

Danantara Indonesia

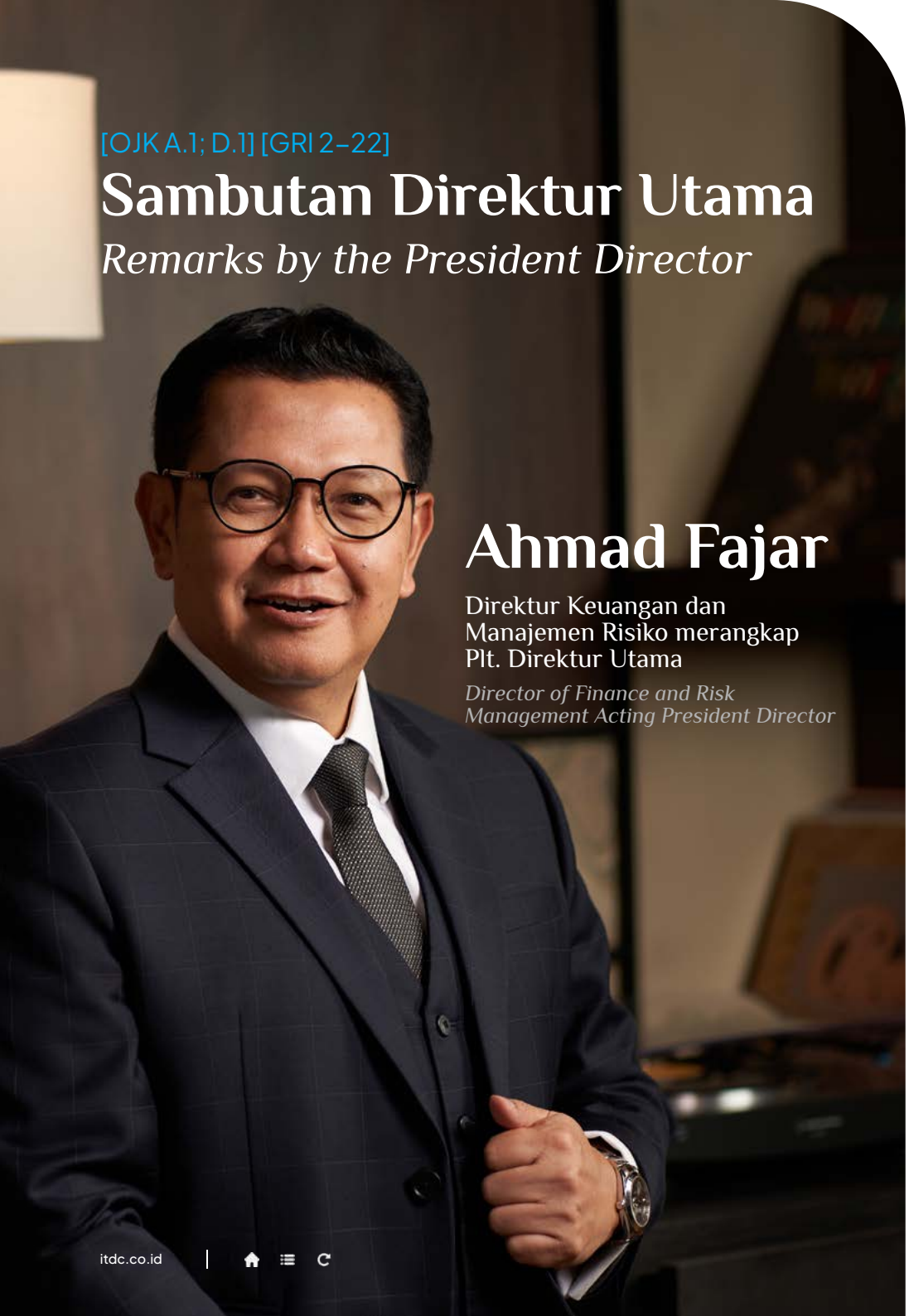
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TOURISM DEVELOPMENT CORPORATION

Strengthening Trust, Solidifying Impacts

Creating collective sustainable values, as an entrusted agent of change manifesting into impactful growth

Sustainability Report 2025
PT Pengembangan Pariwisata Indonesia

itdc.co.id



[OJK A.1; D.1] [GRI 2-22]

Sambutan Direktur Utama

Remarks by the President Director

Ahmad Fajar

Direktur Keuangan dan Manajemen Risiko merangkap Plt. Direktur Utama

Director of Finance and Risk Management Acting President Director

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Kepercayaan yang diberikan kepada PT Pengembangan Pariwisata Indonesia (ITDC) untuk mengelola kawasan pariwisata strategis Indonesia membawa tanggung jawab yang tidak hanya diukur dari kinerja bisnis, tetapi juga dari manfaat yang kami hadirkan bagi masyarakat, lingkungan, dan generasi mendatang.

Atas dasar itulah, melalui Laporan Keberlanjutan Tahun Buku 2025 ini, kami menyampaikan berbagai upaya, capaian, serta pembelajaran yang kami peroleh sepanjang tahun sebagai bentuk akuntabilitas Perusahaan dalam menjalankan praktik bisnis yang bertanggung jawab dan menciptakan nilai yang berkelanjutan bagi seluruh pemangku kepentingan.

Tahun 2025 kami maknai sebagai momentum untuk kembali menegaskan amanah yang dipercayakan kepada ITDC dalam mengelola kawasan The Nusa Dua, The Mandalika, dan The Golo Mori. Amanah tersebut tidak hanya berasal dari negara sebagai pemilik mandat, tetapi juga dari masyarakat adat, masyarakat lokal, generasi mendatang, serta ekosistem yang menjadi bagian tak terpisahkan dari kawasan yang kami kelola. Kesadaran inilah yang menjadi landasan tema Laporan Keberlanjutan tahun ini.

Bagi ITDC, keberlanjutan bukan sekadar memenuhi kewajiban regulasi, melainkan cara kami menjaga kepercayaan yang telah diberikan. Dengan memastikan bahwa pertumbuhan yang kami ciptakan hari ini tetap memberikan manfaat dalam jangka panjang.

Mengelola kawasan pariwisata berskala besar berarti menghadapi tantangan untuk menyeimbangkan pertumbuhan ekonomi, pelestarian lingkungan dan pemberdayaan masyarakat secara bersamaan. Menjawab tantangan tersebut, Direksi menempatkan keberlanjutan sebagai bagian dari tata kelola Perusahaan melalui pembentukan Komite Keberlanjutan yang memiliki fungsi khusus menangani isu keberlanjutan dan ESG (Environmental, Social, and Governance). Langkah ini diambil agar setiap keputusan bisnis tidak hanya mempertimbangkan dampak ekonomi, namun juga sosial dan lingkungan secara seimbang.

Dari sisi ekonomi, tahun 2025 menjadi periode yang penuh dengan tantangan bagi Perusahaan. Kami membukukan pendapatan usaha sebesar Rp875,16 miliar. Akibatnya, Perusahaan mencatat rugi bersih sebesar Rp737,05 miliar. Meski demikian, ketangguhan fundamental Perusahaan tercermin melalui kepemilikan aset yang

Dear Shareholders and Stakeholders,

The trust given to PT Pengembangan Pariwisata Indonesia (ITDC) to manage Indonesia's strategic tourism areas brings a responsibility that is not only measured by business performance, but also by the benefits we provide for the community, the environment, and future generations.

It is based on this that, through this 2025 Financial Year Sustainability Report, we present the various efforts, achievements, and lessons we have learned throughout the year as a form of the Company's accountability in conducting responsible business practices and creating sustainable value for all stakeholders.

We interpret the year 2025 as a momentum to re-affirm the mandate entrusted to ITDC in managing The Nusa Dua, The Mandalika, and The Golo Mori areas. This mandate does not only come from the state as the owner of the mandate, but also from the indigenous community, local communities, future generations, and the ecosystem that is an inseparable part of the areas we manage. This awareness is the foundation for the theme of this year's Sustainability Report.

For ITDC, sustainability is not merely fulfilling regulatory obligations, but a way for us to maintain the trust that has been given. By ensuring that the growth we create today continues to provide long-term benefits.

Managing large-scale tourism areas means facing the challenge of balancing economic growth, environmental preservation, and community empowerment simultaneously. To address this challenge, the Board of Directors places sustainability as part of the Company's governance through the formation of a Sustainability Committee that has a special function to handle sustainability and ESG (Environmental, Social, and Governance) issues. This step is taken so that every business decision considers not only the economic impact, but also the social and environmental impacts in a balanced way.

From an economic perspective, 2025 was a period full of challenges for the Company. We recorded operating revenue of Rp875.16 billion. As a result, the Company recorded a net loss of Rp737.05 billion.. Nevertheless, the Company's fundamental resilience is reflected through asset ownership which reached Rp8.09 trillion at the end

mencapai Rp8,09 triliun pada pengujung tahun. Realitas ini memacu tekad kami untuk terus mengakselerasi efisiensi operasional sekaligus memperkokoh resiliensi bisnis guna memancangkan fondasi pertumbuhan yang progresif di masa depan.

of the year. This reality spurs our determination to continue accelerating operational efficiency while strengthening business resilience to firmly establish the foundation for progressive growth in the future.

Menyikapi eskalasi dinamika yang terjadi, Perusahaan tetap teguh mengemban komitmen terhadap aspek keberlanjutan. Kami memandang bahwa alokasi investasi pada dimensi sosial dan lingkungan merupakan pilar fundamental dalam memitigasi berbagai tantangan strategis. Sepanjang tahun 2025, realisasi pendanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) tercatat mencapai Rp1,25 miliar, sebuah peningkatan dari tahun sebelumnya yang secara khusus diorientasikan untuk mengakselerasi kemandirian masyarakat di wilayah penyangga kawasan.

In response to the escalating dynamics, the Company remains steadfast in its commitment to sustainability aspects. We view the allocation of investment to the social and environmental dimensions as a fundamental pillar in mitigating various strategic challenges. Throughout 2025, the realization of the Social and Environmental Responsibility Program (TJSL) funding was recorded at Rp1.25 billion, an increase from the previous year, which was specifically oriented towards accelerating community independence in the buffer zones of the area.

Reputasi serta kepercayaan masyarakat terhadap destinasi yang kami kelola menunjukkan tren yang kian impresif. Sepanjang tahun 2025, The Nusa Dua berhasil menerima 3,80 juta kunjungan, sebuah angka yang melampaui pencapaian tahun sebelumnya sebesar 3,20 juta kunjungan. Selaras dengan itu, The Mandalika turut mencatatkan pertumbuhan positif dengan perolehan 1,50 juta kunjungan, naik dari angka 1,24 juta pada tahun 2024. Peningkatan ini merupakan manifestasi nyata bahwa integrasi kualitas layanan yang prima dengan pilar keberlanjutan mampu mengakselerasi penciptaan nilai yang holistik bagi seluruh pemangku kepentingan.

The reputation and public trust in the destinations we manage show an increasingly impressive trend. Throughout 2025, The Nusa Dua successfully received 3.80 million visits, a figure that exceeded the previous year's achievement of 3.20 million visits. In line with this, The Mandalika also recorded positive growth with 1.50 million visits, up from 1.24 million in 2024. This increase is a tangible manifestation that the integration of excellent service quality with the pillar of sustainability is capable of accelerating the creation of holistic value for all stakeholders.

Pada aspek lingkungan, Perusahaan senantiasa memperkokoh ragam inisiatif strategis, mencakup optimalisasi konsumsi energi, mitigasi emisi gas rumah kaca, konservasi keanekaragaman hayati, hingga tata kelola sumber daya air dan limbah yang terintegrasi. Seluruh manifestasi capaian tersebut dipaparkan secara komprehensif pada bagian kinerja lingkungan dalam laporan ini sebagai wujud akuntabilitas serta transparansi kami kepada segenap pemangku kepentingan.

In the environmental aspect, the Company consistently strengthens various strategic initiatives, including optimizing energy consumption, mitigating greenhouse gas emissions, conserving biodiversity, and integrated water resource and waste management. All manifestations of these achievements are presented comprehensively in the environmental performance section of this report as a form of our accountability and transparency to all stakeholders.

Kami juga menyadari bahwa pencapaian target keberlanjutan tidak dapat dilepaskan dari pengelolaan risiko yang efektif. Oleh karena itu, ITDC menerapkan manajemen risiko berbasis ISO 31000 yang mencakup risiko bisnis, perubahan iklim, maupun risiko sosial dan pertanahan. Pendekatan ini membantu Perusahaan tetap adaptif dalam menghadapi perubahan lingkungan usaha yang semakin dinamis..

We also realize that achieving sustainability targets cannot be separated from effective risk management. Therefore, ITDC implements ISO 31000–based risk management which includes business, climate change, as well as social and land risks. This approach helps the Company remain adaptive in facing the increasingly dynamic business environment.

Di sisi lain, kami melihat peluang pertumbuhan yang tetap menjanjikan. Meningkatnya minat wisatawan terhadap destinasi berkelanjutan membuka ruang bagi pengembangan kawasan yang kami kelola. Kawasan Ekonomi Khusus Mandalika terus berkembang sebagai pusat investasi sektor pariwisata, properti, dan hiburan. The Golo Mori memiliki potensi sebagai destinasi MICE berbasis kelestarian, sementara The Nusa Dua terus diperkuat sebagai kawasan resort terintegrasi bertaraf internasional. Prospek tersebut menjadi dasar bagi kami untuk terus menyusun strategi yang adaptif sekaligus berorientasi pada keberlanjutan

On the other hand, we see promising growth opportunities. The increasing interest of tourists in sustainable destinations opens up space for the development of the areas we manage. The Mandalika Special Economic Zone continues to develop as an investment hub for the tourism, property, and entertainment sectors. The Golo Mori has the potential to be a MICE destination based on preservation, while The Nusa Dua continues to be strengthened as an internationally integrated resort area. These prospects form the basis for us to continue formulating adaptive strategies that are also oriented towards sustainability.

Pada akhirnya, seluruh capaian tersebut tidak mungkin terwujud tanpa dukungan dan kolaborasi berbagai pihak. Atas nama Direksi, kami menyampaikan apresiasi yang setinggi-tingginya kepada para pemegang saham, pemangku kepentingan, karyawan, masyarakat, mitra usaha, Pemerintah, dan InJourney Group atas kepercayaan dan kerja sama yang terus terjalin.

Ultimately, all these achievements would not have been possible without the support and collaboration of various parties. On behalf of the Board of Directors, we express our highest appreciation to the shareholders, stakeholders, employees, community, business partners, Government, and InJourney Group for the trust and cooperation that continues to be established.

Kepercayaan tersebut adalah amanah yang akan terus kami jaga. Melalui pengelolaan yang bertanggung jawab, transparan, dan berorientasi jangka panjang, kami berkomitmen memastikan bahwa kawasan yang kami kelola tidak hanya memberikan nilai bagi hari ini, tetapi juga tetap lestari dan bermanfaat bagi generasi yang akan datang.

This trust is a mandate that we will continue to safeguard. Through responsible, transparent, and long-term oriented management, we are committed to ensuring that the areas we manage not only provide value for today, but also remain sustainable and beneficial for future generations.

Jakarta, 31 Juli 2026
Jakarta, 31 July 2026
Atas Nama Direksi
On behalf of the Board of Directors
PT Pengembangan Pariwisata Indonesia (ITDC)

Ahmad Fajar
Direktur Keuangan dan Manajemen Risiko merangkap Plt. Direktur Utama
Director of Finance and Risk Management Acting President Director

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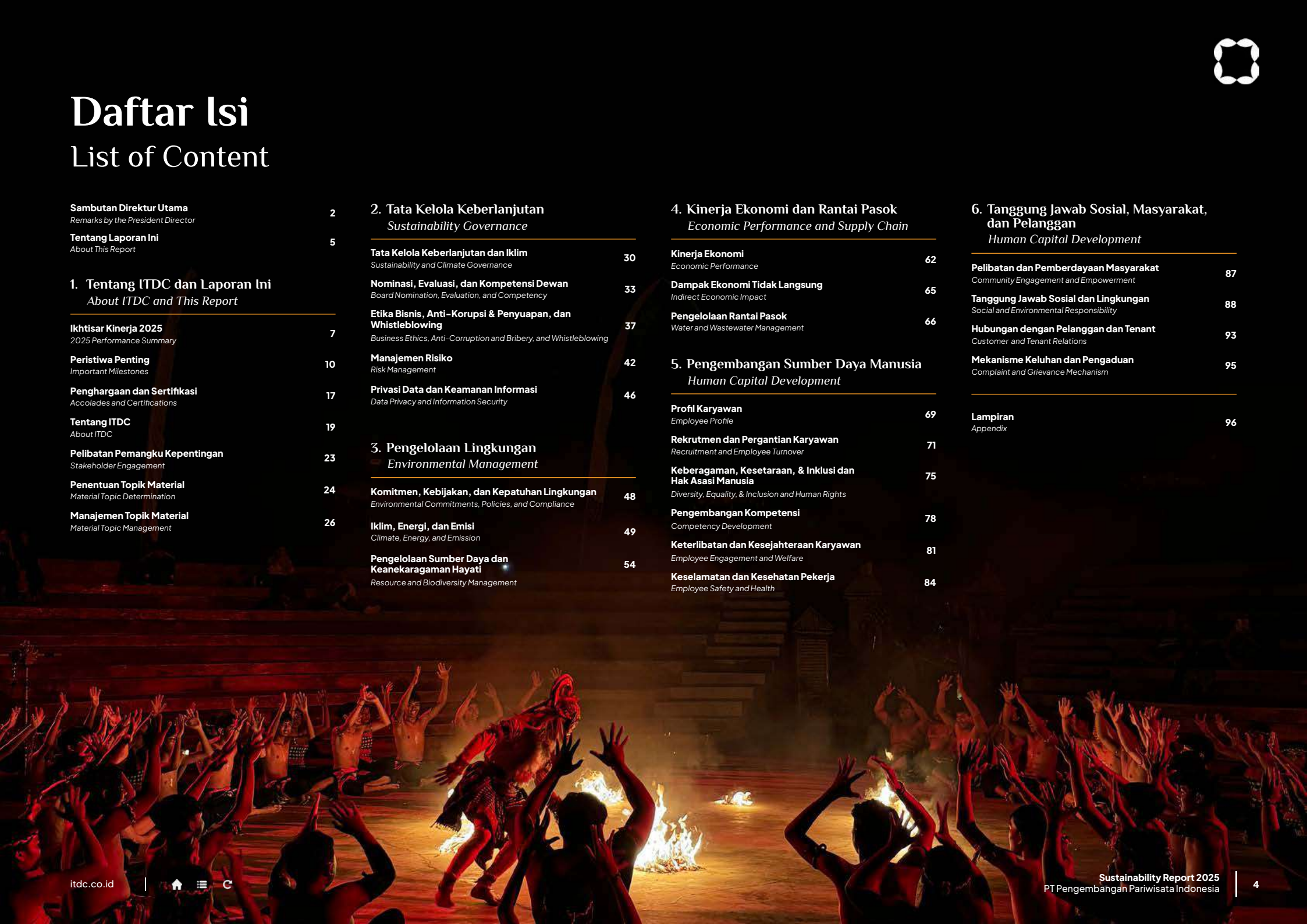
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Tentang Laporan Ini

About This Report



Ruang Lingkup dan Periode Pelaporan [GRI 2-2; 2-3]

Scope and Reporting Period

Laporan Keberlanjutan ini adalah laporan kedua yang disusun dan diterbitkan ITDC atas kinerja keberlanjutan Perusahaan, mencakup periode 1 Januari hingga 31 Desember 2025 — selaras dengan periode pelaporan dalam Laporan Keuangan. Cakupan laporan ini meliputi kegiatan operasional ITDC di Kantor Pusat, Kawasan Mandalika, Kawasan Nusa Dua, The Golo Mori, beserta anak perusahaan PT ITDC Nusantara Utilitas.

This Sustainability Report is the second report prepared and published by ITDC on the Company's sustainability performance, covering the period from January 1 to December 31, 2025—consistent with the reporting period in the Financial Report. The scope of this report covers ITDC's operational activities at the Head Office, The Nusa Dua, The Mandalika, and The Golo Mori, and its subsidiary, PT ITDC Nusantara Utilitas.

Penyajian Kembali Informasi [GRI 2-4]

Restatement of Information

Laporan ini memuat penyajian kembali atas data kinerja keberlanjutan yang telah dilaporkan pada laporan sebelumnya. Ruang lingkup data 2024 terbatas pada Kantor Pusat, Kawasan Mandalika, dan Kawasan Nusa Dua, sementara ruang lingkup 2025 diperluas dengan mengintegrasikan data PT ITDC Nusantara Utilitas.

This report contains a restatement of the 2024 performance data. The scope of the 2024 data is limited to the Head Office, Mandalika Area, and Nusa Dua Area, while the 2025 scope has been expanded by integrating data from PT ITDC Nusantara Utilitas.

Standar Pelaporan

Reporting Standard

Penyusunan laporan ini mengacu pada Surat Edaran Otoritas Jasa Keuangan (SEOJK) Nomor 16/SEOJK.04/2021 tentang Pedoman Keberlanjutan Emiten atau Perusahaan Publik, serta mengadopsi Global Reporting Initiative (GRI) Standards dengan pendekatan in-accordance. Sebagai langkah adaptif menjelang penerapan IFRS S1–S2 di Indonesia (PSPK 1–2), ITDC juga mengacu pada Sustainability Accounting Standards Board (SASB) untuk sektor Real Estate. Pendekatan ini diambil untuk memastikan transparansi, akuntabilitas, dan keterbukaan, serta mengakomodasi kebutuhan seluruh pemangku kepentingan.

The preparation of this report refers to the Circular Letter of the Financial Services Authority (SEOJK) Number 16/SEOJK.04/2021 concerning Guidelines for Sustainability for Issuers or Public Companies, and adopts the Global Reporting Initiative (GRI) Standards with an in-accordance approach. As an adaptive step toward the implementation of IFRS S1–S2 in Indonesia (PSPK 1–2), ITDC also refers to the Sustainability Accounting Standards Board (SASB) for the Real Estate sector. This approach is taken to ensure transparency, accountability, and openness, as well as to accommodate the needs of all stakeholders.

Asurans Eksternal [OJK G.1] [GRI 2-5]

External Assurance

Untuk menjaga kualitas dan kredibilitas laporan ini, ITDC melibatkan PT Keberlanjutan Menjaga Bumi (BATS Sustainability Assurance) sebagai pihak eksternal independen untuk melakukan penjaminan atas laporan. Proses asurans dilaksanakan mengacu pada standar AA1000 Assurance Standard dari AccountAbility UK, dengan tingkat penjaminan Type 1, Moderate Level. Penunjukan ini dilakukan berdasarkan persyaratan yang telah ditetapkan, dengan memastikan tidak terdapat keterkaitan atau hubungan afiliasi dengan Perusahaan. Persetujuan atas informasi dan penunjukan asurans ini diberikan oleh Direktur Utama.

To maintain the quality and credibility of this report, ITDC engaged PT Keberlanjutan Menjaga Bumi (BATS Sustainability Assurance) as an independent external party to provide assurance on the report. The assurance process was conducted in reference to the AA1000 Assurance Standard issued by AccountAbility UK, at a Type 1, Moderate Level of assurance. This appointment was made based on established requirements, ensuring there is no connection or affiliation with the Company. Approval for this information and the assurance appointment was granted by the President Director.

Umpan Balik dan Saluran Komunikasi [GRI 2-3]

Feedback and Communication Channel

ITDC menghargai setiap umpan balik, pertanyaan, atau masukan dari para pemangku kepentingan terkait Laporan Keberlanjutan ini demi kemajuan bersama dalam mewujudkan praktik bisnis yang berkelanjutan. Untuk informasi lebih lanjut, silakan hubungi saluran komunikasi resmi ITDC:

Email : info@itdc.co.id
Situs Web : www.itdc.co.id
Telepon: +62 21 80642790

ITDC appreciates all feedback, questions, or input from stakeholders regarding this Sustainability Report for our mutual progress in realizing sustainable business practices. For further information, please contact ITDC's official communication channels:



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Tentang ITDC dan Laporan Keberlanjutan

About ITDC and the Sustainability Report

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Ikhtisar Kinerja 2025

2025 Performance Summary

Kinerja Ekonomi [OJK B.1]

Economic Performance

Pendapatan Usaha

Operating Revenue

875.159 Rp juta/*million*

2025	**875.159**
2024	3.565.117
2023	885.214

Laba (Rugi) Bersih

Net Profit (Loss)

(737.052) Rp juta/*million*

2025	(737.052)
2024	1.676.572
2023	(278.417)

Total Aset [OJK C.3]

Total Assets

8.094.750 Rp juta/*million*

2025	**8.094.750**
2024	9.506.685
2023	7.296.356

Total Ekuitas

Total Equity

3.955.303 Rp juta/*million*

2025	**3.955.303**
2024	4.433.649
2023	1.864.454

Total Liabilitas

Total Liabilities

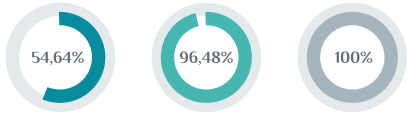
4.139.447 Rp juta/*million*

2025	**4.139.447**
2024	5.073.037
2023	5.431.902

Pengadaan Lokal (TKDN)

Local Procurement

54,64 %



Sebagai pengembang properti dan kawasan pariwisata berkelanjutan, ITDC tidak menjalankan aktivitas manufaktur atau produksi barang. Namun, dalam operasional kawasan, para tenant dan mitra bisnis membutuhkan pasokan utilitas dasar untuk menjalankan usahanya. Untuk memenuhi kebutuhan tersebut sekaligus menjaga komitmen keberlanjutan, ITDC menyediakan sejumlah produk dan jasa yang ramah lingkungan, meliputi:

1. Air irigasi hasil daur ulang air limbah;
2. Liquefied Natural Gas (LNG) sebagai alternatif energi dengan emisi lebih rendah dibandingkan LPG;

As a developer of sustainable property and tourism destinations, ITDC does not engage in manufacturing or production activities. However, in the operation of the destinations, tenants and business partners require a supply of basic utilities to run their businesses. To meet these needs while maintaining its commitment to sustainability, ITDC provides a number of environmentally friendly products and services, including:

1. *Irrigation water from recycled wastewater;*
2. *Liquefied Natural Gas (LNG) as an alternative energy source with lower emissions than LPG;*

Kinerja Lingkungan [OJK B.2]

Environmental Performance

Emisi GRK Cakupan 1
GHG Scope 1

247 tCO2e

2025	**247**
2024*	265
2023*	208

Emisi GRK Cakupan 2
GHG Scope 2

4.497 tCO2e

2025	**4.497**
2024*	4.088
2023*	4.955

Total GRK Cakupan 1 + 2
Total Scope 1+2

4.744 tCO2e

2025	**4.744**
2024*	4.352
2023*	5.163

Emisi GRK Cakupan 3
GHG Scope 3

38 tCO2e

2025	**38**
2024	-
2023	-

Total GRK 1 + 2 + 3
Total Scope 1+2+3

4.782 tCO2e

2025	**4.782**
2024	4.352
2023	5.163

Intensitas GRK / pendapatan
GHG Intensity

0,0055 tCO2e/Rp jt

2025	**0,0055**
2024*	0,0012
2023*	0,0058

Konsumsi Energi
Energy Consumption

24.130,49 GJ

2025	**24.130,49**
2024*	22.085,41
2023*	22.676,36

Intensitas Energi / pendapatan
Energy Intensity

0,0276 GJ/Rp jt

2025	**0,0276**
2024*	0,0062
2023*	0,0256

Total Pengambilan Air
Water Withdrawal

54,28 ML

2025	**54,28**
2024	41,07
2023	41,18

Total Limbah Dihasilkan
Waste Generated

39,70 Ton **11.066,68** m³

2025	**39,70 &** 11.066,68
2024	1.244,84
2023	1.278,74

Pelanggaran Lingkungan
Environmental Violations

0

nihil · tiga tahun berturut
nil across 2023–2025

Program Pelestarian Keanekaragaman Hayati
Biodiversity Conservation Program

- **Monitoring Keanekaragaman Hayati** *Biodiversity Monitoring* — 2023 - 2024
- **Rehabilitasi dan Penghijauan Kembali** *Rehabilitation and Reforestation* — 2023 - 2024
- **Penanaman Pohon Penghasil Buah** *Fruit Tree Planting* — 2025
- **Penanaman Mangrove InJourney** *InJourney Mangrove Planting* — 2025
- **Konservasi Terumbu Karang** *Coral Reef Conservation* — 2025
- **Pelepasan Tukik** *Baby Turtle Release* — 2025

Keterangan:

* **Perhitungan ulang dikarenakan penambahan ruang lingkup perhitungan**
Recalculation due to an expansion in the scope of the calculation



Kinerja Sosial [OJK B.3]

Social Performance

Total Karyawan
Total Employees

227 orang/person

2025	227
2024	205
2023	212

% Karyawan Perempuan
% Female Employees

35 %

2025	35%
2024	33%
2023	32%

Rata-Rata Jam Pelatihan per Karyawan
Training Hours per Employee

58,67 Jam per Orang / *Hour per Person*

2025	58,67
2024	26,8
2023	-

Perputaran Karyawan
Employee Turnover

4,41 %

2025	4,41%
2024	7,89%
2023	6,09%

Realisasi TJSL / CSR
TJSL Budget

1.245 Rp juta/*million*

2025	1.245
2024	950
2023	1.475

Indeks Kepuasan Pelanggan [OJK F.30]
Customer Satisfaction Index (CSI)

4,43 Nilai/Score

2025	4,43
2024	3,23
2023	-

Kecelakaan Kerja
Workplace Accidents

0

nihil · tiga tahun berturut
nil across 2023 - 2025



Peristiwa Penting

Important Milestones



Sepanjang tahun 2025, ITDC mencatat sejumlah pencapaian strategis yang memperkuat fondasi keberlanjutan perusahaan dalam pengembangan kawasan terpadu dan pengelolaan yang bertanggungjawab

Throughout 2025, ITDC recorded a number of strategic achievements that strengthened the Company's sustainability foundation in integrated area development and responsible management.



7 Jan 2025

Penandatanganan Perpanjangan LUDA Lot N1, The Nusa Dua

LUDA Extension Signing – Lot N1, The Nusa Dua

ITDC dan PT Suryalaya Anindita International menandatangani perpanjangan Land Use and Development Agreement (LUDA) hingga 2063, dengan opsi tambahan 20 tahun hingga 2083 — membuka potensi kerja sama hingga 100 tahun.

ITDC and PT Suryalaya Anindita International signed an extension of the Land Use and Development Agreement (LUDA) until 2063, with an additional 20-year option until 2083—opening the potential for cooperation up to 100 years.



14 Jan 2025

Penandatanganan LUDA Lot ACTA-1, The Mandalika

LUDA Signing – Lot ACTA-1, The Mandalika

ITDC menandatangani LUDA dengan PT Kenza Hospitality Investments (Maroko) untuk pengembangan beach house mewah seluas 4.510 m² di Tanjung Aan.

ITDC signed a LUDA with PT Kenza Hospitality Investments (Morocco) for the development of a 4,510 m² luxury beach house in Tanjung Aan.



10 Feb 2025

Kontrak Asuransi Aset ITDC – Jasaraharja Putera

ITDC – Jasaraharja Putera Asset Insurance Contract

ITDC melindungi aset strategis Sirkuit Mandalika, termasuk VIP Village, grandstand, dan paddock, dari risiko kerusakan dan bencana melalui kerja sama asuransi dengan Jasaraharja Putera.

ITDC protects strategic Mandalika Circuit assets, including the VIP Village, grandstand, and paddock, from damage and disaster risks through an insurance partnership with Jasaraharja Putera.



12–19 Feb 2025

Festival Pesona Bau Nyale, The Mandalika

Pesona Bau Nyale Festival, The Mandalika

ITDC menyediakan fasilitas dan dukungan kebersihan untuk festival budaya tahunan di Pantai Seger, yang menampilkan tradisi Peresean, Karnaval Siyu Putri Mandalika, dan ritual Nyale.

ITDC provides facilities and cleaning support for the annual cultural festival at Seger Beach, which features the Peresean tradition, the Siyu Putri Mandalika Carnival, and the Nyale ritual.



21 Feb 2025

Program Dukungan Gizi Ibu Hamil, Desa Prabu

Maternal Nutrition Support Program, Prabu Village

Sebagai bagian dari Program TJSL yang berjalan sejak September 2024, ITDC memberikan edukasi gizi, demo memasak, serta pendampingan kesehatan bagi ibu hamil di Desa Prabu.

As part of the TJSL Program running since September 2024, ITDC provides nutrition education, cooking demonstrations, and health assistance for pregnant women in Prabu Village.



8 Mar 2025

TDR Trackday 2025, Sirkuit Mandalika

TDR Trackday 2025, Mandalika Circuit

Penyelenggaraan ajang uji teknologi otomotif dan simulasi teknis menjelang pra-MotoGP 2025, mencakup pengujian sistem digital flag, sensor waktu, dan koordinasi marshal.

Automotive technology testing and technical simulation event ahead of the 2025 pre-MotoGP, including testing of the digital flag system, timing sensors, and marshal coordination.



12 Mar 2025

Penerimaan 12 Sertifikat HPL KEK Mandalika

Receiving 12 HPL Certificates for Mandalika SEZ

ITDC menerima 12 Sertifikat Hak Pengelolaan Lahan (HPL) dari BPN Lombok Tengah, sebagai langkah percepatan pembangunan infrastruktur kawasan.

ITDC received 12 Land Management Rights (HPL) certificates from the Central Lombok National Land Agency (BPN) to accelerate regional infrastructure development.



14 Mar 2025

Perbaikan Fasilitas SD Negeri Sekembang

Facility Repair at Sekembang State Elementary School

Melalui Program TJSL Berkah Ramadan, ITDC merenovasi fasilitas sekolah, melakukan bersih-bersih, dan menyalurkan donasi sarana belajar ramah lingkungan bagi siswa SD Negeri Sekembang di Desa Mertak.

Through the TJSL Berkah Ramadan Program, ITDC renovated school facilities, conducted a clean-up, and distributed eco-friendly learning aid donations to students of SD Negeri Sekembang in Mertak Village.



2 Mar 2025

Pertahankan Sertifikasi ISO 37001:2016 SMAP

Maintaining ISO 37001:2016 SMAP Certification

Pembaharuan Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016, sekaligus memperluas cakupannya hingga The Golo Mori.

ITDC maintained its ISO 37001:2016 Anti-Bribery Management System (SMAP) certification, while expanding its scope to include The Golo Mori.



8 Mar 2025

Pelatihan Hospitality, The Mandalika

Hospitality Training, The Mandalika

Menggelar pelatihan standar hospitality dan service excellence bagi 48 peserta dari desa sekitar, didukung oleh praktisi Pullman Lombok.

Hospitality and service excellence training for 48 participants from surrounding villages, supported by Pullman Lombok practitioners.



12 Mar 2025

Sosialisasi PIRT & Sertifikasi Halal untuk UMKM

PIRT Licensing & Halal Certification Outreach for MSMEs

Memfasilitasi sosialisasi legalitas produk bagi 20 UMKM dari desa penyangga dan Bazaar Mandalika, membuka akses pasar ritel, e-commerce, dan ekspor.

Facilitated product legality socialization for 20 MSMEs from buffer villages and the Mandalika Bazaar, opening access to retail, e-commerce, and export markets.



12 Apr 2025

International Golo Mori Jazz 2025

International Golo Mori Jazz 2025

Menyelenggarakan konser jazz internasional di Golo Mori Convention Center, dihadiri oleh 648 penonton.

Hosted an international jazz concert at the Golo Mori Convention Center, attended by 648 spectators



21 Apr 2025

Penandatanganan LUDA Lot TTA3-A – PT Kleo Mandalika Resort

LUDA Signing – Lot TTA3-A, PT Kleo Mandalika Resort

ITDC menandatangani LUDA untuk lahan seluas 101.185 m² di Tanjung Aan, bagi pengembangan hotel bintang 5 Luxury Brand Collection oleh joint venture Indonesia–Jepang–Dubai.

ITDC signed a LUDA for a 101,185 m² plot in Tanjung Aan for the development of a 5-star Luxury Brand Collection hotel by an Indonesia–Japan–Dubai joint venture.



24 Apr 2025

Gerakan Wisata Bersih, The Mandalika

Clean Tourism Movement, The Mandalika

Berkolaborasi dengan Kemenparekraf, Pemprov NTB, dan mitra lintas sektor untuk mewujudkan destinasi yang bersih dan berkelanjutan di Lombok.

Collaborating with the Ministry of Tourism and Creative Economy (Kemenparekraf), NTB Provincial Government, and cross-sector partners to realize a clean and sustainable destination in Lombok.



27 Apr 2025

Adhyaksa International Run 2025, The Nusa Dua

Adhyaksa International Run 2025, The Nusa Dua

Penyelenggaraan lomba lari 5K/10K/21K yang diikuti 3.100 pelari domestik dan mancanegara, serta melibatkan lebih dari 150 seniman lokal.

Organized a 5K/10K/21K running race attended by 3,100 domestic and international runners, involving more than 150 local artists.



2–4 Mei 2025

IFSC World Cup, The Nusa Dua

IFSC World Cup at The Nusa Dua

The Nusa Dua menjadi tuan rumah kejuaraan panjat tebing bergengsi IFSC World Cup, diikuti 221 atlet dari 32 negara yang berkompetisi di kategori Lead dan Speed.

The Nusa Dua hosted the prestigious IFSC World Cup climbing championship, attended by 221 athletes from 32 countries competing in the Lead and Speed categories.



9–11 Mei

GT World Challenge Asia 2025, The Mandalika

GT World Challenge Asia 2025, The Mandalika

Sirkuit Mandalika menggelar balap mobil internasional pertama di Indonesia, diikuti 68 pembalap dari 21 negara dengan 34 unit supercar, disaksikan lebih dari 9.000 penonton.

Mandalika Circuit hosted the first international car race in Indonesia, attended by 68 racers from 21 countries with 34 supercars, witnessed by over 9,000 spectators.



10 Mei 2025

Indonesia Gastrodiplomacy Series, The Mandalika

Indonesia Gastrodiplomacy Series, The Mandalika

The Mandalika menjadi tuan rumah acara diplomasi budaya dan investasi bagi 38 delegasi dari 27 negara, mencakup penanaman pohon Tabebuya, demo masak kuliner NTB, dan pameran UMKM.

The Mandalika hosted a cultural diplomacy and investment event for 38 delegates from 27 countries, including Tabebuya tree planting, an NTB culinary cooking demonstration, and an MSME exhibition.



11 Mei 2025

Penandatanganan LUDA ITDC & Absolute Racing

LUDA Signing – ITDC & Absolute Racing

Menandatangani LUDA Lot WCH5–A seluas sekitar 7.035 m² di Sirkuit Mandalika, untuk pembangunan Common Luxury Garage & Workshop berstandar internasional.

Signed a LUDA for Lot WCH5–A covering approximately 7,035 m² at the Mandalika Circuit, for the construction of an international-standard Common Luxury Garage & Workshop.



20 Mei 2025

Pemeriksaan Mata & Operasi Katarak Gratis, The Nusa Dua

Free Eye Exam & Cataract Surgery, The Nusa Dua

Berkolaborasi dengan John Fawcett Foundation menyelenggarakan pemeriksaan mata, pemberian kacamata, dan operasi katarak gratis bagi 223 warga sekitar.

Collaboration with John Fawcett Foundation with 223 local residents received free eye exams, glasses, and cataract surgeries.



5 Jun 2025

Atraksi Watersport di Kuta Beach Park, The Mandalika

Watersports at Kuta Beach Park, The Mandalika

ITDC menjalin kerja sama dengan PT Ocean Addict untuk menyediakan atraksi watersport non-motorized seperti SUP, surfing, kiteboarding, dan windsurfing di Kuta Beach Park.

ITDC collaborates with PT Ocean Addict to provide non-motorized watersport attractions such as SUP, surfing, kiteboarding, and windsurfing at Kuta Beach Park.



18 Jun 2025

Pelatihan Bahasa Inggris Pariwisata, The Golo Mori

Tourism English Training, The Golo Mori

Melalui Program TJSL, ITDC bekerja sama dengan Politeknik eLBajo Commodus menyelenggarakan pelatihan Bahasa Inggris praktis bagi 30 warga Desa Golo Mori.

Through the TJSL Program, ITDC collaborated with Politeknik eLBajo Commodus to provide practical English training for 30 residents of Golo Mori Village.



25–30 Jun 2025

ITDC Raih Dua Penghargaan Bergengsi

ITDC Wins Two Prestigious Awards

Meraih penghargaan Best Integrated Tourism Destination untuk KEK Mandalika (Bisnis Indonesia Award) dan Best SOE in Tourism with Best Sustainable Performance (Indonesia Property & Bank).

Received the Best Integrated Tourism Destination award for Mandalika SEZ (Bisnis Indonesia Award) and Best SOE in Tourism with Best Sustainable Performance (Indonesia Property & Bank).



18–20 Jul 2025

Mandalika Festival of Speed Putaran 2 & Kejurnas ITCR 2025

MFoS Round 2 & 2025 ITCR National Championship

Sirkuit Mandalika menjadi tuan rumah kompetisi yang diikuti 102 peserta dari kelas ITCR dan MFoS, hasil kolaborasi MGPA dan Eshark Motorsport.

The Mandalika Circuit hosted a competition with 102 participants from the ITCR and MFoS classes, a result of the collaboration between MGPA and Eshark Motorsport.



11–13 Jun 2025

Bali & Beyond Travel Fair (BBTF) 2025, The Nusa Dua

BBTF 2025 at The Nusa Dua

ITDC berpartisipasi dalam pameran pariwisata internasional yang diikuti 529 pembeli dari 45 negara dan 499 penjual dari 7 negara, sekaligus mempromosikan Nusa Dua, Mandalika, dan Golo Mori.

ITDC participated in an international tourism exhibition attended by 529 buyers from 45 countries and 499 sellers from 7 countries, while simultaneously promoting Nusa Dua, Mandalika, and Golo Mori.



20 Jun 2025

Groundbreaking Bale Seccha & Seccha Club, The Mandalika

Groundbreaking – Bale Seccha & Seccha Club, The Mandalika

ITDC memulai pembangunan boutique wellness retreat hotel berkapasitas 30 kamar, dilengkapi pusat lifestyle dengan 3 lapangan padel bertaraf internasional.

ITDC has commenced construction on a 30-room boutique wellness retreat hotel, equipped with a lifestyle center featuring three international-standard padel courts.



12–13 Jul 2025

Mandalika Drag Fest 2025, The Mandalika

Mandalika Drag Fest 2025, The Mandalika

Sirkuit Mandalika menggelar ajang drag race bergengsi yang diikuti ratusan peserta dari berbagai daerah, diselenggarakan oleh MDFI/CRP99 di bawah naungan IMI.

The Mandalika Circuit hosted a prestigious drag race event attended by hundreds of participants from various regions, organized by MDFI/CRP99 under the auspices of IMI.



29 Jul 2025

"Green Journey The Nusa Dua" Media Gathering

"Green Journey The Nusa Dua" Media Gathering

Penyelenggaraan media gathering bersama Kelompok Tani Kedisan Mandiri, menampilkan pengalaman pertanian organik dan kuliner lokal, serta menyalurkan donasi 2 ekor sapi.

Hosted a media gathering with the Kedisan Mandiri Farmers Group, showcasing organic farming and local culinary experiences, and distributing a donation of 2 cows.



6 Agt 2025

Serah Terima Lahan TTA3-A kepada PT Kleo

Lot TTA3-A Land Handover to PT Kleo

ITDC menyerahkan secara resmi lahan seluas 101.185 m² untuk pembangunan hotel Luxury Brand Collection, dengan nilai investasi sekitar Rp2,1 triliun oleh joint venture Indonesia–Jepang–Dubai.

ITDC officially handed over a 101,185 m² plot of land for the development of a Luxury Brand Collection hotel, with an investment value of approximately IDR 2.1 trillion by an Indonesia–Japan–Dubai joint venture.



22 Agt 2025

The Nusa Dua Raih Bali Tourism Award 2025

The Nusa Dua Wins Bali Tourism Award 2025

The Nusa Dua meraih penghargaan Bali Leading Sustainable Tourism – Destination Management atas pengelolaan lingkungan, transportasi hijau, dan energi terbarukan.

The Nusa Dua received the Bali Leading Sustainable Tourism – Destination Management award for its environmental management, green transportation, and renewable energy.



23–24 Agt 2025

Lake Toba GP 2025, Balige

Lake Toba GP 2025, Balige

ITDC sukses menyelenggarakan Aquabike World Championship bersama H2O Racing, yang menghadirkan 120.000 pengunjung, hiburan musik, dan partisipasi 16 UMKM lokal.

ITDC successfully hosted the Aquabike World Championship with H2O Racing, which attracted 120,000 visitors, featured musical entertainment, and included the participation of 16 local MSMEs.



15 Sep 2025

MoU ITDC–Polda NTB: Keamanan KEK Mandalika

ITDC–NTB Police MoU: Mandalika SEZ Security

ITDC dan Polda NTB menandatangani nota kesepahaman pengamanan kawasan menjelang Pertamina Grand Prix of Indonesia 2025, untuk mencakup langkah pengamanan preventif hingga penanganan darurat.

ITDC and the NTB Regional Police signed a memorandum of understanding on regional security ahead of the Pertamina Grand Prix of Indonesia 2025, for covering preventive security measures to emergency handling.



19 & 23 Sep 2025

Bantuan Banjir Bali – ITDC & Tenant The Nusa Dua

Flood Relief Distribution, Bali – ITDC and The Nusa Dua Tenant

ITDC bersama tenant The Nusa Dua menyalurkan bantuan kebutuhan pokok bagi korban banjir di Kabupaten Badung, mencakup Desa Adat Kapal dan Kelurahan Sading.

ITDC, together with The Nusa Dua tenants, distributed basic necessities to flood victims in Badung Regency, including Kapal Traditional Village and Sading Village.



20 Sep 2025

Golo Mori Sunset Run 2025, Labuan Bajo

Golo Mori Sunset Run 2025, Labuan Bajo

Dalam rangka mempromosikan The Golo Mori sebagai destinasi Sustainable Marine-Based MICE, ITDC menggelar kegiatan lari 5 km5km berbasis sport tourism berkelanjutan yang diikuti oleh sebanyak 1.282 peserta.

To promote The Golo Mori as a Sustainable Marine-Based MICE destination, ITDC hosted a 5km sustainable sport tourism running event that was attended by 1,282 participants.



25 Sep 2025

Pelepasan 100 Tukik di The Nusa Dua

100 Baby Turtles Release at The Nusa Dua

Berkolaborasi dengan Nusa Dua Beach Hotel dan Komunitas Bulih Bali, pelepasan 100 tukik dilakukan sebagai bagian dari rangkaian Road to Nusa Dua Festival 2025.

In collaboration with the Nusa Dua Beach Hotel and the Bulih Bali Community, 100 baby turtles were released as part of the Road to Nusa Dua Festival 2025 series.



3–5 Okt 2025

MotoGP™ 2025 – Pertamina Grand Prix of Indonesia

MotoGP™ 2025 – Pertamina Grand Prix of Indonesia

Penyelenggaraan MotoGP™ di Sirkuit Mandalika memberikan dampak besar bagi UMKM dan pariwisata, dengan tingkat hunian hotel mencapai 100% di Mandalika dan rata-rata 93% di Lombok.

The MotoGP™ event at the Mandalika Circuit had a major impact on MSMEs and tourism, with hotel occupancy rates reaching 100% in Mandalika and an average of 93% in Lombok.



10–12 Okt 2025

Rinjani Travel Mart (RTM) ke-6, The Mandalika

6th Rinjani Travel Mart, The Mandalika

Memperkuat ekosistem pariwisata berkelanjutan NTB melalui penyelenggaraan RTM yang mempertemukan 82 pembeli buyer dan 53 penjual seller dari biro perjalanan, hotel, desa wisata, dan UMKM.

Strengthening NTB's sustainable tourism ecosystem by organizing RTM, which brought together 82 buyers and 53 sellers from travel agencies, hotels, tourist villages, and MSMEs.



25–26 Okt 2025

The Nusa Dua Festival 2025 – "Beauty Harmony"

The Nusa Dua Festival 2025 – "Beauty Harmony"

Penyelenggaraan festival seni, musik, budaya, serta pameran UMKM di Peninsula Island, yang melibatkan lebih dari 1.800 peserta dan berhasil mendatangkan 18.825 pengunjung.

The arts, music, and culture festival, along with the MSME exhibition held at Peninsula Island, involved over 1,800 participants and successfully brought in 18,825 visitors.



25 Okt 2025

MoU ITDC–Signify: Teknologi Pencahayaan Berkelanjutan

ITDC–Signify MoU: Sustainable Lighting Technology

ITDC menjalin kerja sama dengan Signify untuk menghadirkan teknologi pencahayaan yang inovatif dan efisien energi di Nusa Dua, Mandalika, dan Golo Mori, dengan implementasi awal di Patung Mandala.

ITDC collaborates with Signify to bring innovative and energy-efficient lighting technology to Nusa Dua, Mandalika, and Golo Mori, with initial implementation at the Mandala Statue.



12 Nov 2025

HUT ITDC ke-52 – "Innovation for the Nation"

ITDC 52nd Anniversary – "Innovation for the Nation"

Dalam rangka HUT ke-52, ITDC menyelenggarakan program sosial "ITDC Berbagi Kasih" dengan memberikan bantuan bagi anak-anak panti asuhan di Nusa Dua, Mandalika, dan Golo Mori.

In celebration of its 52nd anniversary, ITDC organized "ITDC Berbagi Kasih" social program by providing assistance to children in orphanages in The Nusa Dua, The Mandalika, The Golo Mori.



13–14 Nov 2025

Workshop Keberlanjutan Menuju Sertifikasi GSTC

Sustainability Workshop Toward GSTC Certification

Menggelar workshop ESG bersama tenant The Nusa Dua untuk menyusun roadmap keberlanjutan bersama, termasuk inisiatif Recycle Seragam.

Held an ESG workshop with The Nusa Dua tenants to compile a joint sustainability roadmap, including the Uniform Recycle initiative.



24–26 Nov 2025

InJourney Hospitality House (IHH), KEK Mandalika

InJourney Hospitality House (IHH), Mandalika SEZ

Kolaborasi program hospitality selama 3 tahun dengan InJourney Airport bagi 29 peserta lokal guna meningkatkan kualitas layanan pariwisata berkelanjutan.

A 3-year hospitality program collaboration with InJourney Airport for 29 local participants to enhance the quality of sustainable tourism services.



28 Nov 2025

ITDC Raih 4 Penghargaan ESG Nasional & Asia

ITDC Wins 4 National & Asian ESG Awards

ITDC meraih Silver ASRRAT 2025, dua penghargaan Silver Indonesia Corporate Sustainability Award kategori Zero Waste to Landfill (MotoGP 2025), serta penghargaan Indonesia Trusted Company (CGPI 2025).

ITDC won the Silver ASRRAT 2025, two Silver Indonesia Corporate Sustainability Awards in the Zero Waste to Landfill category (MotoGP 2025), and the Indonesia Trusted Company award (CGPI 2025).



1 Des 2025

Sertifikasi Keamanan Level 1 BNPT – Sirkuit Mandalika

BNPT Level 1 Security Certification – Mandalika Circuit

Pemenuhan Standar Minimum Pengamanan Fasilitas Publik dari BNPT oleh Sirkuit Mandalika semakin memperkokoh kesiapannya dalam menyelenggarakan berbagai event nasional maupun internasional.

The fulfillment of the Minimum Security Standards for Public Facilities from BNPT by the Mandalika Circuit further strengthens its readiness to host various national and international events.



8–9 Des 2025

Pelatihan Hospitality Frontliner, The Golo Mori

Hospitality Training for Frontliners, The Golo Mori

InJourney dan ITDC melatih 38 frontliner lintas fungsi, mencakup standar layanan, komunikasi, dan customer journey untuk kesiapan event nasional maupun internasional.

InJourney and ITDC trained 38 cross-functional frontliners, covering service standards, communication, and customer journey for national and international event readiness.



16 Des 2025

Tanggap Cepat Pascabanjir Padangsambian

Rapid Flood Relief – Padangsambian

Penyaluran bantuan darurat yang mencakup kebutuhan pokok (sembako) dan tikar bagi masyarakat terdampak, serta fasilitas penunjang pendidikan (buku dan proyektor) untuk SDN Padangsambian No. 11.

Distribution of emergency assistance which includes basic necessities and mats for affected communities, as well as educational support facilities (books and projectors) for SDN Padangsambian No. 11.



23 Des 2025

Gold Award CSR BUMN Award ke-VIII

Gold Award – 8th CSR BUMN Awards

ITDC meraih Gold Award atas konsistensi program TJSL berbasis ESG di bidang pemberdayaan masyarakat, lingkungan, dan pendidikan di seluruh destinasi kelolaan.

ITDC won the Gold Award for the consistency of its ESG-based TJSL program in the fields of community empowerment, environment, and education across all managed destinations.



Penghargaan dan Sertifikasi

Accolades and Certifications



Penghargaan/*Awards*

22 Maret 2025

Detik Award 2025

BUMN Penggerak Ekonomi Pariwisata, Sosial dan Budaya

SOEs Driving the Tourism, Social, and Cultural Economy

Diberikan oleh / *Given by:* Detik Bali



Penghargaan/*Awards*

25 Juni 2025

Indonesia Property & Bank Award XIX 2025

The Best State-Owned Enterprise in the Tourism Industry with the Best Sustainable Performance

Diberikan oleh / *Given by:* Property & Bank



Penghargaan/*Awards*

30 Juni 2025

Bisnis Indonesia Award 2025

The Best Integrated Tourism Destination: KEK Mandalika

Diberikan oleh / *Given by:* Bisnis Indonesia



Penghargaan/*Awards*

3 Juli 2025

The Seventh Brand Equity Forum 2025 in Hospitality, Service, & Retail Category

Diberikan oleh / *Given by:* The Iconomics



Penghargaan/*Awards*

22 Agustus 2025

Bali Tourism Award 2025/2026

Bali Leading Sustainable Tourism - Destination Management

Diberikan oleh / *Given by:* Indonesia Travel Tourism Awards Foundation



Sertifikasi/*Certifications*

17 November 2025

Zero Waste to Landfill Standard

Zero Waste to Landfill standard for MotoGP™ 2025

Diberikan oleh / *Given by:* Control Union Inspections (Pvt) Ltd



Penghargaan/*Awards*

25 November 2025

CGPI – Indonesia Trusted Companies 2025

Trusted Company Based on Corporate Governance Perception Index (CGPI)

Diberikan oleh / *Given by*: IICG – Majalah SWA / IICG – SWA Magazine



Penghargaan/*Awards*

28 November 2025

Asia Sustainability Reporting Rating 2025

Silver Rank and First Year Commendation

Diberikan oleh / *Given by:* National Center for Corporate Reporting (NCCR)



Penghargaan/*Awards*

9 Desember 2025

Tri Hita Karana CSR Awards 2024

Social Investment & Sustainable Development and Lifetime Achievement

Diberikan oleh / *Given by:* Yayasan Tri Hita Karana



Penghargaan/*Awards*

28 November 2025

Indonesia Corporate Sustainability Award 2025

Award in Circular Economy Excellence Category

Diberikan oleh / *Given by*: Olahkarsa

Tentang ITDC

About ITDC

Berdiri di bawah naungan PT Aviasi Pariwisata Indonesia (Persero) atau InJourney, ITDC — nama resmi dari PT Pengembangan Pariwisata Indonesia — beroperasi sebagai bagian dari ekosistem holding BUMN sektor aviasi dan pariwisata, sesuai ketetapan Peraturan Pemerintah Nomor 72 dan Nomor 104 Tahun 2021. Melalui InJourney, sinergi antar-industri ini diarahkan untuk mengangkat keramahtamahan dan kekayaan budaya Indonesia ke panggung dunia, sekaligus membangkitkan sektor pariwisata nasional dan mendorong kolaborasi serta integrasi industri.

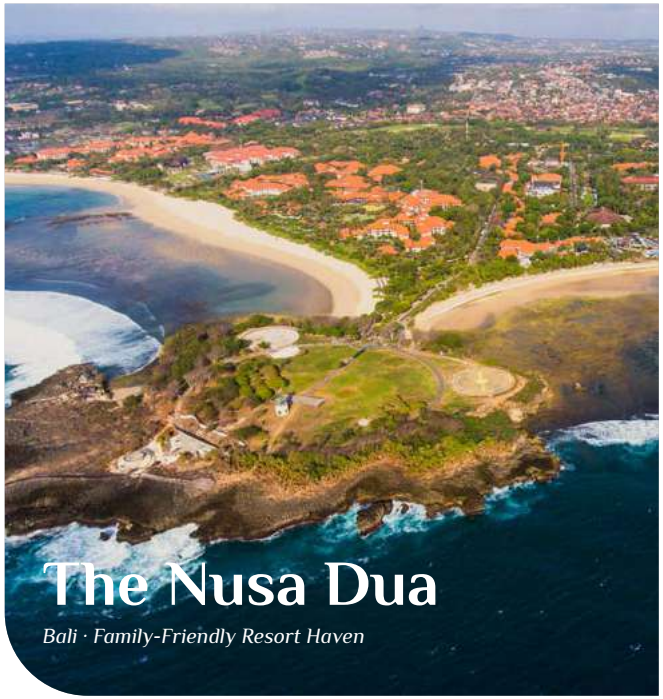
Operating under the auspices of PT Aviasi Pariwisata Indonesia (Persero) or InJourney, ITDC, formally known as PT Pengembangan Pariwisata Indonesia (Indonesia Tourism Development Corporation)—functions as part of the holding ecosystem for state-owned enterprises (BUMN) in the aviation and tourism sectors, in accordance with Government Regulations No. 72 and No. 104 of 2021. Through InJourney, the synergy among these industries is directed at bringing Indonesia's hospitality and cultural richness to the global stage, while simultaneously revitalizing the national tourism sector and fostering industry collaboration and integration.

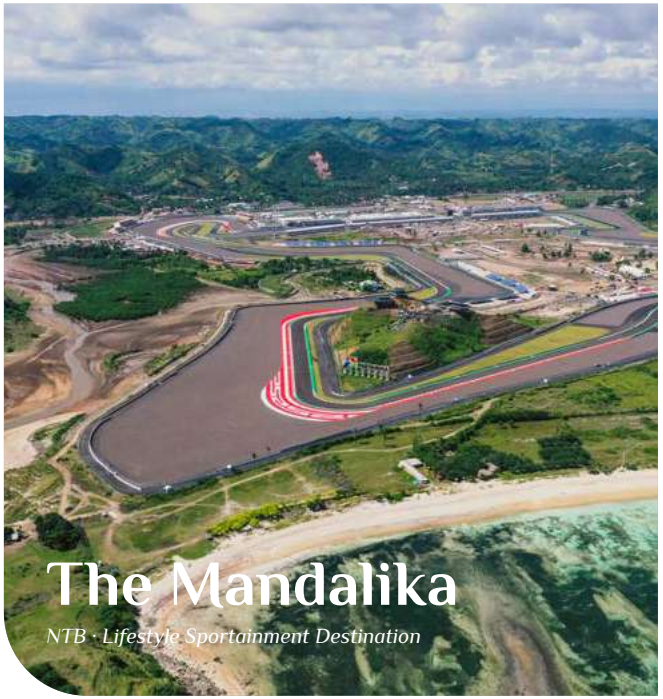
Tiga kawasan pariwisata terintegrasi menjadi fokus pengembangan ITDC, masing-masing dengan karakter dan keunggulannya sendiri. The Nusa Dua tampil sebagai "Bali's Finest Family-Friendly Resort Haven," didukung fasilitas dan infrastruktur setara standar global yang menjadikannya pilihan utama untuk berbagai perhelatan internasional. The Mandalika mengusung identitas "The Ultimate Lifestyle Sportstainment Destination," dengan Pertamina Mandalika International Circuit sebagai panggung bagi kompetisi balap dunia — mulai dari WSBK, MotoGP, hingga Asian Road Racing Championship (ARRC). Sementara itu, The Golo Mori memposisikan diri sebagai "Sustainable Marine-Based MICE Tourism Destination," dilengkapi fasilitas MICE (Meetings, Incentives, Conferences, and Exhibitions) bertaraf internasional, dan tercatat sebagai salah satu tuan rumah ASEAN Summit 2023.

