### SAILING TO SOARING THE YEAR OF SUSTAINABLE GROWTH

2024 Annual Report



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NA INDONESIA INVESTMENT AUTHORITY



INDONESIA INVESTMENT AUTHORITY

SAILING TO SOARING



THE YEAR OF SUSTAINABLE GROWTH

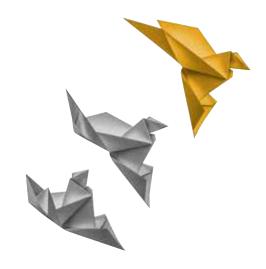
2024 Annual Report

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SAILING TO SOARING THE YEAR OF SUSTAINABLE GROWTH







### THE YEAR OF SUSTAINABLE GROWTH

Since its establishment and commencement of operation in February 2021, Indonesia Investment Authority (INA) has emerged as one of the key pillars of Indonesia's economic transformation, driving sustainable growth through innovative and impactful investments. INA's ability to perform at the forefront of strategic investing has earned strong credit ratings of BBB internationally and AAA(idn) domestically, positioning the institution as a trusted partner for global investors seeking opportunities aligned with Environmental, Social, and Governance principles.

INA continues to serve a pivotal role in connecting global capital with Indonesia's transformative opportunities, fostering long-term collaborations that drive impactful development. By focusing on projects that deliver financial returns while generating broad socio-economic benefits, INA is building a resilient and sustainable future for the nation. Its investments go beyond traditional objectives by addressing critical infrastructure needs, fostering sustainable development goals, and creating value that transcends immediate financial gains.

INA remains committed to contributing to Indonesia's economic development by facilitating global investment and supporting initiatives that drive sustainable, long-term value creation. By staying ahead in innovation and governance, INA not only manages assets but also invests in building prosperity for generations to come. INA's dedication to creating value beyond deploying capital reflects its aspiration to be part of Indonesia's sustainable development story.

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# WELCOME NOTE FROM THE MANAGEMENT

DRIVING IMPACT BEYOND INVESTING

At INA, we recognize that financial growth alone is not sufficient; true success lies in creating long-term value for the nation. Our mission is to drive sustainable development by aligning investments with national priorities, catalyzing economic transformation, and advancing an inclusive and resilient future for Indonesia.



In 2024, INA has further strengthened its role as a key pillar in Indonesia's economic development. With consistent investment growth, solid operational performance, and the implementation of globally recognized governance standards, INA continues to demonstrate its capacity to optimize capital and attract global investors. This success reflects INA's commitment to prioritizing sustainable projects that deliver broad impacts to the national economy. On behalf of the Supervisory Board, we take pride in witnessing INA's strategic contributions in enhancing economic resilience, accelerating sustainable development, and creating long-term value for Indonesia and all of its people.



### WELCOME NOTE FROM THE CHAIRMAN OF SUPERVISORY **BOARD**

### Sri Mulyani Indrawati

Chairman of Supervisory Board/ Ex-officio Member of Supervisory



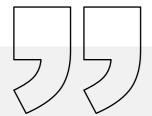




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Throughout 2024, INA recorded notable achievements through optimal investment realization, sound governance practices, and contributions to sustainable national development. The Supervisory Board recognizes the solid and adaptive performance of the Board of Directors, marked by investment realization of Rp5.6 trillion across 8 (eight) priority sector projects. INA also drove investment partner participation, resulting in a total investment of Rp13.8 trillion, bringing the accumulated investment by INA and its investment partners since 2021 to Rp60.9 trillion, with a multiplier ratio of 1.4 times. Key achievements include attracting global partners for the Rp8.2 trillion Trans-Sumatra Toll Road project and expanding into international fund management through the GIP EM Fund and hybrid capital solutions to balance the portfolio and ensure solid, stable, and sustainable financial growth.

INA Successfully Attracts
Global Partners for TransSumatra Toll Road Project
(Medan–Binjai and Bakauheni–
Terbanggi Besar Sections) with
a Total Investment of

Rp8.2 trillion



From 2021 to 2024, the cumulative investment partner multiplier ratio of

**1.4** times

demonstrates INA's strong capability in mobilizing significant external funding to support strategic domestic projects



INA's Total Revenue reached

Rp5.9 trillion

equivalent to 109% of the 2024 target, a 9.1% increase compared to the previous year

#### Dear Esteemed Stakeholders,

With gratitude to God Almighty, Indonesia Investment Authority (INA) is proud to present the annual report highlighting INA's performance and achievements throughout 2024. This year also marks a significant milestone in INA's contribution to national development, representing the fourth year of progressive operations since its establishment under the Job Creation Law.

Carrying the theme "The Year of Sustainable Development," INA reaffirms its commitment to building a sustainable future for Indonesia. In an ever-evolving and challenging investment landscape, INA not only adapts but continues to grow and take an active role as a catalyst for development.

### INDONESIA'S ECONOMIC AND INVESTMENT CONDITIONS AND BUSINESS OUTLOOK IN 2024

In 2024, the global economy was characterized by heightened uncertainty due to geopolitical dynamics, tight monetary policies, and slowing growth in several major economies. Amid these challenges, Indonesia's economy demonstrated solid resilience, recording a growth rate of 5.1%, higher than the 5.0% achieved in the previous year. This economic stability was supported by prudent fiscal and monetary policies, as well as the government's commitment to maintaining growth momentum through various strategic initiatives in the industrial, infrastructure, and green energy sectors.

In 2024, Indonesia has successfully concluded the presidential election, resulting in the election of President Prabowo Subianto. The smooth conduct of the election demonstrates the country's political stability, serving as a strong foundation for maintaining economic conduciveness.

Inflation in Indonesia throughout 2024 remained under control at 1.6%, within the target range set by Bank Indonesia. A cautious monetary policy was implemented to maintain price stability and preserve people's purchasing power amid external challenges, including global energy price volatility, exchange rate fluctuations, and interest rate pressures from the Federal Reserve. These measures enabled Indonesia to maintain economic competitiveness and attract foreign capital inflows, which served a key role in increasing Foreign Direct Investment and supporting balance of payments stability and foreign exchange reserves.

From an investment perspective, national investment realization reached Rp1,714.2 trillion, exceeding the target set by the President of Rp1,650 trillion. This achievement reflects investor confidence in Indonesia's economic outlook amid global uncertainty. Foreign Direct Investment (FDI) contributed Rp900.2 trillion or 52.5% of the total investment, while Domestic Direct Investment (DDI) reached Rp814.0 trillion or 47.5%. This success serves as clear evidence that Indonesia remains an attractive investment destination in the Southeast Asian region.

The realized investment also had a direct impact on job creation. Throughout 2024, incoming investments succeeded in absorbing approximately 2.5 million workers, an increase of 34.7% compared to the previous year. The largest contributions came from the infrastructure, renewable energy, and digital sectors, aligned with the government's priority to strengthen a technologyand sustainability-based economic foundation. This increase in employment absorption is expected to enhance public welfare and promote economic inclusion across various regions.

Amid external challenges, Indonesia also succeeded in maintaining exchange rate stability. By the end of 2024, the Rupiah closed at Rp16,162 per USD. Despite experiencing depreciation pressure due to the global strengthening of the US Dollar, the Rupiah continued to demonstrate relatively stable performance compared to several other emerging market currencies in the Asian region. Bank Indonesia's adaptive monetary policy served a key role in maintaining macroeconomic stability amid global market volatility.

#### **INVESTMENT STRATEGY FOCUS**

Despite its relatively brief operational history, INA has demonstrated strong performance, supported by a growing reputation and credibility, along with expanding expertise, experience, and knowledge in investment management. Within a span of 4 (four) years, INA has successfully navigated various significant challenges that not only tested the organization's resilience but also strengthened its position as a globally recognized investment house. This achievement underscores INA's commitment and contribution to fulfilling its dual mandate: to contribute to Indonesia's sustainable economic development and to foster long-term wealth creation for future generations.

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In 2024, INA's key focus was on developing a solid, balanced, and sustainable portfolio. This served as the foundation for every strategic move undertaken by INA amid external challenges, including global macroeconomic uncertainty, domestic political dynamics, and geopolitical tensions affecting the investment climate. In this context, INA's position as an independent institution with sui generis characteristics becomes a valuable asset in maintainina both resilience and flexibility to manage long-term investments that support the national development agenda.

was built upon 3 (three) key pillars designed to optimize investment performance and strengthen competitiveness amid the evolving global economic landscape. The first pillar is to maintain a strong investment focus on 4 (four) strategic and priority sectors, namely infrastructure and logistics, green energy, digital, and healthcare, while also maximizing the potential in other opportunistic sectors. INA remains committed to serving as a catalyst in the development of these sectors, which carry significant economic and social impact for Indonesia and present attractive investability for both INA and its co-investors.

INA's core strategy in 2024

The second pillar is the implementation of a strategic asset allocation aimed at balancing the portfolio proportion by increasing exposure to asset classes that generate faster and higher yields. Through this approach, INA not only focuses on stable long-term investments but also builds a portfolio that delivers sustainable short-term cash flows. This strategy is aligned with the direction of the Supervisory Board to increase the share of co-investors in INA's infrastructure assets and to expand allocation toward asset classes such as private equity, hybrid capital solutions, and funds (indirect investments), as well as enhancing the diversification of investment potentials that offer greater flexibility in portfolio management.

The third pillar is risk diversification through indirect investments by participating as a co-General Partner (GP) or Limited Partner (LP) in managed funds. This strategy enables INA to expand its global investment network, access broader opportunities, and mitigate risks through collaboration with strategic partners who acquired sector-specific expertise. In 2024, INA commenced its first fund investment by becoming a strategic LP in the Global Infrastructure Partners – Emerging Markets Fund I (GIP EM I Fund), as an initial step in this diversification effort, and continuing to explore other indirect investment opportunities.

In line with the implementation of these 3 (three) pillars, INA continues to strengthen value creation across its portfolio companies. This is pursued through operational improvements, efficiency optimization, and active collaboration with strategic partners across various industries. INA also works closely with experts in relevant sectors to ensure professional and data-driven portfolio management. Supported by strong expertise, prudent governance, and an internationally recognized operational framework, INA is well-positioned to maintain the trust of stakeholders and global investment partners.

# SUPERVISORY BOARD'S PERSPECTIVE ON THE PERFORMANCE OF THE BOARD OF DIRECTORS AND INA'S ACHIEVEMENTS IN 2024

Throughout 2024, INA recorded a series of significant achievements that reflect the effectiveness of its investment strategy, commitment to good governance, and active role in fostering sustainable development in Indonesia. The Supervisory Board recognizes the Board of Directors' solid and adaptive performance amid external challenges and global market dynamics. The Board of Directors has successfully translated the institution's strategic direction into investment policies and

execution that strike a balance between long-term value creation and short-term return optimization.

INA's investment deployments in 2024 were realized at Rp5.6 trillion. These investments covered 5 (five) new projects and 3 (three) follow-on investments across several priority sectors, including infrastructure, green energy, digital, and healthcare. In addition, INA drove active participation from investment partner, bringing total investments to Rp13.8 trillion. As such, since its establishment in 2021 until the end of 2024, INA and its investment partners have deployed a total cumulative investment of Rp60.9 trillion, with INA contributing Rp24.9 trillion and investment partners contributing Rp36.0 trillion. The investment partner multiplier ratio of 1.4 times during 2021 - 2024 reflects INA's strong ability to mobilize significant external capital to support strategic domestic projects.

One of INA's most notable achievements in 2024 was the successful engagement of global partners in the Trans-Sumatra Toll Road project (Medan-Binjai and Bakauheni-Terbanggi Besar sections), with a total investment of Rp8.2 trillion. This achievement was the result of a lengthy negotiation process that began in 2021, starting with INA's independent investment in 2023, followed by the onboarding of strategic partners, Abu Dhabi

Investment Authority (ADIA) and Algemene Pensioen Groep (APG). This investment not only strengthens national infrastructure but also demonstrates INA's effective role as a catalyst in bridging domestic development needs with global capital.

In addition to infrastructure investments, INA also expanded its portfolio into international asset classes through its participation as a strategic limited partner in the GIP EM I Fund. This initiative aims to enhance INA's exposure to global investment opportunities with attractive return potential, while also strengthening INA's capabilities in managing a diverse and complex portfolio.

INA has also begun to

focus on increasing its investment portion to the hybrid capital solutions asset class. This asset class has become increasingly promising in response to growing market gaps in non-traditional financing needs. From an investor's perspective, hybrid capital solutions offer the potential for faster and higher returns with measured risk (downside protection). This approach is intended to complement INA's infrastructure portfolio, which typically has a long investment cycle and risk profile, thereby enabling INA to ensure stable shortterm financial performance without compromising longterm sustainability.

From a financial perspective, INA recorded total revenue of Rp5.9 trillion, or 109% of the 2024 target, reflecting a growth of 9.1% compared to the previous year. This achievement was primarily driven by dividend income amounting to Rp5.3 trillion and interest income of Rp2.0 trillion. INA's net profit reached Rp5.4 trillion, or 153.0% of the target, representing a 26.2% growth compared to 2023.

Operational efficiency was one of INA's key focus areas in 2024. INA's operating expenses stood at Rp1.0 trillion, or 54.7% of the budget, a 6.7% decrease compared to the previous year. This accomplishment demonstrates INA's ability to manage costs efficiently without compromising the quality of portfolio management and investment deployment.

INA's total assets decreased by 5.2% to Rp110.8 trillion at the end of 2024, primarily due to a 15.2% mark-tomarket adjustment in the valuation of in-kind shares and the repayment of loan facilities. Despite a decline from the 2023 equity value of Rp113.7 trillion, INA's equity in 2024 remained robust at Rp107.5 trillion, reflecting continued strong growth. The considerable fluctuation in the value of in-kind shares in 2024 had a significant impact on INA's total assets and equity, due to the high proportion of in-kind shares within INA's total asset composition (asset concentration risk).

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Although this factor beyond INA's control, INA continued to implement consistent monitoring and measured mitigations. The above financial performance reflects INA's strong fundamental resilience amid market dynamics. The Supervisory Board appreciates the Board of Directors' initiatives to strengthen governance through the development of a comprehensive treasury protocol and the enhancement of a dashboard enterprise risk to facilitate regular risk monitoring.

credibility and transparency, INA's financial statements, audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (an affiliates of Ernst & Young), once again received an unqualified opinion for the period from 2021 to 2024. The independent auditor also confirmed that INA has fully complied with all applicable regulations, with no material weaknesses found in internal controls (PSA 62), as well as full adherence to relevant laws, agreements, and contracts.

As a testament to its financial

Overall, the Supervisory Board recognizes the Board of Directors' continuous efforts to enhance quality across the entire investment cycle and maintain operational and financial stability amid market volatility. This comprehensive approach reflects the Board of Directors' commitment to managing the portfolio professionally and responsibly, in line with INA's mandate to create long-term, sustainable value for Indonesia's economy.

### SUPERVISORY BOARD'S ROLE IN GOVERNANCE, ESG, AND RISK MANAGEMENT

As part of a sound governance framework, the Supervisory Board serves a strategic role in ensuring that INA's operations are carried out in a transparent, accountable manner and in alignment with its mandated objectives. In executing its supervisory duties and responsibilities, the Supervisory Board focuses on monitoring the performance of the Board of Directors, evaluating policies, and providing strategic guidance to support the achievement of sustainable and optimal investment outcomes for the long-term interests of the national economy.

The Supervisory Board actively oversees the implementation of good governance practices, sustainability principles or ESG, and effective risk management systems. As a full member of the International Forum of Sovereign Wealth Funds (IFSWF), INA adheres to the Santiago Principles, which emphasize independence, transparency, accountability, and prudent risk management.

The Supervisory Board acknowledges the Board of Directors' efforts in taking significant measures to strengthen INA's overall governance framework throughout 2024. One of the key initiatives was the development and refinement of various strategic policies, formalized in the Board of Directors' Regulation (PDD). A total of 10 PDDs covering 21 policies were finalized,

including new policies such as Anti-Money Laundering and Counter-Terrorism Financing (AML/CTF) Policy, including Financial Crime Screening procedures, aimed at mitigating financial crime risks, and the Treasury Protocol, which serves as a guideline for INA in responding to market volatility. The Supervisory Board monitored the policy development process through in-depth consultations to ensure alignment with INA's mandate and global best practices.

To ensure compliance with regulations and best governance practices, the Supervisory Board is supported by 3 (three) committees: the Audit Committee, the Ethics Committee, and the Remuneration and HR Committee, facilitated by the Supervisory Board Secretariat. Throughout 2024, the Audit Committee convened 12 meetings to oversee financial reporting, internal control systems, and risk management. In addition, the Audit Committee also reviewed the results of the Board of Directors' self-assessment on good governance practices and provided input on the formulation of INA's strategic plan.

The Ethics Committee is responsible for monitoring compliance with the code of ethics and ensuring that adequate controls and measures are in place to manage potential conflicts of interest across all operational processes. In 2024, the Ethics Committee held 17 meetings, with key agendas focused

on monitoring conflict of interest control instruments to reinforce organizational integrity. The Committee also oversaw reports of alleged violations submitted through the INA Integrity Line, to ensure transparency and accountability across all levels of the organization.

The Remuneration and HR Committee held 27 meetings during 2024 and is responsible for reviewing remuneration and evaluating the performance of both the Board of Directors and the Supervisory Board. The Committee has the duty to provide objective performance management policies and ensuring that remuneration policies are aligned with industry best practices and adhere to the principles of fairness.

The Supervisory Board also monitors the implementation of a comprehensive risk management system based on the Three Lines Model principle. This structure comprises direct responsibility by business units (1st line), oversight by the Risk Division, Compliance Division, and Legal Division (2nd line), as well as the Internal Audit Division as the final line of defense (3rd line). INA has conducted a Risk Control Self-Assessment (RCSA) and launched a Risk Dashboard, which enables real-time monitoring of portfolio risks and breach status.

In terms of sustainability, the Supervisory Board observes the Board of Directors' effective efforts in fully integrating ESG principles into the investment process. In 2024, INA developed an ESG Roadmap as a strategic guide to monitor and enhance ESG performance across its portfolio companies, and introduced ESG-based KPIs across various investment sectors. ESG performance reporting to both the Board of Directors and the Supervisory Board is conducted on a quarterly basis, ensuring accountability and transparency in sustainability management.

The Supervisory Board recognizes the Board of Directors' consistent commitment to continuous improvement in the areas of governance, risk management, and sustainability. This approach not only strengthens INA's credibility among global investors but also ensures that all operational processes are carried out within a strong governance framework and in alignment with global best practices.

### SUPERVISORY BOARD'S PERSPECTIVE ON THE 2025 OUTLOOK

Entering 2025, the Supervisory Board sees INA as being strategically positioned to leverage investment opportunities amid global economic dynamics and complex macroeconomic challenges. With a solid foundation, a comprehensive risk management framework, and a growing reputation at the international level, INA is expected to maintain stable performance and further expand its contribution to supporting sustainable economic development in Indonesia.

Furthermore, 2025 is expected to be marked by various global challenges, driven by escalating geopolitical tensions and a slowdown in economic growth. According to the International Monetary Fund (IMF) in its January 2025 edition of the Economic Outlook report, global economic growth is projected to remain stagnant at 3.2%, while global inflation is expected to remain elevated at approximately 4.2%. Tensions in the Middle East, trade disputes between China and the United States, and potential adjustments in monetary policies by world major central banks are anticipated to exert additional pressure on global financial markets and international capital flows.

The implementation of reciprocal tariffs, which has triggered trade wars among nations, has raised concerns over a potential slowdown in global economic growth and has affected financial market stability. For Indonesia, such trade tensions pose a dual impact. On one hand, the situation presents opportunities to boost exports; on the other, the Indonesian economy remains vulnerable to commodity price fluctuations and exchange rate volatility, which could undermine domestic economic stability.

To address these risks, it is essential for Indonesia to reinforce the resilience of its domestic economy by enhancing infrastructure investment, improving connectivity, and fostering innovation to boost national competitiveness.

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In this context, INA is expected to continue exploring creative and innovative investment schemes to effectively navigate and capitalize on the opportunities and challenges arising from global dynamics.

Amid these global

challenges, Indonesia's economy is projected to remain resilient, with growth estimated at around 5.2%, according to the APBN data (State Budget). This domestic economic stability is supported by prudent fiscal and monetary policies, as well as continued investment in strategic sectors. Inflation is forecasted at around 2.5%, reflecting Bank Indonesia's efforts to maintain price stability and safeguard public purchasing power. The Rupiah exchange rate against the US Dollar is projected to range between Rp15,300 to Rp16,000, while the yield on 10-year government securities (SBN) is estimated at around 7%.

Despite external challenges, the Supervisory Board believes that Indonesia's economic outlook remains conducive to creating opportunities for INA to further strengthen its investment portfolio. Moreover, with the experience and insights gained over the years, INA is expected to leverage its capabilities to effectively navigate challenges and contribute optimally to national development.

INA's success in expanding investments into new subsectors (such as hybrid capital solutions and funds), strategic collaborations with reputable global investors, including the successful mobilization of co-investors in the significantvalue Trans-Sumatra Toll Road project, has further solidified INA's reputation and credibility on the global stage. This serves as a pivotal asset in fostering investor confidence and comfort in investing in Indonesia amid ongoing global and domestic dynamics.

From a funding perspective, INA has secured total investment commitments equivalent to Rp400 trillion, combined with an investment-grade rating from Fitch, demonstrating that INA is supported by strong and adequate funding capacity to pursue its investment deployment. Funding potential can be further enhanced by utilizing available banking facilities amounting to Rp30 trillion, as well as other innovative financing instruments such as global bond/sukuk issuance or green financing.

To secure potential assets that align with investment partners' appetite, INA continues to advance negotiations on ongoing investment pipeline, while simultaneously exploring additional investment from both SOE and private sector assets. Moreover, INA is also intensifying efforts on its existing pipeline to pursue further investment growth. INA has also expanded its investment priority sectors by

adding 2 (two) new sectors, critical minerals and food agriculture, in alignment with the Government's 2024-2029 Development Program (Asta Cita).

The establishment of Danantara by the Government brings opportunities for future collaboration in INA's investment initiatives. Danantara was founded with the objective of maximizing investments and the operational efficiency of State-Owned Enterprises (SOEs), in alignment with INA's mandate to optimize investment value and support sustainable development through investments in strategic domestic assets.

INA is expected to leverage its strong global expertise and network to attract foreign investments into Indonesia, working in synergy with Danantara in its role as the SOE investment manager. This collaboration aims to identify and capitalize on high-potential investment opportunities.

By harnessing their respective resources and capabilities, the collaboration between INA and Danantara is expected to deliver optimal added value for Indonesia through joint investments in SOEs or other real sectors. This partnership will support strategic government projects and strengthen the national economy. Ultimately, the presence of INA and Danantara is expected to maximize the impact of investment on national development and economic growth.

and opportunities of 2025,
the Supervisory Board
appreciates the Board of
Directors' proactive measures
in preparing comprehensive
risk mitigation strategies, such
as strengthening treasury
management designed to

The Su
its high
design
at the Su
its high
card
and pr
carryin
management designed to

In addressing the challenges

management designed to
mitigate risks arising from
exchange rate volatility and
interest rate fluctuations.
The Supervisory Board also
notes that INA is actively
developing attractive and
competitive investment

carrying out INA's mandar
throughout 2024. The
Supervisory Board also
conveys its sincere gratitud
to all levels of management
and employees of INA for
demonstrating a spirit of
professionalism, integrity, a
collaboration in supporting

With the foundations in place, the Supervisory Board is confident that INA will continue to demonstrate strong operational and financial performance, while further advancing its optimal contribution to national development in the years ahead.

structures, supported by strong financial performance

and a solid reputation as a

trusted investment partner.

#### APPRECIATION

The Supervisory Board extends its highest appreciation to the Board of Directors for their dedication, commitment, and professionalism in carrying out INA's mandate throughout 2024. The Supervisory Board also conveys its sincere gratitude to all levels of management and employees of INA for demonstrating a spirit of professionalism, integrity, and collaboration in supporting the institution's operations.

INA's successes in maintaining its reputation as a trusted investment partner and in attracting significant global investment commitments are the result of the collective contribution of the entire team working in synergy. Appreciation is also extended to all stakeholders, including the government, strategic partners, and regulators, for their continued support in realizing INA's vision as an investment catalyst to drive sustainable economic development in Indonesia.

With a strong foundation in place and the unwavering commitment of all parties, the Supervisory Board is confident that INA will continue to grow, create added value for the national economy, and serve a pivotal role in achieving the Indonesia Emas 2045 vision.

To conclude, on behalf of the Supervisory Board and the entire INA team, I would like to extend our heartfelt appreciation to Mr. Yozua Makes, a member of Supervisory Board for the 2021-2025 term, for his invaluable contributions in establishing INA's governance framework since its inception.

We also warmly welcome Mr. Erwandi Hendarta as Member of the Supervisory Board for the 2025–2030 term. With his extensive experience and expertise, will bring fresh perspectives and further reinforce INA's commitment to world-class governance in fulfilling its founding vision and mission.

Jakarta, May 2025 On Behalf of the Supervisory Board



Sri Mulyani Indrawati

Chairman of Supervisory Board/Ex-officio Member of Supervisory Board

"The farther we go, the more we realize that this journey is not about knowing all the answers from the start, but about having the willingness to keep learning and growing. The more we learn, the more we realize how much we still don't know."







THEIGHT 10

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INA attracted Foreign Direct Investment (FDI) amounting to Rp13.8 trillion throughout 2024, equivalent to a

2.5x multiplier

of INA's investment/ equity portion.



(\$) INA's Assets Under Management (AUM) have increased by

> compared to when it was first established.



INA's GSR score reached 64%, exceeding the global average of 53%

and ranking 29th among assessed Sovereign Wealth Funds (SWFs).

### **Dear Valued Partners and Esteemed** Stakeholders,

As I write this letter to you, INA has reached its fourth anniversary and entered its fifth year of operations. Those of you whom I have had the pleasure to meet may know that I enjoy keeping track of the number of working days since INA's establishment. Sometime in 2025, we will cross 1,000 working days - that number, compared to Indonesia's rich history, is barely a blink. Sovereign wealth funds typically measure their impact in decades, building wealth over a long period of time for the well-being of future generations. For us, this mission is mandated by law, and it is what we do every day: building strong foundation, processes, procedures, investments, step by step, brick by brick. In that spirit, despite our achievements thus far, I know that INA has a long way to go.

Over the past four years, in carrying out our mandate to attract Foreign Direct Investment (FDI) to Indonesia, we have come to understand that reputation is not something granted instantly or built overnight, it must be earned through integrity, demonstrated through action, upheld consistently, and ultimately, trusted. Success, too, is not defined by a single decision or transaction. It is built patiently, through persistent effort, discipline, and unwavering commitment over time.

Yet, even in this brief time, there is much that I would like to reflect upon.

Since the beginning, INA's approach to investment has remained consistent: disciplined, driven by strong fundamentals, and focused on long-term value. We invest with conviction in opportunities that may not be the most exciting or attention-grabbing, but offer attractive risk-adjusted returns. We seek resilience – through investments and industries that serve essential and enduring needs. Our investments in 2024 continue to reflect this commitment - we have invested in hospitals, in a container port terminal, a blood plasma fractionation facility (Indonesia's first and Southeast Asia's largest) and more. The

responsibility of managing part of the country's wealth is not a responsibility we take lightly. Therefore, we invest in what we believe Indonesia needs today and will continue to need for generations to come.

At INA, we believe that to

genuinely be invested in something means that you commit more than capital - you must dedicate time and effort in supporting the growth and improvement of the investment. In every partnership, we seek to create value, by strengthening operations, human and technological capabilities, and sustainability. This is why we partner with like-minded, industry-leading, reputable investors who not only want to invest in a project, but also share our commitment to Indonesia's long-term growth and prosperity. We select partners who believe in the same passions towards good governance, who have the same convictions on the risk-return equations and who bring best-practice expertise. Those who have a clear vision of what Indonesia is today and what it has the potential to become.

Despite the volatility and uncertainty generated by the recent tariffs and trade wars, we remain positive on the overall macroeconomic situation and future of Indonesia. especially given that the majority of Indonesia's growth is generated by domestic demand.

Nevertheless, INA consistently monitors and analyses the impact of various macroeconomic uncertainties on each of our investments, and implements strategies to improve and maintain our overall portfolio resilience.

We believe that Indonesia will be able to benefit from global supply chain expansion and re-shoring (with our strong competitive edge in raw materials, low electricity cost, cheap labor, significant consumer base). Leveraging the right partnerships and technology will be key to boosting comprehensive development of Indonesia.

Looking forward, the entire INA team and I remain focused on building INA into an institution that stands the test of time. We will continue to prioritize stability, sustainability, with investments and partnerships that bring enduring value. I know that every opportunity worth pursuing comes with challenges, but through staying committed to our principles and values, I believe we are well-prepared to navigate what lies ahead.

The establishment of Danantara, formed to enhance and optimize the operational management of SOEs and the reinvestment of SOE dividends, presents meaningful opportunities for collaboration that could further strengthen Indonesia's investment ecosystem.

While each institution brings a distinct area of focus, our roles are aligned in advancing sustainable economic growth. INA is focused on attracting global institutional investors to strategic sectors, while Danantara supports the role of SOEs through improved operational efficiency and more effective management of dividend-based investments.

This potential synergy opens the door for productive collaboration, particularly in priority sectors such as mineral down-streaming, food, and agriculture. INA welcomes this opportunity as part of its ongoing commitment to support long-term value creation for Indonesia.

### **INA PERFORMANCE ANALYSIS**

Reflecting on INA's journey in 2024, there are many aspects worth highlighting, from the growth achieved, the challenges encountered to the concrete steps taken to strengthen institutional foundations. INA's fourth year of operations is not merely about reaching new figures or investment records, but also about deepening understanding of its role in driving economic transformation that delivers tangible benefits for Indonesia.

### Hybrid Capital Solutions

INA is strengthening its efforts to deliver flexible financing solutions tailored to meet the diverse needs of the market.

In formulating its strategic steps this year, INA adhered to three key approaches. First, continuing to focus on investments in priority sectors, while also pursuing opportunitydriven investments in other strategic sectors. Second, implementing a portfolio rebalancing strategy toward asset classes with higheryield characteristics and more immediate returns, such as real estate and hybrid capital solutions. Third, executing a diversification strategy by making indirect investments through fund structure schemes. To support its diversification strategy, INA also established the Hybrid Capital Solutions (HCS) team to provide flexible financing solutions and tailored to meet diverse market needs.

