko atas dampak negatif yang dapat ditimbulkan dari produk dan jasa yang diberikan kepada konsumen, yakni risiko pemberitaan negatif (reputasi). Pada tahun 2025, telah diidentifikasi potensi-potensi yang dapat menimbulkan risiko terhadap reputasi perusahaan, terutama yang berkaitan dengan produk dan jasa yang diberikan kepada konsumen, seperti penerbangan haji dan lainnya. Atas potensi tersebut, Perseroan telah melakukan langkah mitigasi dengan melakukan kerjasama dengan pihak ketiga, melakukan edukasi publik mengenai industri penerbangan, dan lainnya.

JUMLAH PRODUK YANG DITARIK KEMBALI [OJK F.29]

Sepanjang tahun 2025, Garuda Indonesia tidak melakukan penarikan kembali (*recall*) terhadap produk atau layanan yang ditawarkan.

SURVEI KEPUASAN PELANGGAN TERHADAP PRODUK DAN/ATAU JASA [OJK F.30]

Garuda Indonesia, sebagai maskapai penerbangan nasional, memegang peranan penting dalam memastikan kenyamanan dan keselamatan penumpang selama perjalanan. Dalam upaya untuk terus meningkatkan layanan serta kualitas pengalaman penerbangan, Garuda Indonesia sangat mengandalkan umpan balik yang diberikan oleh pelanggan. Survei kepuasan pelanggan menjadi salah satu instrumen utama dalam mengevaluasi kinerja perusahaan sekaligus memahami kebutuhan dan ekspektasi konsumen. Garuda Indonesia juga telah melakukan

IMPACT OF PRODUCTS/SERVICES [OJK F.28]

As the national airline, Garuda Indonesia plays a strategic role in enhancing connectivity and mobility for the public, while contributing to economic growth, the development of the tourism sector, and trade activities—both domestically and internationally—including supporting efficient logistics distribution and promoting the adoption of environmentally friendly innovations such as the use of biofuel and more eco-friendly in-flight packaging; on the other hand, aviation operations also face various challenges, including carbon emissions, noise levels, and the use of natural resources that have the potential to impact the environment; therefore, Garuda Indonesia is committed to consistently complying with applicable regulations and global sustainability standards, while implementing various mitigation measures to minimize the negative impacts resulting from these operational activities.

To mitigate these impacts, Garuda Indonesia implements various sustainability strategies, including the use of biofuel, flight route optimization for fuel efficiency, and regular fleet maintenance to reduce noise. Additionally, initiatives such as eco-friendly in-flight packaging, digital ticketing, and the WhatsApp Communication Center have been developed to reduce waste and enhance service efficiency. Garuda Indonesia is committed to complying with environmental regulations and conducting responsible business operations to ensure a balance between the growth of the aviation industry and environmental sustainability.

Furthermore, the Company has conducted a risk assessment regarding the potential negative impacts arising from the products and services provided to consumers, specifically the risk of negative publicity (reputation). In 2025, potential issues that could pose risks to the company's reputation were identified, particularly those related to products and services provided to consumers, such as Hajj flights and others. In response to these potential risks, the Company has implemented mitigation measures by collaborating with third parties, conducting public education on the aviation industry, and other initiatives.

NUMBER OF RECALLED PRODUCTS [OJK F.29]

Throughout 2025, Garuda Indonesia did not issue any recalls for the products or services it offered.

CUSTOMER SATISFACTION SURVEY ON SUSTAINABLE FINANCE PRODUCTS AND/OR SERVICES [OJK F.30]

As the national airline, Garuda Indonesia plays a vital role in ensuring passenger comfort and safety during travel. In its efforts to continuously improve service and the quality of the flight experience, Garuda Indonesia relies heavily on customer feedback. Customer satisfaction surveys serve as one of the primary tools for evaluating the company's performance while gaining insight into consumer needs and expectations. Garuda Indonesia has also conducted risk mapping related to customer satisfaction levels, including potential increases or decreases in

pemetaan risiko terkait tingkat kepuasan pelanggan, termasuk potensi peningkatan maupun penurunan nilai indeks *Customer Satisfaction Index* (CSI) pada aspek layanan, baik di area ground maupun inflight. Risiko tersebut telah diidentifikasi sebagai bagian dari risiko Perseroan yang dipantau secara berkala. Oleh karena itu, Perseroan secara konsisten melaksanakan survei kepuasan pelanggan secara rutin.

Garuda Indonesia telah melakukan survei kepuasan pelanggan dengan metode *Achievement Customer Satisfaction Index* (CSI) dan *Net Promoter Score* (NPS). Survei dilakukan dengan mengundang penumpang Garuda Indonesia mengisi survei online yang dikirimkan melalui email setelah menyelesaikan penerbangan dengan total responden pada periode Januari sampai dengan Desember 2025 sebanyak 55.443 penumpang.