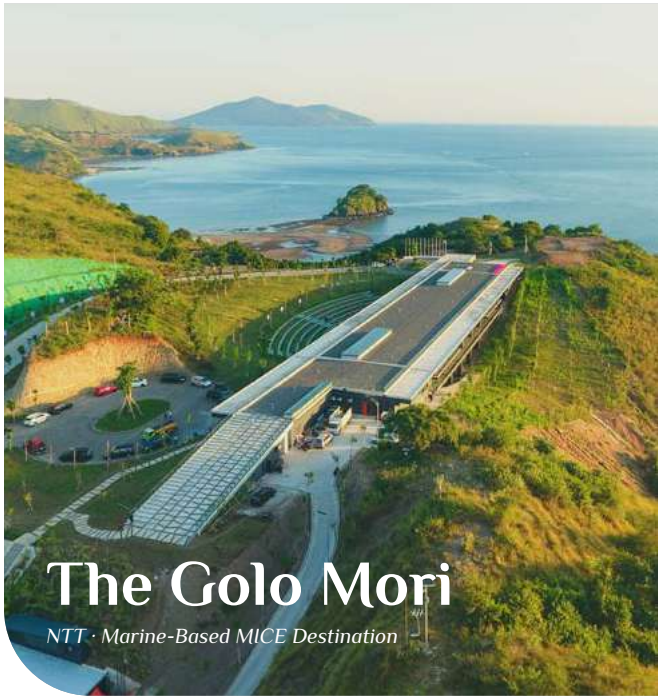
Selama 2025 ini, ITDC sendiri tidak melakukan penggabungan maupun penutupan unit usaha. Perseroan terus berfokus untuk melakukan optimalisasi dan pengembangan operasional atas unit kawasan yang telah ada, yaitu The Nusa Dua, The Mandalika, dan The Golo Mori [OJK C.6]

Three integrated tourism areas are the focus of ITDC's development, each with its own character and distinct advantages. The Nusa Dua is positioned as "Bali's Finest Family-Friendly Resort Haven," supported by global-standard facilities and infrastructure, making it the primary choice for various international events. The Mandalika carries the identity of "The Ultimate Lifestyle Sportstainment Destination," featuring the Pertamina Mandalika International Circuit as the stage for world racing competitions, from WSBK and MotoGP™ to the Asian Road Racing Championship (ARRC). Meanwhile, The Golo Mori positions itself as a "Sustainable Marine-Based MICE Tourism Destination," equipped with international-standard MICE (Meetings, Incentives, Conferences, and Exhibitions) facilities, and was notably one of the hosts for the ASEAN Summit 2023.

Throughout 2025, ITDC did not undertake any business unit mergers or closures. The Company remained focused on optimizing and expanding operations across its existing estate units: The Nusa Dua, The Mandalika, and The Golo Mori [OJK C.6]







Profil Perusahaan

Company Profile

Identitas/*Identity*

Nama Perusahaan [GRI 2.1]
Company Name
PT Pengembangan Pariwisata Indonesia (Persero)

Nama Komersial
Commercial Name
InJourney Tourism Development Corporation (ITDC)

Status Badan Hukum [GRI 2.1]
Legal Entity Status
Perseroan Terbatas / BUMN

Bidang Usaha [OJK C.4] [GRI 2-6]
Business Activity
Pengelola dan Pengembang / *Property and Realty*

Tanggal Pendirian
Founding Date
12 November 1973 / *12 November 1973*

Tanggal Perubahan Nama
Change of Name Date
16 Mei 2014 / *16 May 2014*

Jumlah Karyawan [OJK C.3]
Total Employees
227 karyawan / *227 employees*

Kantor/*Office* [OJK C.2] [GRI 2.1]

Kantor Perwakilan
Representative Office
Gedung Sarinah Lantai 12, Jl. MH Thamrin No. 11
Jakarta Pusat 10350, Indonesia
Sarinah Building 12th Floor, MH. Thamrin Street No.11, Central Jakarta 10350, Indonesia

Kantor Nusa Dua
The Nusa Dua Office
Kawasan Pariwisata Nusa Dua PO BOX 3, Nusa Dua, Badung, 80361, Bali, Indonesia
Nusa Dua Tourism Area, PO Box 3 Nusa Dua, Badung, 80361 Bali, Indonesia

Kantor Mandalika
The Mandalika Office
Komplek Masjid Nurul Bilad, Jln. Pariwisata Pantai Kuta, Pujut, Lombok Tengah, 83573
Nusa Tenggara Barat, Indonesia
Nurul Bilad Mosque Complex, Pariwisata Beach, Kuta, Pujut, Central Lombok, 83573
West Nusa Tenggara, Indonesia

Kantor Golo Mori
The Golo Mori Office
Kawasan MICE Golo Mori, Desa Golo Mori, Komodo, Manggarai Barat, 86763
Nusa Tenggara Timur, Indonesia
Golo Mori MICE Area, Golo Mori Village, Komodo, West Manggarai, 86763
East Nusa Tenggara, Indonesia

Kelompok Usaha/*Business Group*

PT Pengembangan Pariwisata Indonesia (ITDC)

Entitas Anak/*Subsidiaries*

- PT IDC Nusantara Properti
- PT ITDC Nusantara Utilitas

Entitas Cucu/*Sub-Subsidiaries Entities*

- PT MGPA Nusantara Jaya
- PT ITDC Nusantara Xplorin
- PT Merese Mandalika Nusantara

Entitas Asosiasi/*Associated Entities*

- PT Garuda Adi Matra
- PT Jasa Marga Bali Tol
- PT Peninsula Bali Resort
- PT Bali Griya Shanti

Wilayah Pengembangan 2025
Development Areas 2025

- **The Nusa Dua**, Kabupaten Badung, Provinsi Bali
  The Nusa Dua, Badung Regency, Bali Province
- **The Mandalika**, Kabupaten Lombok Tengah, Provinsi Nusa Tenggara Barat
  The Mandalika, Central Lombok Regency, West Nusa Tenggara Province
- **The Golo Mori**, Kabupaten Manggarai Barat, Provinsi Nusa Tenggara Timur
  The Golo Mori, West Manggarai Province, East Nusa Tenggara Province

Permodalan/*Capital*

Modal Dasar
Authorized Capital
Rp 3.500.000.000.000

Modal Ditempatkan
Issued Capital
Rp 3.019.750.000.000

Keanggotaan Asosiasi [OJK C.5] [GRI 2-28]
Membership Association

Forum Human Capital Indonesia (FHCI)
Indonesia Human Capital Forum (FHCI)

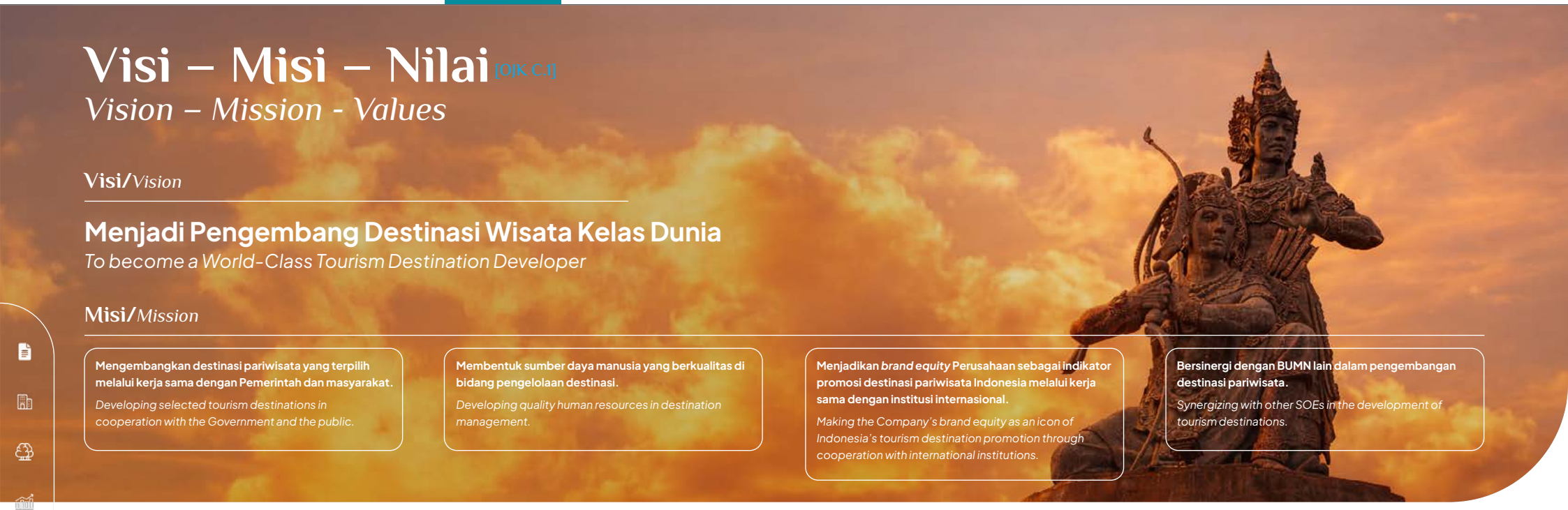
Kontak
Contact
Phone : +62 21 80642790
Email : info@itdc.co.id
www.itdc.co.id

Media Sosial
Social Media
itdc.id (facebook)
@itdc_id (IG/X)
ITDC Creating Destinations (YT)



Visi – Misi – Nilai [OJK C.1]

Vision – Mission - Values



Visi/*Vision*

Menjadi Pengembang Destinasi Wisata Kelas Dunia

To become a World-Class Tourism Destination Developer

Misi/*Mission*

Mengembangkan destinasi pariwisata yang terpilih melalui kerja sama dengan Pemerintah dan masyarakat.

Developing selected tourism destinations in cooperation with the Government and the public.

Membentuk sumber daya manusia yang berkualitas di bidang pengelolaan destinasi.

Developing quality human resources in destination management.

Menjadikan *brand equity* Perusahaan sebagai indikator promosi destinasi pariwisata Indonesia melalui kerja sama dengan institusi internasional.

Making the Company's brand equity as an icon of Indonesia's tourism destination promotion through cooperation with international institutions.

Bersinergi dengan BUMN lain dalam pengembangan destinasi pariwisata.

Synergizing with other SOEs in the development of tourism destinations.

Nilai/*Values*

A

Amanah
Trustworthy

Memegang teguh kepercayaan yang diberikan

Upholding the trust given

K

Kompeten
Competent

Terus belajar dan mengembangkan kapabilitas

Continuously learning and developing capabilities

H

Harmoni
Harmonious

Saling peduli dan menghargai perbedaan

Caring of each other and respecting diversity

L

Loyal
Loyal

Berdedikat dan mengutamakan kepentingan Bangsa dan Negara

Being dedicated and prioritizing the interest of the nation and the country

A

Adaptif
Adaptive

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan

Continuously to innovate and eagerly to drive or overcome change

K

Kolaboratif
Collaborative

Membangun kerja sama yang sinergis

Building synergistic collaboration

ITDC merupakan bagian dari Holding BUMN di sektor aviasi dan pariwisata Indonesia. Saham ITDC dimiliki oleh Pemerintah Republik Indonesia melalui Kementerian BUMN dan PT Aviasi Pariwisata Indonesia (Persero) Pemerintah menguasai 1 lembar saham Seri A Dwiwarna, sementara PT Aviasi Pariwisata Indonesia (Persero) memiliki 3.019.749 lembar saham Seri B [OJK. C3] [GRI 2.1]. Dengan demikian, komposisi kepemilikan saham ITDC per 31 Desember 2025 adalah sebagai berikut:

ITDC is part of the State-Owned Enterprises (SOEs) holding company in Indonesia's aviation and tourism sector. ITDC's shares are owned by the Government of the Republic of Indonesia through the Ministry of State-Owned Enterprises and PT Aviasi Pariwisata Indonesia (Persero). The Government holds 1 share of Series A Dwiwarna, while PT Aviasi Pariwisata Indonesia (Persero) owns 3,019,749 shares of Series B [OJK. C3] [GRI 2.1]. Thus, the composition of ITDC's share ownership as of December 31, 2025, is as follows:



PT Aviasi Pariwisata Indonesia (InJourney) *Pemegang saham pengendali · Controlling shareholder*	99,99997%
Pemerintah Republik Indonesia *Saham nominal · Nominal share*	0,00003%
Total	100,00000%

Pelibatan Pemangku Kepentingan [OJK E.4] [GRI 2-29]

Stakeholder Engagement

Dalam menjalankan operasionalnya, ITDC senantiasa melibatkan para pemangku kepentingan karena peran vital mereka terhadap keberlanjutan bisnis Perusahaan. Hubungan yang terjalin secara konsisten ini mampu menciptakan lingkungan kerja yang positif, menumbuhkan rasa saling percaya, kesepahaman, serta dukungan dalam merealisasikan tujuan Perusahaan.

Adapun identifikasi para pemangku kepentingan dipetakan lewat pendekatan tingkat kedekatan dan kekuatan pengaruh dengan berpatokan pada AA1000 Stakeholder Engagement Standard (AA1000SES) 2015, yang meliputi enam kriteria utama:

1. **Dependency (D)** — Kelompok atau individu yang secara langsung maupun tidak langsung bergantung pada aktivitas, produk, layanan, atau kinerja Perusahaan, ataupun sebaliknya.
2. **Responsibility (R)** — Kelompok atau individu yang menjadi tanggung jawab Perusahaan secara hukum, moral, maupun etika.
3. **Tension (T)** — Kelompok atau individu yang berpotensi mengalami konflik, ketegangan, atau perbedaan kepentingan dengan Perusahaan.
4. **Influence (I)** — Kelompok atau individu yang dapat memengaruhi keberhasilan strategi, kebijakan, dan kegiatan Perusahaan.
5. **Diverse Perspective (DP)** — Kelompok atau individu dengan latar belakang, pandangan, dan pengalaman beragam yang dapat memperkaya pengambilan keputusan dan memperkuat pendekatan Perusahaan.
6. **Proximity (P)** — Kelompok atau individu yang memiliki kedekatan geografis, sosial, atau operasional dengan kegiatan Perusahaan.

In its operations, ITDC consistently engages stakeholders due to their vital role in the Company's business sustainability. These consistent relationships foster a positive work environment, building mutual trust, understanding, and support to realize the Company's goals.

The identification of stakeholders is mapped using an approach based on proximity and influence, referencing the AA1000 Stakeholder Engagement Standard (AA1000SES) 2015, which comprises six key criteria:

1. ***Dependency (D)** — Groups or individuals who directly or indirectly depend on the Company's activities, products, services, or performance, or vice versa.*
2. ***Responsibility (R)** — Groups or individuals toward whom the Company holds legal, moral, or ethical obligations.*
3. ***Tension (T)** — Groups or individuals with potential conflicts, tensions, or diverging interests with the Company.*
4. ***Influence (I)** — Groups or individuals who have the capacity to affect the success of the Company's strategies, policies, and operations.*
5. ***Diverse Perspective (DP)** — Groups or individuals with varied backgrounds, viewpoints, and experiences that can enrich decision-making and strengthen the Company's approach.*
6. ***Proximity (P)** — Groups or individuals with geographic, social, or operational closeness to the Company's activities.*

Pemangku Kepentingan *Stakeholders*	Basis Identifikasi *Identification Basis*	Metode Pelibatan *Engagement Method*	Frekuensi *Frequency*	Topik Utama yang Diajukan *Key Topics Raised*
Kementerian BUMN *Ministry of SOEs*	R, I	Penyusunan rencana kerja sesuai Aspirasi Pemegang Saham *Aligning company work plans with Shareholder Aspirations*	Tahunan / Kuartal *Annually / Quarterly*	Pencapaian target selaras Aspirasi Pemegang Saham *Achieving company targets in line with Shareholder Aspirations*
InJourney & Anggota *InJourney & Member*	D, I, P	Laporan konsolidasi & program kolaborasi *Consolidated reports & collaborative programs*	Kuartal *Quarterly*	Keselarasan dan penguatan program TJSL melalui kolaborasi *Alignment and strengthening of TJSL programs through collaboration*
Pemerintah Daerah *Local Government*	R, I, P	Perizinan & dukungan event *Licensing & event support*	Sesuai kebutuhan *As needed*	Kemitraan strategis dan pertumbuhan ekonomi daerah *Strategic partnership and local economic development*
Tenant & Instansi Swasta *Tenants & Private Institutions*	D, I, P	Promosi event kawasan, program TJSL, bantuan PUMK & sarana prasarana *Supporting and promoting area events, TJSL programs, PUMK assistance, and infrastructure support*	Bulanan / Sesuai event. *Monthly / Per event*	Tingkat kunjungan hotel dan investor kawasan *Hotel visit levels and area investors*
Masyarakat Setempat *Local People*	T, DP, D	Program TJSL dengan pelatihan, bantuan fisik dan non-fisik *TJSL programs including training, physical and non-physical assistance*	Bulanan / Sesuai program *Monthly / Per program*	Peningkatan kualitas hidup dan perekonomian lokal *Increase of community quality of life and local economy*
UMKM *MSMEs*	D, T, P	Pendampingan mitra binaan dan penyaluran dana PUMK *Partner coaching and PUMK fund disbursement*	Bulanan / Sesuai program *Monthly / Per program*	Pembinaan mitra dan penyaluran PUMK *Coaching partners and distributing PUMK funds*
Komunitas *Communities*	T, DP, P	Program TJSL mencakup pelatihan dan pengembangan komunitas *TJSL programs covering training and community development*	Minimal 2 kali per tahun / Sesuai Program *Minimum twice a year / Per program*	Keselarasan dan keterlibatan berbasis program *Annual alignment and program-based engagement*
Karyawan *Employees*	D, R, T, I	Pelatihan dan pengembangan karir, relawan bakti BUMN, dan kegiatan sosial perusahaan *Training, career development, SOE volunteerism, and corporate social activities*	Bulanan / Tahunan *Monthly / Annually*	Operasional perusahaan dan kesejahteraan karyawan *Operational excellence and employee welfare*

Penentuan Topik Material [GRI 3-1]

Material Topic Determination

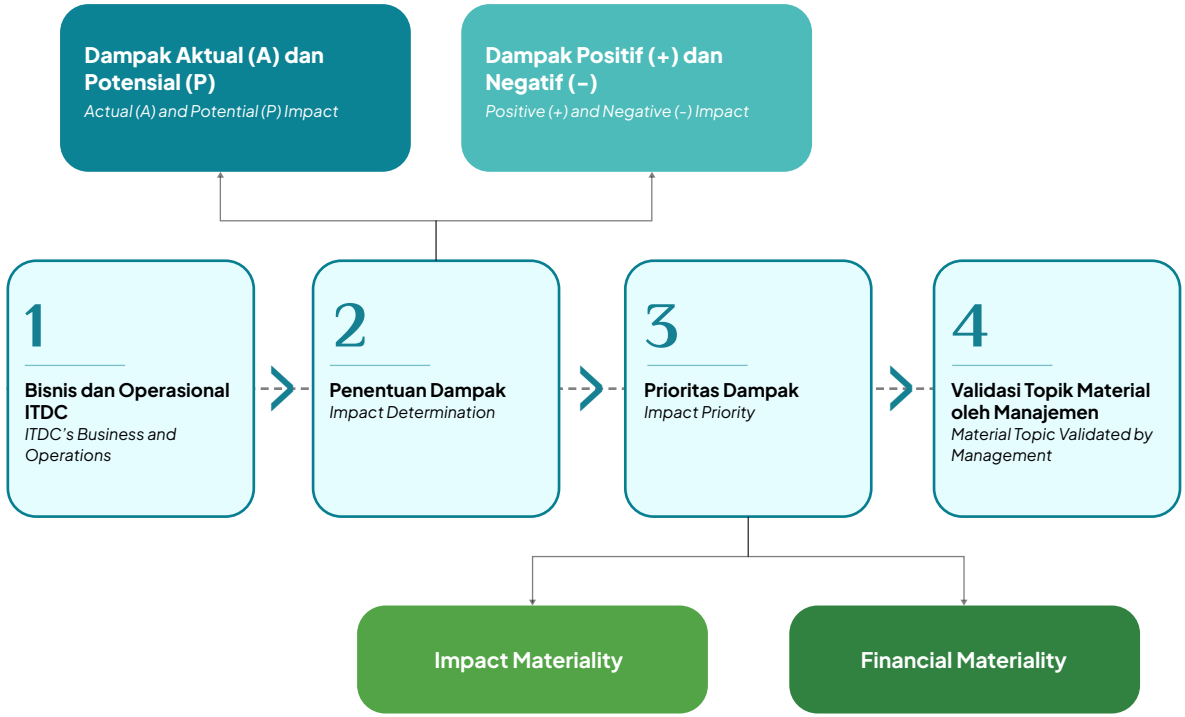
Melalui pendekatan double materiality, ITDC melakukan identifikasi ulang terhadap topik materialnya pada tahun 2025. Proses ini mempertimbangkan dua dimensi utama, yakni dampak operasional Perusahaan terhadap masyarakat dan lingkungan (Impact Materiality) serta pengaruh dari isu keberlanjutan bagi kinerja finansial Perusahaan (Financial Materiality). Setelah diidentifikasi, hasil tersebut divalidasi oleh pihak manajemen [GRI 2-14]. Perubahan pun terjadi pada daftar topik material tahun 2025 dibanding tahun 2024, seiring masuknya beberapa topik material baru.

Through a double materiality approach, ITDC re-identified its material topics in 2025. This process considers two main dimensions: the Company's operational impact on society and the environment (Impact Materiality) and the influence of sustainability issues on the Company's financial performance (Financial Materiality). Once identified, these results were validated by management [GRI 2-14]. Changes occurred in the 2025 list of material topics compared to 2024, following the inclusion of several new material topics.

Keterlibatan Pemangku Kepentingan

Stakeholder Engagement

Kementerian dan BUMN	*Ministry and SOEs*
Injourney & Anggota	*InJourney & Members*
Pemerintah Daerah	*Regional Government*
Tenant & Instansi Swasta	*Tenant and Private Institution*
Masyarakat Setempat	*Local Citizens*
UMKM	*MSMEs*
Komunitas	*Community*
Karyawan	*Employees*



Hasil dari double materiality assessment di 2025 adalah ditetapkannya 15 topik material yang sudah menjadi bagian dari pendekatan keberlanjutan ITDC sejak tahun 2024. Adapun penyesuaian yang terjadi lahir dari komitmen ITDC untuk menyelaraskan dan meningkatkan pendekatan keberlanjutan perusahaan dengan isu-su dan standar pelaporan global yang terus berkembang

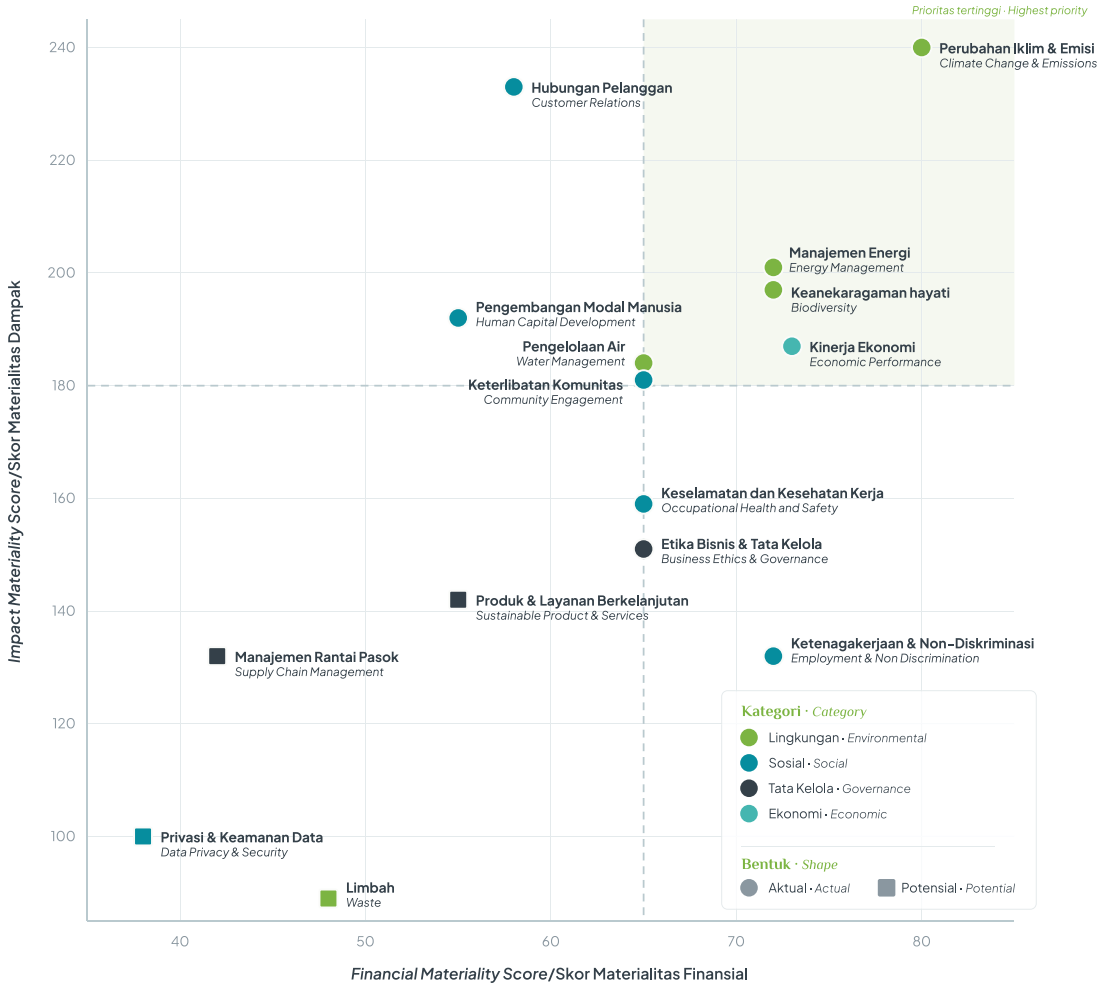
The result of the double materiality assessment in 2025 is the establishment of 15 material topics that have been part of ITDC's sustainability approach since 2024. The adjustments that occurred were born out of ITDC's commitment to align and improve the company's sustainability approach with the company's evolving global reporting issues and standards.

Peringkat Topik Material 2025 *2025 Material Topic Rankings*	Topik Material 2025 [GRI 3-2] *2025 Material Topic*	Dampak *Impact*		Peringkat Topik Material 2024 *2024 Material Topic Rankings*
		Tipe *Type*	Sifat *Nature*	
#1	Perubahan Iklim dan Emisi *Climate Change & Emissions*	A	(-)	Perubahan Iklim (#2) *Climate Change* Emisi (#16) *Emissions*
#2	Hubungan Pelanggan *Customer Relations*	A	(+)	Hubungan Pelanggan (#3) *Customer Relations*
#3	Manajemen Energi *Energy Management*	A	(-)	Energi (#10) *Energy*
#4	Kinerja Ekonomi *Economic Performance*	A	(+)	Kinerja Ekonomi (#1) *Economic Performance*
#5	Manajemen Air *Water Management*	A	(-)	Air (#8) *Water*
#6	Pengembangan SDM *Human Capital Development*	A	(+)	Manajemen SDM (#12) *Human Capital Management*
#7	Keterlibatan Komunitas *Community Engagement*	A	(+)	Keterlibatan Komunitas (#9) *Community Engagement*
#8	Keanekaragaman Hayati *Biodiversity*	A	(-)	Keanekaragaman Hayati (#11) *Biodiversity*
#9	Keselamatan dan Kesehatan Kerja (K3) *Occupational Health and Safety*	A	(+)	K3 (#6) *OHS*
#10	Etika Bisnis dan Tata Kelola *Business Ethics & Governance*	A	(+)	Etika dan Tata Kelola (#5) *Ethics & Governance*
#11	Produk dan Layanan Berkelanjutan *Sustainable Product & Services*	P	(-)	Produk Berkelanjutan (#14) *Sustainable Product*
#12	Ketenagakerjaan & Non-Diskriminasi *Employment & Non-Discrimination*	A	(+)	Hak Asasi Manusia (#13) *Human Rights* Praktik Ketenagakerjaan (#15) *Labor Practices*
#13	Manajemen Rantai Pasok *Supply Chain Management*	P	(+)	-
#14	Privasi & Keamanan Data *Data Privacy & Security*	P	(-)	Privasi & Keamanan Data (#7) *Data Privacy & Security*
#15	Limbah *Waste*	P	(-)	Limbah dan Polusi (#4) *Waste & Pollution*

Tipe: A (Aktual/*Actual*), P (Potensial/*Potential*) | Sifat: (+) positif/*positive*, (–) negatif/*negative*

Matriks Materialitas 2025 [GRI 3-2]

Materiality Matrix



Manajemen Topik Material [GRI 3-3]

Material Topic Management

Topik Material *Material Topic*	Indeks Pengungkapan *Disclosure Index*			Manajemen Topik Material *Material Topic Management*
	SEOJK	GRI	SASB	
Perubahan Iklim dan Emisi *Climate Change & Emissions*	F.11, F.12	102, 201-2	IF-RE-130a.2&5 IF-RE-450a.2	Sebagai perusahaan pengembang destinasi pariwisata, ITDC menyadari bahwa perubahan iklim adalah isu yang turut mempengaruhi kawasan yang dikelola. Aktivitas operasional, baik dari kendaraan operasional maupun konsumsi listrik, berpotensi menimbulkan emisi. Untuk itu, ITDC melakukan inventarisasi emisi yang mencakup Cakupan 1 dan Cakupan 2, termasuk penggunaan listrik terbarukan. Hasil inventarisasi ini menjadi dasar pengambilan keputusan di bawah pengawasan Sustainability Steering Committee ITDC. *As a tourism destination development company, ITDC recognizes that climate change is an issue affecting the areas it manages. Operational activities — from operational vehicles to electricity consumption — carry the potential to generate emissions. To address this, ITDC conducts emissions inventory covering Scope 1 and Scope 2, including the use of renewable electricity sourced from solar power plants operated by PT ITDC Nusantara Utilitas (INU). The inventory results serve as the basis for decision-making under the supervision of the ITDC Sustainability Steering Committee.*
Hubungan Pelanggan *Customer Relations*	F.26	416, 417		ITDC memandang hubungan dengan wisatawan, tenant, mitra usaha, dan masyarakat sekitar sebagai bagian penting yang perlu dijaga. Komitmen ini tercermin dari kualitas layanan dan pengalaman pengunjung yang dikelola secara konsisten — mulai dari kualitas fasilitas hingga pemantauan tingkat kebisingan agar tetap berada di bawah ambang batas. Untuk mengawal komitmen ini, ITDC secara rutin melakukan penilaian kepuasan pelanggan dan menyediakan Grievance Redress Mechanism (GRM) sebagai kanal keluhan dan penyelesaian masalah. Pada tahun 2025, indeks kepuasan dan tingkat penyelesaian keluhan tercatat mengalami peningkatan. *ITDC views its relationships with tourists, tenants, business partners, and surrounding communities as a core part of maintaining destination quality. This commitment is reflected in the consistent management of service quality and visitor experience — from facility standards to noise level monitoring, kept within acceptable thresholds. To uphold this commitment, ITDC conducts regular customer satisfaction assessments and provides a Grievance Redress Mechanism (GRM) as a communication channel for feedback and issue resolution. In 2025, both the satisfaction index and complaint resolution rate showed improvement.*
Manajemen Energi *Energy Management*	F.6, F.7	103		Operasional kawasan pariwisata memerlukan konsumsi energi yang signifikan, terutama di sektor kelistrikan untuk penerangan jalan, fasilitas umum, dan infrastruktur pendukung lainnya. ITDC berkomitmen mendukung target Net Zero Emission nasional pada tahun 2060 atau lebih cepat, dimulai dengan pemetaan sumber konsumsi energi dan perluasan penggunaan energi terbarukan melalui PLTS. Konsumsi energi dipantau setiap tahun dalam satuan Gigajoule menggunakan faktor konversi terstandar [GRI 103-1]. *Tourism area operations require significant energy consumption, particularly in the electricity sector to support street lighting, public facilities, and other supporting infrastructure. ITDC is committed to supporting the government's national Net Zero Emission target by 2060 or sooner, starting with mapping energy consumption sources and expanding the use of renewable energy through solar PV (PLTS). Energy consumption is monitored annually in Gigajoules using standardized conversion factors [GRI 103-1].*
Kinerja Ekonomi *Economic Performance*	B.1, F.2, F.3	201, 207		ITDC dipercaya untuk mengembangkan destinasi dan memperkenalkan pariwisata Indonesia ke dunia. Peran ini membawa dampak nilai ekonomi yang signifikan bagi karyawan, negara, dan masyarakat — nilai yang lahir langsung dari aktivitas operasional dan investasi ITDC, serta dijaga melalui penguatan model bisnis, optimalisasi aset, dan kepatuhan pajak sesuai regulasi yang berlaku. Di tengah tahun yang menantang bagi industri, ITDC berhasil mencapai efisiensi operasional, memperkuat fondasi bisnis jangka panjang, serta memperoleh dukungan permodalan melalui Penyertaan Modal Negara (PMN). Capaian ini diukur melalui nilai ekonomi yang dihasilkan dan didistribusikan, serta dibandingkan dengan target yang ditetapkan. Target ekonomi ITDC disusun dan dievaluasi bersama Kementerian BUMN dan InJourney melalui mekanisme Aspirasi Pemegang Saham, baik secara tahunan maupun kuartalan. *ITDC has been entrusted to develop destinations and introduce Indonesian tourism to the world. This role carries a significant impact on economic value for employees, the state, and society — value generated directly from ITDC's operational and investment activities, and sustained through strengthening business models, optimizing assets, and maintaining tax compliance in line with applicable regulations. Amid a challenging year for the industry, ITDC achieved operational efficiency, strengthened its long-term business foundation, and secured capital support through State Capital Participation (PMN).Progress is measured through the economic value generated and distributed, benchmarked against set targets. ITDC's economic targets are established and evaluated jointly with the Ministry of SOEs and InJourney through the Shareholder Aspiration mechanism, on both an annual and quarterly basis.*
Manajemen Air *Water Management*	F.8	303	IF-RE-140a.2-4	Pada wilayah yang belum terjangkau oleh jaringan PDAM, sumur tetap menjadi sumber utama untuk memenuhi kebutuhan air bersih. ITDC memahami bahwa pemanfaatan air untuk kegiatan operasional memiliki dampak yang signifikan, sehingga pengelolaan air secara bijak diintegrasikan sebagai bagian dari tanggung jawab lingkungan perusahaan. Perwujudan komitmen ini mencakup efisiensi penggunaan air pada sanitasi, fasilitas umum, serta penyiraman area hijau, sekaligus mendaur ulang air limbah dari tenant menjadi air irigasi. Sebagai indikator pengawasan utama, ITDC memantau volume ekstraksi air berdasarkan kapasitas tangki penampungan, dengan asumsi bahwa laju pembuangan air sebanding dengan volume air yang diambil. *Where PDAM networks are unavailable, groundwater wells serve as the primary clean water source. To mitigate operational impacts, ITDC integrates responsible water management into its environmental commitments by driving efficiency across sanitation, public facilities, and landscape irrigation, alongside recycling tenant wastewater for irrigation. As a key indicator, ITDC monitors extraction volumes based on storage tank capacity, assuming discharge rates correlate with extraction.*

Topik Material *Material Topic*	Indeks Pengungkapan *Disclosure Index*			Manajemen Topik Material *Material Topic Management*
	SEOJK	GRI	SASB	
Pengembangan SDM *Human Capital Development*	F.17 – F.22	401, 402, 404		ITDC memandang sumber daya manusia sebagai aset paling berharga dalam mewujudkan pariwisata berkelanjutan jangka panjang - kualitas, keterampilan, dan kompetensi karyawan menjadi kunci keberhasilan inovasi serta transformasi perusahaan. Komitmen ini diwujudkan melalui penyediaan kerangka pelatihan dan pengembangan yang komprehensif, pengelolaan kinerja berbasis KPI individu, serta alokasi anggaran yang memadai. Perusahaan mengukur dampaknya melalui catatan partisipasi pelatihan, pencapaian KPI, dan survei keterlibatan karyawan untuk mengevaluasi rasa kepemilikan serta kebanggaan mereka terhadap ITDC. Saat ini, penyusunan standar jam pelatihan yang seragam per karyawan sedang direncanakan sebagai langkah perbaikan selanjutnya. Di samping itu, survei karyawan dilakukan secara berkala guna memastikan bahwa seluruh kebijakan SDM tetap berjalan beriringan dengan pengembangan karier yang non-diskriminatif dan inklusif. *ITDC regards human resources as its most vital asset for fostering long-term sustainable tourism, recognizing that employee quality, skills, and competencies are pivotal to driving corporate innovation and transformation. This commitment is institutionalized through a comprehensive training and development framework, individual KPI-driven performance management, and robust budget allocation. The company evaluates its performance using training metrics, KPI achievements, and employee engagement surveys to gauge personnel ownership and organizational pride. As a continuous improvement initiative, ITDC is currently establishing a standardized minimum of training hours per employee. Additionally, periodic workplace assessments ensure that human resource policies consistently promote non-discriminatory, equitable, and inclusive career advancement.*
Keterlibatan Komunitas *Community Engagement*	F.23	411, 413		Sebagai perusahaan yang beroperasi di tengah lingkungan masyarakat, ITDC berkomitmen untuk memberikan kontribusi nyata dalam meningkatkan kualitas hidup serta perekonomian lokal. Perusahaan juga menyadari adanya dampak dari aktivitas operasional yang harus dikelola. Guna menyikapi hal tersebut, ITDC mengimplementasikan berbagai Program Tanggung Jawab Sosial dan Lingkungan (TJSL), yang mencakup pemberian pelatihan, bantuan fisik maupun non-fisik, pemberdayaan UMKM, hingga pelaksanaan gerakan wisata bersih. Keberhasilan serta dampak dari inisiatif ini dievaluasi secara berkala melalui pengukuran SROI dan perhitungan jumlah penerima manfaat, dengan target terukur yang telah ditetapkan pada sebagian program. Sepanjang tahun, masyarakat, UMKM, dan komunitas setempat dilibatkan secara aktif dan rutin. Partisipasi ini menjadi landasan dalam menentukan arah kebijakan sekaligus mengukur tingkat keberhasilan pelaksanaan program. *Operating within local communities, ITDC is committed to enhancing the quality of life and the regional economy while managing its operational impacts. To fulfill this commitment, ITDC implements robust Corporate Social and Environmental Responsibility (TJSL) programs, encompassing capacity building, physical and non-physical assistance, MSME empowerment, and clean tourism campaigns. The success and impact of these initiatives are systematically evaluated through Social Return on Investment (SROI) metrics and beneficiary tracking, with measurable targets set for key programs. Local communities, MSMEs, and residents are actively engaged throughout the year, ensuring their participation guides policy direction and serves as a benchmark for program efficacy.*
Keanekaragaman Hayati *Biodiversity*	F.9, F.10	101		Keindahan yang menjadi daya tarik kawasan ITDC bersumber dari ekosistem dengan nilai konservasi tinggi. Posisi kawasan yang berbatasan langsung dengan ekosistem ini berarti pengembangan kawasan harus dikelola dengan sebaik mungkin. ITDC melakukan pengelolaan sesuai regulasi yang berlaku, mengacu pada dokumen AMDAL dan RKL-RPL. Setiap kegiatan dipandu oleh hierarki mitigasi: menghindari, meminimalkan, memulihkan, dan memberikan kompensasi bila diperlukan. Komitmen ini diterjemahkan menjadi berbagai aksi konkret, seperti kajian kelayakan penanaman mangrove dan pelepasan tukik. ITDC memantau pelaksanaannya melalui RKL-RPL, dan pada tahun 2025 tidak menerima satu pun sanksi administratif atau denda terkait keanekaragaman hayati. Regulator lingkungan dan masyarakat setempat turut dilibatkan melalui proses AMDAL dan konsultasi, sebagai bagian dari upaya menjaga kekayaan hayati kawasan. *The appeal of ITDC's destinations is rooted in ecosystems of high conservation value. Given that our operational areas are adjacent to these ecosystems, we are committed to responsible development and management. ITDC conducts operations in full compliance with regulations, guided by Environmental Impact Assessment (AMDAL) and Environmental Management and Monitoring Plan (RKL-RPL) documents. All activities strictly follow the mitigation hierarchy: avoid, minimize, restore, and compensate where necessary. This commitment is translated into concrete actions, such as feasibility studies for mangrove planting and sea turtle release programs. We monitor compliance through our RKL-RPL framework; in 2025, ITDC maintained a clean record with no administrative sanctions or fines related to biodiversity. Furthermore, we actively involve environmental regulators and local communities through the AMDAL process and ongoing consultations to safeguard our region's rich biodiversity.*
Keselamatan dan Kesehatan Kerja (K3) *Occupational Health and Safety*	F.21	403		ITDC memandang keselamatan dan kesehatan kerja sebagai bagian yang tak terpisahkan dari operasional yang bertanggung jawab, mengingat risiko yang melekat pada lingkungan dan aktivitas kerja yang dikelola. Pada 2025, pengelolaan K3 dilakukan melalui pembentukan tim P2K3, peningkatan kapasitas karyawan, penyediaan kotak P3K dan alat pelindung diri, serta pengaturan ventilasi dan pencahayaan yang memadai. ITDC berkomitmen memperkuat sistem K3 dengan menyusun dokumen identifikasi bahaya dan penilaian risiko (HIRADC) sebagai fondasi penciptaan budaya keselamatan kerja. *ITDC views occupational safety and health as an integral part of responsible operations, given the risks inherent in the environment and the work activities it manages. By 2025, ITDC's K3 management was carried out by forming a P2K3 team, increasing employee capacity, providing P3K boxes and personal protective equipment, as well as adequate ventilation and lighting arrangements. ITDC is committed to strengthening its K3 system by preparing hazard identification and risk assessment (HIRADC) documents as the foundation for creating a culture of occupational safety.*
Etika Bisnis dan Tata Kelola *Business Ethics & Governance*	E.3	2-15, 2-23, 2-26, 205, 415		ITDC memahami bahwa integritas dalam menjalankan etika dan tata kelola harus dijaga bersama di setiap hubungan bisnis. Komitmen ini dituangkan dalam Pedoman Etika Perusahaan (Code of Conduct) dan Pedoman Penanganan bersama kebijakan penolakan korupsi, kolusi, dan nepotisme melalui kebijakan 4 No's. ITDC melakukan pengawasan dengan menjalankan sistem Whistleblowing yang melindungi pelapor dan berfungsi sebagai early warning, didukung sosialisasi kebijakan. Tata kelola ITDC kemudian dinilai setiap tahun oleh Internal Audit dan diberikan skor Risk Maturity Index dari BPKP. *ITDC understands that integrity in ethics and governance must be maintained along with every business relationship. This commitment is outlined in the Code of Conduct and Handling Guidelines, together with the policy of rejecting corruption, collusion, and nepotism through the 4 No's policy. ITDC conducts oversight by running a whistleblowing system that protects whistleblowers and functions as an early warning, supported by policy socialization. ITDC's governance is then assessed annually by Internal Audit and receives a Risk Maturity Index score from BPKP.*

Topik Material *Material Topic*	Indeks Pengungkapan *Disclosure Index*			Manajemen Topik Material *Material Topic Management*
	SEOJK	GRI	SASB	
Produk dan Layanan Berkelanjutan *Sustainable Product & Services*				Sebagai respons terhadap potensi dampak lingkungan dari pengembangan kawasan dan pariwisata, ITDC berkomitmen mengintegrasikan prinsip keberlanjutan yang selaras dengan Global Sustainable Tourism Council (GSTC). Komitmen ini diwujudkan lewat penerapan konsep Green Building, yang mengutamakan penggunaan material konstruksi beremisi rendah, bahan daur ulang, serta bahan lokal, di samping meminimalkan penggunaan kertas dan plastik sekali pakai dalam operasional.ITDC memantau kemajuannya melalui cakupan bangunan yang menerapkan konsep ini dan upaya pengurangan material sekali pakai. Target sertifikasi resmi belum ditetapkan, penerapan prinsip-prinsip ini senantiasa menjadi salah satu prioritas utama Perusahaan. *In response to the potential environmental impacts of regional development and tourism, ITDC is committed to integrating sustainability principles aligned with the Global Sustainable Tourism Council (GSTC). This commitment is realized through the implementation of Green Building concepts, prioritizing the use of low-emission construction materials, recycled materials, and local resources, while minimizing the use of paper and single-use plastics in operations. ITDC monitors progress through the coverage of buildings implementing these concepts and efforts to reduce single-use materials. Although official certification targets have not yet been established, the application of these principles remains one of the Company's top priorities*
Ketenagakerjaan & Non-Diskriminasi *Employment & Non-Discrimination*	F.18, F.19	2-30, 401, 402, 405, 406, 407, 408, 409, 410,		ITDC berkomitmen menciptakan lingkungan kerja yang harmonis dengan penghormatan terhadap hak asasi manusia dan kebebasan berserikat, tanpa diskriminasi. Komitmen ini dituangkan dalam Perjanjian Kerja Bersama (PKB) antara manajemen dan serikat pekerja, serta penerapan keberagaman, kesetaraan, dan inklusi dengan memastikan karyawan penyandang disabilitas memperoleh akses yang setara. ITDC memantau komposisi keberagaman, jumlah karyawan disabilitas, tingkat perputaran karyawan yang tercatat 4,41% pada 2025, serta pemenuhan PKB, dengan target nihil kasus diskriminasi. Untuk memastikan setiap kebijakan berjalan lancar dan tetap relevan, karyawan dapat menyampaikan pendapat melalui berbagai kanal komunikasi yang disediakan. *ITDC is committed to creating a harmonious work environment with respect for human rights and freedom of association, free from discrimination. This commitment is set out in the Collective Bargaining Agreement (PKB) between management and trade unions, alongside the implementation of diversity, equity, and inclusion by ensuring employees with disabilities have equal access. ITDC monitors workforce diversity, the number of employees with disabilities, the employee turnover rate recorded at 4.41% in 2025, and PKB compliance, with a zero-target for discrimination cases. To keep every policy running smoothly and staying relevant, employees can share feedback through various communication channels provided.*
Manajemen Rantai Pasok *Supply Chain Management*		204, 308, 414		Dalam upaya memberikan dampak positif yang signifikan bagi perekonomian lokal dan industri nasional, ITDC menerapkan Standar Operasional Prosedur (SOP) Implementasi Tingkat Komponen Dalam Negeri (TKDN). Melalui kebijakan ini, perusahaan memprioritaskan penggunaan produk dan jasa domestik dalam setiap proses pengadaan, serta memberikan keberpihakan kepada pemasok lokal dan usaha mikro-kecil. Komitmen tersebut diperkuat dengan pelaksanaan program pendampingan bagi mitra binaan maupun penyaluran dana PUMK bagi UMKM, menciptakan rantai pasok yang berfungsi sebagai kemitraan yang tumbuh berkelanjutan. Untuk memastikan efektivitasnya, pengawasan dilakukan secara berkala dilihat dari porsi dan nilai pengadaan dalam negeri, jumlah pemasok serta badan usaha yang dilibatkan, dan realisasi penyaluran dana PUMK. *To generate a significant positive impact on the local economy and national industry, ITDC implements Standard Operating Procedures (SOP) for the Implementation of Domestic Component Levels (TKDN). Through this policy, the company prioritizes the use of domestic products and services in every procurement process and supports local suppliers and micro and small enterprises. This commitment is strengthened by providing mentoring programs for fostered partners and distributing PUMK funds to MSMEs, creating a supply chain that functions as a sustainable partnership. To ensure its effectiveness, oversight is conducted periodically by monitoring the proportion and value of domestic procurement, the number of suppliers and business entities involved, and the realization of PUMK fund distribution.*
Privasi & Keamanan Data *Data Privacy & Security*	F.27	418		ITDC berkomitmen untuk mengelola potensi risiko terkait penyalahgunaan atau kebocoran informasi pribadi pelanggan dan tenant yang muncul dari aktivitas operasional Perusahaan. Dalam mewujudkan tata kelola yang aman, ITDC telah membentuk Komite Pengarah Teknologi Informasi (KPTI) sejak tahun 2024. Keberadaan komite ini berfungsi mengintegrasikan inovasi teknologi dan efisiensi operasional dengan aspek keamanan informasi dalam implementasi strategi TI ITDC. Sebagai fungsi pengawasan, KPTI secara konsisten memantau tata kelola keamanan informasi dengan indikator kinerja utama berupa pencapaian target nihil insiden kebocoran data. *ITDC is committed to managing potential risks related to the misuse or leakage of personal information of customers and tenants arising from the Company's operational activities. To realize secure governance, ITDC has established an Information Technology Steering Committee (KPTI) since 2024. This committee functions to integrate technological innovation and operational efficiency with information security aspects in the implementation of ITDC's IT strategy. As an oversight function, KPTI consistently monitors information security governance with key performance indicators aimed at achieving a target of zero data leakage incidents.*
Limbah *Waste*	F.5, F.13 – F.16	306		Sebagai wujud integrasi prinsip keberlanjutan ke dalam aspek operasional, ITDC memperhatikan pengelolaan limbah yang dihasilkan dari aktivitas penyelenggaraan serta pengembangan kawasan. Topik ini menjadi dampak potensial yang perlu diperhatikan dibandingkan tahun 2024, seiring semakin berkembangnya skala penyelenggaraan acara dan kegiatan kawasan yang turut meningkatkan volume limbah yang dihasilkan. Menanggapi hal ini, ITDC telah menetapkan berbagai inisiatif pengendalian dampak limbah, sehingga potensi risiko yang muncul dari penggunaan material yang berdampak negatif — seperti kertas dan plastik sekali pakai — dapat dikelola secara terarah. Perusahaan berkomitmen meminimalkan penggunaan material yang berpotensi merusak lingkungan, dengan memastikan efektivitasnya, pengawasan dilakukan secara berkala melalui pemantauan volume limbah dan metode pengelolaan, berkolaborasi dengan regulator lingkungan serta para tenant untuk turut menerapkan praktik bisnis yang bertanggung jawab. Sepanjang tahun 2025, sejumlah program dan inisiatif pengelolaan limbah dijalankan, di antaranya adalah dengan kerja sama bersama komunitas lokal untuk budidaya maggot Black Soldier Fly (BSF) dan program daur ulang seragam kerja (Uniform Recycling Program). *As part of integrating sustainability principles into its operational aspects, ITDC pays close attention to managing waste generated from its event and regional development activities. This topic has emerged as a potential impact compared to 2024, as the growing scale of events and area activities has contributed to increased waste volume. In response, ITDC has established various initiatives to control waste impact, enabling potential risks from the use of environmentally harmful materials — such as paper and single-use plastics — to be managed in a targeted manner. The Company is committed to minimizing the use of materials that could harm the environment. To ensure effectiveness, oversight is conducted periodically through waste volume monitoring and management method evaluation, in collaboration with environmental regulators and tenants to jointly implement responsible business practices. Throughout 2025, several waste management programs and initiatives were carried out, including collaboration with local communities on Black Soldier Fly (BSF) maggot cultivation and implementing the Uniform Recycling Program.*



Tata Kelola Keberlanjutan

Sustainability Governance

IN THIS SECTION:

30 Tata Kelola Keberlanjutan dan Iklim
Sustainability and Climate Governance

33 Nominasi, Evaluasi, dan Kompetensi Dewan
Board Nomination, Evaluation, and Competency

37 Etika Bisnis, Anti-Korupsi & Penyuapan, dan Whistleblowing
Business Ethics, Anti-Corruption and Bribery, and Whistleblowing

42 Manajemen Risiko
Risk Management

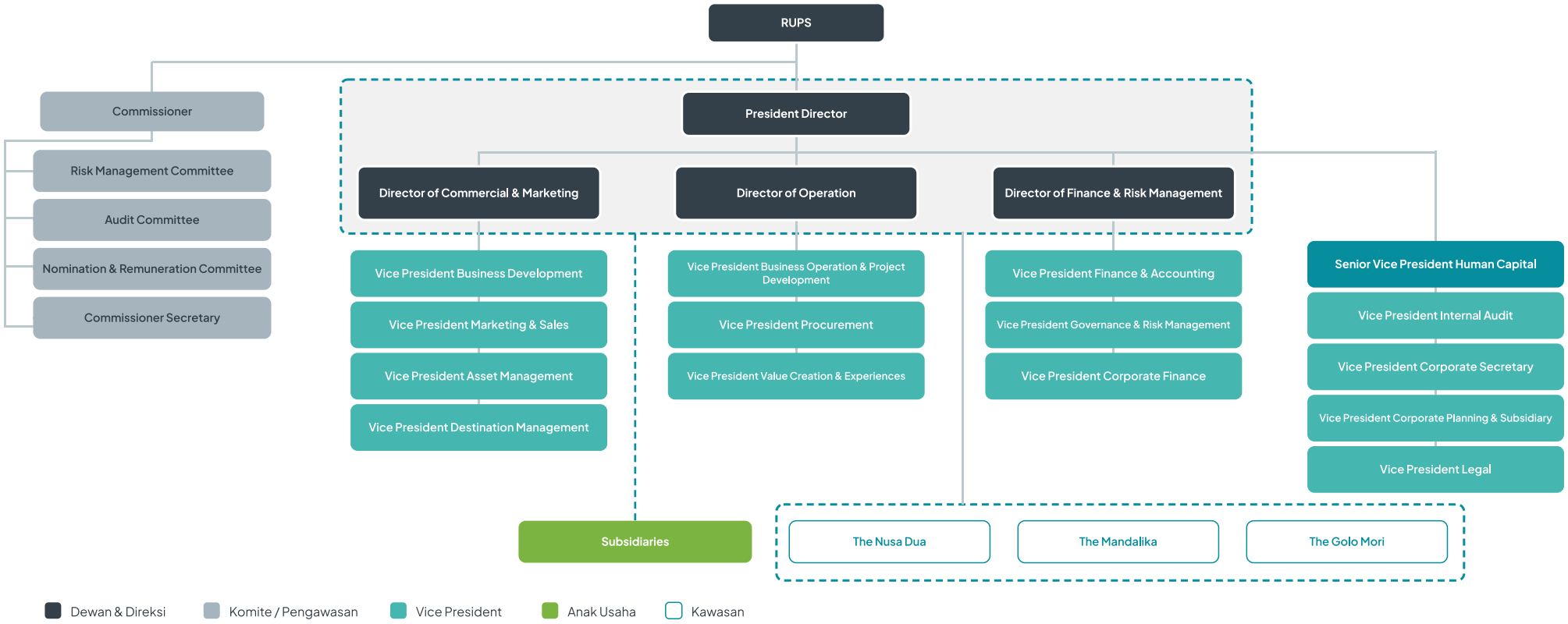
46 Privasi Data dan Keamanan Informasi
Data Privacy and Information Security

Tata Kelola Keberlanjutan dan Iklim [OJK E.1] [GRI 2-9]

Sustainability & Climate Governance

Sebagai pengembang dan pengelola kawasan pariwisata internasional, ITDC memegang kepercayaan besar untuk mengelola kekayaan pariwisata Indonesia. Penerapan Tata Kelola Perusahaan yang baik (Good Corporate Governance/GCG) menjadi fondasi utama untuk memastikan keberlangsungan bisnis dan penciptaan nilai bagi setiap pemangku kepentingan. ITDC meyakini bahwa implementasi GCG akan memberikan dampak positif terhadap kinerja, keunggulan kompetitif, citra good corporate, serta pertumbuhan berkelanjutan yang memberikan nilai tambah bagi pemangku kepentingan. Struktur organisasi ITDC telah disahkan melalui SK Direksi No. 075.5/SK/ITDC.01/X/2025 tanggal 30 Oktober 2025 tentang Struktur Organisasi PT Pengembangan Pariwisata Indonesia, yang dapat dilihat sebagai berikut:

As tourism destinations development and management company, ITDC holds great trust to manage Indonesia's tourism abundance. Good Corporate Governance (GCG) serves as the main foundation ensuring business continuity and value creation for every stakeholder. ITDC believes that implementing GCG will have a positive impact on performance, sustained competitive advantage, corporate image, and sustainable growth that delivers added value to stakeholders. ITDC's organizational structure has been ratified through Decree of the Board of Directors No. 075.5/SK/ITDC.01/X/2025 dated 30 October 2025, concerning the Organizational Structure of PT Pengembangan Pariwisata Indonesia, as shown below:





Terdapat tiga organ utama dalam tata kelola ITDC, yaitu:

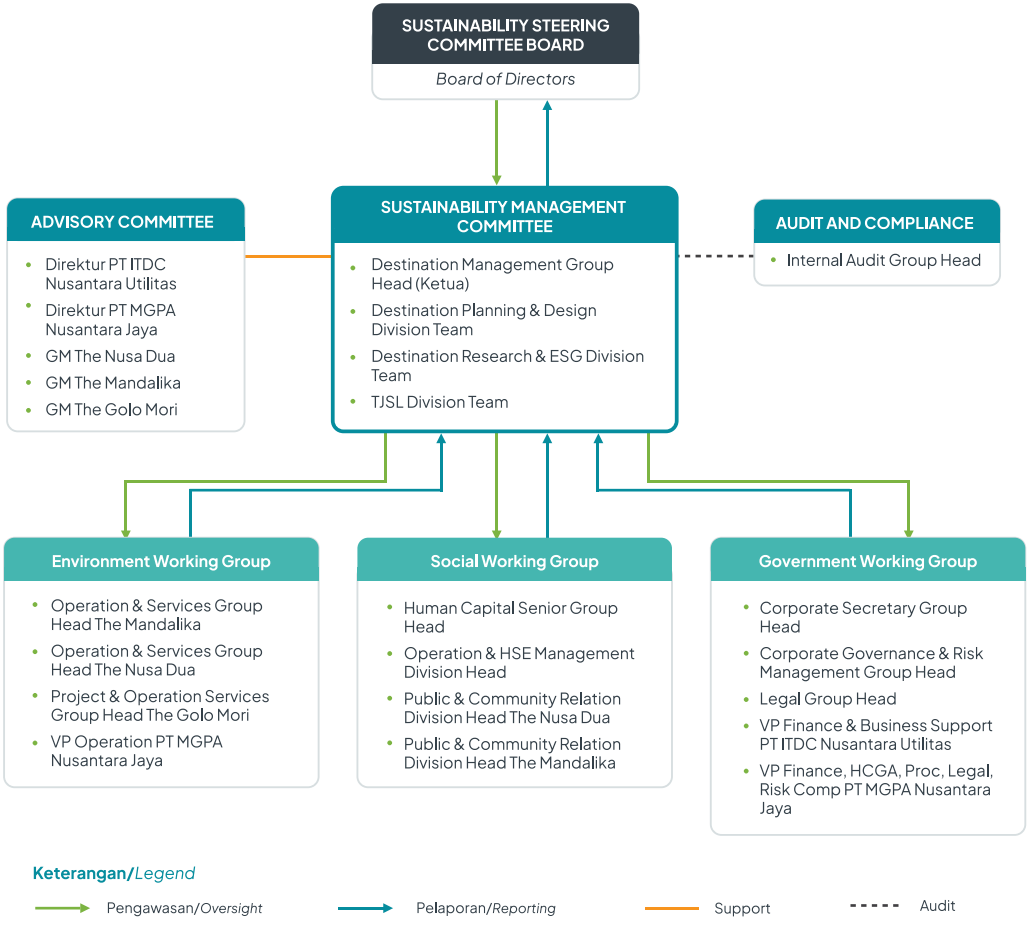
1. Rapat Umum Pemegang Saham (RUPS), sebagai organ tertinggi Perusahaan yang memegang kewenangan utama, termasuk penetapan arah strategis dan pengambilan keputusan penting yang tidak didelegasikan kepada Direksi maupun Dewan Komisaris [GRI 2–11].
2. Direksi, sebagai organ yang bertanggung jawab atas pengelolaan dan pengurusan operasional Perusahaan sehari-hari. Bersama jajaran eksekutif, Direksi berperan dalam merumuskan, menyetujui, dan meninjau kembali pernyataan tujuan, nilai, serta misi Perusahaan, termasuk integrasi keberlanjutan dan Laporan Keberlanjutan Perusahaan. Peninjauan atas efektivitas proses organisasi, manajemen sistem risiko, dan penerapan prinsip GCG dilakukan minimal satu kali dalam setahun [GRI 2–12, 2–14].
3. Dewan Komisaris, sebagai organ pengawas yang memiliki tugas dan tanggung jawab utama untuk mengawasi kebijakan pengelolaan serta jalannya operasional Perusahaan yang dilaksanakan oleh Direksi, serta memberikan nasihat kepada Direksi apabila diperlukan.