Throughout the year, INA alone deployed investments totaling Rp5.6 trillion through 8 (eight) strategic transactions. This achievement not only reflects continuous growth, but also underscores how INA continues to sharpen its institutional maturity in managing investments – including amid political dynamics that influence investment decisions across various sectors.

In collaboration with various global partners, a total investment of Rp13.8 trillion was channeled from investor partners to various projects in Indonesia. With a multiplier of approximately 2.5 times INA's investment portion, marking the highest annual figure in

INA's history, this underscores the effectiveness of our approach in driving Foreign Direct Investment (FDI) and bringing global expertise into national development. Throughout the year, INA also expanded its partnerships by signing 9 (nine) Memorandum of Understanding (MoU) or Investment Framework Agreements (IFA) with a total commitment of more than USD1.1 billion across various sectors and key asset classes, including our new focus areas in critical minerals, food, and agriculture.

Looking more closely at the sectoral aspect, INA's investments this year covered several key projects aligned with our priority sectors. In the healthcare sector, INA and Swire Pacific Limited (Swire Pacific) completed the first phase of their investment in Indonesia Hospital Corporation (IHC), which operates a network of 37 hospitals across the country. In the logistics and transportation sector, INA partnered with DP World to manage the Belawan New Container Terminal (BNCT), which has been transferred from Pelindo. In the digital infrastructure sector, INA and DayOne established a data center platform with the first project located in Batam, designed to enhance digital connectivity and data capabilities in Indonesia. In addition, INA established a strategic partnership with Global Infrastructure Partners (GIP) to explore investment opportunities

in Indonesia across various sectors such as airports, ports, power/transmission plants, renewable energy, and utilities. GIP, as part of BlackRock, is a world-class investment manager with an excellent track record in the infrastructure asset class. Lastly, in the logistics and transportation sector, INA and Mitsubishi Corporation Urban Development Indonesia (MCUDI) also continued to invest in modern warehousing sector, by investing in three warehouse assets developed by ESR.

Notably, INA's investment with APG and ADIA in the Trans Java toll road project received international recognition as the "Transport Acquisition of the Year, APAC" from the IJInvestor Awards 2024 and was named "One of the Best Infrastructure Deals in Southeast Asia" by the FinanceAsia Achievement Awards 2024. This recognition further reinforces INA's strategic role in strengthening national infrastructure connectivity while supporting cross-border collaboration that brings tangible benefits to Indonesia.

Cumulatively, total investment deployment by INA and its co-investors reached Rp19.5 trillion in 2024, bringing the total cumulative investment deployment since INA's establishment to Rp60.9 trillion (~USD3.8 billion), or nearly USD1 billion per year – a significant contribution to the total transactions completed in Indonesia annually. Of this

amount, Rp45 trillion has been allocated to State-Owned Enterprises (SOEs) through seven strategic transactions, which are not only supporting the financial health of SOEs but also enabling capital recycling for new projects.

The growth in INA's investment value is reflected in the increase of its Assets Under Management (AUM) with its investment partners, reaching Rp144.3 trillion by the end of 2024. This represents a 92% increase compared to the AUM at the time INA was first established. This success has been driven by four key factors: investment deployment in attractive projects, engagement with leading investment partners, leveraging strong banking networks, and optimal treasury asset management.

On financial perspective, INA recorded a positive performance with a net profit of Rp5.4 trillion in 2024, a 26.2% increase compared to the previous year. This net profit was supported by total revenue of Rp5.9 trillion, derived from dividend income, interest income, realized gains from the transfer of ownership of INA's investment portfolio, and treasury assets. This success reflects INA's prudent and disciplined asset management, supported by consistent cost control across all operational lines.

INA continues to ensure each investment portfolio delivers optimal impact through a value creation approach centered on three main pillars: as a valueadded agent, as an active observer in governance and monitoring, and as a passive observer. To drive long-term investment value, certain conditions may first require value preservation efforts before value creation can be effectively pursued. These efforts may include asset improvement initiatives, enhancements to safety standards, financial reporting restructuring, and other forms of support to ensure business continuity. To support this implementation, the Portfolio **Operations Committee** function was activated more intensively in 2024, with regular reporting and discussions to ensure optimal portfolio management.

Strengthening institutional credibility became one of INA's key focus areas in 2024. Through consistent efforts, INA successfully obtained an investment-grade rating from Fitch Ratings of BBB (stable outlook) for international rating and AAA(idn) (stable outlook) for domestic. This rating, which is equivalent to the sovereign rating of the Government of Indonesia, reflects INA's position as a trusted partner in attracting strategic investments and supporting national development. The AAA national rating awarded to INA represents the highest rating an institution can achieve in Indonesia.

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### Rp19.5 trillion total deployment of INA and coinvestors

Total deployment of INA and coinvestors reached Rp19.5 trillion in 2024, bringing the cumulative investment deployment since INA's establishment to Rp60.9 trillion (~USD3.8 billion), or nearly USD1 billion per year - a significant contribution to the total transactions completed in Indonesia annually. Through a disciplined approach, well-measured strategies, and close collaboration with all stakeholders, we are ready to move forward into the coming years with greater confidence and commitment to continue supporting national economic development. There are no shortcuts in building an institution that can withstand the test of time, but with clear principles and consistent execution, we are confident that INA will continue to serve a vital role in driving tangible impactful investments for Indonesia's economy.

### **INA'S GOVERNANCE PRACTICES**

Strong governance is not merely about written rules or regulatory compliance, for us in INA, it serves as the fundamental foundation for every decision we make, every partnership we build, and every step we take going forward. Over the past four years, we have learned together that building a credible and sustainable institution is not only about successful investments, but also about ensuring that every process we undertake reflects the highest standards of transparency, accountability, and risk management.

One of the key highlights in governance is the recognition from Global SWF through the 2024 Governance. Sustainability, and Resilience (GSR) Scoreboard, an annual evaluation that

serves as a benchmark for best practices among SWFs and Public Pension Funds (PPFs) worldwide. INA's GSR score increased by 12% from the previous year, reaching 64%, a figure that, while still requiring continuous improvement, already reflects that our efforts to strengthen governance and sustainability frameworks are beginning to gain recognition at the global

This progress was supported by the implementation of a new Environmental, Social, and Governance (ESG) reporting framework, as well as adoption of increasingly strong sustainability metrics. This recognition not only reflects our dedication to good and sustainable governance but also enhances INA's credibility on the international stage.

In 2024, INA continuously strengthened its compliance framework to ensure that its operations are carried out professionally and in accordance with globally recognized best practices. One of the key initiatives undertaken was the development of a risk-based compliance framework, established through a thorough and comprehensive compliance risk analysis process. This effort is designed to support the sustainability of INA's operations and ensure that all processes are conducted in alignment with good governance principles.

A robust compliance framework is also supported by advancements in technology and the development of competent human resources. Throughout 2024, the Compliance Division conducted explorations and benchmarking with other SWFs and global institutions to identify the most suitable supporting technologies and people capabilities aligned with INA's needs.

On technology, INA's compliance framework has been equipped with various innovative systems, including a whistleblowing system to support transparent reporting; a compliance and financial crime screening system to ensure credibility and integrity; and a Compliance Portal designed to facilitate internal compliance management.

As part of its efforts to refine governance, INA also established a Conflict of Interest Committee under the Board of Directors, with the primary responsibility of managing risks related to potential conflicts of interest.

In addition, INA continuously updates various policies to align with the latest developments in investment and operational processes. New policies have also been developed to accommodate dynamic operational needs, ensuring that all procedures remain relevant and support the institution's operational efficiency and effectiveness. These efforts

reflect INA's commitment to making governance as key foundation in every aspect of its operations and strategic direction.

### **RISK MANAGEMENT AND INTERNAL AUDIT PRACTICES**

Risk management at INA is not merely a formality, but an integral part of its operations. A comprehensive risk-aware culture has been established as one of the organization's core values, ensuring that every decision is made with thorough consideration of the associated risks. INA's Risk Management Framework is continuously developed and adapted in line with the development of its investment strategies, enabling the institution to address increasingly complex challenges while supporting the achievement of its longterm goals.

The oversight process for investment risk control adequacy has also been strengthened through the development of risk assessments for every new investment. These assessments are conducted through a cross-divisional collaborative approach to ensure holistic and integrated risk management.

As part of its efforts to optimize risk control, INA has enhanced the role of governance mechanisms, including the optimization of the Risk Management Committee's function. This effort aims to provide a

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### Strengthening INA's Credibility

**INA** obtained an investmentgrade rating from Fitch Ratinas, with a BBB rating (stable outlook) for international and AAA(idn) ratina (stable outlook) for domestic. This rating, which is eauivalent to the rating of the Government of Indonesia, reflects INA's position as a trusted partner in attracting strategic investments and fostering national development.

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comprehensive view of the potential risks encountered by the organization. INA is also exploring solutions to develop a more comprehensive risk-return framework to ensure that the risks taken remain aligned with the expected benefits.

On the other hand, the Internal Audit function serves a critical role in providing assurance and advisory to enhance the effectiveness of INA's operations across all aspects. Through audit and review activities, Internal Audit provides assurance on governance, risk management, and the execution of operational activities in alignment with established principles.

In its advisory role, Internal Audit provides guidance and reviews in key areas, including risk management and mitigation within the investment process. This approach is designed to strengthen good governance, support risk control, and ensure INA's sustainable growth going forward.

### FOCUS ON ENVIRONMENTAL, SOCIAL, AND GOVERNANCE ASPECTS

For INA, the application of Environmental, Social, and Governance (ESG) principles is not merely a complementary factor in investment decisions, but an integral part of a strategy designed to create long-term value. This approach

ensures that every investment decision considers not only financial returns but also the broader impact on Indonesia's economic, social, and environmental sustainability.

By integrating ESG principles into every stage of the investment process, INA ensures that each investment decision is not only financially driven but also sustainability-oriented. The result of ESG recommendations serve as a main foundation in the decision-making process.

INA's approach to ESG also includes monitoring of its investment portfolio, designed to deliver sustainable added value. To support this, INA has developed an ESG scorecard used to assess and monitor ESG performance across every portfolio. In addition, the ESG monitoring system launched this year provides enhanced capabilities to measure and evaluate ESG implementation at the portfolio level, thereby promoting stronger governance and generating positive impact.

ESG implementation at INA extends beyond investments and is also integrated into its internal operations. ESG performance is measured through specific metrics and reported regularly to ensure that ESG practice is not merely a written commitment, but is actively manifested across all aspects of the organization's daily operations.

Through a comprehensive and sustainable approach, INA is committed to continuously making ESG principles a core element in creating impactful value for Indonesia and its stakeholders, aligned with INA's vision to be an investment partner that not only focuses on results but also serves a role in fostering inclusive and sustainable growth.

#### **APPRECIATION**

No journey is ever taken alone, and the same holds true for INA. All achievements in 2024, whether reflected in numbers or realized through strategic partnerships, were made possible through close collaboration with the many parties who have entrusted us with this shared vision. On behalf of the Board of Directors, I would like to express my deepest gratitude to all stakeholders, investment partners, asset owners, ministries, and government institutions for their trust and unwavering support in enabling INA to carry out its mandate.

The support we have received is not merely a matter of trust, but also valuable input, constructive dialogue, and inspiring partnerships, all of which have contributed to INA's arowth as a more mature institution. In this regard, I specifically would like to extend my appreciation to the Supervisory Board for the guidance and strategic insights throughout the year. Their perspectives have served as a compass, ensuring that INA stays on the right path, operates with sound governance, and continues to grow guided by principles of sustainability and responsible management.

At the heart of INA's journey is the extraordinary dedication of its people, individuals who work tirelessly behind the scenes each day with exceptional dedication and integrity. I often say that INA's success is not solely defined by the size of the funds we manage, but by the people working behind the scenes, those who ensure that every decision, every transaction, and every partnership is executed to the highest standards. Every lengthy discussion, every in-depth analysis, every negotiation that spans months, all of these are part of INA's efforts to create something greater beyond just numbers. INA exists and grows because of its people; they are the ones who shape the essence and the future of this institution.

The farther we go, the more we realize that this journey is not about knowing all the answers from the start, but about the willingness to keep learning and growing. The more we learn, the more we realize how much we still don't know. Challenges will always be part of the journey, but seeing the energy and commitment demonstrated by the INA team throughout this year, I am confident that whatever lies ahead, we will navigate it with the same determination. As often stated by the Chairman of Supervisory Board, "Never grow weary of loving Indonesia." The mandate we carry out today is not only for the present, but also for the future of Indonesia. With that spirit, let us continue moving forward together.

Jakarta, April 2025

On Behalf of the Board of Directors

**Dr. Ridha D. M. Wirakusumah** Chief Executive Officer (CEO)

### STATEMENTS OF ACCOUNTABILITY FOR THE 2024 ANNUAL REPORT BY THE BOARD OF DIRECTORS OF INDONESIA INVESTMENT AUTHORITY (INA)

STATEMENTS OF APPROVAL FOR THE 2024 ANNUAL REPORT BY THE SUPERVISORY BOARD OF INDONESIA INVESTMENT AUTHORITY (INA)

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We, the signatories, hereby state that all information contained in the 2024 Annual Report of Indonesia Investment Authority (INA) has been comprehensively presented and the accuracy of the contents of INA's Annual Report is fully accountable.

**BOARD OF DIRECTORS** 

Dr. Ridha D. M. Wirakusumah

Chief Executive Officer (CEO)

**Thomas Oentoro** 

Chief Risk Officer

**Eddy Porwanto Poo** 

Chief Financial Officer

This statement is truthfully made. Jakarta, April 2025

Arief Budiman

Deputy Chief Executive

Officer/ Chief Investment

Officer

Directors, as fulfillment of their accountability obligations. This approval is truthfully made. Jakarta, May 2025

We, the signatories, acknowledge and approve the 2024 Annual Report of Indonesia Investment Authority (INA) that has been prepared in a complete and accountable manner by the Board of

SUPERVISORY BOARD

Sri Mulyani Indrawati Chairman of Supervisory Board/ Member of Supervisory Board - Ex-officio

**Erick Thohir** Member of Supervisory Board - Ex-officio



Haryanto Sahari Member of Supervisory Board - Professional



Darwin Cyril Noerhadi Member of Supervisory Board - Professional

\*Mr. Erwandi Hendarta (Professional Member of the Supervisory Board) did not sign the Annual Report as he was only appointed to the position on 22 January 2025, pursuant to Presidential Decree No. 163/P of 2024 dated 23 December 2024.

Stefanus Ade Hadiwidjaja

Chief Investment Officer

# ABOUT INA

THE BACKBONE OF INDONESIA'S ECONOMIC GROWTH

As a trusted investment institution, INA is committed to leveraging global partnerships and expertise to accelerate Indonesia's economic development. By identifying strategically impactful opportunities, we strengthen our role as a key driver of long-term prosperity and infrastructure advancement.



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### MANDATE OF INA ESTABLISHMENT

INA aims to grow and optimize assets under management in the long term and to contribute to Indonesia's sustainable development.

INA may cooperate with investment partners, investment managers, SOEs, government agencies or institutions, and/or other entities, both domestic and from abroad. INA may directly appoint investment partners by considering, among others, internationally accepted business practices, and adherence to good governance.

### **AUTHORITY OF INA**

INA is granted the authority to undertake the following actions, as stipulated in Government Regulations No. 74 of 2020.



Investing in financial instruments



Conducting asset management activities



Partnering with other parties including trust funds



Selecting potential investment partners



Obtaining and providing loans



Governing assets

### INA AT A GLANCE

INA is Indonesia's Sovereign Wealth Fund established by the Government of Indonesia based on a strong legal foundation of Law No. 11 of 2020 that has been revoked and replaced with Law No. 6 of 2023 regarding the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law, and is supported by several derivative regulations, including Government Regulation No. 74 of 2020 on Indonesia Investment Authority.

As an institution, INA acts as a strategic partner for investors. INA has a strong legal and institutional foundation, applies international practices and

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standards, offering investors a reliable avenue to deploy capital and participate in Indonesia's long-term development.

INA is responsible to the President of Indonesia and has special authority (sui generis) that is aimed at maintaining independence and professionalism in managing assets and/or attracting Foreign Direct Investment (FDI). INA has flexibility in making investments while prioritizing the principles of accountability.

### UNIQUE CHARACTERISTICS OF INA



As a sui generis institution, INA has unique features.

### HIGHLIGHTS OF INA'S UNIQUE FEATURES



1. Full authority in investment decision making to achieve optimal riskadjusted returns.



2. Run by a professional management team to ensure independence.



3. Commercial focus aligned with an economic development agenda.



4. Flexibility and the ability to adopt international best practices in investment.



5. A robust legal foundation, including bankruptcy protection.



### CAPITAL OF INA





INA's capital of Rp75 trillion is entirely derived from State Equity Participation (SEP), carried out in stages in 2021.



A cash injection of Rp15 trillion designated as initial capital, as stipulated under Government Regulation No. 73 of 2020, which was received by INA on 26 February 2021.



A second injection of cash amounted Rp15 trillion through Government Regulation No. 110 of 2021 dated 29 October 2021 was received by INA on 12 November 2021.



Conversion of state-owned B-series shares in PT Bank Rakyat Indonesia Tbk (Persero) and PT Bank Mandiri Tbk (Persero) with a total amount of Rp45 trillion stipulated through Government Regulation No. 111 of 2021 dated 29 October 2021. The capital injection in in-kind (inbreng) shares was received through an in-kind (inbreng) deed signed on 23 December 2021.



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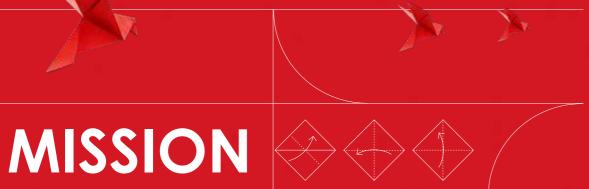
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VISION, MISSION & VALUES

**SOLUTION** 

"INA AIMS TO SUPPORT THE SUSTAINABLE DEVELOPMENT OF INDONESIA AND TO CREATE WEALTH FOR FUTURE **GENERATIONS."** 





### **Delivering optimal returns**

Investing in the right assets to deliver optimal risk-adjusted returns, by:

- Adopting a long-term perspective to ensure that we grow wealth for future generations;
- Prioritizing key growth sectors and building capabilities to add value to investments.



### Collaborating with credible investors

Collaborating with credible investors to advance the development of Indonesia by way of:

- Building operational capabilities based on global best practice standards:
- Building our reputation as a credible and world class institution.



### Creating value

Creating added value through the application of global best practices,

- Unlocking and strengthening the long-term value of investment
- Supporting local champions to grow into regional and global champions.



### Advancing Indonesia's competitiveness

Advancing Indonesia's competitiveness through strategic investment policy by unleashing the economic potential of Indonesia in a sustainable way and leveraging Indonesia's advantages such as its young demography and rich resources.



### Building a world-class organization that comprises Indonesia's best talents:

Building a world-class organization that comprises Indonesia's best talents:

- Building a working culture that attracts top talent;
- Developing future leaders to spearhead Indonesia's national development.



and carrying out innovation and continuous improvement.

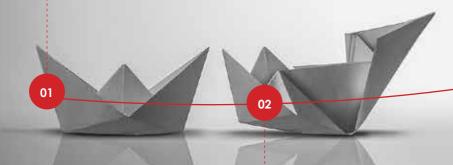
### **VALUES**

## I-RISE Indonesia Rise

INA upholds 5 (five) basic values that reflect a solid and professional culture.

### Integrity

Every INA employee will always speak and act honestly, have high moral quality and values, comply with prevailing laws and regulations, act independently in accordance with the code of ethics, and prioritize INA's interests.



### Responsibility

Every INA employee will always be responsible for every action taken, consider all key aspects in making decisions, and have the courage to make decision with measured risk.

### **Symbiotic Collaboration**

Every INA employee will always uphold the principles of cooperation and mutual benefit, as well as provide added value for INA, INA's partners, and other parties.



Every INA employee will always be able to generate ideas and breakthroughs that can improve performance and achieve the targets.

### Innovation

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From left to right:

Darwin Cyril Noerhadi Professional Member

of Supervisory Board

Haryanto Sahari

Professional Member of Supervisory Board

**Erick Thohir** 

Ex-officio Member of Supervisory Board

Sri Mulyani Indrawati

Chairman of Supervisory Board/Ex-officio Member of Supervisory Board



Erwandi Hendarta

Professional Member of Supervisory Board

Term of Office for 2025 – 2030, effective as of 22 January 2025)



Yozua Makes

Professional Member of Supervisory Board

(End of tenure on 22 January 2025)



MANAGEMENT OF INA



INA's management structure consists of 2 (two) elements (two-tier board), namely the Supervisory Board and the Board of Directors. The authority and composition of the Supervisory Board and the Board of Directors are stipulated under Government Regulation No. 74 of 2020.

### SUPERVISORY BOARD

The Supervisory Board is in charge of supervising the management of INA and has the authority to:

- 1. Approve the annual work plans and budget with the key performance indicators proposed by the Board of Directors,
- 2. Evaluate the achievement of key performance indicators,
- Accept and evaluate the Board of Directors' accountability report,
- 4. Submit the Supervisory Board's accountability report and the Board of Directors' accountability report to the President of Indonesia,
- 5. Appoint and dismiss members of the Advisory Board,
- Appoint and dismiss members of the Board of Directors,
- Determine the remuneration for the Supervisory Board and Board of Directors,
- 8. Propose changes to INA's capital to the President of Indonesia,
- Approve INA's annual financial statements,
- 10. Suspend members of the Board of Directors, and appoint acting members of the Board of
- 11. Approve the appointment of INA's auditor.

The Composition of Supervisory Board comprises:

- 1. The Minister of Finance as the Chairman and Ex-officio member of Supervisory Board,
- 2. The Minister of State-Owned Enterprise as Ex-officio member of Supervisory Board, and
- 3. 3 (three) professionals as members.

Members of the Supervisory Board are appointed and dismissed by the President of Indonesia. The term of office of members of the Supervisory Board is 5 (five) years (except for the first year of the establishment of INA) and can be reappointed only once for another consecutive term.

#### **Supervisory Board Composition**

Chairman of Supervisory Board/ Ex-officio Member of Supervisory Board	Sri Mulyani Indrawati
Ex-officio Member of Supervisory Board	Erick Thohir
Professional Member of Supervisory Board	Haryanto Sahari
Professional Member of Supervisory Board	Yozua Makes*
Professional Member of Supervisory Board	Darwin Cyril Noerhadi
Professional Member of Supervisory Board	Erwandi Hendarta**

<sup>\*)</sup> End of tenure on 22 January 2025.

### PROFILES OF THE SUPERVISORY BOARD



### Sri Mulyani Indrawati

Chairman of Supervisory Board/Ex-officio Member of Supervisory Board



She currently serves as the Minister of Finance of Indonesia since 2016. She was appointed as Minister of Finance in the Merah Putih Cabinet for the 2024 - 2029 term pursuant to Presidential Decree No.133/P dated October 20, 2024. Previously, she also held the position of Minister of Finance in the period of 2005 - 2010. She was inaugurated as Chairman of INA Supervisory Board concurrently as an Ex-officio Member of Supervisory Board in 2021.

During her tenure as Minister of Finance, she received several international awards. She was named the best Minister of Finance in Asia in 2006, the best Minister of Finance in Asia Pacific for 3 (three) consecutive years from 2017-2019, the best Minister of Finance in East Asia and the Pacific in 2018 and 2020, as well as the best Minister of Finance in the World in 2018.

She also held strategic positions in international organizations, as Executive Director of the International Monetary Fund (IMF) representing 12 countries in Southeast Asia (SEA Group) from 2002 to 2004 and Managing Director of the World Bank from 2010 to 2016.

She earned her bachelor's degree in Economics from the University of Indonesia (UI) in 1986. She continued her studies at the University of Illinois Urbana Champaign, United States and earned her Master of Science of Policy Economics (1990). Subsequently, in 1992, she obtained her Ph.D in Economics. In



<sup>\*\*)</sup> Term of Office for 2025 – 2030, effective as of 22 January 2025.





### **Erick Thohir**

Ex-officio Member of Supervisory Board



He has served as Minister of State-Owned Enterprises (SOEs) since October 23, 2019. He was reappointed as Minister of SOEs in the Merah Putih Cabinet for the 2024–2029 term through Presidential Decree No. 133/P dated October 20, 2024. He was appointed as a Member of the INA Supervisory Board in 2021.

Prior to serving as Minister of State-Owned Enterprises, he was a prominent figure in the national media industry, including being the President Director of ANTV (2013 - 2019) and the founder of Mahaka Group since 1993.

His media and entertainment business career is followed by a qualified track record in the sports industry, especially football and basketball. In 2013, he owned the Inter Milan football club and was entrusted with the role of the President of the giant club until 2018. In addition to being a member of the FIBA Central Board since 2014, in 2023, he was appointed Chairman of the Indonesian Football Association (PSSI) for the 2023-2027 period.

He earned his B.A. from Glendale Community College, USA (1991) and obtained his Master of Business Administration degree after completing his studies at National University, California-USA in 1993. In 2023, he received an Honorary Doctorate (Honoris Causa) in Strategic Management from Brawijaya University.





### Haryanto Sahari

Professional Member of Supervisory Board



He is a Senior Public Accountant in Indonesia with more than 30 years of experience. He currently serves as an Independent Commissioner at PT Bank Permata Tbk, Chairman of the Risk Monitoring Committee.

He joined the Audit Committee of several public companies and, in 2022, was appointed as a member of the Audit Committee at the Ministry of Health. He has served as Country Senior Partner of Pricewater-houseCoopers Indonesia for 10 years with audit experience in leading companies in Indonesia. He also has had experience in corporate restructuring since the Asian financial crisis. He has a strong reputation in corporate governance and risk management, both nationally and internationally.

He holds a bachelor's degree in Economics, Department of Accounting, University of Indonesia and a holder of a CPA license (Certified Public Accountant) and is a CA (Chartered Accountant).

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### Darwin Cyril Noerhadi

Professional Member of Supervisory Board



He is one of Indonesia's leading investors with a professional background in the financial, capital markets, investment, and energy sector. He is also the founder of the private equity Creador Indonesia.

He has been actively involved in various investment transactions across South and Southeast Asia including Indonesia, Malaysia, India and Vietnam. He has held several executive board positions including CEO of the Indonesia Stock Exchange, CFO of Medco Energi International Tbk, and Partner in corporate finance at PricewaterhouseCoopers Indonesia.

He currently serves as Commissioner of PT Medikaloka Hermina Tbk, Commissioner of PT Daya Intiguna Yasa Tbk, Independent Commissioner of PT Austindo Nusantara Jaya Tbk, and President Commissioner of Creador Indonesia. He previously served as President Commissioner (Independent) of PT Mandiri Sekuritas.

He holds a Bachelor's degree in Petroleum Geology from Bandung Institute of Technology, an MBA in Finance and Economics from the University of Houston, and a Doctorate in Strategic Management from the University of Indonesia with cum laude distinction.





### Yozua Makes

Professional Member of Supervisory Board

(End of tenure on 22 January 2025)



He is the Founder and Managing Partner of law firm Makes & Partners (Best Southeast Asia Capital Market Law Firm 2023 by Legal 500), CEO of Plataran Indonesia (The True Indonesian Icon), as well as the winner of the Indonesia Ernst & Young (EY) Entrepreneur of the Year 2023 and represent Indonesia at Ernst & Young (EY) World Entrepreneur of The Year 2024 in Monaco, with more than 35 years of experience in merger and acquisition transactions, capital markets, corporate finance, re-structuring, investment, and various national and cross-border commercial transactions.

As one of the leading legal practitioners in Indonesia, he has also received international awards from various publications as the best capital market law practitioner since 1990 including Legal 500, Chambers Glob-al, International Financial Law Review (IFLR) 1000, Global Who's Who, Wealth and Finance International. His most recent achievements include being featured in the first ever Who's Who Legal in Capital Markets 2023, Top 100 Lawyers in Indonesia by Asia Business Law Journal 2024, and the Best Managing Partner of 2022 from Asian Legal Business.

He also serves as a member of the Expert Council of the Indonesian Public Listed Companies Association (AEI 2023 - 2026), a member of the Advisory Board of the Indonesian Chamber of Commerce (Kadin 2021 - 2026), a member of the Supervisory Board of the Indonesian Association of Hotel and Restaurant (PHRI 2020 - 2025), and lecturing at the Faculty of Law of the University of Indonesia and University of Pelita Harapan.

He has a Bachelor's degree and Doctorate in law with distinctions from the University of Indonesia, a Master of Law degree from the University of California, Berkeley, and a Master of Management degree at the Asian Institute of Management. He completed the Advanced Management Program at Harvard Business School.

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### Erwandi Hendarta

Professional Member of Supervisory Board

(Term of Office for 2025 – 2030, effective as of 22 January 2025)



Erwandi Hendarta has over 35 years of extensive experience in the financial and legal sectors, and has built a distinguished career across diverse roles and industries.

He began his career at Bank Indonesia, the central bank of Indonesia, where he collaborated with leading multilateral organizations, including the World Bank, the Asian Development Bank, and the Japanese Overseas Economic Cooperation Fund (OECF) (now JICA). He later transitioned to become an investment banker with Schroders Indonesia (the investment banking arm of Schroders Plc., London), focusing on corporate finance and mergers & acquisitions. Erwandi is currently a senior counsel at HHP Law Firm, widely recognized as one of Indonesia's leading law firms.

Erwandi holds an Indonesian law degree from Airlangga University, an LL.M. (Master of Laws) from Cornell University, USA, and an MBA from Boston University, USA. He is also a recipient of two prestigious scholarships from Fulbright, USA, and the Joint Japan/World Bank Graduate Scholarship Program.

Erwandi's unique backgrounds and wideranging experience having worked at the central bank of Indonesia, an investment banker and now a senior counsel at HHP.

Erwandi has been ranked as a top tier lawyer by multiple highly-regarded international legal publications such as Legal500, Chambers & Partners, IFLR1000, AsiaLaw, and others, he was named as Dealmaker of the Year by ALB Indonesia Law Awards in 2021, and awarded BMW Award Managing Partner of the year by ALB Indonesia Law Awards during his tenure as HHP Law Firm's Managing Partner in 2016.