Berdasarkan survei yang telah dilakukan, tingkat kepuasan pelanggan (*Customer Satisfaction Index* atau CSI) mencapai 83,9. Hasil survei tersebut menunjukkan bahwa tingkat kepuasan 2025 turun dibandingkan dengan 2024. Namun dibalik penurunan nilai kepuasan, masih ada tiga atribut yang mencapai nilai tertinggi pada 2025, ketiga atribut tersebut adalah *Flight Attendant Service*, *Purchasing Ticket Experience* dan *Check-in Service*.

the Customer Satisfaction Index (CSI) scores for service aspects, both on the ground and in-flight. These risks have been identified as part of the Company's risks and are monitored on a regular basis. Therefore, the Company consistently conducts routine customer satisfaction surveys.

Garuda Indonesia has conducted customer satisfaction surveys using the Customer Satisfaction Index (CSI) and Net Promoter Score (NPS) methods. The surveys were conducted by inviting Garuda Indonesia passengers to complete an online survey sent via email after completing their flight, with a total of 55,443 passengers responding during the period from January to December 2025.

Based on the survey results, the customer satisfaction level (Customer Satisfaction Index or CSI) reached 83.9. These results indicate that the 2025 satisfaction level decreased compared to 2024. However, despite the decline in the satisfaction score, there were still three attributes that achieved the highest scores in 2025: Flight Attendant Service, Ticket Purchase Experience, and Check-in Service.

Tabel Indeks Kepuasan Pelanggan
Table of Customer Satisfaction Index

Keterangan Description	Kepuasan Pelanggan (Skala Likert) Customer Satisfaction (Likert Scale)		
	2025	2024	2023
Indeks Kepuasan Pelanggan Customer Satisfaction Index	83,9	84,6*	84,0

Keterangan:
*)Disajikan Kembali
Description:
*)Restated

Tabel Tingkat Kepuasan Penumpang Garuda Indonesia
Table of Garuda Indonesia Passenger Satisfaction Levels

Touch Point	Attributes	Mean Satisfaction		
		FY 2025	FY 2024	FY 2023
Pre Journey	Website Service	-	81,6	86,1
	Mobile App Service	-	79,9	84,5
	Sales Office Service	-	86,6	87,1
	Purchasing Ticket	88,7	-	-
	Managing Booking	86,9	-	-
	Loyalty Program	85,2	83,3	81,6
	Contact Centre Service	85,3	81,2	85,0
Pre Flight	Check-in Service	88,5	88,4	88,9
	Customer Service	88,2	88,2	88,2
	Garuda Indonesia Lounge	77,6	79,4	84,4
	Boarding Management	85,8	86,2	86,2
	On Time Performance	85,8	85,8*	89,1
	Delay Management	72,8	80,6	82,1

Tabel Tingkat Kepuasan Penumpang Garuda Indonesia
Table of Garuda Indonesia Passenger Satisfaction Levels

Touch Point	Attributes	Mean Satisfaction		
		FY 2025	FY 2024	FY 2023
In Flight	Flight Attendant Services	91,2	93,9	93,8
	Passenger Announcement	86,6	-	-
	Cabin Interior	86,0	89,1	89,5
	Seat Comfort	83,6	86,2	87,5
	Lavatory (Cleanliness & Function)	86,2	88,3	88,9
	Food & Beverages (Quality & Quantity)	80,6	83,5	83,5
	In Flight Entertainment – Seatback	74,5	75,6	77,8
	In Flight Entertainment – Wireless	80,0	-	-
	Internet on Board	75,5	-	-
	Ancillaries Products	83,3	82,5	82,7
Post Flight Journey	Baggage Service	85,1	85,6	86,7
	Service Recovery	84,0	83,4	83,5

Keterangan:
*)Disajikan Kembali
Description:
*)Restated

Selain angka kepuasan konsumen/penumpang, Garuda Indonesia juga mengukur *Net Promotor Score* (NPS) sebagai indikator lain mengenai kepuasan pelanggan. Angka NPS tersebut mewakili seberapa besar pelanggan akan merekomendasikan produk atau layanan Perseroan kepada keluarga, kolega, atau teman. Pada tahun 2024, Perseroan berhasil meraih nilai NPS sebesar 65,2. Nilai NPS tahun 2024 menandakan bahwa jumlah *promotor customer* masih lebih banyak dari *detractor customer*.