Anggota Tata kelola ITDC memahami bahwa isu perubahan iklim membawa dampak yang signifikan bagi para stakeholder. Dampak fisik dari perubahan iklim ini berpotensi mengganggu stabilitas ekosistem, menggeser keragaman hayati, serta memicu dampak-dampak lanjutan yang berujung pada terpengaruhnya wilayah operasional sekaligus pemangku kepentingan Perusahaan. Untuk menyikapi risiko-risiko tersebut, ITDC mengesahkan pembentukan Komite Keberlanjutan yang didasarkan pada SK No. 076/SK/ITDC.01/XI/2025 tertanggal 13 November 2025, yang mengatur tentang Pembentukan Komite dan Penetapan Komitmen Keberlanjutan ITDC Group.

There are three main organs in ITDC governance, which is:

1. *The General Meeting of Shareholders (GMS), as the highest organ of the Company holding the main authority, including setting the strategic direction and making major decisions that are not delegated to the Board of Directors or the Board of Commissioners [GRI 2–11].*
2. *The Board of Directors, responsible for the management and day-to-day operations of the Company. Together with the executive board, the Board of Directors plays a role in formulating, approving, and reviewing the Company's statement of goals, values, and mission, including the integration of sustainability and the Sustainability Report. A review of the effectiveness of organizational processes, risk system management, and the application of GCG principles is carried out at least once a year [GRI 2–12, 2–14].*
3. *The Board of Commissioners, as a supervisory body with the main duties and responsibilities of overseeing the Company's management policies and operations carried out by the Board of Directors, as well as providing advice to the Board of Directors when necessary.*

ITDC governance members recognizes the significant impact of climate change on stakeholders. These physical impacts pose risks to ecosystem stability and biodiversity, and can trigger cascading effects that affect the company's operational areas and stakeholders. To address these risks, ITDC established a Sustainability Committee via Decree No. 076/SK/ITDC.01/XI/2025, dated November 13, 2025, which formalizes the committee's structure and the ITDC Group's sustainability commitments.



Sustainability Steering Committee Board [GRI 2-12, 2-13, 2-24] [OJK E.1]

Unit *Unit*	Tanggung Jawab dan Peran Utama *Responsibilities and Main Function*	Frekuensi Pelaporan *Reporting Frequency*
Dewan Komite Pengarah Keberlanjutan *Sustainability Steering Committee Board*	Menyetujui dan mengawasi implementasi kebijakan, strategi, peta jalan, dan kerangka kerja keberlanjutan; memantau risiko dan peluang keberlanjutan; dan mengevaluasi kinerja Komite *Approves and oversees implementation of sustainability policies, strategy, roadmap, and framework; monitors sustainability risks and opportunities; and evaluating the performance of Sustainability Management Committee.*	Melapor kepada Dewan Komisaris ≥ 1×/tahun *Reports to the Board of Commissioners ≥ 1×/year*
Komite Manajemen Keberlanjutan *Sustainability Management Committee*	Merumuskan kebijakan, strategi, peta jalan, dan kerangka kerja keberlanjutan; merumuskan, menetapkan, dan mengevaluasi pencapaian target KPI; meninjau dan memberi rekomendasi atas risiko, peluang, serta isu signifikan keberlanjutan; memberikan arahan strategis kepada pejabat setingkat BOD-1 dan Direksi Anak Usaha; memastikan keselarasan program Working Group dengan kerangka kerja yang disepakati; mengoordinasikan rapat antar-Working Group; dan menjalankan fungsi Komite TJSL BUMN sesuai Peraturan Menteri BUMN Nomor PER-06/MBU/09/2022, Pasal 24 *Formulates sustainability policies, strategies, roadmaps, and frameworks; creating, sets, and evaluate the KPI targets; reviews and recommends on risks, opportunities, and significant sustainability issues; provides strategic direction to BOD-1 officials and Directors of Subsidiaries; ensures Working Group programs are aligned with agreed frameworks; monitors and evaluates KPI achievements; coordinates inter-Working Group meetings; and performs the function of the SOE TJSL Committee under Minister of SOE Regulation No. PER-06/MBU/09/2022, Article 24*	Melapor tertulis kepada Steering Board setiap triwulan; mengadakan rapat koordinasi dengan Steering Board ≥ 1×/tahun dan antar-Working Group ≥ 2×/tahun *Submits written reports to the Steering Board on a quarterly basis; holds coordination meetings with the Steering Board ≥ 1×/year and among Working Groups ≥ 2×/year*
Komite Penasihat *Advisory Committee*	Memfasilitasi komunikasi antar-unit; mendukung monitoring, evaluasi, pelaporan program keberlanjutan, dan mendukung peningkatan pengetahuan keberlanjutan organisasi *Facilitates communication across units; supports the monitoring, evaluation, and reporting of sustainability programs; and supports the enhancement of organizational sustainability knowledge*	Sesuai kebutuhan *As required*
Audit dan Kepatuhan *Audit and Compliance*	Menjalankan audit internal, konsultasi, evaluasi, rekomendasi dan pengawasan independen atas program keberlanjutan serta menyusun laporan atas hasil audit keberlanjutan *Conducts internal audits, consultations, evaluations, recommendations, and independent oversight of sustainability programs, and prepares sustainability audit result reports.*	Melapor berkala kepada Steering Committee Board *Reports periodically to the Steering Board*
Kelompok Kerja (Lingkungan, Sosial, Tata Kelola) *Working Group (Environment, Social, Government)*	Menjalankan dan memantau program keberlanjutan beserta risikonya; merumuskan program, strategi, dan manajemen risiko berdasarkan arahan Komite; mendorong kolaborasi antar-unit dan penyelarasan anak perusahaan; dan memverifikasi keakuratan data. *Executing and monitoring focus-area sustainability programs and their risks; formulating programs, strategies, and risk management based on Committee directions; fostering inter-unit collaboration and subsidiary alignment; and verifying data accuracy.*	Melapor kepada Management Committee ≥ 1×/tahun *Reports to the Management Committee ≥ 1×/year*

ITDC Sustainability Pillars [GRI 2-23]

Environmental Performance

Bersamaan dengan pembentukan komite, ITDC menetapkan ITDC Group Sustainability Commitment yang mengacu pada prinsip Global Sustainable Tourism Council (GSTC) dan Tujuan Pembangunan Berkelanjutan (TPB). ITDC berkomitmen untuk menjadi perusahaan pengembang destinasi pariwisata kelas dunia dengan perwujudan terhadap empat pilar keberlanjutan, yaitu:

Alongside the establishment of the committee, ITDC also issued the ITDC Group Sustainability Commitment, which is guided by the principles of the Global Sustainable Tourism Council (GSTC) and the Sustainable Development Goals (SDGs). ITDC is committed to becoming a world-class tourism destination development company with the embodiment of the following four sustainability pillars:

Menjunjung Tinggi Tata Kelola Keberlanjutan Dalam Pengembangan dan Pengelolaan Kawasan Pariwisata

Upholding Sustainable Governance in the Development and Management of Tourism Destination

Menciptakan Manfaat Sosial dan Ekonomi bagi Masyarakat

Creating Social and Economic Benefits for Communities

Mengintegrasikan Pelestarian budaya dan Nilai Lokal dalam Pengembangan dan Pengelolaan Kawasan Pariwisata

Integrating Cultural Preservation and Local Values into Tourism Development and Management

Bertanggung Jawab terhadap Pengelolaan Lingkungan

Environmental Responsibility

Nominasi, Evaluasi, dan Kompetensi Dewan

Board Nomination, Evaluation, and Competency



Sebagai wujud penerapan tata kelola perusahaan yang baik (Good Corporate Governance/GCG), ITDC melaksanakan proses nominasi, pengembangan kompetensi, serta evaluasi kinerja bagi Dewan Komisaris dan Direksi. Pembahasan secara lebih rinci mengenai hal ini dipaparkan dalam Laporan Tahunan ITDC 2025 Bab 6 — Tata Kelola Perusahaan yang Baik.

As a commitment to Good Corporate Governance (GCG), ITDC implements structured processes for the nomination, competency development, and performance evaluation of its Board of Commissioners and Board of Directors. Further details regarding these processes are outlined in Chapter 6 of the ITDC 2025 Annual Report, "Good Corporate Governance".

Nominasi Dewan [GRI 2-10]

Board Nomination

Dewan Komisaris dan Direksi ITDC dipilih, diangkat, dan diberhentikan melalui Rapat Umum Pemegang Saham (RUPS). Hak inisiatif pengangkatan dan pemberhentian dalam RUPS dipegang oleh Pemegang Saham. Proses nominasi dan pengangkatan ini berpedoman pada ketentuan berikut:

Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas;

1. Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara
2. Keputusan Menteri BUMN selaku RUPS PT Pengembangan Pariwisata Indonesia:
   a. SK-18/MBU/01/2020 c. SK-319/MBU/10/2020
   b. SK-49/MBU/02/2020 d. SK-364/MBU/11/2020
3. Anggaran Dasar Perusahaan: Akta No. 52 tanggal 14 Agustus 2008 (Notaris Evi Susanti Panjaitan, SH., MA); perubahan terakhir Akta No. 02 tanggal 2 Juni 2023 (Notaris Desman, S.H., M.Hum).

Daftar nominasi diajukan oleh Dewan Komisaris dan selanjutnya disampaikan kepada RUPS untuk mendapat persetujuan. Anggota Direksi dipilih secara profesional dengan mempertimbangkan kualifikasi, integritas, kepemimpinan, rekam jejak, pengalaman, serta perilaku dan dedikasi terhadap negara dan Perusahaan.

ITDC selalu berpegang teguh pada prinsip integritas dan independensi yang harus dimiliki oleh setiap individu. Untuk mencegah konflik kepentingan, ITDC memiliki Pedoman Penanganan Benturan Kepentingan yang tertuang pada SK No.028/KEP/DIR/ITDC/XII/2020 yang berlaku untuk seluruh insan ITDC. Setiap insan ITDC dapat mengirimkan laporan benturan kepentingan melalui kanal whistleblowing system. Laporan yang diterima akan dilaporkan kepada pemangku kepentingan terkait dan disampaikan pada Direksi [GRI 2-15 , 2-16, 2-26].

The Board of Commissioners and Board of Directors of ITDC are selected, appointed, and dismissed through the General Meeting of Shareholders (GMS/RUPS). The right of initiative for appointment and dismissal in the GMS rests with the Shareholders. The nomination and appointment process is governed by the following provisions:

Law No. 40 of 2007 on Limited Liability Companies;

1. *Ministry of SOE Regulation No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;*
2. *Decisions of the Minister of SOE acting as GMS of PT Pengembangan Pariwisata Indonesia:*
   a. SK-18/MBU/01/2020 c. SK-319/MBU/10/2020
   b. SK-49/MBU/02/2020 d. SK-364/MBU/11/2020
3. *Articles of Association: Deed No. 52 dated 14 August 2008 (Notary Evi Susanti Panjaitan, SH., MA); latest amendment Deed No. 02 dated 2 June 2023 (Notary Desman, S.H., M.Hum.).*

The list of nominations is submitted by the Board of Commissioners and subsequently presented to the GMS for approval. Directors are appointed professionally, considering competency, expertise, integrity, leadership, track record, experience, as well as conduct and dedication to the nation and the Company.

ITDC always adheres to the principles of integrity and independence that every individual must have. To prevent conflicts of interest, ITDC has Guidelines for Handling Conflicts of Interest contained in Decree No.028/KEP/DIR/ITDC/XII/2020 which applies to all ITDC personnel. Every ITDC employee can submit a conflict-of-interest report through the whistleblowing system. The report received will be reported to the relevant stakeholders and submitted to the Board of Director [GRI 2-15, 2-16, 2-26].

Kompetensi Dewan [OJK E.2] [GRI 2-17]

Board Competency

Kompetensi yang memadai menjadi syarat bagi Dewan Komisaris dan Direksi ITDC dalam menjalankan fungsi pengawasan dan pengelolaan Perusahaan secara kolektif. Untuk menjaga hal ini, ITDC secara berkala mengikutsertakan anggota Dewan Komisaris dan Direksi dalam program pelatihan yang relevan sepanjang masa jabatan.

Adequate competency is a requirement for the Board of Commissioners and the Board of Directors of ITDC in performing their collective oversight and management functions. To ensure this, ITDC periodically includes members of the Board of Commissioners and Board of Directors in relevant training programs throughout their tenure.

Pendidikan dan Pelatihan Anggota Tata Kelola

Education and Training of Governance Member

Nama dan Jabatan *Name and Position*	Pendidikan dan Pelatihan *Education and Training*
Dewan Komisaris *Board of Commissioners*	
• **Irna Narulita** • **Juharson Estrella Sihasale / Ari Sihasale** • **Ekos Albar** • **Faldo Maldini**	1. Pelatihan dan Sertifikasi Governance, Risk, Compliance, and Ethics (GRCE) *Training and Certification in Governance, Risk, Compliance, and Ethics (GRCE)* 2. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training*
• **Asnaedi**	1. Pelatihan dan Sertifikasi Qualified Risk Governance Professional (QRGP) *Training and Certification for Qualified Risk Governance Professional (QRGP)* 2. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training*
Direksi *Board of Directors*	
• **Ari Respati**	1. Pelatihan Manajemen Risiko *Risk Management Training* 2. Workshop Penataan Tanah The Nusa Dua *Land Management Workshop – The Nusa Dua* 3. Legal Workshop & General Meeting *Legal Workshop & General Meeting* 4. Workshop Sustainability Recharge (GSTC) *Sustainability Recharge Workshop (GSTC)* 5. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 6. Pelatihan Anti Korupsi *Anti-Corruption Training*
• **Ahmad Fajar**	1. Refreshment Manajemen Risiko Jenjang 7 *Risk Management Refresher Level 7* 2. Pelatihan dan Sertifikasi Certified Property Analyst (CPA) *Training and Certification for Certified Property Analyst (CPA)* 3. Workshop Sustainability Recharge (GSTC) *Sustainability Recharge Workshop (GSTC)* 4. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 5. Pelatihan Anti Korupsi *Anti-Corruption Training*
• **Febrina Mediana**	1. Pelatihan dan Sertifikasi Certified Property Analyst (CPA) *Training and Certification for Certified Property Analyst (CPA)* 2. Workshop Sustainability Recharge (GSTC) *Sustainability Recharge Workshop (GSTC)* 3. Pelatihan dan Sertifikasi Qualified Risk Governance Professional (QRGP) *Training and Certification for Qualified Risk Governance Professional (QRGP)* 4. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 5. Pelatihan Anti Korupsi *Anti-Corruption Training*
• **Troy Reza Warokka**	1. Pelatihan dan Sertifikasi Certified Property Analyst (CPA) *Training and Certification for Certified Property Analyst (CPA)* 2. Workshop Sustainability Recharge (GSTC) *Sustainability Recharge Workshop (GSTC)* 3. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 4. Pelatihan Anti Korupsi *Anti-Corruption Training*
Komite Audit *Audit Committee*	
• Taufik Hidayat • Dayan Hakim Natigor S.	1. Risk Awareness: Know Your Risk in the Workplace 2. National Anti-Fraud Conference 2025 3. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training*
Komite Remunerasi & Nominasi *Remuneration and Nomination Committee*	
• DR. Hj. Reny Halida I.M., SH., MH	1. Pelatihan dan Sertifikasi Qualified Risk Governance Professional (QRGP) *Training and Certification for Qualified Risk Governance Professional (QRGP)* 2. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training*
Komite Manajemen Risiko *Risk Management Committee*	
• Jonson Pakpahan	1. Risk Awareness: Know Your Risk in the Workplace 2. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 3. Pendidikan & Sertifikasi Jasa Investigasi *Investigation Services Education & Certification* 4. Risk Maturity Transformation: Building Resilience in a Volatile Landscape *Risk Maturity Transformation: Building Resilience in a Volatile Landscape* 5. Safeguarding Financial Integrity and Fraud: Controls & Ethics in a High-risk Environment
• Irfani Fithria Ummul • Muzayanah	1. Risk Awareness: Know Your Risk in the Workplace 2. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 3. Risk Governance Master Class Training & Certification CERG

Nama dan Jabatan *Name and Position*	Pendidikan dan Pelatihan *Education and Training*
Sekretaris Perusahaan *Corporate Secretary*	
• **I Gusti Ngurah Agung Dwipramana**	1. Workshop Ideation Hackathon ITDC *ITDC Ideation Hackathon Workshop* 2. Kelangsungan Bisnis di 2025: Pendekatan Risiko Hukum dan Manajemen Kepatuhan *Business Continuity in 2025: Legal Risk Approach and Compliance Management* 3. Sosialisasi Kebijakan FAGRC InJourney Group *FAGRC Policy Socialization – InJourney Group* 4. Speaking Skill Training 5. Workshop Financial Modeling by Danareksa *Financial Modeling Workshop by Danareksa* 6. Risk Awareness: Know Your Risk in the Workplace 7. Coaching for Performance Training 8. InJourney Signature Development Program for Senior Leaders
Kepala Audit Internal *Head of Internal Audit*	
• **Dinda Lopita Asa**	1. Sosialisasi Kebijakan FAGRC InJourney Group *FAGRC Policy Socialization – InJourney Group* 2. Risk Maturity Index 3. Indonesia Internal Audit Practitioner (IIAP) Certification 4. Speaking Skill Training 5. Risk Awareness: Know Your Risk in the Workplace 6. National Anti-Fraud Conference 2025 7. Coaching for Performance Training 8. Legal Workshop & General Meeting 9. National Conference – Audit for Tomorrow: Strategic, Future-Ready, Sustainable 10. Workshop Quality Assurance *Quality Assurance Workshop* 11. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training*



Evaluasi Dewan [GRI 2-18]

Board Evaluation

Penilaian terhadap kinerja Dewan Komisaris serta Direksi dilakukan berlandaskan evaluasi Good Corporate Governance (GCG) untuk tahun buku 2025. Proses ini dijalankan oleh Internal Audit Perusahaan dan ditinjau secara independen oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP). yang telah ditetapkan dalam Rapat Umum Pemegang Saham (RUPS) serta tertuang di Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025. Hasil pencapaian KPI ini diverifikasi oleh Kantor Akuntan Publik (KAP) dari hasil RUPS, yang kemudian dirangkum menjadi Laporan Hasil Evaluasi Kinerja (LHEK). Seiring dengan perubahan arah strategis Perusahaan pada tahun 2025, target KPI yang digunakan turut mengalami penyesuaian, sehingga tidak seluruh KPI pada tahun 2024 dapat diperbandingkan secara langsung dengan KPI tahun 2025 karena adanya perbedaan indikator yang digunakan.

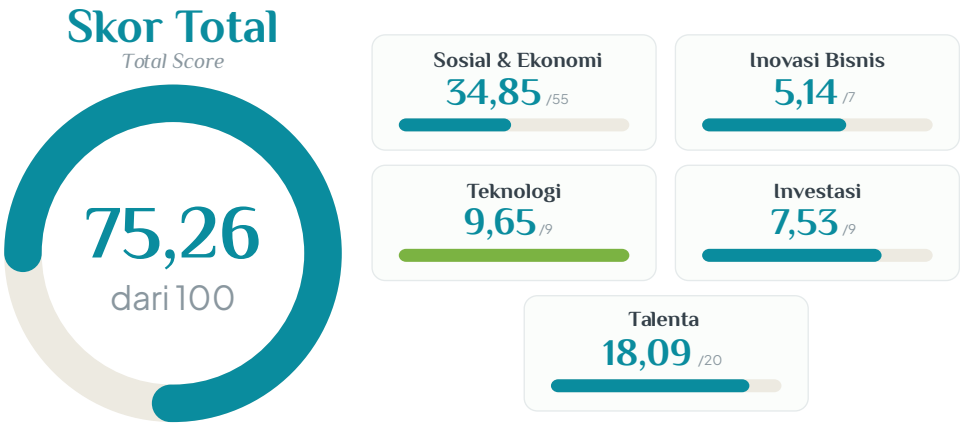
Informasi selengkapnya terkait pemberian remunerasi dapat diakses pada Laporan Tahunan ITDC Tahun Buku 2025 halaman 145–146 dan 285–288, yang memuat rincian kebijakan remunerasi, struktur kompensasi, serta mekanisme penetapan remunerasi bagi Dewan Komisaris, Direksi, dan Karyawan [GRI 2-19, 2-20].

The performance assessment of the Board of Commissioners and the Board of Directors is based on the 2025 Good Corporate Governance (GCG) evaluation. This process is conducted by the company's Internal Audit and independently reviewed by the Financial and Development Supervisory Agency (BPKP), as determined in the General Meeting of Shareholders (GMS) and outlined in the Company's 2025 Work Plan and Budget (RKAP). The achievement of these KPIs is verified by a Public Accounting Firm (KAP) selected by the GMS, which is then summarized into the Performance Evaluation Report (LHEK). In line with the Company's change in strategic direction in 2025, the KPI targets used were also adjusted accordingly; as a result, not all 2024 KPIs can be directly compared with 2025 KPIs due to differences in the indicators used.

Further information regarding remuneration can be accessed in the ITDC 2025 Annual Report, pages 145–146 and 285–288, which details the remuneration policy, compensation structure, and mechanisms for determining remuneration for the Board of Commissioners, Board of Directors, and employees [GRI 2-19, 2-20].

Penilaian Kinerja Dewan Komisaris dan Direksi

Performance Evaluation of the Board of Commissioners and Directors



Tabel Penilaian Kinerja Dewan Komisaris dan Direksi

Performance Evaluation Table for the Board of Commissioners and Board of Directors

No.	KPI	Satuan *Unit*	Target *Target*	Realisasi *Realization*	Capaian *Achievement*
A. Nilai Sosial & Ekonomi untuk Indonesia *Social & Economic Value for Indonesia*					
Finansial [OJK F.2] *Financial*					
1	Revenue *Revenue*	Rp (miliar) *IDR Billion*	3.341	875,16	26,19%
2	EBITDA *EBITDA*	Rp (miliar) *IDR Billion*	1.718	-(218,29)	-12,71%
3	Net Income *Net Income*	Rp (miliar) *IDR Billion*	1.230	-(737,05)	-59,92%
4	ROIC ≥ WACC	%	4,42	--14,28	-323,05%
5	Collaborative Annual Budget	Rp (miliar) *IDR Billion*	1.746	-(218,29)	-12,50%
6	Penyelesaian dan Penyampaian Laporan Keuangan Audit *Completion & Submission of Audited Financial Statements*	Tanggal *Date*	27 Maret 2025 *27 Maret 2025*	28 Februari 2025 *28 February 2025*	110,00%
7	Tingkat Kepatuhan Aturan Member dengan Aturan Holding *Member Compliance with Holding Regulations*	%	100,00	100,00	100,00%
Operasional *Operational*					
8	Skor Indeks Kepuasan Pelanggan *Customer Satisfaction Index Score*	(1–5)	4,50	4,43	98,44%
9	Peningkatan Jumlah LUDA Baru *Increase in New LUDA*	Jumlah *Number*	6,00	6,00	100,00%
10	Inisiatif Baru yang Berdampak pada Ekosistem Pariwisata *New Initiatives Impacting Tourism Ecosystem*	%	5,00	15,73	110,00%
Sosial *Social*					
11	Nilai SROI — Implementasi Program Pengembangan Masyarakat *SROI Value — Community Development Program*	Kali *Times*	2,00	4,06	110,00%
Sub-Total A			—	—	**34,85 / 55,00**
B. Inovasi Model Bisnis *Business Model Innovation*					
12	Tingkat Kekuatan Brand InJourney Tourism Development — Brand Health Index *InJourney Tourism Development Brand Strength — Brand Health Index*	%	11,00	4,00	36,36%
13	Penyelesaian Program Strategis di ITDC *Completion of ITDC Strategic Programs*	%	100,00	101,18	101,18%
Sub-Total B			—	—	**5,14 / 7,00**
C. Kepemimpinan Teknologi *Technology Leadership*					
14	Implementasi / Integrasi Arsitektur Teknologi InJourney Group Tahap I *Implementation / Integration of InJourney Group Tech Architecture Phase I*	%	100,00	105,00	105,00%
15	IT Maturity Level	(1–5)	3,20	3,21	110,00%
Sub-Total C			—	—	**9,65 / 9,00**
D. Peningkatan Investasi *Investment Enhancement*					
16	Realisasi KPI PMN *PMN KPI Realization*	%	100,00	95,91	95,91%
17	Realisasi Capex 2025 dan Penyerapannya *Capex 2025 Realization and Absorption*	%	75,00	51,28	68,37%
Sub-Total D			—	—	**7,53 / 9,00**
E. Pengembangan Talenta *Talent Development*					
18	Rasio Diversity dalam Nominated Talent *Diversity Ratio in Nominated Talent*	%	30,00	50,00	100,00%
19	Tingkat Produktivitas Pegawai *Employee Productivity Level*	%	100,00	36,31	36,31%
20	Implementasi Talent Mobility *Talent Mobility Implementation*	Orang *Person*	2,00	2,00	100,00%
21	Kualitas Data Pengurus & Talenta dalam Portal HC Kementerian BUMN *Quality of Management & Talent Data in SOE Ministry HC Portal*	%	100,00	100,00	100,00%
22	Implementasi ONE Human Capital System *ONE Human Capital System Implementation*	%	100,00	100,00	100,00%
Sub-Total E			—	—	**18,09 / 20,00**
TOTAL (A + B + C + D + E)					**75,26 / 100,00**



Etika Bisnis, Anti-Korupsi & Penyuapan, dan Whistleblowing

Business Ethics, Anti-Corruption and Bribery, and Whistleblowing

Etika Bisnis

Business Ethics

Komitmen ITDC dalam menerapkan etika dan integritas di seluruh aspek operasional dituangkan dalam Pedoman Etika Perusahaan (Code of Conduct/CoC) dan Pedoman Penanganan Benturan Kepentingan, sebagaimana ditetapkan dalam Keputusan Bersama Dewan Komisaris dan Direksi pada Maret 2025. CoC ITDC memuat prinsip-prinsip etika usaha dan tata perilaku yang wajib dijalankan oleh seluruh insan Perusahaan, mencakup:

- Etika bisnis dalam hubungan ITDC dengan pemegang saham, pelanggan, mitra usaha, pemerintah, media, masyarakat, dan pemangku kepentingan lainnya;
- Etika kerja dan tata perilaku, yaitu standar perilaku bagi Dewan Komisaris, Direksi, dan seluruh karyawan berdasarkan nilai-nilai dasar AKHLAK;
- Tata kelola, yaitu implementasi GCG dengan prinsip transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran.

ITDC's commitment to implementing ethics and integrity across all operational aspects is articulated in the Company Code of Conduct (CoC) and the Guidelines for Handling Conflicts of Interest, as established in the Joint Decision of the Board of Commissioners and the Board of Directors in March 2025. ITDC's CoC contains business ethics principles and codes of conduct that must be adhered to by all company personnel, including:

- *Business ethics in ITDC's relations with shareholders, customers, business partners, government, media, public, and other stakeholders;*
- *Work ethics and codes of conduct, which are the behavioral standards for the Board of Commissioners, Board of Directors, and all employees based on AKHLAK core values;*
- *Governance, which is the implementation of GCG with principles of transparency, accountability, responsibility, independence, and fairness.*

CoC ini juga menegaskan kebijakan ITDC terkait keterlibatan dalam aktivitas politik, yang mencakup:

1. Tidak ada pemaksaan terhadap hak politik individu karyawan.
2. Aset/dana perusahaan tidak boleh digunakan untuk kepentingan partai politik, kecuali diizinkan undang-undang.
3. Tidak ada diskriminasi atas perbedaan pandangan politik.
4. Simbol/atribut partai politik dilarang di lingkungan perusahaan.
5. Karyawan yang aktif berpolitik atau mencalonkan diri sebagai legislatif wajib mengundurkan diri sesuai ketentuan hukum.

Sejalan dengan kebijakan ini, sampai dengan akhir periode pelaporan, ITDC tidak memberikan kontribusi pada kampanye maupun kandidat politik lokal, regional, atau nasional, pada sumbangan amal dan sponsor, maupun pada asosiasi perdagangan atau asosiasi bebas pajak lainnya [GRI 415-1].

This CoC also affirms ITDC's policy regarding involvement in political activities, which includes:

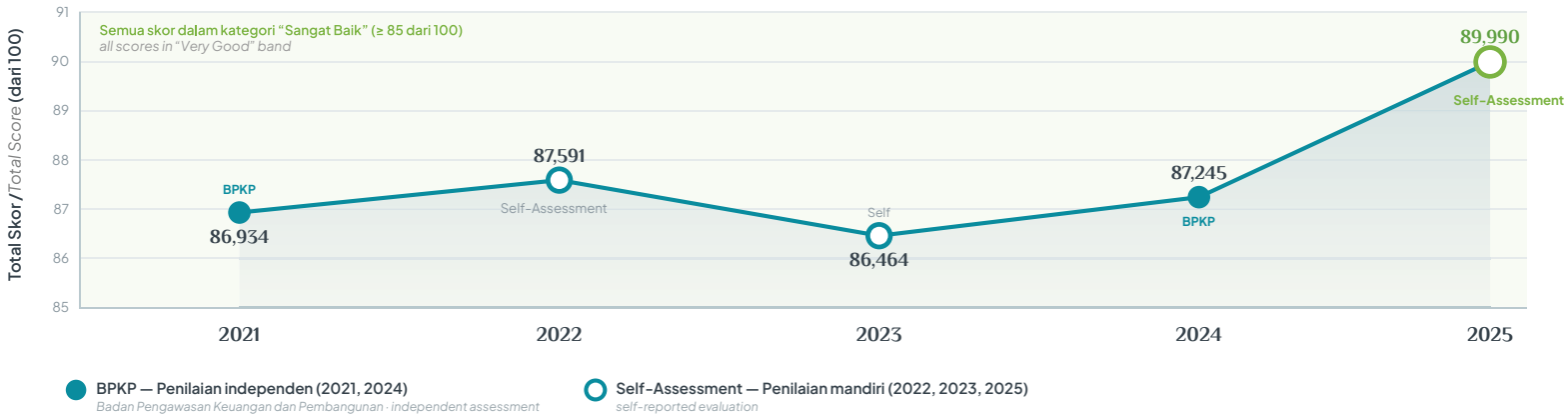
1. *There is no coercion on the individual political rights of employees.*
2. *The company's assets/funds may not be used for the benefit of political parties, unless permitted by law.*
3. *There is no discrimination based on differences of political views.*
4. *Political party symbols/attributes are prohibited within the company.*
5. *Politically active employee or voluntarily run for legislative office are required to resign in accordance to applicable regulations.*

In line with this policy, until the end of the reporting period ITDC did not make financial contributions to local, regional, or national political campaigns or candidates, to charitable donations and sponsorships, or to trade associations or other tax-exempt associations [GRI 415-1].

Sosialisasi CoC kepada seluruh karyawan dilakukan secara rutin melalui berbagai media internal, seperti email, buletin, situs web Perusahaan, dan sistem kepegawaian. Karyawan ITDC juga diwajibkan menandatangani Pakta Integritas untuk memastikan keberlanjutan komitmen terhadap pedoman etika Perusahaan. Konsistensi komitmen ITDC dalam menerapkan GCG tercermin dari skor penilaian GCG selama tiga tahun terakhir, sebagai berikut:

CoC socialization to all employees is carried out regularly through various internal media, such as emails, newsletters, the Company website, and the personnel system. ITDC employees are also required to sign an Integrity Pact to ensure the sustainability of commitment to the Company's ethical guidelines. ITDC's commitment to implementing GCG consistently is reflected in the GCG assessment score over the past three years, as follows:

Hasil Penilaian GCG
GCG Evaluation Result



Anti-Korupsi dan Penyuapan
Anti-Corruption and Bribery

ITDC menolak segala bentuk Korupsi, Kolusi, dan Nepotisme (KKN), dan memastikan setiap kebijakan maupun keputusan diambil secara objektif dan transparan, tanpa konflik kepentingan. Dewan Komisaris, Direksi, dan seluruh karyawan berkomitmen menerapkan prinsip profesionalisme dalam setiap tindakan, menghindari praktik yang tidak etis, serta menjaga nama baik Perusahaan. Penerapan ini berpedoman pada:

- UU No. 20/2001 - Pemberantasan Tindak Pidana Korupsi
- Peraturan Presiden No. 54/2018 - Strategi Nasional Pencegahan Korupsi
- Instruksi Presiden No. 10/2016 - Aksi Pencegahan & Pemberantasan Korupsi
- Peraturan KPK No. 2/2019 - Pelaporan Gratifikasi
- SK Bersama No. 11/KEP/DEKOM/XI/2024 & 053.1/SK/ITDC.01/XI/2024 - Kebijakan SMAP
- SK Bersama No. 06/KEP/DEKOM/III/2025 & 13/SK/ITDC.01/III/2025 - Code of Conduct & Benturan Kepentingan
- SK Bersama No. 07/KEP/DEKOM/III/2025 & 14/SK/ITDC.01/III/2025 — Pengendalian Gratifikasi

ITDC rejects all forms of Corruption, Collusion, and Nepotism (KKN), and ensures that every policy or decision is taken objectively and transparently, without conflicts of interest. The Board of Commissioners, the Board of Directors, and all employees are committed to applying the principles of professionalism in every action, avoiding unethical practices, and maintaining the good name of the Company. This application is guided by:

- *Law No. 20/2001 - Eradication of Corruption*
- *Presidential Reg. No. 54/2018 - National Anti-Corruption Strategy*
- *Presidential Instruction No. 10/2016 - Anti-Corruption Action*
- *KPK Regulation No. 2/2019 - Gratification Reporting*
- *Joint Decree No. 11/KEP/DEKOM/XI/2024 & 053.1/SK/ITDC.01/XI/2024 - SMAP Policy*
- *Joint Decree No. 06/KEP/DEKOM/III/2025 & 13/SK/ITDC.01/III/2025 - CoC & Conflict of Interest*
- *Joint Decree No. 07/KEP/DEKOM/III/2025 & 14/SK/ITDC.01/III/2025 - Gratification Control*

Komitmen ini diwujudkan melalui perancangan Sistem Manajemen Anti Penyuapan (SMAP) dengan Tim SMAP untuk pemantauan berkelanjutan. ITDC juga telah tersertifikasi SNI ISO 37001:2016. Setiap insan ITDC wajib mengidentifikasi, mengungkap, dan menghindari benturan kepentingan (Conflict of Interest/CoI). Laporan benturan kepentingan diterima melalui kanal Whistleblowing System (WBS) yang telah beroperasi sepanjang 2025 dan dapat diakses oleh pihak internal maupun eksternal melalui situs web ITDC. Sepanjang tahun 2025, ITDC belum melakukan penilaian operasional atas risiko korupsi pada lingkungan bisnis dan rantai operasional [GRI 205-1].

This commitment is realized through the design of an Anti-Bribery Management System (SMAP) with the SMAP Team for continuous monitoring. ITDC has also been certified SNI ISO 37001:2016. Every ITDC employee is obliged to identify, disclose, and avoid Conflict of Interest (CoI). Reports of conflicts of interest are received through the Whistleblowing System (WBS) channel which has been operating throughout 2025 and can be accessed by internal and external parties through the ITDC website. Throughout 2025, ITDC has not conducted an operational assessment of the risk of corruption in the business environment and operational chain [GRI 205-1].

The 4 No's

NO. 1
No Bribery
Tidak diperbolehkan adanya tindakan penyuapan dan pemerasan.
Bribery and extortion are strictly prohibited.

NO. 2
No Kickback
Tidak diperbolehkan pemberian atau penerimaan komisi maupun tanda terima kasih, dalam bentuk uang atau lainnya.
No commissions or tokens of gratitude, in money or any other form.

NO. 3
No Gift
Tidak diperbolehkan pemberian atau penerimaan hadiah maupun gratifikasi lainnya.
No giving or receiving gifts or other gratuities.

NO. 4
No Luxuries Hospitality
Tidak diperbolehkan penyambutan dan penjamuan yang berlebihan.
No excessive reception and entertainment.

Sebagai bentuk komitmen berkelanjutan dalam menegakkan prinsip tata kelola perusahaan yang bersih dan berintegritas, Perusahaan secara konsisten menyelenggarakan rangkaian sosialisasi, edukasi, serta pemeliharaan sistem manajemen anti-penyuapan sepanjang tahun 2025. Kegiatan tersebut ditujukan dan berlaku untuk setiap karyawan di setiap jenjang organisasi dan seluruh mitra bisnis perusahaan. Langkah ini ditujukan untuk memastikan seluruh elemen internal maupun mitra bisnis memahami dan menerapkan prinsip anti-korupsi serta Kebijakan 4 No's (No Bribery, No Kickback, No Gift, No Luxurious Hospitality). Adapun rincian data kuantitatif mengenai jumlah karyawan dan mitra bisnis yang menerima sosialisasi serta pelatihan tersebut tercantum secara lengkap pada Halaman [...] laporan ini.

As part of its ongoing commitment to upholding clean corporate governance and integrity, the Company consistently conducted a series of socialization, capacity building, and anti-bribery management maintenance activities throughout 2025. These activities are designed for and apply to every employee across all organizational levels and to all business partners of the company. This initiative aims to ensure that both internal stakeholders and business partners understand and implement anti-corruption principles as well as the 4 No's Policy (No Bribery, No Kickback, No Gift, No Luxurious Hospitality). Detailed quantitative data regarding the total number of employees and business partners who received this socialization and training is fully presented on Page [...] of this report.



Pelatihan & Sertifikasi dan Aktivitas terkait Kebijakan 4 No's [GRI 205-2]
Training & Certification, and Activities for the 4 No's Policy

Aktivitas dan Sertifikasi *Activity and Certificate*		Tanggal / Periode *Date / Period*	Hasil *Result*
Sertifikasi *Certificate*	Sertifikasi Ulang *Re-certification*	19–20 Februari 2024 *19–20 February 2024*	Sertifikasi diperpanjang *Renewed for 3-year cycle*
	Surveillance Audit I	25–26 November 2024 *25–26 November 2024*	Sertifikat No. G.05-ID0188-II-2024 (30 Jan 2025) — Dipertahankan *Certificate No. G.05-ID0188-II-2024 (30 Jan 2025) — Maintained*
	Surveillance Audit II	2025	SNI ISO 37001:2016— Dipertahankan *SNI ISO 37001:2016 — Maintained*
Aktivitas *Activity*	Kampanye Banner "4 No's" *"4 No's" Banner Campaign*	Sepanjang 2025 *Throughout 2025*	Pemasangan banner di Nusa Dua, Mandalika Golo Mori, dan Jakarta *Banner installation in Nusa Dua, Mandalika Golo Mori, and Jakarta*
	Sosialisasi SMAP via Email *SMAP Socialization via Email*	16 Desember 2025 *16 December 2025*	Kebijakan SMAP, WBS, Gratifikasi, Buku Saku *SMAP Policy, WBS, Gratification, Pocket Book*
	Sosialisasi SMAP via HRIS *SMAP Socialization via HRIS*	Sepanjang 2025 *Throughout 2025*	Prinsip '4 No's', kewajiban pelaporan *'4 No's' principles, reporting obligations*
	Sosialisasi SMAP kepada Vendors *SMAP Socialization Vendor*	3–4 Desember 2025 *3–4 December 2025*	SK SMAP & Buku Saku via email *SMAP Decree & Pocket Book via email*
	Publikasi Pedoman *Guidelines Publication*	Sepanjang 2025 *Throughout 2025*	Publikasi Pedoman Tata Kelola, SMAP, dan Etika Bisnis via Website ITDC *Publication for Governance, SMAP, and Business Ethics Guidelines via Website ITDC*

Whistleblowing System (WBS) [GRI 2-26]

ITDC menyediakan Whistleblowing System (WBS) sebagai mekanisme aman, transparan, dan rahasia bagi seluruh pemangku kepentingan dalam melaporkan dugaan penyimpangan atau aktivitas mencurigakan. Penyelenggaraan sistem ini berlandaskan SK Bersama No. 08/KEP/DEKOM/III/2025 & 15/SK/ITDC.01/III/2025 mengenai Pedoman Penyelenggaraan WBS. Berfungsi sebagai early warning system, WBS mendukung penegakan GCG yang efektif dengan berfokus pada tujuan-tujuan utama berikut:

- Menyediakan saluran aman bagi pelapor tanpa rasa takut akan pembalasan, serta menjamin perlindungan bagi pelapor;
- Mendeteksi dini (early warning) potensi pelanggaran di lingkungan Perusahaan;
- Mendukung fungsi audit internal dan memperkuat pengawasan Perusahaan.

ITDC provides a secure, transparent, and confidential Whistleblowing System (WBS) that allows all stakeholders to report suspected irregularities or suspicious activities. This system is governed by Joint Decree No. 08/KEP/DEKOM/III/2025 & 15/SK/ITDC.01/III/2025 concerning WBS Implementation Guidelines. Serving as an early warning mechanism, the WBS supports effective GCG enforcement by focusing on the following key objectives:

- *Providing a safe channel for reporters without fear of retaliation and will be protected.*
- *Early detection (early warning) of potential violations within the Company*
- *Supporting internal audit functions and strengthening corporate oversight*

Saluran Pelaporan *Reporting Channels*	**Jenis Pelanggaran** *Violation Types*	**Prinsip** *Principles*	**Tim** *Team*
1. Surat ke Komite Pengelola Pengaduan Pelanggaran *Letter to Whistleblowing Management Committee* • E-mail: whistle.blowing@itdc.co.id Atau / *or* • Kawasan Pariwisata Nusa Dua, P.O. BOX 3, Nusa Dua 80363, Bali 2. Portal WBS (InJourney Group): https://wbs.injourney.id/	Tindakan yang menimbulkan kerugian bagi perusahaan, termasuk namun tidak terbatas, yaitu: *Actions that may cause harm to the company, include but not limited to:* 1. Benturan Kepentingan/*Conflict of Interest* 2. Korupsi/Corruption 3. Kecurangan/Fraud 4. Pencurian atau Penggelapan/Theft or Embezzlement 5. Pelanggaran Pengadaan/*Procurement Violations* 6. Penyalahgunaan Jabatan/*Abuse of Authority* 7. Suap atau Gratifikasi/*Bribery or Gratification* 8. Pemerasan/*Extortion*	Keakuratan *Accuracy*	Pengawas – Komisaris Utama *Supervisor — President Commissioner*
		Komunikatif *Communicative*	Penanggung Jawab – Direktur Utama *Person in Charge — President Director*
		Kerahasiaan *Confidentiality*	Investigator 1. Pejabat satu tingkat di bawah BoD di Audit Internal *Officer one level below BoD in Internal Audit* 2. Tim Investigasi Ad-Hoc *Ad-Hoc investigation team*
		Itikad Baik *Good Faith*	Investigator Etik - Ethics Investigator 1. Pejabat satu tingkat di bawah BoD di Kepegawaian *Officer one level below BoD in Human Resources* 2. Komite Etik *Ethics Committee*
		Perlindungan *Accuracy*	Pengelola : Koordinator dan Verifikator *Administrator: Coordinator and Verifier* 1. Pejabat satu tingkat di bawah BoD di Kepatuhan *Officer one level below BoD in Compliance* 2. Karyawan dua tingkat di bawah BoD di Kepatuhan *Employees two levels below BoD in Compliance*
		Responsif *Responsiveness*	Pendukung - *Support* 1. Pejabat satu tingkat di bawah BoD di TI, Keuangan, SDM *Officer one level below BoD in IT, Finance, and HR*



ITDC menyadari adanya kemungkinan ketidakpatuhan terhadap hukum dan peraturan yang berlaku. Namun, melalui berbagai inisiatif pengelolaan risiko dan kepatuhan, Perusahaan berkomitmen untuk meminimalkan dan mencegah terjadinya pelanggaran tersebut. Identifikasi peristiwa ketidakpatuhan dilakukan melalui pemantauan rutin, audit internal, serta pelaporan dari unit-unit terkait, sehingga setiap indikasi pelanggaran dapat dikenali dan ditindaklanjuti secara tepat waktu.

Pada tahun 2025, tidak terdapat ketidakpatuhan terhadap hukum dan peraturan yang mengakibatkan denda maupun sanksi non-moneter bagi Perusahaan — mencakup kepatuhan dalam aspek Kesehatan dan Keselamatan Kerja (K3), keselamatan produk dan jasa, serta perlindungan konsumen. Selain itu, sampai dengan akhir periode pelaporan 2025, tidak ada laporan atau aduan terkait benturan kepentingan maupun isu kritis yang diterima Perusahaan (nol aduan), baik terkait isu korupsi, kolusi, nepotisme, gratifikasi, maupun isu lainnya. Maka hingga akhir periode pelaporan, tidak terdapat kasus yang menyebabkan pemberhentian atau sanksi hukum terhadap karyawan, maupun berujung pada pemutusan kontrak dengan mitra bisnis [GRI 205-3].

ITDC recognizes the possibility of non-compliance with applicable laws and regulations. However, through various risk management and compliance initiatives, the Company is committed to minimizing and preventing such breaches. Non-compliance events are identified through regular monitoring, internal audits, and reporting from relevant units, ensuring that any indication of violation can be recognized and acted upon in a timely manner.

In 2025, there was no non-compliance with laws and regulations resulting in fines or non-monetary sanctions for the Company — covering compliance in the areas of Occupational Health and Safety (K3), product and service safety, and consumer protection. Furthermore, as of the end of the 2025 reporting period, the Company received no reports or complaints related to conflicts of interest or critical issues (zero complaints), whether concerning corruption, collusion, nepotism, gratuities, or other issues. As of the end of the reporting period, there were no cases of corruption or bribery at ITDC that resulted in employee dismissal or legal sanctions, nor did any incidents lead to the termination of contracts with business partners. [GRI 205-3].

Jumlah Pelaporan Pelanggaran

Number of Whistleblowing Reports



Deskripsi *Description*	2025	2024	2023	2022
Jumlah pelaporan masuk *Number of reports received*	0	0	0	0
Jumlah pelaporan diinvestigasi *Number of reports investigated*	0	0	0	0
Jumlah pelaporan yang terkonfirmasi *Number of reports confirmed*	0	0	0	0
Jumlah pelaporan yang diberikan sanksi (denda atau pemutusan kerja) *Number of reports resulting in sanctions (fines or termination)*	0	0	0	0
Jumlah pelaporan yang tidak dilanjuti *Number of reports not followed up*	0	0	0	0

Manajemen Risiko [OJK E.3; E.5]

Risk Management

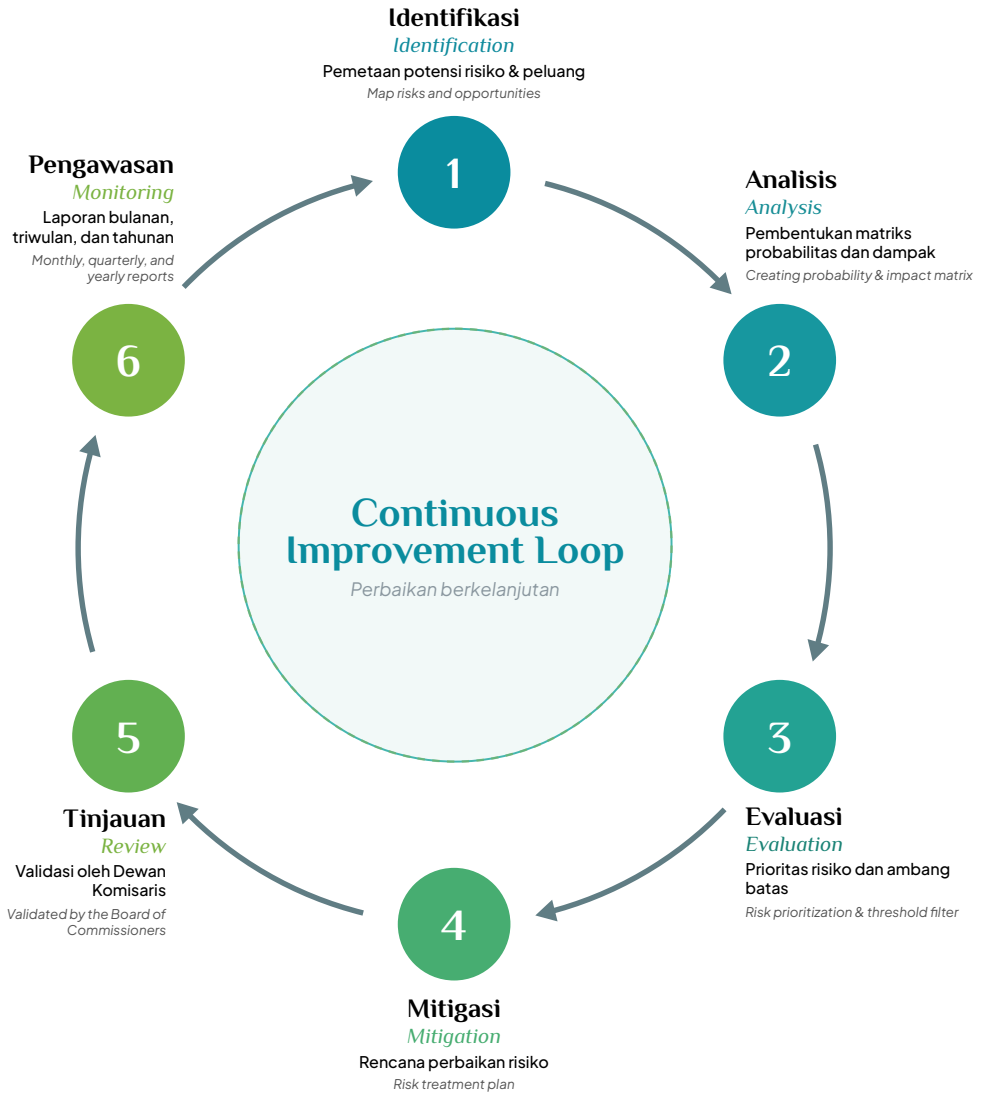
Dalam menjalankan mandat Kementerian BUMN yang tertuang dalam Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, ITDC menerapkan sistem manajemen risiko secara protektif, transparan, dan inklusif. Penerapan manajemen risiko ini dijalankan dengan berpedoman pada Dokumen Penerapan Pedoman Manajemen Risiko yang disahkan pada tahun 2024, yang juga selaras dengan standar internasional ISO 31000:2018.

In executing the mandate of the Ministry of State-Owned Enterprises (BUMN) as set forth in the Regulation of the Minister of BUMN No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of BUMN, ITDC applies a risk management system protectively, transparently, and inclusively. The implementation of this risk management is carried out by referring to the Risk Management Guidelines Implementation Document ratified in 2024, which is also aligned with the international standard ISO 31000:2018.



Siklus Analisis Risiko - ISO 31000:201

Risk Analysis Cycle - ISO 31000:201

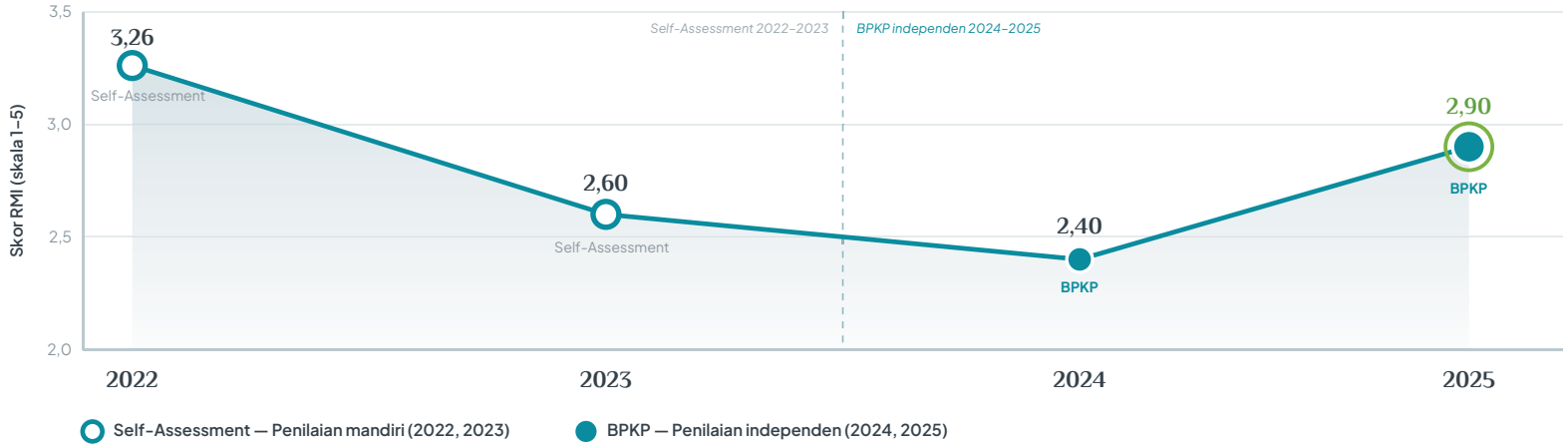


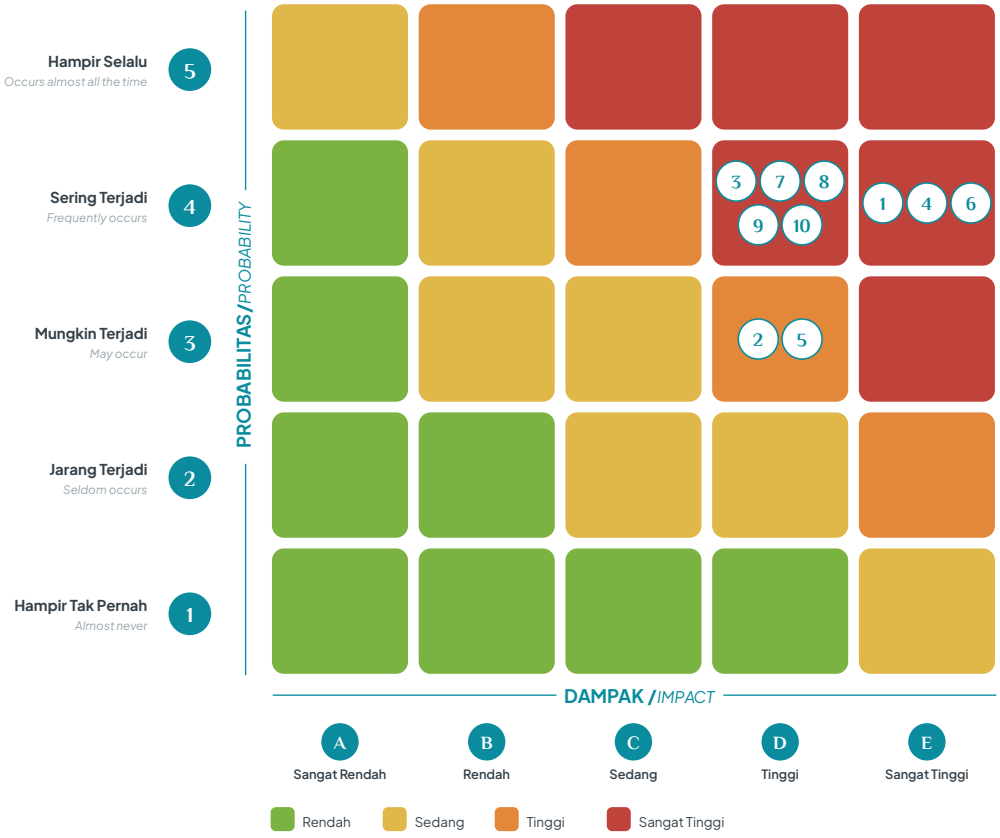
Skor Risk Maturity Index (RMI) ITDC

ITDC's Risk Maturity Index Score

ITDC secara berkala mengevaluasi dan menilai efektivitas sistem manajemen risikonya melalui mekanisme Risk Maturity Index (RMI) demi meningkatkan tata kelola risiko yang berkelanjutan. Penilaian untuk periode tahun 2022 dan 2023 dilaksanakan secara mandiri, dengan penyesuaian pada metode pengukuran yang diterapkan di tahun 2023. Sementara itu, penilaian untuk periode 2024–2025 dilakukan oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP).

To enhance sustainable risk governance, ITDC periodically evaluates and assesses the effectiveness of its risk management system using the Risk Maturity Index (RMI) mechanism. Assessments for the 2022 and 2023 periods were conducted internally, with adjustments made to the measurement methodology applied in 2023. Meanwhile, assessments for the 2024–2025 period were conducted by the Financial and Development Supervisory Agency (BPKP).