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From left to right:

**Stefanus Ade Hadiwidjaja** Chief Investment Officer

**Dr. Ridha D. M. Wirakusumah** Chief Executive Officer (CEO)

**Eddy Porwanto**Chief Financial Officer

Arief Budiman Deputy Chief Executive Officer | Chief Investment Officer

**Thomas Oentoro**Chief Risk Officer





### BOARD OF **DIRECTORS**

The Board of Directors is in charge of managing INA's day-to-day operations, with the following

- To formulate and define INA's policies,
- To implement policies and manage INA's operations,
- 3. To prepare and propose remuneration for the Supervisory Board and the Board of Directors to the Supervisory Board,
- 4. To prepare and propose annual work plans and budgets with key performance indicators to the Supervisory Board,
- 5. To develop the organizational structure and carry out personnel management, including appointments, dismissals, payroll systems, reward remuneration, pension programs, golden-age benefits, and other benefits for INA's employees, and
- 6. To represent INA inside and outside of the courts.

The Board of Directors consists of 5 (five) professionals, appointed and dismissed by the Supervisory Board. One member of the Board of Directors is appointed to be the Chairman of the Board of Directors. The term of office of members of the Board of Directors is 5 (five) years (except for the first year of the establishment of INA) and can be reappointed only once for another consecutive term. The implementation of duties and authority of the Board of Directors, including segregation of duties and authority of members of the Board of Directors, are stipulated in the Board of Directors Policies.

#### **Board of Directors Composition**

Chief Executive Officer	Dr. Ridha D.M. Wirakusumah
Deputy Chief Executive Officer/Chief Investment Officer	Arief Budiman
Chief Investment Officer	Stefanus Ade Hadiwidjaja
Chief Financial Officer	Eddy Porwanto
Chief Risk Officer	Thomas Oentoro





### Dr. Ridha D. M. Wirakusumah

Chief Executive Officer



He is one of Indonesia's top executives in banking, financial services, and investment with more than 30 years of experience at leading global and Indonesian institutions.

Prior to joining INA, he served as Chief Executive Officer of Bank Permata, Head of Indonesia at KKR & CO., and Chief Executive Officer of Bank Maybank Indonesia.

He previously has served in several multinational corporations including as CEO of Asia Pacific AIG Consumer Finance, CEO of Asia Pacific GE Capital Consumer Finance and Banking, CEO of GE Capital Thailand, CEO of GE Capital Indonesia, as well as Head of Corporate Finance of Bankers Trust, and Public Sector of Citibank Indonesia.

He obtained his Doctorate in Business Administration from City University Hong Kong, an MBA in Finance and International Business from Ohio University, and a Bachelor in Electrical Engineering and Science from Ohio University. He completed the Advanced Management Program at University California,

Berkeley.



### Arief Budiman

Deputy Chief Executive Officer/Chief Investment Officer



He is an experienced senior executive and advisor in financial services and investment. with more than 20 years of global and domestic experience including with leading Indonesian State-Owned Enterprises.

Prior to joining INA, he was the Chief Executive Officer of Danareksa, Indonesia's first securities and brokerage company, where he was in charge of fund raising and partnerships with international investors in fintech, financial services, and infrastructure. He was also Chief Financial Officer of Pertamina, Indonesia's only Fortune 500 company where he was involved in its turnaround, fund raising, complex project finance, and public listing of its subsidiary.

He was Partner of McKinsey & Co and the President Director of PT McKinsey Indonesia, and a consultant with Booz Allen Hamilton in the USA and Asia. He was the leader of the Indonesian Sovereign Wealth Fund development team from the Ministry of SOE.

He earned an MBA in Finance from the Wharton School, the University of Pennsylvania, graduating as a Palmer Scholar, and a Bachelor's degree from the Institute of Technology Bandung as the school's best graduate.





### Stefanus Ade Hadiwidjaja

Chief Investment Officer



He is one of Indonesia's leading investment executives with regional investing experience. Prior to joining INA, he was with Creador, a leading Southeast Asian private equity firm, where he was the Managing Director and Country Head of Indonesia and Singapore and a member of the firm's Investment Committee.

He spent a few years working at a global consulting firm, the Boston Consulting Group (BCG), serving clients in financial services and telecommunications industries, across both private and state-owned enterprises.

He previously worked at management consulting firms, Arghajata and Skha Consulting, and spent a year with IBM Indonesia as Territory Services Leader.

He earned an MBA in Finance from Wharton School, the University of Pennsylvania as a Fulbright-Sampoerna Scholar and a Bachelor's degree in Industrial Engineering from the University of Pelita Harapan.

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### **Eddy Porwanto**

Chief Financial Officer



He is one of Indonesia's leading finance professionals with 30 years of experience specializing in company turnaround and investment.

Prior to joining INA, for almost a decade, he was a senior expert at Northstar Group (a leading Indonesian private equity firm) as the Board of Commissioners and/or Board of Directors in the portfolio companies.

He has longstanding experience as CFO in leading companies in various sectors including: mining (CFO of Delta Dunia Makmur, Deputy CEO of Archipelago Resources), airlines and transportation (CFO of Garuda Indonesia), automotive (CFO of General Motors Indonesia), and consumer goods (CFO of Reckitt Benckiser Indonesia).

He earned an MBA in Corporate Finance & Banking from the University of Illinois at Urbana Champaign and a Bachelor in Accounting & Finance from Lewis & Clark College, USA.





### Thomas Oentoro

Chief Risk Officer



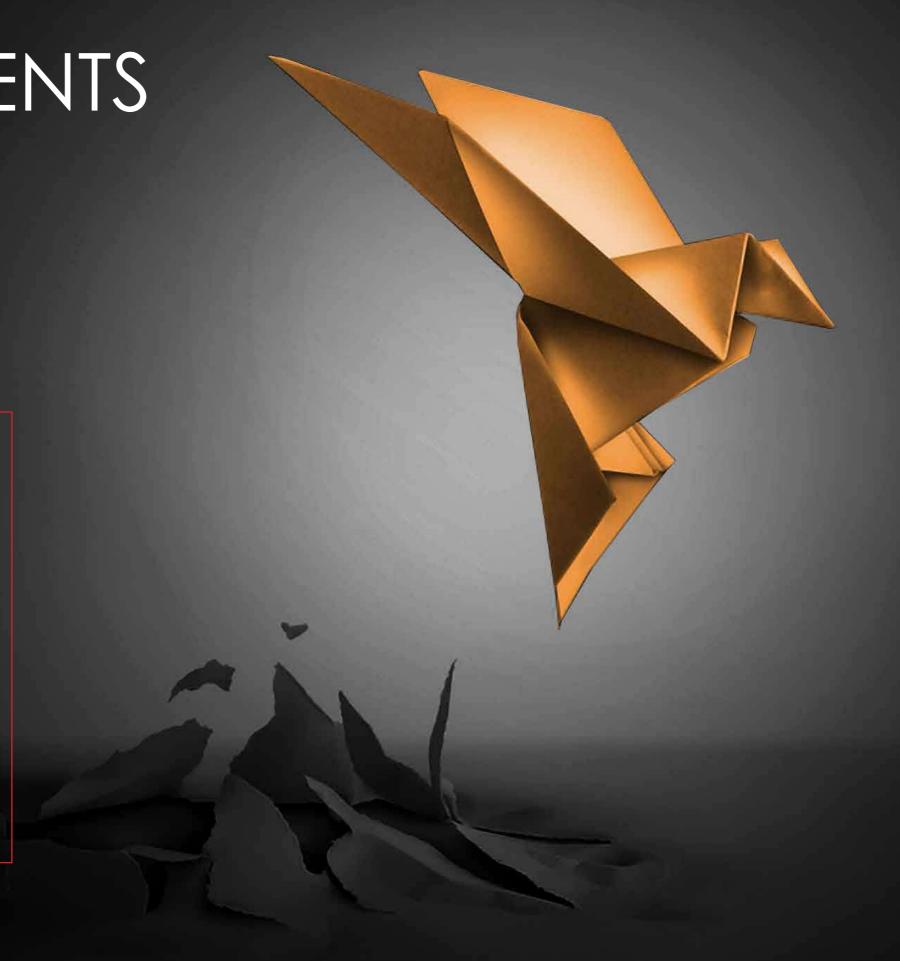
He has a broad background in finance and investment management, with contributions in various leading financial institutions across Southeast Asia, including serving as Independent Commissioner at Garuda Indonesia and holding leadership positions at OCBC Indonesia and KV Asia Capital. In addition, his previous experience at the International Finance Corporation and Citi has significantly contributed to his expertise in financial disciplines such as business and financial analysis, valuation, and corporate finance.

He holds an MBA from The University of Chicago Booth School of Business and a Bachelor of Science in Finance from New York University. He acquires a strong foundation in financial principles and strategic insight. His professional experience and educational qualification have equipped him with the capabilities to provide oversight and contribute effectively to risk management strategies in carrying out his professional role.

# ACHIEVEMENTS OF INA

ON TRACK TO LEAD SUSTAINABLE GROWTH

Through innovation, strong governance, and ESG-aligned strategies, INA remains at the forefront of sustainable investment. Our disciplined approach to asset management and collaborative partnerships strengthens our ability to transform challenges into drivers of national growth.





ACHIEVEMENTS OF INA

INA adopts the slogan "The Year of Sustainable Development" as its strategic theme for 2024. This theme embodies a strong value proposition, emphasizing that in this development phase, INA must not only implement strategies that consider future aspirations and take anticipatory steps amid various uncertainties in building a high-quality, value-added investment portfolio, but also consistently uphold sound governance and operational frameworks.

All efforts undertaken to date are aimed at positioning INA as Indonesia's sovereign wealth fund that has been managed professionally and has firmly upheld its dual mandate since its inception, contributing to Indonesia's sustainable economic development and building wealth for future generations.

The key achievements in 2024 are demonstrated through tangible and holistic contributions that collaboratively advance the strategic objectives in line with INA's mandate. Over the course of its first 4 (four) years, INA has successfully established a solid institutional foundation, developed a comprehensive investment strategy, and strengthened its role as an enabler, serving as a solid supporting force.



### **INVESTMENT**



INA's investment deployment with co-investors in 2024 reached Rp19.5 trillion (~USD1.2 billion), with INA's portion amounting to Rp5.6 trillion (~USD352.0 million). The investment deployment was carried out in alignment with INA's mandate and guided by the predefined focus sectors.

With this achievement, the total cumulative investment deployment by INA and its co-investors since INA's establishment has reached approximately Rp60.9 trillion (~USD3.8 billion), or a 5.0-fold increase compared to the investment deployment in INA's first year of operation. INA's total cumulative investment portion has reached Rp24.9 trillion (~USD1.6 billion), a 6.2-fold growth compared to its first-year investment deployment.

INA has successfully attracted foreign direct investment (FDI) into Indonesia, with a total cumulative investment value of Rp36.0 trillion (~USD2.2 billion) since its establishment, a 4.5-fold growth compared to INA's initial contribution in attracting FDI to Indonesia during its early years.

In 2024, INA with its investment partners, successfully deployed investments across several key sectors identified in its investment strategy, including the following:

- 1. Logistics and transportation sector, seaport sub-sector: INA, in collaboration with DP World, invested in the Belawan New Container Terminal (BNCT), which was successfully transferred from Pelindo.
- 2. Fund-based investment: INA's indirect investment as a Limited Partner (LP) with various strategic benefits in the Global Infrastructure Partners' Emerging Markets Fund I (GIP EM Fund I), managed by GIP EM Manager.
- 3. Digital infrastructure and digitization sector, data center sub-sector: Investment by INA and DayOne to develop a data center platform in Indonesia. The platform leverages DayOne's experience and expertise in new capacity development. The first project, aimed at serving demand from Singapore, has commenced in Batam.

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4. Logistics and transportation sector, modern warehousing sub-sector: Continued investment deployment by INA in the modern warehousing sub-sector, in collaboration with Mitsubishi Corporation Urban Development Indonesia (MCUDI), into 3 (three) warehousing assets developed by ESR.

- 5. Healthcare services sector, hospital network sub-sector: Completion of the first phase of INA's investment transaction in partnership with Swire in the hospital network of Indonesia Healthcare Corporation (IHC). IHC is one of the largest hospital networks in Indonesia, majority-owned by Pertamina.
- 6. Healthcare services sector: INA's investment in collaboration with SK Plasma, one of subsidiary of SK Group (the second-largest business group in Korea), aimed at establishing the first plasma fractionation facility in Indonesia.
- 7. Hybrid capital investment in share-backed financing with equity upside provided to the majority shareholder of a publicly listed pharmaceutical company.

 Hybrid capital investment in senior secured greenshoe facility provided to a real estate investor engaged in the hospitality sector.

The sustainable growth in investment value is also indicated in the development of INA's total Asset Under Management (AUM) with coinvestors, which by the end of 2024 had increased by 92% compared to the AUM at the time of INA's establishment, reaching Rp144.3 trillion.

The significant AUM growth indicates INA's success in at least the following 4 (four) areas:

- a. Deploying investments in attractive projects,
- Attracting leading coinvestors to channel investments into Indonesia,
- Leveraging a strong banking network to provide financial services tailored to the needs and transaction profiles of INA's investments,
- d. Effectively and optimally managing treasury assets.

To support successful investment deployment, by the end of 2024, INA has established 11 (eleven) corporate structures to facilitate its investment activities, consisting of 2 (two) joint ventures and 9 (nine) wholly owned subsidiaries/ sub-holdings, either directly or indirectly, as follows:

- PT Maleo Investasi
   Indonesia (Maleo), which
   holds investments in
   the digital infrastructure
   sector, currently serving
   as a shareholder in
   Mitratel and DayOne
   Indonesia.
- 2. PT Rafflesia Investasi Indonesia (Rafflesia), holds investments in the Trans-Java toll road sector by owning shares in PT Semesta Marga Raya (SMR) and PT Pejagan Pemalang Toll Road (PPTR). Additionally, it holds investments in the Trans-Sumatra toll road sector through PT Swarna Investasi Indonesia, which owns shares in PT Medan Binjai Toll (MB) and PT Bakauheni Terbanggi Besar Toll (BTB). Rafflesia is a joint venture company co-owned by a consortium consisting of
- Indonesia (Akar),
  which holds investments
  in the healthcare sector.
  Akar has established
  long-term partnerships
  with the Silk Road Fund
  (SRF) for the Kimia Farma
  Group, and with Swire for
  Pertamina's hospital and
  clinic group.

APG and ADIA.

3. PT Akar Investasi

4. PT Tanam Investasi
Indonesia (Tanam), an
entity that has formed
a long-term partnership
with Masdar across
various energy sectors.
The first project under this
collaboration is the Geo
Project.

- 5. PT Tumbuh Investasi Indonesia (Tumbuh), which holds investment shares in the logistics sector. The first project is a collaboration with Mitsubishi Corporation and ESR.
- 6. PT INA DPWorld
  Investment (INA DPW),
  a joint venture company
  with DP World in the port
  sector. The first project
  is a collaboration in the
  Belawan New Container
  Terminal (BNCT) with
  Pelindo.
- PT Arsa Investasi
   Indonesia (Arsa),
   which holds investments
   in publicly listed equities.

- 8. PT Angsana Investasi Indonesia (Angsana), which holds investments in funds as a Limited Partner (LP).
- PT Ulin Investasi Indonesia (Ulin), established to hold long-term investments in the healthcare sector, including hospitals and clinics.
- 10. PT Gaharu Investasi Indonesia (Gaharu), serving as the holding company for Hybrid Capital Solutions. As of December 2024, Gaharu has two subsidiaries, PT Harmoni Cerdas Solusi (Harmoni) and PT Harapan Cemerlang Solusi (Harapan),

established to provide

borrowing companies..

private credit financing to

11. PT Palawa Investasi Indonesia, which holds investment in PT SKPlasma Core Indonesia, in partnership with SK Plasma Group.

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### INVESTMENT COMMITMENTS AND FUNDRAISING



INA consistently strengthens its relationships with key stakeholders, including partners and potential investors, government entities, the general public, and leading members of the global economic and financial community, with the aim of continuously enhancing its credibility, reputation, and stakeholder trust in INA as an institution. The continuous strengthening of the funds and capital partnering function in 2024 is aimed at securing substantial capital or funding, enabling knowledge and skill transfer, building a good track record, developing alternative sources of capital diversification, and supporting cost efficiency and faster execution of initiatives.

As of 2024, INA has secured cumulative investment commitments from both global and local investors totaling more than USD25 billion, equivalent to more than Rp400 trillion. Throughout 2024, INA further expanded its list of investment commitments by signing several agreements to collaborate on joint investments with prospective partners, both global and local, including the following:

 SK On and INA entered into a strategic collaboration with a focus on the electric vehicle (EV) sector and related sectors, with the total target investment by both parties remaining open.

- The Authority of Ibu
  Kota Nusantara (OIKN)
  and INA agreed on a
  collaboration focusing on
  government-supported
  projects carried out under
  a KPBU structure, in which
  OIKN will act as the PJPK
  in accordance with KPBU
  regulations.
- 3. The Australian Embassy and INA collaborated to promote and facilitate investments from Australia in Indonesia's priority sectors. The Australian Embassy, in this context representing the Jakarta Investment Deal Team established by the Australian Trade and Investment Commission, Export Finance Australia, and the Department of Foreign Affairs and Trade, aims to support Australian investments in Indonesia.
- Allianz Global Investors (AGI) and INA entered into a partnership to explore and jointly invest in hybrid capital solutions opportunities in Indonesia, with a total target investment of up to USD200 million.

- 5. Global Infrastructure Partners (GIP) partnered with INA to facilitate further investments in selected infrastructure assets in Indonesia, including (i) potential investment opportunity development; (ii) co-underwriting opportunities; (iii) coinvestment opportunities; and (iv) knowledge sharing with INA through secondment and training programs.
- 6. Granite Asia and INA established a strategic partnership formalized through an Investment Framework Agreement (IFA) to jointly invest in accelerating digital transformation and supporting the growth of Indonesia's technology ecosystem.
- 7. Norfund, the Norwegian Investment Fund for Developing Countries, and INA formed a partnership to drive investments in renewable energy, financial inclusion, and green infrastructure sectors in Indonesia.

To address the limitations of INA's capital and incoming FDI to Indonesia, as well as the lack of investment vehicles for local and other indirect investors to invest, INA has developed several General Partner (GP)/Co-GP and fundraising schemes in 2024, while also pursuing several Strategic Limited Partner (LP) investment opportunities. INA has participated as a Limited Partner in the GIP EM Fund I, with an investment focus on infrastructure asset classes.

INA manages treasury assets as an internal funding source to preserve capital and achieve optimal yield. At the same time, INA also continues to strengthen external funding sources as alternative financing, including bank loan facilities that can be utilized by INA and its subsidiaries or subholdings in which INA holds a minimum 51% ownership and has management control.

To reinforce its institutional credibility and creditworthiness to the public, prospective co-investors, and potential lenders, both globally and domestically, INA has obtained its first credit rating from Fitch Ratings, achieving a BBB rating (outlook: stable) for the international rating and AAA(idn) (outlook: stable) for the domestic rating. The BBB rating is equivalent to the rating of the Government of Indonesia and is classified as Investment Grade, while the AAA rating is the highest rating an institution can attain in Indonesia.

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### VALUE CREATION



INA's commitment to creating and enhancing value in every investment is realized through the implementation of its value creation pillars, which are categorized into 3 (three) value enhancement models:



1. Value-adding agent,



Active
 observer for
 monitoring and
 governance,
 and



3. Passive observer.

In certain situations, efforts to preserve value must be undertaken before value creation can be effectively realized. In 2024, INA implemented several value preservation initiatives, including:

- (i) investing in the improvement of toll road segments to ensure road user safety;
- (ii) enhancing safety standards in port operations in accordance with international benchmarks;
- (iii) cleaning up the company's financial statements from accounting practices that did not comply with applicable standards to enhance transparency and reflect the company's true performance; and
- (iv) actively supporting companies facing liquidity crises by maintaining and improving operational performance and ensuring adequate liquidity to sustain business continuity.

To monitor the operational development of its investment portfolio, INA activated the Portfolio Operations Committee function in 2024. This committee conducts periodic formal reporting and operational portfolio monitoring discussions through meetings.



### INA's net profit stood at Rp5.4 trillion in 2024, an increase of 26.2% compared to the previous year.

The net profit achievement was driven by total revenue of Rp5.9 trillion, contributed by interest income from investment portfolios and treasury assets, dividend income from in-kind shares, as well as unrealized gains/losses from the fair value of investments. This financial performance reflects the strong contribution of INA's investment portfolio and the prudent and disciplined optimization of INA's asset management, including comprehensive cost management.



GOVERNANCE, COMPLIANCE, RISK MANAGEMENT, ESG, AND INTERNAL AUDIT





### Governance and Compliance

- INA continuously refines its compliance framework with the aim at ensuring professional implementation of its operations and in alignment with recognized best governance practices. In 2024, INA continues to build a strong culture of compliance and established a risk-based compliance framework, implemented through a comprehensive and indepth compliance risk analysis process.
- A robust compliance framework must be supported by both technology and people. The Compliance Division conducted an in-depth exploration to determine the appropriate support from people and technology, by benchmarking against other sovereign wealth funds (SWFs) and global institutions. On the technology aspect, INA's compliance framework is supported by several technological tools, such as a whistleblowing system (INA Integrity Line), a compliance and financial crime screening system, and a Compliance Portal.
- Governance refinement was also undertaken through the initiative to establish a new committee under the Board of Directors, the Conflict of Interest Committee, in charge of managing risks related to potential conflicts of interest. This committee is chaired by the Chief Risk Officer (CRO), with day-to-day operations managed by the Compliance Division.
- INA consistently updates and revises various policies to reflect current business and operational processes, and the development of new policies to accommodate current business and operational processes.

### **Risk Management**

- INA establishes a comprehensive risk-awareness culture and develops it as one of its core values. With risk awareness, every decision is made with consideration of potential risks. Concurrently, the development of INA's Risk Management Framework is carried out continuously, in alignment with INA's investment strategy and organizational progress.
- INA applies a comprehensive risk management approach based on the Three Lines of Defense principle to ensure effective risk management and robust internal controls. INA also ensures that the Risk Appetite Statement is established and reviewed regularly to ensure alignment with the developments of INA's organization and business.
- INA strengthens the oversight process on the adequacy of its investment risk controls by developing risk assessments for new investments through a cross-divisional collaborative approach.
- INA consistently conducts periodic risk monitoring of its investment portfolio and subsidiaries, which is discussed in Portfolio Operations Committee meetings and carries out escalation measures when necessary.
- As part of good governance practices, INA oversees risk management and the enhancement of governance mechanisms through the Risk Management Committee. This includes the development of a risk dashboard to monitor risk on a regular basis, including those at the enterprise level.



### Environmental, Social, and Governance (ESG)

INA continues to strengthen its Environmental, Social, and Governance (ESG) framework to ensure effective implementation. All investments completed in 2024 have undergone ESG integration, including screening, due diligence, and ESG considerations as a key basis for investment decision-making.

This commitment is reflected in the improvement of INA's Governance, Sustainability, and Resilience (GSR) score each year since its establishment. In 2024, INA's GSR score reached 64%, exceeding the global average of 53% and ranking 29th among assessed Sovereign Wealth Funds (SWFs), despite the fact that the average period of those SWFs is 24 years.

INA regularly monitors the ESG performance of its portfolio companies, aligning with its level of ownership and influence. To enhance efficiency, INA has developed an ESG monitoring and reporting system to streamline processes and measure the ESG impact across its portfolio. INA also continues to build and strengthen relationships with ESG stakeholders in the industry to promote collaboration and the adoption of best practices in sustainable investment.



#### **Internal Audit**

In 2024, Internal Audit provided assurance and advisory support across all aspects of INA's operations. Assurance was delivered through audit activities and review engagements. In its advisory role, Internal Audit conducted advisory activities in several critical areas, provided guidance, and reviewed the effectiveness of governance, risk management, and mitigation in the investment processes.



### ORGANIZATIONAL & OPERATIONAL ASPECTS



- INA is committed to managing human resources as one of its
  critical assets in supporting its success and fulfilling its mandate. INA
  continuously refines all aspects of human resources management, from
  planning, performance management, employee engagement, talent
  management, and remuneration. These initiatives are implemented in
  alignment with good governance practices and carried out effectively.
- As of the end of 2024, INA had a total 78 employees, including 24 new hires recruited during the year.
- As part of branding awareness, a total of 48 media engagements and 45 public engagement programs were recorded throughout 2024, with the publication of more than 3,600 news articles related to INA in both local and international media. INA's media tonality demonstrated positive development, with data indicating that 100% of media coverage was either neutral or positive.

# MANAGEMENT ANALYSIS

CONNECTING GLOBAL CAPITAL TO TRANSFORMATIVE OPPORTUNITIES

Our role goes beyond capital mobilization; we serve as a strategic bridge between global investors and emerging opportunities in Indonesia. By aligning international expertise with national priorities, INA ensures that investments drive tangible and transformative progress for Indonesia.



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MACROECONOMIC REVIEW

The global economy in 2024 remained marked by challenges and uncertainties, driven by several key factors including disparities in economic growth across major countries and regions, the strengthening of the US dollar, persistently high global inflation, and a general slowdown in activity. Global economic growth reached 3.2% in 2024, slightly below the 3.3% recorded in the previous year. This moderation reflects the effects of tight financial conditions, ongoing geopolitical conflicts, and weakening business and consumer confidence.

Amid these global headwinds, one of the most significant impacts on emerging markets such as Indonesia is the reconfiguration of global trade and investment flows, especially in the context of de-globalization and increased tension between key markets, particularly the US and China. As countries globally focus more on supply chain resilience and national interests, emerging markets are being reshaped into new industrial hubs. This changing dynamic creates both risks and opportunities for investment, especially in sectors such as critical minerals (including EV supply chain), digitalization, and energy transition, which in turn reinforces the importance of INA investing in such projects to best position Indonesia within these changing global value chains.

Economic growth in advanced economies is expected to remain subdued at 1.7% in 2024, unchanged from the prior year. Meanwhile, growth in emerging markets was slightly revised to 4.2%, from 4.4% in 2023. Short-term outlook risks remain tilted to the downside, with pressures from escalating trade tensions, supply chain disruptions, commodity price volatility, and tighter monetary conditions.

In contrast to this global uncertainty, Indonesia's economy continued to demonstrate resilience, expanding by 5.0% year-on-year in 2024. This growth is underpinned by strong domestic fundamentals, particularly household consumption and investment, and reflects Indonesia's ability to maintain stable performance relative to regional peers. For INA, this macroeconomic stability provides a solid foundation for long-term investments across both greenfield and brownfield opportunities.

The key drivers of Indonesia's growth in 2024 were stronger domestic demand, especially household consumption, supported by the smooth conduct of general elections, as well as steady investment realization, particularly in infrastructure. This momentum was reinforced by continued progress on National Strategic Projects (PSN) and robust fiscal spending. Household consumption, consumption by Non-Profit Institutions Serving Households (NPISHs), and government spending grew by 4.9%, 12.5%, and 6.6%, respectively.

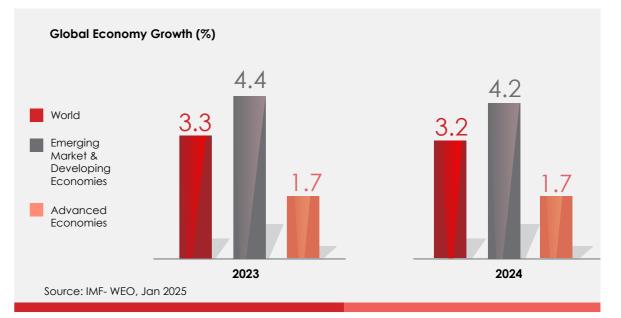
Investment performance remained healthy, with Gross Fixed Capital Formation (GFCF) increasing by 4.6%, up from 4.4% in 2023. The private sector made a meaningful contribution to this growth, alongside rising Foreign Direct Investment (FDI) and Domestic Direct Investment (DDI), which grew by 21.0% and 20.6%, respectively. This reflects not only investor confidence but also the increasing attractiveness of Indonesia as a destination for global capital, particularly in sectors aligned with long-term global themes such as decarbonization, supply chain diversification, and digital infrastructure.

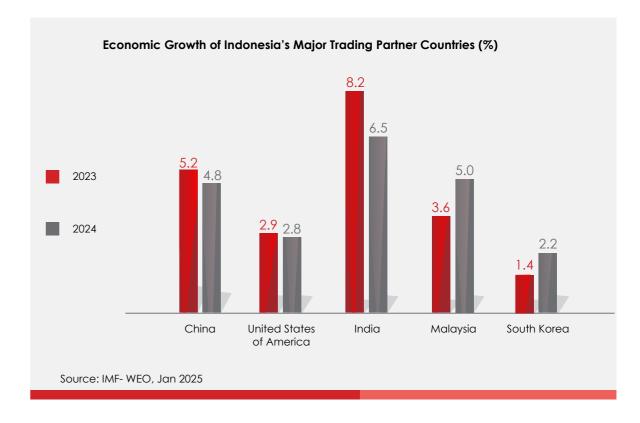
Export performance also improved, with goods and services exports growing by 6.5% in 2024, and imports by 8.0%. These trends are increasingly influenced by geopolitical shifts and the strategic repositioning of industries such as EVs and batteries. As Indonesia becomes a more integrated player in the global EV supply chain, underpinned by its critical nickel reserves, INA has been actively investing to capture value across the entire EV ecosystem. This includes upstream mineral processing, battery manufacturing, and midstream infrastructure, in partnership with leading global players.

On the production side, year-on-year economic growth in 2024 was led by the manufacturing sector, which benefited from both increased domestic demand and a supportive investment climate. Sectoral growth included manufacturing (4.4%), mining and quarrying (4.9%), and trade and repair (4.9%). The manufacturing sector remained the largest contributor to GDP, accounting for 19.0% of output.

As global investors become more selective and risk-averse to seek attractive risk-adjusted returns amongst the global uncertainty, credible local partners play an increasingly important role in facilitating cross-border capital flows, hence reinforcing the importance of INA's role as a trusted local partner for investing in Indonesia.