In addition to customer/passenger satisfaction scores, Garuda Indonesia also measures the *Net Promoter Score* (NPS) as another indicator of customer satisfaction. The NPS score represents the extent to which customers would recommend the Company's products or services to family, colleagues, or friends. In 2024, the Company achieved an NPS score of 65.2. The 2024 NPS score indicates that the number of customer promoters still exceeds the number of customer detractors.

Tabel Net Promotor Score
Table of Net Promoter Score

Keterangan Description	Nilai NPS (Dalam Persentase) NPS Score (Percentage)		
	2025	2024	2023
Net Promotor Score	54,7%	65,2%	74,5%

VERIFIKASI TERTULIS DARI PIHAK INDEPENDEN [OJK G.1, GRI 2-5] WRITTEN VERIFICATION FROM INDEPENDENT PARTY [OJK G.1, GRI 2-5]

Laporan Keberlanjutan PT Garuda Indonesia (Persero) Tbk Tahun 2025 saat ini sedang dalam proses verifikasi oleh pihak independen yang kompeten di bidangnya. Perseroan telah menunjuk PT Kharisma Integrasi Manajemen (KIM Consult) untuk melakukan verifikasi laporan keberlanjutan ini. Penunjukkan pihak independen mengutamakan penggunaan produk lokal/dalam negeri. Perseroan senantiasa memastikan bahwa tidak terdapat benturan kepentingan dalam proses verifikasi laporan ini. Proses verifikasi dilakukan dengan menggunakan tipe 2 *Moderate Level* berdasarkan standar AA1000 Assurance Standard v.3.

PT Garuda Indonesia (Persero) Tbk's 2025 Sustainability Report is currently undergoing verification by an independent party with expertise in the field. The Company has appointed PT Kharisma Integrasi Manajemen (KIM Consult) to verify this sustainability report. The appointment of an independent party prioritizes the use of local/domestic products. The Company consistently ensures that there are no conflicts of interest in the verification process of this report. The verification process is conducted using Type 2 Moderate Level in accordance with the AA1000 Assurance Standard v.3.

LEMBAR UMPAN BALIK [OJK G.2 GRI 2-26]

FEEDBACK SHEET [OJK G.2 GRI 2-26]

Setelah membaca Laporan Keberlanjutan PT Garuda Indonesia (Persero) Tbk Tahun Buku 2025, kami mohon kesediaan para pemangku kepentingan untuk memberikan umpan balik dengan mengirim email atau mengirim formulir ini melalui fax/pos.

After reading the PT Garuda Indonesia (Persero) Tbk Sustainability Report for Fiscal Year 2025, we kindly request that stakeholders provide feedback by sending an email or submitting this form via fax or mail.

1. Mohon beri tanda ceklis (✓) pada kolom setuju atau tidak setuju

1. Please check the box (✓) in the "Agree" or "Disagree" column

Pertanyaan Question	1 (Sangat Tidak Setuju) (Strongly Disagree)	2 (Tidak Setuju) (Disagree)	3 (Setuju) (Agree)	4 (Sangat Setuju) (Agree)
Laporan ini telah memberikan informasi yang bermanfaat mengenai kinerja ekonomi, sosial, dan lingkungan Perusahaan. This report has provided useful information regarding the Company's economic, social, and environmental performance.				
Data dan informasi yang diungkapkan mudah dipahami, lengkap, transparan, dan berimbang. The data and information disclosed are easy to understand, comprehensive, transparent, and balanced.				
Data dan informasi yang disajikan berguna dalam pengambilan keputusan. The data and information presented are useful for decision-making.				
Laporan ini menarik dan mudah dibaca. This report is engaging and easy to read.				

2. Mohon berikan nilai mengenai topik material yang terdapat dalam laporan Keberlanjutan ini (nilai 1 = sangat tidak penting, 2 = tidak penting, 3 = penting, 4 = sangat penting).

2. Please rate the material topics included in this Sustainability Report (1 = very unimportant, 2 = not important, 3 = important, 4 = most important).

(...)	Kinerja Ekonomi Economic Performance	
(...)	Energi Energy	
(...)	Emisi Emissions	
(...)	Kesehatan dan Keselamatan Kerja Occupational Health and Safety	
(...)	Kepuasan Pelanggan terhadap Produk dan/atau Jasa Pembangunan Berkelanjutan Customer Satisfaction on Sustainable Development Products and/or Services	

3. Mohon berikan komentar/saran/usulan bagi laporan ini.

3. Please provide comments, suggestions, or feedback on this report.

Identitas Pemangku Kepentingan

Stakeholder Identity

Nama Name	:	
Pekerjaan Occupation	:	
Institusi/Perusahaan Institution/Company	:	
Kontak (telepon, email) Contact (phone, email)	:	

Kategori Pemangku Kepentingan

Stakeholder Categories

- o Penumpang
Passengers
- o Pemegang Saham dan Investor
Shareholders and Investors
- o Pegawai
Employees
- o Pemerintah
Government
- o Mitra Kerja
Business Partners
- o Lainnya.....
Others.....