KETERANGAN NOMOR RISIKO

RISK NUMBER DESCRIPTION

1	R01	Penurunan pendapatan Perusahaan *Decline in the Company's revenue*	E4
2	R02	Peningkatan impairment atas land bank *Impairment of acquired land bank*	D3
3	R03	Ketidaktercapaian pengembalian investasi pinjaman *Return on loan-funded investment not met*	D4
4	R04	Gangguan arus kas atas beban event 2025 *Cash-flow disruption from 2025 events*	E4
5	R05	Penurunan minat investor property & realty *Decline in property/realty investor interest*	D3
6	R06	Kenaikan hutang, bunga & denda valas *FX debt, interest & penalty increase*	E4
7	R07	Pemasaran Lot terkendala penyelesaian perkara *Lot marketing constrained by legal cases*	D4
8	R08	Keterlambatan tindak lanjut temuan audit *Delay in audit-finding follow-up*	D4
9	R09	Terkendalanya proses M&A entitas *Constraints in entity M&A process*	D4
10	R10	Penurunan kinerja (rasio SDM vs beban kerja) *Performance decline (HR ratio vs workload)*	D4

Analisa Risiko Perusahaan dilakukan dengan mengidentifikasi potensi risiko yang dapat menghambat tercapainya sasaran organisasi, sekaligus menelaah berbagai peluang munculnya risiko yang mungkin dihadapi Perusahaan. Hasil analisa ini menjadi masukan bagi proses evaluasi, yang selanjutnya menjadi dasar pengambilan keputusan mengenai perlakuan terhadap risiko yang teridentifikasi.

The Company's Risk Analysis is conducted by identifying potential risks that could hinder the achievement of organizational goals, while also examining various opportunities for the emergence of risks that the Company may face. The results of this analysis serve as input for the evaluation process, which subsequently forms the basis for decision-making regarding the treatment of identified risks.

Penilaian Risiko ITDC

ITDC Risk Assessment

Peristiwa Risiko *Risk Event*	Dampak & Eksposur *Impact & Exposure*	Level Risiko *Risk Level*	Rencana Perlakuan Risiko *Risk Treatment Plan*
R01 **Penurunan pendapatan Perusahaan** *Decline in the Company's revenue*	Tidak tercapainya target pendapatan dan perolehan sponsor event *Failure to achieve revenue targets and event sponsorship*	E4	• Pemenuhan kajian pelepasan lahan terutama lahan produktif terhadap proyeksi pendapatan pengganti. *Completion of land-divestment studies, especially for productive land, against projected replacement revenue.* • Penetapan batasan luas dan kriteria lahan Nusa Dua yang dapat dilepas. *Setting limits on the area and criteria of Nusa Dua land that may be divested.* • Penetapan SK pedoman dan prosedur pelepasan lahan. *Issuance of a decree on land-divestment guidelines and procedures.*
R02 **Peningkatan nilai impairment atas perolehan land bank yang tidak optimal nilai kembalian investasinya** *Increase in the impairment value of acquired land bank with sub-optimal return on investment*	Peningkatan aset idle (tidak produktif) *Increase in idle (non-productive) assets*	D3	• Kerjasama pembangunan hotel di kawasan Golo Mori. *Cooperation on hotel development in the Golo Mori area.* • Peningkatan target kerjasama lahan Mandalika melalui skema bisnis baru. *Raising the Mandalika land-cooperation target through new business schemes.* • Kajian kelayakan atas pengajuan investasi baru, terutama untuk investasi dengan kembalian jangka panjang. *Feasibility studies on new investment proposals, especially long-return investments.* • Kajian pembelian lahan dalam bentuk Land Bank. *Studies on land purchases in the form of a Land Bank.*
R03 **Ketidaktercapaian pengembalian investasi yang diperoleh dari pinjaman** *Failure to achieve the return on investments funded by loans*	Keterlambatan pemasaran Kawasan Mandalika dan Golo Mori *Delay in the marketing of the Mandalika and Golo Mori areas*	D4	• Menetapkan proyeksi kebutuhan pengembalian pinjaman yang digunakan untuk investasi. *Setting projections for the loan-repayment needs used for investment.* • Monitoring percepatan penyelesaian proyek investasi dan kualitas pengerjaan secara berkala. *Periodically monitoring the acceleration of investment-project completion and work quality.* • Menetapkan threshold nilai kerjasama agar kebutuhan pengembalian pinjaman investasi dapat terpenuhi. *Setting a cooperation-value threshold so that investment-loan repayment needs can be met.* • Evaluasi Masterplan. *Masterplan evaluation.* • Inovasi strategi pemasaran. *Marketing strategy innovation.*
R04 **Gangguan arus kas atas beban biaya event tahun 2025** *Cash-flow disruption from the cost burden of 2025 events*	Tidak optimalnya pendapatan sponsorship dan pendanaan yang dapat berdampak pada tidak terselenggaranya penugasan event ITDC (MotoGP, Aquabike, F1H2O) *Sub-optimal sponsorship and funding revenue, which may result in ITDC's assigned events (MotoGP, Aquabike, F1H2O) not being held*	E4	• Penetapan target jumlah, waktu pemenuhan dan PIC penanggung jawab pemenuhan target sponsor. *Setting targets for the amount, fulfilment timing and responsible PIC for sponsor targets.* • Penetapan SOP sponsorship yang memuat ambang batas nilai kontraprestasi dan pihak penanggung jawab. *Establishing a sponsorship SOP covering counter-performance value thresholds and the responsible party.* • Monitoring capaian target; bila masuk kategori hati-hati, langsung dilakukan perlakuan risiko. *Monitoring target achievement; if it enters the 'caution' category, risk treatment is applied immediately.* • Pengajuan bantuan pembayaran hosting fee event Aquabike, F1H2O dan MotoGP ke InJourney, Kementerian BUMN dan Kemenparekraf. *Requesting hosting-fee payment assistance for the Aquabike, F1H2O and MotoGP events from InJourney, the Ministry of SOEs and the Ministry of Tourism.*
R05 **Penurunan minat investor property dan realty ITDC** *Decline in the interest of ITDC property and realty investors*	Penurunan nilai pendapatan tahun 2025 *Decline in revenue value in 2025*	D3	• Penetapan target peningkatan status kepemilikan lahan di kawasan. *Setting targets to improve land-ownership status in the area.* • Pengamanan asset. *Asset security.* • Negosiasi waktu perolehan status lahan dalam kesepakatan investasi awal *Negotiating the timing of land-status acquisition within the initial investment agreement* • Penawaran lokasi lain sesuai rencana pengembangan bisnis calon investor. *Offering alternative locations in line with prospective investors' business-development plans.* • Evaluasi masterplan dengan bantuan konsultan bisnis yang kredibel. *Masterplan evaluation with the help of a credible business consultant.* • Penetapan ambang batas nilai transaksi yang tetap menguntungkan Perusahaan. *Setting transaction-value thresholds that remain profitable for the Company.*
R06 **Peningkatan nilai hutang, suku bunga dan denda atas pinjaman dalam bentuk valuta asing** *Increase in the value of debt, interest rates and penalties on foreign-currency loans*	Peningkatan kerugian selisih kurs atas hutang AIIB dan hosting fee event MotoGP, Aquabike, F1H2O *Increase in exchange-rate losses on AIIB debt and the hosting fees of the MotoGP, Aquabike and F1H2O events*	E4	• Natural hedging (tabungan/deposito valas). *Natural hedging (foreign-currency savings/deposits).* • Pelunasan hutang valas (AIIB, hosting fee) *Repayment of foreign-currency debt (AIIB, hosting fee).* • Penetapan dan penagihan kompensasi dalam valuta asing. *Setting and collecting compensation in foreign currency.* • Penambahan sumber pendapatan baru dengan hitungan valas. *Adding new revenue sources denominated in foreign currency.* • Pelunasan hutang valas *Repayment of foreign-currency debt*

Peristiwa Risiko *Risk Event*	Dampak & Eksposur *Impact & Exposure*	Level Risiko *Risk Level*	Rencana Perlakuan Risiko *Risk Treatment Plan*
R07 **Terkendalanya pemasaran Lot yang masih dalam proses penyelesaian perkara** *Constraints on the marketing of Lots still undergoing legal-case settlement*	Potensi loss opportunity atas pemasaran lahan *Potential loss of land-marketing opportunities*	D4	• Pendampingan BPKP, Kuasa Hukum dan Kejaksaan RI dalam perlindungan hukum dan pemenuhan kepatuhan atas penyelesaian perkara bisnis Perusahaan. *Assistance from BPKP, legal counsel and the Attorney General's Office in legal protection and compliance for settling the Company's business cases.* • Monitoring berkala status perkara dan upaya penyelesaiannya. *Periodic monitoring of case status and settlement efforts.*
R08 **Keterlambatan pemenuhan perbaikan/tanggapan atas hasil notisi/temuan lembaga auditor internal maupun eksternal** *Delay in completing corrective actions/responses to the notices/ findings of internal and external audit bodies*	Temuan lanjutan atas keterlambatan pemenuhan Audit Closure *Further findings arising from delays in completing Audit Closure*	D4	• Pendampingan dan Pengawasan Internal Audit dan Corporate Governance dalam pemenuhan Kepatuhan Tindak Lanjut Audit Closure. *Assistance and Monitoring from Internal Audit and Corporate Governance in achieving compliance with Audit Closure follow-up.* • Penetapan perbaikan kepatuhan dalam bentuk risk-based audit dan audit-based risk. *Establishing compliance improvements through risk-based audit and audit-based risk.*
R09 **Terkendalanya proses M&A entitas Perusahaan** *Constraints in the M&A process of the Company's entities*	Pendapatan konsolidasi tidak tercapai setelah proses M&A *Consolidated revenue is not achieved after the M&A process*	D4	• Mengembangkan rencana integrasi yang mencakup semua area fungsional dan mengidentifikasi risiko, ketergantungan dan potensi penghambat. *Developing an integration plan covering all functional areas and identifying risks, dependencies and potential obstacles.* • Kajian perhitungan DCF. *DCF calculation studies.* • Pendampingan konsultan bisnis untuk proses M&A. *Business-consultant assistance for the M&A process.*
R10 **Tidak imbangnya rasio SDM dengan peningkatan beban kerja di Perusahaan (penambahan lingkup bisnis baru dan rangkap sebagai pelaksana event)** *Imbalance between the human-resources ratio and the rising workload at the Company (new business scope and dual roles as event organiser)*	Penurunan kinerja Perusahaan *Decline in the Company's performance*	D4	• Analisa beban kerja sebagai acuan dalam mapping pegawai per unit kerja. *Workload analysis as a reference for mapping employees per work unit.* • Survey kepuasan pegawai dan evaluasi lanjutan. *Employee-satisfaction surveys and follow-up evaluation.* • Perencanaan suksesi/talenta. *Succession/talent planning.* • Menjaga hubungan industrial. *Maintaining industrial relations.* • Efektivitas waktu penggunaan jam kerja. *Effective use of working hours.* • Monitoring dan evaluasi berkala efektivitas hasil analisa FTE. *Periodic monitoring and evaluation of FTE-analysis effectiveness.* • Penetapan rasio beban kerja tambahan dalam bentuk SK Tim untuk setiap pegawai. *Setting the ratio of additional workload through Team Decrees for each employee.*



Privasi Data dan Keamanan Informasi

Data Privacy and Information Security

Sebagai bagian dari upaya memperkuat tata kelola digital dan mendukung transformasi bisnis yang berkelanjutan, ITDC membentuk Komite Pengarah Teknologi Informasi (KPTI) sejak tahun 2024. KPTI bertugas memastikan tata kelola, strategi, dan implementasi TI berjalan secara terarah dan efektif, selaras dengan kebutuhan bisnis serta kebijakan Perusahaan — termasuk mengintegrasikan aspek keamanan informasi, efisiensi operasional, dan inovasi teknologi. Pembentukan KPTI telah mendapat persetujuan resmi dari Direksi, sebagaimana tertuang dalam Keputusan Direksi No. 036.3/SK/ITDC.01/IX/2024 tentang Komite Pengarah Teknologi Informasi.

As part of its efforts to strengthen digital governance and support sustainable business transformation, ITDC established the Information Technology Steering Committee (KPTI) in 2024. KPTI is tasked with ensuring that IT governance, strategy, and implementation run in a directed and effective manner, aligned with business needs and Company policies — including the integration of information security, operational efficiency, and technological innovation. The formation of KPTI received formal approval from the Board of Directors, as set out in Directors' Decree No. 036.3/SK/ITDC.01/IX/2024 concerning the Information Technology Steering Committee.

Keluhan terkait Privasi Pelanggan dan Kehilangan Data Pelanggan [GRI 418-1]

Complaints related to Customer Privacy and Loss of Customer Data

Kategori *Category*	2025	2024	2023	2022
Pengaduan substansial terkait privasi data dari pihak eksternal *Substantiated complaints re: data privacy from external parties*	0	0	0	0
Pengaduan substansial dari otoritas/ badan regulasi *Substantiated complaints from regulatory authorities*	0	0	0	0
Total kebocoran, pencurian, kehilangan data pelanggan *Total data leakage, theft, or loss of customer data*	0	0	0	0

Pengelolaan Lingkungan

Environmental Management

IN THIS SECTION:

48 Komitmen, Kebijakan, dan Kepatuhan Lingkungan
Environmental Commitments, Policies, and Compliance

49 Iklim, Energi, dan Emisi
Climate, Energy, and Emission

54 Pengelolaan Sumber Daya dan Keanekaragaman Hayati
Resource and Biodiversity Management

Komitmen, Kebijakan, dan Kepatuhan Lingkungan

Environmental Commitments, Policies, and Compliance

Komitmen ITDC dalam mengendalikan dampak lingkungan diwujudkan melalui pengelolaan yang terintegrasi pada pengembangan dan operasional empat destinasi wisata utamanya, yaitu The Nusa Dua, The Mandalika, The Golo Mori, dan Lake Toba. Pelaksanaan tata kelola lingkungan berpedoman pada kerangka hukum UU No. 32/2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup (PPLH) beserta aturan turunannya.

ITDC's commitment to controlling environmental impacts is realized through integrated management of the development and operations of its four main tourism destinations: The Nusa Dua, The Mandalika, The Golo Mori, and Lake Toba. Environmental governance is guided by the legal framework of Law No. 32/2009 concerning Environmental Protection and Management (PPLH) and its implementing regulations.



Melindungi dan memulihkan ekosistem, habitat, dan keanekaragaman hayati di setiap kawasan pengelolaan.

Protect and restore ecosystems, habitats, and biodiversity in each management area

Mengelola energi dan air secara efisien serta meningkatkan penggunaan energi terbarukan

Efficiently manage energy and water and increase the use of renewable energy

Mengurangi emisi gas rumah kaca serta berkontribusi pada upaya mitigasi dan adaptasi terhadap perubahan iklim

Reduce greenhouse gas emissions and contribute to mitigation and adaptation efforts to climate change

Mengimplementasikan pengelolaan limbah yang bertanggung jawab, termasuk pengurangan plastik sekali pakai dan peningkatan praktik ekonomi sirkular.

Implement responsible waste management, including the reduction of single-use plastics and the improvement of circular economy practices

Iklim, Energi, dan Emisi

Climate, Energy, and Emission

Strategi Transisi dan Rencana Adaptasi Iklim

Climate Transition Strategy and Adaptation Plan

[GRI 102-1; 102-2]
[IF-RE-450a.2]

Sebagai pengelola kawasan pariwisata berskala internasional, ITDC menyadari bahwa operasi bisnis dan kawasan kelolaannya bersinggungan langsung dengan berbagai risiko dan peluang terkait iklim. Menyadari signifikansi dampak tersebut, ITDC melihat urgensi untuk merumuskan rencana transisi kegiatan operasional rendah karbon, sekaligus menyusun strategi adaptasi guna menjaga ketahanan kawasan kelolaan dari dampak perubahan iklim. Saat ini, ITDC mendorong wisatawan, tenant, dan mitra bisnis untuk turut berpartisipasi dalam berbagai inisiatif mitigasi dan adaptasi perubahan iklim, mencakup kebijakan pengelolaan dan pengurangan limbah, penggunaan energi terbarukan melalui PLTS dan panel surya, serta penerapan Green Building.

Penyusunan strategi mitigasi dan adaptasi memerlukan informasi yang cukup dan relevan. ITDC saat ini tengah mematangkan prosedur perhitungan metrik iklim dan kelengkapan data, dengan memperhatikan seluruh aspek operasional secara saksama. Pendekatan yang berhati-hati dan terukur ini diambil secara sengaja, guna memastikan kerangka transisi dan adaptasi yang dihasilkan bersifat ambisius sekaligus dapat dipertanggungjawabkan. Melalui tahapan yang sistematis dan berbasis data empiris, ITDC memastikan strategi yang akan disusun dapat tercapai secara realistis — baik untuk memitigasi risiko maupun mengoptimalkan peluang keberlanjutan dalam jangka panjang.

As the manager of internationally-scaled tourism areas, ITDC recognizes that its business operations and managed areas are directly exposed to a range of climate-related risks and opportunities. Understanding the significance of these impacts, ITDC sees the urgency of formulating a low-carbon operational transition plan, alongside developing adaptation strategies to maintain the resilience of its managed areas against the impacts of climate change. ITDC currently encourages tourists, tenants, and business partners to participate in various climate mitigation and adaptation initiatives, including waste management and reduction policies, the use of renewable energy through solar power plants (PLTS) and solar panels, and the implementation of Green Building practices.

Developing mitigation and adaptation strategies requires sufficient and relevant information. ITDC is currently refining its climate metric calculation procedures and data completeness, giving close attention to all operational aspects. This careful, measured approach is deliberately adopted to ensure the resulting transition and adaptation framework is both ambitious and accountable. Through this systematic, empirically grounded process, ITDC ensures that the strategies it develops can realistically be achieved — mitigating risks while optimizing long-term sustainability opportunities.



Pengelolaan Energi [OJK F.6]

Energy Management

Secara berkala, ITDC melakukan inventarisasi serta penghitungan terhadap konsumsi energi di kawasan-kawasan kelolaannya, yang meliputi Nusa Dua, Mandalika, dan Golo Mori. Sumber konsumsi energi ITDC berasal dari (a) bahan bakar untuk kendaraan operasional, (b) pasokan listrik dari PLN, serta sejak tahun 2025 meliputi (c) energi terbarukan dari PLTS yang dikelola oleh PT ITDC Nusantara Utilitas (INU). Seluruh data penggunaan bahan bakar, listrik, maupun energi terbarukan tersebut selanjutnya dikonversikan ke satuan Gigajoule (GJ) dengan faktor konversi yang mengacu pada standar Intergovernmental Panel on Climate Change (IPCC).

ITDC periodically inventories and calculates energy consumption across its managed destinations, including The Nusa Dua, The Mandalika, and The Golo Mori. Our energy sources encompass fuel for operational vehicles, electricity supplied by PLN, and—as of 2025—renewable energy from solar power plants (PLTS) operated by PT ITDC Nusantara Utilitas (INU). All consumption data for fuel, electricity, and renewable energy is converted into Gigajoules (GJ) using standard conversion factors from the Intergovernmental Panel on Climate Change (IPCC).

Meskipun batas penghitungan saat ini masih berfokus pada entitas operasional dan belum terurai sepenuhnya dalam rantai nilai, ITDC terus berkomitmen meningkatkan akurasi pendataannya. Adapun kenaikan angka konsumsi energi yang tercatat merupakan hasil dari fase pematangan sistem inventarisasi, sehingga cakupan data yang diperoleh menjadi lebih menyeluruh. Langkah penyempurnaan dalam prosedur pengumpulan dan kalkulasi energi ini akan menjadi landasan utama bagi ITDC untuk merancang sekaligus melaksanakan berbagai program efisiensi energi, salah satunya melalui optimalisasi pemanfaatan energi terbarukan dari PLTS [GRI 103-3; 103-5].

While current calculations primarily focus on operational entities and do not yet fully encompass the entire value chain, ITDC is committed to continually improving data accuracy. The reported increase in energy consumption is a result of our maturing inventory system, which now provides more comprehensive data coverage. These refinements in data collection and calculation will serve as a key foundation for ITDC to design and implement effective energy efficiency programs, particularly through the optimization of renewable energy from solar power plants [GRI 103-3; 103-5].

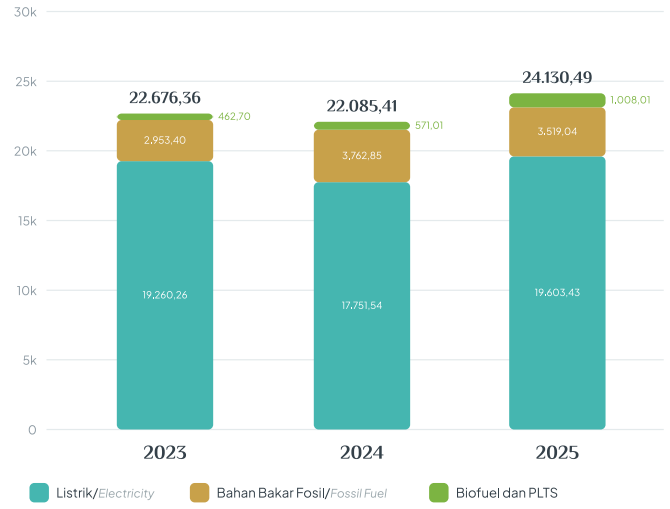


Konsumsi Energi ITDC 2025 [GRI 103-2, 103-4] [OJK F.6] [IF-RE-130a.2]

ITDC's 2025 Energy Consumption

Total Konsumsi Energi *Total Energy*	Listrik *Electricity*	Bahan Bakar Fosil *Fossil Fuel*	Biofuel dan PLTS *Biofuel and Rooftop Solar*
24.130,49 GJ	19.603,43 GJ	3.519,04 GJ	1.008,01 GJ
			Biofuel: 449,45 + PLTS: 558,57

Konsumsi Energi menurut Sumber (GJ)
Energy consumption by source · 2023–2025



Pendapatan Perusahaan (Rp Juta/*million*)
Company revenue



Intensitas Energi
Energy intensity

2024: 0,0062
2023: 0,0256

2025:
0,0276 GJ / IDR Juta (million)

Faktor Konversi/Conversion Factor:
1 Liter BBM/Fuel = 0,0333–0,0368 Gigajoule
1 kWh Listrik/Electricity = 0,0036 Gigajoule

*Kawasan Golo Mori belum termasuk dalam perhitungan tahun 2023 karena kawasan belum aktif sepenuhnya sehingga pencatatan belum dilakukan. Konsumsi energi 2025 termasuk listrik Kantor Perwakilan; data 2023–2024 belum mencakupnya.

**The Golo Mori area is not included in the 2023 calculation because it was not yet fully active and data recording had not been done. 2025 energy consumption includes Representative Office electricity; 2023–2024 data do not.*

Emisi Gas Rumah Kaca [OJK F.11]

Greenhouse Gas Emission

Pada tahun pelaporan berjalan, ITDC melakukan inventarisasi emisi Cakupan 1 dan Cakupan 2 yang mencakup konsumsi bahan bakar untuk kendaraan operasional dan konsumsi listrik. Penghitungan emisi gas rumah kaca dari konsumsi bahan bakar dilakukan menggunakan faktor emisi dari Kementerian Energi dan Sumber Daya Mineral (KESDM) yang telah disesuaikan dengan jenis bahan bakar yang digunakan. Sementara itu, konversi konsumsi listrik disesuaikan menggunakan faktor emisi dari KESDM sesuai dengan jaringan listrik pada masing-masing lokasi kawasan, yaitu Kantor Pusat, Nusa Dua, Mandalika, dan Golo Mori.

During the current reporting year, ITDC conducted an inventory of Scope 1 and Scope 2 emissions, covering fuel consumption for operational vehicles and electricity consumption. Greenhouse gas emissions from fuel consumption were calculated using emission factors from the Ministry of Energy and Mineral Resources (KESDM), aligned with the specific fuel types used. Meanwhile, electricity consumption conversion was calculated using KESDM emission factors tailored to the respective local power grids for each location, namely the Head Office, The Nusa Dua, The Mandalika, and The Golo Mori.



Cakupan 1 - Emisi Langsung

Scope 1 - Direct Emission

Aktivitas Sumber Emisi/*Emission Source Activity*

Penggunaan bahan bakar kendaraan dan aktivitas operasional

Use of fuel for operational vehicles and activities

Sumber Faktor Emisi/*Emission Factor Source*

Faktor emisi dari Kementerian Energi dan Sumber Daya Mineral

Emission factor from Ministry of Energy and Mineral Resources (MEMR)

Faktor Emisi per bahan bakar/*Emission factor per fuel*

Petralite – RON 90 (Gasoline Fuel)	Pertamax – RON 92 (Gasoline Fuel)	Dexlite (Diesel Fuel)
2,309 $kgCO_2e$/liter	2,305 $kgCO_2e$/liter	2,650 $kgCO_2e$/liter
Pertamina Dex (Diesel Fuel)	**Bio Solar (Diesel Fuel)**	**Pertamax Turbo (Gasoline Fuel)**
2,626 $kgCO_2e$/liter	2,673 $kgCO_2e$/liter	2,310 $kgCO_2e$/liter

Cakupan 2 - Emisi Tidak Langsung

Scope 2 - Indirect Emissions

Aktivitas Sumber Emisi/*Emission Source Activity*

Konsumsi listrik pada kantor perwakilan dan kawasan operasional

Electricity consumption in Reprentative Office and operational regions

Sumber Faktor Emisi/*Emission Factor Source*

Faktor emisi jaringan listrik dari Kementerian Energi dan Sumber Daya Mineral

Grid Emission Factor from the Ministry of Energy and Mineral Resources (MEMR).

Faktor Emisi Jaringan Listrik per Lokasi/*Grid factor per location*

Nusa Dua & INU Tiga Nusa: Bali, Nusa Penida, dan sekitarnya	Mandalika & INU Lombok
0,52 tCO_2e/MWh	1,27 tCO_2e/MWh
Golo Mori Manggarai	**Kantor Representative *Representative Office* Jamali**
0,28 tCO_2e/MWh	0,80 tCO_2e/MWh

Sebagai perusahaan yang berfokus pada pengelolaan kawasan pariwisata, ITDC pada umumnya tidak menjalankan aktivitas operasional yang berkaitan dengan sumber emisi biogenik — seperti pembakaran biomassa berupa kayu dan limbah organik, yang umumnya dilakukan pada proses pembangkit energi. Namun, ITDC memiliki emisi biogenik yang ditimbulkan dari penggunaan bahan bakar hayati (biofuel) pada kendaraan operasional. Data emisi biogenik ini akan dilaporkan secara terpisah dari Cakupan 1 Perusahaan.

As a company focused on managing tourism areas, ITDC generally does not carry out operational activities related to biogenic emission sources — such as biomass combustion involving wood and organic waste, which is typically associated with power generation processes. However, ITDC does have biogenic emissions arising from the use of biofuel in operational vehicles. This biogenic emissions data will be reported separately from the Company's Scope 1 emissions.

Inventarisasi Emisi ITDC [OJK F.11]

ITDC's Emission Inventory

Emisi GRK Cakupan 1 [GRI 102-5]
GHG Scope 1

247 tCO_2e

2025	**247**
2024	265
2023	208

Emisi GRK Cakupan 2 [GRI 102-6]
GHG Scope 2

4.497 tCO_2e

2025	**4,497**
2024	4.088
2023	4.955

Total GRK Cakupan 1 + 2
Total Scope 1+2

4.744 tCO_2e

2025	**4,744**
2024	4.352
2023	5.163

Emisi GRK Cakupan 3 [GRI 102-7]
GHG Scope 3

38 tCO_2e

2025	**38**
2024	–
2023	–

Total GRK 1 + 2 + 3
Total Scope 1+2+3

4.782 tCO_2e

2025	**4.782**
2024	4.352
2023	5.163

Emisi Biogenik
Biogenic Emission

30,90 tCO_2

2025	**30,90**
2024	39,29
2023	31,83

Pendapatan Perusahaan
Company Revenue

875.158 *IDR Juta(million)*

2025	**875.158**
2024	3.565.117
2023	885.214

Intensitas Emisi [GRI 102-8]
Emission Intensity · Scope 1+2+3

0,0055 tCO_2e / *IDR Juta (million)*

2025	**0,0055**
2024	0,0012
2023	0,0058

Terdapat restatement atas data emisi yang telah dilaporkan pada Sustainability Report (SR) 2024, khususnya untuk data emisi tahun 2023 dan 2024. Restatement ini dilakukan karena penggunaan faktor emisi yang telah disesuaikan dengan Kementerian Energi dan Sumber Daya Mineral (ESDM); proses pengumpulan data yang kini lebih akurat; serta peningkatan kapasitas sumber daya yang memungkinkan perbaikan pada proses pencatatan. Restatement ini juga berdampak pada perhitungan Cakupan 3, sehingga konsumsi listrik pada Kantor Perwakilan ITDC perlu dikategorikan kembali menjadi Scope 3: Upstream Leased Emission, sesuai dengan pedoman GHG Protocol [GRI 102-7]. Selain itu, data emisi untuk The Golo Mori pada tahun 2023 tidak tersedia, karena kawasan tersebut baru beroperasi penuh pada Desember 2023, sehingga proses perhitungan dan pencatatan masih menghadapi kendala.

There is a restatement of emissions data previously reported in the 2024 Sustainability Report (SR), specifically for emissions data in 2023 and 2024. This restatement was made due to the use of emission factors that have been adjusted in line with the Ministry of Energy and Mineral Resources (ESDM); a now more accurate data collection process; and increased resource capacity that has enabled improvements to the recording process. This restatement also affects Scope 3 calculations, requiring electricity consumption at ITDC's Representative Office to be reclassified as Scope 3: Upstream Leased Emission, in accordance with the GHG Protocol. In addition, emissions data for The Golo Mori area for 2023 is not yet available, because the area only began operating fully in December 2023, so the calculation and recording process is still facing constraints.





Inisiatif Pengurangan Energi dan Emisi [OJK F.7; F.12] [IF-RE-130a.5]

Energy and Emission Reduction Initiative

Dalam upaya mitigasi perubahan iklim, ITDC memprioritaskan langkah penanganan langsung untuk mereduksi jejak karbon dari dampak operasional sebelum menerapkan kompensasi karbon (carbon offsetting). Oleh karena itu, di sepanjang tahun 2025, Perusahaan melaporkan tidak ada transaksi terkait pembelian ataupun pembatalan kredit karbon untuk tujuan carbon offsetting [GRI 102-10].

In an effort to mitigate climate change, ITDC prioritizes direct handling steps to reduce the carbon footprint of operational impacts before implementing carbon offsetting. Therefore, throughout 2025, the Company reported no transactions related to the purchase or cancellation of carbon credits for carbon offsetting purposes [GRI 102-10].

Di sisi lain, sistem inventarisasi serta pengumpulan data emisi ITDC kini dalam tahap penyempurnaan, yang menyebabkan kalkulasi emisi maupun penyerapannya belum bisa dipetakan secara mendetail berdasarkan rantai nilai (value chain). Meskipun demikian, komitmen dekarbonisasi Perusahaan tetap berjalan sepenuhnya, di mana sepanjang tahun 2025 diwujudkan secara nyata melalui program-program efisiensi energi serta reduksi emisi di seluruh area kelolaan Perusahaan [GRI 102-9; 103-5]

On the other hand, ITDC's inventory and emission data collection system is now in the refinement stage, which causes the calculation of emissions and their absorption to be mapped in detail based on the value chain. Nevertheless, the Company's decarbonization commitment remains fully realized, which throughout 2025 is realized through energy efficiency and emission reduction programs in all areas under the Company's management [GRI 102-9; 103-5]

Transportasi Ramah Lingkungan [OJK F.26]

Environmentally Friendly Transportation

ITDC mulai menggunakan mild hybrid untuk operasional Direksi dan penyediaan electric shuttle bus, buggy car listrik, motor listrik, dan charging station untuk kendaraan listrik.

ITDC has started using hybrid cars for the Board of Directors' operations and the use of electric shuttle buses, electric buggy cars, electric motorcycles, and charging stations for electric vehicles.

Pemanfaatan Energi Surya [OJK F.26]

Utilization of Solar Energy

Secara bertahap menggunakan listrik yang dihasilkan oleh Pembangkit Listrik Tenaga Surya (PLTS) di kawasan The Nusa Dua bekerja sama dengan anak perusahaan, ITDC Nusantara Utilitas (INU).

Gradually used electricity produced by Solar Power Plant (PLTS) in The Nusa Dua area in collaboration with its subsidiary, Indonesia Nusantara Utilitas (INU).

Penerangan Jalan Umum (PJU) dengan Solar Cell [OJK F.26]

Public Street Lighting with Solar Cell

Penerangan jalan di Mandalika telah menggunakan Solar Cell dengan penggunaan sebesar 886.048,80 kWh dengan persentase penggunaan solar panel 86,07%.

Street lighting in Mandalika uses Solar Cells with a usage of 886,048.80 kWh with solar panel usage percentage is 86.07%.

Pengendalian Operasional Listrik

Electricity Usage Control

Menerapkan sistem otomatisasi pemadaman listrik di luar jam operasional kantor. Langkah ini bertujuan untuk menekan konsumsi energi yang tidak perlu saat area tidak digunakan.

Implementing automated systems that shut off electricity after office hours. This approach helps reduce unnecessary energy use when facilities are unoccupied.

Desain Bangunan Hemat Energi

Energy-Efficient Building Design

Bangunan dirancang dengan mempertimbangkan efisiensi energi melalui pengaturan bukaan yang optimal untuk pencahayaan alami dan ventilasi silang. Hal ini tidak hanya mengurangi kebutuhan pencahayaan dan pendinginan buatan, tetapi juga meningkatkan kenyamanan ruang secara keseluruhan.

Buildings are designed with a focus on energy efficiency by optimizing openings for natural lighting and cross-ventilation. This reduces dependency on artificial lighting and refrigeration, and also increases room comfort as a whole.

Pengelolaan Sumber Daya dan Keanekaragaman Hayati

Resource and Biodiversity Management

Pengelolaan Air dan Air Limbah [OJK F.8]

Water and Wastewater Management

Bagi ITDC, air merupakan elemen yang sangat krusial dalam mendukung pengelolaan serta operasional kawasan. Perusahaan menyadari sepenuhnya bahwa manajemen air secara bijak tidak sekadar penting untuk menunjang aktivitas harian, melainkan juga menjadi bagian dari tanggung jawab lingkungan yang lebih besar. ITDC juga memahami bahwa lokasi dari kawasan The Nusa Dua, The Mandalika, dan The Golo Mori berada pada wilayah yang dikategorikan sebagai area dengan risiko extremely high akan potensi water stress sesuai dengan data dari World Resources Institute (WRI).

Water is crucial for ITDC's regional management and operations. The Company fully recognizes that responsible water management is essential not only for daily activities but also as part of a broader environmental responsibility. ITDC acknowledges that The Nusa Dua, The Mandalika, and The Golo Mori estates are located in regions categorized as having an extremely high risk of water stress, according to data from the World Resources Institute (WRI).

Dalam operasional sehari-hari, air dimanfaatkan untuk beragam keperluan seperti sanitasi, penyiraman area hijau dan taman, serta mendukung fasilitas umum di kawasan. ITDC memegang komitmen kuat untuk meningkatkan efisiensi penggunaan air dan memastikan bahwa air yang telah digunakan dapat dikembalikan ke alam dalam kondisi yang aman bagi ekosistem [GRI 303-1].

In daily operations, water is utilized for various purposes such as sanitation, landscaping, and supporting public facilities within the area. ITDC is strongly committed to improving water efficiency and ensuring that used water is returned to nature in a condition that is safe for the ecosystem [GRI 303-1].

ITDC menggunakan pendekatan bahwa seluruh volume air yang diambil setara dengan air yang dibuang kembali ke lingkungan atau sistem pembuangan, mengingat tidak terdapat selisih yang signifikan antara volume konsumsi air dengan volume pengolahan air limbah. Pendekatan ini diterapkan terkait perhitungan konsumsi air, karena tidak terdapat proses operasional yang mengonsumsi air secara penuh, sehingga kuantitas pengambilan air diasumsikan sama dengan kuantitas konsumsi air

ITDC applies an approach in which the total volume of water withdrawn is considered equivalent to the volume discharged back into the environment or drainage systems, given that there is no significant difference between water consumption volume and wastewater treatment volume. This approach is applied to water consumption calculations, as there are no operational processes that fully consume water, meaning the quantity of water withdrawal is assumed to be equal to the quantity of water consumed.

Pengelolaan Air ITDC [GRI 303-1, 303-2] [IF-RE-140a.4]

ITDC Water Management



The Nusa Dua

Air diperoleh dari air tanahyang digunakan berasal dari Air Tanah dengan pengukuran berdasarkan meteran air. Pengelolaan air limbah dilakukan oleh masing-masing tenant sesuai dengan perizinan dan regulasi yang berlaku.

This is done through a water network pipe with the municipal water (PDAM). Usage data is then obtained using the available water meter, so the level of data accuracy is high. Tenant wastewater is processed for irrigation and watering plants.



The Mandalika

Air diperoleh dari air tanahyang digunakan berasal dari Air Tanah dengan pengukuran berdasarkan meteran air. Pengelolaan air limbah dilakukan oleh masing-masing tenant sesuai dengan perizinan dan regulasi yang berlaku.

The water used is sourced from groundwater and measured via water meters. Wastewater management is handled by individual tenants in accordance with applicable permits and regulations



The Golo Mori

Air bersih diperoleh dari pembelian dari pihak ketiga sehingga pengukuran konsumsi air dilakukan berdasarkan pembelian. Pengelolaan air limbah juga dilakukan oleh masing-masing tenant sesuai dengan perizinan dan regulasi yang berlaku.

Clean water is obtained through purchases from third parties; consequently, water consumption is measured based on these purchases. Wastewater management is also handled by each tenant in accordance with applicable permits and regulations.

Pengambilan dan Konsumsi Air 2025 (dalam ML) [GRI 303-3, 303-5] [IF-RE-140a.2] [IF-RE-140a.3]

Water Withdrawal and Consumption in 2025 (in ML)

TOTAL PENGAMBILAN AIR 2025

Total water withdrawal

54,28 ML

Sumber Air *Water Source*	2025	2024	2023
Air permukaan *Surface Water*	0	0	0
Air Tanah *Ground Water*	52,69	39,85	41,18
Air laut *Sea Water*	0	0	0
Air yang diproduksi *Produced Water*	0	0	0
Air yang berasal dari pihak ketiga *Water from third parties*	1,59	1,22	0
Jumlah *Total*	**54,28**	**41,07**	**41,18**

Dalam rangka mewujudkan target zero water balance, ITDC mengoptimalkan fungsi Lagoon di The Nusa Dua sebagai kawasan pengelolaan air limbah dan irigasi terintegrasi yang dijalankan oleh PT ITDC Nusantara Utilitas (INU). Dengan daya tampung pengolahan hingga 10.000 m³, fasilitas ini dapat mengatasi limbah domestik yang berasal dari berbagai akomodasi pariwisata di dalam kawasan, meliputi hotel, vila, restoran, serta sarana penunjang lainnya.

Pengolahan air limbah dilakukan melalui sistem Waste Stabilization Ponds yang memanfaatkan bakteri pengurai, serta proses Dissolved Air Flotation untuk menghilangkan partikel tersuspensi, minyak, dan zat organik. Proses ini disertai pemisahan jenis limbah (black water dan grey water) melalui penggunaan grease trap dan lift pump station, guna mencegah pencemaran lingkungan. Seluruh tahapan ini dilakukan untuk memastikan kualitas air sesuai dengan standar baku mutu yang ditetapkan dalam Peraturan Gubernur Bali No. 16 Tahun 2016

In order to realize the zero water balance target, ITDC optimizes the function of the Lagoon in The Nusa Dua as an integrated wastewater and irrigation management area run by PT ITDC Nusantara Utilitas (INU). With a treatment capacity of up to 10,000 m³, this facility can handle domestic waste from various tourism accommodations within the area, including hotels, villas, restaurants, and other supporting facilities.

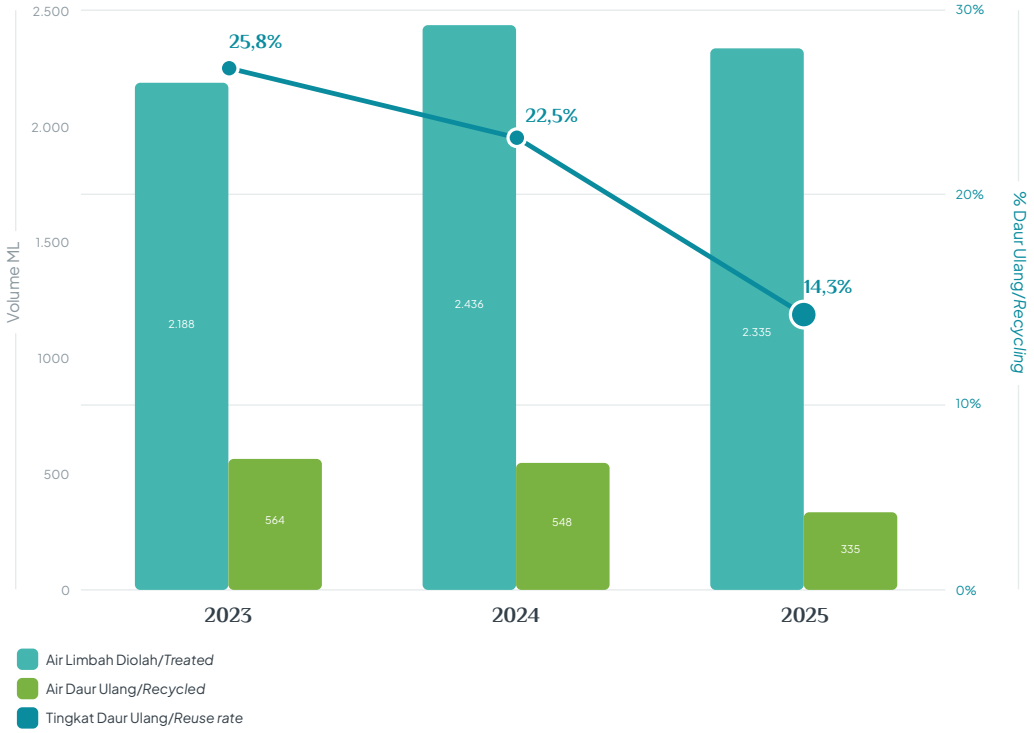
Wastewater treatment is carried out through the Waste Stabilization Ponds system that utilizes decomposer bacteria, as well as the Dissolved Air Flotation process to remove suspended particles, oils, and organic substances. This process is accompanied by the separation of waste types (black water and grey water) through the use of grease traps and lift pump stations, to prevent environmental pollution. All of these stages are carried out to ensure that water quality is in accordance with the quality standards set in the Governor of Bali Regulation No. 16 of 2016

Air hasil olahan kemudian dimanfaatkan kembali untuk sistem irigasi, termasuk penyiraman tanaman, pemeliharaan taman, dan penghijauan kawasan. Hal ini menjadikan Lagoon tidak hanya sebagai fasilitas pengolahan limbah, tetapi juga sebagai area konservasi lingkungan berupa lahan basah seluas 13,5 hektare yang mendukung ekosistem mangrove dan menjadi habitat alami bagi berbagai jenis burung.

The treated water is then reused for irrigation systems, including watering crops, maintaining gardens, and greening areas. This makes the Lagoon not only a waste treatment facility, but also an environmental conservation area in the form of a 13.5-hectare wetland that supports the mangrove ecosystem and becomes a natural habitat for various types of birds.

Pengelolaan Air Limbah di 2025 (dalam ML) [GRI 303-4]

Managed Waste Water in 2025 (in ML)



Material dan Limbah [OJK F-14] [GRI 306-1; 306-2]

Material and Waste

ITDC menyadari bahwa aktivitas operasional dan rantai nilai Perusahaan menghasilkan limbah, baik dari pemeliharaan dan pengelolaan fasilitas kawasan maupun dari penyelenggaraan acara dan kegiatan tenant. Untuk itu, perusahaan senantiasa mengintegrasikan prinsip berkelanjutan dan pelestarian lingkungan, serta berkomitmen menjalankan pengelolaan limbah secara bertanggung jawab guna meminimalkan dampak terhadap lingkungan — termasuk melalui pengurangan penggunaan plastik sekali pakai dan konsumsi kertas, serta penerapan konsep Green Building. Dalam implementasinya, konstruksi mempertimbangkan penggunaan material beremisi rendah, bahan daur ulang dan material lokal, serta cat dan pelapis ramah lingkungan yang bebas zat berbahaya [OJK F.5].

ITDC recognizes that the Company's operational activities and value chain generate waste—arising from the maintenance and management of area facilities as well as events and tenant activities. Accordingly, the Company consistently integrates sustainability principles and environmental preservation, committing to responsible waste management to minimize environmental impact. This includes reducing single-use plastics and paper consumption, alongside implementing Green Building concepts. In practice, construction activities prioritize the use of low-emission, recycled, and locally sourced materials, as well as eco-friendly paints and coatings free of hazardous substances [OJK F.5].

Melalui pelibatan komunitas masyarakat setempat, pengelolaan limbah dijalankan dengan mengadopsi pendekatan kearifan lokal. Selain menyokong komitmen Perusahaan, langkah ini juga memperkuat pemberdayaan ekonomi warga di sekitar kawasan melalui pengembangan ekonomi sirkular. Salah satu inisiatif nyata pada tahun 2025 adalah kolaborasi bersama komunitas lokal dalam budidaya maggot Black Soldier Fly (BSF) guna menangani sampah organik yang dihasilkan dari perhelatan MotoGP 2025. Melalui inisiatif ini, pengelolaan limbah organik selama kegiatan berlangsung dapat dilakukan lebih optimal, mendukung pencapaian sertifikasi Zero Waste to Landfill dari Control Union. Selain itu, perusahaan juga menjalankan program daur ulang seragam kerja dengan mengumpulkan lebih dari 2.700 seragam untuk diproses kembali — inisiatif yang turut mengurangi beban sampah ke tempat pemrosesan akhir (TPA) hingga sekitar 20 m², sekaligus mendukung penerapan prinsip pengelolaan limbah berkelanjutan di lingkungan Perusahaan.

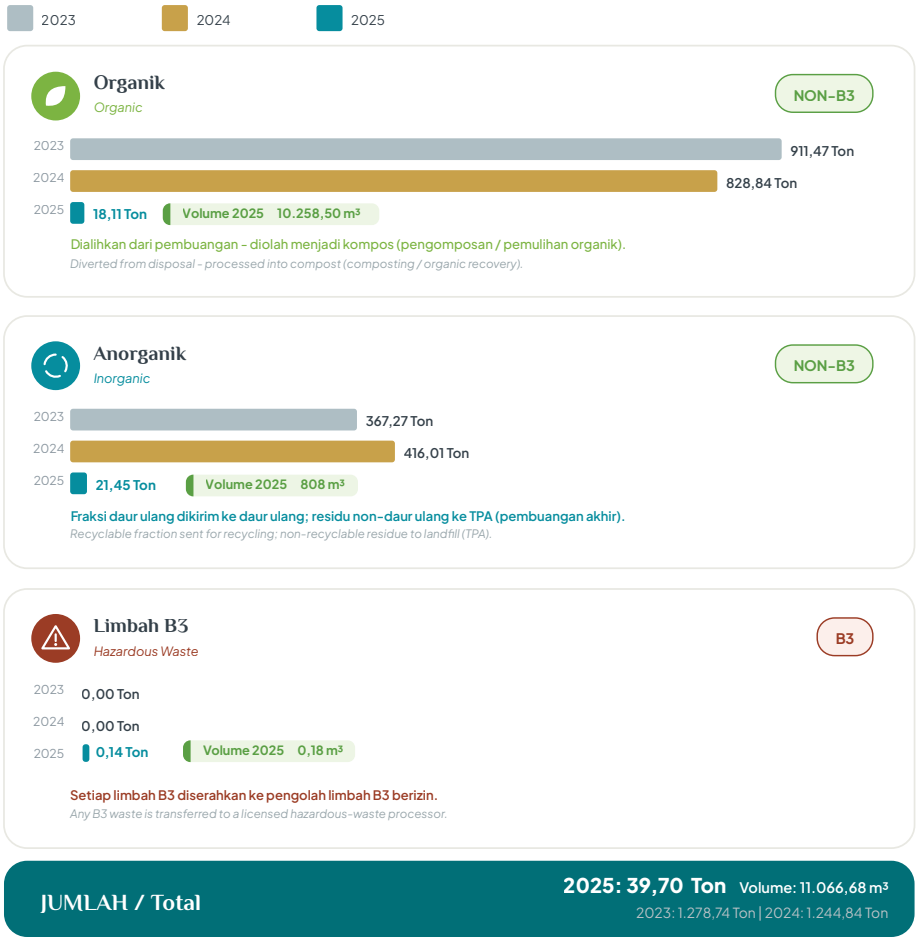
Waste management is carried out by engaging local communities and adopting an approach rooted in local wisdom. Beyond supporting the Company's commitments, this initiative strengthens the economic empowerment of residents in the surrounding area through the development of a circular economy. A key initiative for 2025 involves collaborating with the local community to cultivate Black Soldier Fly (BSF) larvae as a means of managing organic waste generated during the 2025 MotoGP event. This initiative enables more effective organic waste management throughout the event, supporting the achievement of "Zero Waste to Landfill" certification from Control Union. Additionally, the company runs a work uniform recycling program—collecting over 2,700 uniforms for reprocessing— which reduces the waste burden on final disposal sites (TPA) by approximately 20 m³ while fostering sustainable waste management practices within the Company.

Selama 2025 juga, tidak terjadi insiden tumpahan limbah di lingkungan kawasan ITDC, baik yang berdampak langsung terhadap lingkungan maupun yang memerlukan tindakan remediasi khusus dari perusahaan [OJK F-15] [GRI 306-3].

During 2025, there will also be no incidents of waste spills in the ITDC area, either those that have a direct impact on the environment or those that require special remediation measures from the company [OJK F-15] [GRI 306-3].

Jumlah dan Metode Pengelolaan Limbah [GRI 306-3, 306-4, 306-5] [OJK F.13, F.14]

Waste Amount and Management Method



JUMLAH / Total — **2025: 39,70 Ton** Volume: 11.066,68 m³
2023: 1.278,74 Ton | 2024: 1.244,84 Ton

Sepanjang 2025, ITDC memperluas cakupan pendataan limbah dari sebelumnya hanya The Mandalika menjadi mencakup The Nusa Dua, The Mandalika, dan The Golo Mori. Seiring perluasan tersebut, metode pencatatan di lapangan belum seragam. Pendataan limbah saat ini belum seragam dengan menggunakan satuan berat di mana beberapa lokasi masih berdasarkan volume bak sampah dan belum dapat dikonversi menjadi satuan berat. Sebagai konsekuensinya, angka 2025 belum dapat dibandingkan dengan capaian tahun sebelumnya.

Throughout 2025, ITDC expanded the scope of its waste data collection—previously limited to The Mandalika—to include The Nusa Dua, The Mandalika, and The Golo Mori. Accompanying this expansion, however, is a lack of uniformity in on-site recording methods. Currently, waste recording is not standardized by weight-based units with some locations still rely on waste bin volume, which cannot be converted into weight. Consequently, the 2025 figures cannot yet be compared with results from previous years.

Keanekaragaman Hayati [GRI 101-2] [OJK F-9]

Biodiversity

Kawasan pariwisata The Nusa Dua, The Mandalika, dan The Golo Mori yang dikembangkan serta dikelola oleh ITDC berbatasan langsung dengan ekosistem pesisir nonproduktif bernilai konservasi tinggi [GRI 101-5]. Perusahaan menyadari bahwa setiap kegiatan pembangunan kawasan pariwisata berpotensi mempengaruhimemengaruhi lingkungan, termasuk mengubah fungsi lahan dan memberi tekanan pada ekosistem yang ada. Seluruh aksi konservasi dan pengelolaan keanekaragaman hayati dijalankan sesuai peraturan perundang-undangan yang berlaku, yaitu AMDAL dan RKL-RPL, yang dilaporkan setiap semester kepada instansi berwenang. ITDC berkomitmen menghentikan tekanan terhadap keanekaragaman hayati dan memulihkannya melalui penerapan hierarki mitigasi dalam pembangunan dan operasionalnya, selaras dengan Indonesian Biodiversity Strategy and Action Plan (IBSAP) dan Kerangka Kerja Keanekaragaman Hayati Global Kunming-Montreal [GRI 101-1].

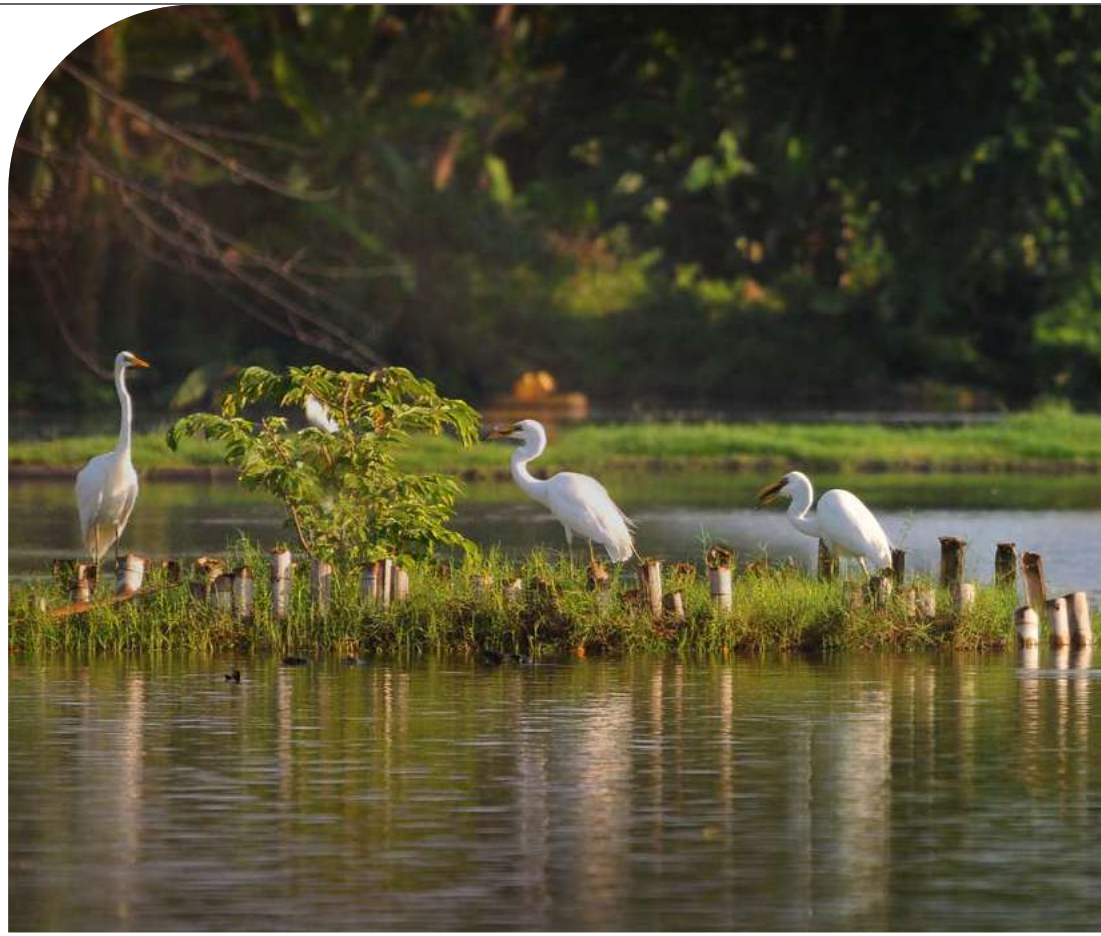
Sebagai langkah agar pembangunan kawasan tidak mengganggu ekosistem, ITDC melakukan penilaian menyeluruh pra-konstruksi untuk memetakan jarak area proyek dengan habitat kritis serta wilayah krusial bagi spesies yang terancam punah serta kesehatan ekologis secara umum. Dalam setiap proyek pengembangan, komitmen terhadap proses yang berwawasan lingkungan, sosial, dan tata kelola (ESG) diwujudkan melalui pengaturan rasio lahan terbangun dan ruang terbuka hijau pada masterplan kawasan. Alokasi area terbangun dibatasi maksimal 40-50%, sedangkan persentase selebihnya wajib diperuntukkan bagi ruang publik serta kawasan hijau [GRI 101-2].

Ekosistem pesisir di kawasan kelola ITDC menyediakan jasa penyediaan, pengaturan, dan budaya yang dimanfaatkan oleh masyarakat sekitar dan penjalanan Perusahaan. Ekosistem setempat telah menyediakan perikanan dan sumber air yang dapat digunakan oleh nelayan dan masyarakat setempat. Mangrove di kawasan memberikan perlindungan & penahan dari abrasi/badai dan sebagai serapan emisi GRK. Warisan budaya yang terdapat pada kawasan berupa ekowisata terumbu & penyu yang dimanfaatkan oleh masyarakat lokal dan wisatawan pengunjung kawasan ITDC [GRI 101-8].

The tourism areas of The Nusa Dua, The Mandalika, and The Golo Mori, developed and managed by ITDC, are adjacent to non-productive coastal ecosystems with high conservation value [GRI 101-5]. The Company recognizes that any tourism development activity has the potential to impact the environment, including altering land use and exerting pressure on existing ecosystems. All conservation and biodiversity management actions are carried out in compliance with applicable regulations, specifically AMDAL and RKL-RPL, which are reported semi-annually to the relevant authorities. ITDC is committed to halting pressure on biodiversity and restoring it by applying a mitigation hierarchy throughout its development and operations, in alignment with the Indonesian Biodiversity Strategy and Action Plan (IBSAP) and the Kunming-Montreal Global Biodiversity Framework [GRI 101-1].

To prevent regional development from disrupting the ecosystem, ITDC conducts comprehensive preconstruction assessments to map project locations relative to critical habitats, essential areas for endangered species, and overall ecological health. For every development project, ITDC demonstrates its commitment to Environmental, Social, and Governance (ESG) principles by regulating the ratio of built-up land to green open space in the regional master plan. Built-up areas are capped at 40-50%, with the remainder strictly allocated for public spaces and green areas [GRI 101-2].

The coastal ecosystem in ITDC's managed area provides services, arrangements, and culture that are utilized by the surrounding community and the Company's operations. The local ecosystem has provided fisheries and water sources that can be used by fishermen and the local community. Mangroves in the region provide protection and resistance from abrasion/storms and as an absorption of GHG emissions. Cultural heritage in the area is in the form of reef and turtle ecotourism which is used by local communities and tourism visitors to the ITDC area [GRI 101-8].



ITDC menyatakan bahwa tidak ada pemanfaatan sumber daya genetik maupun pengetahuan tradisional terkait untuk tujuan komersial selama periode pelaporan, sesuai dengan ketentuan Protokol Nagoya. Seluruh aktivitas yang melibatkan material hayati — seperti transplantasi terumbu karang dan pembibitan mangrove — menggunakan spesies asli setempat yang ditujukan khusus untuk upaya rehabilitasi serta konservasi, bukan untuk komersialisasi atau bioprospeksi [GRI 101-3].

ITDC confirms that there was no utilization of genetic resources or associated traditional knowledge for commercial purposes during the reporting period, in accordance with the Nagoya Protocol. All activities involving biological materials—such as coral reef transplantation and mangrove nursery—utilized local native species specifically for rehabilitation and conservation efforts, rather than for commercialization or bioprospecting [GRI 101-3].