Credit rating agencies have reaffirmed Indonesia's Sovereign Credit Rating at BBB (S&P), BAA2 (Moody's), and BBB (Fitch), with a stable outlook. This Investment Grade rating reflects a positive assessment of several key factors, including Indonesia's favorable medium-term growth prospects, strong domestic consumption supporting GDP growth of 5.0%, controlled inflation, and prudent fiscal policy.





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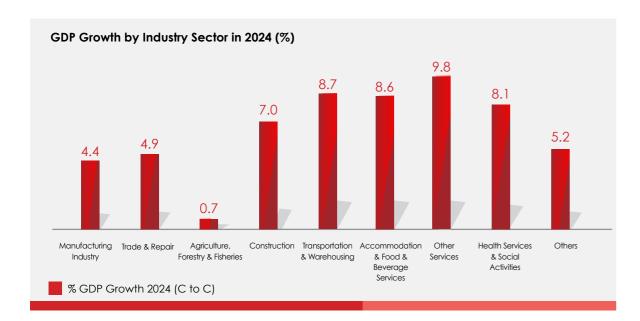
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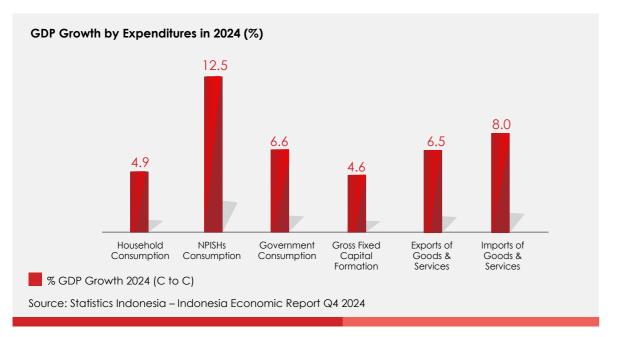
## INDUSTRY OVERVIEW

**GDP GROWTH** 

Based on the Statistics Indonesia (BPS) data on Indonesia's economic performance in the fourth quarter of 2024, growth on the production was mainly driven by other services, transportation and warehousing, accommodation and food and beverage services, as well as health services and social activities. The other services sector recorded the highest growth at 9.8% throughout 2024. Meanwhile, the transportation and warehousing, accommodation and food and beverage services, and health services and social activities sectors grew by 8.7%, 8.6%, and 8.1%, respectively.

On expenditure, the Non-Profit Institutions Serving Households (NPISHs) component recorded the highest growth at 12.5%, followed by household consumption at 4.9%, Gross Fixed Capital Formation (GFCF) at 4.6%, government spending at 6.6%, and exports at 6.5%.



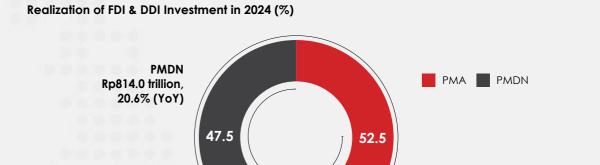


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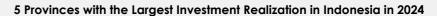
### INVESTMENT GROWTH

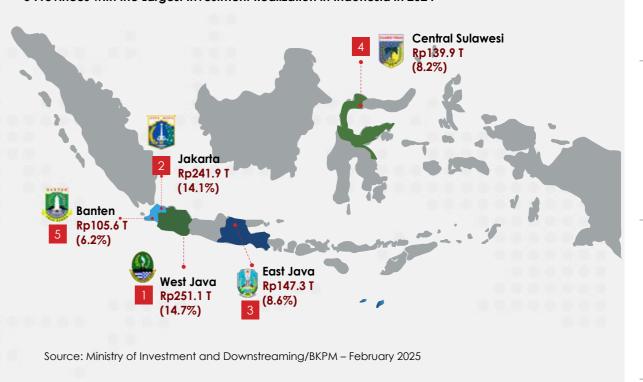
The Ministry of Investment and Downstreaming/ Investment Coordinating Board (BKPM) recorded total investment realization of Rp1,714.2 trillion in 2024, exceeding the initial target of Rp1,650.0 trillion. This investment also contributed to employment creation, with 2,456,130 jobs generated, an increase of 34.7% compared to 1,823,543 jobs in 2023.

The 2024 investment realization consisted of FDI amounting to Rp900.2 trillion, accounting for 52.5% of the total investment, and DDI amounting to Rp814.0 trillion, or 47.5%. On a year-on-year basis, total investment realization in the January–December 2024 period grew by 20.6% compared to Rp1,418.9 trillion in 2023.



Rp900.2 trillion, 21.0% (YoY)





5 Business Sectors with the Largest National Investment Realization in 2024

Basic Metal
Industry, Metal
Products, NonMachinery and
Equipment Sector

Rp238.4 trillion

Transportation,
Warehousing, and
Telecommunications Sector

Rp189.9 trillion

Mining Sector



Rp184.7 trillion

Housing, Industrial Estate, and Office Sector



Rp122.9 trillion

Other Services Sector



Rp120.8 trillion

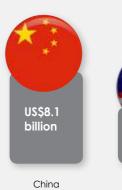


Source: Ministry of Investment and Downstreaming/BKPM – February 2025

## 5 Countries with the Largest National Investment Realization in 2024









Ameri

Source: Ministry of Investment and Downstreaming/BKPM – February 2025

### SOURCES OF FUNDING FOR INVESTMENT FINANCING

In general, there are 4 (four) main sources of investment financing aimed at increasing corporate value while directly or indirectly supporting a country's economic development, including in Indonesia. These four sources include: financing from financial institutions, primarily banks; financing through capital markets; financing from internal corporate funds; and financing through the State Budget (APBN). APBN financing is allocated specifically for the development of central and regional government projects, with predetermined budget allocations for each project. In addition, this financing mechanism requires a relatively lengthy approval and disbursement process, and involves oversight from various stakeholders.

Investment funding sourced from the capital market, particularly through the Indonesia Stock Exchange (IDX), is carried out by listing and selling company shares, as well as issuing debt instruments such as bonds, sukuk, or other financial instruments. In addition, funding can also be obtained through Securities Crowdfunding (SCF) and the Carbon Exchange. Throughout 2024, capital market fundraising remained on a positive trend, with total Public Offering proceeds reaching Rp259.2 trillion. Of this amount, Rp17.3 trillion was derived from fundraising conducted by 43 new issuers through initial public offerings (IPOs) and the issuance of debt securities and sukuk (EBUS).

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In the bond market, the Indonesia Composite Bond Index (ICBI) rose by 4.8% year-to-date (ytd) to a level of 392.7, with the average yield on Government Securities (SBN) increasing by 38.8 basis points (bps) by the end of December 2024. Meanwhile, non-resident investors recorded a net buy of Rp34.6 trillion. In the corporate bond market, non-resident investors posted a net sell of Rp5.5 trillion (ytd).

In fundraising through SCF, since the implementation of SCF regulations up to 30 December 2024, a total of 18 platforms have obtained licenses from the Financial Services Authority (OJK). During this period, 713 securities offerings from 450 issuers were recorded, with the participation of 173,036 investors. The total funds raised through SCF and administered by the Indonesian Central Securities Depository (KSEI) reached Rp1.4 trillion.

In the Carbon Exchange, from its launch on 26 September 2023 until 30 December 2024, a total of 100 service users had obtained licenses. The total transaction volume reached 908,018 tCO $_2$ e, with an accumulated transaction value of Rp50.6 billion. The distribution of transaction value consisted of 19.8% in the Regular Market, 43.4% in the Negotiated Market, 36.5% in the Auction Market, and 0.3% in the marketplace.

The deepening of Indonesia's capital markets is important to expanding potential exit strategies and investments for INA over the long term, especially for development assets (for example, in logistics infrastructure). As INA invests in high-quality infrastructure and sectoral platforms, a deeper capital market provides the necessary liquidity and investor base for divestments, ensuring a recycling of INA's capital for new investments. In addition, increased local participation, especially from institutional investors (e.g., public pension funds, endowment funds), will provide more co-investor options for INA and supports the overall development of Indonesia's financial market.

As carbon markets mature and nature-based solutions investments become more commercially attractive, INA will be able to invest, and attract co-investors, to more projects in reforestation, decarbonization, etc. This could also enhance the monetization of emission reductions across INA's energy transition portfolio, supporting both impact outcomes and commercial return targets.

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BEYOND RETURNS: BUILDING PROSPERITY WITH PURPOSE

At INA, investment goes beyond financial capital, it serves as a catalyst for progress. By selecting projects that drive industrial growth, technological advancement, and social well-being, we contribute to a prosperous and sustainable Indonesia.

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### 10 January 2024

INA, Dutch pension fund investor, APG Asset Management N.V. (APG), and a wholly owned subsidiary of the Abu Dhabi Investment Authority (ADIA), announced an investment in the Trans-Java Toll Road segments of Kanci-Pejagan and Pejagan-Pemalang, which was completed at the end of December 2023. For INA, this marks a follow-up investment to its previous transaction with PT Waskita Transjawa Toll Road and PT Waskita Toll Road. subsidiaries of PT Waskita Karya (Persero) Tbk, for the same assets. This initiative aligns with INA's mission to contribute to sustainable economic development while bringing world-class investment partners to Indonesia.

### 6 February 2024

Fitch has assigned INA's first international credit rating of BBB (outlook: stable) and a national credit rating of AAA (idn). This investment-grade rating reflects INA's central role as Indonesia's sole sovereian wealth fund, which serves a vital role in facilitatina kev policy initiatives and driving the nation's economic progress.

### 6 February 2024

INA and Manulife Investment Management announced a strategic partnership focused on infrastructure development in Indonesia and the exploration of investment opportunities in the real estate and natural capital sectors. The partnership was formalized through the signing of a Memorandum of Understanding (MoU) between the two organizations and aims to invest proprietary capital, while collectively raising third-party capital from both domestic and international investors.

### 16 February 2024

INA officially announced a leadership transition, with the end of Marita Alisjahbana's tenure on 15 February 2024, and the appointment of Thomas Soegiarto Oentoro as the new Chief Risk Officer (CRO).

### 26 February 2024

INA announced the reappointment of Haryanto Sahari as a member of the Supervisory Board representing the professional element, in accordance with Presidential Decree of the Republic of Indonesia No. 25/P of 2024. This decision marks the beginning of a new term, which will commence from 2024 to 2029.

### 3 April 2024

INA and Global Infrastructure Partners (GIP) have entered into a strategic collaboration aimed at strengthening infrastructure development in Indonesia. This partnership marks a significant step by combining INA's deep insights and domestic market network with GIP's extensive global infrastructure expertise. Together, they aim to identify investment opportunities and develop world-class infrastructure in Indonesia, particularly in the energy, transportation, digital infrastructure, and utilities sectors.

### 19 May 2024

INA and Ibu Kota Nusantara Authority (IKN), signed a strategic partnership document through a Cooperation Framework (CF), aimed at enhancing economic development in Indonesia by attracting global investment to the new capital city, Ibu Kota Nusantara.

### 28 June 2024

The Australian Embassy and INA have partnered to enhance cooperation and investment in Indonesia by signing a Memorandum of Understanding (MoU) to support Australian investment into Indonesia.

### 14 August 2024

PT Pertamina Bina Medika IHC (IHC) held a Closing Ceremony to mark the completion of the transaction with its strategic partners, INA and Swire Pacific. This milestone represents a strategic step in the Company's transformation journey aimed at enhancing healthcare access and quality across Indonesia.

### 10 September 2024

INA and GL Capital, a leading China-based private equity firm specializing in healthcare, hosted the "Southeast Asia China Healthcare Summit' as part of commitment to supporting the development of the healthcare sector in Indonesia.

### 23 September 2024

INA and Allianz Global Investors have entered into a collaboration to explore investment opportunities in Indonesia. Formalized through a Memorandum of Understanding (MoU), this partnership aims to establish an investment framework that leverages the expertise and business networks of both parties to facilitate joint investments through hybrid capital solutions, aimed at addressing diverse investment needs, particularly in infrastructure and energy transition projects.

### 8 October 2024

Coordinating Minister for Maritime Affairs and Investment Luhut Binsar Pandjaitan officiated the investment partnership between INA Consortium and Changzhou Liyuan for a Lithium Iron Phosphate (LFP) Cathode production facility

### 22 October 2024

INA and DB Investment Partners (DBIP) have established a strategic partnership to invest USD1 billion in Hybrid Capital Solutions investment opportunities in Indonesia. The collaboration was formalized through an Investment Framework Agreement (IFA), aimed at accelerating economic growth and development in Indonesia.

### 24 October 2024

INA's toll road platform, which involves investments from APG Asset Management (APG) and a wholly owned subsidiary of the Abu Dhabi Investment Authority (ADIA), has expanded its portfolio with investments in the Medan-Binjai (MB) and Bakauheni-Terbanggi Besar (BTB) sections of the Trans-Sumatra Toll Road. This investment is a continuation of the platform investment strategy for Kanci-Pejagan and Pejagan-Pemalang sections of the Trans-Java Toll Road.

### 4 November 2024

INA and Granite Asia have established a strategic partnership, formalized through an Investment Framework Agreement (IFA), to jointly invest in accelerating digital transformation and supporting the growth of Indonesia's emerging technology ecosystem.

### 15 November 2024

INA and SK Plasma, a subsidiary of SK Group, signed an investment agreement to establish Indonesia's first plasma fractionation facility.

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INA and Norfund, Norway's investment fund for developing countries, have signed an Investment Framework Agreement (IFA) to explore joint investment opportunities in Indonesia.

2 December 2024

This partnership reflects the shared commitment of both institutions to foster sustainable development in the areas of renewable energy, financial inclusion, and green infrastructure.

### 10 December 2024

The investment made by a wholly owned subsidiary of the Abu Dhabi Investment Authority (ADIA) and Dutch pension fund investor APG Asset Management N.V. (APG), in collaboration with INA, in the Trans-Java Toll Road segments of Kanci-Pejagan and Pejagan-Pemalang has received two international awards. The investment was named "Transport Acquisition of the Year, APAC" at the 2024 Investor Awards and recognized as "One of the Best Infrastructure Deals in Southeast Asia" at the 2024 FinanceAsia Achievement Awards.

### 19 December 2024

INA funded a hybrid capital facility in share-backed financing with equity upside provided to the majority shareholder of a publicly listed pharmaceutical company.

### 27 December 2024

INA conducted an investment in the form of hybrid capital through a senior secured greenshoe facility provided to a real estate investor operating in the hospitality sector.



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Arief Budiman Deputy Chief Executive Officer/ Chief Investment Officer

Thomas Oentoro Chief Risk Officer

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**Darwin Wibowo** Managing Director of Strategic Operations

Dr. Ridha D. M. Wirakusumah Chief Executive Officer (CEO)

Christopher Ganis Managing Director of Investment

Arisia Arundati Pusponegoro Chief Legal Counsel

Stefanus Ade Hadiwidjaja Officer

Chief Investment

**Eddy Porwanto** Chief Financial Officer

Andry Setiawan Managing Director of Investment

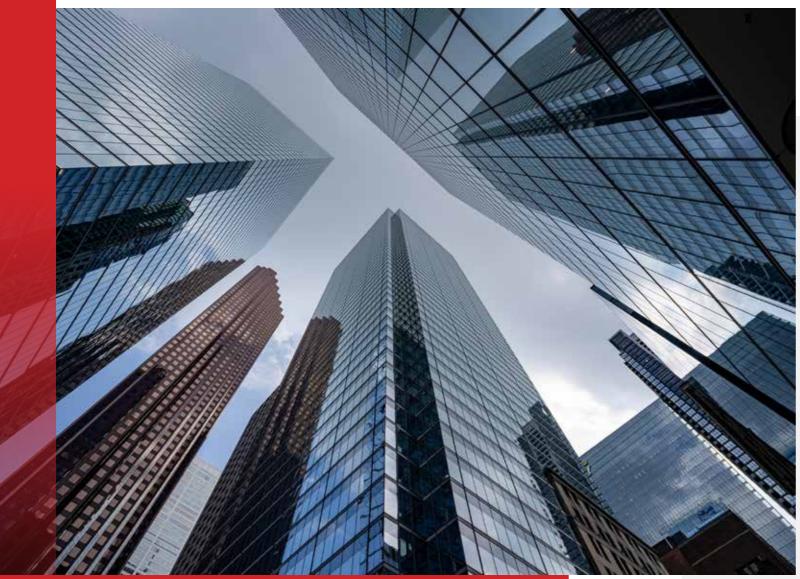




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INA continues to strengthen the foundational pillars of its strategy, which serve as a guideline in fulfilling its vision and mission while delivering on its dual mandate. These strategic pillars are designed holistically and comprehensively, covering various aspects, from defining priority investment sectors, optimizing asset class allocation, identifying key success factors from both internal and external perspectives, as well as reinforcing functions as enabler. The entire strategic framework is built upon INA's solid legal foundation and supported by capital contributions from the state.

In 2024, INA adopted the strategic theme "The Year of Sustainable Development." This theme carries a strong value, emphasizing that during this phase of development, INA must not only execute strategies that reflect future aspirations and anticipate uncertainties in building a high-quality, value-added investment portfolio, but also strongly uphold sound governance practices and good operational framework.

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### **INVESTMENT**



2024 presents significant challenges, ranging from heightened macroeconomic uncertainties and increasing geopolitical tensions to technical complexities and project-specific investment dynamics. Drawing on the experience, insights, and knowledge gained over the past 3 (three) years, INA journeys through 2024 with steadfast commitment to its dual mandate and 3 (three) strategic themes, as follows:

- Continuing to focus investments on priority sectors, namely transport & logistics, green energy & transformation, digitalization & digital infrastructure, and healthcare, as well as pursuing opportunity-driven investments in other strategic sectors.
- Implementing a portfolio rebalancing strategy toward asset classes with higher-yield characteristics and more immediate returns, such as real estate and hybrid capital solutions.
- 3. Executing a diversification strategy through indirect investments as LP and/ or Co-GP.



## FUNDS AND CAPITAL PARTNERING



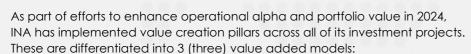
To strengthen trust from external parties, reflected through collaborations with leading investors and institutions, and to further build a strong track record, INA actively pursued strategic initiatives in 2024 related to funds and capital partnering. These efforts included establishing partnerships with investors, enhancing INA's public presence and management representation to elevate its global profile, developing indirect investment schemes through the General Partner (GP)/Co-GP model, and realizing investment opportunities as a Strategic Limited Partner (LP).

### **FUNDING**

The funding strategy not only encompasses fund provision activities but also involves INA's funding management strategy. The funding strategy is designed to ensure that INA maintains sufficient liquidity to support its investment activities and operational needs. This is achieved through initiatives such as optimizing returns, strengthening external funding sources as an alternative source of fund for INA and its subsidiaries, supporting fund raising with structures aligned to the investments' characteristics, building INA's credibility in both global and domestic financial markets, as well as conducting more intensive and rigorous monitoring of risks and ensuring sound governance in funding management.



### STRATEGIC OPERATIONS



- 1. Value-added Agent
- 2. Active Observer for Monitoring and Governance
- Passive Observer

To drive investment value, certain conditions may first require value preservation efforts before value creation can be optimally realized. Throughout 2024, INA undertook several value preservation initiatives, including:

- (i) investing in toll road infrastructure improvements to ensure road user safety;
- (ii) enhancing safety standards in port operations to align with international benchmarks;
- (iii) restructuring corporate financial statements in accordance with applicable accounting standards to ensure transparent reflection of company performance; and
- (iv) actively engaging in efforts to stabilize and improve the performance of companies experiencing financial distress, while ensuring sufficient liquidity to support their continued operations.

To enhance effectiveness and the implementation of good governance, INA established the Portfolio Operations Committee in 2024 and strengthened the Strategic Operations team.



### GOVERNANCE, COMPLIANCE, RISK MANAGEMENT, AND ESG



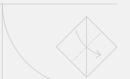
Continuously refining the compliance framework with the aim of ensuring that INA operates professionally and in alignment with established governance best practices, while also fostering a robust culture of compliance. In 2024, INA established a risk-based compliance framework, including the development of new policies, the formation of a Conflict of Interest Committee authorized to manage risks related to potential conflicts of interest, and the deployment of technology-based tools to enhance risk control elements from a compliance perspective.

From a risk management perspective, INA has enhanced oversight of the adequacy of investment risk controls by conducting risk assessments for all new investments, conducting periodic monitoring of performance and risks across each INA portfolio, optimizing the role of the Risk Management Committee, and fostering a comprehensive risk-awareness culture through the implementation of Risk Control Self-Assessment (RCSA).

On ESG aspect, INA is fully committed to integrating ESG principles into its investment activities, portfolio monitoring, and operations.



### **HUMAN RESOURCES** AND ORGANIZATION



INA continuously refines every aspect of its human resources management processes, from planning, performance management, employee engagement, talent management, and remuneration. Human resources management must be carried out in alignment with the implementation of good governance practices and effectively implemented.

INA has developed an effective organizational structure from the aspects of functions, headcount, and employee composition. INA actively undertakes organizational adjustments and adaptations to enhance effectiveness and meet evolving business needs.

INVESTMENT ASPECTS

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Carrying the slogan "The Year of Sustainable Development" as its strategic theme, INA implements a strategy that not only considers future aspirations and anticipatory measures in response to various uncertainties in developing a highquality and value-added investment portfolio, but also remains firmly committed to upholding sound governance and a robust operational framework.





Throughout 2024, INA and co-investors disbursed a total investment of Rp19.5 trillion (~USD1.2 billion), of which Rp5.6 trillion (~USD352.0 million) represented INA's portion. The investment disbursement was carried out in alignment with INA's mandate and in accordance with the established priority sectors.



 With this achievement, the cumulative total of investments disbursed by INA and co-investors since INA's establishment has reached approximately RRp60.9 trillion (~USD3.8 billion), or a 5.0-fold growth compared to the investment disbursement in INA's first year of operation. Meanwhile, INA's cumulative portion of investment disbursement since its establishment has reached Rp24.9 trillion (~USD1.6 billion), a 6.2-fold growth compared to the investment disbursement in its first year of operation.



• INA has successfully attracted foreign direct investment (FDI) into Indonesia, with a cumulative total investment value of Rp36.0 trillion (~USD2.2 billion) since its establishment until October 2024 (a 4.5-fold growth compared to the FDI inflow into Indonesia at the early stage of INA's establishment).



- INA's investment disbursement is directed toward focus sectors that are aligned with its establishment mandate. The new investment realizations successfully disbursed by INA in 2024 include:
- 1. Logistics and transportation sector, seaport sub-sector. INA and DP World's investment in the Belawan New Container Terminal (BNCT), which was successfully transferred from Pelindo.
- 2. Investment in the form of funds. INA's indirect investment as a Limited Partner (LP) with various strategic benefits in the Global Infrastructure Partners' Emerging Markets Fund I (GIP EM Fund I), which is managed by GIP EM Manager.
- 3. Digital infrastructure and digitalization sector, data center sub-sector. INA and DayOne invested in developing a data center platform in Indonesia. The platform leverages DayOne's experience and expertise to develop new capacity. The first project, aimed at serving demand from Singapore, has commenced in Batam.
- 4. Logistics and transportation sector, modern warehousing sub-sector. The continued investment disbursement by INA jointly with Mitsubishi Corporation Urban Development Indonesia (MCUDI) in the modern warehousing sub-sector into 3 (three) warehousing assets developed by
- 5. Healthcare services sector, hospital network sub-sector. The completion of the first phase of INA's investment transaction with Swire in the hospital network of Indonesia Healthcare Corporation (IHC). IHC is one of the largest hospital networks in Indonesia and is majority-owned by Pertamina.

6. Healthcare services sector. INA's investment with SK Plasma, a subsidiary of SK Group (the second-largest business group in Korea), aimed at establishing the first plasma fractionation facility in Indonesia.

7. Hybrid capital investment through share-backed financing with equity upside to the majority shareholder of a publicly listed pharmaceutical company.

8. Hybrid capital investment through a senior secured greenshoe facility to a real estate investor engaged in the hospitality sector.

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## INVESTMENT PORTFOLIO COMPOSITION

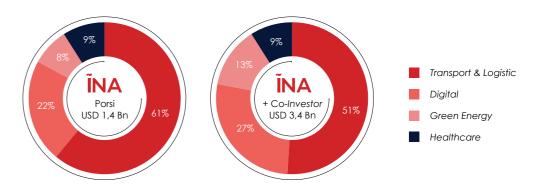
### Investment Portfolio Composition by Investee Company

Out of a total of 11 investee companies held by INA as of December 2024, the largest portion of investment deployment by INA and co-investors was allocated for the acquisition of 2 (two) Trans Sumatra toll road sections from PT Hutama Karya, namely Medan-Binjai (MB) and Bakauheni-Terbanggi Besar (BTB), which accounted for 28% of total accumulated investment value by INA and co-investors, or 31% of INA's accumulated investment value.



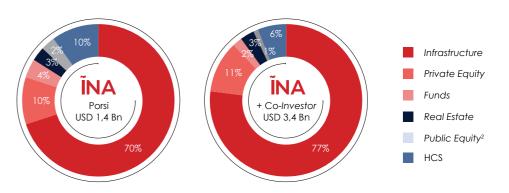
### **Investment Portfolio Composition by Sector**

INA and co-investors deployed the investment across 4 (four) sectors: transport and logistics, digital, green energy, and healthcare. As of December 2024, the largest portion of investment allocation was in the transport and logistics sector, accounting for 51% of the total accumulated investment value by INA and co-investors, or 61% of INA's accumulated investment value.



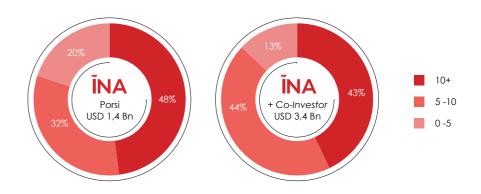
### **Investment Portfolio Composition by Asset Class**

By asset class, the largest portion of investment allocation was infrastructure asset class, accounting for 77% of the total accumulated investment value by INA and co-investors, or 70% of INA's accumulated investment value.



### Investment Portfolio Composition by Holding Period (Years)

By holding period characteristics, investments made by INA and its co-investors generally fall within the medium to long-term perspective. Based on the holding period, the largest portion of investment allocation was in holdings of more than 10 years, accounting for 43% of the total accumulated investment value by INA and co-investors, or 48% of INA's accumulated investment value.



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INA navigated 2024 with strengthened resilience. Consistently, INA remains firmly committed to its dual mandate and core principles, which are:

- developing partnerships with credible investors from around the world,
- creating operational value in portfolio companies,
- commitment to uphold strong ESG principles in its operations and investment decision-making, and
- applying governance and risk management in accordance with international standards in its investment decisions.

In 2024, INA continued to focus its investments on priority sectors such as transportation and logistics, green energy and transformation, digitalization and digital infrastructure, as well as healthcare, which offer strong fundamentals and solid investment foundations.

INA also undertook more strategic and structured initiatives in asset allocation by rebalancing its portfolio toward assets with higher and immediate yield characteristics, such as real estate and hybrid capital solutions, as well as diversifying risk by considering indirect investment methods through Limited Partner (LP) and/or Co-GP models.

Supported by a professional team with diverse backgrounds, INA will continue to allocate capital to commercially attractive projects in nationally prioritized sectors, with the aim of attracting Foreign Direct Investment (FDI) into Indonesia.



### Infrastructure & Logistics

- Toll roads, bridges, and tunnels
- Seaports
- **Airports**
- Industrial zones
- Logistics
- Warehousing



### **Green Energy & Transformation**

- Green power generation
- Waste management
- Storage and transmission
- Utilities
- Green fund
- Electric vehicle ecosystem



### Digitalization & Digital Infrastructure

- International connectivity
- National connectivity (fiber)
- Data centers
- Telecommunication towers
- Digitalization/internet



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### Healthcare

- Primary, secondary, and tertiary healthcare services (hospitals, clinics)
- Retail healthcare services
- Supporting services (laboratories)
- Third Party Administration (TPA)/Payers (insurance)
- Digital healthcare (hospital management software, telemedicine)
- **Pharmaceuticals**



Agriculture

Agricultural related processing



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### Mining, Oil & Gas

- Refinery upgrades
- **Energy Logistics**



### **Property & Tourism**

Property and hospitality-related services



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### **Financial Services**

- Sharia banking Fintech and Other Consumer
- Financing
- Insurance and Reinsurance



### **Engineering & Construction**

EPCs (Engineering, Procurement, and Construction)



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**Electronics** 

Chipset manufacturers



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### Consumer

- Food & Beverage (F&B)
- Skincare/Cosmetics



### **Other Sectors**

GOVERNANCE

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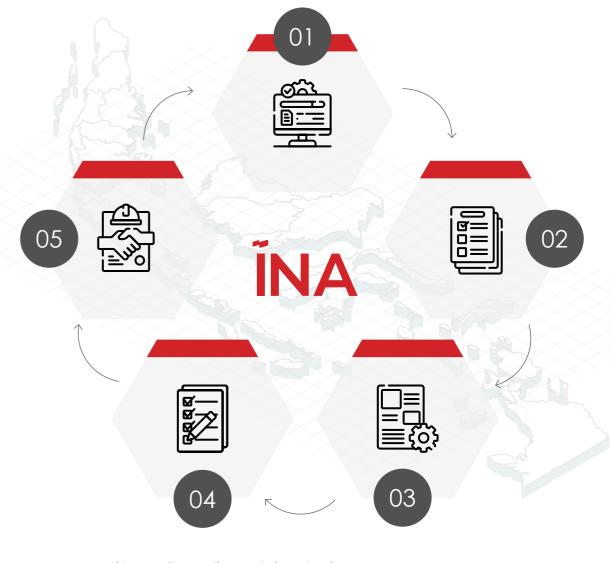
ABOUT 02

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Flexibility in the use of investment scheme types with INA Direct Co-Investments GP / LP Funding Platform Model Structure **Partners Partners** selected key sectors Fund (Limited partnership) Equity Investments INA invites Partner(s) to INA invites Partner(s) to directly co-invest in Targets establish platforms in on a deal-by-deal basis selected key sectors to jointly invest in several target INA can operate through various models, such as an LP with a joint investment vehicle and/or holding GP shares. Partners can invest in the Fund as LPs with INA.