Saran dan tanggapan yang Anda berikan atas informasi yang disajikan dalam laporan ini mohon dikirimkan kepada:

Please send any suggestions or feedback regarding the information presented in this report to:

Investor Relations

PT Garuda Indonesia (Persero) Tbk

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Lantai Dasar Garuda City, Bandar Udara Internasional
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TANGGAPAN TERHADAP UMPAN BALIK LAPORAN KEBERLANJUTAN TAHUN 2024 [OJK G.3] RESPONSES TO FEEDBACK OF PREVIOUS YEAR'S SUSTAINABILITY REPORT [OJK G.3]

Sepanjang tahun 2025, Perseroan tidak menerima umpan balik atas Laporan Keberlanjutan tahun 2024 sehingga tidak terdapat tindak lanjut yang dilakukan dalam laporan keberlanjutan tahun ini. Namun demikian, Garuda Indonesia senantiasa berupaya untuk meningkatkan pelaporan sesuai dengan peraturan yang berlaku, termasuk memenuhi standar yang ditetapkan oleh otoritas terkait dan prinsip-prinsip pelaporan yang transparan serta berkelanjutan. Perseroan terus melakukan evaluasi dan perbaikan dalam setiap tahapan untuk memastikan laporan yang disampaikan mencerminkan kinerja dan komitmen kami terhadap keberlanjutan, serta untuk memenuhi ekspektasi pemangku kepentingan.

Throughout 2025, the Company did not receive any feedback on the 2024 Sustainability Report; therefore, no follow-up actions were taken in this year's sustainability report. However, Garuda Indonesia continuously strives to improve its reporting in accordance with applicable regulations, including meeting the standards set by relevant authorities and adhering to principles of transparent and sustainable reporting. The Company continues to evaluate and improve every step of the process to ensure that the reports submitted reflect our performance and commitment to sustainability, as well as to meet stakeholder expectations.

DAFTAR PENGUNGKAPAN SESUAI PERATURAN OTORITAS JASA KEUANGAN NOMOR 51/POJK.03/2017 [OJK G.4]

LIST OF DISCLOSURE ACCORDING TO FINANCIAL SERVICES AUTHORITY REGULATION (POJK) NO. 51 OF 2017 ON THE IMPLEMENTATION OF SUSTAINABLE FINANCE FOR FINANCIAL SERVICES INSTITUTIONS, ISSUERS, AND PUBLIC COMPANIES [OJK G.4]

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*) N/A : Not Applicable

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	GRI 403-3	Layanan kesehatan kerja Occupational health services	185-186			
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	GRI 403-5	Pelatihan pekerja tentang kesehatan dan keselamatan kerja Worker training on occupational health and safety	183-185			
	GRI 403-6	Peningkatan kualitas kesehatan kerja Promotion of worker health	185-186			
	GRI 403-7	Pencegahan dan mitigasi dampak-dampak keselamatan dan kesehatan kerja yang secara langsung terkait dengan hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	180-181			
	GRI 403-8	Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja Workers covered by an occupational health and safety management system	174-176			
	GRI 403-9	Kecelakaan kerja Work-related injuries	186-191			
	GRI 403-10	Penyakit akibat kerja Work-related ill health	185-191			