Manajemen Dampak Keanekaragaman Hayati [GRI 101-4; 101-6]

Biodiversity Impact Management

1

Perubahan Guna Lahan/Laut

Land/Sea-use Change

Pendorong IPBES/*IPBES Driver*

Dalam pengembangan kawasan, ITDC menyadari adanya konversi penggunaan lahan. Untuk mengatasi dampak ini, ITDC menetapkan zona lindung sesuai batas sempadan pantai sesuai Peraturan Presiden No. 51 Tahun 2016 dengan pembatasan area kerja konstruksi di sekitar habitat sensitif, serta mempertahankan 40–50% lahan sebagai ruang terbuka hijau.

ITDC confirms that there was no utilization of genetic resources or associated traditional knowledge for commercial purposes during the reporting period, in accordance with the Nagoya Protocol. All activities involving biological materials—such as coral reef transplantation and mangrove nursery—utilized local native species specifically for rehabilitation and conservation efforts, rather than for commercialization or bioprospecting [GRI 101–3].

2

Polusi

Pollution

Pendorong IPBES/*IPBES Driver*

Aktivitas konstruksi dan operasional berpotensi untuk menimbulkan sedimentasi, air limbah, dan sampah. Untuk manajemen dampak ini, ITDC memasang sediment trap dan teknologi drainase berfilter alami untuk menahan sedimen sebelum mencapai perairan. Sedangkan untuk air limbah dikelola dengan instalasi pengolahan. Seluruh pengelolaan diarahkan untuk memenuhi baku mutu yang berlaku.

Construction and operational activities have the potential to cause sedimentation, wastewater, and waste. For this impact management, ITDC installed sediment traps and natural filtered drainage technology to hold sediment before it reaches the waters, wastewater treatment at treatment plants, and strict prohibition of dumping waste into mangrove areas. All management is directed to meet the applicable quality standards.

3

Perubahan Iklim

Climate Change

Pendorong IPBES/*IPBES Driver*

ITDC telah mengidentifikasi bahwa emisi gas rumah kaca adalah pendorong tidak langsung yang akan memengaruhi keanekaragaman hayati. ITDC kemudian mengimplementasikan penggunaan energi melalui solar cell dan PLTS dengan konservasi mangrove.

ITDC has identified that greenhouse gas emissions are indirect drivers that will affect biodiversity. The form of mitigation carried out is the use of solar energy in the area through solar power plants and mangrove conservation.

4

Spesies Asing Invasif

Invasive Alien Species

Pendorong IPBES/*IPBES Driver*

ITDC melakukan penanaman kembali dengan menggunakan jenis asli setempat sehingga tidak terdapat ancaman gangguan pada ekosistem melalui perkenalan spesies asing.

ITDC replanted using local native varieties so that there was no threat of disturbance to the ecosystem through the introduction of foreign species.

5

Eksploitasi Berlebih

Overexploitation

Pendorong IPBES/*IPBES Driver*

Pemanfaatan sumber daya secara berlebihan akan memengaruhi keanekaragaman hayati. Potensi dampak negatif dari aksi ini ditekan oleh ITDC dengan menerapkan larangan penebangan mangrove dan penangkapan fauna maupun burung di dalam kawasan untuk mencegah pengurasan populasi.

Overuse of resources will affect biodiversity. The potential negative impact of this action is suppressed by ITDC by implementing a ban on mangrove logging and the capture of fauna and birds in the area to prevent population drainage.

Program Konservasi Keanekaragaman Hayati [GRI 101-5; 101-7] [OJK F.10]

Biodiversity Conservation Program

A. THE MANDALIKA — Lombok Tengah, Nusa Tenggara Barat

Penetapan Kawasan Konservasi Mangrove Mandalika
Designation of the Mandalika Mangrove Conservation Area

Zona timur kawasan/*Eastern zone of the area*

Zona perlindungan pesisir (coastal protection zone) seluas ±50,4 ha ditetapkan.
A coastal protection zone of ±50.4 ha established.

Penanaman mangrove program InJourney Green
Mangrove planting under the InJourney Green program

Kawasan hijau The Mandalika, Desa Kuta, Kecamatan Pujut /*The Mandalika green zone, Kuta Village, Pujut District*

Penanaman pada 14–15 September 2025 dengan jenis Lumnitzera racemosa dan Sonneratia alba.
Planting held on 14–15 September 2025 using Lumnitzera racemosa and Sonneratia alba.

Kajian Kelayakan Penanaman Mangrove
Mangrove Planting Feasibility StudyDistrict

Area rehabilitasi mangrove ±45,7 ha (5 stasiun pengamatan) /*±45.7 ha mangrove rehabilitation area (5 observation stations)*

Penanaman pada 14–15 September 2025 dengan jenis Lumnitzera racemosa dan Sonneratia alba.
Planting held on 14–15 September 2025 using Lumnitzera racemosa and Sonneratia alba.

Pemantauan mangrove dan biota perairan (per 6 bulan)
Mangrove and aquatic biota monitoring (every 6 months)

Teluk Gerupuk, Mertak, dan Serenang; muara Sungai Balaq, Soker, dan Ngolang
Gerupuk, Mertak, and Serenang bays; Balaq, Soker, and Ngolang river estuaries

11 jenis mangrove sejati + 5 jenis asosiasi; 40 jenis biota perairan; tercatat tren penurunan keanekaragaman 2018–2025.
11 true mangrove + 5 associated species; 40 aquatic biota species; a declining diversity trend recorded for 2018–2025.

Pengendalian dampak konstruksi terhadap habitat
Control of construction impacts on habitat

Area kerja yang berbatasan dengan habitat mangrove dan pesisir/*Work areas bordering mangrove and coastal habitats*

Pemasangan sediment trap, pembatasan area kerja, dan drainase berfilter alami.
Installation of sediment traps, work-area limitation, and naturally filtered drainage.

B. THE NUSA DUA — Bali

Penanaman ulang (replanting) mangrove
Mangrove replanting

Sekitar Lagoon ITDC The Nusa Dua /*Around the ITDC The Nusa Dua Lagoon*

Tutupan mangrove 50–96% (kategori baik); 12 jenis mangrove stabil (2020–2023).
Mangrove cover 50–96% (good category); 12 mangrove species stable (2020–2023).

Konservasi terumbu karang
Coral reef conservation

Sepanjang pantai kawasan The Nusa Dua; Pantai Samuh/ *Along The Nusa Dua coastline; Samuh Beach*

Dukungan kelompok Nusa Dua Reef Foundation (NDRF); penyiapan media karang buatan di Pantai Samuh.
Support for the Nusa Dua Reef Foundation (NDRF); preparation of artificial reef media at Samuh Beach.

Pelepasan tukik
Release of baby turtles

Pantai Nusa Dua/ *Nusa Dua Beach*

Pelepasan tukik dilaksanakan pada momen tertentu.
Hatchling releases carried out on selected occasions.

Pembibitan tanaman (nursery)
Plant nursery

Nursery ITDC The Nusa Dua / *ITDC The Nusa Dua nursery*

Produksi 73.520 polybag (Semester I) dan 83.544 polybag (Semester II) untuk penyulaman vegetasi kawasan.
Production of 73,520 polybags (Semester I) and 83,544 polybags (Semester II) for landscape vegetation replanting.

Pemantauan flora dan fauna tahunan
Annual flora and fauna monitoring

5 titik pemantauan di sepanjang kawasan The Nusa Dua / *5 monitoring points along The Nusa Dua area*

95 jenis burung (indeks 3,51; 7 jenis dilindungi); indeks makrozoobentos 2,90; flora-fauna tergolong baik.
95 bird species (index 3.51; 7 protected species); macrozoobenthos index 2.90; flora and fauna classified as good.

Sementara itu, untuk The Golo Mori, laporan AMDAL dan kajian keanekaragaman hayati masih dalam proses penyusunan. Sepanjang periode pelaporan 2025, ITDC tidak menerima sanksi administratif atau denda terkait keanekaragaman hayati di The Nusa Dua, The Mandalika, maupun The Golo Mori, serta tidak terdapat insiden pelanggaran lingkungan yang dikenakan otoritas. Pelaksanaan pengelolaan lingkungan dilaporkan secara berkala kepada instansi berwenang — Dinas Lingkungan Hidup dan Kebersihan Kabupaten Lombok Tengah serta Dinas Lingkungan Hidup dan Kehutanan Provinsi Nusa Tenggara Barat untuk The Mandalika, dan instansi lingkungan terkait di Bali untuk The Nusa Dua [OJK F.16].

Meanwhile, for The Golo Mori, the AMDAL report and biodiversity assessment remain in progress. Throughout the 2025 reporting period, ITDC received no administrative sanctions or fines related to biodiversity in The Nusa Dua, The Mandalika, or The Golo Mori, nor were there any environmental violation incidents imposed by authorities. Environmental management is reported regularly to the relevant agencies — the Environment and Hygiene Service of Central Lombok Regency and the Environment and Forestry Service of West Nusa Tenggara Province for The Mandalika, and related environmental agencies in Bali for The Nusa Dua [OJK F.16].

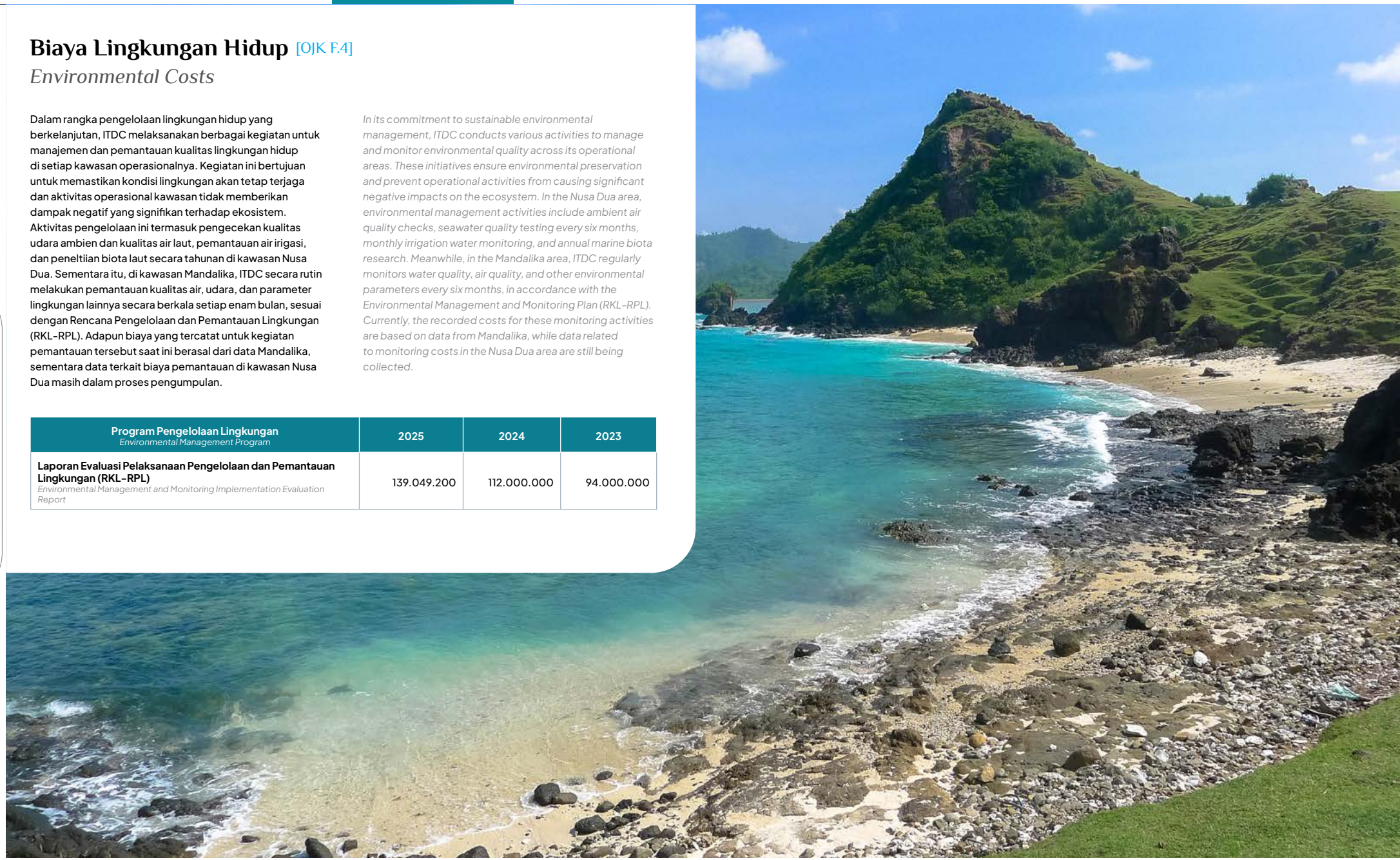
Biaya Lingkungan Hidup [OJK F.4]

Environmental Costs

Dalam rangka pengelolaan lingkungan hidup yang berkelanjutan, ITDC melaksanakan berbagai kegiatan untuk manajemen dan pemantauan kualitas lingkungan hidup di setiap kawasan operasionalnya. Kegiatan ini bertujuan untuk memastikan kondisi lingkungan akan tetap terjaga dan aktivitas operasional kawasan tidak memberikan dampak negatif yang signifikan terhadap ekosistem. Aktivitas pengelolaan ini termasuk pengecekan kualitas udara ambien dan kualitas air laut, pemantauan air irigasi, dan peneltiian biota laut secara tahunan di kawasan Nusa Dua. Sementara itu, di kawasan Mandalika, ITDC secara rutin melakukan pemantauan kualitas air, udara, dan parameter lingkungan lainnya secara berkala setiap enam bulan, sesuai dengan Rencana Pengelolaan dan Pemantauan Lingkungan (RKL-RPL). Adapun biaya yang tercatat untuk kegiatan pemantauan tersebut saat ini berasal dari data Mandalika, sementara data terkait biaya pemantauan di kawasan Nusa Dua masih dalam proses pengumpulan.

In its commitment to sustainable environmental management, ITDC conducts various activities to manage and monitor environmental quality across its operational areas. These initiatives ensure environmental preservation and prevent operational activities from causing significant negative impacts on the ecosystem. In the Nusa Dua area, environmental management activities include ambient air quality checks, seawater quality testing every six months, monthly irrigation water monitoring, and annual marine biota research. Meanwhile, in the Mandalika area, ITDC regularly monitors water quality, air quality, and other environmental parameters every six months, in accordance with the Environmental Management and Monitoring Plan (RKL-RPL). Currently, the recorded costs for these monitoring activities are based on data from Mandalika, while data related to monitoring costs in the Nusa Dua area are still being collected.

Program Pengelolaan Lingkungan *Environmental Management Program*	2025	2024	2023
Laporan Evaluasi Pelaksanaan Pengelolaan dan Pemantauan Lingkungan (RKL-RPL) *Environmental Management and Monitoring Implementation Evaluation Report*	139.049.200	112.000.000	94.000.000



Kinerja Ekonomi dan Rantai Pasok

Economic Performance and Supply Chain

IN THIS SECTION:

62 **Kinerja Ekonomi**
Economic Performance

65 **Dampak Ekonomi Tidak Langsung**
Indirect Economic Impact

66 **Pengelolaan Rantai Pasok**
Supply Chain Management

Kinerja Ekonomi

Economic Performance

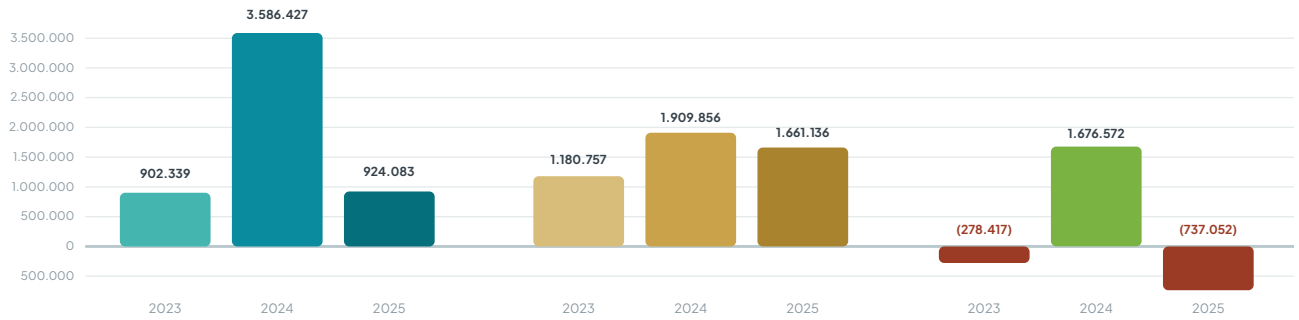
Nilai Ekonomi Perusahaan [GRI 201-1] [OJK F.2, F.3]

Company's Economic Value

Perbandingan Nilai Ekonomi per Tahun

Economic value by year

Rp Juta



Didistribusikan = arus keluar (ditampilkan sebagai magnitudo); Ditahan ( ) = defisit.

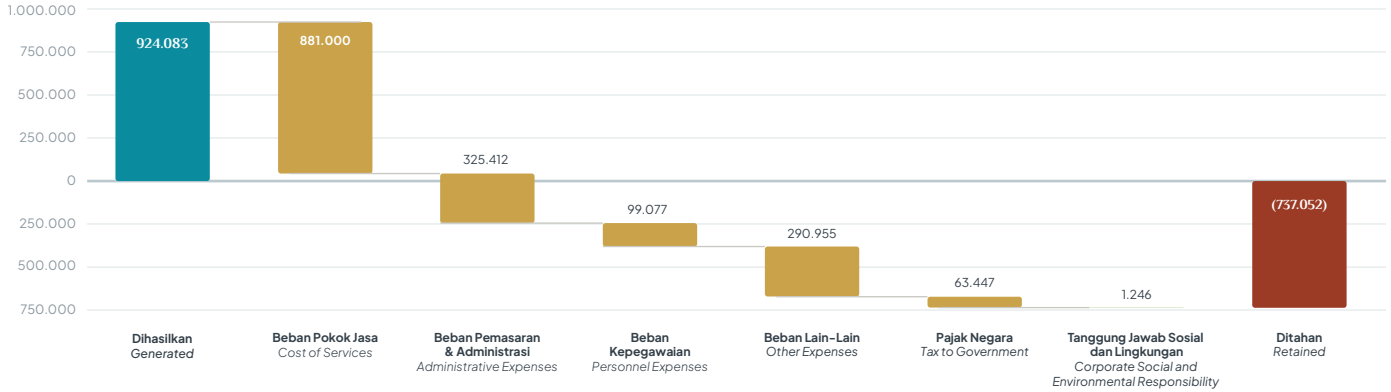
Sebagai perusahaan property & realty dalam InJourney Group, ITDC terus menjalankan perannya dalam menciptakan nilai ekonomi melalui penguatan model bisnis dan optimalisasi aset yang dikelola. Sepanjang tahun 2025, Perusahaan berupaya menjaga stabilitas kinerja di tengah dinamika sektor pariwisata dan properti yang terus berkembang, dengan tetap fokus pada efisiensi operasional dan penguatan fondasi bisnis jangka panjang.

As a property and realty company within the InJourney Group, ITDC continues to play its role in creating economic value through strengthening business models and optimizing managed assets. Throughout 2025, the Company sought to maintain performance stability amid the dynamics of the growing tourism and property sectors, while remaining focused on operational efficiency and strengthening its long-term business foundation.

Alur Nilai Ekonomi 2025 (Dihasilkan → Didistribusikan → Ditahan)

Economic value flow 2025

Unit: Rp Juta · nilai dalam ( ) = keluar/negatif



Nilai Dihasilkan
Generated
924.084
↓74% vs 2024

Nilai Didistribusikan
Distributed
1.661.136
↓13% vs 2024

Nilai Ditahan
Retained
(737.052)
DEFISIT · distribusi > hasil

Kontribusi ITDC kepada Negara melalui Pajak [GRI 207-1, 207-4]

ITDC's Contribution to the State through Taxes

A · Pajak Pemerintah Pusat — *Central Government Taxes*

Pemotongan PPh 4 ayat 2 — Pelanggan *Art. 4(2) - Customer*	Rp 58.379.114.950
PPN Masa *Periodic VAT*	Rp 46.363.783.847
PPN Wajib Pungut *VAT Collected*	Rp 32.251.056.007
Pemotongan PPh 21 *Art. 21*	Rp 27.434.163.561
Pemotongan PPh 26 *Art. 26*	Rp 23.836.016.379
Pemotongan PPh 4 ayat 2 *Art. 4(2)*	Rp 11.630.570.094
Pemotongan PPh 23 *Art. 23*	Rp 9.395.999.472
STP/SKP/SKPD *Assessment letters*	Rp 1.223.382.319
Pemotongan PPh 22 *Art. 22*	Rp 114.795.629
Total Pajak Pemerintah Pusat/*Central Government Taxes Total*	**Rp 210.628.882.258**

B · Pajak Pemerintah Daerah — *Regional Government Taxes*

Pajak Hotel dan Restoran *Hotel & Restaurant*	Rp 11.641.228.503
Pajak Bumi dan Bangunan *Land & Building (PBB)*	Rp 2.737.607.109
Pajak Daerah Lainnya *Other Regional*	Rp 36.618.726
Total Pajak Pemerintah Daerah/*Regional Government Taxes Total*	**Rp 14.415.454.338**



TOTAL KONTRIBUSI PAJAK 2025
Total tax contribution

Rp 225,04 miliar/*billion*

Rp225.044.336.596

Komposisi – Pusat vs Daerah
Composition - Central vs Regional Taxes

- Pajak Pemerintah Pusat/*Central Gov.Tax*
- Pajak Pemerintah Daerah/*Regional Gov. Tax*

ITDC berkomitmen penuh untuk mematuhi seluruh peraturan dan regulasi perpajakan yang berlaku di Indonesia sebagai wilayah operasionalnya. Dalam mengelola kepatuhan ini, Perusahaan mengacu pada Pedoman Akuntansi yang telah ditetapkan. Seluruh pengelolaan kewajiban perpajakan berada di bawah supervisi langsung dari Direksi, yang dalam pelaksanaannya didelegasikan kepada unit kerja Tax Management di bawah Finance Group. [GRI 207–1; 207–2; 207–4]

Otoritas Pajak merupakan pemangku kepentingan utama dalam pelaksanaan kepatuhan perpajakan. Komunikasi rutin dilakukan antara ITDC dan Otoritas Pajak terkait pelaksanaan perpajakan Perusahaan. Dalam interaksi tersebut, ITDC tidak melakukan advokasi atas kebijakan perpajakan di Indonesia. [GRI 207–3].

ITDC is fully committed to complying with all applicable tax laws and regulations in Indonesia, its primary operational region. To manage compliance, the Company adheres to established Accounting Guidelines. Overall management of tax obligations is conducted under the direct supervision of the Board of Directors, with operational execution delegated to the Tax Management unit within the Finance Group [GRI 207–1; 207–2; 207–4].

The Tax Authority serves as a key stakeholder in the implementation of tax compliance. ITDC maintains routine communication with the Tax Authority regarding the Company's tax activities. Throughout these interactions, ITDC does not engage in advocacy regarding Indonesian tax policy [GRI 207–3].

Dalam rangka memperkuat kapasitas Perusahaan untuk mendukung pengembangan destinasi pariwisata strategis nasional, ITDC mendapatkan dukungan permodalan melalui Penyertaan Modal Negara (PMN). Dana PMN tersebut dialokasikan untuk membiayai pembangunan infrastruktur dasar untuk mewujudkan pengembangan kawasan yang terintegrasi serta berkelanjutan.

To strengthen the Company's capacity in supporting national strategic tourism destinations, ITDC received capital support through State Equity Participation (PMN). These funds are allocated to finance basic infrastructure development to realize integrated and sustainable regional development.

Pengembangan infrastruktur ini diharapkan dapat meningkatkan daya tarik investasi, sekaligus menciptakan multiplier effect bagi perekonomian daerah dan masyarakat sekitar kawasan. Hingga saat ini, kawasan-kawasan yang menjadi tanggung jawab ITDC terus menunjukkan kontribusi nyata dalam menciptakan dampak ekonomi berkelanjutan jangka panjang — antara lain melalui peningkatan aktivitas pariwisata, tumbuhnya peluang usaha lokal, penyerapan tenaga kerja, serta berkembangnya ekosistem ekonomi di wilayah sekitar kawasan.

This infrastructure development is expected to increase investment attractiveness, as well as create a multiplier effect for the regional economy and the community around the region. Until now, the areas under ITDC's responsibility continue to make a real contribution to creating long-term sustainable economic impact — including through increased tourism activities, growth of local business opportunities, labour absorption, and the development of economic ecosystems in the areas around the region.

ITDC merupakan pengelola Kawasan Ekonomi Khusus (KEK) Mandalika berdasarkan penetapan Pemerintah. Insentif fiskal dan nonfiskal yang berlaku di dalam KEK. Hal ini mencakup:

1. Fasilitas pajak penghasilan
2. Keringanan PPN dan bea masuk
3. Kemudahan perizinan dan kepastian hak atas tanah

ITDC is the manager of the Mandalika Special Economic Zone (SEZ) based on the Government's determination. Fiscal and non-fiscal incentives that apply within the SEZ. This includes:

1. *Income Tax Facility*
2. *VAT and import duty relief*
3. *Ease of licensing and certainty of land rights*

Fasilitas ini ditetapkan melalui peraturan dan ditujukan terutama bagi investor serta mitra yang melakukan pengembangan di dalam kawasan. Peran ITDC adalah sebagai pengelola dan fasilitator KEK — insentif yang ditujukan bagi investor tersebut bukan merupakan bantuan finansial yang diterima oleh ITDC [GRI 201-4].

These facilities are established through regulation and are primarily available to investors and partners undertaking development within the area. ITDC's role is that of a manager and facilitator of the SEZ — the incentives intended for investors are not financial assistance received by ITDC [GRI 201-4].



Dampak Ekonomi Tidak Langsung [OJK F.23]

Indirect Economic Impact



Selain menciptakan nilai ekonomi langsung melalui kegiatan operasional dan investasi, ITDC juga memberikan kontribusi tidak langsung yang signifikan bagi perekonomian nasional dan daerah. Dampak tersebut terlihat nyata dari peningkatan aktivitas ekonomi, lahirnya berbagai usaha baru, hingga terangkatnya kesejahteraan masyarakat di sekitar kawasan pengembangan. Uraian lebih lengkap mengenai dampak ekonomi tidak langsung yang dihasilkan oleh Perusahaan disajikan pada Bab 6 Laporan Keberlanjutan ini. [GRI 203-2].

Beyond generating direct economic value through its operations and investments, ITDC makes a substantial indirect contribution to both the national and regional economies. This impact is evident in increased economic activity, the emergence of new businesses, and the improved welfare of communities surrounding the development areas. A comprehensive discussion of these indirect economic impacts is provided in Chapter 6 of this Sustainability Report. [GRI 203-2].

Dampak Ekonomi Tidak Langsung yang Dihasilkan [GRI 203-2]

Indirect Economic Impacts Generated by Companies

Penciptaan Lapangan Kerja Tidak Langsung

Creation of Indirect Employment



Pembangunan dan operasional mendorong terciptanya ribuan lapangan kerja tidak langsung di sektor pendukung seperti perhotelan, kuliner, transportasi, dan perdagangan, yang berkontribusi pada pengurangan pengangguran dan peningkatan pendapatan lokal.

Development and operation drive thousands of indirect job opportunities in sectors such as hospitality, food & beverage, transportation, and retail, reducing unemployment and increasing local income

Peningkatan Pendapatan & Daya Beli Masyarakat

Increased Income and Purchasing Power



Meningkatnya jumlah wisatawan membuka peluang bagi masyarakat lokal untuk menawarkan produk dan jasa, meningkatkan pendapatan serta kesejahteraan masyarakat sekitar kawasan.

Growing tourist numbers create opportunities for local communities to provide goods and services, directly enhancing income and overall welfare.

Pertumbuhan UMKM & Ekosistem Bisnis Lokal

Growth of MSMEs and the Local Business Ecosystem



Kehadiran kawasan ITDC mendorong permintaan terhadap produk dan jasa lokal, memperkuat ekosistem bisnis yang berkelanjutan dan meningkatkan kapasitas wirausaha masyarakat.

ITDC-managed destinations stimulate demand for local goods and services, fostering a sustainable business ecosystem and strengthening local entrepreneurship.

Peningkatan Nilai Properti & Daya Tarik Investasi

Increased Property Value and Investment Appeal



Mendorong kenaikan nilai tanah dan properti di sekitarnya, menarik investor swasta di berbagai sektor, dan mendorong pertumbuhan investasi daerah.

Increase in surrounding land and property values, attracting private investment in real estate, hospitality, and supporting sectors, promoting regional growth.

Pengelolaan Rantai Pasok

Supply Chain Management

ITDC menerapkan Standar Operasional Prosedur (SOP) Implementasi Tingkat Komponen Dalam Negeri (TKDN) dalam Pengadaan Barang dan Jasa. Komitmen ini tidak hanya mendukung penguatan sektor industri nasional, tetapi juga selaras dengan arahan pemerintah untuk meningkatkan kemandirian ekonomi serta nilai tambah di dalam negeri, baik pada wilayah pengelolaan kawasan dan di luar wilayah kawasan. Implementasi SOP tersebut berjalan secara menyeluruh mulai dari perencanaan, evaluasi penawaran, sampai pelaksanaan kontrak, dengan mengutamakan penyedia yang memenuhi komponen lokal sesuai ketentuan TKDN yang berlaku.

ITDC implements Standard Operating Procedures (SOPs) for the application of Domestic Component Level (TKDN) in the procurement of goods and services. This commitment not only bolsters the national industrial sector but also aligns with government directives to enhance domestic economic independence and value-added creation to enhance economic self-reliance and domestic value-added—both within and outside of the managed areas. The SOP is implemented comprehensively, from procurement planning and bid evaluation to contract execution, prioritizing providers that meet local component requirements in accordance with TKDN regulations.

Selama periode Januari hingga Desember 2025, ITDC melalui Procurement Group telah melaksanakan aktivitas pengadaan dengan melibatkan berbagai mitra pemasok lokal. Rincian mengenai kuantitas pemasok serta keseluruhan nilai alokasi pengadaan bagi pemasok lokal tersebut dipaparkan sebagai berikut:

Between January and December 2025, ITDC's Procurement Group executed procurement activities by engaging various local suppliers. The following details outline the total number of suppliers involved and the corresponding procurement value allocated to them.

Proporsi Pemasok Lokal (dalam Rp Juta) [GRI 204-1]

Proportion of Local Suppliers (in Rp Million)

Total Pengadaan 2025
Total procurement
Rp 1.195.151

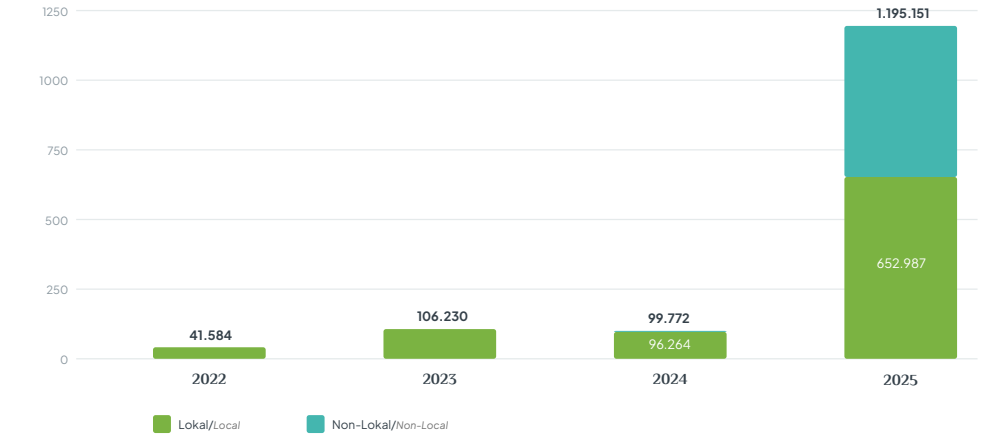
Pemasok Lokal — Jumlah
Local Vendor by count
90,4%
188 dari 208 pemasok
188 from 208 vendor

Pemasok Lokal — Anggaran
Local Vendor by spending
54,64%

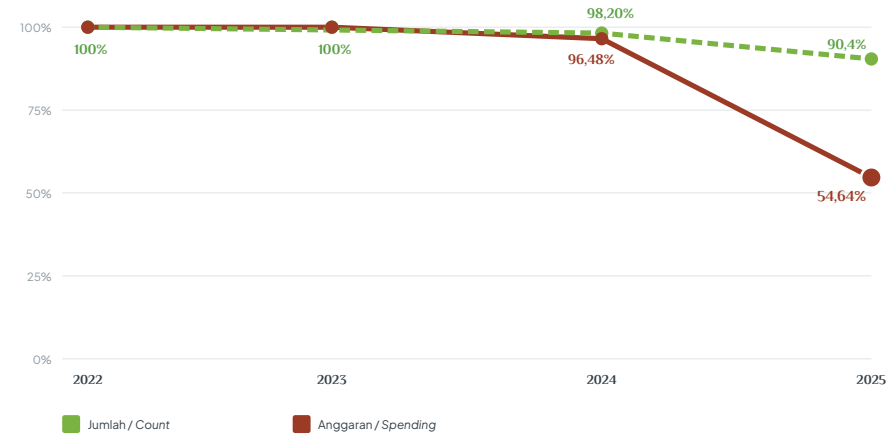
Penurunan anggaran untuk pemasok lokal disebabkan oleh pengadaan yang dilakukan oleh Perusahaan untuk high value goods dengan spesifikasi khusus dari penyedia internasional atau non-lokal. Akan tetapi secara jumlah, 188 dari 208 pemasok kita berasal dari Indonesia.

The decrease in the budget allocated to local suppliers is due to the Company's procurement of high-value goods with specific requirements from international or non-local providers. Nevertheless, in terms of the total number of suppliers, 188 out of our 208 suppliers are based in Indonesia.

Nilai Pengadaan: Lokal vs Non-Lokal
Procurement Value: Local vs Non-Local



Proporsi Lokal: Jumlah vs Anggaran
Local proportion : Count vs Budget



Rincian Proporsi Pemasok Lokal (dalam Rp Juta)

Breakdown of Proportion of Local Suppliers (in Rp Million)

Deskripsi *Description*	2025		2024		2023		2022	
	Jumlah/*Amount*	**Anggaran/***Budget*	**Jumlah/***Amount*	**Anggaran/***Budget*	**Jumlah/***Amount*	**Anggaran/***Budget*	**Jumlah/***Amount*	**Anggaran/***Budget*
Pemasok Barang/Jasa *Goods/Services Suppliers*	208	1.195.151	111	99.772	95	106.230	65	41.584
Pemasok Barang/Jasa Lokal *Local Goods/Services Suppliers*	188	652.987	109	96.264	95	106.230	65	41.584
Persentase (%) *Percentage (%)*	90,4%	54,64%	98,20%	96,48%	100%	100%	100%	100%

ITDC memegang komitmen penuh untuk mendukung eliminasi seluruh bentuk kerja paksa dan pekerja anak, baik di lingkungan operasional maupun rantai pasoknya. Sampai saat ini, ITDC belum melaksanakan identifikasi atau evaluasi risiko terhadap pemasok terkait isu tersebut, sehingga belum ada operasi maupun mitra pemasok yang teridentifikasi memiliki risiko signifikan [GRI 408-1; 409-1]. Hingga tahun 2025, ITDC juga belum menetapkan kriteria lingkungan dan sosial yang spesifik dalam proses pengadaan barang dan jasa [GRI 308-1; 414-1]. Meski demikian, ITDC tetap memberikan perhatian khusus pada kegiatan konstruksi dan pembangunan infrastruktur, termasuk penyediaan bahan bangunan dan tenaga kerja yang sesuai dengan regulasi yang berlaku.

ITDC memberlakukan kebijakan seleksi yang tegas untuk tidak bekerja sama dengan pemasok yang terindikasi menggunakan pekerja anak maupun kerja paksa. Selain itu, ITDC telah menyediakan kanal pengaduan resmi sebagai sarana pelaporan. Hingga saat ini, belum terdapat laporan terkait pelanggaran tersebut; apabila ditemukan, ITDC akan segera menindaklanjutinya secara tegas sesuai kebijakan yang berlaku. Penjelasan lebih lanjut mengenai komitmen ini dapat ditemukan pada halaman 472 di Laporan Tahunan 2025.

ITDC is fully committed to supporting the elimination of all forms of forced labor and child labor, both in the operational environment and in its supply chain. To date, ITDC has not carried out a risk identification or evaluation of suppliers related to this issue, so no operations or supplier partners have been identified as having significant risks [GRI 408-1; 409-1]. Until 2025, ITDC has also not set specific environmental and social criteria in the procurement process of goods and services [GRI 308-1; 414-1]. However, ITDC still pays special attention to construction and infrastructure development activities, including the provision of building materials and labor in accordance with applicable regulations.

ITDC enforces a strict selection policy against working with suppliers suspected of using child labor or forced labor. In addition, ITDC has established a formal complaints channel for reporting such issues. To date, no reports of such violations have been received; should any arise, ITDC will promptly and firmly address them in accordance with applicable policy. Further details on this commitment can be found on page 472 in the 2025 Annual Report.

Pengembangan Sumber Daya Manusia

Human Resource Development

IN THIS SECTION:

69 **Profil Karyawan**
Employee Profile

71 **Rekrutmen dan Pergantian Karyawan**
Recruitment and Employee Turnover

75 **Keberagaman, Kesetaraan, & Inklusi dan Hak Asasi Manusia**
Diversity, Equality, & Inclusion and Human Rights

78 **Pengembangan Kompetensi**
Competency Development

81 **Keterlibatan dan Kesejahteraan Karyawan**
Employee Engagement and Welfare

84 **Keselamatan dan Kesehatan Pekerja**
Employee Safety and Health

Profile Karyawan

Employee Profile



Pendataan ini dilakukan berdasarkan jumlah karyawan aktual yang tercatat pada akhir tahun. Per 31 Desember 2025, jumlah karyawan ITDC tercatat sebanyak 212 orang, terdiri dari 137 Pria (65%) dan 75 Wanita (35%). Angka ini menunjukkan kenaikan dibandingkan dengan jumlah karyawan pada tahun sebelumnya yang tercatat 190 orang pada akhir 2024 dan 197 orang pada tahun 2023. Untuk entitas INU, per 31 Desember 2025 terdiri atas 15 orang, terdiri dari 11 Pria (73%) dan 4 Wanita (27%). Sehingga total karyawan yang dilaporkan adalah sebanyak 227 karyawan dengan 148 Pria (65%) dan 79 Wanita (35%).

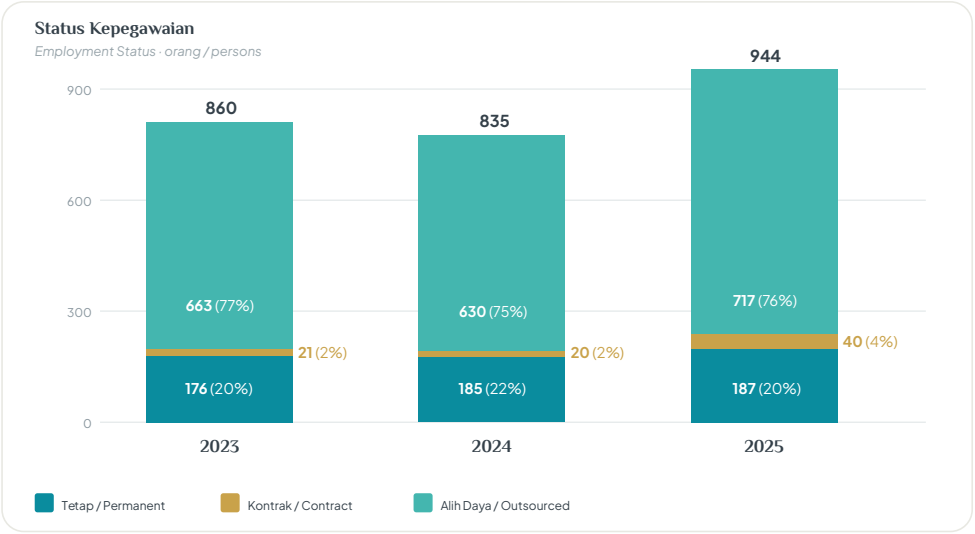
This data collection is carried out based on the number of actual employees recorded at the end of the year. As of December 31, 2025, the number of ITDC employees was recorded at 212 people, consisting of 137 men (65%) and 75 women (35%). This figure represents an increase compared to the number of employees in the previous year which was recorded at 190 people at the end of 2024 and 197 people in 2023. As for the INU entity, as of December 31, 2025, it consisted of 15 employees, comprising 11 men (73%) and 4 women (27%). Consequently, the total reported headcount stands at 227 employees, with 148 men (65%) and 79 women (35%).

Metodologi perhitungan yang digunakan untuk data karyawan di atas didasarkan pada jumlah individu yang tercatat dalam sistem HRIS (Human Resource Information System) per tanggal 31 Desember 2025. Perhitungan ini hanya mencakup karyawan penuh waktu (full-time) yang bekerja minimal 8 jam per hari dan 40 jam per minggu [GRI 2-7].

The calculation methodology used for the above employee data is based on the number of individuals recorded in the HRIS (Human Resource Information System) system as of December 31, 2025. This calculation only includes full-time employees who work at least 8 hours per day and 40 hours per week [GRI 2-7].

Demografi Karyawan Berdasarkan Status Kepegawaian [GRI 2-7; GRI 2-8] [OJK C.3]

Employee Demographic According to Employment Status

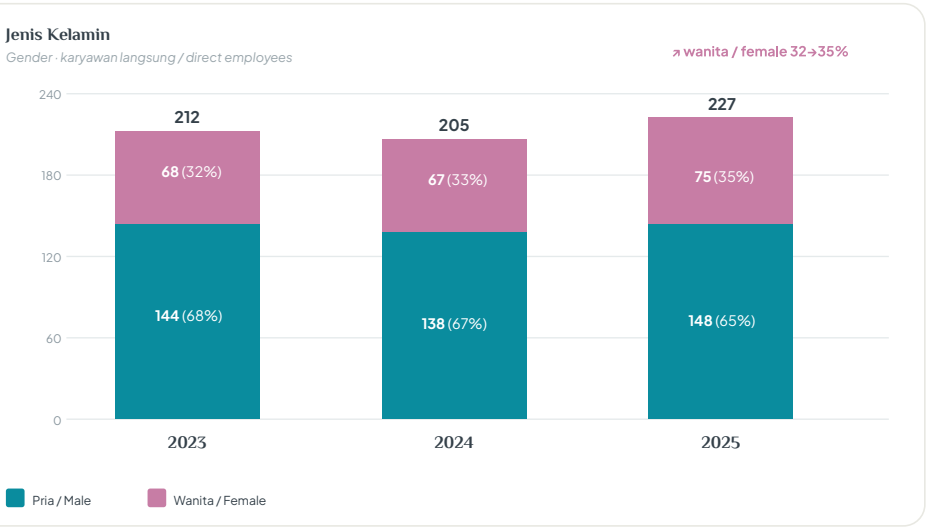


Selain karyawan tetap, ITDC mempekerjakan pekerja yang tergolong sebagai bukan karyawan tetap berupa pekerja outsourcing dan pekerja magang, yang berperan penting dalam mendukung operasional kawasan pariwisata. Pekerja non-karyawan ini terlibat dalam berbagai tugas seperti pemeliharaan fasilitas, pengelolaan acara, layanan pelanggan, dan keamanan kawasan dengan masa kerja yang disesuaikan melalui kontrak jangka pendek atau perjanjian proyek. Jumlah pekerja non-karyawan dihitung berdasarkan jumlah individu yang terlibat pada akhir periode pelaporan.

In addition to permanent employees, ITDC engages non-permanent personnel, including outsourced workers and interns, who play a vital role in supporting the operations of the tourism destinations. These non-permanent workers are involved in various operational tasks, such as facility maintenance, event management, customer service, and destination security, with employment terms structured through short-term contracts or project-based agreements. The total headcount of non-permanent workers is calculated based on the number of active individuals at the end of the reporting period.

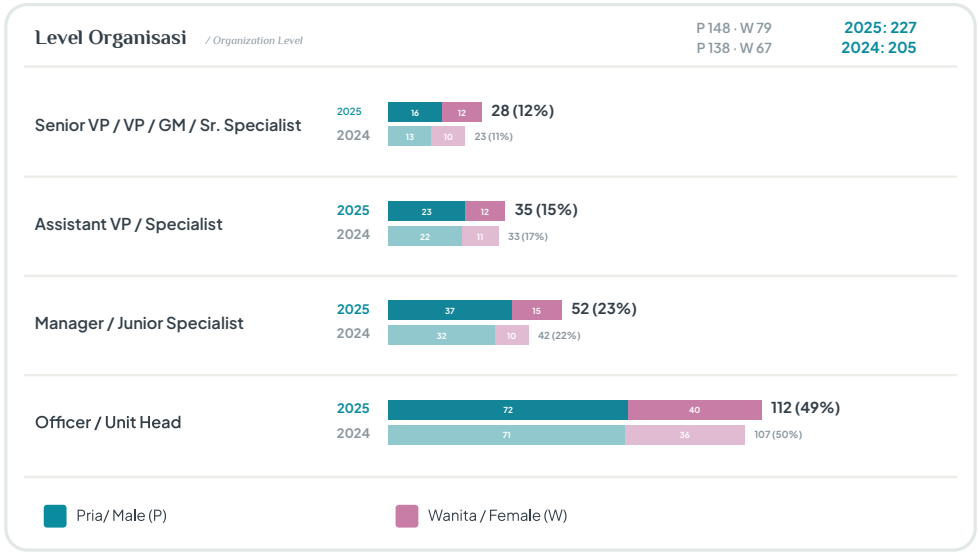
Demografi Karyawan Berdasarkan Jenis Kelamin [GRI 2-7] [OJK C.3]

Employee Demographic According to Gender



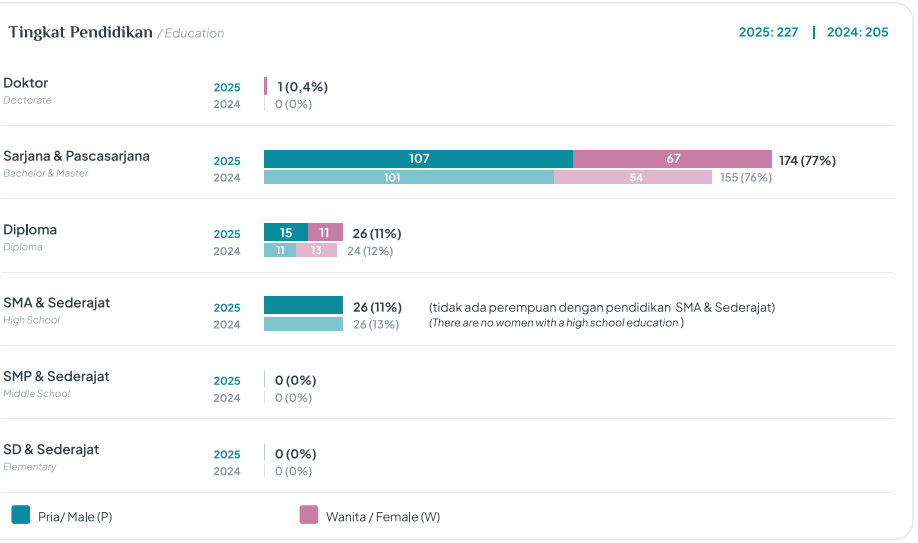
Demografi Karyawan Berdasarkan Level Organisasi [GRI 405-1] [OJK C.3]

Employee Demographic According to Organization Level



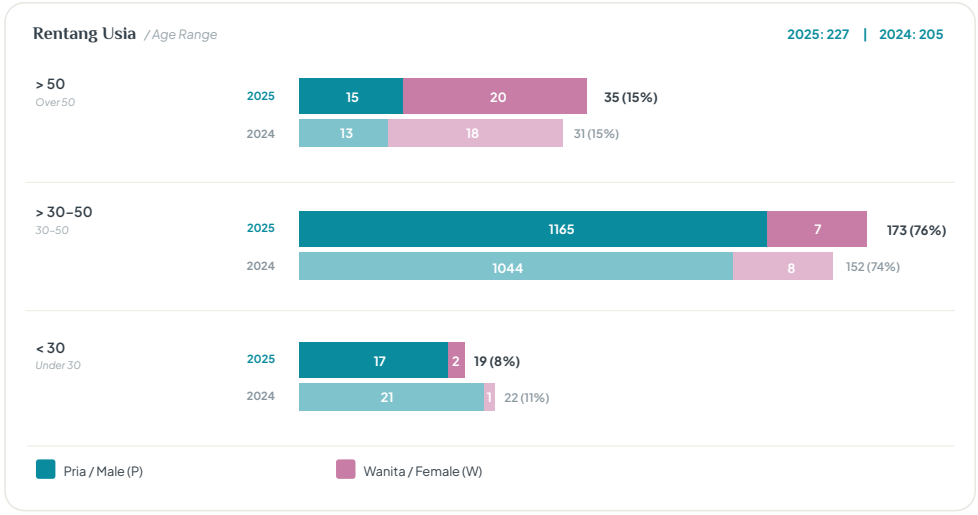
Demografi Karyawan Berdasarkan Tingkat Pendidikan [GRI 405-1] [OJK C.3]

Employee Demographic According to Education Level



Demografi Karyawan Berdasarkan Rentang Usia [GRI 405-1] [OJK C.3]

Employee Demographic According to Age



Rekrutmen dan Pergantian Karyawan

Recruitment and Employee Turnover

Proses rekrutmen yang dijalankan oleh Divisi Human Capital memiliki peran penting bagi ITDC dalam memperoleh talenta terbaik. Setiap calon karyawan diberikan kesempatan yang sama untuk mengikuti proses seleksi yang terbuka dan transparan, tanpa membedakan latar belakang sosial, agama, jenis kelamin, atau asal daerah — memastikan setiap individu memiliki peluang yang adil untuk bergabung.

Selain rekrutmen eksternal, ITDC juga secara aktif menerapkan kebijakan rekrutmen internal untuk mengisi posisi yang tersedia. Proses ini memberi kesempatan bagi karyawan yang telah berkontribusi di lingkungan ITDC untuk menempati posisi baru, dengan mempertimbangkan kualifikasi, pengalaman, serta kompetensi yang dimiliki.

Bagi Perusahaan, implementasi rekrutmen internal mendatangkan berbagai keuntungan, seperti meningkatkan loyalitas dan motivasi kerja karyawan. Kebijakan ini juga mempercepat proses adaptasi karena pegawai telah mengenali lingkungan dan budaya kerja yang berlaku, serta mengoptimalkan efisiensi waktu maupun sumber daya dalam pelaksanaan rekrutmen.

The recruitment process carried out by ITDC's Human Capital Division has an important role in obtaining the best talent. ITDC provides ample opportunities for all prospective employees to participate in the recruitment process. Every prospective employee is given the same opportunity to participate in the selection process which is carried out openly and transparently regardless of social background, religion, gender, or regional origin. With this approach, ITDC ensures that every individual has a fair chance to join the company.

ITDC actively implements an internal recruitment policy to fill available positions in the Company. This process provides an opportunity for individuals who have joined and contributed to the ITDC environment to occupy new positions by considering their qualifications, experience, and competencies.

The implementation of internal recruitment provides various benefits for the Company, including increasing the motivation and loyalty of company personnel, accelerating the work adaptation process due to an understanding of the culture and work environment that has been formed, and supporting the efficiency of the recruitment process in terms of time and resources.



1. Identifikasi Kebutuhan SDM dari Unit Kerja
Identify Human Resource Needs from Work Units

Tersedia peluang Rotasi atau Mutasi karyawan internal?
Are there any opportunities for internal employee rotation or transfer?
- Ya: Lanjut ke proses seleksi · *Yes: Continue to the selection process*
- Tidak: Lanjut ke tahap berikutnya · *No: Continue to the next stage*

Jika Tidak / If Not

Tersedia karyawan Outsourcing yang memenuhi syarat untuk diangkat sebagai karyawan tetap?
Are there any qualified outsourcing employees available to be appointed as permanent employees?
- Ya: Proses pengangkatan, lanjut seleksi · *Yes: Appointment process, continue selection*
- Tidak: Lanjut ke tahap berikutnya · *No: Continue to the next stage*

Jika Tidak / If Not

Tersedia kandidat yang sesuai dari InJourney Group?
Are there any suitable candidate from InJourney Group?
- Ya: Lanjut ke proses seleksi · *Yes: Continue to the selection process*
- Tidak: Buka rekrutmen eksternal · *No: Open external recruitment*

Jika Tidak / If Not

REKRUTMEN EKSTERNAL *External Recruitment*
LinkedIn · Referensi Jaringan Perusahaan · Portal Lowongan Profesional
Terbuka bagi kandidat berpengalaman maupun lulusan baru (fresh graduate)

2. TAHAPAN SELEKSI UMUM *General Selection Stage*

1. Penilaian — *Assessment*
2. Wawancara Pengguna — *User Interview*
3. Wawancara Daring — *Offline Interview*

Jika Tidak / If Not

Ketentuan Tambahan — Fresh Graduate
Additional requirements — Fresh Graduate
- Tes Kesehatan (MCU) — *Medical Check-Up*
- Tes Psikologi / Psikotes — *Psychological Test*

4. PENERIMAAN KARYAWAN
Employee Acceptance

Sepanjang tahun 2025, ITDC melaksanakan mobilisasi internal terhadap 18 orang, dengan 15 tenaga outsourcing dan 3 personel task force yang diangkat menjadi karyawan tetap. Langkah ini merupakan bagian dari komitmen Perusahaan dalam memberikan peluang pengembangan karier serta memperkuat keberlanjutan pengelolaan sumber daya manusia di lingkungan ITDC. karena karyawan internal sudah memiliki pengetahuan dan keterampilan yang relevan [GRI 102-3; 401-1]

Throughout 2025, ITDC carry out internal mobilization of 18 people, with 15 outsourcing personnel and 3 task force personnel who are appointed as permanent employees. This step is part of the Company's commitment to provide career development opportunities and strengthen the sustainability of human resource management within ITDC [GRI 102-3; 401-1].





Demografi Pegawai Baru

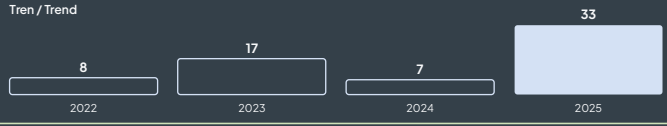
New Employee Demographics

Komitmen ITDC terhadap pengembangan sumber daya manusia tercermin dari penambahan pegawai baru sepanjang periode 2022–2025. Demografi pegawai baru berikut disajikan berdasarkan wilayah penempatan, jenis kelamin, kelompok usia, dan tingkat jabatan.

ITDC's commitment to human resource development is reflected in the addition of new employees throughout the 2022–2025 period. The following new-employee demographics are presented by placement region, gender, age group, and job level.

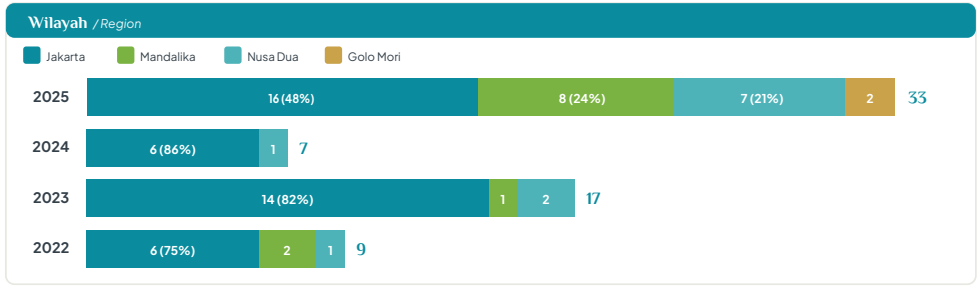
PEGAWAI BARU 2025
New hires
33 orang/people

Tren / Trend



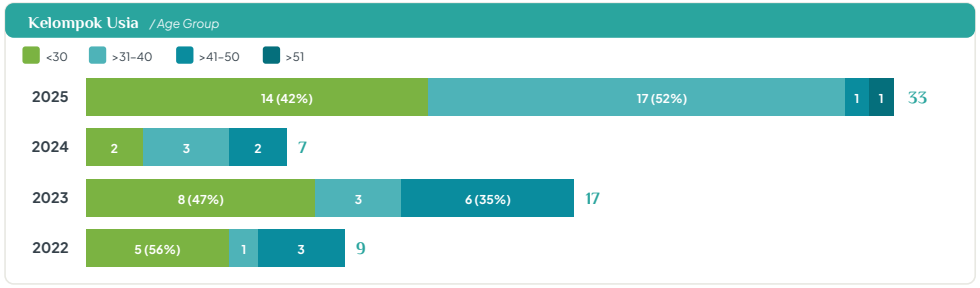
Demografi Pegawai Baru Berdasarkan Wilayah [GRI 401-1]

New Employee Demographic According to Regional



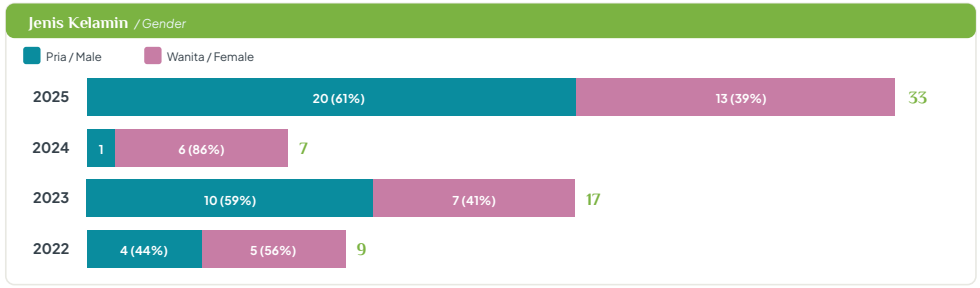
Demografi Pegawai Baru Berdasarkan Kelompok Usia [GRI 401-1]

New Employee Demographic According to Age Group



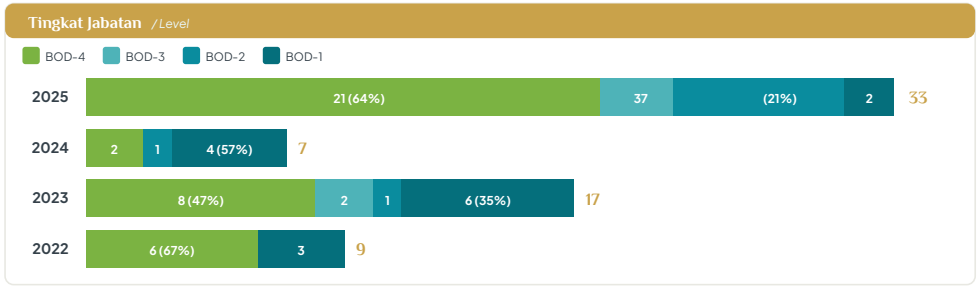
Demografi Pegawai Baru Berdasarkan Jenis Kelamin [GRI 102-3; 401-1]

New Employee Demographic According to Gender



Demografi Pegawai Baru Berdasarkan Tingkat Jabatan [GRI 102-3; 401-1]

New Employee Demographic According to Level

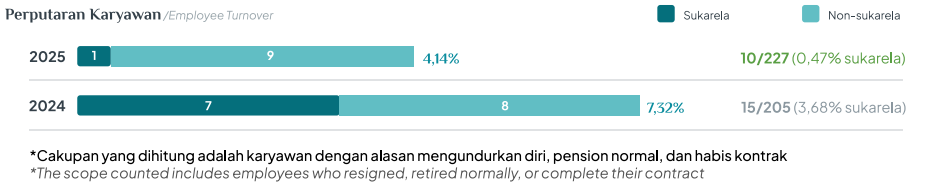


Pada tahun 2025, ITDC mencatat tingkat employee turnover sebesar 4,41%, mencakup jumlah karyawan yang keluar selama periode pelaporan. Angka ini menunjukkan penurunan dibandingkan tahun-tahun sebelumnya, yaitu 7,32% pada 2024.