INA implements a continuous investment process through active and indepth discussions, adhering to the prudent principles. INA's Investment Team has developed mechanisms for each stage of the investment process comprehensively (end-to-end process) as a work reference, including activities such as:



.01	Transaction analysis and review
.02	Submission of an Early Investment Memo (EIM) and signing of the Term Sheet
.03	Due diligence
.04	Submission of a Final Investment Memo (FIM) and signing of the Definitive Agreement
.05	Closing

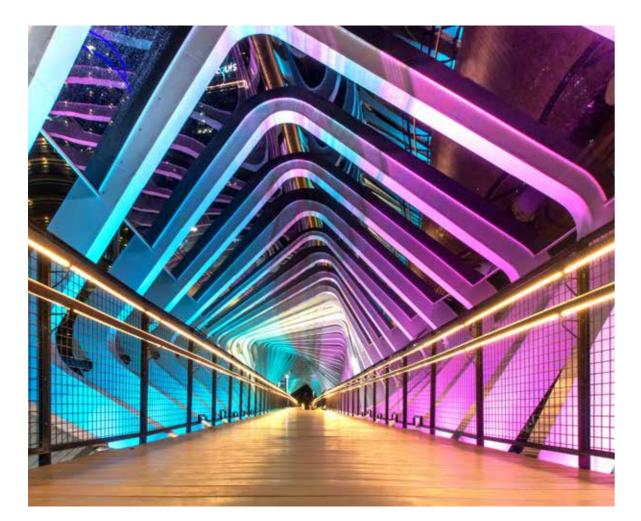
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In determining the investment structure, INA applies principles that focus on investment needs and asset classes, taking into account project cost allocation among affiliated companies and the effectiveness of overall group structure monitoring.

INA has established 11 (eleven) corporate structures to support its investment activities, consisting of 2 (two) joint ventures and 9 (nine) wholly owned subsidiaries/sub-holdings. The details of INA's investment structure and their respective purposes are outlined as follows:

1. For infrastructure and logistics sector investments: PT Rafflesia Investasi Indonesia (Rafflesia), PT INA DP World Investment (INA DPW), PT Tumbuh Investasi Indonesia (Tumbuh).

- 2. For secondary share investments: PT Arsa Investasi Indonesia (Arsa).
- 3. For healthcare sector investments: PT Akar Investasi Indonesia (Akar), PT Ulin Investasi Indonesia (Ulin), PT Palawa Investasi Indonesia (Palawa).
- 4. For digital and digitalization sector investments: PT Maleo Investasi Indonesia
- 5. For green energy and transformation sector investments: PT Tanam Investasi Indonesia (Tanam).
- 6. For fund investments: PT Angsana Investasi Indonesia (Angsana).
- 7. For hybrid capital solutions (HCS) investments: PT Gaharu Investasi Indonesia (Gaharu).

Specifically, INA has established the Funds and Capital Partnering function with the main roles to 1) secure large-scale capital and enable knowledge/skill transfer, 2) build a strong track record and develop alternative diversification of capital sources, and 3) support cost efficiency and accelerate initiative execution.

Throughout 2024, INA has signed several Investment Framework Agreements (IFAs)/MOUs with leading investors globally, both domestic and international, among others:

### SK On

A subsidiary of SK Group focused on electric vehicles (EV), energy storage systems (ESS), and battery-as-a-service (recycling). SK On is one of the world's top 5 (five) battery manufacturers, with key customers including Hyundai, KIA, VW, Mercedes-Benz, and Ford. The collaboration between INA and SK On specifically focuses on the electric vehicle (EV) sector and EV-related sectors, with the total target investment from both parties remaining open.

### Ibu Kota Nusantara Authority (OIKN)

A ministerial-level institution granted special authority over central and regional government affairs in the context of preparation, construction, and relocation to Ibu Kota Nusantara. INA and OIKN have agreed to collaborate on government-supported projects intended to be developed under the Public-Private Partnership (KPBU) structure, in which OIKN will act as the Government Contracting Agency (PJPK) as stipulated under the KPBU regulations.

### **Australian Embassy**

The Australian Embassy represents the Jakarta Investment Deal Team, which was established by the Australian Trade and Investment Commission, Export Finance Australia, and the Department of Foreign Affairs and Trade, with the aim of supporting investment from Australia into Indonesia.

The collaboration between INA and the Australian Embassy aims to promote and facilitate Australian investment in Indonesia's priority sectors.

### Allianz Global Investors (AGI)

A global investment management firm owned by the global financial services group Allianz, which manages over USD 600 billion in assets. The collaboration between INA and AGI aims to explore and jointly invest in hybrid capital solutions opportunities in Indonesia, with a total target investment of up to USD200 million from both parties.

### Global Infrastructure Partners (GIP)

Global Infrastructure Partners (GIP) is a leading infrastructure investor with ~USD170 billion in AUM, investing in energy, transportation, digital infrastructure, water, and waste management. GIP aims to invest in infrastructure assets that empower economies and communities worldwide. The collaboration between INA and GIP aims to facilitate further investments in selected infrastructure assets in Indonesia, including (i) potential development of investment opportunities; (ii) co-underwriting opportunities; (iii) co-investment opportunities; and (iv) knowledge sharing with INA through secondments/trainings.

### **Granite Asia**

A leading multi-asset alternative investment platform with a global presence, headquartered in Singapore. As part of GGV Capital, the firm focuses on investments across the Asia-Pacific region, including Southeast Asia, Japan, China, India, and Australia. With USD 5billion in Assets Under Management (AUM), Granite Asia has an investment portfolio in 48 companies with valuations exceeding USD1 billion and has facilitated 30 IPOs. INA and Granite Asia have established a strategic

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partnership to jointly invest in accelerating digital transformation and supporting the growth of Indonesia's technology ecosystem.

### Norfund

Norfund is the Norwegian Investment Fund for developing countries, with a mission to create jobs and improve quality of life through investments in businesses that drive sustainable development. Owned and funded by the Government of Norway, Norfund serves as the government's main instrument to strengthen the private sector in developing countries and reduce poverty. INA and Norfund have partnered to drive investments in renewable

energy, financial inclusion, and green infrastructure sectors in Indonesia.

The above investors complement various global investors who have partnered with INA across multiple industries for investing and driving foreign direct investment (FDI) into Indonesia.



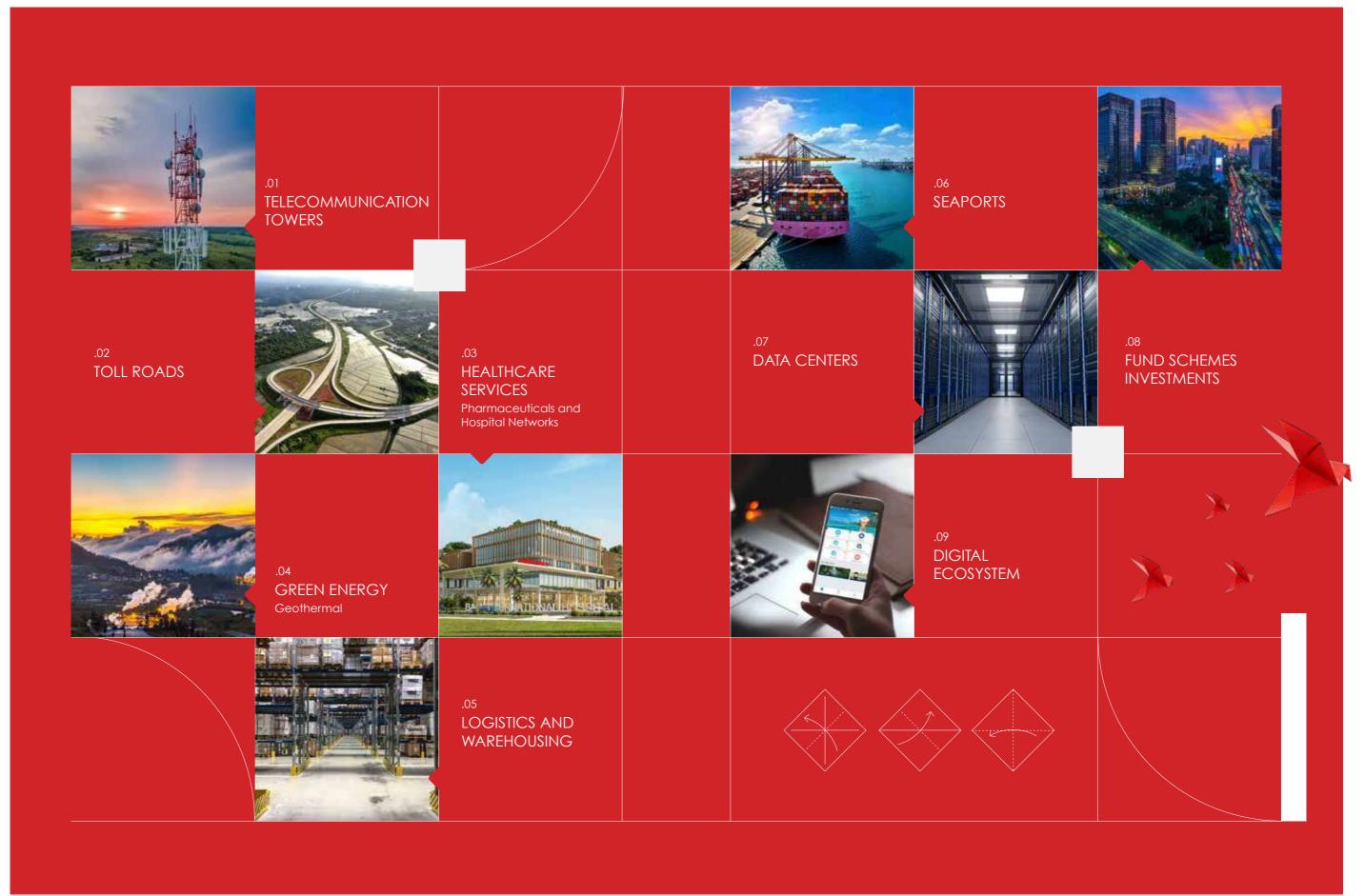
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During 2024, INA has performed value creation roles and functions in about 12 investment projects, with distinct roles and functions tailored to the designated value creation model, such as:

- Through the value creation agent model, INA holds the influence to drive change in the company's strategic direction and initiate corporate transformation.
- Through the active observer and governance monitoring model, INA can seek to influence strategic changes aimed at value maximization.
- As a passive observer, INA adopts a hands-off approach to governance, with a focus on ensuring continuous alignment with the established strategic direction.

To support the implementation of good governance and enhance the effectiveness of its value creation roles and functions, INA established the Portfolio Operations Committee in early 2024. Throughout the year, the committee convened a total of 11 (eleven) Portfolio Operations Committee Meetings.



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# TELECOMMUNICATION TOWERS

### PT Dayamitra Telekomunikasi Tbk (Mitratel)



As of September 2024, Mitratel recorded revenue of Rp6.82 trillion, or a growth of 8.7% year-on-year (YoY), and EBITDA of Rp5.67 trillion (grew 12.1% YoY), with an increase in EBITDA margin to 83.1% from 80.5% in the previous year.



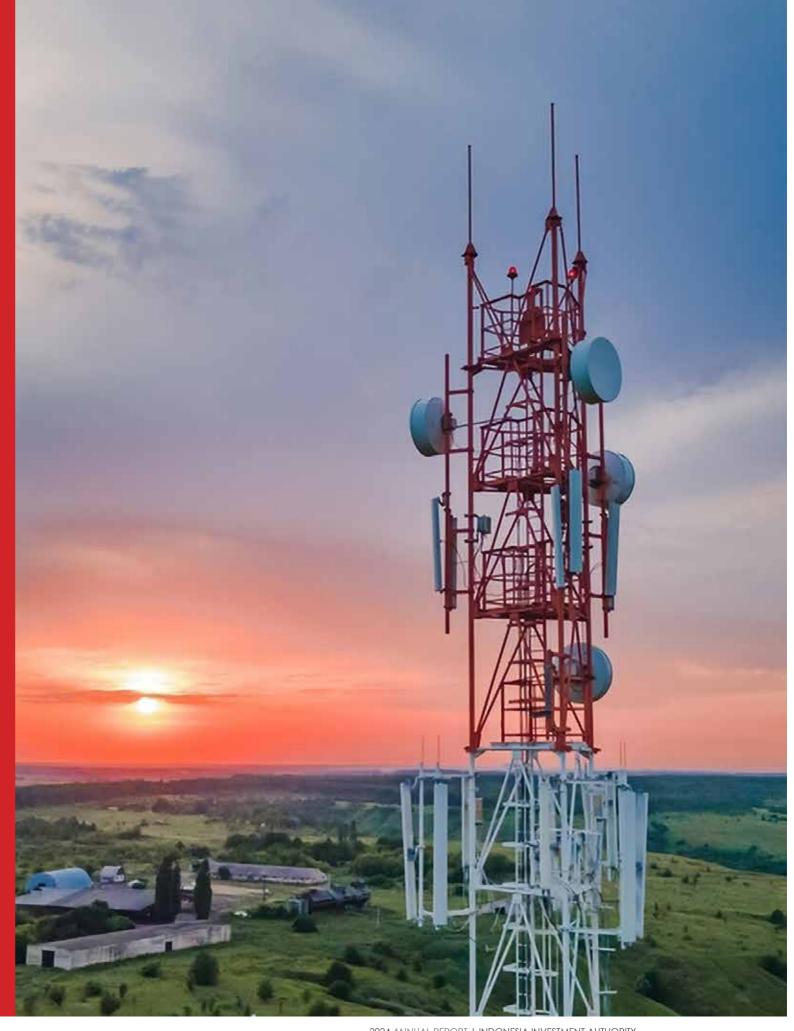
On revenue perspective, tower leasing and fiber-to-the-tower (FTTT) were the main drivers of growth. Mitratel's tower leasing business grew by 8.5% YoY, and the fiber optic business saw a significant increase of 89.5% YoY.



Mitratel maintained its industry leadership in the tower sector with a total of 39,259 tower units and strengthened its business portfolio by adding 10,672 km of fiber optic in 2024, bringing the company's total fiber optic network to 39,714 km.

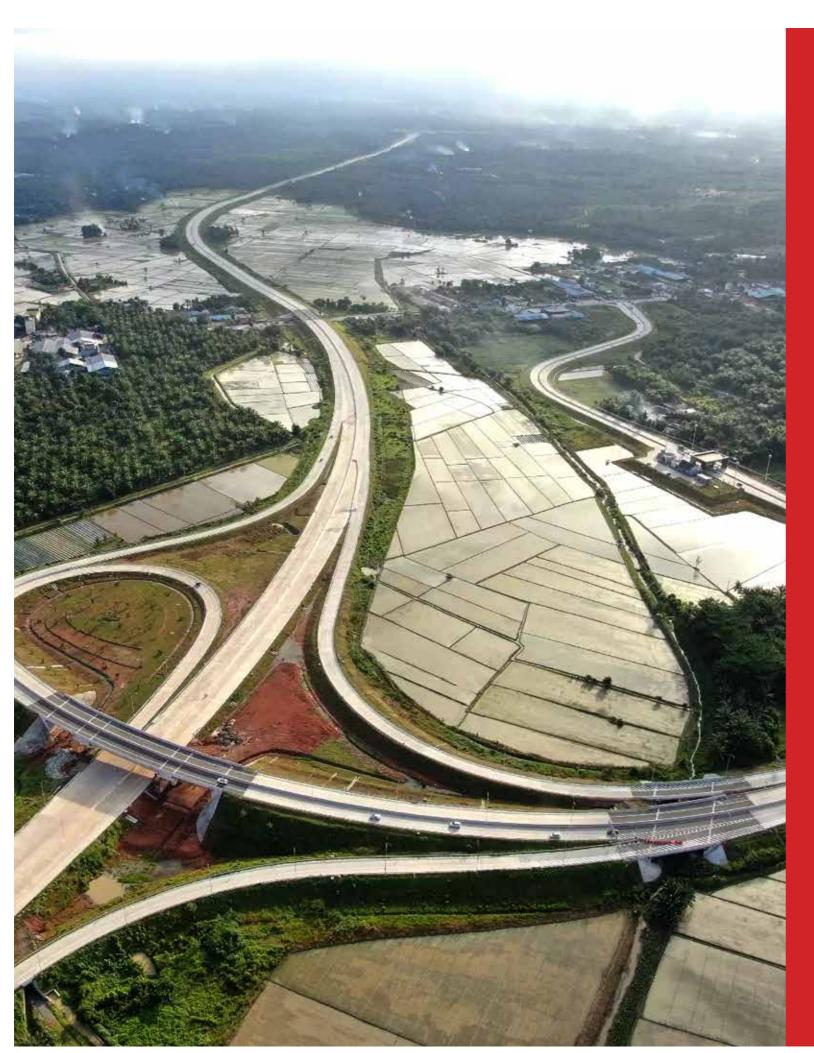


- In 2024, Mitratel undertook several strategic initiatives, including:
- Focusing on organic tower growth and improving tenancy ratio to enhance business margins and Return on Invested Capital (ROIC).
- Continuing expansion of the fiber-to-the-tower business.
- Optimizing the balance sheet and interest expenses through debt refinancing and bond issuance.



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## **TOLL ROADS**



PT Semesta Marga Raya (SMR) dan PT Pejagan Pemalang Toll Road (PPTR)



Investment in the 36 km Kanci-Pejagan toll road managed by PT Semesta Marga Raya (SMR), and 57.5 km Pejagan-Pemalang toll road managed by PT Pejagan Pemalang Toll Road (PPTR).

PT Rafflesia Investasi Indonesia, the toll road platform jointly owned by INA, ADIA, and APG, has made the investment in the Kanci-Pejagan and Pejagan-Pemalang toll roads on December 28, 2023.

As a platform, PT Rafflesia Investasi Indonesia currently supports the operations of SMR and PPTR. INA also contributes to strengthening the platform's organizational capabilities by assisting in the recruitment process throughout 2024 for key positions such as CFO, Head of Procurement, Head of O&M, Head of HR, Digital Manager, GM Finance, and Head of Legal & Corporate Secretary.

SMR and PPTR have met the minimum service standards in accordance with the regulations set by BPJT and JBH Bina Marga. SMR's service level ranking improved from 55 in 2023 to 50 in mid-2024, while PPTR delivered significant progress, advancing from rank 69 in 2023 to rank 25.

By the end of 2024, SMR's revenue stood at Rp390.1 billion and EBITDA at Rp262.9 billion. In the same period, PPTR recorded revenue of Rp609.8 billion and achieved EBITDA of Rp460.7 billion.

PT Medan – Binjai Toll Road (MB) dan PT Bakauheni – Terbanggi Besar Toll Road (BTB)



Investment in the 17 km Medan-Binjai toll road managed by PT Medan-Binjai Toll (MB), and the 141 km Bakauheni-Terbanggi Besar toll road managed by PT Bakauheni-Terbanggi Besar Toll (BTB).

This investment represents INA's commitment to the toll road sector in Sumatra. MB and BTB were spun off by PT Hutama Karya on June 26, 2023, and the entire transaction process was completed on June 27, 2023. On October 24, 2024, all documents related to the transaction closing for the transfer of INA and Abhinaya's shares in PT Swarna Investasi Indonesia were signed, transferring ownership to PT Rafflesia Investasi Indonesia and Rafflesia Infrastructure Pte. Ltd., which is a toll road platform jointly owned by INA, ADIA, and APG. ADIA and APG hold a combined ownership stake of 53.33% in the Trans-Sumatra toll road platform.

By the end of 2024, MB recorded revenue of Rp245.3 billion, EBITDA of Rp154.6 billion, and a traffic density performance of 23,106 vehicles per day. Meanwhile, BTB recorded revenue of Rp1,011.5 billion, EBITDA of Rp568.2 billion, and a traffic density performance of 12,429 vehicles per day.

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# HEALTHCARE SERVICES



### **PHARMACEUTICALS**

### PT Kimia Farma Apotek (KFA)



In 2024, KFA saw various operational challenges, prompting management to focus on corporate optimization and efficiency through several strategic initiatives, such as working capital efficiency, operational cost reduction, and others. To support KFA's management in addressing these challenges, INA provided assistance through management advisory services in key areas as needed.

Through these collective efforts, several improvements have been achieved, including:

- Financial aspects, such as improved cash management and enhanced working capital management.
- 2. Commercial and operational excellence aspects, including better supply chain management, development of business partnerships, and revitalization of the retail network.
- Human resources aspects, through the placement of top talents in their respective fields.
- 4. Information technology (data and systems) aspects, through various initiatives aimed at improving the quality of financial reporting.

These efforts are expected to strengthen KFA's operational fundamentals and support the sustainable achievement of the company's targets.

### PT Kimia Farma, Tbk (KAEF)



PT Kimia Farma Tbk recorded revenue of Rp7.9 trillion as of September 2024. Currently, various efforts are underway to drive the company's progress, including a debt restructuring process aimed at optimizing fund allocation for working capital.

### **HOSPITAL NETWORK**

### PT Pertamina Bina Medika IHC



The investment in IHC aligns with the strategies of INA and Swire, which aim to:

- deepen exposure to the healthcare sector,
- develop Indonesia's healthcare infrastructure, and
- build a best-in-class hospital network.

PT Pertamina Bina Medika IHC is the largest state-owned hospital network in Indonesia, comprising 67 hospitals, with 37 fully managed hospitals and more than 4,000 beds. INA and Swire have successfully completed the first phase of the investment transaction in July 2024.

On financial performance aspect, as of December 2024 (YTD), IHC recorded net revenue of Rp5.1 trillion, or a growth of 5.7% year-on-year (YoY). On operational aspect, total outpatient visits reached 6 million, while inpatient visits reached 402,000. As of December 2024, the hospital network's bed capacity reached more than 4,700 beds.

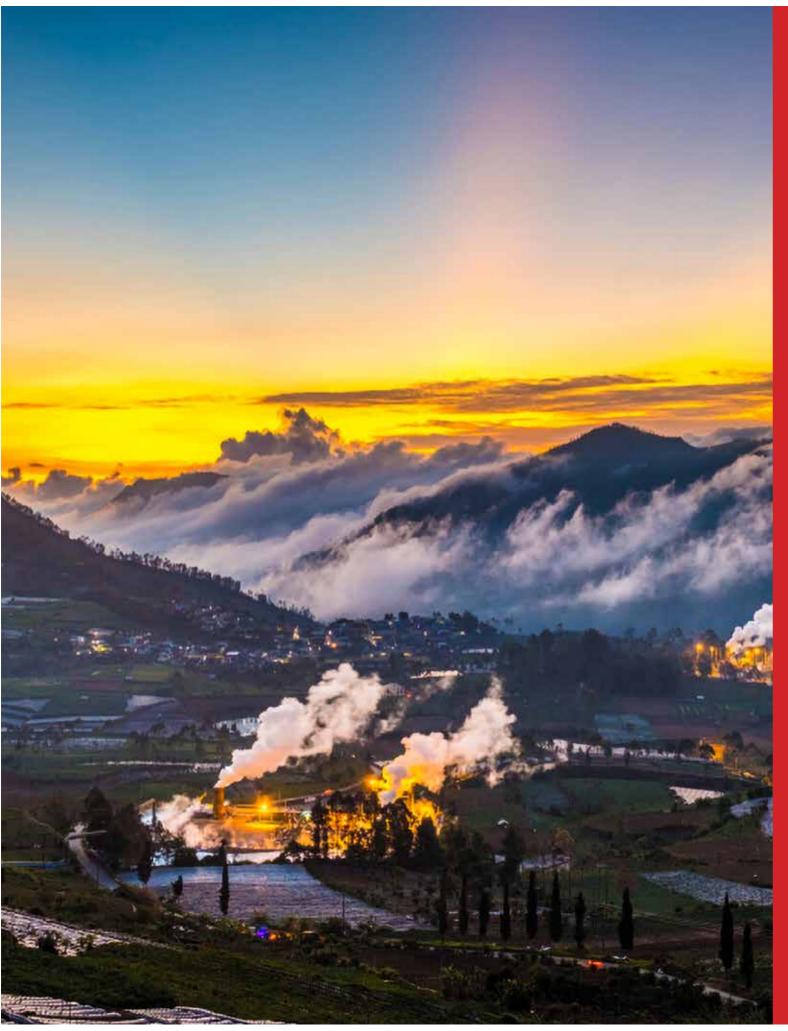


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# GREEN ENERGY -

## Geothermal



### PT Pertamina Geothermal Energy Tbk (PGEO)



PGEO successfully maintained its power generation levels in 2024, with a 0.3% growth of total electricity production to 3,597 GWh as of September 2024, compared to the same period previous year. This achievement was driven by accelerated maintenance completion and optimization of PLN's load factor.



PGEO continued to maintain a strong and healthy EBITDA margin, despite a slight decline in line with scheduled maintenance and major overhauls carried out in early 2024.



PGEO recorded a 0.4% year-on-year increase in net profit to USD134 million, despite flat revenue, supported by higher financial income.

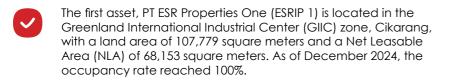


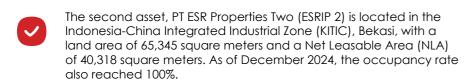
PGEO plans to pursue organic growth initiatives to increase its capacity. In addition to organic growth, PGEO's expansion plans will also be carried out through merger and acquisitions.

## LOGISTICS AND WAREHOUSING

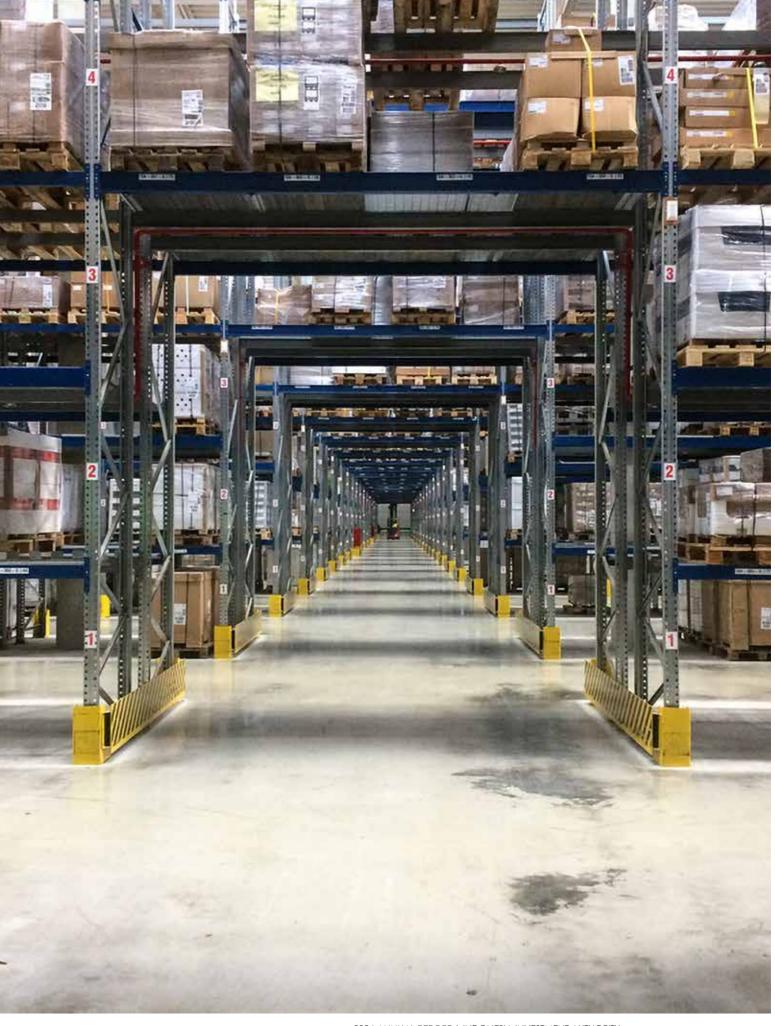


PT ESR Properties One, PT ESR Properties Two, PT ESR Properties Three











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## **SEAPORTS**



### **Belawan New Container Terminal (BNCT)**



BNCT operations commenced on 12 January 2024. As of December 2024, the total cargo volume handled at BNCT port reached 614 thousand. The market share of shipping lines is dominated by the Top 5 players, accounting for 62.5% of the total cargo volume at BNCT port. Currently, BNCT serves more than 16 regular shipping lines docking at the Belawan International Port. In addition, several ad hoc customers were also noted, although their contribution to the overall volume remains relatively small.



Since BNCT management took over operations, the focus has been directed toward 3 (three) key initiatives:

- Operational initiatives, including training and development, equipment repairs, implementation of equipment maintenance assessments, and review of existing contracts and business processes.
- IT initiatives, covering the enhancement of port operational IT systems, implementation of cybersecurity standards, installation of
- a weighbridge, and IT transformation planning.
   Health, Safety, Security, and Environment (HSSE) initiatives, including the enforcement of a motorcycle-free zone within the terminal, worker safety induction, and HSSE policy.



On financial performance, as of December 2024, based on unaudited financial statements, BNCT recorded revenue of USD67.7 million, EBITDA of USD 43.9 million, and a net loss of USD16.9 million.

**DATA CENTERS** 



### PT DayOne Indonesia (dahulu PT GDS Indonesia)



As of the beginning of 2025, PT GDS Indonesia has been renamed PT DayOne Indonesia, following the rebranding of GDS International to DayOne. PT DayOne Indonesia Group is currently developing its first data center in Batam, which began phased operations at the end of 2024. The data center facility will have a total capacity of 72.4 MW, which has been fully booked by a global hyperscaler company for the next 10 years.



As this investment portfolio is still in the construction phase, financial metrics remain less relevant. In 2024, the focus has been on monitoring construction progress and supporting the resolution of challenges encountered during the process to ensure timely completion.



- INA is currently focusing on 3 (three) key areas:
  Monitoring construction progress and supporting the resolution of challenges encountered during the process to ensure timely completion.
- Assisting PT DayOne Indonesia in securing financing from banks.
   Facilitating discussions with relevant stakeholders, including BP
- Batam and the management of Nongsa Digital Park.



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## FUND SCHEME **INVESTMENTS**



### Strategic Partnership with Global Infrastructure Partners (GIP)



INA has established a strategic partnership with GIP through an investment collaboration in infrastructure asset classes in Indonesia via the GIP Emerging Markets Fund I. GIP, as part of BlackRock, is a world-class investment manager with a strong track record in infrastructure asset management. Through this strategic partnership, INA serves as GIP's key partner in Indonesia to explore investment opportunities across various sectors, such as airports, seaports, power generation/transmission, renewable energy, and utilities.