INDEKS SUSTAINABILITY ACCOUNTING STANDARD BOARD (SASB) STANDARDS AIRLINES

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX AIRLINES STANDARDS

TOPIC	METRIC	INDEX	JAWABAN ANSWER	HALAMAN PAGE
SUSTAINABILITY DISCLOSURE TOPICS & METRICS				
Greenhouse Gas Emissions	Gross global Scope 1 emissions	TR-AL-110a.1	2.834.141,43 TonCO ₂ eq	144-146
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-AL-110a.2	Garuda Indonesia menetapkan target penurunan emisi Gas Rumah Kaca (GRK) yang selaras dengan pendekatan dan ketentuan ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Target pengurangan emisi yaitu terhadap baseline 2019. Garuda Indonesia secara bertahap berkomitmen untuk menurunkan tingkat emisi GRK dari operasional penerbangan internasional melalui berbagai strategi efisiensi, optimalisasi bahan bakar, dan penggunaan teknologi yang lebih ramah lingkungan. Informasi lebih lanjut telah disampaikan pada Aspek Emisi. Garuda Indonesia has set greenhouse gas (GHG) emission reduction targets aligned with the approach and provisions of the ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). The emission reduction target is based on the 2019 baseline. Garuda Indonesia is gradually committed to reducing GHG emissions from international flight operations through various efficiency strategies, fuel optimization, and the use of more environmentally friendly technologies. Further information is provided in the Emissions section.	147-149
	(1) Total fuel consumed, (2) percentage alternative and (3) percentage sustainable	TR-AL-110a.3	Total fuel consumed: 39.640.666,0 gigajoule Percentage alternative: Penggunaan SAF dilakukan dengan blended ratio sebesar 2% dan sepanjang periode pelaporan telah terealisasi sebesar kurang lebih 903.583 liter Informasi lebih lanjut telah disampaikan pada Aspek Energi dan Aspek Emisi. Total fuel consumed: 39,640,666.0 gigajoules Percentage of alternative: SAF was used at a blended ratio of 2%, and approximately 903,583 liters were utilized during the reporting period. Further information has been provided in the Energy and Emissions sections.	138-140
	Percentage of active workforce employed under collective agreements	TR- AL-310a.1	100% karyawan telah tercakup dalam Perjanjian Kerja Bersama (PKB). 100% of employees are covered by the Collective Bargaining Agreement (CBA).	168-169
	(1) Number of work stoppages and (2) total days idle	TR- AL-310a.2	Selama tahun 2025, tidak terdapat penghentian kerja (pemogokan kerja) yang dilakukan oleh pegawai. Dengan demikian, tidak terdapat hari kerja yang hilang akibat aksi mogok selama periode tersebut. During 2025, there were no work strikes initiated by employees. Consequently, no workdays were lost due to strikes during that period.	168-169
Labour Practices				

TOPIC	METRIC	INDEX	JAWABAN ANSWER	HALAMAN PAGE
Competitive Behaviour	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	TR-AL-520a.1	Sepanjang tahun 2025, tidak terdapat kasus ketidakpatuhan terhadap undang-undang dan peraturan. During 2025, there were no work stoppages (strikes) initiated by employees. Consequently, no workdays were lost due to strikes during that period.	202
Accident & Safety Management	Description of implementation and outcomes of a Safety Management System	TR-AL-540a.1	Dlsampaikan secara rinci pada bagian Sistem Keselamatan dan Kesehatan Kerja. Detailed in the Occupational Health and Safety System section.	173-176
	Number of aviation accidents	TR-AL-540a.2	4 kejadian 4 incidents	186-191
	Number of governmental enforcement actions of aviation safety regulations	TR-AL-540a.3	Tidak terdapat tindakan penegakan hukum oleh pemerintah terkait peraturan keselamatan penerbangan selama periode pelaporan. There were no government enforcement actions regarding aviation safety regulations during the reporting period.	185-186
ACTIVITY METRIC				
	Available seat kilometres (ASK)	TR-AL-000.A	38,9 Miliar Seat Kilometer IDR38.9 billion seat kilometers	39
	Passenger load factor	TR-AL-000.B	79,7%	39
	Revenue passenger kilometres (RPK)	TR-AL-000.C	31,0 miliar kilometer IDR31.0 billion kilometers	39
	Revenue tonne-kilometres (RTK)	TR-AL-000.D	449,7 miliar kilometer IDR449.7 billion kilometers	39
	Number of departures	TR-AL-000.E	147.648	39
	Average age of fleet	TR-AL-000.F	Garuda Indonesia: 13,5 Tahun Citilink: 13,2 Tahun Garuda Indonesia: 13,5 Years Citilink: 13,2 Years	39

INDEKS SUSTAINABILITY ACCOUNTING STANDARD BOARD (SASB) STANDARDS AIR FREIGHT AND LOGISTICS

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX STANDARDS FOR AIR FREIGHT AND LOGISTICS