In 2025, ITDC recorded an employee turnover rate of 4.41%, covering the number of employees who left during the reporting period. This figure reflects a decline compared to previous years, at 7,32% in 2024.

Tingkat Perputaran Karyawan [GRI 401-1]

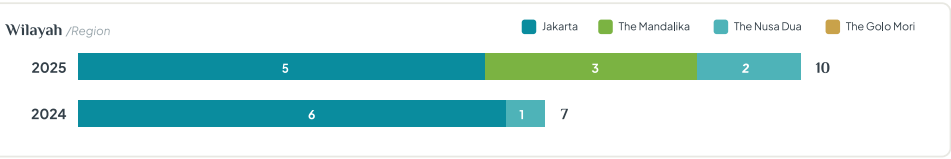
Employee Turnover Rate



*Cakupan yang dihitung adalah karyawan dengan alasan mengundurkan diri, pension normal, dan habis kontrak
The scope counted includes employees who resigned, retired normally, or complete their contract

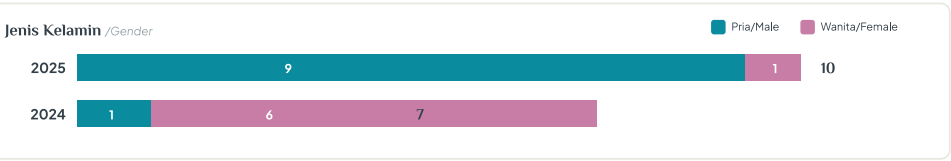
Pergantian Karyawan Berdasarkan Wilayah [GRI 401-1]

Employee Turnover According to Regional



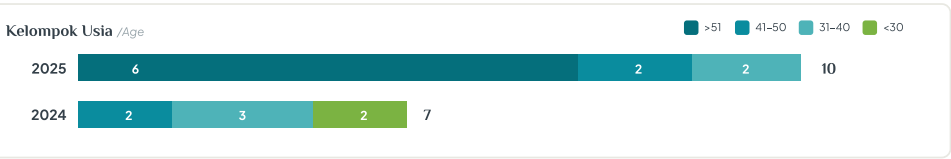
Perputaran Karyawan Berdasarkan Jenis Kelamin [GRI 102-3; 401-1]

Employee Turnover According to Gender



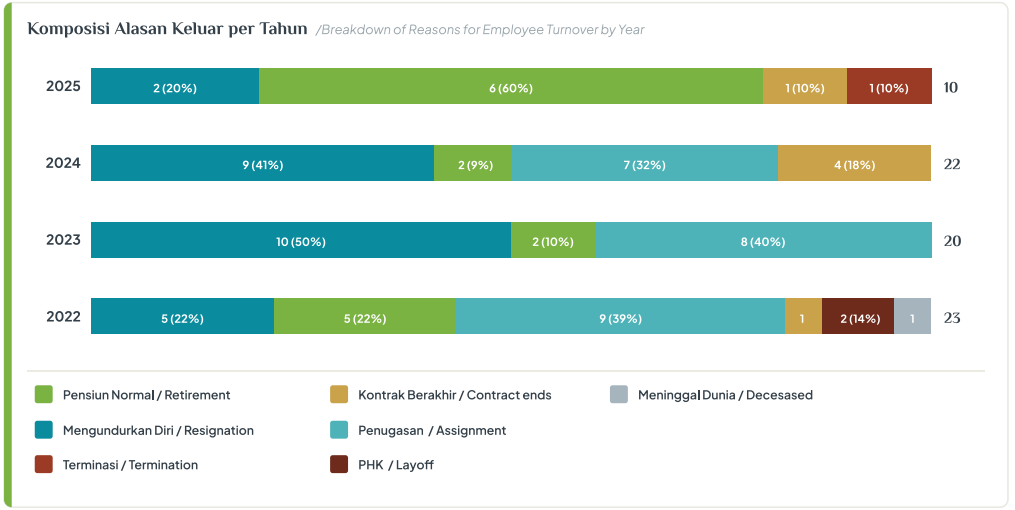
Perputaran Karyawan Berdasarkan Kelompok Usia [GRI 401-1]

Employee Turnover According to Age Group



Alasan Karyawan Meninggalkan Perusahaan

Reasons for Employee Leaving the Company



Keberagaman, Kesetaraan, & Inklusi dan Hak Asasi Manusia

Diversity, Equality, & Inclusion and Human Rights

Keberagaman, Kesetaraan, & Inklusi [OJK F-18]

Diversity, Equality, & Inclusion

Sebagai bentuk pengakuan dan penghargaan terhadap keberagaman di lingkungan kerja, ITDC menjunjung tinggi prinsip kesetaraan bagi seluruh karyawan tanpa memandang perbedaan etnis, ras, kebangsaan, agama, gender, usia, maupun disabilitas. Komitmen untuk mewujudkan lingkungan kerja yang beragam, setara, dan inklusif ini diimplementasikan secara nyata melalui Respectful Workplace Policy (RWP). Kebijakan ini mewajibkan seluruh insan ITDC untuk senantiasa menjaga lingkungan kerja agar bebas dari segala bentuk diskriminasi, kekerasan, serta pelecehan, sekaligus memastikan terciptanya kesempatan dan akses yang adil bagi setiap individu.

As a form of recognition and appreciation for workplace diversity, ITDC upholds the principle of equality for all employees, regardless of differences in ethnicity, race, nationality, religion, gender, age, or disability. This commitment to realizing a diverse, equal, and inclusive work environment is concretely implemented through the Respectful Workplace Policy (RWP). This policy obligates all ITDC personnel to maintain a work environment free from all forms of discrimination, violence, and harassment, while simultaneously ensuring fair opportunities and access for every individual.

Sebagai bentuk inklusi ekonomi, ITDC mengutamakan penyerapan tenaga kerja dari masyarakat lokal. Di kawasan The Nusa Dua, seluruh posisi Senior Management sepenuhnya diisi oleh talenta lokal Bali. Sementara itu, untuk The Mandalika dan The Golo Mori, jabatan senior saat ini masih ditempati oleh profesional dari luar daerah dalam rangka membimbing serta mengembangkan kapasitas SDM setempat agar siap mengemban peran strategis di masa mendatang [GRI 202-2].

As a form of economic inclusion, ITDC prioritizes the recruitment of local labor. In The Nusa Dua area, all Senior Management positions are fully occupied by local Balinese talent. Meanwhile, for The Mandalika and The Golo Mori, senior positions are currently still held by professionals from outside the region to guide and develop local human resource capacity, preparing them to assume strategic roles in the future [GRI 202-2].

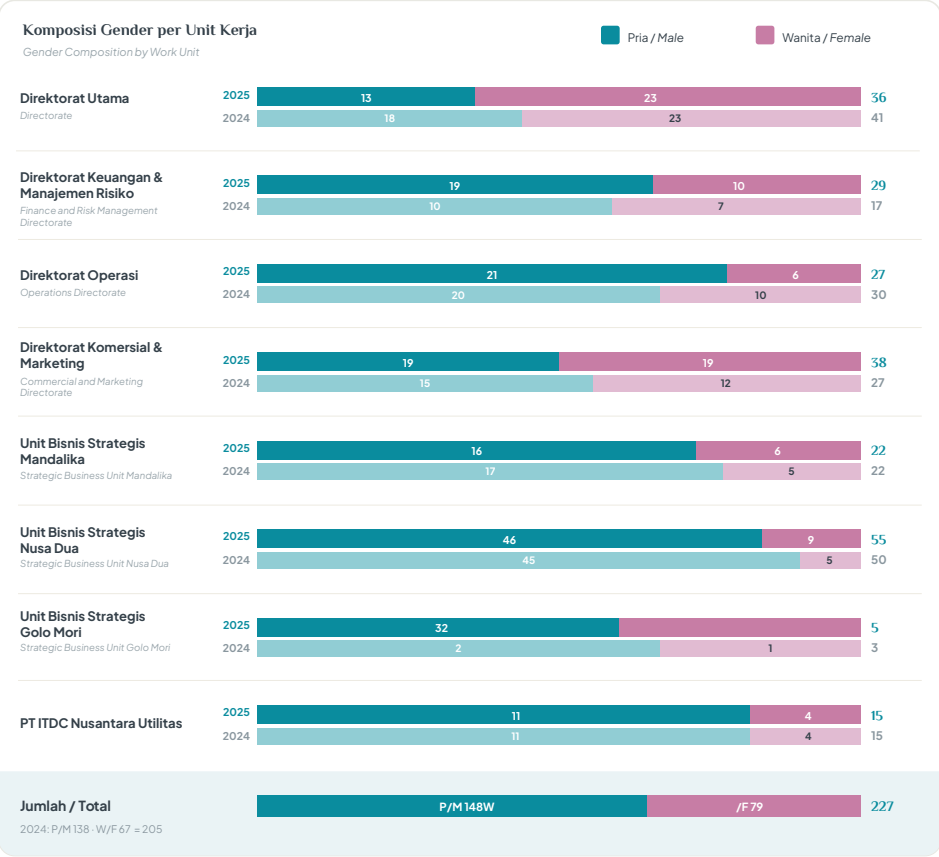
Sepanjang tahun 2025, tidak terdapat laporan insiden diskriminasi di lingkungan kerja, baik yang dilaporkan melalui kanal WBS, atasan langsung, Human Capital, maupun Organisasi KIRANA. Direksi berkomitmen menindak setiap pelanggaran dengan sanksi yang konsisten sesuai mekanisme yang berlaku [GRI 406-1].

Throughout 2025, there were no reported incidents of workplace discrimination, whether through the WBS channel, direct supervisors, Human Capital, or the KIRANA Organization. The Board of Directors is committed to addressing any violations with consistent sanctions in accordance with applicable mechanisms [GRI 406-1].



Keberagaman Unit Kerja Menurut Jenis Kelamin [GRI 405-1]

Diversity of Department and Employees by Sex



Karyawan dengan disabilitas merupakan salah satu bagian penting dari keberagaman organisasi. ITDC memastikan bahwa karyawan dengan disabilitas mendapatkan akses yang setara terhadap kesempatan kerja, fasilitas, serta program pengembangan karier. Melalui komitmen ini, ITDC berupaya memberikan kesempatan yang adil bagi karyawan dengan disabilitas, sekaligus menciptakan lingkungan kerja yang inklusif dan mendukung keberagaman.

Employees with disabilities represent an important part of organizational diversity. ITDC ensures that employees with disabilities have equal access to employment opportunities, facilities, and career development programs. Through this commitment, ITDC strives to provide fair opportunities for employees with disabilities while fostering an inclusive work environment that supports diversity.

Karyawan dengan Disabilitas

Employees with Disabilities

2025	2024	2023	2022
1 Orang	1 Orang	1 Orang	1 Orang

Hak Asasi Manusia (HAM)

Human Rights

Melalui komitmen menjunjung tinggi hak asasi manusia, ITDC memastikan seluruh karyawan diperlakukan secara adil, setara, dan penuh hormat. Hal tersebut diwujudkan secara nyata melalui Respectful Workplace Policy, yang mewajibkan setiap individu di lingkungan ITDC Group untuk bersama-sama menciptakan lingkungan kerja yang bersih dari diskriminasi, kekerasan, maupun pelecehan. Dalam melaksanakan komitmen HAM secara menyeluruh, Perusahaan berpedoman pada berbagai peraturan terkait, seperti Undang-Undang No. 39 Tahun 1999 tentang Hak Asasi Manusia dan Konvensi Organisasi Perburuhan Internasional (ILO) yang berkaitan dengan standar kerja yang layak dan adil, guna memastikan kebijakan dan praktik yang diterapkan selaras dengan prinsip-prinsip dasar HAM. Kebijakan HAM sepanjang 2025 berbentuk himbauanimbauan yang ditegakkan secara tegas di ITDC, dengan kebijakan khusus yang saat ini sedang disusun untuk diterbitkan pada 2026 [GRI 2-23, 2-24].

Through its commitment to upholding human rights, ITDC ensures that all employees are treated fairly, equally, and with respect. This is realized through the Respectful Workplace Policy, which requires every individual within the ITDC Group to collectively create a work environment free from discrimination, violence, and harassment. In carrying out its comprehensive human rights commitment, the Company is guided by various relevant regulations, such as Law No. 39 of 1999 on Human Rights and International Labour Organization (ILO) conventions related to decent and fair labor standards, to ensure that the policies and practices applied are in line with fundamental human rights principles. Throughout 2025, the human rights policy was implemented in the form of directives that were strictly enforced at ITDC, with a specific policy currently being drafted for publication in 2026 [GRI 2-23, 2-24].

Terkait pekerja anak dan kerja paksa, ITDC menetapkan usia minimum pelamar 18 tahun dan memberlakukan jam kerja 8 jam/hari dengan lembur maksimal 40 jam/bulan, sesuai UU Ketenagakerjaan. Komitmen ini berlaku pula di rantai pasokan — jika ditemukan potensi risiko, ITDC segera berkolaborasi dengan pemasok untuk memastikan kepatuhan terhadap standar HAM yang berlaku [OJK F.19].

With regard to child labor and forced labor, ITDC sets a minimum applicant age of 18 and applies working hours of 8 hours/day, with a maximum of 40 hours/month of overtime, in accordance with the Manpower Law. This commitment also extends to the supply chain — where potential risks are identified, ITDC promptly collaborates with suppliers to ensure compliance with applicable human rights standards [OJK F.19].

Untuk mendukung komitmen ini, seluruh pegawai ITDC, termasuk personel pengamanan telah dibekali dengan peningkatan pemahaman mengenai Hak Asasi Manusia dan aspek keberlanjutan lainnya [GRI 410-1]

To support this commitment, all ITDC employees, including security personnel, have been equipped with enhanced understanding of Human Rights and other sustainability aspects [GRI 410-1].

Pelatihan dalam Aspek HAM [GRI 2-24]

Training on Human Rights Aspects

Kategori *Category*	Pelatihan *Trainings*
Hak tenaga kerja & ketenagakerjaan *Labor & employment rights*	• Workshop Nasional " Kupas Tuntas Putusan MK No.168/PPU-XXI/2023 *National Workshop " Peeling Off the Verdict MK No.168/PPU-XXI/2023* • Sertifikasi *Basic Human Resources Professional* (BHRP) *Certification for Basic Human Resources Professional (BHRP)* • Sertifikasi Manajemen Sumber Daya Manusia (MSDM) *Certification for Human Resource Management (HRM)*
Kesehatan & Keselamatan kerja *Occupational health & safety*	• Pelatihan Evakuasi Kebakaran sesuai dengan Prosedur Operasi Standar K3 *Fire Evacuation Training in accordance to OHS Standard Operational Procedure* • Pelatihan Simulasi Gempa & Tsunami *Earthquake and Tsunami Simulation Training*
Hak atas Tanah dan Komunitas *Land & community rights*	• Workshop Dialog Pertanahan *Land Workshop Dialog* • Penataan Tanah di Kawasan The Nusa Dua *Land Composition in The Nusa Dua*
Anti-Korupsi & Tata Kelola *Anti-corruption & governance*	• Training Awareness ESG InJourney Group *ESG Awareness Training InJourney Group* • Pelatihan *Good Corporate Governance* *Good Corporate Governance Training* • Pelatihan dan *Sertifikasi Risk Governance Master Class* *Risk Governance Master Class Training and Certification* • Pelatihan *Risk & Governance Summit* 2025 *Risk & Governance Training Summit 2025* • Pelatihan Calon Penyuluh Antikorupsi (PELOPOR) *Training of Anti-Corruption Extension Candidates* • E-Learning Peningkatan Pemahaman Gratifikasi *Increasing Gratification Understanding E-Learning* • Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti Bribery Management System Training*
ESG & Laporan Berkelanjutan *ESG & sustainability reporting*	• Implementasi & Pelaporan ESG *ESG Implementation & Reporting* • Sertifikasi Spesialis Laporan Keberlanjutan *Certified Sustainability Reporting Specialist*
Martabat & Kesejahteraan di Tempat Kerja *Workplace dignity & wellbeing*	• Dari Ketegangan ke Kerja Tim: Membangun Jembatan dalam Situasi Konflik *From Tension to Teamwork: Building Bridges in Conflict Situations* • *Wellness* Webinar "*Thrive at Work*: Membangun kesehatan mental di dunia kerja yang dinamis" *Wellness Webinar "Thrive at Work: Building Mental Health in a Dynamic Working Place"* • *Risk Awareness*: Ketahui Risiko Anda di Tempat Kerja *Risk Awareness: Know Your Risk in the Workplace*

Sebagai bagian integral dari budaya Perusahaan, ITDC berkomitmen kuat untuk membangun hubungan industrial yang harmonis serta senantiasa mendukung kebebasan berserikat. Selaras dengan ketentuan Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan serta Konvensi ILO, seluruh karyawan memiliki hak penuh untuk bergabung dengan serikat pekerja dan menyuarakan hak-hak mereka melalui saluran yang sah tanpa adanya rintangan ataupun perlakuan diskriminatif. Sesuai ketentuan tersebut, kesepakatan antara manajemen Perusahaan dan serikat pekerja dituangkan dalam Perjanjian Kerja Bersama (PKB).

As an integral part of the Company's culture, ITDC is strongly committed to building harmonious industrial relations and consistently supports freedom of association. In alignment with the provisions of Law No. 13 of 2003 on Manpower and ILO Conventions, all employees have full rights to join labor unions and voice their rights through legitimate channels without any obstacles or discriminatory treatment. In accordance with these provisions, the agreement between the Company's management and the labor union is documented in the Collective Labor Agreement (CLA).

Hingga periode pelaporan 2025, ITDC belum mengidentifikasi adanya operasi maupun rantai pasokan dengan potensi ancaman terhadap hak kebebasan berserikat karyawan. Apabila insiden semacam ini terjadi, laporan dapat disampaikan melalui kanal komunikasi yang telah disediakan, dan akan ditindaklanjuti sesuai mekanisme kebijakan yang berlaku [GRI 407-1].

As of the 2025 reporting period, ITDC has not identified any operations or supply chains posing potential threats to employees' rights to freedom of association. Should such incidents occur, reports can be submitted via the provided communication channels and will be addressed in accordance with applicable policy mechanisms [GRI 407-1].

Dalam upaya memperkuat kesetaraan, meningkatkan kesejahteraan pekerja, dan mencapai tujuan strategis Perusahaan, ITDC aktif membangun dialog sosial yang produktif dengan melibatkan serikat pekerja secara langsung pada pembaruan Perjanjian Kerja Bersama (PKB) di tahun 2023. Manajemen memastikan aspirasi karyawan terwakili dengan baik mengingat lebih dari 90% dari total pegawai telah resmi terdaftarterintegrasi sebagai anggota serikat pekerja. PKB ini mencakup berbagai aspek, antara lain kebebasan berserikat dan berunding bersama, lingkungan kerja yang nyaman dan bebas dari diskriminasi serta ancaman, waktu kerja, fasilitas Perusahaan, jaminan sosial tenaga kerja, cuti dan ketidakhadiran, pemutusan hubungan kerja, serta perubahan operasional yang signifikan [GRI 2-30]

In an effort to strengthen equality, improve employee welfare, and achieve the Company's strategic goals, ITDC actively builds productive social dialogue by involving labor unions directly in the renewal of the Collective Labor Agreement (CLA) in 2023. Management ensures that employee aspirations are well-represented, given that more than 90% of total employees have been officially integrated as union members. This CLA covers various aspects, including freedom of association and collective bargaining, a comfortable work environment free from discrimination and threats, working hours, company facilities, labor social security, leave and absenteeism, termination of employment, as well as significant operational changes [GRI 2-30]

Apabila terjadi perubahan operasional yang signifikan, ITDC akan memberikan pemberitahuan minimal 30 hari sebelum perubahan tersebut diberlakukan — sebagai bentuk pemenuhan hak karyawan untuk mendapatkan kesempatan berkonsultasi serta waktu yang memadai sebelum perubahan diterapkan [GRI 402-1].

Should a significant operational change occur, ITDC will provide a minimum of 30 days' notice before the change takes effect — fulfilling employees' right to consultation and adequate time to prepare before the change is implemented [GRI 402-1].



Pengembangan Kompetensi
Competence Development

Penilaian Kinerja
Performance Review

Dalam rangka pengembangan talenta karyawan, pemenuhan tugas dan tanggung jawab individu berdasarkan KPI yang telah ditentukan memegang peranan yang penting. Program ini diimplementasikan bagi seluruh tingkatan karyawan untuk memastikan setiap unit kerja mampu mencapai kinerja yang optimal. ITDC juga menyediakan — tidak diwajibkan — mekanisme penilaian 360 derajat untuk memperoleh umpan balik dari berbagai pihak internal dan eksternal. Apabila karyawan menemukan tantangan dalam pekerjaan atau ingin mengembangkan keterampilan lebih lanjut, ITDC menyediakan sesi coaching yang dilakukan oleh supervisor.

In the context of employee talent development, the fulfillment of individual duties and responsibilities based on predetermined KPIs plays an important role. This program is implemented for all levels of employees to ensure that every work unit is able to achieve optimal performance. ITDC also provides—though not mandatory—a 360-degree assessment mechanism to obtain feedback from various internal and external parties. If employees encounter challenges in their work or wish to develop further skills, ITDC provides coaching sessions conducted by supervisors.

Tahapan Penilaian Kinerja
Performance Assessment Stages

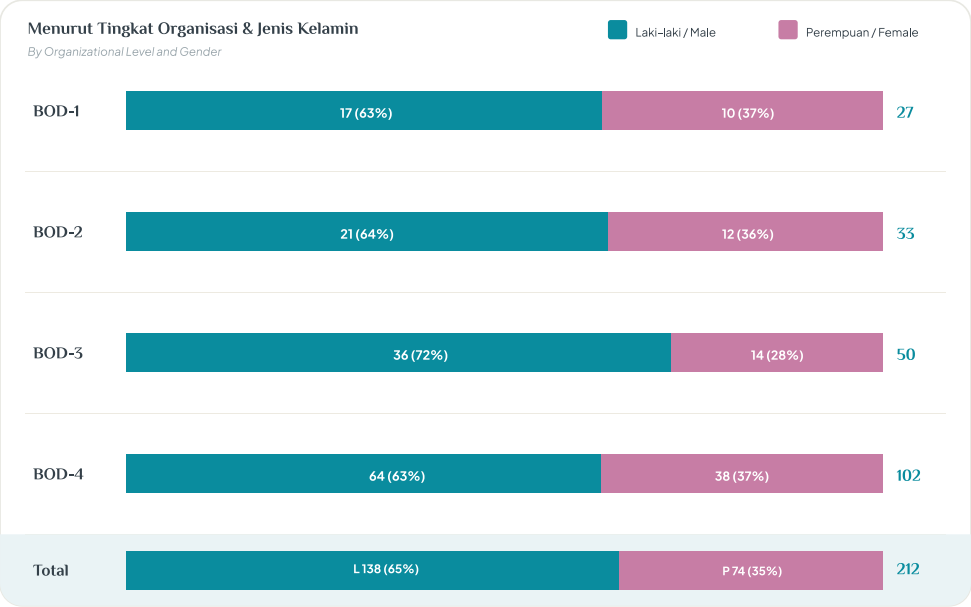
Tiga Tahap Penilaian Kinerja
Three Appraisal Stages

1. Awal Tahun: Penetapan Goal *Beginning of the Year: Goal Setting*	2. Tengah Tahun: Tinjauan Kinerja *Mid-Year: Performance Review*	3. Akhir Tahun: Tinjauan Akhir *Year End: Final Review*
Manajemen menetapkan sasaran kinerja korporat, yang diturunkan menjadi KPI individu. *Management sets corporate performance target, then turned to individual KPIs.*	Mengevaluasi kemajuan pemenuhan KPI. *Evaluating progress towards KPI.*	Evaluasi akhir oleh atasan langsung dengan penyesuaian melalui lapisan kalibrasi. *Final supervisor evaluation with calibration layers adjustment.*

1 Layer 1 **Atasan Langsung** *Direct Supervisor*	2 Layer 2 **Ketua Grup** *Group Head*	3 Layer 3 **Direktur Bidang** *Division Director*	4 Layer 4 **Board of Director (BoD)**
Penilaian berdasarkan pencapaian KPI individu serta kontribusi pada tim dan unit kerja. *Initial assessment on individual KPI achievement along with team and unit contribution.*	Pemeriksaan dan kalibrasi hasil penilaian. *Reviewing assessment and calibration result.*	Kalibrasi lebih lanjut untuk memastikan evaluasi sesuai tujuan dan sasaran korporasi. *Further calibration to ensure evaluation aligns with company's goals and targets.*	Pemeriksaan dan persetujuan oleh BoD bahwa hasil evaluasi telah mencerminkan kontribusi karyawan terhadap kemajuan perusahaan. *Review and approval by BoD that evaluation result reflects employee's contribution to the company's progress.*

Karyawan yang Memperoleh Evaluasi Kinerja [GRI 404-3]

Employee who Received Performance Evaluation



Rata-Rata Jam Pelatihan dan Sertifikasi ITDC [GRI 102-3; 404-1]

Average Training and Certification Hours

Entitas *Entity*	Banyak Program dan Jenis Pelatihan *Program Amount and Type of Training*	Total Peserta *Total Participant*	Total Jam Pelatihan *Total Training Hours*
ITDC	127 (113 Pelatihan dan 14 sertifikasi). *127 (113 training and 4 certifications).*	1.600	13.104,37
INU	Pelatihan teknis & non-teknis dan sertifikasi relevan *Hard skill & soft skill training and relevant certification*	34	213
TOTAL		**1.634**	**13.317,37**

Entitas *Entity*	Peserta Pelatihan *Training Participant*	Jam Pelatihan *Training Hours*	Rata-Rata Jam/Karyawan *Average Hours/Employee*
ITDC	13.104,37	212	61,81
INU	213	15	14,20
Total Rata-Rata *Average Total*	**13.317,37**	**227**	**58,67**

Pelatihan dan Sertifikasi Karyawan

Employee Training and Certification

Demi mendorong efektivitas kerja serta mendongkrak produktivitas secara optimal, ITDC membuka kesempatan yang luas bagi seluruh karyawan untuk mengasah kapabilitas mereka, guna mencetak SDM yang lebih unggul dan siap menghadapi dinamika serta perkembangan di lingkup kerja. Komitmen ini diwujudkan melalui penerapan kerangka pelatihan dan pengembangan yang mencakup seluruh aspek dan teknik pengembangan SDM, dari level manajerial hingga level terbawah. Sepanjang tahun 2025, anggaran pengembangan sumber daya manusia yang dialokasikan mencapai Rp2.421.935.535. [OJK F.22]

Sepanjang tahun pelaporan 2025, ITDC menyelenggarakan total 127 program pengembangan kompetensi, terdiri dari 113 program pelatihan dan 14 program sertifikasi, dengan 213 partisipan. Pencatatan jumlah peserta tersebut tidak mencerminkan jumlah individu secara unik, mengingat setiap karyawan dapat mengikuti beberapa program pelatihan dan sertifikasi sekaligus. Hal ini disesuaikan dengan kebutuhan peningkatan kapabilitas, tujuan strategis, serta sasaran pengembangan pengetahuan yang telah ditetapkan oleh Perusahaan. Daftar pelatihan yang lebih lengkap dapat dilihat pada Lampiran laporan ini.

To enhance work effectiveness and boost productivity optimally, ITDC opens broad opportunities for all employees to hone their capabilities, with the goal of creating superior human resources ready to face dynamics and developments in the workplace. This commitment is realized through the implementation of a training and development framework that covers all aspects and techniques of HR development, from managerial to entry levels. Throughout 2025, the allocated human resources development budget reached Rp2,421,935,535. [OJK F.22]

Throughout the 2025 reporting year, ITDC organized a total of 127 competency development programs, consisting of 113 training programs and 14 certification programs, with 213 participants. This participant count does not reflect the unique number of individuals, as each employee may attend multiple training and certification programs simultaneously. This is adjusted according to capability improvement needs, strategic objectives, and knowledge development targets set by the Company. A more complete list of training programs can be seen in the Appendix of this report.

Pelatihan dan Sertifikasi [GRI 403-5; 404-2] [OJK F.1, F.22]

Training and Certification

No	Kategori *Category*	Deskripsi *Description*	Jumlah *Amount*		Peserta *Participants*	Jam *Hours*
			Pelatihan *Training*	Sertifikasi *Certification*		
1	Tata Kelola, Anti-Korupsi & Kepatuhan *Governance, Anti-Corruption & Compliance*	Berfokus pada penanaman integritas dan tata kelola yang kuat sebagai fondasi utama keberlanjutan bisnis. Pelatihan ini mencakup penerapan Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001, Good Corporate Governance (GCG), pencegahan suap dan kecurangan (fraud), serta kepatuhan hukum dan regulasi. *Focuses on instilling integrity and strong governance as the core foundation for business sustainability. The training covers ISO 37001 Anti-Bribery Management Systems (ABMS), Good Corporate Governance, anti-bribery and fraud prevention, as well as legal and regulatory compliance.*	15	3	242	2.904,42
2	Keahlian Umum & Pengembangan Profesional *General Skills & Professional Development*	Bertujuan untuk meningkatkan keahlian esensial guna memastikan karyawan dapat menjalankan tugasnya secara efisien, efektif, dan produktif. *Aimed at enhancing essential skills to ensure employees perform their duties efficiently, effectively, and productively.*	18	-	348	2.539,60
3	ESG & Keberlanjutan *ESG & Sustainability*	Dirancang untuk meningkatkan kesadaran akan keberlanjutan dan mendukung peran penting ITDC sebagai pengembang destinasi pariwisata yang bertanggung jawab. *Designed to raise sustainability awareness and support ITDC's pivotal role as a responsible and sustainable tourism destination developer.*	8	1	158	1.296,00
4	Kepemimpinan & Pengembangan Talenta *Leadership & Talent Development*	Berfokus pada pembinaan dan persiapan pemimpin yang cakap di setiap tingkat organisasi melalui program pengembangan yang terarah dan relevan. *Focused on grooming and preparing capable leaders at every organizational level through highly relevant, targeted development programs.*	11	-	122	1.008,00
5	Keselamatan Kerja & Tanggapan Darurat *Work Safety & Emergency Response*	Bertujuan untuk memperkuat kesadaran akan lingkungan kerja yang aman dan mendorong penerapan standar Keselamatan dan Kesehatan Kerja (K3) yang ketat. *Aimed at reinforcing awareness regarding a safe work environment and promoting strict occupational health and safety (OHS) standards.*	9	1	146	1.312,00
6	Hukum & Pengelolaan Tanah *Legal & Land Management*	Berfokus pada penguatan pemahaman institusional terkait regulasi hukum korporasi dan pengelolaan lahan sebagai aset ITDC. *Focuses on strengthening institutional knowledge of corporate legal regulations and land management as ITDC's asset.*	9	-	117	822,05
7	Keuangan, Akuntansi & Perbendaharaan *Finance, Accounting & Treasury*	Bertujuan untuk memperdalam pemahaman mengenai praktik manajemen keuangan korporasi yang tepat, akurat, dan transparan. *Aimed at deepening the understanding of proper, accurate, and transparent corporate financial management practices.*	9	2	112	1.186,00
8	Manajemen Risiko & Kelanjutan Bisnis *Risk Management & Business Continuity*	Berfokus pada pemahaman risiko bisnis inti dan integrasi strategi mitigasi risiko yang efektif dengan perencanaan keberlangsungan bisnis. *Focuses on understanding core business risks and effectively integrating risk mitigation strategies with business continuity planning.*	12	5	213	1.236,30
9	Budaya & Kesejahteraan Karyawan *Culture & Employee Wellbeing*	Bertujuan untuk penanaman nilai budaya AKHLAK dan mendorong pengembangan karakter, dengan penekanan kuat pada kesehatan mental serta keseimbangan kehidupan kerja. *Aimed at embedding the AKHLAK core values and fostering character development, with a strong emphasis on mental health and a healthy work-life balance.*	4	-	97	331,00
10	Pemasaran, Citra & Komunikasi *Marketing, Branding & Communication*	Berfokus pada penguasaan manajemen promosi perusahaan, pembentukan citra merek (brand image), dan komunikasi publik yang efektif. *Focused on mastering the management of corporate promotion, brand image, and effective public communications.*	6	-	22	208,00
11	*Digital, IT & Data*	Dirancang untuk mendorong inisiatif transformasi digital perusahaan serta meningkatkan kapabilitas pemanfaatan dan analisis data tingkat lanjut. *Designed to drive the company's digital transformation initiatives and enhance advanced data utilization and analytical capabilities.*	9	-	16	170,50
12	HR & Manajemen Talenta *HR & Talent Management*	Berfokus pada manajemen, pengembangan, dan optimalisasi sumber daya manusia secara strategis. *Focuses on the strategic management, development, and optimization of human capital.*	3	2	7	90,50
	TOTAL		**113**	**14**	**1.600**	**13.104,37**

Keterlibatan dan Kesejahteraan Karyawan

Employee Engagement and Welfare



Keterlibatan Karyawan

Employee Engagement

Tingkat keterlibatan karyawan menjadi salah satu indikator utama yang menggambarkan seberapa besar rasa keterikatan, kebanggaan, dan komitmen karyawan terhadap Perusahaan. ITDC secara berkala melakukan evaluasi keterlibatan karyawan lewat survei guna mengukur rasa bangga mereka terhadap Perusahaan, sekaligus menilai komitmen serta performa mereka bagi organisasi. Hasil survei ini memberikan gambaran yang jelas mengenai faktor-faktor yang memengaruhi keterlibatan karyawan, sekaligus membantu Perusahaan merumuskan kebijakan yang lebih efektif dalam meningkatkan performa dan kesejahteraan karyawan.

Pelaksanaan survei keterlibatan ini dilakukan secara berkala setiap dua tahun sekali demi menerapkan perbaikan yang diperlukan berdasarkan hasil evaluasi sebelumnya. Pada tahun 2025, agenda survei ini diselenggarakan bersama InJourney, dengan raihan skor khusus bagi ITDC sebesar 76,38.

The employee engagement level is one of the key indicators illustrating the extent of employees' attachment, pride, and commitment to the Company. ITDC periodically evaluates employee engagement through surveys to measure their pride in the Company, while also assessing their commitment and performance for the organization. The results of this survey provide a clear picture of the factors affecting employee engagement, as well as helping the Company formulate more effective policies to improve employee performance and welfare.

This engagement survey is conducted periodically every two years to implement the necessary improvements based on the results of previous evaluations. In 2025, this survey agenda was organized in collaboration with InJourney, with ITDC achieving a specific score of 76.38.

Aspek Pengukuran
Measurement Aspects · 3 aspek psikologis

1	2	3
Kognitif *Cognitive*	**Afektif** *Affective*	**Sikap** *Behaviour*
Efektivitas Kinerja Karyawan *Employees work effectiveness*	Kepuasan dan Motivasi Kerja *Job satisfaction and motivation*	Loyalitas & Sikap Positif terhadap Perusahaan *Loyalty and positive attitude towards the company*

7 Dimensi
7 Dimension · area yang disurvei

- Integrasi Kerja & Keluarga — *Work Family Integration*
- Dukungan Organisasi — *Organizational Support*
- Cuti & Tunjangan — *Leave & Benefit*
- Kontinuitas & Pengembangan Karir — *Career Continuity & Development*
- Kesehatan & Kesejahteraan — *Health & Well-Being*
- Diversitas & Inklusi — *Diversity & Inclusion*
- Pemberdayaan Perempuan — *Woman Empowerment*

Kesejahteraan Karyawan

Employee Welfare

Sebagai bagian dari strategi keberlanjutan dan meningkatkan daya saing Perusahaan, ITDC berkomitmen penuh untuk senantiasa menjaga serta meningkatkan kesejahteraan para karyawannya. Wujud nyata dari komitmen tersebut diimplementasikan melalui penerapan sistem remunerasi yang adil dan kompetitif, serta penyediaan program penghargaan yang mengapresiasi setiap kontribusi karyawan. ITDC juga berupaya menyediakan lingkungan kerja yang mendukung keseimbangan antara pencapaian profesional dan kualitas kehidupan pribadi, sehingga karyawan dapat berkembang secara optimal.

As part of its sustainability strategy and to increase the Company's competitiveness, ITDC is fully committed to consistently maintaining and improving the welfare of its employees. A tangible manifestation of this commitment is implemented through the application of a fair and competitive remuneration system, as well as the provision of reward programs that appreciate every employee's contribution. ITDC also strives to provide a work environment that supports a balance between professional achievement and quality of personal life, so that employees can develop optimally.

Tunjangan Karyawan ITDC 2025 [GRI 401-2]

2025 ITDC Allowances for Permanent and Non-Permanent Employees

Tunjangan *Benefits*	Karyawan Tetap *Permanent Employees*	Karyawan Tidak Tetap *Non-Permanent Employees*
Gaji dan Tunjangan *Salary and Allowances*	✓	✓
Tunjangan Hari Raya *Holiday Allowance*	✓	✓
Tunjangan Cuti Tahunan *Yearly Absence Allowance*	✓	✗
Perawatan Kesehatan *Healthcare Coverage*	✓	✓
Fasilitas Jabatan *Position Facilities*	✓	✓
Jaminan Sosial Tenaga Kerja *Social Security Assistance*	✓	✓
Cuti Melahirkan *Maternity Leave*	✓	✓
Persiapan Masa Pensiun *Pre-Retirement Preparation*	✓	✗

Seluruh karyawan yang telah bekerja selama minimal satu tahun juga berhak menerima cuti tahunan sebanyak 12 hari kerja per tahun, sesuai dengan ketentuan internal perusahaan yang mengacu pada peraturan perundang-undangan yang berlaku. Sedangkan cuti melahirkan diberikan selama 90 hari bagi karyawan perempuan dan cuti untuk suami selama 2 hari, yang dapat diajukan melalui sistem HRIS [GRI 401-3].

All employees who have worked for at least one year are also entitled to receive annual leave of 12 working days per year, in accordance with the company's internal provisions referring to the applicable laws and regulations. Meanwhile, maternity leave is given for 90 days for female employees and leave for husbands for 2 days, which can be applied for through the HRIS system [GRI 401-3].

Hak Cuti Melahirkan Karyawan [GRI 401-3]

Employee Maternity Leave Rights

100% kembali bekerja & tetap bertahan

return-to-work & retention rate

Seluruh 27 karyawan yang mengambil cuti (2023–2025) kembali bekerja dan tetap bertahan ≥ 1 tahun. Tanpa kecuali.
All 27 employees who took leave (2023–2025) returned to work and remained employed for at least one year. Without exception.

2025 — Jumlah karyawan yang berhak mengambil cuti melahirkan / *Number of employees entitled to take maternity leave*: Pria/*Male* 78 | Perempuan 78 — Retensi/*Retention* 100%

Mengambil (*Took leave*)	Kembali Bekerja (*Returned*)	Tetap Bekerja ≥1 tahun (*Stayed ≥1 year*)
Pria/*Male*: 3	Pria/*Male*: 3	Pria/*Male*: 3
Wanita/*Female*: 3	Wanita/*Female*: 3	Wanita/*Female*: 3
total = 6	total = 6	total = 6
	100%	100%

2024 — Jumlah karyawan yang berhak mengambil cuti melahirkan / *Number of employees entitled to take maternity leave*: Pria/*Male*: 4 | Wanita/*Female*: 7 — Retensi/*Retention* 100%

Mengambil (*Took leave*)	Kembali Bekerja (*Returned*)	Tetap Bekerja ≥1 tahun (*Stayed ≥1 year*)
Pria/*Male*: 4	Pria/*Male*: 4	Pria/*Male*: 4
Wanita/*Female*: 7	Wanita/*Female*: 7	Wanita/*Female*: 7
total = 11	total = 11	total = 11
	100%	100%

2023 — Jumlah karyawan yang berhak mengambil cuti melahirkan / *Number of employees entitled to take maternity leave*: Pria/*Male*: 4 | Wanita/*Female*: 6 — Retensi/*Retention* 100%

Mengambil (*Took leave*)	Kembali Bekerja (*Returned*)	Tetap Bekerja ≥1 tahun (*Stayed ≥1 year*)
Pria/*Male*: 4	Pria/*Male*: 4	Pria/*Male*: 4
Wanita/*Female*: 6	Wanita/*Female*: 6	Wanita/*Female*: 6
total = 10	total = 10	total = 10
	100%	100%

Untuk mendukung kesiapan finansial dan psikologis para karyawan menjelang masa purnabakti, ITDC menyediakan program Masa Persiapan Pensiun (MPP) bagi mereka yang akan memasuki masa pensiun. Program ini diselenggarakan secara rutin bagi karyawan yang berada dalam rentang 2 hingga 4 tahun sebelum pensiun, dengan melibatkan pasangan karyawan agar dapat saling mendukung dalam masa transisi menuju pensiun [GRI 404-2].

Di samping pemberian tunjangan, ITDC turut menyelenggarakan aneka program guna meningkatkan kesejahteraan pekerjanya, antara lain:

- Friday Fit Day dan kegiatan olahraga lainnya seperti zumba, running, dan diving, yang diorganisir melalui 13 klub karyawan.
- Layanan Konseling dan Psikologis untuk mendukung kesehatan fisik dan mental karyawan.
- Fasilitas Beasiswa untuk seluruh PKWTT. Di tahun 2025, terdapat 2 awardee.

ITDC juga memiliki program penghargaan atas loyalitas dan kontribusi karyawan, berupa pemberian emas bagi karyawan yang telah mengabdi selama 15 tahun. Selain itu, ITDC memberikan program apresiasi religi bagi karyawan senior, berupa:

1. Kesempatan untuk melaksanakan ibadah Umrah diberikan kepada pegawai yang beragama Islam.
2. Bagi pegawai yang beragama Nasrani, disediakan fasilitas khusus untuk melakukan ziarah ke Yerusalem.
3. Perusahaan juga memfasilitasi pegawai beragama Hindu untuk mengadakan perjalanan spiritual ke India, khususnya menuju situs-situs suci yang berkaitan dengan tradisi Hindu.

Sebagai bagian dari implementasi, ITDC melaporkan perbandingan gaji entry level antara karyawan laki-laki dan perempuan di lokasi operasional utama untuk memastikan kesesuaiannya dengan upah minimum lokal yang berlaku. ITDC juga memonitor kesetaraan gaji secara rutin di seluruh jabatan untuk memastikan tidak ada perbedaan yang tidak adil antara perempuan dan laki-laki dalam gaji pokok dan remunerasi.

To support the financial and psychological readiness of employees approaching retirement, ITDC provides a Retirement Preparation Program (MPP) for those who are about to enter retirement. This program is held regularly for employees who are within 2 to 4 years before retirement, involving the employee's spouse so that they can support each other during the transition period towards retirement [GRI 404-2].

In addition to benefits, ITDC also organizes various programs to improve employee welfare, including::

- *Friday Fit Day and other sports activities such as zumba, running, and diving, are organized through 13 employee clubs.*
- *Counseling and Psychological Services to support the physical and mental health of employees.*
- *Scholarship facility for all Permanent Employees (PKWT). In 2025, there are 2 awardees.*

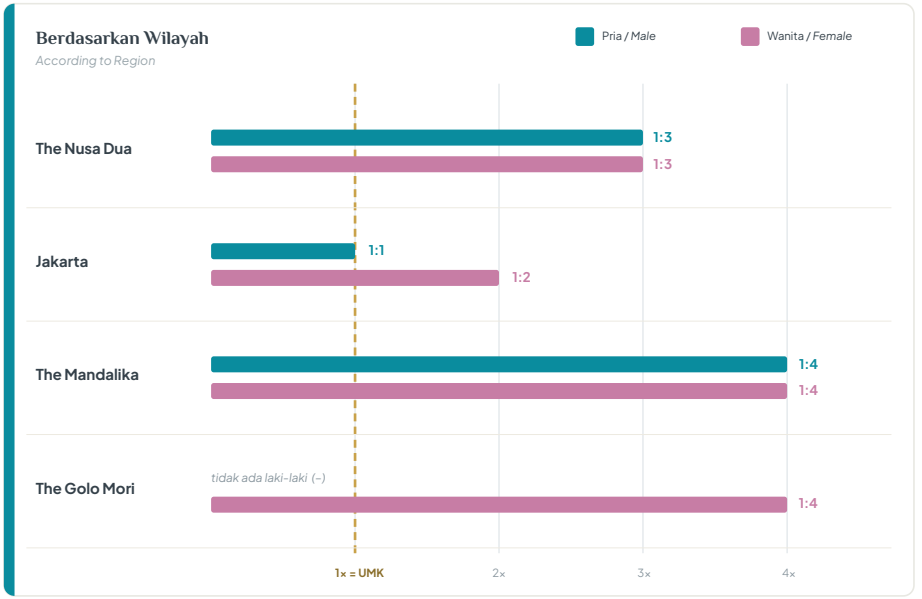
ITDC also has an appreciation program for employee loyalty and contribution in the form of giving gold to employees who have served for 15 years. ITDC also provides religious appreciation programs for senior employees in the form of:

1. *Opportunities to perform the Umrah pilgrimage are provided for Muslim employees.*
2. *For Christian employees, special facilities are provided to make a pilgrimage to Jerusalem.*
3. *The Company also facilitates Hindu employees in undertaking spiritual journeys to India, particularly to sacred sites associated with Hindu traditions.*

As part of its implementation, ITDC reports the comparison of entry-level salaries between male and female employees at its main operational sites to ensure alignment with the applicable local minimum wage. ITDC also regularly monitors pay equity across all positions to ensure there is no unjustified disparity between male and female employees in terms of base salary and overall remuneration.

Rasio UMK terhadap Gaji Karyawan Entry-Level [OJK F.20] [GRI 202-1; 405-2]

Ratio of Regional Minimum Wage (UMK) to Entry-Level Employee Wage





Keselamatan dan Kesehatan Pekerja

[OJK F.21]

Employee Safety and Health



ITDC menyadari sepenuhnya bahwa pengelolaan aspek Keselamatan dan Kesehatan Kerja (K3) memegang peranan esensial sebagai bagian yang tidak terpisahkan dalam mewujudkan lingkungan kawasan yang aman. K3 menjadi prioritas utama bagi ITDC dalam menciptakan lingkungan kerja yang aman dan sehat bagi seluruh karyawan, mitra kerja, dan masyarakat sekitar. ITDC berkomitmen mengimplementasikan sistem manajemen K3 yang selaras dengan peraturan perundang-undangan yang berlaku serta standar internasional [GRI 403-1].

Dalam menerapkan Sistem Manajemen K3 (SMK3), ITDC menyusun dan menerapkan prosedur operasional standar yang mendukung praktik keselamatan di setiap unit dan proyek, mencakup 100% karyawan ITDC. Kontraktor yang terlibat dalam konstruksi dan pembangunan infrastruktur juga disyaratkan menyediakan asuransi kesehatan dan keselamatan kerja, beserta identifikasi potensi bahaya dan rencana mitigasi risiko, sebelum memulai pelaksanaan proyek [GRI 403-7; 403-8]. Melalui pembentukan tim P2K3 (Panitia Pembina Keselamatan dan Kesehatan Kerja) serta berbagai mekanisme partisipasi lainnya, ITDC aktif melibatkan seluruh karyawan dalam proses pengembangan dan evaluasi kebijakan keselamatan kerja. Guna mengumpulkan masukan langsung mengenai implementasi kebijakan K3 di lapangan, Perusahaan juga menyebarkan kuesioner secara berkala saat melaksanakan kunjungan kerja ke setiap Strategic Business Unit (SBU). Selain itu, ITDC secara aktif menyelenggarakan berbagai program pelatihan dan simulasi, termasuk simulasi keadaan darurat, dengan rincian yang dapat dilihat pada Lampiran Laporan [GRI 403-4].

Untuk memastikan standar K3L diterapkan secara konsisten di seluruh wilayah kerja Perusahaan, evaluasi terhadap kebijakan K3 diselenggarakan secara setiap triwulan. Selain itu, ITDC berkomitmen untuk terus meningkatkan kesadaran, pemahaman, serta partisipasi aktif dari segenap pemangku kepentingan, baik internal maupun eksternal. Upaya dalam menciptakan lingkungan kerja yang aman ini diwujudkan melalui pelaksanaan program pelatihan, jalinan komunikasi internal yang efektif, serta pengawasan secara berkelanjutan. Pendataan dan penerapan sistem K3 akan semakin matang pada 2026, dimulai dengan penyusunan dokumen identifikasi bahaya dan penilaian risiko (HIRADC) [GRI 403-2].

ITDC fully realizes that the management of Occupational Health and Safety (K3) aspects plays an essential role as an inseparable part of creating a safe regional environment. K3 is a top priority for ITDC in creating a safe and healthy work environment for all employees, partners, and the surrounding community. ITDC is committed to implementing an OHS management system that is in line with applicable laws and regulations as well as international standards [GRI 403-1].

In implementing the OHS Management System (SMK3), ITDC develops and applies standard operating procedures that support safety practices in every unit and project, covering 100% of ITDC employees. Contractors involved in construction and infrastructure development are also required to provide health and safety insurance, as well as identification of potential hazards and risk mitigation plans, before commencing project implementation [GRI 403-7; 403-8]. Through the establishment of the P2K3 (Occupational Health and Safety Committee) team and various other participation mechanisms, ITDC actively involves all employees in the process of developing and evaluating work safety policies. To gather direct input regarding the implementation of OHS policies in the field, the Company also distributes questionnaires periodically when conducting work visits to each Strategic Business Unit (SBU). Furthermore, ITDC actively organizes various training and simulation programs, including emergency simulations, with details that can be seen in the Report Appendix [GRI 403-4].

To ensure that K3L standards are consistently applied throughout the Company's work areas, evaluation of OHS policies is conducted every quarter. In addition, ITDC is committed to continuously increasing awareness, understanding, and active participation from all stakeholders, both internal and external. Efforts to create a safe work environment are realized through the implementation of training programs, effective internal communication, and continuous supervision. The data collection and application of the OHS system will be more mature in 2026, starting with the preparation of hazard identification and risk assessment (HIRADC) documents [GRI 403-2].

Laporan Kinerja Keselamatan Kerja dan Insiden [GRI 403-9, 403-10]

Safety Performance and Incident Report

NOL INSIDEN

Zero Incident

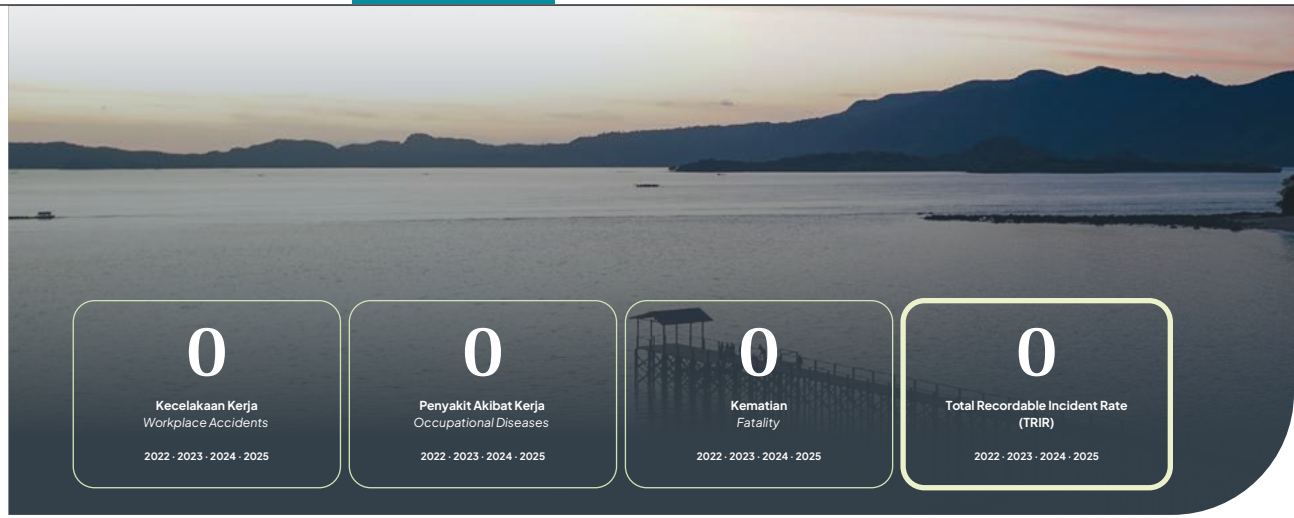
4 Tahun Berturut-turut

4 Consecutive Years

2022, 2023, 2024, 2025

Sebagai wujud komitmen terhadap keselamatan dan kesehatan kerja, Perusahaan berhasil mencatatkan kinerja nihil insiden (zero incidents) selama empat tahun berturut-turut pada periode 2022–2025, yang ditandai dengan angka nol kasus untuk kecelakaan kerja, penyakit akibat kerja, kematian (fatality), serta Total Recordable Incident Rate (TRIR)

As a reflection of its commitment to occupational health and safety, the Company successfully achieved a track record of zero incidents for four consecutive years throughout the 2022–2025 period, recording zero cases of workplace accidents, occupational diseases, fatalities, and Total Recordable Incident Rate (TRIR)





Akses Perlindungan Kesehatan [GRI 403-6]

Health Protection Access

Kerjasama dengan klinik di masing-masing SBU untuk layanan kesehatan karyawan

Collaboration with clinics at each SBU to provide health services to employees

Akses ke rumah sakit terdekat sebagai fasilitas rujukan

Access to nearby hospitals as referral facilities

Program asuransi kesehatan yang mencakup berbagai layanan medis

Health insurance programs covering various medical services

Pelaksanaan Medical Check Up (MCU) secara rutin tiap tahun untuk memantau dan mendeteksi potensi masalah Kesehatan

Conducts annual Medical Check-Ups (MCU) to monitor and detect potential health conditions

Tanggung Jawab Sosial, Masyarakat, dan Pelanggan

Social Responsibility, Community, Customers



IN THIS SECTION:

87 **Pelibatan dan Pemberdayaan Masyarakat**
Community Engagement and Empowerment

88 **Tanggung Jawab Sosial dan Lingkungan**
Social and Environmental Responsibility

93 **Hubungan dengan Pelanggan dan Tenant**
Relationship with Customers and Tenants

95 **Mekanisme Keluhan dan Pengaduan**
Complaint and Grievance Mechanism

Pelibatan dan Pemberdayaan Masyarakat

Community Engagement and Empowerment



Sebagai bentuk komitmen untuk meminimalkan dampak negatif dari seluruh aktivitas pengembangan bagi masyarakat di sekitar kawasan pengelolaan, ITDC menerapkan standar Environmental and Social (E&S). Standar ini mengikuti ketentuan yang ditetapkan oleh Asian Infrastructure Investment Bank (AIIB) selaku pihak pemberi pembiayaan proyek [GRI 413-2].

To minimize the negative impact of development activities on surrounding communities, ITDC follows the Environmental and Social (E&S) standards set by the Asian Infrastructure Investment Bank (AIIB), the project's financing entity [GRI 413-2].

Instrumen Pengelolaan Lingkungan dan Sosial yang Digunakan:

Instruments Used for Environmental and Social Management:

Resettlement Planning Framework (RPF) – Resettlement Action Plan (RAP)

ITDC bekerja sama dengan pemerintah daerah dan pusat untuk memfasilitasi relokasi warga ke perumahan permanen untuk masyarakat yang sebelumnya menempati lahan ITDC dan terdampak akibat pembangunan

ITDC works with local and central governments to facilitate the relocation of residents to permanent housing for people who previously occupied ITDC land and were affected by the development

Indigenous People Development Plan (IPDP)

ITDC menyediakan dukungan ke masyarakat setempat melalui peningkatan infrastruktur dan penjalanan program-program yang akan membawa dampak positif terhadap aspek-aspek kehidupan masyarakat

ITDC provides support to the local community through infrastructure improvements and programs that will have a positive impact on aspects of people's lives

Environmental and Social Impact Assessment (ESIA) – Stakeholder Engagement Program (SEP)

ITDC melakukan sesi konsultansi dan pertemuan rutin dengan masyarakat desa penyangga, pemerintah daerah, dan pemangku kepentingan lainnya. Hal ini dilakukan untuk mengumpulkan informasi, menerima umpan balik, aspirasi, dan keberatan dari masyarakat

ITDC conducts consultation sessions and regular meetings with the community of buffer villages, local governments, and other stakeholders. This is done to collect information, receive feedback, aspirations, and objections from the community

Tanggung Jawab Sosial dan Lingkungan

Social and Environmental Responsibility

Sebagai perusahaan yang memiliki tanggung jawab terhadap pembangunan berkelanjutan, ITDC senantiasa memastikan keberadaannya memberikan manfaat nyata bagi masyarakat di sekitar wilayah operasional. Dalam menjalankan Program Tanggung Jawab Sosial dan Lingkungan (TJSL), ITDC berkomitmen untuk berperan sebagai agen pembangunan atau agent of development. Langkah ini sejalan dengan arah kebijakan pemerintah yang mengintegrasikan aspek sosial ke dalam setiap lini operasional Badan Usaha Milik Negara (BUMN).

Pelaksanaan Program TJSL ITDC mengacu pada Peraturan Menteri BUMN Nomor PER-01/MBU/03/2023 mengenai Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan BUMN, beserta regulasi penunjang lain yang tetap berlaku. Program ini berorientasi pada empat pilar pembangunan — pilar sosial, ekonomi, lingkungan, dan hukum tata kelola — dengan memperhatikan prioritas Tujuan Pembangunan Berkelanjutan (TPB) yang relevan [GRI 2-23; 2-24].