GIP Emerging Markets Fund I, with total assets under management of more than USD2 billion, focuses on investments in emerging markets, in which Indonesia as one of its target countries. The fund concentrates on sectors such as energy, transportation, utilities, and digital infrastructure, with a target net return of 15% in US Dollar terms.



GIP brings deep expertise and experience in driving operational value creation, supported by a team of more than 40 professionals across countries and divisions. Leveraging this strength, GIP is expected to apply its knowledge and capabilities across investment portfolios in Indonesia.

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# DIGITAL **ECOSYSTEM**



### Traveloka



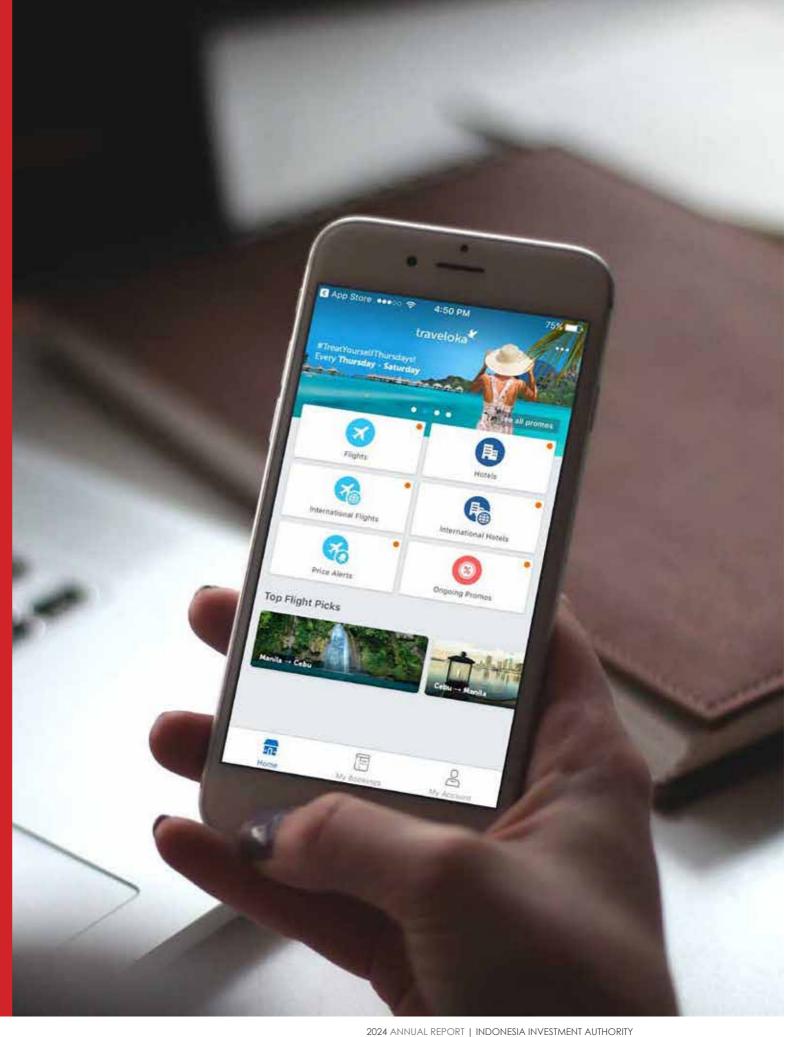
In October 2022, with a consortium, INA deployed an investment in Traveloka through a funding facility totaling USD300 million to support the growth of the digital ecosystem in the travel sector. Traveloka is a leading travel platform in Southeast Asia, founded by Indonesian entrepreneurs.



During the investment period, Traveloka has demonstrated strong operational performance, supported by the post-pandemic recovery in travel and a healthy level of market competition, enabling the company to achieve positive financial performance.



In 2024, INA has received repayment from Traveloka on the funding facility. The repayment was supported by strong financial performance and sufficient cash flow amid the company's improved post-pandemic business performance. This investment enabled INA to achieve a solid return on investment, as well as contributed to supporting Traveloka as one of Indonesia's leading digital travel platforms.



Taking into account both external and internal factors, INA will focus on 3

1. Sustaining performance in 4 (four) priority sectors and 2 (two) additional sectors, namely critical minerals and food & agriculture, resulting in a total

INVESTMENT STRATEGY FOR 2025

(three) key investment strategy themes in 2025:

capital solutions).

Diversification strategy through indirect investments, either via Co-GP or Strategic LP schemes.

INA's funding strategy consistently aims to achieve 2 (two) main objectives, ensuring the availability of funds to support its investment and operational activities, and preserving cash/capital. Fund management must adhere to the principles of good governance and operate within defined and measurable risk parameters.



### **Highlights**



INA's internal funds are managed as treasury assets, with a focus on optimizing returns, preserving capital, and liquidity management. Meanwhile, external funding sources consist of bank loan facilities, which serve as alternative sources of financing.



INA obtained its first credit rating from Fitch Ratings, receiving a BBB rating (outlook: stable) for its international rating and AAA(idn) rating (outlook: stable) for its national rating. The BBB rating, equivalent to the sovereign rating of the Government of Indonesia, represents an Investment Grade rating. This achievement reinforces INA's institutional credibility and creditworthiness to the public, potential co-investors, and prospective lenders. The AAA national rating is the highest rating attainable by an institution in Indonesia.



INA has engaged with more than 60 financial institutions, including domestic, global, and multilateral institutions, to explore potential partnerships related to funding and banking needs. INA builds relationships with these institutions to support both funding requirements and treasury asset management.



In investment project financing, INA provides a range of financing structures tailored to specific needs, aimed at supporting investments and enhancing internal rate of return (IRR) or achieving other strategic objectives.



INA has refined and strengthened its governance and treasury risk management including risk monitoring related to treasury operations, by establishing a Treasury Protocol, which outlines key indicators for monitoring and reporting, as well as a review of foreign exchange management strategy.

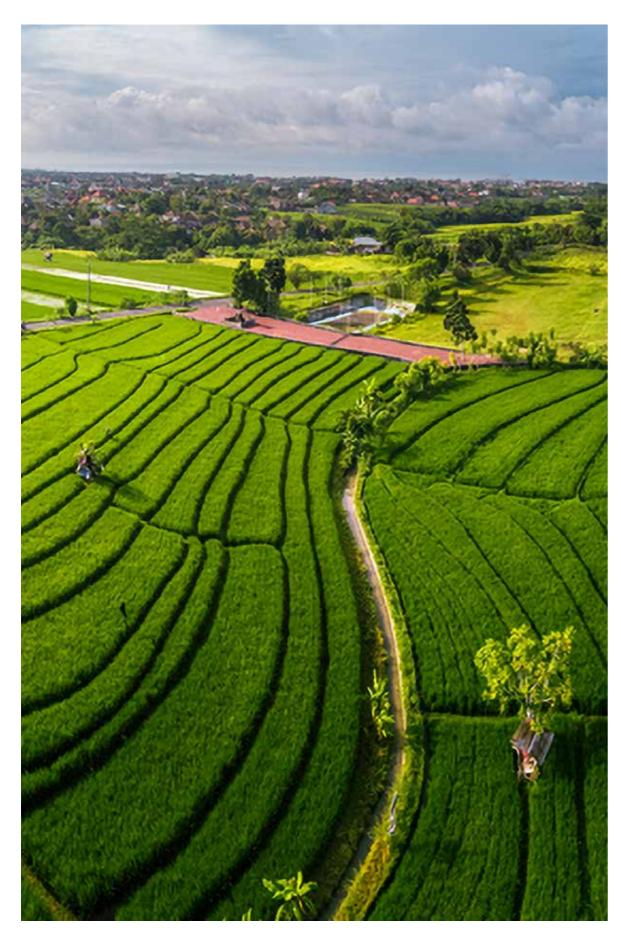
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### **FUNDING SOURCES 2024**

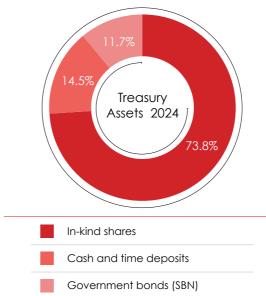
### **Internal Funding Sources**

INA's internal funds are managed as treasury assets, with a focus on optimizing returns, capital preservation, and liquidity management.

As of December 2024, INA managed treasury assets comprising in-kind shares, bonds, time deposits, and cash. The largest portion, accounting for 73.8% of total treasury assets, consists of in-kind shares, made up of shares in Bank Mandiri (BMRI) and BRI (BBRI). The market value of these in-kind shares as of December 2024 reached Rp65.0 trillion, representing an increase of Rp20.0 trillion, or an equivalent of 44.4% increase from the acquisition value of Rp45 trillion.

The other 26.2% portion of treasury assets or equivalent to Rp23.1 trillion consisted of cash and bonds. The average yield generated from these cash and bond assets was 4.9% per annum, including cash and time deposits totaling ~Rp12.8 trillion with an average interest rate of 5.4% per annum and government bonds (SBN) amounting to Rp10.3 trillion with an average yield of 4.3% per annum.

## Treasury Assets Composition as of 31 December 2024



INA's equity as in-kind shares serve as one of its internal funding sources. The management of in-kind shares is carried out consistently in accordance with the applicable strategic guidelines. As of the end of 2024, INA has not undertaken any conversion of the in-kind shares.

**FUNDING ASPECT** 

### **External Funding Sources**

Third-party funding sources comprise bank loans (bridging, bilateral, syndicated loans), capital markets financing (bond issuance), acquisition financing (can be disbursed through bridging loans, short-/long-term loans, or dividend recapitalization), and asset securitization. These structures and third-party funding options can be utilized by INA, subsidiaries/sub-holdings, and project level.

INA continues to strengthen its external funding sources as alternative financing, one of which is by increasing the ceiling of its bank loan facilities from Rp25.3 trillion at the end of 2023 to Rp30.7 trillion (+21%) as of 31 December 2024.

### **FUNDING STRATEGY 2024**

INA consistently implements a funding strategy that considers 4 (four) key aspects:

- Efficient management of internal funding sources to optimize returns, while maintaining measured risk limits in accordance with applicable internal policies.
- Considering the importance of cash preservation, investment funding needs may be fulfilled through bank loans (leverage), by keeping the internal thresholds. The loan structure is tailored to the funding requirements and investment objectives.
- Building credibility in both global and domestic financial markets.
- Refining operational processes, governance, and risk management.

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**FUNDING ASPECT** 

INA has engaged with more than 60 domestic, global, and multilateral financial institutions to explore potential partnerships related to treasury and funding needs. INA actively conducts outreach and builds its credibility by participating as a panel speaker at various business events, such as the Indonesia Cross-Border Business and Investment Forum. Indonesian Corporates and Infrastructure Outlook discussion on Fitch Ratings Conference, and the Infrastructure & Energy Financing discussion on Indonesia Loan Market Conference, organized by the Asia Pacific Loan Market Association (APLMA).

### INVESTMENT PROJECT FUNDING

In relation to investment project financing, INA adopts various financing structures tailored to specific needs to support investments and enhance IRR. INA also serves a key role in leading and coordinating financing for investment projects involving INA and coinvestors. Successful execution of this role helps strengthen INA's credibility among co-investors, particularly in matters related to financing.

As of December 2024, INA has supported or deployed funding into several investment projects, among others:

- INA withdrew a temporary bank loan for bridging purposes in a seaport investment project.
- INA implemented a funding strategy in a toll road investment project to optimize capital structure and reduce concentration risk by securing a bridging loan at the subsidiary level under competitive terms.
- INA adopted a funding strategy by securing loans at the subsidiary to support a warehousing logistics investment project, aimed at optimizing the capital structure.

- INA withdrew a temporary bank loan through its subsidiary for bridging purposes to support an indirect investment project in the form of a fund.
- INA led and coordinated the search for potential financing to support the funding needs of a subsidiary investment company under a consortium with one of South Korea's largest conglomerates engaged in the biological and pharmaceutical therapy
- INA led and coordinated the search for potential financing to support the funding needs of a subsidiary investment company under a consortium with a leading highperformance data center developer and operator in Asia.
- INA continuously engages in discussions with potential lenders for refinancing schemes to support the achievement of targeted Economic Internal Rate of Return (EIRR).
- INA coordinates the search for potential project finance and working capital funding to support the investment and operational needs of investee companies for the benefit of INA and its co-investors.



FINANCIAL REVIEW

The data and information presented in this "Financial Review" refers to INA's Financial Statements as of December 31, 2024, which have been audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (an EY affiliate) with an unqualified opinion.

### STATEMENTS OF FINANCIAL POSITION

(in Rp Million)

Description	2024	2023	Change		
	2024	2023	Nominal	%	
ASSETS					
Cash and banks	46,070	486,012	(439,942)	-90.5%	
Time deposits	12,720,325	7,700,000	5,020,325	65.2%	
Interest receivables	523,117	357,799	165,318	46.2%	
Dividend receivables	742,233	-	742,233	100.0%	
Other receivables	1,162,988	1,097,998	64,990	5.9%	
Prepayment	6,042	5,969	73	1.2%	
Investment in debt instruments:					
Bonds	10,342,299	13,165,600	(2,823,301)	-21.4%	
Other debt instruments	-	668,831	(668,831)	-100.0%	
Investment in equity instruments:					
Sub-holding	13,702,385	12,763,409	938,976	7.4%	
Other financial assets	64,991,929	76,649,508	(11,657,579)	-15.2%	
Loan to related parties	5,995,772	3,930,286	2,065,486	52.6%	
Deferred tax assets	503,916	-	503,916	100.0%	
Fixed assets - net of accumulated depreciation	75,849	34,377	41,472	120.6%	
Other assets	9,295	6,555	2,740	41.8%	
Total Assets	110,822,220	116,866,344	(6,044,124)	-5.2%	
LIABILITIES					
Accruals	48,011	76,436	(28,425)	-37.2%	
Taxes payables	1,881	4,375	(2,494)	-57.0%	
Deferred tax liabilities	-	1,229	(1,229)	-100.0%	
Provision	356,201	299,080	57,121	19.1%	
Lease liabilities	30,189	13,512	16,677	123.4%	
Bank loan	640,000	665,998	(25,998)	-3.9%	
Loan from related parties	2,171,978	2,058,747	113,231	5.5%	
Employee benefits obligation	27,485	17,038	10,447	61.3%	
Total Liabilities	3,275,745	3,136,415	139,330	4.4%	
EQUITY					
Capital	75,000,000	75,000,000	-	0.0%	
Other reserves	3,955,223	3,955,223	-	0.0%	
Unrealized gain/(loss) on changes in fair value of:					
Other financial assets	16,036,706	27,694,285	(11,657,579)	-42.1%	
Bonds	(20,548)	(66,633)	46,085	69.2%	
Remeasurement of defined employee benefit	1,030	(3,221)	4,251	132.0%	
Compulsory reserve	3,690,760	1,541,449	2,149,311	139.4%	
Retained earnings		<u> </u>	-		
Unappropriated	8,883,304	5,608,826	3,274,478	58.4%	
Total Equity	107,546,475	113,729,929	(6,183,454)	-5.4%	
Total Liabilities and Equity	110,822,220	116,866,344	(6,044,124)	-5.2%	

INA's total assets in 2024 contracted by 5.2% to Rp110.8 trillion, compared to Rp116.9 trillion in 2023. This decline was primarily driven by factors beyond INA's control, namely a 15.2% decrease in the value of in-kind shares, resulting in a drop in equity instrument investments – classified as other financial assets to Rp65.0 trillion, decreased from Rp76.7 trillion in the previous year. In addition, the maturity of bonds in 2024 led to a 21.4% decline in bonds debt instrument investments to Rp10.3 trillion, from Rp13.2 trillion in the previous year.

With the contraction in investment value, the composition of the three main pillars in INA's asset financial structure as of the end of 2024 shifted. The proportion of investments in equity instruments declined to 71.0% from 76.5%, investments in bonds decreased to 9.3% from 11.3%, while the proportion of time deposits increased to 11.5% from 6.6%.

Cash and bank balances as well as time deposits in 2024 stood at Rp46.0 billion and Rp12.7 trillion, respectively. The majority of time deposits were placed with Himbara Banks, predominantly in Rupiah denomination.

INA's bond investments in 2024 were recorded based on amortized cost and fair value through other comprehensive income, amounting to Rp8.3 trillion and Rp2.0 trillion, respectively.

### STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (in Rp Million)

Dan adallar	0004	0000	Change		
Description	2024	2023	Nominal	%	
Revenue - net of final tax amounting to Rp242,103 (2023: Rp157,834)	5,911,500	5,417,815	493,685	9.1%	
Investment expenses	(103,231)	(237,917)	(134,686)	-56.6%	
Operational expenses	(641,257)	(557,005)	84,252	15.1%	
Finance cost	(280,315)	(303,128)	(22,813)	-7.5%	
Foreign exchange gain/loss	31,871	(950)	32,821	3454.8%	
Profit Before Income Tax Expense	4,918,568	4,318,815	599,753	13.9%	
Income tax benefit/(expense) - net (excluding final tax)	505,221	(20,190)	525,411	-2602.3%	
Net Profit for the Year	5,423,789	4,298,625	1,125,164	26.2%	
Total other comprehensive (loss)/income	(11,607,243)	12,485,463	(24,092,706)	-193.0%	
Total Comprehensive (Loss)/Income for the Year	(6,183,454)	16,784,088	(22,967,542)	-136.8%	

In its fourth year of operations, INA recorded a net profit for the year of Rp5.4 trillion, an increase of 26.2% compared to the previous year's Rp4.3 trillion. This net profit growth was supported by an increase in total revenue, which reached Rp5.9 trillion, grew by 9.1% from Rp5.4 trillion in 2023. The main contributors to INA's total revenue growth in 2024 were dividend income, as well as interest income.

The increase in INA's net profit was also supported by effective efforts in controlling investment expenses and finance costs throughout 2024.

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In 2024, INA recorded total other comprehensive loss of Rp11.6 trillion, mainly due to unrealized losses on changes in the value of in-kind shares of BMRI and BBRI - factors beyond INA's control, amounting to Rp11.7 trillion. As such, the total comprehensive loss for 2024 amounted to Rp6.2 trillion.

### INVESTMENT AND OPERATIONAL EXPENSES

Investment expenses stood at Rp103.2 billion in 2024, a decrease of 56.6% from Rp237.9 billion in the previous year. This decline was mainly driven by a 63.3% reduction in feasibility study expense to Rp50.2 billion and a 47.9% decrease in success fees to Rp47.5 billion.

### **Investment Expense**

(in Rp Million)

Description	2024	2023	Change		
Description	2024	2023	Nominal	%	
Due diligence expenses	50,238	136,717	(86,479)	-63.3%	
Success fee	47,474	91,105	(43,631)	-47.9%	
Custodian expenses	5,519	4,993	526	10.5%	
Feasibility study expenses	-	5,087	(5,087)	-100.0%	
Fund/platform set up expenses	-	15	(15)	-100.0%	
Total Investment Expense	103,231	237,917	(134,686)	-56.6%	

Operating expenses amounted to Rp641.3 billion, an increase of 15.1% from Rp557.0 billion in 2023. The increase was in line with the growth of INA's business activities throughout 2024. Employee costs, supervision costs and professional fees were the three main contributors to operating expenses during the year.

### **Operational Expense**

(in Rp Million)

Description	2024	2023	Change		
Description	2024	2023	Nominal	%	
Board of Directors and employee cost	400,214	331,052	69,162	20.9%	
Supervision cost	82,202	79,921	2,281	2.9%	
Professional fee	46,112	68,896	(22,784)	-33.1%	
Supervision supporting cost	26,267	21,682	4,585	21.1%	
Technology and information	22,453	13,692	8,761	64.0%	
Depreciation	21,194	12,175	9,019	74.19	
Travel	15,673	15,420	253	1.69	
Non-creditable Value Added Tax	8,877	1,119	7,758	693.39	
Insurance	6,401	4,896	1,505	30.79	
Office overhead	6,208	3,532	2,676	75.89	
Leases	3,456	3,041	415	13.69	
Others	2,200	1,579	621	39.39	
otal	641,257	557,005	84,252	15.1%	

### STATEMENT OF CASH FLOWS

(in Rp Million)

Description	2024	2023	Change	
Description	2024	2023	Nominal	%
Net Cash Provided from Operating Activities	4,658,517	700,010	3,958,507	565.5%
Net Cash Used in Investing Activities	(36,799)	(4,119)	32,680	793.4%
Net Cash Used in Financing Activities	(44,990)	(5,527)	39,463	714.0%
Net Increase in Cash and Cash Equivalents	4,576,728	690,364	3,886,364	562.9%
Effect of foreign currency exchange rate changes	3,655	(9)	3,664	40.711.1%
Cash and Cash Equivalents at Beginning of the Year	8,186,012	7,495,657	690,355	9.2%
Cash and Cash Equivalents at End of the Year	12,766,395	8,186,012	4,580,383	56.0%

In 2024, INA recorded a 565.5% increase in net cash provided from operating activities to Rp4.7 trillion compared to Rp700.0 billion in the previous year.

This change was primarily driven by major inflows in 2024, including dividend income of Rp4.5 trillion, bond maturities of Rp2.7 trillion, transfer of investment ownership of Rp2.2 trillion, interest income of Rp1.6 trillion, repayment of related party loans amounting to Rp1.5 trillion, settlement of other instruments of Rp0.7 trillion, and capital reduction proceeds from sub-holdings at Rp0.2 trillion. The total inflows were then offset by investment placements in equity instruments amounting to Rp4.1 trillion and related party loan placements of Rp3.9 trillion, in addition to cash payments to suppliers, employees, and others totaling Rp785 billion.

Net cash used in investing activities stood at Rp36.8 billion in 2024. Meanwhile, net cash used in financing activities amounted to Rp45.0 billion, primarily allocated for bank loan repayments totaling Rp714.6 billion.

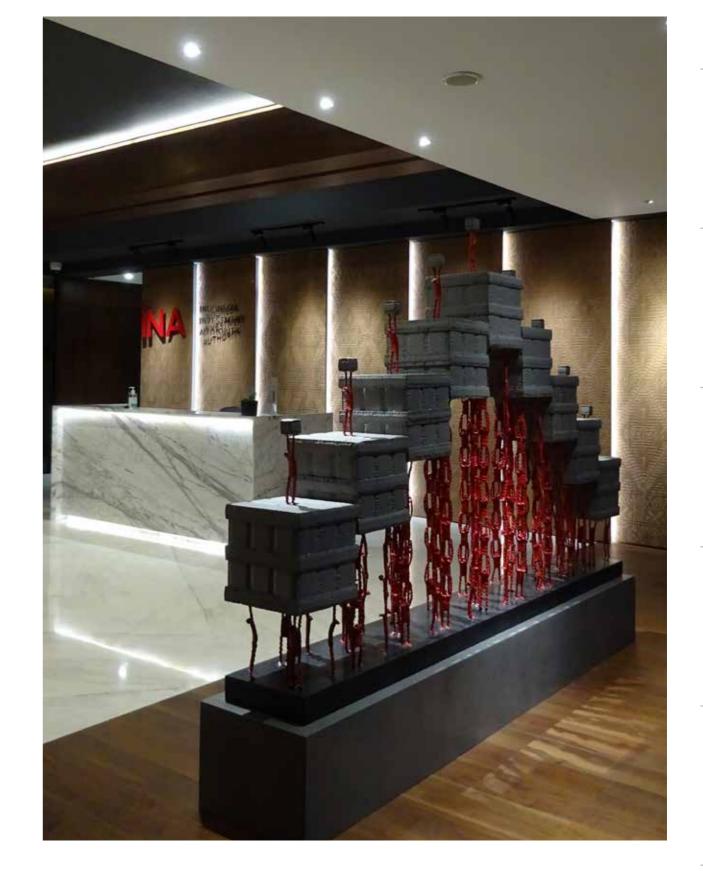
Taking these cash flows into account, INA recorded an increase in cash and cash equivalents of Rp3.9 trillion by the end of 2024, bringing the cash and cash equivalents position as of 31 December 2024 to Rp12.8 trillion.

STATEMENT OF CHANGES IN EQUITY

(in Rp Million)

		Other	Unrealized Gain/(Loss) on Changes in Fair Value			Unappropriated	Remeasurement	
Description	Capital	Reserves	Other Financial Assets	Bonds	Compulsory Reserve	Retained Earnings	of Defined Employee Benefit	Total
Balance as of 1 January 2023	75,000,000	3,955,223	15,258,338	(118,182)	231,249	2,620,401	(1,188)	96,945,84
Net profit for the year	-	-	-	-	-	4,298,625	-	4,298,62
Remeasurement of Defined Employee Benefit	-	-	-	-	-	-	(2,033)	(2,033
Unrealized gain/(le	oss) on chang	ges in fair valu	ıe:					
Other financial assets	-	-	12,435,947	-	-	-	-	12,435,94
Bonds	-	-	-	51,549	-	-	-	51,54
Appropriation of compulsory reserve	-	-	-	-	1,310,200	(1,310,200)	-	
Balance as of 31 December 2023	75,000,000	3,955,223	27,694,285	(66,633)	1,541,449	5,608,826	(3,221)	113,729,92
Net profit for the year	-	-	-	-	-	5,423,789	-	5,423,78
Remeasurement of Defined Employee Benefit	-	-	-	-	-	-	4,251	4,25
Unrealized gain/(I	oss) on chang	ges in fair val	ue:					
Other financial assets	-	-	(11,657,579)	-	-	-	-	(11,657,579
Bonds	-	-	-	46,085	-	-	-	46,08
Appropriation of compulsory reserve	-	-	-	-	2,149,311	(2,149,311)	-	
Balance as of 31 December 2024	75,000,000	3,955,223	16,036,706	(20,548)	3,690,760	8,883,304	1,030	107,546,47

The decline in equity by Rp6.2 trillion in 2024 was primarily driven by unrealized losses on changes in the value of in-kind shares of BMRI and BBRI amounting to Rp11.7 trillion. However, this decline was partially offset by the 2024 net profit, which reached Rp5.4 trillion. INA also allocated a compulsory reserve of Rp2.1 trillion in 2024 from the 2023 net profit.



9 CORPORATE GOVERNANCE

**9** STRATEGY AND OPERATIONAL REVIEW

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STRENGTHENING GOVERNANCE, BUILDING TRUST

Robust governance is the foundation of our operations. INA upholds the highest standards of compliance, risk management, and accountability, to earn stakeholder trust and reinforce its credibility as a steward of sustainable investments.

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INA continuously enhances its governance and compliance frameworks. The enhancement of the compliance framework is carried out by taking into account adequate technological support and human resources.

INA establishes its governance based on compliance with prevailing regulations while upholding the principles of accountability and transparency in line with international best practices. The implementation of good governance reflects INA's commitment to a culture of risk awareness, compliance, and professionalism, and serves as a key factor in acquiring the trust of various stakeholders.

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### **Highlights**



INA develops governance and compliance frameworks by formulating risk-based policies.



INA updates and revises various policies to align with current business and operational processes, while also formulating new policies to accommodate current business and operational processes.



INA is committed to upholding its Code of Ethics and fostering a culture of compliance and integrity, including through the signing of an Integrity Pact.



INA consistently managing conflict of interest risk by issuing the INA Negative List, which is communicated to all elements, as well as establishing a Conflict of Interest Committee.



Every decision-making process is carried out by INA's organs through meetings. The oversight decision-making is carried out by the Supervisory Board through the Board meetings, which are held at least once every 3 (three months). Meanwhile, the management decision-making is made by the Board of Directors in Directors' meetings, which are held at least once a week. The decisions made in each organ meeting are documented in Meeting Minutes.



INA's compliance framework is supported by several technological tools, among others a whistleblowing system (INA Integrity Line), a compliance and financial crime screening system, and a Compliance Portal.

### **GOVERNANCE IMPLEMENTATION BASIS**

The legal foundation of INA's governance is stipulated in Law No. 11 of 2020, which was repealed and replaced by Law No. 6 of 2023 on the Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law, and Government Regulation No. 74 of 2020 on Indonesia Investment Authority. In addition, INA has also established several internal policies to strengthen the implementation of good governance at INA.

### **GOVERNANCE STRUCTURE**

INA's governance structure consists of:

1. The Supervisory Board, as an organ that oversees the management of INA by the Board of Directors. In implementing its duties, the Supervisory Board is assisted by Committees and secretariat.

The Supervisory Board periodically conducts Supervisory Board Meetings, and the results are documented in the Meeting Minutes. As part of its supervisory duties, the Supervisory Board Meetings may invite the Board of Directors to present agendas concerning INA's operations. As of 31 December 2024, the Supervisory Board had held 10 (ten) Supervisory Board Meetings, 5 (five) of which participated by the Board of Directors, and 12 (twelve) Professional Supervisory Board Meetings, 10 (ten) of which also invited the Board of Directors.

2. The Board of Directors, as an organ whose functions are to manage and represent INA in and out of court. In managing INA, the Board of Directors may establish committees, members of which are assigned from the Board of Directors, employees, and/or other parties.

Pursuant to INA's internal rules, the Board of Directors conducts the Board Meetings at least once a week. These meetings are held, among others, for decision-making purposes. The Board of Directors Meeting Minutes document the results of each meeting. As of 31 December 2024, the Board of Directors has held 129 meetings.

### **GOVERNANCE TOOLS**

INA's internal policies regarding the implementation of good governance consist of policies set by the Supervisory Board through the Supervisory Board Regulation (PDP) and policies set by the Board of Directors through the Board of Directors Regulation (PDD).

### **Supervisory Board Regulation**

The policies on the oversight of the Supervisory Board are outlined in the Supervisory Board Regulation. The Supervisory Board has established the Supervisory Board Regulation as mandated in Law No. 11 of 2020 which was repealed and replaced by Law No. 6 of 2023 on the Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law, and Government Regulation No. 74 of 2020 on Indonesia Investment Authority. There are 13 policies regulated under the Supervisory Board Regulations. These policies include, among others, operational oversight, code of ethics, and procedures for decision-making by the Supervisory Board.

The Supervisory Board Regulation is a living document that will be continuously improved to align with evolving needs and dynamics. The PDP update was last made in December 2023 and is documented as PDP Number 4 of 2023.

### **Board of Directors Regulation**

To exercise operational management and good governance, the Board of Directors has established the Board of Directors Regulation that outline internal policies, as mandated by Government Regulation No. 74 of 2020 on Indonesia Investment Authority. The Board of Directors has established 41 policies that are outlined in 13 Board of Directors Regulation. The policies were made with prior consultation to the Supervisory Board.