TOPIC	METRIC	INDEX	JAWABAN ANSWER	HALAMAN PAGE
SUSTAINABILITY DISCLOSURE TOPICS & METRICS				
Greenhouse Gas Emissions	Gross global Scope 1 emissions	TR-AF-110a.1	2.834.141,4 TonCO ₂ eq	144-146
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	TR-AF-110a.2	Garuda Indonesia menetapkan target penurunan emisi Gas Rumah Kaca (GRK) yang selaras dengan pendekatan dan ketentuan ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Target pengurangan emisi yaitu terhadap <i>baseline</i> 2019. Garuda Indonesia secara bertahap berkomitmen untuk menurunkan tingkat emisi GRK dari operasional penerbangan internasional melalui berbagai strategi efisiensi, optimalisasi bahan bakar, dan penggunaan teknologi yang lebih ramah lingkungan. Informasi lebih lanjut telah disampaikan pada Aspek Emisi. Garuda Indonesia has set greenhouse gas (GHG) emission reduction targets aligned with the approach and provisions of the ICAO Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). The emission reduction target is based on the 2019 baseline. Garuda Indonesia is gradually committed to reducing GHG emissions from international flight operations through various efficiency strategies, fuel optimization, and the use of more environmentally friendly technologies.	147-149
	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	TR-AF-110a.3	Further information is provided in the Emissions section. (1) road transport, percentage: (a) natural gas: - (b) renewable: - (2) air transport, percentage (a) alternative: Penggunaan SAF dilakukan dengan <i>blended ratio</i> sebesar 2% dan sepanjang periode pelaporan telah terealisasi sebesar kurang lebih 903.583 liter (b) sustainable: Penggunaan SAF dilakukan dengan <i>blended ratio</i> sebesar 2% dan sepanjang periode pelaporan telah terealisasi sebesar kurang lebih 903.583 liter (1) road transport, percentage: (a) natural gas: - (b) renewable: - (2) air transport, percentage (a) alternative: SAF is used at a blended ratio of 2% and, throughout the reporting period, approximately 903,583 liters have been utilized (b) sustainable: SAF is used at a blending ratio of 2%, and approximately 903,583 liters have been utilized during the reporting period	138-140
	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	TR-AF-120a.1	Sampai dengan akhir 2025, Perseroan belum melakukan pengukuran beban emisi non GRK. As of the end of 2025, the Company has not yet measured its non-GHG emissions.	149-150
	Percentage of drivers classified as independent contractors	TR-AF-310a.1	Perseroan melibatkan 2 (dua) pemasok sebagai <i>driver</i> Perseroan. Adapun besaran persentasenya 0,17% dari pemasok jasa. The Company has engaged two suppliers as its drivers. These account for 0.17% of its service providers.	-
Labour Practices	Total amount of monetary losses as a result of legal proceedings associated with labour law violations	TR-AF-310a.2	Sepanjang tahun 2025, tidak terdapat kasus ketidakpatuhan terhadap undang-undang dan peraturan. Throughout 2025, there were no cases of non-compliance with laws and regulations.	202

TOPIC	METRIC	INDEX	JAWABAN ANSWER	HALAMAN PAGE
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	TR-AF-320a.1	Disampaikan pada bagian Kinerja K3 Reported in the OHS Performance section	186-191
Supply Chain Management	Total greenhouse gas (GHG) footprint across transport modes	TR-AF-430a.2	2.834.141,4 TonCO2eq	144-146
	Discussion of policies and strategies to identify, assess and manage business disruption risks associated with contract carrier safety	TR-AF-430a.3	Disampaikan secara rinci pada bagian Sistem Keselamatan dan Kesehatan Kerja Detailed in the Occupational Safety and Health section	176-180
Accident & Safety Management	Description of implementation and outcomes of a Safety Management System	TR-AF-540a.1	Disampaikan secara rinci pada bagian Sistem Keselamatan dan Kesehatan Kerja Detailed in the Occupational Safety and Health System section	173-174
	Number of aviation accidents	TR-AF-540a.2	4 kejadian 4 incidents	186-191
	Number of road accidents and incidents	TR-AF-540a.3	Disampaikan secara rinci pada bagian Sistem Keselamatan dan Kesehatan Kerja Detailed in the Occupational Safety and Health section	186-191
ACTIVITY METRIC				
	(Revenue tonne-kilometres (RTK) for: (1) road transport and (2) air transport	TR-AF-000.A	Revenue passenger kilometres (RPK): 31 Revenue Tonne Kilometers Cargo (RTK): 449,7 miliar kilometer	39
	Load factor for: (1) road transport and (2) air transport	TR-AF-000.B	Seat load factor: 79,7% Cargo Load Factor: 39,6%	39
	Number of employees, number of truck drivers	TR-AF-000.C	Number of employees: 5.154 orang Number of truck drivers: Branch office: 134 driver Home office: 185 driver Garuda Crew: 518 driver	49-53

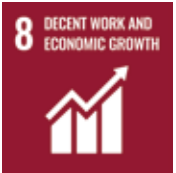
TAUTAN STANDAR GRI DENGAN TPB

LINK BETWEEN GRI STANDARDS AND SDGS

PT Garuda Indonesia (Persero) Tbk berkomitmen untuk berkontribusi dalam pencapaian TPB/SDGs di Indonesia. Dukungan disampaikan melalui tautan antara program/kegiatan yang dilakukan PT Garuda Indonesia (Persero) Tbk dengan GRI Standard dan SDGs, sesuai panduan *SDG Compass* yang diterbitkan oleh GRI, United Nations Global Compact, dan World Business Council for Sustainable Development (WBCSD), sebagaimana tabel di bawah ini:

PT Garuda Indonesia (Persero) Tbk is committed to supporting the achievement of the Sustainable Development Goals (SDGs) in Indonesia. This commitment is demonstrated through the alignment of the company's programs and activities with the GRI Standards and relevant SDGs. The linkage follows the *SDG Compass* guidelines published by the Global Reporting Initiative (GRI), the United Nations Global Compact, and the World Business Council for Sustainable Development (WBCSD), as shown in the table below:

Logo	Tujuan Objectives	Relevansi GRI Standard Relevant GRI Standards	Disclosure	Judul Indikator Indicator Title
	Mengakhiri kemiskinan dalam segala bentuk di mana pun. Eradicating poverty in all its forms everywhere			
	Mengakhiri kelaparan, mencapai ketahanan pangan, memperbaiki nutrisi dan mempromosikan pertanian yang berkelanjutan. Eliminating hunger, achieving food security, improving nutrition, and promoting sustainable agriculture			
	Menjamin kehidupan yang sehat dan mendorong kesejahteraan bagi semua orang di segala usia. Ensuring a healthy life and promoting the welfare of people of all ages	GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1 305-2 305-3 305-6 305-7	Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions Emisi Energi GRK (Cakupan 2) Tidak Langsung Energy indirect (scope 2) GHG emissions Emisi GRK (Scope 3) tidak langsung lainnya Other indirect (scope 3) GHG emissions Emisi zat perusak ozon (ODS) Ozone-depleting substance (ODS) emissions Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara yang signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
		GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-6 403-9 403-10	Peningkatan kualitas kesehatan kerja Promotion of worker health Kecelakaan kerja Work-related injuries Penyakit akibat kerja Work-related ill health
	Menjamin kualitas pendidikan yang inklusif dan merata serta meningkatkan kesempatan belajar sepanjang hayat untuk semua pada tahun 2030. Ensuring the quality of inclusive and equitable education and promoting lifelong learning opportunities for all by 2030			
	Mencapai kesetaraan gender dan memberdayakan semua perempuan dan anak perempuan. Achieving gender equality and empowering all women and girls	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-9 2-10	Struktur dan komposisi tata kelola Governance structure and composition Nominasi dan pemilihan badan tata kelola tertinggi Nomination and selection of the highest governance body

Logo	Tujuan Objectives	Relevansi GRI Standard Relevant GRI Standards	Disclosure	Judul Indikator Indicator Title
	Memastikan masyarakat mencapai akses universal air bersih dan sanitasi. Ensuring universal access to clean water and sanitation for all			
	Menjamin akses energi yang terjangkau, andal, berkelanjutan, dan modern untuk semua lapisan masyarakat. Ensuring access to affordable, reliable, sustainable, and modern energy for all	GRI 302: Energi 2016 GRI 302: Energy 2016	302-1 302-2 302-3 302-4 302-5	Konsumsi energi di dalam organisasi Energy consumption within the organization Konsumsi energi di luar organisasi Energy consumption within the organization Intensitas energi Energy intensity Reduksi konsumsi energi Reduction of energy consumption Pengurangan kebutuhan energi dari produk dan jasa Reduction in energy requirements of products and services
	Berusaha meningkatkan pertumbuhan ekonomi yang inklusif dan berkelanjutan, kesempatan kerja yang produktif dan menyeluruh serta pekerjaan yang layak untuk semua. Promoting inclusive and sustainable economic growth, productive and comprehensive employment opportunities, and decent work for all	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021 GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016 GRI 302: Energi 2016 GRI 302: Energy 2016	2-7 2-8 2-30 201-1 302-1 302-2 302-3 302-4 302-5	Karyawan Employees Pekerja yang bukan karyawan Workers who are not employees Perjanjian kerja bersama Collective bargaining agreements Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed Konsumsi energi di dalam organisasi Energy consumption within the organization Konsumsi energi di luar organisasi Energy consumption within the organization Intensitas energi Energy intensity Reduksi konsumsi energi Reduction of energy consumption Pengurangan kebutuhan energi dari produk dan jasa Reduction in energy requirements of products and services
	Membangun infrastruktur yang tangguh, meningkatkan industri inklusif dan berkelanjutan, serta mendorong inovasi. Building resilient infrastructure, promoting inclusive and sustainable industry, and fostering innovation	GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed
	Mengurangi Kesenjangan Intra dan Antar Negara Reducing intra-country and inter-country disparities	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-7	Karyawan Employees
	Menjadikan kota dan pemukiman inklusif, aman, tangguh dan berkelanjutan Making cities and settlements inclusive, safe, resilient, and sustainable			