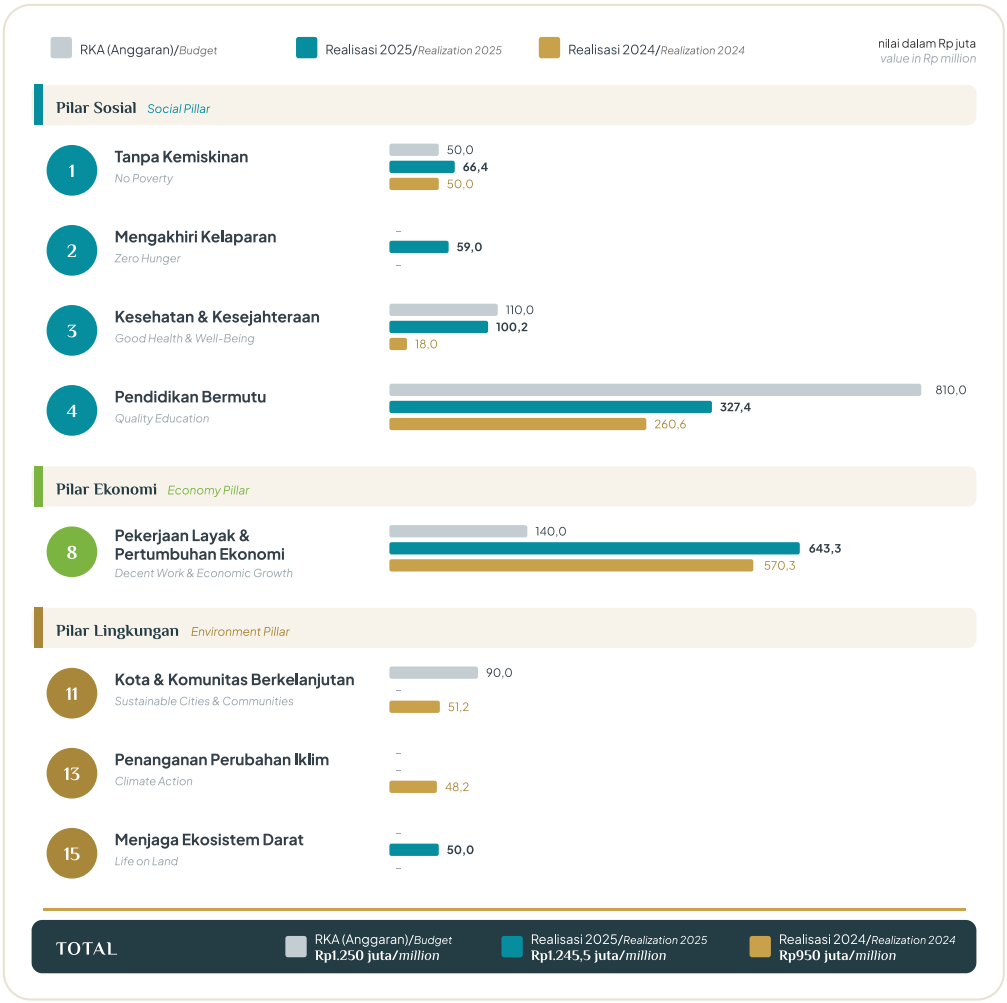
As a company dedicated to sustainable development, ITDC consistently ensures that its presence delivers tangible benefits to the communities surrounding its operational areas. In executing its Corporate Social and Environmental Responsibility (TJSL) program, ITDC is committed to acting as an 'agent of development.' This initiative aligns with government policies that integrate social considerations into every operational aspect of State-Owned Enterprises (SOEs).

The implementation of ITDC's TJSL program refers to the Minister of SOEs Regulation Number PER-01/MBU/03/2023 concerning Special Assignments and Corporate Social and Environmental Responsibility Programs of State-Owned Enterprises (SOEs), along with other applicable supporting regulations. This program is oriented toward four development pillars—social, economic, environmental, and governance—while considering the priorities of relevant Sustainable Development Goals (SDGs) [GRI 2-23; 2-24].



Penyaluran TJSL berdasarkan TPB [GRI 203-1, 203-2]

Distribution of CSR Based on SDGs



TOTAL PENYALURAN 2025/ *TOTAL DISTRIBUTION 2025*

Rp1,25 miliar/billion

Realisasi Rp1.245.466.544 *Realization of CSR distribution*

Serapan Anggaran *Budget Realization*

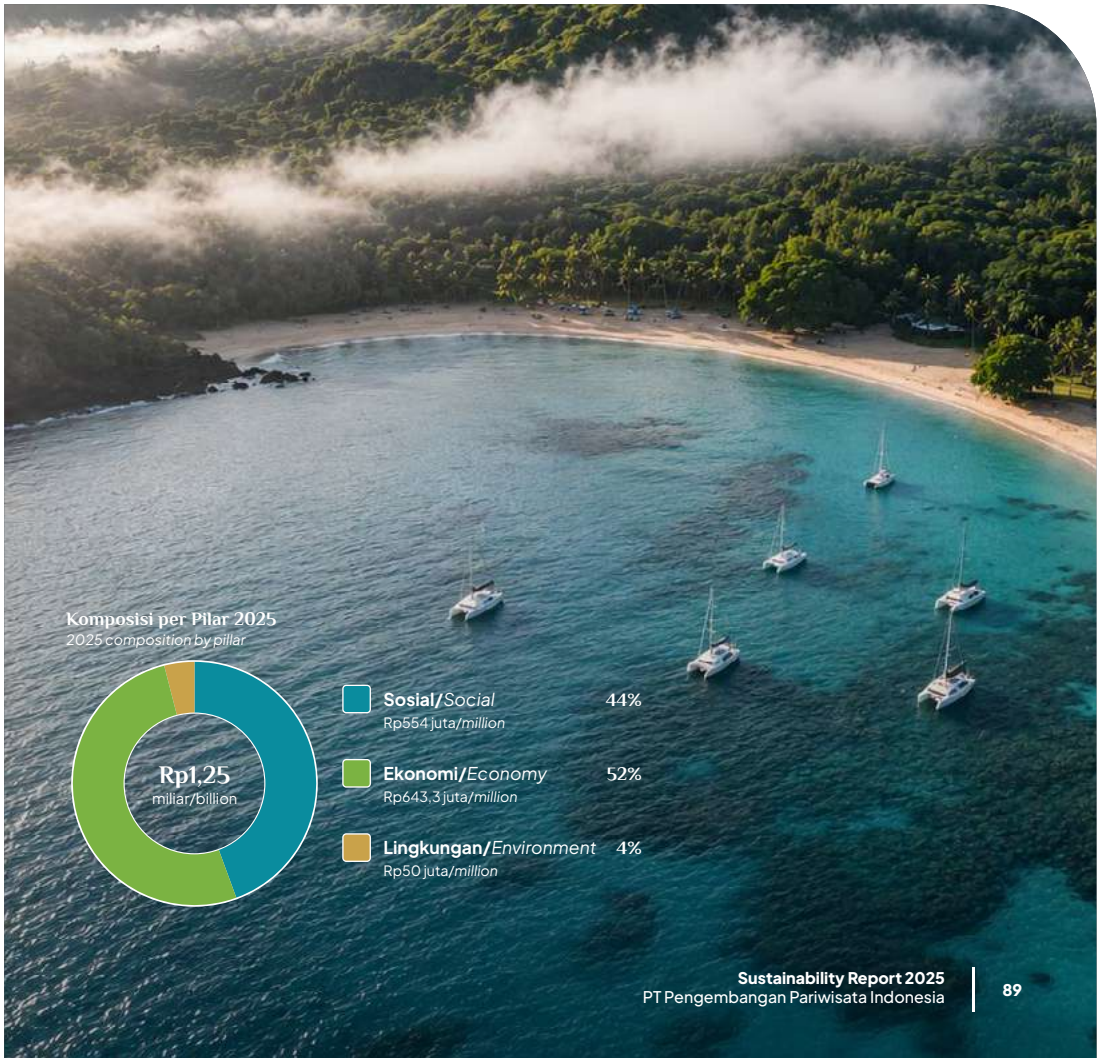
99,6% dari RKA Rp1,25 M *from Rp 1.25B Budget*

Pertumbuhan YoY *YoY Growth*

+31% vs 2024 (Rp950 juta) *vs 2024 (Rp950 million)*

Pada tahun 2025, Perusahaan mencatatkan peningkatan realisasi penyaluran dana Tanggung Jawab Sosial dan Lingkungan (TJSL/CSR) dibandingkan tahun sebelumnya. Total realisasi dana CSR pada tahun 2025 mencapai Rp1.245.466.544, meningkat signifikan dari realisasi tahun 2024 yang sebesar Rp950.000.000. Peningkatan investasi sosial ini mencerminkan penguatan komitmen berkelanjutan Perusahaan dalam mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB/SDGs) di seluruh pilar sosial, ekonomi, dan lingkungan.

In 2025, the Company recorded an increase in the realization of Corporate Social Responsibility (CSR) fund distribution compared to the previous year. The total realization of CSR funds in 2025 reached Rp1.245.466.544, a significant increase from the 2024 realization of Rp950.000.000. This higher social investment reflects the Company's strengthened, ongoing commitment to supporting the achievement of the Sustainable Development Goals (SDGs) across the social, economic, and environmental pillars.



Program Penyaluran TJSL Berdasarkan TPB [GRI 203-1; 203-2]

TJSL Distribution Program Based on SDG's

Program	Pencapaian *Achievement*	Anggaran *Budget*	Realisasi *Realization*
Program Creating Shared Value (CSV) [OJK F.23; F.25]			
Pelatihan & Penguatan Produk Hasil Pertanian – Mandalika *Agricultural product development training*	Pelatihan pengembangan produk hasil olahan pertanian terintegrasi untuk 40 orang petani. *Integrated processed-agriculture product development training for 40 farmers.*	Rp 70.000.000	Rp 48.872.523
Pemberdayaan Anak Melalui Mandalika Child Learning Center *Child Empowerment through Mandalika Child Learning Center*	Program akses pendidikan anak: pendampingan dan penyediaan fasilitas pembelajaran untuk 30 anak di KEK Mandalika. *Child education-access program: mentoring and provision of learning facilities for 30 children in KEK Mandalika.*	Rp 20.000.000	Rp 21.892.540
Pelatihan Kepariwisataan F&B – Golo Mori *Tourism Food & Beverage training*	Pelatihan bidang Food & Beverage serta hospitality untuk 60 orang masyarakat di Golo Mori. *Food & Beverage and hospitality training for 60 community members in Golo Mori.*	Rp 75.000.000	Rp 52.394.000
Total		**Rp165.000.000**	**Rp123.159.063**
Program di Bidang Pendidikan / *Educational Program*			
InJourney Hospitality House (IHH) Mandalika *Hospitality empowerment & training*	Pemberdayaan dan pelatihan berkelanjutan serta peningkatan standar pelayanan; target 360 masyarakat dan pelaku pariwisata di DPSP Mandalika. *Continuous empowerment and service-standard training; target 360 community members and tourism actors at DPSP Mandalika.*	Rp106.250.000	Rp49.725.462
InJourney Sustainable Tourism *InJourney Sustainable Tourism*	Pengembangan perekonomian dan sosial masyarakat lokal; program kolaborasi CSV InJourney Group. *Local economic and social development for surrounding communities; an InJourney Group CSV collaboration program.*	Rp21.250.000	Rp116.579.000
Pelatihan & Penguatan Produk Hasil Pertanian – Mandalika *Agricultural product development training*	Pelatihan pengembangan produk hasil olahan pertanian terintegrasi untuk 40 orang petani. *Integrated processed-agriculture product development training for 40 farmers.*	Rp70.000.000	Rp48.872.523
Pelatihan Kepariwisataan F&B – Golo Mori *Tourism Food & Beverage training*	Pelatihan bidang Food & Beverage serta hospitality untuk 60 orang masyarakat di Golo Mori. *Food & Beverage and hospitality training for 60 community members in Golo Mori.*	Rp75.000.000	Rp52.394.000
Pemberdayaan Anak Melalui Mandalika Child Learning Center *Child Empowerment through Mandalika Child Learning Center*	Program akses pendidikan anak: pendampingan dan penyediaan fasilitas pembelajaran untuk 30 anak di KEK Mandalika. *Child education-access program: mentoring and provision of learning facilities for 30 children in KEK Mandalika.*	Rp20.000.000	Rp21.892.540
Pelatihan Pengolahan Sampah *Waste Processing Training*	Program Integrated Food Surplus pada event MotoGP 2025 - anggaran Unit ESG, bukan anggaran TJSL *Integrated Food Surplus program at the MotoGP 2025 event - funded by the ESG Unit budget, not the TJSL budget.*	Rp55.000.000	Rp0
Pelatihan & Sertifikasi Pekerja Konstruksi *Construction worker training & certification*	Rencana pelatihan dan sertifikasi 30 warga sekitar Mandalika *Planned training and certification for 30 residents around Mandalika*	Rp70.000.000	Belum terealisasi *Not realized yet*
Total		**Rp417.500.000**	**Rp289.463.525**
Program di Bidang Lingkungan / *Environmental Program*			
InJourney Green *Tree planting program*	Penanaman pohon: 150 bibit pohon ketapang di area East Gate Mandalika *Tree planting: 150 ketapang seedlings planted at Mandalika East Gate.*	Rp50.000.000	Rp30.915.825
Total		**Rp50.000.000**	**Rp30.915.825**

Selain dari program tersebut, ITDC juga mengadakan program TJSL lain, yaitu:

Other than the programs above, ITDC also has other programs:



Pemeriksaan Mata & Operasi Katarak - Nusa Dua

Free Eye Check-up & Cataract Surgery

Pemeriksaan mata gratis dan operasi katarak bagi masyarakat Nusa Dua sebagai wujud kepedulian ITDC terhadap kesehatan mata masyarakat.

Free eye screening and cataract surgery for the Nusa Dua community as a form of ITDC care for public eye health.

Pencegahan Stunting - Desa Kuta

Stunting Prevention

Pemberian makanan tambahan padat gizi harian untuk 5 ibu hamil KEK (dalam 120 hari) dan 32 balita underweight/ stunting (dalam 56 hari); bekerja sama dengan Puskesmas Desa Kuta.

Daily nutrient-dense supplementary food for 5 pregnant women with chronic energy deficiency (KEK, in 120 days) and 32 underweight/stunted toddlers (in 56 days); in partnership with Puskesmas Kuta.





Pelatihan Bahasa Inggris Hospitality - Golo Mori

Hospitality English Training

Pelatihan bahasa Inggris dan hospitality untuk meningkatkan soft skill masyarakat.

English-language and hospitality soft-skill training to raise community capability.

Pembinaan & Pameran UMKM

MSME coaching & Exhibition

Pelatihan bahasa Inggris dan hospitality untuk meningkatkan soft skill masyarakat.

English-language and hospitality soft-skill training to raise community capability.





Pelatihan Seni Budaya - Nusa Dua

Cultural Arts Training

Pelatihan tari pendet untuk 100 anak SD, dipentaskan pada pembukaan Nusa Dua Festival 2025

Pendet-dance training for 100 elementary-school children, performed at the Nusa Dua Festival 2025 opening

Gerakan Wisata Bersih (GWB) - Labuan Bajo

Clean Tourism Movement – Labuan Bajo

Kegiatan bersih pantai dan bantuan tempat sampah untuk mendukung destinasi wisata bersih.

Social-environmental action: beach clean-up and donation of waste bins to support a clean tourism destination.





Pembinaan Asosiasi Pedagang Asongan - Mandalika

Vendor Association Coaching - Mandalika

Workshop penguatan kelembagaan & organisasi, workshop hospitality & pelayanan prima, serta workshop Child Protection & Safeguarding untuk perlindungan pedagang asongan anak.

Institutional & organizational strengthening workshop, hospitality & prime-service workshop, and a Child Protection & Safeguarding workshop focused on protecting child street-vendors. Partner: Yayasan Gugah Nurani Indonesia.

InJourney Peduli Literasi

InJourney Care for Literacy

Program literasi di SDN 1 Kuta dan Mandalika Child Learning Centre untuk 50+ anak: susu gratis, buku, sarana belajar dan fun games literasi; kolaborasi Susu HiLo & Air Mineral Narmada (HUT InJourney ke-3).

Literacy program at SDN 1 Kuta and Mandalika Child Learning Centre for 50+ children: free milk, books, learning aids and literacy fun-games; collaboration with Susu HiLo & Air Mineral Narmada (3rd InJourney anniversary).





Bantuan Sarana Prasarana Belajar - SD Sekembang, Desa Mertak

School Infrastructure Donation – Sekembang Elementary, Mertak Village

Papan tulis, lemari buku, dan peralatan belajar untuk SD Sekembang dalam rangkaian Berkah Ramadan Seru 2025, Mandalika.

Whiteboards, bookshelves and learning equipment for SD Sekembang as part of the Berkah Ramadan Seru 2025 series, Mandalika.

Bantuan Sarana Prasarana - SD Golo Mori

School Infrastructure Donation – Golo Mori Elementary

Papan tulis, lemari buku, dan botol minum untuk SD Jarak, Desa Golo Mori - mendukung pendidikan di desa penyangga Kawasan.

Whiteboards, bookshelves and water bottle for SD Jarak, Golo Mori village as part of the Berkah Ramadan Seru 2025 series, Mandalika.





Mudik Bersama BUMN

Eid Homecoming with SOE

Fasilitas angkutan mudik gratis Idul Fitri untuk meringankan beban masyarakat - program fokus seluruh BUMN.

Free Eid al-Fitr homecoming transport to ease the community's travel burden - a BUMN-wide focus program.

Guna menjamin bahwa setiap program TJSL yang diselenggarakan mampu menghadirkan manfaat yang nyata, terukur, dan berkelanjutan bagi masyarakat sekaligus lingkungan di area operasional, ITDC senantiasa melaksanakan evaluasi dampak program. Aktivitas pengukuran ini tidak sekadar merefleksikan wujud pertanggungjawaban Perusahaan, melainkan juga dimanfaatkan sebagai instrumen evaluasi strategis demi mengoptimalkan rancangan program selanjutnya serta menjamin keselarasan dengan Tujuan Pembangunan Berkelanjutan.

To ensure that every TJSL program implemented delivers tangible, measurable, and sustainable benefits for both the community and the environment in our operational areas, ITDC consistently conducts program impact evaluations. These measurement activities do not merely reflect corporate accountability; they are also utilized as strategic evaluation instruments to optimize future program designs and ensure alignment with the Sustainable Development Goals.

Untuk memastikan efektivitas dan nilai sosial dari program-program tersebut, ITDC melakukan penilaian dampak sosial secara kuantitatif menggunakan pendekatan Social Return on Investment (SROI). Hasil penilaian ini menunjukkan bahwa pelaksanaan program TJSL ITDC tidak menimbulkan dampak negatif terhadap masyarakat sekitar — sebaliknya, program-program tersebut memberikan dampak positif dalam meningkatkan kualitas hidup dan kemandirian masyarakat lokal.

To ensure the effectiveness and social value of these programs, ITDC conducts quantitative social impact assessments using the Social Return on Investment (SROI) approach. The results show that the implementation of ITDC's TJSL programs has caused no negative impact on surrounding communities — on the contrary, these programs have delivered a positive impact by improving quality of life and fostering self-reliance among local communities.

Hasil Pengukuran Dampak Program TJSL [GRI 203-2, 413-1, 413-2]

TJSL Program Impact Measurement Results

Program	Lokasi *Location*	TPB *SDGs*	Pemangku Kepentingan *Stakeholders*	Penerima Manfaat *Beneficiary*	Total Dampak *Total Impact*	SROI
InJourney Hospitality House	Mandalika, Kabupaten Lombok Tengah, Provinsi Nusa Tenggara Barat. *Mandalika, Central Lombok Regency, West Nusa Tenggara Province.*		6	137 orang dengan 9 Desa	Rp225.297.315	4,74
Relawan Bakti BUMN Batch VIII Mandalika	Desa Kuta, Mandalika, Kec. Pujut, Kab. Lombok Tengah *Kuta Village, Mandalika, Pujut District, Central Lombok Regency*		17	291 orang	Rp1.088.161.310	3,37

Hubungan dengan Pelanggan dan Tenant [IF-RE-410a.3]

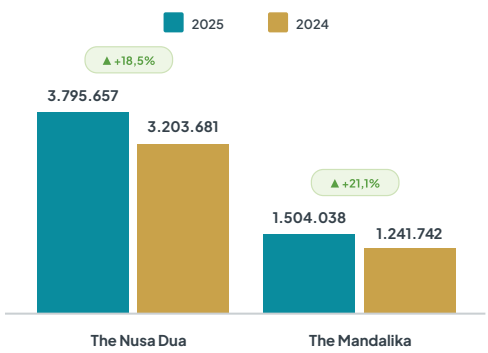
Relationship with Customers and Tenants

Dalam rangka mengukur persepsi serta pengalaman pengguna terhadap pelayanan di kawasan pariwisata yang dikelola, ITDC secara berkala mengadakan evaluasi tingkat kepuasan pelanggan. Penilaian tersebut menyasar berbagai segmen pelanggan, mulai dari wisatawan, tenant, mitra usaha, hingga pengunjung kawasan, khususnya di destinasi utama seperti Nusa Dua dan Mandalika. Sepanjang tahun 2025, kedua destinasi tersebut mencatatkan pertumbuhan kunjungan yang signifikan dibandingkan tahun 2024, mencerminkan pemulihan sekaligus penguatan daya tarik wisata yang nyata.

ITDC periodically evaluates customer satisfaction to gauge user perceptions and experiences with services in its managed tourism areas. This assessment covers diverse customer segments—including tourists, tenants, business partners, and visitors—with a specific focus on key destinations like Nusa Dua and Mandalika. Both destinations saw significant growth in 2025 compared to 2024, highlighting a clear recovery and stronger tourism appeal.

Perkembangan Wisatawan

Tourist Growth



Keberhasilan operasional kawasan tidak hanya ditentukan oleh wisatawan, tetapi juga dipengaruhi oleh para tenant sebagai pelanggan utama ITDC. Oleh karena itu, ITDC memiliki komitmen kuat untuk mengelola fasilitas, kualitas layanan, serta jalinan komunikasi dengan seluruh tenant secara profesional, berkesinambungan, dan dikelola sebaik mungkin [OJK F.17].

The operational success of the area is not determined solely by tourists but is also influenced by tenants as ITDC's primary customers. Therefore, ITDC maintains a strong commitment to managing facilities, service quality, and communication with all tenants professionally, sustainably, and as effectively as possible [OJK F.17].

Salah satu upaya ITDC dalam menjaga kualitas lingkungan kawasan adalah dengan secara aktif memantau tingkat polusi suara, agar tetap berada di bawah ambang batas yang ditetapkan. Selain itu, ITDC juga memastikan kesesuaian desain area tenant dengan rencana pembangunan yang telah dirancang sejak awal. Langkah-langkah ini bertujuan menciptakan lingkungan yang aman, nyaman, dan harmonis — tidak hanya bagi wisatawan, tetapi juga bagi tenant serta komunitas di sekitar kawasan.

One of ITDC's efforts to maintain the quality of the area's environment is actively monitoring noise pollution levels, keeping them below the set threshold. ITDC also ensures that tenant area designs align with the development plan established from the outset. These measures aim to create a safe, comfortable, and harmonious environment — not only for tourists, but also for tenants and communities surrounding the area.



Pemilihan Tenant
Tenant Selection

Seleksi calon tenant berdasarkan rencana bisnis, komitmen investasi, serta kesesuaian aspek keberlanjutan, estetika, dan fungsi lahan.
Screening of prospective tenants based on business plan, investment commitment, sustainability, aesthetics, and land-use compatibility.

Tahapan Desain
Design Stage

Tenant menyusun desain bangunan dan site plan sesuai guideline ITDC, lalu dievaluasi oleh Desain Komite bersama mitra profesional.
Tenants prepare building designs per ITDC guidelines, reviewed by the Design Committee and independent professionals.

Sidang Konsep & Konstruksi
Concept & Construction Hearings

Tenant mengikuti dua sidang: Sidang Konsep (kesesuaian awal) dan Sidang Konstruksi (kesiapan teknis), dinilai secara objektif oleh panel independen.
Tenants undergo two hearings — Concept and Construction — assessed objectively by an independent panel.

Perizinan & Pengawasan Konstruksi
Licensing & Construction Supervision

Setelah IMB diterbitkan, konstruksi diawasi oleh Administrator KEK dan ITDC. SPOC memastikan kepatuhan; pelanggaran dilaporkan ke tim legal.
Post-permit, construction is supervised by the SEZ Administrator and ITDC. SPOC monitors compliance; violations are escalated to the legal team.

Melalui berbagai inisiatif peningkatan mutu, ITDC senantiasa berkomitmen untuk menyajikan pelayanan yang berkualitas. Inovasi terus dijalankan secara berkelanjutan demi mengoptimalkan kualitas layanan bagi pelanggan langsung maupun tidak langsung, yakni wisatawan serta para tenant. Melalui upaya tersebut, Perusahaan berharap dapat menghadirkan pengalaman berkunjung yang terbaik sekaligus membangun ekosistem yang mendukung keberlanjutan bisnis para tenant. Selain itu, peningkatan standar pelayanan ini juga diarahkan untuk mendorong pertumbuhan jumlah kunjungan wisatawan ke kawasan sekaligus memikat minat investor untuk berkolaborasi dalam pengembangan fasilitas kawasan [OJK F.17].

Through various quality improvement initiatives, ITDC is consistently committed to providing high-quality service. Innovation is continuously pursued to optimize service quality for both direct and indirect customers, namely tourists and tenants. Through these efforts, the Company hopes to provide the best visiting experience while building an ecosystem that supports the business sustainability of its tenants. Furthermore, this improvement in service standards is aimed at driving the growth of tourist visits to the area while attracting investors to collaborate on the development of area facilities [OJK F.17].

ITDC memahami pentingnya transparansi informasi dalam membangun kepercayaan dengan pelanggan dan pengguna akhir, khususnya terkait dampak lingkungan dan sosial dari layanan yang disediakan. Dalam konteks bisnis ITDC yang berfokus pada pengembangan kawasan pariwisata, penyediaan informasi yang memadai dan mudah diakses menjadi bagian dari komitmen Perusahaan terhadap pelayanan yang bertanggung jawab. Mengingat sektor usaha ITDC berfokus pada pengembangan real estate yang bersifat non-ekstraktif dan tidak menghasilkan produk yang digunakan secara langsung oleh konsumen, tidak terdapat dampak negatif signifikan yang timbul dari penggunaan layanan Perusahaan.

ITDC recognizes the importance of information transparency in building trust with customers and end users, particularly regarding the environmental and social impacts of the services it provides. Within the context of ITDC's business, which focuses on the development of tourism areas, providing adequate and accessible information is an integral part of the Company's commitment to responsible service delivery. As ITDC operates in a non-extractive real estate sector and does not produce consumer-facing products, there are no significant negative impacts resulting from the use of its services.

Dalam rangka memenuhi prinsip akuntabilitas dan transparansi, ITDC aktif membagikan informasi terkait layanan, fasilitas, serta aktivitas di kawasan melalui website resmi dan kanal media sosial Perusahaan. Informasi yang disediakan meliputi penjelasan mengenai kawasan, panduan keselamatan, peraturan penggunaan fasilitas, hingga aspek keberlanjutan lingkungan yang diintegrasikan dalam tata kelola kawasan pariwisata [OJK F.27; F.28].

To fulfill the principles of accountability and transparency, ITDC actively shares information regarding services, facilities, and activities in the area through the company's official website and social media channels. The information provided includes explanations about the area, safety guidelines, facility usage regulations, and environmental sustainability aspects integrated into the tourism area's governance [OJK F.27; F.28].

Evaluasi dampak terhadap 100% layanan serta acara publik yang signifikan senantiasa dilakukan oleh ITDC sebagai wujud komitmen penuh terhadap keselamatan wisatawan dan tenant [GRI 416-1]. Salah satu langkah konkret dari penilaian ini adalah penundaan festival budaya, seni, dan musik lokal bertajuk Mandalika Suka-Suka, yang semula dijadwalkan pada 31 Agustus 2025. Penangguhan acara tersebut diputuskan setelah mempertimbangkan risiko serta keselamatan pengunjung di tengah situasi yang sulit diprediksi. Sebagai bentuk akuntabilitas pelayanan, ITDC melaksanakan proses pengembalian dana (refund) tiket secara bertahap kepada seluruh pembeli.

ITDC consistently evaluates the impact of 100% of its services and significant public events as a testament to its full commitment to the safety of tourists and tenants [GRI 416-1]. A concrete measure resulting from this assessment was the postponement of the local culture, art, and music festival titled 'Mandalika Suka-Suka,' originally scheduled for August 31, 2025. The suspension of the event was decided after considering risks and visitor safety amidst unpredictable circumstances. As a form of service accountability, ITDC implemented a gradual ticket refund process for all purchasers.

Selama periode pelaporan 2025, ITDC tidak mengidentifikasi adanya insiden ketidakpatuhan terhadap regulasi maupun pedoman sukarela terkait dampak kesehatan dan keselamatan dari layanan yang diberikan [GRI 2-27; 416-2] [OJK F.29].

During the 2025 reporting period, ITDC did not identify any incidents of non-compliance with regulations or voluntary guidelines regarding the health and safety impacts of services provided [GRI 2-27; 416-2] [OJK F.29]

Mekanisme Keluhan dan Pengaduan

Complaint and Grievance Mechanism



Demi mewujudkan komitmen terhadap aspek transparansi dan pelayanan yang responsif, ITDC menyediakan beragam saluran komunikasi resmi bagi tenant untuk menyampaikan keluhan maupun aspirasi. Selain memanfaatkan forum pertemuan rutin setiap dua minggu sekali, masukan juga dapat disampaikan melalui:

- info@itdc.co.id
- whistle.blowing@itdc.co.id
- lapor.go.id

Guna menjaga kualitas layanan serta meningkatkan kepuasan tenant, seluruh laporan maupun keluhan yang diterima melalui saluran tersebut akan segera ditindaklanjuti sesuai dengan prosedur internal Perusahaan. Langkah ini merupakan bagian dari sistem pengelolaan pengaduan yang terstruktur dan akuntabel.

Sebagai saluran resmi dalam menampung, mengelola, serta menyelesaikan pengaduan masyarakat, ITDC menerapkan Grievance Redress Mechanism (GRM) pada operasional kawasan The Mandalika, khususnya yang berkaitan dengan pelaksanaan proyek Perusahaan. Keberadaan GRM ini berfungsi sebagai wadah komunikasi dua arah yang menghubungkan masyarakat dengan ITDC, sehingga berbagai keluhan, keberatan, maupun aspirasi dapat disampaikan secara konstruktif dan terbuka. Sistem pengelolaan ini telah aktif beroperasi sejak tahun 2020 dan terus dimanfaatkan hingga kini.

Selama tahun 2025, hanya terdapat satu keluhan, yang diterima pada Mei 2025 terkait fasilitas umum berupa pompa yang disediakan selama pelaksanaan Pemukiman Permanen. Keluhan ini diselesaikan pada bulan yang sama melalui perbaikan pompa dan penyediaan air bersih selama masa perbaikan [GRI 417-2, 417-3, 418-1].

To fulfill its commitment to transparency and responsive service, ITDC provides various official communication channels for tenants to voice complaints or aspirations. In addition to utilizing routine meetings held every two weeks, input can also be submitted through:

- *info@itdc.co.id*
- *whistle.blowing@itdc.co.id*
- *lapor.go.id*

To maintain service quality and enhance tenant satisfaction, all reports and complaints received through these channels will be promptly followed up in accordance with the Company's internal procedures. This initiative is part of a structured and accountable complaint management system.

As an official channel for receiving, managing, and resolving public complaints, ITDC implements a Grievance Redress Mechanism (GRM) for the operation of The Mandalika area, particularly regarding the implementation of the Company's projects. The existence of this GRM serves as a two-way communication platform connecting the community with ITDC, allowing various complaints, objections, or aspirations to be conveyed constructively and openly. This management system has been active since 2020 and continues to be utilized to this day.

During 2025, there was only one complaint, received in May 2025, regarding public facilities in the form of a pump provided during the implementation of the Permanent Settlement. This complaint was resolved in the same month through pump repairs and the provision of clean water during the repair period [GRI 417-2, 417-3, 418-1].

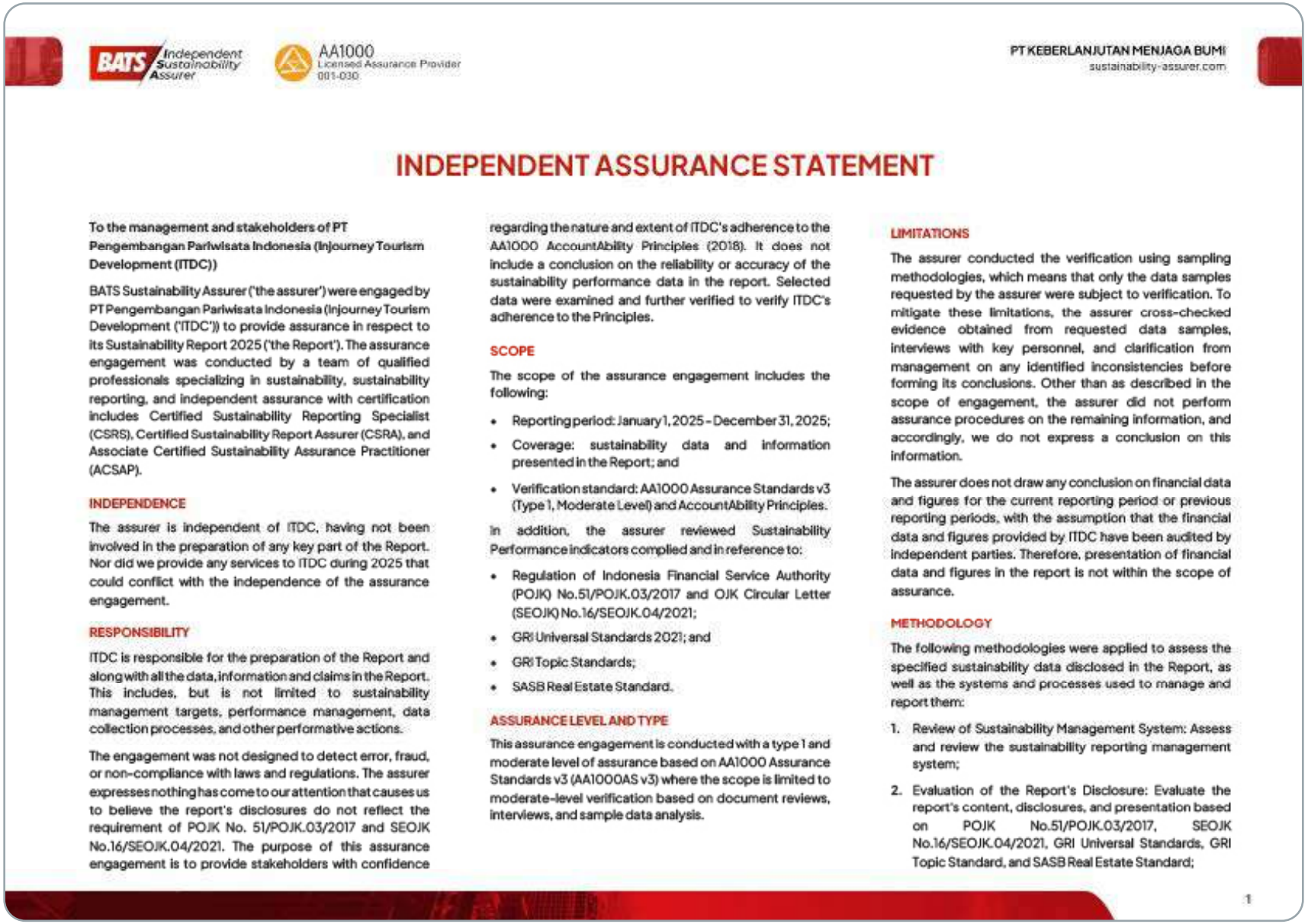
Kumulatif Keluhan Sejak Aktifnya GRM [GRI 2-25, 411-1, 413-2] [OJK F.24]

Cumulative Grievance Since GRM Active

No	Keterangan *Description*	2025	2024	2023	2022	Total	
						Diterima *Accepted*	Selesai *Done*
1	Kualitas Air *Water Quality*	0	0	3	12	7	7
2	Gangguan Debu *Inconvenience Dust*	0	0	0	0	12	12
3	Gangguan Kebisingan *Inconvenience Noise*	0	0	2	0	5	5
4	Gangguan (Kecepatan Kendaraan) *Inconvenience (Vehicle Speed)*	0	0	1	0	1	1
5	Gangguan (Getaran) *Inconvenience (Vibration)*	0	0	0	0	2	2
6	Fasilitas Umum *Public Facility*	1	2	0	0	45	45
7	Ketenagakerjaan *Employment*	0	0	14	0	17	17
8	Permasalahan Lahan *Land Matters*	0	0	0	2	86	84
9	Lainnya *Other*	0	0	14	36	86	86
TOTAL		**1**	**2**	**34**	**50**	**261**	**259**

[OJK G.1] [GRI 2–5]

Independent Assurance Statement



BATS Independent Sustainability Assurer

AA1000 Licensed Assurance Provider 001-030

PT KEBERLANJUTAN MENJAGA BUMI
sustainability-assurer.com

INDEPENDENT ASSURANCE STATEMENT

To the management and stakeholders of PT Pengembangan Pariwisata Indonesia (Injourney Tourism Development (ITDC))

BATS Sustainability Assurer ('the assurer') were engaged by PT Pengembangan Pariwisata Indonesia (Injourney Tourism Development ('ITDC')) to provide assurance in respect to its Sustainability Report 2025 ('the Report'). The assurance engagement was conducted by a team of qualified professionals specializing in sustainability, sustainability reporting, and independent assurance with certification includes Certified Sustainability Reporting Specialist (CSRS), Certified Sustainability Report Assurer (CSRA), and Associate Certified Sustainability Assurance Practitioner (ACSAP).

INDEPENDENCE

The assurer is independent of ITDC, having not been involved in the preparation of any key part of the Report. Nor did we provide any services to ITDC during 2025 that could conflict with the independence of the assurance engagement.

RESPONSIBILITY

ITDC is responsible for the preparation of the Report and along with all the data, information and claims in the Report. This includes, but is not limited to sustainability management targets, performance management, data collection processes, and other performative actions.

The engagement was not designed to detect error, fraud, or non-compliance with laws and regulations. The assurer expresses nothing has come to our attention that causes us to believe the report's disclosures do not reflect the requirement of POJK No. 51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021. The purpose of this assurance engagement is to provide stakeholders with confidence regarding the nature and extent of ITDC's adherence to the AA1000 AccountAbility Principles (2018). It does not include a conclusion on the reliability or accuracy of the sustainability performance data in the report. Selected data were examined and further verified to verify ITDC's adherence to the Principles.

SCOPE

The scope of the assurance engagement includes the following:

- Reporting period: January 1, 2025 - December 31, 2025;
- Coverage: sustainability data and information presented in the Report; and
- Verification standard: AA1000 Assurance Standards v3 (Type 1, Moderate Level) and AccountAbility Principles.

In addition, the assurer reviewed Sustainability Performance indicators complied and in reference to:

- Regulation of Indonesia Financial Service Authority (POJK) No.51/POJK.03/2017 and OJK Circular Letter (SEOJK) No.16/SEOJK.04/2021;
- GRI Universal Standards 2021; and
- GRI Topic Standards;
- SASB Real Estate Standard.

ASSURANCE LEVEL AND TYPE

This assurance engagement is conducted with a type 1 and moderate level of assurance based on AA1000 Assurance Standards v3 (AA1000AS v3) where the scope is limited to moderate-level verification based on document reviews, interviews, and sample data analysis.

LIMITATIONS

The assurer conducted the verification using sampling methodologies, which means that only the data samples requested by the assurer were subject to verification. To mitigate these limitations, the assurer cross-checked evidence obtained from requested data samples, interviews with key personnel, and clarification from management on any identified inconsistencies before forming its conclusions. Other than as described in the scope of engagement, the assurer did not perform assurance procedures on the remaining information, and accordingly, we do not express a conclusion on this information.

The assurer does not draw any conclusion on financial data and figures for the current reporting period or previous reporting periods, with the assumption that the financial data and figures provided by ITDC have been audited by independent parties. Therefore, presentation of financial data and figures in the report is not within the scope of assurance.

METHODOLOGY

The following methodologies were applied to assess the specified sustainability data disclosed in the Report, as well as the systems and processes used to manage and report them:

1. Review of Sustainability Management System: Assess and review the sustainability reporting management system;
2. Evaluation of the Report's Disclosure: Evaluate the report's content, disclosures, and presentation based on POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, GRI Universal Standards, GRI Topic Standard, and SASB Real Estate Standard;

1

3. Interviews with Key Personnel: Discussion with relevant departments to verify the relevant sustainability practice and policies along with data collection process;
4. Sampling Verification: Cross-checking selected sustainability data points against source documentation and interview result;
5. Evaluation of ITDC Adherence to the four AccountAbility Principles (2018): Evaluation is done using the available source documentation and interview result.

CONCLUSION STATEMENT

This assurance engagement was conducted in accordance with AA1000 Assurance Standard v3 (Type 1, Moderate Level). The assurer confirms that:

- The Report complies with the Regulation of Indonesia Financial Service Authority (POJK) No.51/POJK.03/2017 and OJK Circular Letter (SEOJK) No.16/SEOJK.04/2021;
- The Report aligns with the GRI Standards and is in reference to GRI Universal Standards 2021 and GRI Topic Standards;
- In adherence to AA1000 AccountAbility Principles;
- SASB Real Estate Standard.

FINDINGS AND CONCLUSIONS

The report was prepared to comply with the Regulation of Indonesia Financial Service Authority (POJK) No.51/POJK.03/2017 and OJK Circular Letter (SEOJK) No.16/SEOJK.04/2021 and in reference to the GRI Standards and GRI Topic Standards. The assurer's opinion on ITDC adherence to AA1000 AccountAbility Principles (2018) is as follows:

Inclusivity

Nothing has come to our attention that causes us to believe that any key stakeholder group has been excluded from ITDC's sustainability engagement. ITDC has established mechanisms to engage relevant internal and external stakeholders and consider their input in its sustainability approach. ITDC may further strengthen the consistency and integration of stakeholder feedback into sustainability-related decision-making.

Materiality

Nothing has come to our attention that causes us to believe that ITDC's materiality determination approach does not provide a balanced representation of the material sustainability issues relevant to its business and sustainability performance. ITDC has adopted a multi-stage materiality assessment process that considers relevant sustainability references and frameworks, stakeholder input, the urgency and controllability of sustainability issues, differences in business models and operational characteristics across its destinations and business units, as well as financial considerations. The results of the materiality assessment are used as one of the inputs in the development of ITDC's ESG roadmap and sustainability approach.

Responsiveness

Nothing has come to our attention that causes us to believe that ITDC has failed to apply the responsiveness principle in addressing relevant stakeholder concerns and sustainability matters. ITDC has established mechanisms to receive and respond to stakeholder feedback, including complaint handling and program evaluation. ITDC may further strengthen the consistency and formalization of its responsiveness processes across its business functions and operating destinations.

Impact

ITDC has established baseline data and monitoring processes for selected ESG aspects and has conducted SROI assessments for selected TJSL programs. ITDC may further strengthen the application of the Impact Principle by standardizing ESG data and measurement methodologies across its operating destinations, establishing appropriate performance targets based on available baseline data, and broadening impact assessments beyond selected TJSL programs.

ADHERENCE TO POJK No.51/POJK.03/2017 AND SEOJK No.16/SEOJK.04/2021

ITDC has declared the Report's compliance to POJK No.51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021 disclosure guidelines. Based on our review, nothing has come to our attention that causes us to believe the Report does not reflect these disclosure requirements.

ADHERENCE TO GRI STANDARDS

ITDC has declared that the Report has been prepared with reference to the GRI Standards. Based on our review, nothing has come to our attention that causes us to believe the Report has not applied the GRI Universal Standards (2021) and GRI Topic Standards under the "in accordance" approach.

ADHERENCE TO SASB REAL ESTATE STANDARDS

ITDC has declared the Report's adherence to the SASB Real Estate Standard. Nothing has come to our attention that causes us to believe the report is not with reference to the SASB Real Estate Standard.

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RECOMMENDATION

The Assurer recommends that ITDC prioritizes strengthening the collection, consistency, standardization, and governance of sustainability data and supporting evidence across its business functions and operating destinations to enhance the completeness, quality, and reliability of sustainability disclosures. ITDC is also encouraged to further strengthen its TJSL programs by applying more consistent impact measurement methodologies, indicators, and monitoring processes to assess relevant environmental, social, and economic impacts. In addition, ITDC may further enhance its sustainability management and governance practices, and integration of stakeholder engagement and responsiveness processes across its business functions and operating destinations.

Based on our moderate assurance engagement, nothing has come to our attention that causes us to believe that ITDC has not adhered, in all material respects, to the AA1000 AccountAbility Principles. All key assurance findings are included herein, while detailed observations and follow-up recommendations have been submitted to ITDC management in a separate report.

Issue Date: July 31st, 2026

Signed

BATS Sustainability Assurer

BATS Independent Sustainability Assurer

AA1000 Licensed Report 001-030/V3-0TRP5

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Daftar Pengungkapan sesuai POJK 51/POJK.03/2017 [OJK G.4]

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GRI 1	GRI 1: Foundation 2021
Standar Sektor GRI *GRI Sector Standards*	Tidak berlaku pada sektor bisnis perusahaan *Not applicable to the company's business sector*

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	403-10	Penyakit akibat kerja *Work-related ill health*	85			
Etika Bisnis dan Tata Kelola *Business Ethics & Governance*						
GRI 205: Antikorupsi 2016 *GRI 205: Anti-corruption 2016*	205-1	Operasi yang dinilai terhadap risiko korupsi *Operations assessed for risks related to corruption*	38	Jumlah dan persentase operasi yang dinilai atas risiko korupsi *Amount and percentage assessed for risks of corruption*	Informasi tidak tersedia / tidak lengkap *Information unavailable / incomplete*	Operasi yang berisiko terhadap korupsi belum diidentifikasi. *Operations at risk for corruption have not yet been identified.*
	205-2	Komunikasi dan pelatihan kebijakan & prosedur antikorupsi *Communication and training about anti-corruption policies and procedures*	39, 120–123			
	205-3	Insiden korupsi yang dikonfirmasi dan tindakan yang diambil *Confirmed incidents of corruption and actions taken*	41			
GRI 415: Kebijakan Publik 2016 *GRI 415: Public Policy 2016*	415-1	Kontribusi politik *Political contributions*	37			
Produk dan Layanan Berkelanjutan *Sustainable Product & Services*						
GRI 3: Topik Material 2021 *GRI 3: Material Topics 2021*	3-3	Manajemen topik material *Management of material topics*	28			
Ketenagakerjaan & Non-Diskriminasi *Employment & Non-Discrimination*						

Standar GRI *GRI Standard*		Pengungkapan *Disclosure*	Halaman *Page*	Pengecualian *Omission*		
				Persyaratan yang Dikecualikan *Requirement(s) Omitted*	Alasan *Reason*	Penjelasan *Explanation*
GRI 401: Kepegawaian 2016 *GRI 401: Employment 2016*	401-1	Perekrutan karyawan baru dan pergantian karyawan *New employee hires and employee turnover*	72, 73, 74			
	401-2	Tunjangan bagi karyawan tetap *Benefits provided to full-time employees*	82			
	401-3	Cuti melahirkan/mengasuh *Parental leave*	82			
GRI 202: Keberadaan Pasar 2016 *GRI 202: Market Presence 2016*	202-1	Rasio upah standar awal dibanding upah minimum lokal *Ratios of standard entry level wage compared to local minimum wage*	83			
	202-2	Proporsi manajemen senior dari masyarakat lokal *Proportion of senior management hired from the local community*	75			
GRI 402: Hubungan Pekerja - Manajemen 2016 *GRI 402: Labor/Management Relations 2016*	402-1	Periode pemberitahuan minimum terkait perubahan operasional *Minimum notice periods regarding operational changes*	77			
GRI 405: Keanekaragaman dan Kesetaraan Peluang 2016 *GRI 405: Diversity and Equal Opportunity 2016*	405-1	Keberagaman badan tata kelola dan karyawan *Diversity of governance bodies and employees*	70, 76, 128			
	405-2	Rasio gaji pokok dan remunerasi perempuan terhadap laki-laki *Ratio of basic salary and remuneration of women to men*	83			
GRI 406: Non-diskriminasi 2016 *GRI 406: Non-discrimination 2016*	406-1	Insiden diskriminasi dan tindakan korektif *Incidents of discrimination and corrective actions taken*	75			
GRI 407: Kebebasan Berserikat & Perundingan Kolektif 2016 *GRI 407: Freedom of Association and Collective Bargaining 2016*	407-1	Operasi & pemasok dengan risiko kebebasan berserikat/perundingan kolektif *Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk*	77			
GRI 408: Pekerja Anak 2016 *GRI 408: Child Labor 2016*	408-1	Operasi & pemasok berisiko signifikan insiden pekerja anak *Operations and suppliers at significant risk for incidents of child labor*	67			
GRI 409: Kerja Paksa 2016 *GRI 409: Forced or Compulsory Labor 2016*	409-1	Operasi & pemasok berisiko signifikan insiden kerja paksa atau wajib kerja *Operations and suppliers at significant risk for incidents of forced or compulsory labor*	67			
GRI 410: Praktik Keamanan 2016 *GRI 410: Security Practices 2016*	410-1	Personel keamanan yang dilatih kebijakan/prosedur HAM *Security personnel trained in human rights policies or procedures*	77			
Manajemen Rantai Pasok *Supply Chain Management*						
GRI 204: Praktik Pengadaan 2016 *GRI 204: Procurement Practices 2016*	204-1	Proporsi pengeluaran untuk pemasok lokal *The proportion of spending on local suppliers*	66			
GRI 308: Penilaian Lingkungan Pemasok 2016 *GRI 308: Supplier Environmental Assessment 2016*	308-1	Pemasok baru yang diseleksi menggunakan kriteria lingkungan *New suppliers that were screened using environmental criteria*	67	Tingkat seleksi terhadap kriteria lingkungan *Screening rate against environmental criteria*	Informasi tidak tersedia / tidak lengkap *Information unavailable / incomplete*	Seleksi lingkungan pemasok belum dilakukan *Formal environmental screening not yet systematized; local-content (PDN/TKDN) data reported. Area of development.*
	308-2	Dampak lingkungan negatif dalam rantai pasokan dan tindakan yang diambil *Negative environmental impacts in the supply chain and actions taken*	-	Seluruh pengungkapan *The entire disclosure*	Informasi tidak tersedia / tidak lengkap *Information unavailable / incomplete*	Belum disajikan pada periode pelaporan ini; menjadi area pengembangan. *Not presented in this reporting period; an area of development.*

Standar GRI *GRI Standard*		Pengungkapan *Disclosure*	Halaman *Page*	Pengecualian *Omission*		
				Persyaratan yang Dikecualikan *Requirement(s) Omitted*	**Alasan** *Reason*	**Penjelasan** *Explanation*
GRI 414: Penilaian Sosial Pemasok 2016 *GRI 414: Supplier Social Assessment 2016*	414-1	Pemasok baru yang diseleksi menggunakan kriteria sosial *New suppliers that were screened using social criteria*	67	Tingkat seleksi terhadap kriteria sosial *Screening rate against social criteria*	Informasi tidak tersedia / tidak lengkap *Information unavailable / incomplete*	Seleksi sosial pemasok belum diterapkan secara formal; area pengembangan. *Formal social screening not yet implemented; area of development.*
	414-2	Dampak lingkungan negatif dalam rantai pasokan dan tindakan yang diambil *Negative environmental impacts in the supply chain and actions taken*	-	Seluruh pengungkapan *The entire disclosure*	Informasi tidak tersedia / tidak lengkap *Information unavailable / incomplete*	Belum disajikan pada periode pelaporan ini; menjadi area pengembangan. *Not presented in this reporting period; an area of development.*
Privasi & Keamanan Data *Data Privacy & Security*						
GRI 418: Privasi Pelanggan 2016 *GRI 418: Customer Privacy 2016*	418-1	Keluhan tervalidasi atas pelanggaran privasi & kehilangan data pelanggan *Substantiated complaints concerning breaches of customer privacy and losses of customer data*	46, 95			
Limbah *Waste*						
GRI 306: Limbah 2020 *GRI 306: Waste 2020*	306-1	Timbulan limbah dan dampak signifikan terkait limbah *Waste generation and significant waste-related impacts*	56			
	306-2	Pengelolaan dampak signifikan terkait limbah *Management of significant waste-related impacts*	56			
	306-3	Limbah yang dihasilkan *Waste generated*	56			
	306-4	Limbah yang dialihkan dari pembuangan *Waste diverted from disposal*	56			
	306-5	Limbah yang diarahkan ke pembuangan *Waste directed to disposal*	56			

Daftar Pengungkapan berdasarkan SASB: Real Estate Standard

List of Disclosure based on SASB: Real Estate Standard

Topic	Metric	Index	Jawaban *Answer*	Halaman *Page*
Energy Management	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity and (3) percentage renewable, by property sector	IF-RE-130a.2	Total konsumsi energi 2025 sebesar 24.130,49 GJ, terdiri atas 19.603,43 GJ konsumsi listrik PLN, 3.519,04 GJ bahan bakar fosil, 449,45 GJ biofuel (FAME), serta 558,57 GJ listrik PLTS atap yang dioperasikan PT ITDC Nusantara Utilitas (INU). Cakupan pada entitas operasional kawasan Nusa Dua, Mandalika, dan Golo Mori. *Total energy consumption in 2025 reached 24,130.49 GJ, comprising 19,603.43 GJ from PLN electricity consumption, 3,519.04 GJ from fossil fuel, 449.45 GJ from biofuel (FAME), and 558.57 GJ from rooftop solar PV operated by PT ITDC Nusantara Utilitas (INU). The scope covers the operational entities across The Nusa Dua, The Mandalika, and The Golo Mori destinations*	50
	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	IF-RE-130a.5	Pertimbangan pengelolaan energi diintegrasikan melalui penerapan konsep Green Building (mengacu prinsip GSTC) dan komitmen mendukung target Net Zero Emission nasional 2060, termasuk peningkatan bauran energi terbarukan dari PLTS. *Energy management considerations are integrated through the Green Building concept (aligned with GSTC principles) and the commitment to support the national Net Zero Emission 2060 target, including increasing the renewable energy mix from solar PV.*	93–94
Water Management	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property sector	IF-RE-140a.2	Total pengambilan air 2025 sebesar 54,28 megaliter, seluruhnya air tawar. Sumber per kawasan: Nusa Dua (PDAM), Mandalika pembelian pihak ketiga), dan Golo Mori (pembelian pihak ketiga). Persentase di wilayah dengan stres air Tinggi/Sangat Tinggi belum dinilai. *Total 2025 water withdrawal was 54.28 megalitres, all freshwater. Sources by area: Nusa Dua (PDAM), Mandalika (third party purchase), and Golo Mori (third-party purchase). The percentage in High/Extremely High Baseline Water Stress regions has not been assessed.*	55
	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	IF-RE-140a.3	Pengambilan air meningkat dari 41,07 megaliter (2024) menjadi 54,28 megaliter (2025). *Water withdrawal increased from 41.07 megalitres (2024) to 54.28 megalitres (2025).*	55
	Description of water management risks and discussion of strategies and practices to mitigate those risks	IF-RE-140a.4	Risiko utama adalah keterbatasan pasokan air bersih dan akses air. Strategi mitigasi yang dilakukan adalah dengan penyediaan air tanah dan perencanaan penerapan Sea Water Reverse Osmosis (SWRO) di The Mandalika, penggunaan air limbah untuk sanitasi dan penyiraman area hijau, serta pengolahan air limbah tenant menjadi air irigasi. *The primary risk is the limited supply of and access to clean water. Mitigating strategies implemented include groundwater provision and planning for the deployment of Sea Water Reverse Osmosis (SWRO) in The Mandalika, the use of treated wastewater for sanitation and green area irrigation, and the treatment of tenant wastewater for irrigation water.*	54–55
Management of Tenant Sustainability Impacts	Discussion of approach to measuring, incentivising and improving sustainability impacts of tenants	IF-RE-410a.3	Pendekatan ITDC terhadap dampak operasional tenant adalah secara kolaboratif dengan mendorong pengelolaan partisipatif. Hal ini dilakukan dengan pengolahan air limbah tenant menjadi air irigasi dan praktik pengurangan limbah bersama tenant, dan mendorong adopsi prinsip Green Building. Pendekatan pengukuran dan skema insentif formal belum diungkapkan. *ITDC encourages reduction of tenant impacts through treating tenant wastewater into irrigation water and joint waste-reduction practices with tenants (e.g. organic-waste management at events). A formal measurement and incentive scheme has not been disclosed.*	53–56, 93–94
Climate Change Adaptation	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-RE-450a.2	ITDC mengidentifikasi perubahan iklim sebagai pendorong tidak langsung terhadap keanekaragaman hayati dan kawasan. Mitigasi mencakup penggunaan PLTS dan konservasi mangrove; inventarisasi emisi Cakupan 1 & 2 telah dilakukan. Analisis eksposur risiko iklim masih dalam tahap persiapan. *ITDC identifies climate change as an indirect driver affecting biodiversity and the area. Mitigation includes solar PV and mangrove conservation; Scope 1 & 2 emission inventories have been conducted. A structured climate-risk exposure analysis is still in preparation.*	50–53

[OJK G.2]

Lembar Umpan Balik

Feedback Sheet

Terima kasih atas kesediaan Bapak/Ibu/Saudara untuk membaca Laporan Keberlanjutan ITDC Tahun 2025. Untuk meningkatkan kualitas Laporan Keberlanjutan, meningkatkan transparansi kinerja keberlanjutan dan sebagai masukan untuk penyusunan laporan tahun selanjutnya, kami berharap Bapak/Ibu/Saudara mengisi Lembar Umpan Balik yang telah disiapkan dan mengirimkannya kembali kepada kami.

Thank you for taking the time to read ITDC's 2025 Sustainability Report. To enhance transparency in sustainability performance and as input for the preparation of next year's sustainability report, we kindly ask you to fill out the Feedback Form provided and send it back to us.

Topik Material apa yang paling penting bagi Anda?
Which material topics are the most important for you?