INA periodically reviews the policies outlined in the applicable PDD to ensure their relevance to current conditions and risks. In 2024, INA refined 11 (eleven) policies covered in 8 (eight) PDDs, developed 9 (nine) new policies, including 2 (two) policies in the Investment PDD, 1 (one) policy in the Finance PDD, and 6 (six) policies in the Compliance PDD.

In 2024, INA developed 7 (seven) new Standard Operating Procedures (SOPs), in order to provide more detailed regulation for the application of policies in the PDDs.

To ensure employees' understanding of applicable policies and procedures, INA conducts dissemination of these policies and procedures.



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SUPERVISORY BOARD COMMITTEES

### **AUDIT COMMITTEE**

The Audit Committee was established on 1 May 2021 based on a decree of the Supervisory Board. The implementation of the duties and authority of the Audit Committee is stated in the Audit Committee Charter. Members of the Audit Committee are assigned from internal and external of INA.

### **Duties of the Audit Committee**

To evaluate internal controls, financial statements, compliance, internal auditors, communications with external auditors, risk management, compliance with Good Corporate Governance (GCG), and so forth.

To carry out its duties and authority, the Audit Committee conducts periodical meetings at least 6 (six) times in a year. During 2024, the Audit Committee has convened 12 (twelve) meetings.

### **Audit Committee Members Structure**

- Chairman and Member:
- Haryanto Sahari (member of the Supervisory Board)
- Member: Sumiyati
- Member: Nita Skolastika Ruslim

### **Audit Committee Members Structure**



### Haryanto Sahari

- 1. Member of the Supervisory Board
- 2. Chairman and Member of the Audit Committee



### Sumiyati

- 1. Member of the Audit Committee
- 2. Professional Experience:
  - Inspector General at The Ministry of Finance
  - Chairman of the Government Accounting Standards Committee
  - Audit Committee at the Ministry of Finance
  - Commissioner of the financial, bank, and insurance institution

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### Nita Skolastika Ruslim

- 1. Member of the Audit Committee
- 2. Professional Experience:
  - Partner of PricewaterhouseCoopers (2005-2020)
  - Member of the audit committee on several multinational and public companies
  - Member of profession ethic of Indonesian Institute of Certified Public Accountant (IAPI) (2017 - 2019)

### ETHICS COMMITTEE

The Ethics Committee was established on 1 May 2021 based on a decree of the Supervisory Board. The implementation of duties and authority of the Ethics Committee is stated in the Ethics Committee Charter. Members of the Ethics Committee are assigned from internal and external of INA.

### **Duties of the Ethics Committee**

- 1. To review INA's Code of Ethics and oversight function to ensure compliance with INA's Code of Ethics; and
- 2. To oversee the control of gratification, conflicts of interest, and handling issues raised through the whistleblowing system resulting from breaches of Code of Ethics, and so forth.

In carrying out its duties and authority, the Ethics Committee conducts periodic meetings at least once in 3 (three) months. During 2024, the Ethics Committee has convened 17 (seventeen) meetings.

### **Ethics Committee Members Structure**

- · Chairman and Member:
  - Yozua Makes (member of the Supervisory Board)
- Member: Hikmahanto Juwana (concurrently serves as the Chief Executive of the Ethics Committee)
- Member: Ahmadi Hadibroto

### **Ethics Committee Members Structure**



### Yozua Makes

- 1. Member of the Supervisory Roard
- 2. Chairman and Member of the Ethics Committee

Note: Yozua Makes was succeeded by Erwandi Hendarta on 22 January 2025 pursuant to Presidential Decree No. 163/P of 2024.



### Hikmahanto Juwana

- 1. Member of the Ethics Committee
- 2. Professional Experience:
  - Professor of Law at the University of Indonesia
  - Commissioner in several companies
  - Former Tax Supervisory Committee



### **Ahmadi Hadibroto**

- 1. Member of the Ethics Committee
- 2. Professional Experience:
  - Former Board Member of International Federation of Accountants (IFAC)
  - Former Chairman of the National Management Board of the Indonesian Institute of Accountants
- Chairman of Shinewing Indonesia
- Former Head of Hadibroto Public Accounting Firm & Partner

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# REMUNERATION AND HUMAN RESOURCES COMMITTEE

The Remuneration and Human Resources (HR) Committee was established on 1 May 2021 based on a decree of the Supervisory Board. The implementation of duties and authority of the Remuneration and HR Committee is in the Remuneration and HR Committee Charter. Members of the Remuneration and HR Committee are assigned from internal and external of INA.

#### Duties of the Remuneration and Human Resources Committee

- 1. Providing recommendations on nomination and performance assessment of the Board of Directors;
- 2. Reviewing and monitoring of HR management strategies and policies, as well as the remuneration system;
- 3. Facilitating and providing recommendations on the performance assessment of the Supervisory Board, as well as the Key Performance Indicators (KPI) of the Board of Directors.

Committee conducts periodical meetings at least once in 3 (three) months. During 2024, the Remuneration and HR Committee has convened 27 (twenty-seven)

In carrying out its duties and authority, the Remuneration and Human Resources

# Susunan Keanggotaan Komite Remunerasi dan Sumber Daya Manusia:

- Chairman and Member: Moh. Chatib Basri
- Member:
  - Darwin Cyril Noerhadi (member of the Supervisory Board)
- Member: Bambang Widjanarko ES
- Member : Rabin Indrajad Hattari
- Member: Qoswara (appointed as of 1 May 2024, pursuant to Supervisory Board Decree No. 09 of 2024, succeeding Nofiansyah)

#### Remuneration and Human Resources Committee Members Structure



#### Moh. Chatib Basri

- 1. Chairman and Member of the Remuneration and HR Committee
- 2. Professional Experience:
  - Head of Investment Coordinating Board (2012-2013)
  - Minister of Finance of the Republic of Indonesia (2013-2014)
  - Academician of Faculty of Economics, University of Indonesia



- Consultant to various international institutions including IMF, World Bank, and ADB
- Commissioner of the bank and telecommunication institutions



### **Darwin Cyril Noerhadi**

- 1. Member of the Supervisory Board
- 2. Member of the Remuneration and HR Committee



# Bambang Widjanarko ES

- 1. Member of the Remuneration and HR Committee
- 2. Professional Experience:
  - HR Professional and Strategic Consultant
  - Commissioner at the multiple national companies



## Rabin Indrajad Hattari

- 1. Member of the Remuneration and HR Committee
- 2. Professional Experience:
  - Economist in international institutions including ADB, IMF, and World Bank
  - Secretary of Ministry of SOEs
  - Commissioner of the banking institution



#### Qoswara

- 1. Member of the Remuneration and HR Committee
- 2. Professional Experience: - Executive of Ministry of

Finance

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# BOARD OF DIRECTORS COMMITTEES



# INVESTMENT COMMITTEE

The Investment Committee was established on 24 September 2021 pursuant to a decree of the Board of Directors. The implementation of duties and authority of the Investment Committee is outlined in the Investment Committee Charter. The Investment Committee comprises INA's Board of Directors and employees.

Duties of the Investment Committee:

- 1. Providing recommendations on investment decisions;
- 2. Carrying out periodic oversight on the performance of investment portfolio;
- Managing the investment risks:
- 4. Formulating required actions and/or exit plans.

The Investment Committee holds a meeting at least once a week to discuss investmentrelated matters.

As of 31 December 2024, the investment committee has held 89 meetings. Topics discussed in the Investment Committee meetings include, but were not limited to, evaluation of investment strategies, oversight, monitoring, compliance with risk tolerance, and progress updates related to the lifecycle of projects, from the initial exploration stage, ongoing projects, to completion stages.

# **RISK MANAGEMENT COMMITTEE**

The Risk Management Committee was established on 9 August 2021 based on a decree of the Board of Directors. The implementation of duties and authority of the Risk Management Committee is stated in the Risk Management Committee Charter. The Risk Management Committee comprises INA's Board of Directors and employees.

Duties of the Risk Management Committee:

- 1. Managing INA's risks;
- 2. Anticipating and monitoring risks encountered by INA;
- 3. Providing guidelines on handling issues and key risks arising from each division.

The Risk Management Committee holds a meeting at least once every quarter.

As of 31 December 2024, the Risk Management Committee has held 16 (sixteen) meetings. Topics discussed in the Risk Management Committee meetings include, but were not limited to, optimization of INA's risk governance tools based on the exploration of solutions obtained from benchmarking studies with other SWFs, review of the Risk Appetite Statement and stress testing, implementation of a riskawareness culture through the execution of Risk Control Self-Assessment (RCSA) and monitoring of risk control adequacy, as well as monitoring the action plans required to implement internal audit recommendations.

# PORTFOLIO OPERATIONS COMMITTEE

The Portfolio Operations Committee was established on 29 January 2024 based on a decree of the Board of Directors. The duties and authorities of the Portfolio Operations Committee are outlined in the Portfolio Operations Committee Charter. The Portfolio Operations Committee comprises INA's Board of Directors and employees.

Duties of the Portfolio Operations Committee: 1. Oversee and monitor the performance of

- INA's investment portfolios; 2. Review (provide input, comments, and/or improvements) and provide recommendations (or reject for further
- implementation) on ongoing monitoring reports; 3. Discuss recent developments and emerging issues related to operational implementation at the level of INA's investment portfolios
- 4. Provide strategic and/or technical guidance at the level of INA's investment portfolios and/or investment assets to optimize performance and enhance the overall value of the investment portfolios;

and/or investment assets;

- 5. Provide recommendations on funding needs and/or asset divestment based on the results of monitoring and/or performance improvement in investment
- 6. Provide recommendations related to performance improvement and/or value enhancement and corrective actions, and communicate matters related to operations at the level of INA's investment portfolios and/or investment assets, as well as other relevant matters to be considered by the Investment Committee or considered and/ or decided by the Board of Directors.

The Portfolio Operations Committee holds a meeting at least once every month.

As of 31 December 2024, the Portfolio Operations Committee had held 11 (eleven) meetings. The topics discussed during these meetings included, but were not limited to, monitoring financial and operational metrics as well as KPI dashboards for each of INA's investments, monitoring any breaches of loss tolerance thresholds, identifying key potential risks in INA's investments, discussing human resources-related issues across INA's investment portfolios, and reviewing portfolio work plans.

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CODE OF ETHICS PRACTICES

# **CONFLICT OF INTEREST COMMITTEE**

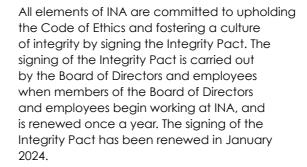
The Conflict of Interest Committee was established on 18 September 2024 based on a decree of the Board of Directors. The duties and authorities of the Conflict of Interest Committee are outlined in the Conflict of Interest Committee Charter. The Conflict of Interest Committee comprises INA's Board of Directors members overseeing risk management (Chief Risk Officer), Chief Legal Counsel, Head of Compliance Division, and Head of Risk Division.

Duties of the Conflict of Interest Committee:

1. Review, approve or disapprove, and decide on necessary risk mitigation measures in the event of a potential conflict of interest involving an employee that requires risk mitigation measures;

- 2. Review potential conflict of interest disclosures, including those related to outside business interests reported and/ or identified from members of the Board of Directors and/or members of the Conflict of Interest Committee;
- 3. Provide recommendations to the Board of Directors for further decision-making in the Board of Directors Meeting, including recommendations on risk mitigation measures.

The Conflict of Interest Committee holds meetings whenever necessary, and as of 31 December 2024, there has been no requirements to convene a Conflict of Interest Committee meeting.



The Integrity Pact contains the commitments of INA among others, to:

- 1. Taking an active role in preventing and eradicating corruption, collusion, and nepotism and not involve oneself in acts of corruption, collusion, and nepotism,
- 2. Not demanding and accepting gratification in any form that are not in compliance with prevailing laws and
- 3. Avoiding conflicts of interest in carrying out duties and responsibilities while at INA,
- 4. Complying with prevailing laws and regulations.

INA strengthened its controls on bribery and corruption risk by issuing the Anti-Bribery and Corruption Policy, as well as procedures related to the registration and approval of gift and hospitality. In addition, with the launch of the Compliance Portal, all registration and approval processes are conducted online through the Compliance Portal.

To strengthen controls on conflict of interest risk, INA has issued new policies such as the Conflict of Interest Policy and the Personal Trading Policy. In addition, since the launch of the Compliance Portal, all declaration, attestation, escalation, and required approval processes related to personal investments have been conducted through the Compliance Portal.

Every conflict of interest must be reported by the party with a potential conflict to the relevant decision-making forum and the Compliance Division for escalation to the Conflict of Interest Committee.

To support the effective implementation of the Code of Ethics, INA has developed several technological tools, including a whistleblowing system (INA Integrity Line), a compliance and financial crime screening system, and the Compliance Portal.



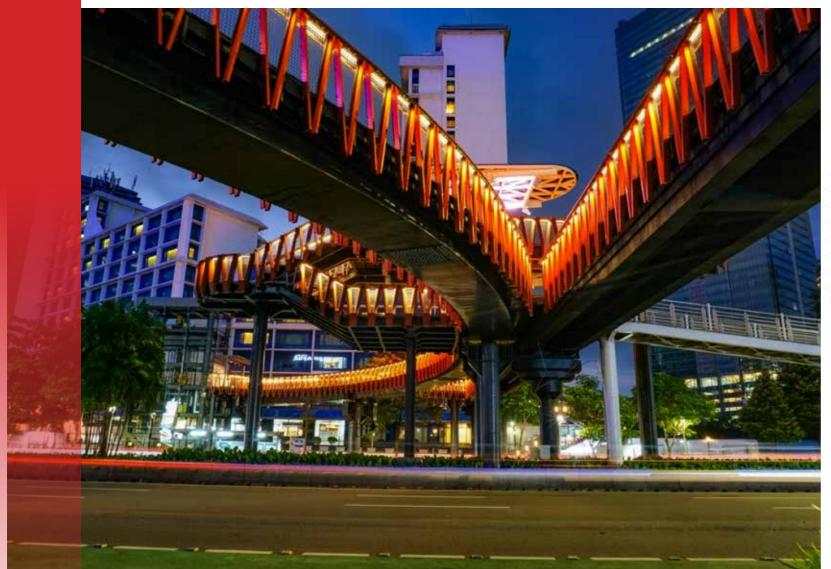


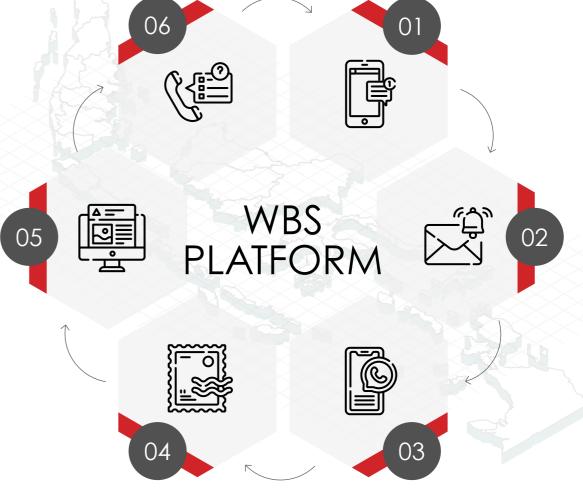
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CORPORATE GOVERNANCE

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# WHISTLEBLOWING SYSTEM

INA has implemented a Whistleblowing System (WBS) since 2021, namely INA Integrity Line. The objectives of the WBS include implementing a culture of integrity at INA, providing a grievance mechanism reporting that protects the whistleblower, and mitigating the possibility of financial and non-financial losses.

INA Integrity Line manages reporting and/or disclosure of alleged violations committed by members of the Supervisory Board, the Supervisory Board's supporting organ, members of the Board of Directors, and/or employees. The system was made to ensure the confidentiality and protection of whistleblowers. INA Integrity Line system is integrated in INA's website.

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Whistleblowing reports received through the INA Integrity Line are managed by an independent third party in coordination with the Compliance Division. Monthly monitoring results of the whistleblowing reports from the INA Integrity Line are submitted by the independent third party to INA. Subsequently, the summary and follow-up actions on the reported violations are submitted quarterly to the Ethics Committee and the Audit Committee.

As of 31 December 2024, there were no ethical violations committed by the Supervisory Board, the Board of Directors, and/or any of their supporting personnel based on the reports from the INA Integrity Line.

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# COMPLIANCE AND FINANCIAL CRIME SCREENING SYSTEM

For the purpose of reviewing and screening compliance aspects within the investment process, INA utilizes a Global Financial Crime Database to obtain data and information related to investment partners/targets and other relevant parties. This enables INA to make well-informed decisions based on accurate and comprehensive information. In addition, the information obtained also serves as a risk control measure for anti-money laundering and counter-terrorism financing (AML/CFT) and sanctions compliance.

# **COMPLIANCE PORTAL**

The Compliance Portal is a web- and mobilebased compliance management system developed to streamline processes, enhance visibility, and integrate the management and implementation of the Code of Conduct, Conflict of Interest Policy, Personal Trading Policy, Insider Trading Policy, as well as Anti Bribery and Corruption Policy. The Compliance Portal also serves as a centralized repository for the Negative List/Watchlist.

## REPORTS SUBMISSION

# **Financial Statements**

INA's Board of Directors prepares monthly Financial Statements and submits Quarterly Financial Statements, which have been reviewed by the Audit Committee and signed by the Board of Directors.

The Quarterly Financial Statements that have been prepared by the Board of Directors:

- Quarter 1 of 2024 Report, signed on 29 April 2024.
- Quarter 2 of 2024 Report, signed on 15 July
- Quarter 3 of 2024 Report, signed on 14 October 2024.
- Audited Annual Financial Statements of 2024, signed on 27 February 2025.

# **Management Report**

INA's Board of Directors also prepares monthly Management Reports and submits Quarterly Management Reports to the Supervisory Board no later than 15 days after the Quarterly/Annual Financial Statements are finalized. The Quarterly Management Reports consist of Financial Performance Reports, Investment Management Reports, Operational Management Reports, and Internal Compliance Reports.

The Quarterly Management Reports that have been submitted by the Board of Directors to the Supervisory Board:

- Quarter 1 of 2024 Management Report, dated 13 May 2024
- Quarter 2 of 2024 Management Report, dated 29 July 2024
- Quarter 3 of 2024 Management Report, dated 7 November 2024
- Quarter 4 of 2024 Management Report, dated 10 February 2025



INA actively and periodically monitors the implementation of provisions applicable to INA, both statutory provisions and internal policies. The monitoring is carried out by the Compliance Division, among others by:

- 1. Conduct self-assessments on governance based on Supervisory Board parameters, carried out by the Board of Directors twice a year. The self-assessment reports are submitted to the Remuneration and Human Resources Committee in a timely manner.
- 2. Monitor the governance of policy making. INA has updated/amended various policies to align with current business and operational processes, as well as developed new policies to accommodate the latest business/operational which includes ensuring regular reviews of all INA policies. All new or revised policies must go through the applicable governance procedures.
- 3. Conduct compliance reviews for each investment that will be undertaken by INA.
- 4. Ensure that all members of the Board of Directors and employees annually sign an integrity pact as a commitment to the implementation of INA's Code of Conduct.
- 5. Ensure that all Board of Directors and employees report private investment twice a year, for further review and reporting in accordance with prevailing regulations.
- 6. Implement an anti-bribery and corruption risk control program.
- 7. Monitoring the Whistleblowing System (WBS) and following up on alleged violation reports received through the Whistleblowing System.

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On the transparency aspect of good governance implementation, reporting mechanisms related to governance aspects to the Supervisory Board and/ or Committees under the Supervisory Board were carried out, as follows:

- Compliance and governance reports included in the Quarterly Management Report submitted to the Supervisory Board,
- Whistleblowing System (WBS) reports submitted to the Ethics Committee and Audit Committee every quarter,
- Stock ownership reports by the Board of Directors and employees submitted to the Ethics Committee every semester.
- Self-Assessment of Good Corporate Governance according to parameters set by the Supervisory Board through the Remuneration and Human Resources Committee conducted every semester,
- Other ad-hoc reporting conducted in accordance with prevailing regulations.

As part of efforts to foster a strong culture of compliance and ethics, the Compliance Division conducts internal socialization of INA's Code of Conduct. Internal dissemination is also carried out for all updated policies and procedures to ensure comprehensive employee understanding and consistent implementation.

On the other hand, to enhance risk control elements from a compliance perspective, INA developed several technology-based tools in 2024, including the Compliance Portal and access to a global financial crime database.

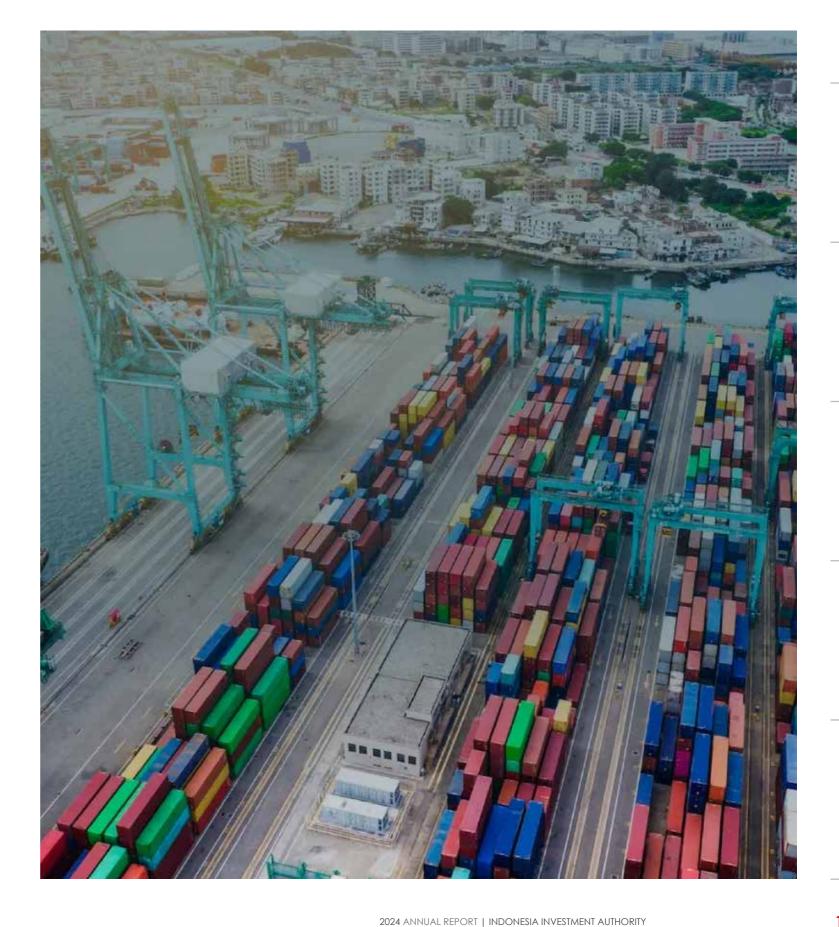
In regards to INA's compliance with prevailing laws and regulations, an audit was conducted by the Independent Auditor, Purwantono, Sungkoro & Surja (a member firm of EY), in accordance with **Auditing Standard Guidelines** (PSA) No. 62 for the year ended 31 December 2024. The Independent Auditor's Report for 2024 stated that in all material respects, INA has complied with the laws, regulations, contracts, and requirements applicable INA.

INA strengthens its organizational governance by implementing an Internal Audit function. Internal Audit carries out internal supervision based on the 2024 Audit Plan approved by the Audit Committee and the Supervisory Board.

In general, Internal Audit serves a role in providing assurance and advisory support across all operational aspects of INA. In relation to its assurance role, Internal Audit has completed 2 (two) audit activities in 2024, which were audits on investment and investment monitoring, procurement audit, treasury

audit, and secondary equity investment audit. In carrying out its advisory role, Internal Audit provided advisory support throughout 2024 in areas such as INA's quarterly financial reporting, facilitation of the INA RCSA process, and reviewed the effectiveness of governance, risk management, and mitigation measures in several investment processes.

As part of good governance implementation, in 2024 Internal Audit held 6 (six) meetings with the Audit Committee to discuss the progress of internal audit activities and audit plans.









RISK MANAGEMENT

# RISK MANAGEMENT OBJECTIVES

INA implements a Risk Management Framework and its oversight across all divisions. The Risk Management Framework is applied in every operational activity and investment stage, and is enforced throughout the investment lifecycle with varying risk profiles at each stage. The Risk Management Framework and its oversight are applied to investment portfolios (which may include limited liability companies, investment funds management, and other forms), in accordance with INA's level of influence and/or share ownership in those entities, while adhering to good governance practices and international standards.

The Risk Management Framework has been implemented and operational since 2022, with its relevance and implementation continuously reviewed. INA's Risk Management Framework will continue to evolve in line with INA's strategy, business growth, and organization. Robust and effective risk management consistently supports the achievement and sustainable growth of performance in accordance with INA's mandate and Risk Appetite.

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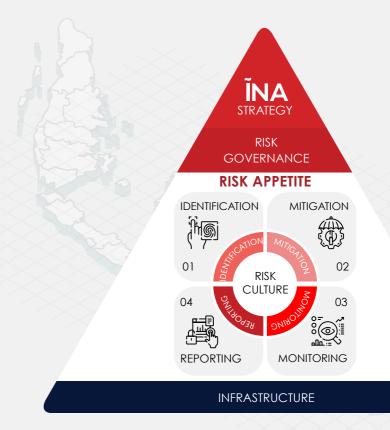
INA's Risk Management Framework is aimed to:

- 1. Establishing a risk governance framework which covers risks inherent in the investments (investment-related risks), as well as risks inherent in how we operate daily (enterprise-wide risks).
- 2. Fostering a risk-awareness culture by upholding an open, transparent, and constructively collaborative work environment, in line with the institution's expectations and good governance practices.
- 3. Supporting the achievement of INA's strategy to provide optimal value-added risk adjusted returns that considers Environmental, Social and Governance (ESG) aspects, and to attract investor participation, for INA's long-term success and the development of Indonesia.

# RISK MANAGEMENT FRAMEWORK

The Risk Management Framework is continuously applied in the risk management process to identify and assess, mitigate, monitor, and report risks. In addition, material risks are identified and reflected in INA's Risk Appetite Statements.

To provide clarity and transparency in risk ownership and accountability, the implementation of Risk Management Framework at INA adopts the Three Lines of Defense model.



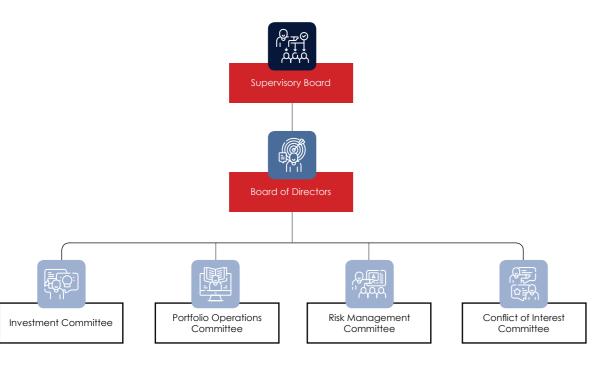
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# **RISK GOVERNANCE**

#### **Board and Committee**

INA's Risk Governance Framework





**Supervisory Board** responsible for overseeing INA.



Board of Directors
 responsible for operational implementation of INA.



**Risk Management Committee**responsible for overseeing the management and implementation

of INA's risk management in accordance with risk appetite.



Investment Committee

responsible for providing recommendations on investment decisions aligned with INA's investment strategy, while taking into account various potential risks.



Portfolio Operations Committee

responsible for regularly monitoring the performance of investment portfolios, reviewing significant emerging risks, and formulating appropriate operational actions.



Conflict of Interest Committee

responsible for evaluating and managing potential conflicts of interest that may arise in INA's investment activities.

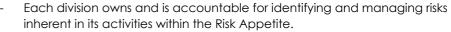
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# THREE LINES OF DEFENSE MODEL

INA has adopted three lines of defense model to ensure clarity and transparency in risk ownership and accountability.

#### First Line of Defense

Investment Division, Treasury Division, and other supporting divisions



- Each division ensures that appropriate policies and robust controls are in place to govern its activities and mitigate its risks.
- Each division has a reporting line to relevant members of the Board of Directors.

#### **Second Line of Defense**

Risk Division, Compliance Division, and Legal Division

- The second line of defense supervises, reviews, and monitoring the implementation of risk identification and mitigation carried out by the first line of defense.
- The Risk Division facilitates risk management activities by overseeing and reviewing the first line of defense, monitoring risk exposure and control design including its implementation. The Risk Division also coordinates the implementation of Risk Control Self-Assessment (RCSA), which is conducted annually by the First Line of Defense according to predetermined schedule. The RCSA execution process, including assessment results and follow-up action plans, is reported to the Risk Management Committee.
- The Compliance Division is responsible for managing compliance risk and fostering a strong culture of compliance and ethics by implementing a risk-based compliance program.
- The Legal Division supports risk control by assisting the first line of defense
  in strengthening the identification and providing advice on legal risks that
  may arise from operational activities and the implementation of provisions in
  transaction documents for investment projects, in accordance with applicable
  laws and regulations.
- The Risk Division and the Compliance Division have a reporting line to the CRO, while the Legal Division reports to the CEO.

# Third Line of Defense

Internal Audit Division

- Internal Audit Division is responsible for independently evaluating the adequacy and effectiveness of risk management across the first and second lines of defense.
- Internal Audit directly reports to Chief Executive Officer and the Supervisory Board through the Audit Committee.



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# TYPES OF RISK

INA has identified 10 (ten) risk taxonomies and established Risk Appetite Statements for five (5) key risks.

# Risk Taxonomy

INA is exposed to a variety of risks related to investment activities and enterprise-wide operations, which may be influenced by both internal and external factors. The risk taxonomy defines material risks that have been identified based on INA's current development.



Investment Risk



ESG and Sustainability Risk



Reputation Risk



Legal and Compliance Risk



10 (ten) Risk

**Taxonomies** 

Operational Risk



Technology and Cyber Risk



Fraud Risk



Outsourcing and Third-Party Risk



Valuation Risk



Liquidity and Funding Risk

# Risk Appetite Statement (RAS)

Risk Appetite

Five Key Risks

Statements for INA's

The Risk Appetite Statement provides guidance on INA's risk appetite level on identified and categorized material risks to fulfill its mandate and meet investment expectations. The risk assessment is carried out continuously, in line with INA's evolving circumstances and developments.