Logo	Tujuan Objectives	Relevansi GRI Standard Relevant GRI Standards	Disclosure	Judul Indikator Indicator Title
	Menjamin pola produksi dan konsumsi yang bertanggung jawab Ensuring responsible production and consumption patterns	GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization
			302-2	Konsumsi energi di luar organisasi Energy consumption within the organization
			302-3	Intensitas energi Energy intensity
			302-4	Reduksi konsumsi energi Reduction of energy consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction in energy requirements of products and services
	Mengambil aksi segera untuk memerangi perubahan iklim dan dampaknya karena perubahan iklim adalah tantangan global yang memengaruhi setiap orang. Taking urgent actions to address climate change and its impacts as climate change is a global challenge that affects everyone	GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-2	Implikasi finansial serta risiko dan peluang lain akibat perubahan iklim Financial implications and other risks and opportunities due to climate change
			302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization
			302-2	Konsumsi energi di luar organisasi Energy consumption within the organization
			302-3	Intensitas energi Energy intensity
			302-4	Reduksi konsumsi energi Reduction of energy consumption
	Melestarikan dan memanfaatkan secara berkelanjutan sumber daya kelautan dan samudera untuk pembangunan berkelanjutan Sustainably preserving and utilizing marine and oceanic resources for sustainable development	GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct (Scope 1) GHG emissions
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Energy Indirect GHG Emissions (Scope 2)
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (scope 3) GHG emissions
			305-4	Intensitas Emisi GRK GHG Emissions Intensity
			305-5	Pengurangan emisi GRK Reduction of GHG emissions
	Melindungi, Merestorasi dan Meningkatkan Pemanfaatan Berkelanjutan Ekosistem Daratan, Mengelola Hutan Secara Lestari, Menghentikan Penggurunan, Memulihkan Degradasi lahan, serta Menghentikan Kehilangan Keanekaragaman Hayati Protecting, restoring, and promoting the sustainable utilization of terrestrial ecosystems, managing forests sustainably, halting desertification, reversing land degradation, and stopping biodiversity loss	GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
			305-1	Emisi GRK Langsung (Cakupan 1) Direct (Scope 1) GHG emissions
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Energy indirect (scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other Indirect GHG Emissions (Scope 3)
			305-4	Intensitas Emisi GRK GHG Emissions Intensity
			305-5	Pengurangan emisi GRK Reduction of GHG emissions
			305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions

Logo	Tujuan Objectives	Relevansi GRI Standard Relevant GRI Standards	Disclosure	Judul Indikator Indicator Title
	Menguatkan Masyarakat yang Inklusif dan Damai untuk Pembangunan Berkelanjutan, Menyediakan Akses Keadilan untuk Semua, dan Membangun Kelembagaan yang Efektif, Akuntabel, dan Inklusif di Semua Tingkatan Enhancing inclusive and peaceful society for sustainable development, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-9	Struktur dan komposisi tata kelola Governance structure and composition
			2-10	Nominasi dan pemilihan badan tata kelola tertinggi Nomination and selection of the highest governance body
			2-11	Ketua badan tata kelola tertinggi Chair of the highest governance body
			2-12	Peran badan tata kelola tertinggi dalam mengawasi pengelolaan dampak Role of the highest governance body in overseeing impact management
			2-15	Benturan kepentingan Conflict of interest
			2-16	Komunikasi hal-hal penting Communication of critical concerns
			2-23	Komitmen kebijakan Policy commitments
			2-25	Proses untuk memulihkan dampak <i>negative</i> Processes to remediate negative impacts
			2-26	Mekanisme pemberian umpan balik/saran dan menyampaikan kekhawatiran Mechanisms for seeking advice and raising concerns
			2-29	Pendekatan keterlibatan pemangku kepentingan Approach to stakeholder engagement
	Menguatkan Sarana Pelaksanaan dan Merevitalisasi Kemitraan Global untuk Pembangunan Berkelanjutan Improving implementation facilities and revitalizing global partnerships for sustainable development	GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-4	Partisipasi pekerja, konsultasi, dan komunikasi tentang kesehatan dan keselamatan kerja Worker participation, consultation, and communication regarding occupational health and safety
			403-9	Kecelakaan kerja Work-related injuries
			403-10	Penyakit akibat kerja Work-related ill health

2025 Sustainability Report Laporan Keberlanjutan

Rooted in Values, Sustainability in Action

Berakar pada Nilai, Berkelanjutan dalam Aksi



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