Nilai 1 = paling tidak penting Nilai 5 = paling penting / Point 1 = least important Point 5 = most important

1	Perubahan Iklim dan Emisi *Climate Change & Emissions*	1	2	3	4	5	9	Keselamatan dan Kesehatan Kerja (K3) *Occupational Health and Safety*	1	2	3	4	5
2	Hubungan Pelanggan *Customer Relations*	1	2	3	4	5	10	Etika Bisnis dan Tata Kelola *Business Ethics & Governance*	1	2	3	4	5
3	Manajemen Energi *Energy Management*	1	2	3	4	5	11	Produk dan Layanan Berkelanjutan *Sustainable Product and Services*	1	2	3	4	5
4	Kinerja Ekonomi *Economic Performance*	1	2	3	4	5	12	Ketenagakerjaan & Non-Diskriminasi *Employment & Non-Discrimination*	1	2	3	4	5
5	Manajemen Air *Water Management*	1	2	3	4	5	13	Manajemen Rantai Pasok *Supply Chain Management*	1	2	3	4	5
6	Pengembangan SDM *Human Capital Development*	1	2	3	4	5	14	Privasi & Keamanan Data *Data Privacy & Security*	1	2	3	4	5
7	Keterlibatan Komunitas *Community Engagament*	1	2	3	4	5	15	Limbah *Waste*	1	2	3	4	5
8	Keanekaragaman Hayati *Biodiversity*	1	2	3	4	5		*Nilai (1–5) / Score*					

Profil Pembaca
Reader Profile

Nama Lengkap */ Full Name*

Nama Institusi/Perusahaan */ Institution/Company Name*

Email */ Email*

Identifikasi Kelompok Pemangku Kepentingan
Stakeholder Group Identification

(pilih salah satu / choose one)

- ☐ Pemegang Saham */ Shareholders*
- ☐ Mitra Kerja */ Business Partners*
- ☐ Pegawai */ Employee*
- ☐ Pelanggan */ Customer*
- ☐ Lain-lain, mohon sebutkan: */ Others, please specify:*

Penilaian Umum
General Assessment

1. Laporan Keberlanjutan ini mudah dimengerti
   This Sustainability Report is easy to understand
   ☐ Tidak Setuju *Disagree* ☐ Netral *Neutral* ☐ Setuju *Agree*

2. Laporan ini sudah menggambarkan informasi aspek material Perusahaan, baik dari sisi positif dan negatif
   This report has described the Company's material aspects, both positive and negative
   ☐ Tidak Setuju *Disagree* ☐ Netral *Neutral* ☐ Setuju *Agree*

Mohon berikan saran/usul/komentar Bapak/Ibu atas Laporan ini:
Please provide your suggestions/inputs/comments for this Report:

Lampiran: Pendidikan dan Pelatihan Anggota Tata Kelola 2025

Appendix: Education and Training for Board of Governance Members

Nama dan Jabatan *Name and Position*	Pendidikan dan Pelatihan *Education and Training*		Tempat *Place*	Penyelenggara *Organizer*
	Jenis *Type*	**Materi** *Material*		
Dewan Komisaris *Board of Commissioners*				
• **Irna Narulita** • **Juharson Estrella Sihasale / Ari Sihasale** • **Ekos Albar** • **Faldo Maldini**	1. Pelatihan dan Sertifikasi Governance, Risk, Compliance, and Ethics (GRCE) *Training and Certification in Governance, Risk, Compliance, and Ethics (GRCE)* 2. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training*	1. Kapabilitas strategis dalam tata kelola perusahaan, pengelolaan risiko, kepatuhan regulasi, serta penerapan etika dan integritas korporasi. *Strategic capabilities in corporate governance, risk management, regulatory compliance, and corporate ethics and integrity* 2. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.*	Daring/*Online*	1. PT Jasa Manajemen Strategis (JMS) 2. PT Bintang Mas Management Consulting
• **Asnaedi**	1. Pelatihan dan Sertifikasi Qualified Risk Governance Professional (QRGP) *Training and Certification for Qualified Risk Governance Professional (QRGP)* 2. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training*	1. Kapabilitas strategis dalam tata kelola perusahaan, pengelolaan risiko, kepatuhan regulasi, serta penerapan etika dan integritas korporasi. *Strategic capabilities in corporate governance, risk management, regulatory compliance, and corporate ethics and integrity* 2. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.*	Daring/*Online*	1. CRMS 2. PT Bintang Mas Management Consulting
Direksi *Board of Directors*				
• **Ari Respati**	1. Pelatihan Manajemen Risiko *Risk Management Training* 2. Workshop Penataan Tanah The Nusa Dua *Land Management Workshop – The Nusa Dua* 3. Legal Workshop & General Meeting *Legal Workshop & General Meeting* 4. Workshop Sustainability Recharge (GSTC) *Sustainability Recharge Workshop (GSTC)* 5. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 6. Pelatihan Anti Korupsi *Anti-Corruption Training*	1. Peran strategis pimpinan dalam penerapan Enterprise Risk Management, pengambilan keputusan berbasis risiko, serta pengawasan risiko korporasi secara terintegrasi. *Strategic leadership role in implementing ERM, risk-based decision making, and integrated corporate risk oversight.* 2. Pengelolaan, penataan, serta optimalisasi aset tanah perusahaan secara tertib administrasi, patuh regulasi, dan berkelanjutan. *Management and optimization of company land assets in an orderly, legally compliant, and sustainable manner.* 3. Pemahaman aspek hukum, kepatuhan regulasi, serta penguatan tata kelola perusahaan. *Understanding legal aspects, regulatory compliance, and strengthening of corporate governance.* 4. Prinsip dan penerapan keberlanjutan berdasarkan standar Global Sustainable Tourism Council. *Principles and implementation of sustainability based on GSTC standards.* 5. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.* 6. Penguatan sistem pencegahan, pengendalian, dan penanganan tindak korupsi guna mendukung tata kelola perusahaan yang berintegritas. *Strengthening the system for prevention, control, and handling of corruption to support integrity-based corporate governance.*	1. Jakarta 2. The Nusa Dua 3. The Nusa Dua 4. The Nusa Dua 5. Daring/*Online* 6. Daring/*Online*	1. PT Jasa Manajemen Strategis (JMS) 2. Badan Pertanahan Nasional Kabupaten Badung 3. ITDC 4. Proxis 5. PT Bintang Mas Management Consulting 6. PT Bintang Mas Management Consulting
• **Ahmad Fajar**	1. Refreshment Manajemen Risiko Jenjang 7 *Risk Management Refresher Level 7* 2. Pelatihan dan Sertifikasi Certified Property Analyst (CPA) *Training and Certification for Certified Property Analyst (CPA)* 3. Workshop Sustainability Recharge (GSTC) *Sustainability Recharge Workshop (GSTC)*	1. Pemahaman strategis dan pengawasan penerapan manajemen risiko korporasi. *Strategic understanding and oversight of corporate risk management implementation.* 2. Analisis dan pengelolaan aset properti perusahaan. *Competency in analysis and management of company property assets.* 3. Prinsip dan penerapan keberlanjutan berdasarkan standar Global Sustainable Tourism Council.	1. Daring/*Online* 2. The Nusa Dua 3. The Nusa Dua	1. Banker Association for Risk Management 2. Penangian School of Property 3. Proxis 4. PT Bintang Mas Management Consulting

Nama dan Jabatan *Name and Position*	Pendidikan dan Pelatihan *Education and Training*		Tempat *Place*	Penyelenggara *Organizer*
	Jenis *Type*	**Materi** *Material*		
	5. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 6. Pelatihan Anti Korupsi *Anti-Corruption Training*	4. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.* 5. Penguatan sistem pencegahan, pengendalian, dan penanganan tindak korupsi guna mendukung tata kelola perusahaan yang berintegritas. *Strengthening the system for prevention, control, and handling of corruption to support integrity-based corporate governance.*	4. Daring/*Online* 5. Daring/*Online*	5. PT Bintang Mas Management Consulting
• **Febrina Mediana**	1. Pelatihan dan Sertifikasi Certified Property Analyst (CPA) *Training and Certification for Certified Property Analyst (CPA)* 2. Workshop Sustainability Recharge (GSTC) *Sustainability Recharge Workshop (GSTC)* 3. Pelatihan dan Sertifikasi Qualified Risk Governance Professional (QRGP) *Training and Certification for Qualified Risk Governance Professional (QRGP)* 4. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 5. Pelatihan Anti Korupsi *Anti-Corruption Training*	1. Analisis dan pengelolaan aset properti perusahaan. *Competency in analysis and management of company property assets.* 2. Prinsip dan penerapan keberlanjutan berdasarkan standar Global Sustainable Tourism Council. *Principles and implementation of sustainability based on GSTC standards.* 3. Kompetensi di bidang tata kelola perusahaan dan pengelolaan risiko secara terintegrasi. *Competencies in integrated corporate governance and risk management.* 4. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.* 5. Penguatan sistem pencegahan, pengendalian, dan penanganan tindak korupsi guna mendukung tata kelola perusahaan yang berintegritas. *Strengthening the system for prevention, control, and handling of corruption to support integrity-based corporate governance.*	1. The Nusa Dua 2. The Nusa Dua 3. Daring/*Online* 4. Daring/*Online* 5. Daring/*Online*	1. Penangian School of Property 2. Proxis 3. CRMS 4. PT Bintang Mas Management Consulting 5. PT Bintang Mas Management Consulting
• **Troy Reza Warokka**	1. Pelatihan dan Sertifikasi Certified Property Analyst (CPA) *Training and Certification for Certified Property Analyst (CPA)* 2. Workshop Sustainability Recharge (GSTC) *Sustainability Recharge Workshop (GSTC)* 3. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 4. Pelatihan Anti Korupsi *Anti-Corruption Training*	1. Analisis dan pengelolaan aset properti perusahaan. *Competency in analysis and management of company property assets.* 2. Prinsip dan penerapan keberlanjutan berdasarkan standar Global Sustainable Tourism Council. *Principles and implementation of sustainability based on GSTC standards.* 3. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.* 4. Penguatan sistem pencegahan, pengendalian, dan penanganan tindak korupsi guna mendukung tata kelola perusahaan yang berintegritas. *Strengthening the system for prevention, control, and handling of corruption to support integrity-based corporate governance.*	1. The Nusa Dua 2. The Nusa Dua 3. Daring/*Online* 4. Daring/*Online*	1. Penangian School of Property 2. Proxis 3. PT Bintang Mas Management Consulting 4. PT Bintang Mas Management Consulting
Komite Audit *Audit Committee*				
• Taufik Hidayat • Dayan Hakim Natigor S.	1. Risk Awareness: Know Your Risk in the Workplace 2. National Anti-Fraud Conference 2025 3. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training*	1. Pemahaman dan peningkatan kesadaran pegawai terhadap potensi risiko di lingkungan kerja. *Understanding and increasing employee awareness of potential risks in the workplace.* 2. Pemahaman strategi pencegahan fraud serta penguatan integritas dan tata kelola perusahaan. *Understanding fraud prevention strategies and strengthening corporate integrity and governance.* 3. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.*	Daring/*Online*	1. PT Strategic Development Group 2. Association of Certified Fraud Examiners 3. PT Bintang Mas Management Consulting
Komite Remunerasi & Nominasi *Remuneration and Nomination Committee*				
• DR. Hj. Reny Halida I.M., SH., MH	1. Pelatihan dan Sertifikasi Qualified Risk Governance Professional (QRGP) *Training and Certification for Qualified Risk Governance Professional (QRGP)* 2. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training*	1. Kompetensi di bidang tata kelola perusahaan dan pengelolaan risiko secara terintegrasi. *Competencies in integrated corporate governance and risk management.* 2. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.*	Daring/*Online*	1. CRMS 2. PT Bintang Mas Management Consulting

Nama dan Jabatan *Name and Position*	Pendidikan dan Pelatihan *Education and Training*		Tempat *Place*	Penyelenggara *Organizer*
	Jenis *Type*	**Materi** *Material*		
Komite Manajemen Risiko *Risk Management Committee*				
• Jonson Pakpahan	1. Risk Awareness: Know Your Risk in the Workplace 2. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 3. Pendidikan & Sertifikasi Jasa Investigasi *Investigation Services Education & Certification* 4. Risk Maturity Transformation: Building Resilience in a Volatile Landscape *Risk Maturity Transformation: Building Resilience in a Volatile Landscape* 5. Safeguarding Financial Integrity and Fraud: Controls & Ethics in a High-risk Environment	1. Pemahaman dan peningkatan kesadaran pegawai terhadap potensi risiko di lingkungan kerja. *Understanding and increasing employee awareness of potential risks in the workplace* 2. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.* 3. Kompetensi profesional dalam pelaksanaan fungsi investigasi yang akuntabel dan sesuai peraturan perundang-undangan. *Professional competency in conducting accountable investigative functions per applicable regulations.* 4. Penguatan kematangan manajemen risiko untuk meningkatkan ketahanan organisasi dalam menghadapi volatilitas lingkungan bisnis. *Strengthening risk management maturity to enhance organizational resilience in volatile business environments.* 5. Penguatan pengendalian internal dan etika guna menjaga integritas keuangan serta mencegah fraud di lingkungan kerja berisiko tinggi. *Strengthening internal controls and ethics to maintain financial integrity and prevent fraud in high-risk environments.*	Daring/*Online*	1. PT Strategic Development Group 2. PT Bintang Mas Management Consulting 3. Institut Akuntan Publik Indonesia 4. CRMS 5. CRMS
• Irfani Fithria Ummul • Muzayanah	1. Risk Awareness: Know Your Risk in the Workplace 2. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training* 3. Risk Governance Master Class Training & Certification CERG	1. Pemahaman dan peningkatan kesadaran pegawai terhadap potensi risiko di lingkungan kerja. *Understanding and increasing employee awareness of potential risks in the workplace* 2. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.* 3. Kapabilitas strategis dalam penerapan tata kelola serta pengawasan risiko perusahaan secara terintegrasi. *Strategic capabilities in implementing integrated corporate governance and risk oversight.*	Daring/*Online*	1. PT Strategic Development Group 2. PT Bintang Mas Management Consulting 3. CRMS
Sekretaris Perusahaan *Corporate Secretary*				
• **I Gusti Ngurah Agung Dwipramana**	1. Workshop Ideation Hackathon ITDC *ITDC Ideation Hackathon Workshop* 2. Kelangsungan Bisnis di 2025: Pendekatan Risiko Hukum dan Manajemen Kepatuhan *Business Continuity in 2025: Legal Risk Approach and Compliance Management* 3. Sosialisasi Kebijakan FAGRC InJourney Group *FAGRC Policy Socialization – InJourney Group* 4. Speaking Skill Training 5. Workshop Financial Modeling by Danareksa *Financial Modeling Workshop by Danareksa* 6. Risk Awareness: Know Your Risk in the Workplace 7. Coaching for Performance Training 8. InJourney Signature Development Program for Senior Leaders	1. Penguatan kapasitas inovasi, pengembangan ide strategis, serta solusi kreatif yang mendukung transformasi bisnis perusahaan. *Strengthening innovation capacity, strategic idea development, and creative solutions for business transformation.* 2. Memperkuat kesiapan perusahaan dalam mengelola risiko hukum dan memastikan kepatuhan secara berkelanjutan. *Strengthening the company's readiness in managing legal risks and ensuring ongoing compliance.* 3. Pemahaman dan implementasi kebijakan Fraud, Anti-Bribery, Governance, Risk, and Compliance di lingkungan perusahaan. *Understanding and implementation of FAGRC policies within the company.* 4. Memperkuat kompetensi komunikasi profesional, efektif, dan representatif dalam mendukung pelaksanaan tugas dan fungsi perusahaan. *Strengthening professional, effective, and representative communication competencies.* 5. Meningkatkan kompetensi analisis dan pemodelan keuangan dalam mendukung pengambilan keputusan strategis perusahaan. *Enhancing financial analysis and modeling competencies to support strategic decision-making.* 6. Pemahaman dan peningkatan kesadaran pegawai terhadap potensi risiko di lingkungan kerja. *Understanding and increasing employee awareness of potential risks in the workplace.* 7. Memperkuat kapabilitas pimpinan dalam membina kinerja, pengembangan potensi, dan pencapaian target organisasi secara berkelanjutan. *Strengthening leadership capability in nurturing performance, developing potential, and achieving organizational targets sustainably.*	1. The Nusa Dua 2. Daring/*Online* 3. Jakarta 4. Mandalika 5. The Nusa Dua 6. Daring/*Online* 7. Daring/*Online* 8. Jakarta	1. Ideation Hackathon ITDC 2. CRMS 3. Injourney 4. Kemal Speaking Camp 5. Danareksa 6. PT Strategic Development Group 7. PT Komunika Cipta Performa 8. InJourney

Nama dan Jabatan *Name and Position*	Pendidikan dan Pelatihan *Education and Training*		Tempat *Place*	Penyelenggara *Organizer*
	Jenis *Type*	**Materi** *Material*		
		8. Memperkuat kapabilitas kepemimpinan strategis dan efektivitas pengambilan keputusan pada level pimpinan senior. *Strengthening strategic leadership capability and decision-making effectiveness at the senior leadership level.*		
Kepala Audit Internal *Head of Internal Audit*				
• **Dinda Lopita Asa**	1. Sosialisasi Kebijakan FAGRC InJourney Group *FAGRC Policy Socialization – InJourney Group* 2. Risk Maturity Index 3. Indonesia Internal Audit Practitioner (IIAP) Certification 4. Speaking Skill Training 5. Risk Awareness: Know Your Risk in the Workplace 6. National Anti-Fraud Conference 2025 7. Coaching for Performance Training 8. Legal Workshop & General Meeting 9. National Conference – Audit for Tomorrow: Strategic, Future-Ready, Sustainable 10. Workshop Quality Assurance *Quality Assurance Workshop* 11. Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti-Bribery Management System (ABMS) Training*	1. Pemahaman dan implementasi kebijakan Fraud, Anti-Bribery, Governance, Risk, and Compliance di lingkungan perusahaan. *Understanding and implementation of FAGRC policies within the company.* 2. Pemahaman dalam melakukan penilaian tingkat kematangan manajemen risiko perusahaan secara terukur, sistematis, dan berkelanjutan. *Understanding in assessing the company's risk management maturity level in a measurable, systematic, and sustainable manner.* 3. Kompetensi profesional dalam pelaksanaan fungsi audit internal yang independen, objektif, dan berstandar nasional. *Professional competency in conducting independent, objective, and nationally standardized internal audit functions.* 4. Memperkuat kompetensi komunikasi profesional, efektif, dan representatif dalam mendukung pelaksanaan tugas dan fungsi perusahaan. *Strengthening professional, effective, and representative communication competencies.* 5. Pemahaman dan peningkatan kesadaran pegawai terhadap potensi risiko di lingkungan kerja. *Understanding and increasing employee awareness of potential risks in the workplace.* 6. Pemahaman strategi pencegahan fraud serta penguatan integritas dan tata kelola perusahaan. *Understanding fraud prevention strategies and strengthening corporate integrity and governance.* 7. Memperkuat kapabilitas pimpinan dalam membina kinerja, pengembangan potensi, dan pencapaian target organisasi secara berkelanjutan. *Strengthening leadership capability in nurturing performance, developing potential, and achieving organizational targets sustainably.* 8. Pemahaman aspek hukum, kepatuhan regulasi, serta penguatan tata kelola perusahaan. *Understanding legal aspects, regulatory compliance, and strengthening of corporate governance.* 9. Wawasan strategis, kesiapan masa depan, dan keberlanjutan fungsi audit perusahaan. *Strategic insights, future readiness, and sustainability of the company's audit function.* 10. Penerapan sistem penjaminan mutu dalam mendukung peningkatan kualitas proses dan kinerja perusahaan. *Implementation of a quality assurance system to support process and performance quality improvement.* 11. Penerapan prinsip kepatuhan, integritas, dan tata kelola perusahaan yang baik. *Application of the principles of compliance, integrity, and good corporate governance.*	1. Jakarta 2. Daring/*Online* 3. Daring/*Online* 4. Mandalika 5. Daring/*Online* 6. Daring/*Online* 7. Daring/*Online* 8. The Nusa Dua 9. Daring/*Online* 10. Bandung 11. Daring/*Online*	1. InJourney 2. Badan Pengawasan Keuangan dan Pembangunan 3. The Institute of Internal Auditors Indonesia 4. Kemal Speaking Camp 5. PT Strategic Development Group 6. Association of Certified Fraud Examiners 7. PT Komunika Cipta Performa 8. ITDC 9. The Institute of Internal Auditors Indonesia 10. IIA Indonesia 11. PT Bintang Mas Management Consulting

Lampiran: Konsumsi Bahan Bakar 2023-2025

Appendix: Fuel Consumption 2023-2025

Jenis Bahan Bakar *Fuel Type*	Faktor Konversi (GJ/liter) *Conversion Factor*	2025		2024		2023*	
		Liter	Gigajoule (GJ)	Liter	Gigajoule (GJ)	Liter	Gigajoule (GJ)
Bensin RON 90 (Pertalite)	0,033324	53.311,90	1.776,55	57.319,61	1.910,10	44.192,33	1.472,65
Bensin RON 92 (Pertamax)	0,033386	22.282,72	743,94	20.876,24	696,98	14.687,88	490,38
Pertamax Turbo	0,033522	65,97	2,21	41,67	1,40	-	-
Dexlite	0,036336	26.219,19	952,71	44.632,98	1.621,79	36.382,22	1.321,99
Bio Solar	0,036477	4.685,36	170,91	265,24	9,68	-	-
Pertamina Dex	0,036788	8.757,41	322,17	2.552,86	93,91	3.563,07	131,08
TOTAL KONSUMSI BAHAN BAKAR *TOTAL FUEL CONSUMPTION*	-	**115.322,55**	**3.968,48**	**125.688,60**	**4.333,87**	**98.825,50**	**3.416,10**
Fraksi FAME (Energi Terbarukan) *FAME Fraction (Renewable Energy)*	-	12.361,82	449,45	15.714,38	571,01	12.733,78	462,70
Fraksi Fosil (Energi Tak Terbarukan) *Fossil Fraction (Non-Renewable Energy)*	-	102.960,73	3.519,04	109.974,22	3.762,85	86.091,72	2.953,40

*Kawasan Golo Mori belum beroperasional penuh di 2023
**The Golo Mori area was not yet fully operational in 2023*

Lampiran: Konsumsi Listrik 2023-2025

Appendix: Electricity Consumption 2023-2025

Lokasi *Location*	2025		2024		2023	
	kWh	Gigajoule (GJ)	kWh	Gigajoule (GJ)	kWh	Gigajoule (GJ)
Kantor Perwakilan *Representative Office*	47.507,68	171,03	-	-	-	-
The Golo Mori	242.920,00	874,51	304.399,24	1.095,84	-	-
The Mandalika	2.281.497,72	8.213,39	2.061.458,00	7.421,25	2.847.357,00	10.250,49
PT ITDC Nusantara Utilitas (INU) - Mandalika	49.573,00	178,46	67.168,00	241,80	49.598,00	178,55
The Nusa Dua	1.951.735,00	7.026,25	1.824.019,00	6.566,47	1.799.210,00	6.477,16
PT ITDC Nusantara Utilitas (INU) - Nusa Dua	872.165,00	3.139,79	673.939,00	2.426,18	653.908,00	2.354,07
TOTAL KONSUMSI LISTRIK *TOTAL ELECTRICITY CONSUMPTION*	**5.445.398,40**	**19.603,43**	**4.930.983,24**	**17.751,54**	**5.350.073,00**	**19.260,26**
Penggunaan Solar Panel *Solar Panel Usage*	155.158,11	558,57	-	-	-	-

Lampiran: Emisi Gas Rumah Kaca 2025

Appendix: Greenhouse Gas Emission 2025

Cakupan 1 – Pembakaran Berjalan
Scope 1 – Mobile Combustion

Jenis Bahan Bakar *Fuel Type*	Faktor Emisi (kg CO_2e/liter) *Emission Factor*	Konsumsi Bahan Bakar per Lokasi (Liter) *Fuel Consumption by Location (Litre)*					Total Konsumsi (Liter) *Total Consumption*	Emisi Bruto (tCO_2e) *Gross Emission*	CO_2 Biogenik (tCO_2) *Biogenic CO_2*	Emisi Cakupan 1 (tCO_2e) *Scope 1 Emission*
		Kantor Perwakilan *Representative Office*	The Golo Mori	The Nusa Dua	The Mandalika	PT ITDC Nusantara Utilitas (INU)				
Bensin RON 90 (Pertalite)	2,309	21.429,50	3.022,94	7.825,00	21.034,46	-	53.311,90	123,10	-	123,10
Bensin RON 92 (Pertamax)	2,305	-	-	11.375,00	6.434,72	4.473,00	22.282,72	51,36	-	51,36
Pertamax Turbo	2,310	-	-	-	65,97	-	65,97	0,15	-	0,15
Dexlite	2,650	-	2.016,52	7.412,00	8.320,15	-	17.748,67	45,97	17,75	28,22
Bio Solar	2,673	-	-	-	4.685,36	-	4.685,36	12,20	4,69	7,51
Pertamina Dex	2,626	-	-	-	109,41	3.077,00	3.186,41	8,37	-	8,37
TOTAL	-	**21.429,50**	**5.039,46**	**26.612,00**	**40.650,07**	**7.550,00**	**101.281,03**	**241,15**	**22,43**	**218,71**

Cakupan 1 – Pembakaran Stasioner
Scope 1 – Stationary Combustion

Jenis Bahan Bakar *Fuel Type*	Faktor Emisi (kg CO_2e/liter) *Emission Factor*	Konsumsi Bahan Bakar per Lokasi (Liter) *Fuel Consumption by Location (Litre)*					Total Konsumsi (Liter) *Total Consumption*	Emisi Bruto (tCO_2e) *Gross Emission*	CO_2 Biogenik (tCO_2) *Biogenic CO_2*	Emisi Cakupan 1 (tCO_2e) *Scope 1 Emission*
		Kantor Perwakilan *Representative Office*	The Golo Mori	The Nusa Dua	The Mandalika	PT ITDC Nusantara Utilitas (INU)				
Dexlite	2,650	-	510,52	7.960,00	-	-	8.470,52	21,94	8,47	13,47
Pertamina Dex	2,626	-	-	3.870,00	1.701,00	-	5.571,00	14,63	-	14,63
TOTAL	-	**-**	**510,52**	**11.830,00**	**1.701,00**	**-**	**14.041,52**	**36,57**	**8,47**	**28,10**

Cakupan 2 – Pembelian Listrik
Scope 2 – Purchased Electricity

Lokasi *Location*	Pembelian Listrik – Lokasi *Purchased Electricity – Location Based*		
	Konsumsi (MWh) *Consumption (MWh)*	Faktor Emisi (tonCO2e/MWh) *Emission Factor (tonCO2e/Mwh)*	Emisi (tonCO2e) *Emission (tonCO2e)*
The Golo Mori	242,92	0,28	68,02
The Mandalika	2.281,50	1,27	2.897,50
The Nusa Dua	1.951,74	0,52	1.014,90
PT ITDC Nusantara Utilitas - Mandalika	49,57	1,27	62,96
PT ITDC Nusantara Utilitas - Nusa Dua	872,17	0,52	453,53
TOTAL	**5.397,89**		**4.496,91**

Lokasi *Location*	Listrik Terbarukan *Renewable Electricity*		
	Konsumsi (MWh) *Consumption (MWh)*	Faktor Emisi (tonCO2e/MWh) *Emission Factor (tonCO2e/Mwh)*	Emisi (tonCO2e) *Emission (tonCO2e)*
ITDC	91,04	0	0
PT ITDC Nusantara Utilitas	64,11		0
TOTAL	**155,16**		**0**

Cakupan 3 – Penyewaan Aset Hulu
Scope 3 – Upstream Leased Asset

Lokasi *Location*	Pembelian Listrik – Lokasi *Purchased Electricity – Location Based*		
	Konsumsi (MWh) *Consumption (MWh)*	Faktor Emisi (tonCO2e/MWh) *Emission Factor (tonCO2e/Mwh)*	Emisi (tonCO2e) *Emission (tonCO2e)*
Kantor Perwakilan *Representative Office*	47,51	0,80	38,01
TOTAL	**47,51**		**38,01**

Lampiran: Emisi Gas Rumah Kaca 2024

Appendix: Greenhouse Gas Emission 2024

Cakupan 1 – Pembakaran Berjalan
Scope 1 – Mobile Combustion

Jenis Bahan Bakar *Fuel Type*	Faktor Emisi (kg CO_2e/liter) *Emission Factor*	Konsumsi Bahan Bakar per Lokasi (Liter) *Fuel Consumption by Location (Litre)*					Total Konsumsi (Liter) *Total Consumption*	Emisi Bruto (tCO_2e) *Gross Emission*	CO_2 Biogenik (tCO_2) *Biogenic CO_2*	Emisi Cakupan 1 (tCO_2e) *Scope 1 Emission*
		Kantor Perwakilan *Representative Office*	The Golo Mori	The Nusa Dua	The Mandalika	PT ITDC Nusantara Utilitas (INU)				
Bensin RON 90 (Pertalite)	2,309	28.026,28	3.831,11	6.506,00	18.768,72	-	57.132,11	131,92	-	131,92
Bensin RON 92 (Pertamax)	2,305	-	194,51	9.240,00	8.357,73	3.084,00	20.876,24	48,12	-	48,12
Pertamax Turbo	2,310	-	-	-	41,67	-	41,67	0,10	-	0,10
Dexlite	2,650	3.533,23	1.688,45	6.444,00	17.299,89	-	28.965,57	75,24	25,34	49,89
Bio Solar	2,673	-	-	-	265,24	-	265,24	0,69	0,23	0,46
Pertamina Dex	2,626	-	-	-	78,86	2.474,00	2.552,86	6,70	-	6,70
TOTAL	-	**31.559,51**	**5.714,07**	**22.190,00**	**44.812,11**	**5.558,00**	**109.833,69**	**262,77**	**25,58**	**237,19**

Cakupan 1 – Pembakaran Stasioner
Scope 1 – Stationary Combustion

Jenis Bahan Bakar *Fuel Type*	Faktor Emisi (kg CO_2e/liter) *Emission Factor*	Konsumsi Bahan Bakar per Lokasi (Liter) *Fuel Consumption by Location (Litre)*					Total Konsumsi (Liter) *Total Consumption*	Emisi Bruto (tCO_2e) *Gross Emission*	CO_2 Biogenik (tCO_2) *Biogenic CO_2*	Emisi Cakupan 1 (tCO_2e) *Scope 1 Emission*
		Kantor Perwakilan *Representative Office*	The Golo Mori	The Nusa Dua	The Mandalika	PT ITDC Nusantara Utilitas (INU)				
Bensin RON 90 (Pertalite)	2,309	-	187,50	-	-	-	187,50	0,43	-	0,43
Dexlite	2,650	-	372,41	15.295,00	-	-	15.667,41	40,70	13,71	26,99
TOTAL	-	**-**	**559,91**	**15.295,00**	**-**	**-**	**15.854,91**	**41,13**	**13,71**	**27,42**

Cakupan 2 – Pembelian Listrik
Scope 2 – Purchased Electricity

Lokasi *Location*	Pembelian Listrik – Lokasi *Purchased Electricity – Location Based*		
	Konsumsi (MWh) *Consumption (MWh)*	Faktor Emisi (tonCO2e/MWh) *Emission Factor (tonCO2e/Mwh)*	Emisi (tonCO2e) *Emission (tonCO2e)*
The Golo Mori	304,40	0,28	85,23
The Mandalika	2.061,46	1,27	2.618,05
The Nusa Dua	1.824,02	0,52	948,49
PT ITDC Nusantara Utilitas – Mandalika	67,17	1,27	85,30
PT ITDC Nusantara Utilitas – Nusa Dua	673,94	0,52	350,45
TOTAL	**4.930,98**		**4.087,52**

Lampiran: Emisi Gas Rumah Kaca 2023

Appendix: Greenhouse Gas Emission 2023

Cakupan 1 – Pembakaran Berjalan
Scope 1 – Mobile Combustion

Jenis Bahan Bakar *Fuel Type*	Faktor Emisi (kg CO_2e/liter) *Emission Factor*	Konsumsi Bahan Bakar per Lokasi (Liter) *Fuel Consumption by Location (Litre)*					Total Konsumsi (Liter) *Total Consumption*	Emisi Bruto (tCO_2e) *Gross Emission*	CO_2 Biogenik (tCO_2) *Biogenic CO_2*	Emisi Cakupan 1 (tCO_2e) *Scope 1 Emission*
		Kantor Perwakilan *Representative Office*	The Golo Mori	The Nusa Dua	The Mandalika	PT ITDC Nusantara Utilitas (INU)				
Bensin RON 90 (Pertalite)	2,309	25.322,96	-	5.896,00	12.973,37	-	44.192,33	102,04	-	102,04
Bensin RON 92 (Pertamax)	2,305	-	-	8.120,00	4.142,88	2.425,00	14.687,88	33,86	-	33,86
Pertamax Turbo	2,310	-	-	-	-	-	-	-	-	-
Dexlite	2,650	3.261,07	-	7.412,00	11.953,74	-	22.626,81	58,77	19,80	38,97
Bio Solar	2,673	-	-	-	-	-	-	-	-	-
Pertamina Dex	2,626	-	-	-	-	3.328,00	3.328,00	8,74	-	8,74
TOTAL	_	**28.584,03**	**-**	**21.428,00**	**29.069,99**	**5.753,00**	**84.835,02**	**203,41**	**19,80**	**183,61**

Cakupan 1 – Pembakaran Stasioner
Scope 1 – Stationary Combustion

Jenis Bahan Bakar *Fuel Type*	Faktor Emisi (kg CO_2e/liter) *Emission Factor*	Konsumsi Bahan Bakar per Lokasi (Liter) *Fuel Consumption by Location (Litre)*					Total Konsumsi (Liter) *Total Consumption*	Emisi Bruto (tCO_2e) *Gross Emission*	CO_2 Biogenik (tCO_2) *Biogenic CO_2*	Emisi Cakupan 1 (tCO_2e) *Scope 1 Emission*
		Kantor Perwakilan *Representative Office*	The Golo Mori	The Nusa Dua	The Mandalika	PT ITDC Nusantara Utilitas (INU)				
Dexlite	2,650	-	-	13.726,00	29,41	-	13.755,41	35,73	12,04	23,69
Pertamina Dex	2,626	-	-	-	235,07	-	235,07	0,62	-	0,62
TOTAL	_	**-**	**-**	**13.726,00**	**264,48**	**-**	**13.990,48**	**36,35**	**12,04**	**24,31**

Cakupan 2 – Pembelian Listrik *Scope 2 – Purchased Electricity*			
Lokasi *Location*	**Pembelian Listrik – Lokasi** *Purchased Electricity – Location Based*		
	Konsumsi (MWh) *Consumption (MWh)*	**Faktor Emisi (tonCO2e/MWh)** *Emission Factor (tonCO2e/Mwh)*	**Emisi (tonCO2e)** *Emission (tonCO2e)*
The Mandalika	2.847,36	1,27	3.616,14
The Nusa Dua	1.799,21	0,52	935,59
PT ITDC Nusantara Utilitas – Mandalika	49,60	1,27	62,99
PT ITDC Nusantara Utilitas – Nusa Dua	653,91	0,52	340,03
TOTAL	**5.350,07**		**4.954,75**

Lampiran: Penarikan Air 2025

Appendix: Waste Withdrawal 2025

Jenis Bahan Bakar *Fuel Type*	**2025**	**2024**	**2023**
Air permukaan *Surface Water*	-	-	-
Air Tanah *Ground Water*	52,69	39,85	41,18
The Nusa Dua	18,41	17,41	19,00
The Mandalika	34,28	22,44	22,43
Air laut *Sea Water*	0	0	0
Air yang diproduksi *Produced Water*	0	0	0
Air yang berasal dari pihak ketiga *Water from third parties*	1,59	1,22	-
The Golo Mori	1,59	0	0
Total Pengambilan Air *Total Water Withdrawal*	**54,28**	**41,07**	**41,18**

Lampiran: Pengelolaan Limbah 2025

Appendix: Waste Management 2025

Komposisi Limbah *Waste Composition*	**2025**	
Limbah Non-B3 *Non Hazardous Waste*		
Organik *Organic*		
The Nusa Dua	17,64	Tonne
	6.792	m³
The Mandalika	0,48	Tonne
	3.466,50	m³
Anorganik *Anorganic*		
The Golo Mori	0,51	Tonne
The Nusa Dua	5,75	Tonne
	808	m³
The Mandalika	15,19	Tonne
Limbah B3 *Hazardous Waste*		
The Golo Mori	0,14	Tonne
The Mandalika	0,18	m³
Jumlah *Total*		
The Golo Mori	0,51	Tonne
	0,18	m³
The Nusa Dua	23,53	Tonne
	7.600	m³
The Mandalika	15,66	Tonne
	3.466,50	m³

Lampiran: Daftar Lengkap Pelatihan per Kategori di ITDC [GRI 205-2, 404-2]

Appendix: Complete Training List by Category

No.	Judul Pelatihan *Training Title*	Peserta *Participants*	BOD-1	BOD-2	BOD-3	BOD-4	BOD & BoC	Jam *Hours*
Tata Kelola, Anti-Korupsi & Kepatuhan *Governance, Anti-Corruption & Compliance*								
1	ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) *ISO 37001 Anti Bribery Management System*	87	9	11	13	34	20	1.132,00
2	Workshop Regulatory Compliance System	31	0	0	12	16	3	496,00
3	E-Learning Peningkatan Pemahaman Gratifikasi *E-Learning: Increase Understanding of Gratification*	11	0	0	2	9	0	264,00
4	Indonesia Internal Audit Practitioner (IIAP)	2	0	0	0	2	0	144,00
5	Pelatihan Calon Penyuluh Antikorupsi (PELOPOR) di Lingkungan InJourney *Training for Anti-Corruption Officer in InJourney Environment (PELOPOR)*	4	0	0	2	2	0	112,00
6	Awareness Training ISO 37001 Sistem Manajemen Anti Penyuapan *ISO 37001 Anti-Bribery Management System Awareness Training*	32	1	4	6	21	0	111,80
7	Webinar Pelatihan ISO 37001 Sistem Manajemen Anti Penyuapan *Webinar ISO 37001 Anti-Bribery Management System Awareness Training*	31	0	0	0	31	0	93,00
8	Kelangsungan Bisnis di 2025: Pendekatan Risiko Hukum dan Manajemen Kepatuhan *Sustainable Business in 2025: Regulation Risk Approach and Compliance Management*	20	4	6	8	2	0	76,00
9	National Anti-Fraud Conference 2025	4	1	0	1	0	2	72,00
10	Good Corporate Governance	4	0	0	1	3	0	52,00
11	National Conference - Audit for Tomorrow: Strategic, Future-Ready, Sustainable.	2	1	0	1	0	0	34,80
12	Assignment Kewajiban Kepatuhan Grup InJourney *InJourney Group Compliance Requirements Assignment*	2	0	0	1	1	0	28,00
13	Sosialisasi Peserta Program PAKSI *PAKSI Participation Socialization*	3	0	0	1	2	0	9,00
14	Pelatihan Risk & Governance Summit 2 *Risk & Governance Summit 2 Training*	1	0	0	0	0	1	8,00
15	Safe-Guarding Financial Integrity and Fraud: Controls & Ethics in a High-Risk Environment	1	0	0	0	0	1	3,00
16	Sertifikasi Indonesia Internal Audit Practitioner (IIAP) *Indonesia Internal Audit Practitioner (IIAP) Certification*	2	1	0	1	0	0	144,00
17	Sertifikasi Governance, Risk, Compliance Executive (GRCE) *Governance, Risk, Compliance Executive (GRCE) Certification*	4	0	0	0	0	4	80,00
18	Sertifikasi Professional Investigator *Professional Investigator Certification*	1	0	0	0	0	1	45,00
Keahlian Umum & Pengembangan Professional *General Skills & Professional Development*								
19	Train the Trainer	23	1	1	5	13	3	876,00

No.	Judul Pelatihan *Training Title*	Peserta *Participants*	BOD-1	BOD-2	BOD-3	BOD-4	BOD & BoC	Jam *Hours*
20	Sosialisasi Kebijakan FAGRC InJourney Group *InJourney Group FAGRC Policy Socialization*	94	20	21	30	23	0	329,00
21	Refreshment Microsoft Teams	100	14	17	31	38	0	300,00
22	Innovation: Ideation Hackathon ITDC	26	2	4	11	9	0	234,00
23	Pelatihan Kemampuan Berkomunikasi *Speaking Skill Training*	28	11	14	2	1	0	224,00
24	Linkedin Learning Course	14	0	1	1	5	7	130,20
25	Workshop Pemeliharaan Kesehatan Pohon *Tree Health Maintenance Workshop*	6	0	1	1	4	0	96,00
26	Merancang Pembelajaran Berdampak *Designing Impactful Learning*	12	4	6	2	0	0	90,00
27	Building the Greatest Success in a Challenging Era	4	0	0	1	3	0	64,60
28	BEST IN FEST Design Thinking & Creative Innovation	30	4	5	7	14	0	60,00
29	Workshop Quality Assurance	2	1	0	1	0	0	36,00
30	Kemampuan Presentasi Eksekutif *Executive Presentation Skill*	3	3	0	0	0	0	30,00
31	Analisis Bisnis Strategik *Strategic Business Analysis*	2	2	0	0	0	0	27,80
32	Manajemen Proyek *Project Management*	1	0	0	1	0	0	27,00
33	Perencanaan Pengembangan Bisnis *Business Development Planning*	2	2	0	0	0	0	18,00
34	Learning Microsoft Project for the Web	1	0	0	0	1	0	3,00
35	Beyond Clean: 5R & 5S Sebagai Pondasi Continuous Improvement *Beyond Clean: 5R & 5S as Continuous Improvement Foundation*	1	0	0	0	0	1	2,00
36	Microsoft Project for the Web: Reporting with Power BI	1	0	0	0	1	0	2,00
ESG & Sustainability								
37	Workshop Sustainability Recharge (GSTC)	31	14	3	5	5	4	558,00
38	ESG Implementation and Reporting Training Course	99	11	16	30	42	0	297,00
39	GSTC Sustainable Tourism Online Course Batch 4	17	0	1	7	9	0	296,00
40	GSTC Sustainable Tourism Course	3	1	0	1	1	0	48,00
41	Pelatihan Laporan Keuangan TJSL *Corporate Social and Environmental Responsibility Financial Report Training*	2	0	0	1	1	0	32,00

No.	Judul Pelatihan *Training Title*	Peserta *Participants*	BOD-1	BOD-2	BOD-3	BOD-4	BOD & BoC	Jam *Hours*
42	Training Awareness ESG InJourney Group *InJourney Group ESG Awareness Training*	3	0	1	0	2	0	21,00
43	Greenhouse Gas (GHG) Calculation, Mitigation, Audit and Reporting Training	1	0	0	0	1	0	16,00
44	Analisis dan Penulisan Laporan Keberlanjutan *Sustainability Report Analyst and Writer*	1	0	0	1	0	0	4,00
45	Certified Sustainability Reporting Specialist (CSRS)	1	0	0	0	1	0	24,00
Kepemimpinan & Pengembangan Talenta *Leadership & Talent Development*								
46	Coaching for Performance Training	83	22	27	33	1	0	332,00
47	Strategic Leadership Development Program 2025	10	10	0	0	0	0	170,00
48	InJourney Signature Development Program for Senior Leaders	4	3	1	0	0	0	136,00
49	InJourney Signature Development Program for Middle Leaders - Global Immersion	2	0	1	1	0	0	108,00
50	Resilient Leadership Adaptability in Action	2	0	2	0	0	0	75,00
51	InJourney Signature Development Program for Middle Leaders	2	0	1	1	0	0	72,00
52	Leadership Camp - Kick-Off InJourney Future Leader Development Program for C-Suite	3	3	0	0	0	0	60,00
53	Executive Presence & Grooming Top Talent IFDP	2	0	1	1	0	0	18,00
54	InJourney Talent Insight #2	5	0	0	1	3	1	15,00
55	Managerial Skill Management Training	4	0	0	1	3	0	12,00
56	Agile Leadership for Adaptive Organization	5	0	2	3	0	0	10,00
Kesehatan Kerja & Tanggapan Darurat *Work Safety & Emergency Response*								
57	Diklat Pemadam Kebakaran I Program 70 JP	4	0	0	0	4	0	280,00
58	Penanggulangan Kebakaran di Tempat Kerja *Fire Evacuation in the Work Place*	61	1	9	15	36	0	131,00
59	Webinar Evaluasi Gempabumi Merusak Indonesia *Webinar Earthquake Ruin Indonesia Evaluation*	20	0	0	0	20	0	120,00
60	Pelatihan Simulasi Gempa Bumi dan Tsunami *Earthquake and Tsunami Simulation Training*	16	0	1	1	14	0	64,00
61	Webinar "Peran APAR dalam Sistem Proteksi Kebakaran" *Webinar "APAR Role in Fire Protection System"*	20	0	0	0	20	0	40,00

No.	Judul Pelatihan *Training Title*	Peserta *Participants*	BOD-1	BOD-2	BOD-3	BOD-4	BOD & BoC	Jam *Hours*
62	Pelatihan Evakuasi Kebakaran sesuai dengan Prosedur Operasi Standar Kesehatan dan Keselamatan Kerja (K3) *Fire Evaluation Training According to Health and Safety Envlomment Operational Standard Procedure*	6	0	0	1	5	0	12,00
63	Pelatihan Pemadam Kebakaran Gedung Sarinah *Sarinah Building Fire Evacuation Training*	1	0	0	0	1	0	10,00
64	Webinar "Peran dan Tugas Tim ERT Keselamatan Publik Saat Terjadi Keadaan Darurat" *Webinar "The Role and Task of ERT Public Safety Team In Emergency Situations"*	1	0	0	0	1	0	3,00
65	K3 Umum *General OHS*	3	0	2	1	0	0	324,00
Hukum & Manajemen Tanah *Legal & Land Management*								
66	In-House Lawyer Academy (InHola)	19	3	8	4	4	0	264,50
67	Lego Innovation & Collaboration Training	51	3	5	8	35	0	257,00
68	Strategic Contract Review: Perjanjian MotoGP (ITDC x Dorna) *Strategic Contract Review: MotoGP Agreement (ITDC x Dorna)*	13	2	4	2	5	0	91,00
69	Legal Workshop & General Meeting	9	3	3	2	1	0	64,05
70	Penataan Tanah The Nusa Dua *The Nusa Dua Land Management*	18	5	3	9	1	0	54,00
71	Bimbingan Teknis Hukum Pertanahan *Land Technical Regulation Guidance*	3	2	1	0	0	0	42,00
72	Workshop Nasional Ketenagakerjaan *National Labour Workshop*	2	0	0	1	1	0	32,00
73	Workshop & Dialog Pertanahan *Land Workshop & Dialog*	1	0	0	0	0	1	9,00
74	Workshop Nasional Pertanahan *National Land Workshop*	1	0	0	0	1	0	8,50
Keuangan, Akuntansi & Perbendaharaan *Finance, Accounting & Treasury*								
75	Workshop Financial Modeling by Danareksa	28	6	6	10	6	0	308,00
76	InHouse Training Excel for Accounting & VBA	15	0	3	6	6	0	210,00
77	Financial Clinic Series: Big Money Mindset	37	2	7	10	18	0	111,00
78	Cashflow and Treasury Management Training	3	0	1	1	1	0	48,00
79	Value Creation Analysis: Financial Feasibility Study	2	1	1	0	0	0	30,00
80	Collection Skills and Negotiation Techniques	2	0	0	1	1	0	28,00
81	Financial Modeling for Feasibility study	1	0	0	1	0	0	27,00

No.	Judul Pelatihan *Training Title*	Peserta *Participants*	BOD-1	BOD-2	BOD-3	BOD-4	BOD & BoC	Jam *Hours*
82	Microsoft Excel for Accountant	1	0	0	0	1	0	16,00
83	Finance Planning & Budgeting Training	2	0	0	1	1	0	8,00
84	Sertifikasi Analis Properti *Certified Property Analyst*	20	4	2	7	5	2	280,00
85	Certified Procurement Specialist (CPSP)	1	0	0	1	0	0	120,00
Manajemen Risiko & Kelanjutan Bisnis *Risk Management & Business Continuity*								
86	Risk Awareness: Know Your Risk in the Workplace	123	19	18	33	48	5	369,00
87	Webinar Architecting Digital Resilience: Integrasi IT Risk & Business Continuity di Era AI dan Regulasi PDP *Webinar Architecting Digital Resilience: IT Risk Integration & Business Continuity in AI Era and PDP Regulation*	20	0	0	0	20	0	40,00
88	Webinar Membangun Integrated Risk & Opportunity Berbasis ISO 31000 Menuju Single Risk Repository *Webinar Building Integrated Risk & Opportunity According to ISO 31000 for Single Risk Repository*	20	0	0	0	20	0	40,00
89	Risk Maturity Index	4	1	1	1	1	0	40,00
90	Pelatihan Risk Modelling untuk Peningkatan Kinerja *Risk Modelling for Better Performance Training*	2	0	0	1	0	1	36,00
91	Manajemen Risiko (Refreshment CRMP) *Risk Management (CRMP Refreshment)*	1	0	0	0	0	1	36,00
92	Risk Modeling untuk Kinerja Organisasi yang Lebih Baik *Risk Modelling for Better Organization Performance*	2	0	1	0	1	0	34,00
93	Webinar Mengelola Risiko, Meningkatkan Keuntungan: Rahasia Sukses Risk-Based Budgeting *Webinar Managing Risks, Increasing Profits: The Secret to Successful Risk-Based Budgeting*	12	0	1	0	11	0	12,00
94	Pelatihan Manajemen Risiko *Risk Management Training*	1	0	0	0	0	1	8,00
95	Manajemen Risiko Jenjang 7	1	0	0	0	0	1	3,00
96	Risk Appetite and Risk Culture: Pilar Utama dalam Penguatan Manajemen Risiko di Sektor Keuangan *Risk Appetite and Risk Culture: Main Pillar in Risk management Strengthening in the Financial Sector*	1	0	0	0	0	1	3,00
97	Risk Maturity Transformation: Building Resilience in a Volatile Landscape	1	0	0	0	0	1	3,00
98	Sertifikasi Qualified Risk Management Officer (QRMO) *Qualified Risk Management Officer (QRMO) Certification*	19	1	1	6	11	0	481,00
99	Sertifikasi Qualified Risk Governance Professional (QRGP) *Qualified Risk Governance Professional (QRGP) Certification*	3	0	0	0	0	3	56,00
100	Sertifikasi Qualified Risk Management Professional (QRMP) *Qualified Risk Management Professional (QRMP) Certification*	1	1	0	0	0	0	42,00
101	Risk Governance Master Class	1	0	0	0	0	1	25,30

No.	Judul Pelatihan *Training Title*	Peserta *Participants*	BOD-1	BOD-2	BOD-3	BOD-4	BOD & BoC	Jam *Hours*
102	Sertifikasi Manajemen Risiko Finansial *Certified in Financial Risk Management*	1	0	0	1	0	0	8,00
Culture & Employee Wellbeing								
103	Workshop Implementasi Budaya *Workshop Culture Implementation*	22	1	14	6	0	1	176,00
104	Wellness Webinar "Thrive at Work: Membangun Kesehatan Mental di Dunia Kerja yang Dinamis" *Wellness Webinar "Thrive at Work: Building mental health in dynamic work environment"*	55	6	6	12	25	6	110,00
105	Pemahaman Budaya Kerja AKHLAK *AKHLAK Working Culture Understanding*	19	4	1	2	12	0	38,00
106	Pelatihan From Tension to Teamwork: Building Bridges in Conflict Situations *Training From Tension to Teamwork: Building Bridges in Conflict Situations*	1	0	0	0	1	0	7,00
Marketing, Branding & Communication								
107	Growth Marketing	6	1	1	1	3	0	96,00
108	Pelatihan Tanggapan Media & Krisis *Media Training & Crisis Handling*	8	0	0	4	4	0	56,00
109	Pelatihan Survey Pelatihan *Customer Survey Training*	3	0	2	0	1	0	24,00
110	Manajemen Merk Strategis *Strategic Brand Management*	1	0	0	0	1	0	15,00
111	Spin Selling & Communication	3	0	1	0	2	0	9,00
112	Tanggapan Sosial Media *Social Media Response*	1	0	0	0	1	0	8,00
Informasi Teknologi & Digitalisasi *Information Technology & Digitalization*								
113	Pelatihan Akhir Spatial Monitoring & Reporting Tools (SMART) *Final Spatial Monitoring & Reporting Tools (SMART) Training*	3	0	0	0	3	0	42,00
114	Aplikasi Praktis AI Dalam Dunia Kerja *Practical AI Application in Working Environment*	4	0	1	2	1	0	26,00
115	ArcGIS Pro: Essential Workflows	1	0	0	0	1	0	24,00
116	Mapping and Visualizing Data in ArcGIS	1	0	0	0	1	0	16,00
117	Pelatihan QRGP (Qualified Risk Governance Professional) *QRGP (Qualified Risk Governance Professional) Training*	1	0	0	1	0	0	16,00
118	Pelatihan Transfer Teknologi Primavera P6 EPPM *P6 EPPM Primavera Technology Transfer Training*	1	0	0	0	0	1	16,00
119	Training Brand Reset 2025: Perkuat Citra, Ukur Dampak, Kuasai Pasar *2025 Brand Reset Training: Strengthening Brand, Impact Measurement, Dominate the Market*	2	0	0	1	1	0	12,00
120	Seminar Cyber-Defender RedTeam Upskilling *Cyber-Defender RedTeam Upskilling Seminar*	1	0	0	1	0	0	8,50

No.	Judul Pelatihan *Training Title*	Peserta *Participants*	BOD-1	BOD-2	BOD-3	BOD-4	BOD & BoC	Jam *Hours*
121	Pengembangan Aplikasi Property Management System ITDC *ITDC Property Management System Development*	14	1	2	6	5	0	328,00
HR & People Management								
122	Workshop Evaluasi Kerja dari FED Insight Indonesia *Job Evaluation Workshop by FED Insight Indonesia*	3	0	1	2	0	0	48,00
123	Basic Human Resources Professional (BHRP)	1	0	0	0	1	0	12,00
124	Advance Human Capital Accomplished	1	0	1	0	0	0	4,00
TOTAL		**1.598**	**212**	**255**	**390**	**667**	**74**	**13.078,05**

Lampiran: Daftar Lengkap Pelatihan per Kategori di INU [GRI 205-2, 404-2]

Appendix: Complete Training List by Category in INU

No.	Judul Pelatihan *Training Title*	Peserta *Participants*
Kesehatan Kerja & Tanggapan Darurat *Work Safety & Emergency Response*		
1	Sertifikasi K3 *OHS Certification*	2
2	Pelatihan K3 Mandalika *Mandalika OHS Training*	11
3	Pelatihan K3 Nusa Dua *Nusa Dua OHS Training*	10
ESG & Sustainability		
1	Young Expert in Water Resources Engineering	1
2	Construction Manager for Water Supply Production System (SPAM) *Mandalika OHS Training*	1

Lampiran: Demografi Karyawan Peserta Pelatihan

Appendix: Employee Demographic on Training Participant

Demografi Karyawan Peserta Pelatihan dan Sertifikasi Berdasarkan Level Organisasi & Gender ITDC [GRI 102-3; 404-1]

Training and Certification Employee Demographic by Organization Level & Gender ITDC

Unit Departemen *Department Unit*	L *M*	P *F*	Jumlah *Amount*
BOD-1	17	11	28
BOD-2	22	11	33
BOD-3	34	15	49
BOD-4	65	38	103
Total Peserta *Participation Total*	138	75	213

* L = Laki-laki / M = Male, P = Perempuan / F = Female

Rata-Rata Jam Pelatihan dan Sertifikasi ITDC [GRI 102-3; 404-1]

Training and Certification Employee Demographic by Organization Level & Gender ITDC

Unit Departemen *Department Unit*	L *M*	P *F*
BOD-1	54,96	81,41
BOD-2	61,15	71,78
BOD-3	63,78	77,64
BOD-4	49,28	55,79
Total Rata-Rata *Average Total*	57,29	71,66

* L = Laki-laki / M = Male, P = Perempuan / F = Female

Peserta dan Jam Pelatihan Berdasarkan Jenis Pelatihan INU [GRI 102-3; 404-1]

Training Participant and Hours by Training Type INU

Jenis Pelatihan *Training Type*	Jumlah Peserta *Training Participant*	Jam Pelatihan *Training Hours*
Keterampilan Non-Teknis *Soft Skills*	7	53
Keterampilan Teknis *Hard Skills*	23	112
Sertifikasi *Certification*	4	48
Total Peserta *Participation Total*	**34**	**213**

Rata-Rata Jam Pelatihan dan Sertifikasi INU [GRI 102-3; 404-1]

Average Training and Certification Hours

Jenis Pelatihan *Training Type*	2025	2024
Keterampilan Non-Teknis *Soft Skills*	53	7
Keterampilan Teknis *Hard Skills*	112	74
Sertifikasi *Certification*	48	8
Total Peserta *Participation Total*	**213**	**89**
Jumlah Karyawan *Employee Total*	**15**	**15**
Rata-Rata Jam Pelatihan *Average Training Hours*	**14,20**	**5,93**

Lampiran: Demografi Karyawan

Appendix: Employee Demographic

Berdasarkan Status Kepegawaian [GRI 2-7]

According to Employment Status

Kategori *Category*	2025		2024	
	Jumlah *Total*	%	Jumlah *Total*	%
ITDC				
Pegawai Tetap	176	83,0%	174	91,6%
Pegawai Kontrak	36	17,0%	16	8,4%
Jumlah/*Total*	212	100,0%	190	100,0%
INU				
Pegawai Tetap	11	73,3%	11	73,3%
Pegawai Kontrak	4	26,7%	4	26,7%
Jumlah/*Total*	15	100,0%	15	100,0%

Berdasarkan Jenis Kelamin [GRI 2-7]

According to Gender

Kategori *Category*	2025		2024	
	Jumlah *Total*	%	Jumlah *Total*	%
ITDC				
Pria/*Male*	137	64,6%	127	66,8%
Wanita/*Female*	75	35,4%	63	33,2%
Jumlah/*Total*	212	100,0%	190	100,0%
INU				
Pria/*Male*	11	73,3%	11	73,3%
Wanita/*Female*	4	26,7%	4	26,7%
Jumlah/*Total*	15	100,0%	15	100,0%

Berdasarkan Kelompok Usia [GRI 405-1]

According to Age Range

Kategori *Category*	2025				2024			
	Pria *Male*	Wanita *Woman*	Jumlah *Total*	%	Pria *Male*	Wanita *Woman*	Jumlah *Total*	%
ITDC								
> 51	17	1	18	8,5%	21	1	22	11,6%
46–50	14	3	17	8,0%	13	3	16	8,4%
41–45	16	3	19	9,0%	14	2	16	8,4%
36–40	33	18	51	24,1%	27	13	40	21,1%
31–35	48	30	78	36,8%	44	29	73	38,4%
24–30	9	18	27	12,7%	8	15	23	12,1%
< 24	0	2	2	0,9%	0	0	0	0,0%
Jumlah/*Total*	137	75	212	100,0%	127	63	190	100,0%
INU								
> 50	0	1	1	6,7%	0	0	0	0,0%
40–49	2	1	3	20,0%	2	1	3	20,0%
35–39	1	0	1	6,7%	2	0	2	13,3%
30–34	2	2	4	26,7%	2	0	2	13,3%
25–29	6	0	6	40,0%	5	3	8	53,3%
20–24	0	0	0	0,0%	0	0	0	0,0%
Jumlah/*Total*	11	4	15	100,0%	11	4	15	100,0%

Berdasarkan Tingkat Organisasi [GRI 405-1]

According to Organization Level

Kategori *Category*	2025				2024			
	Pria *Male*	Wanita *Woman*	Jumlah *Total*	%	Pria *Male*	Wanita *Woman*	Jumlah *Total*	%
ITDC								
Senior Vice President / Vice President / General Manager / Senior Specialist	16	11	27	12,7%	13	9	22	11,6%
Assistant Vice President / Specialist	21	12	33	15,6%	20	11	31	16,3%
Manager / Junior Specialist	35	14	49	23,1%	32	10	42	22,1%
Officer / Unit Head	65	38	103	48,6%	62	33	95	50,0%
Jumlah/*Total*	137	75	212	100,0%	127	63	190	100,0%
INU								
Vice President	0	1	1	6,7%	0	1	1	6,7%
Assistant Vice President	2	0	2	13,3%	2	0	2	13,3%
Manajer	2	1	3	20,0%	0	0	0	0,0%
Staff	7	2	9	60,0%	9	3	12	80,0%
Jumlah/*Total*	11	4	15	100,0%	11	4	15	100,0%



Danantara Indonesia

injourney
TOURISM DEVELOPMENT CORPORATION

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