Investment Risk



Valuation Risk



Reputation Risk



Liquidity and Funding Risk



Fraud and Operational Risk

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# **Investment Risk**



INA has a long-term investment horizon and we retain the flexibility to accept concentration risk. No predefined diversification and concentration risk limits are

- INA focuses on long-term performance and accepts higher volatility risks year-on year with negative returns tolerance in any one year.
- INA assesses each investment individually by reviewing its performance and returns against the expected returns and assumptions. INA has low tolerance for unexpected variances to these returns and assumptions.

# **Reputation Risk**



- INA is building a reputation as a credible and leading world-class institution and advancing Indonesia's competitiveness and development. INA has low tolerance for risks that damage our reputation and credibility.
- INA embeds ESG considerations into its investment strategy and assessment and have low tolerance where these considerations are ignored.

# Fraud and **Operational Risk**



- INA has low tolerance for non-adherence to laws and regulations across its organization (including regulations on anti-money laundering and anti-terrorism funding) in our investments, partners and other third parties.
- INA has low tolerance for material financial or nonfinancial impacts caused by a failure to put in place effective processes, systems and controls to manage operational risks.
- INA maintains a robust balance sheet with a strong capital position. INA has low appetite for events and activities that can disrupt the balance sheet, leading to unnecessary capital increases.



### Valuation Risk

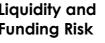


Although the nature of INA's investments requires values to be estimated until the investment is realized, INA has low tolerance for failure to follow industry practice in its valuation methodologies and oversight. INA also implements a zero-tolerance policy for the failure to conduct an annual independent external audit of INA's investments, which are presented in the financial statements.

# Liquidity and **Funding Risk**



INA has low tolerance for failure to access liquidity when required. Treasury manages INA's liquidity to ensure INA has sufficient liquidity to operate and to continue its core activities (investments) as well as funding for investee assets even during stressed market conditions. The liquidity portfolio is placed with high quality counterparties and instruments to preserve its market value and liquidity at times of need.



RISK MANAGEMENT RISK MANAGEMENT

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The Risk Register provides the risk mapping of all risk activities from all divisions in INA and its control measures. The Risk Register is updated based on the periodic risk identification process conducted through self-assessment of existing activities and internal controls.

The implementation of Risk Appetite Statement is summarized into two main risk categories, which are controlled through the oversight of INA's investment risk controls and optimization of the Risk Management Committee's role. INA's 2 (two) main risk categories are Investment Risk and Enterprise Risk.

Investment risk refers to the inherent risk associated with INA's core activity, which is investment. To mitigate and manage this risk, INA strengthens the oversight functions within the first and second lines of defense to ensure adequate risk controls across all divisions. This includes implementing an integrated, comprehensive, and consistent investment process, as well as enhancing investment risk

Enterprise Risk refers to the risks inherent in day-to-day operational activities, including potential emerging risks that may impact INA as an organization. The mitigation and control of Enterprise Risk are carried out through risk analysis and identification processes, including risk control self-assessment and forward-looking risk identification.

INA also implements risk governance and oversight of risk management through the role of the Risk Management Committee, which serves as a platform for the escalation and discussion of material risks, as well as for fostering a comprehensive risk-awareness culture.

# RISK MANAGEMENT IMPLEMENTATION

The following are stages of INA's risk management implementation process:



#### 1. Risk Appetite Determination

The determination of risk appetite takes into account the development of INA's business and investment strategies.

- The first line of defense is responsible for understanding the relationship between risk appetite and risks inherent in their respective division's activities, and for managing activities in alignment with risk appetite.
- The Risk Division reviews and proposes adjustments (if any) to the implementation of Risk Appetite Statement.
- The Board of Directors approves risk appetite based on the recommendations from the Risk Management Committee.



# 2. Risk Identification and Assessment

INA identifies and assesses potential risks arising from investment and operational activities. This includes potential emerging risks and changes in risk profile resulting from new investments and business developments.

- Investment Division conducts stress testing on individual investments, if
- The first line of defense identifies and assesses risks that may arise from INA's investment and operational activities and records them in the Risk Register.
- Risk Division evaluates the adequacy of responses or follow-up plans to stress testing and reviews the first line of defense's activities related to risk identification and assessment. This may include reviewing follow-up actions and outcomes from investment assessment and due diligence phases.



# 3. Risk Mitigation

Risk controls are designed and developed to mitigate risks inherent in INA's investment and operational activities. The effectiveness of risk controls is evaluated based on their design and operational performance in mitigating and/or reducing risks.

- The first line of defense ensures that existing risk controls are adequate to mitigate main risks. If any deficiencies or gaps are identified, they must be promptly addressed and resolved.
- Risk Division reviews and examines the results of risk identification and assessment by the first line of defense, and evaluates the adequacy of follow-up actions taken by the first line of defense in response to any control deficiencies or gaps.



# 4. Risk Monitoring

Risk monitoring aims to identify material changes to existing risks or identify new risks. This monitoring must be aligned with Risk Appetite Statement and main investment and operational risks.

- The first line of defense monitors risk exposures, including identifying main risk metrics and testing the performance of main controls, as well as escalating any breaches of risk appetite.
- The Risk Division conducts independent monitoring and evaluates the adequacy of the first line of defense's monitoring and response to risk trends and exposures.





Risk reporting aims to provide relevant information to the Supervisory Board, Board of Directors, and INA's investors to understand INA's risk exposures, main potential risks, and appropriate mitigation measures.

- The first line of defense conducts risk data analysis related to business and investments, and escalates risk exposures and potential adverse exposures in
- The Risk Division delivers monitoring reports on the implementation of INA's risk appetite.

# SUSTAINABILITY REPORT

DRIVING SUSTAINABLE GROWTH
THROUGH RESPONSIBLE
INVESTMENT

INA is committed to embedding sustainability principles into every facet of its investments and operations. This commitment is reflected through the active integration of ESG considerations, leveraging INA's influence to enhance ESG performance in its portfolios, and promoting green investments.



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RESPONSIBLE INVESTMENT AS THE FOUNDATION FOR SUSTAINABLE VALUE **CREATION** 



#### **OUR BELIEF**

INA's focus on sustainability principles is rooted in our commitment to delivering investment added-value as an integral part of our mandate. We believe that sustainable value creation requires a balanced approach between financial success and responsible business practices. Our journey is not solely aimed at maximizing returns, but also at generating positive impact for the environment, stakeholders, and the broader Indonesian society.

The year 2024 marks the beginning of our journey to strengthen ESG across our portfolios. We are committed to leveraging our rights and influence, and actively collaborating with our portfolios to enhance sustainability practices that deliver long-term benefits for the nation and society at large. Within our toll road investment platform, PT Rafflesia Investasi Indonesia

has developed and established an Environmental, Social, and Governance (ESG) policy that serves as the foundation for the platform and investment assets in conducting responsible business operations.

We also continue to strengthen our ESG foundation and framework, as well as ensuring its alignment with the best ESG practices in both Indonesia and globally. In 2024, we enhanced our ESG framework, including our approach to portfolio monitoring based on asset class, ownership proportion, and INA's influence level. We also updated our investment exclusion list to ensure compliance with global standards and applicable regulations in Indonesia.

# RESPONSIBLE INVESTMENTS

**OUR APPROACH** 

At INA, our approach to sustainable practices is anchored on three key pillars, which are further elaborated in the subsequent sections of this report: ESG Integration, Active Ownership, and Green Investment Sector Development. We refer to sustainability policies and frameworks to ensure effective ESG integration, protect our investments, and create long-term sustainable added-value.

INA's sustainability approach emphasizes substance by aligning and managing ESG considerations throughout the entire investment lifecycle. Our focus is on enhancing long-term value and driving meaningful improvements where needed to ensure lasting positive impact.



# **ESG** Integration

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We strive to integrate material ESG considerations throughout the investment process, not only to effectively manage ESG risks but also to optimize sustainability opportunities within our investment portfolio.

• • •



# **Active Ownership**

We seek to exercise our rights and influence to support the sustainable improvement of company performance. We collaborate with portfolio companies to mitigate risks and strengthen management across key aspects of sustainability.



# **Green Investment Sector Development**

We are committed to supporting climate change mitigation efforts by promoting investments in priority sectors, such as energy transition and nature-based solutions.

• • •





We adopt a collaborative approach to integrating sustainability principles into our investment and operational processes, with clearly defined responsibilities for strategy development at the corporate level, implementation and integrated oversight across the organization.

The Board of Directors is responsible for overseeing sustainability efforts and issues within the company's strategy. Specifically in the investment process, where relevant, the Investment Committee is responsible for considering material risks and opportunities identified by the ESG Division and the Investment Division as part of investment decision-making.

The ESG Division, Investment Division, Strategic Operations Division, and other relevant divisions are responsible for identifying, assessing, and managing material ESG-related risks and opportunities in the entire investment process, from pre-investment due diligence to post-investment engagement and management. This includes, among others, conducting ESG due diligence (which may be carried out with third-party), integrating material recommendations into the investment assessment process, and collaborating with portfolios to address gaps while also exploring opportunities through sustainability initiatives.

		Corporate Level	Investment Process
	Oversight	Board of Directors	Investment Committee
\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	Accountability	ESG Division	ESG Division and Investment Division
	Implementation	All corporate organs under ESG Division supervision	ESG Division, Investment Division and Strategic Operations Division

**GOVERNANCE** 

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# 1. Integration in the Investment Process

INA reviews every investment opportunity from the early stages to ensure effective ESG risk mitigation while also identifying potential added-value creation. We recognize that each investment has unique characteristics and varying levels of exposure to ESG risks. As such, we apply a materiality analysis to assess the most relevant and impactful ESG aspects. This approach takes into account various factors, including sector, type of business, operational location, and supply chain, ensuring alignment with our overall investment process.



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### **PRE-TRANSACTION**

# **ESG Screening, Preliminary** Assessment, and Due Diligence (1, 2, 3)

The initial screening refers to INA's exclusion list, followed by ESG due diligence or assessments to identify material risks and potential value creation opportunities for the target company.

# ESG Recommendations (4)

Material ESG recommendations are taken into account in investment decisions and integrated into transaction documents as necessary.

# **POST-TRANSACTION**

# **ESG Roadmap Development and** Reporting (5)

INA seeks to collaborate with portfolios to develop tailored ESG roadmaps and targets, aligned with the investment structure and ownership. We are committed to regularly reporting ESG implementation to ensure transparency and strengthen stakeholder engagement.

This approach is generally applied across all asset classes and investments; however, its implementation procedures may be adapted based on various factors, such as investment process, INA's rights and influence over the investment, and other relevant factors.

# Our ESG Focus Areas

INA prioritizes 12 ESG focus areas to guide the screening and due diligence processes, as well as to define monitoring areas for measuring progress within our portfolios. In addition, we consider sectorspecific focus areas or metrics where relevant.



GHG Emissions & Air Pollutants



Energy Management



Management



Waste Management



Ecological Impact



Labor Practices & Training



Health & Safety



Engagement, Diversity & Inclusion



Community Engagement



Workforce & Economic Growth



Business Model Resilience



Business Ethics & Anti-Corruption





# **Progress and Highlights**

In 2024, all completed investments underwent ESG integration processes, with ESG screening, due diligence, and recommendations fully embedded in investment decision-making. Our focus remained on identifying material issues to ensure a more targeted approach. If an investment opportunity passes the initial screening stage, a more comprehensive and in-depth due diligence is conducted. INA may also engage third-party technical advisors to further identify material risks and relevant mitigation measures. Where necessary, additional aspects such as climate assessments may also be incorporated into the ESG due diligence process.



At INA, ESG integration in our investment process strengthens risk management and drives long-term value creation. We continuously refine our approach to enhance resilience, mitigate risks, and capture sustainable opportunities

Thomas Oentoro – Chief Risk Officer



# 2. Active Ownership

INA is committed to working closely with portfolios to mitigate risks and strengthen the management of sustainability aspects. In collaboration with the Strategic Operations Division, INA focuses on enhancing governance in managing ESG risks. Given the varying levels of ownership and influence across transactions, we adopt a flexible approach while ensuring that material issues requiring follow-up are not overlooked. Our key areas of focus include:

- 1. Corporate Governance: Compliance with good governance principles, including the availability of a code of ethics, anti-bribery and anti-corruption policies, as well as whistleblowing systems.
- 2. Senior Management Oversight: Active involvement of the senior management in overseeing and managing ESG-related issues.
- 3. Human Resources: Availability of strategies and plans to develop a skilled, diverse, and inclusive workforce.
- 4. Sustainability: Development of strategies and plans to effectively manage sustainability issues, such as energy efficiency, greenhouse gas emissions management, and whistleblowing system development.

In 2024, we developed an ESG Portfolio Monitoring System to centralize and organize data received from portfolios, resources, and records related to various sustainability topics, including the key topics outlined above.

# 2024 Data Collection Process

We conducted an annual survey across most portfolios that have been held for at least one year to gather data and measure sustainability impacts. We collected both qualitative and quantitative information, as well as supplemented additional details obtained through other engagement methods, such as direct meetings with management.

We believe that our ability to collect and leverage this data enables us to effectively measure and drive progress in our main focus areas, namely enhancing corporate governance, human resources management, and sustainability strategies.

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**INA ESG SURVEY HIGHLIGHTS 2024** 

89%

ted ealth, 0%
Fatality Cases

Policies related to ESG or Health, Safety, and Environment

4 ESG
performance
topic monitored
100% response
rate from key
companies.

Key companies engaged in ESG-related discussions

>5.500
Jobs
Supported



key companies have female representation on the Board of Directors

65% Female Workforce





PT Rafflesia Investasi Indonesia (PT RII) is a platform established by INA, Abu Dhabi Investment Authority (ADIA), and APG Asset Management to manage the Kanci-Pejagan Toll Road, Pejagan-Pemalang Toll Road, Bakauheni-Terbanggi Besar Toll Road, and Medan-Binjai Toll Road. In terms of sustainability aspect, PT RII ensures sound governance practices, not only at the platform level but also across each of the assets under its management.

As a newly established platform, PT RII in 2024 has developed and approved several policies to ensure sound corporate governance, among others were a Code of Ethics, Anti-Bribery and Anti-Corruption Policy, Third-Party Policy, and Environmental, Social, and Governance (ESG) Policy. In addition, INA, APG, and ADIA have provided strategic guidance to PT RII in formulating a Sustainability Roadmap and Key Performance Indicators (KPIs), which cover areas such as energy efficiency, enhanced employee training, and improvements in quality management systems.

Supporting SDG:





CORPORATE GOVERNANCE

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PT Pertamina Geothermal Energy Tbk (PGE) has successfully integrated Environmental, Social, and Governance (ESG) principles across all of its operations, making it the only Indonesian company listed among the '2025 ESG Top-Rated **Companies**' by Morningstar Sustainalytics.

PGE achieved an ESG risk score of 7.1, categorized as negligible risk, and earned a Top Rated status in both the Regional and Industry categories. This accomplishment positions PGE as the company with the lowest ESG risk in the utilities sector and the renewable energy subsector. PGE's success serves as a global best practice example in ESG implementation, highlighting the importance of sustainable practices that generate positive impacts across social, environmental, and governance aspects.

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Supporting SDG:



# 3. Green Investment Sector Development

INA recognizes its important role in supporting global efforts to address the climate crisis through sustainable investments. Since its establishment, INA has been committed to allocating a portion of its strategic investments to support sectors that contribute to the transition toward a lowcarbon economy.

As part of this commitment, INA actively invests in and evaluates various initiatives that promote green investments, including energy transition, renewable energy development, and the utilization of natural-based solutions to enhance environmental resilience. We view that investments in these sectors not only align with the global sustainability agenda but also have the potential to deliver long-term value for Indonesia's economy.

Through this approach, INA aims to become a catalyst in driving investments that align with national and global sustainability targets, while also supporting inclusive economic growth and resilient to climate change.

USD110 million Invested in Low-Carbon Assets

USD460 million

Planned Investments in Low-Carbon Assets in 2025

Supporting SDG:







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As an institution committed to sustainability principles, INA not only integrates sustainability aspect into its investment process but also continues to strengthen its application across our operations. For INA, sustainability is not merely about compliance, but also a long-term strategy to create added value for all stakeholders. As such, we actively monitor and manage various ESG aspects, including greenhouse gas emissions (Scope 1 and Scope 2), workforce diversity, capacity building through employee training, and sound governance practices.

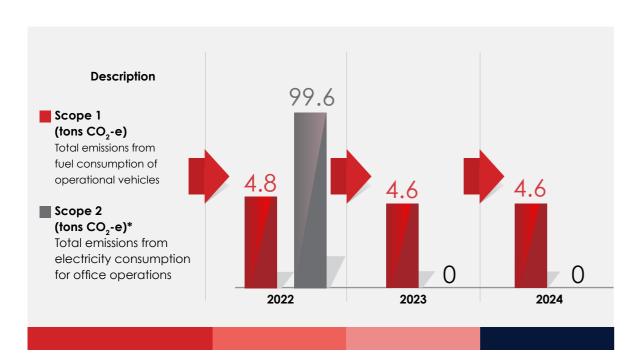
These metrics serve as the foundation for evaluating and improving our operational performance, ensuring that our business growth aligns with industry best practices and meets the global demand for more responsible business practices.

# GREENHOUSE GAS EMISSIONS

INA is committed to implementing greener business practices by continuously taking strategic measures to manage and reduce greenhouse gas emissions generated from our operations. We believe that transparent monitoring and concrete actions in emission reduction are key to creating broader positive impacts.

Since 2024, INA has begun adopting electric vehicles to reduce emissions from fuel consumption in operational vehicles (Scope 1). This initiative was undertaken in response to growing operational needs, ensuring that efficiency and sustainability are aligned.

These initiatives reflect our ongoing efforts to understand, measure, and reduce the company's carbon footprint, while also reinforcing our role as a responsible investor in supporting the transition toward green energy.



\*Metode berbasis pasar

# INA SUSTAINABILITY INITIATIVES



As part of our efforts to reduce Scope 2 emissions, INA has begun purchasing Renewable Energy Certificates (RECs) issued by PLN. RECs are market-based instruments that allow companies to claim their electricity consumption as sourced from renewable energy, while also supporting the acceleration of the clean energy transition in Indonesia.

# Why is Scope 2 Important?

Scope 2 refers to indirect emissions resulting from a company's electricity consumption. By ensuring that the electricity consumption is sourced from renewable energy through the purchase of RECs, INA contributes to reducing its operational carbon footprint while also supporting the demand for clean energy at the national level.

As of the publication of this report, INA has obtained RECs equivalent to its operational electricity consumption for 2023 and 2024. This step reinforces our commitment level. Going forward, INA will also support its portfolios in measuring and managing Scope 1 and Scope 2 emissions, in line with the transition toward a low-carbon economy.

in implementing more sustainable

business practices at the corporate

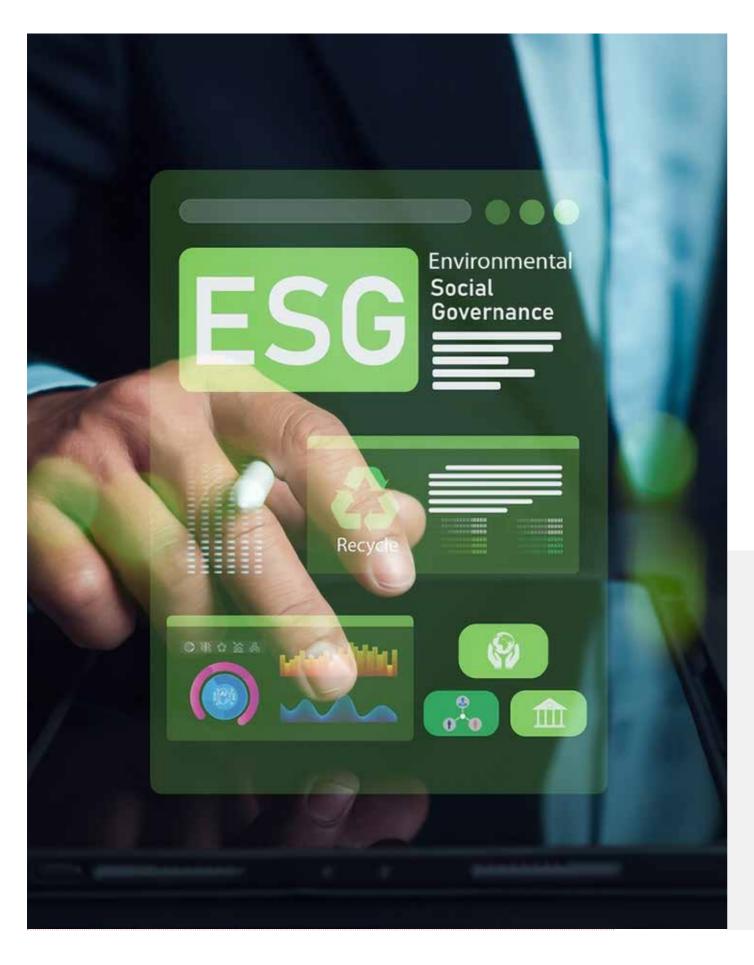
This initiative aligns with SDG 13: Climate Action, which emphasizes the importance of concrete efforts to reduce greenhouse gas emissions, and SDG 7: Affordable and Clean Energy, which promotes broader access to and use of clean energy. Through this effort, INA not only contributes to greener operations but also supports the development of a sustainable energy ecosystem in Indonesia.

Supporting SDG:





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In alignment with the development of global ESG frameworks and issues, INA continues to expand its collaboration with investors, organizations, and industry platforms to deepen insights and strengthen ESG implementation in investments. These partnerships serve not only as a means of knowledge sharing but also as part of INA's long-term strategy to build a more sustainable ecosystem.

In 2024, INA actively participated in various relevant international initiatives. In addition, INA served as a contributor to the Official Monetary and Financial Institutions Forum (OMFIF), a discussion forum that connects stakeholders in the financial and policy sectors to discuss challenges and opportunities in sustainable

Apart from its involvement in industry platforms, INA also actively engages in dialogue and benchmarking with several global financial institutions experienced in ESG implementation. Strategic partners such as the Ireland Strategic Investment Fund (ISIF), APG, Permodalan Nasional Berhad (PNB), and GenZero have

served as strategic discussion partners in exploring best practices and innovative approaches to sustainable investment. The benchmarking provides INA with valuable insights into ESG implementation across various investment scales, from risk management perspective, long-term value creation to portfolio engagement strategies.

Through this approach, INA positions itself not only as an investor that adopts sustainability principles but also as a learning organization that grows alongside its ecosystem. By engaging in global dialogues and forging strategic partnerships, INA continues to strengthen its internal capacity in navigating ESG dynamics, enhance team expertise, and adapt policies in line with industry trends. This commitment ensures that INA is able to develop an ESG approach that is relevant, evidence-based, and aligned with global standards, while delivering positive impact across its investment portfolio and the broader ecosystem.

# **GLOBAL ACHIEVEMENTS**





As part of INA's commitment to upholding internationally recognized governance standards, on 20 September 2022, INA officially became a Full Member of the International Forum of Sovereign Wealth Funds (IFSWF). This achievement reflects INA's dedication to transparency, accountability, and the application of best practices in the management of sovereign wealth funds.





INA's scoreboard performance across the dimensions of Governance, Sustainability, and Resilience (GSR) has consistently improved each year since its establishment. In 2024, INA achieved a GSR score of 64%, surpassing the global average of 53%. INA ranks 29 among 100 assessed sovereign wealth funds, with an average institutional age of 24 years.

PARTNERSHIP

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### MUSCAT 2024 16th Annual Meeting IFSWF

At the 16th Annual Meeting of the International Forum of Sovereign Wealth Funds (IFSWF), held in Muscat, Oman, INA's Chief Risk Officer, Thomas Oentoro, participated as a panelist in the session titled "Co-investing and Co-financing Frameworks for Sovereign Wealth Funds."

The discussion explored how sovereign wealth funds (SWFs) can collaborate to enhance returns, diversify risks, and create long-term sustainable value, particularly in emerging markets.

Held under the theme "Embracing Disruption and Searching for Resilient Futures," the meeting was attended by over 270 participants from 46 SWFs, as well as global financial leaders, policymakers, and academics.

The forum featured discussions on how SWFs can adapt to global challenges and seize new opportunities amidst an evolving economic landscape, including energy transition, governance, and global policies.

INA's participation in this forum reaffirms our commitment to sustainable investment practices, strengthened governance, and expansion of strategic partnerships to navigate the continuously evolving dynamics of the global economy.

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# **OMFIF Transition Finance Working Group Report**

OMFIF (Official Monetary and Financial Institutions Forum) has released its latest report of "Global Public Funds and Transition Finance: Risks, Barriers, and Opportunities."

The report explores the challenges, risks, and opportunities in financing the transition toward a low-carbon economy, highlighting the critical role of public funds in achieving net-zero targets.

INA's Chief Risk Officer, Thomas Oentoro, contributed to the report jointly with global experts and leaders from SWFs and pension funds, sharing strategies to overcome barriers and leverage opportunities in transition finance.

As a renowned international research and discussion forum, OMFIF is widely recognized for its in-depth analysis of monetary policy, public investment, and sustainability.

The report examines how public funds can serve a pivotal role in accelerating funding for energy transition and sustainability projects, including through the development of innovative investment mechanisms and strengthening of cross-sector collaboration.



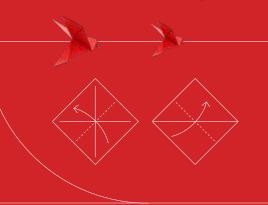
PERFORMING AT THE FOREFRONT OF STRATEGIC INVESTING

In a rapidly evolving investment landscape, our success is driven by the agility, expertise, and innovation of our people. INA cultivates a culture of continuous learning and strategic thinking to remain at the forefront of investment excellence.

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INA continues to adapt to market developments, technology, and international best practices, including in the management of a professional, innovative, and performance-driven organization and workforce. A solid organization and professional human resources are essential to supporting the achievement of INA's mandate and sustainability as a strategic sovereign investment instrument.

# INA'S ORGANIZATION

To ensure the organization operates optimally, INA has carried out several structural changes to improve clearer, more optimized, and efficient workflows, while fulfilling human resource recruitments focusing on key positions as its priority. These changes include:

- Establishing the Secondary Shares Investment Division under the CEO Directorate and the Institutional Relations Division, which has a solid line to the Board of Directors.
- Relocating the Office of the Board Division and Corporate Communications Division under the Institutional Relations Division.
- Merging the Investor Relations Division and Fund Raising Division into Funds and Capital Partnering Division under the CEO Directorate.
- Establishing the Portfolio Operations Committee and the Conflict of Interest Committee in INA's organizational structure.

- Line of Report

---- Coordination

Supervisory Board Supervisory Board Supervisory Board Supervisory Board Supervisory Board Advisory Council Remuneration & HR Audit Committee **Ethics Committee** Committee `-----Risk Management Accounting & Tax Institutional Supervisory Board Legal Division Investment Division Risk Division Relations Division Secretariat Committee Project 1 Investment Internal Audit Office of The Board - Project Director Compliance Division Treasury Division Committee - Project Manager Division Division - Project Team Project 2 - Project Director Funds & Financial Planning & Portfolio Operations Procurement ESG Division Capital Partnering Reporting Division Committee Division - Project Manager Division - Project Team Project 3 Conflict of Interest Secondary Shares General - Project Director IT Division Investment Division Affairs Division Committee - Project Manager - Project Team Project 4 Corporate Strategic - Project Director Communicatios Operations Division - Project Manager Division - Project Team Structural Human Resources Division Resources Pool Functional

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HUMAN RESOURCES

INA is committed to managing its human resources assets professionally, recognizing that human resources are a critical asset in supporting the successful execution of its mandate. INA continuously refines every human resource management process, from planning, performance management, employee engagement, talent management, and remuneration. These human resources management must be carried out effectively in alignment with sound governance practices.

# **INA Employee Recruitment in 2024**

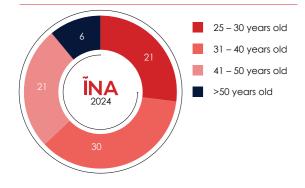
As of 31 December 2024, INA had a total of 78 employees, consisting of top talents who will support INA in carrying out its operations and fulfilling its mandate.

# **INA Employee Composition**

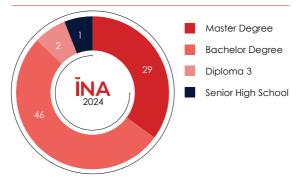
# Employee Composition by Level



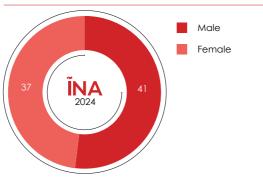
# Employee Composition by Age



# Employee Composition by Educational Level



# Employee Composition by Gender



The fulfillment of employee recruitments, both for INA and its subsidiaries, is carried out in accordance with the capacity plan and recruitment plan. In this process, INA expands its talent search by diversifying recruitment sources.

In terms of performance management, INA continuously refines its comprehensive performance management system, which includes clear measurement and monitoring to effectively manage employee performance.

Employee development is carried out through various training activities, both internal (organized by INA) and external training programs, where INA sends employees to participate in training outside the office.

Learning and development are focused on enhancing technical and non-technical performance, particularly in areas such as leadership, investment knowledge through

investment bootcamp programs, industry insights related to INA's investment areas, as well as specific technical skills aligned with each employee's individual development plan.

To enhance employee engagement, INA organizes several activities that involve all (majority) employees. These activities serve as a communication forum as well as a form of appreciation for all INA employees, aimed at strengthening the bond between the Board of Directors and employees, as well as fostering cooperation and collaboration with the Supervisory Board and its personnel, along with INA's other supporting employees.

INA develops and drives employee participation in volunteer programs and community empowerment initiatives that focus on sustainability and inclusivity values.

INA consistently focuses on strengthening HR governance by reviewing and updating human resources policies and procedures to ensure compliance with the latest regulations and alignment with INA's organizational needs.



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# **Employee Diversity**

INA believes that employee diversity is not merely a representation, but a main factor in creating a dynamic, adaptive, and highly competitive work environment. A diverse organization is better equipped to understand various perspectives, enabling more holistic decision-making and accelerating innovation. Diversity also contributes to increased employee productivity and retention, creates a more inclusive workplace, and strengthens an organizational culture that embraces change. In the long run, workforce diversity not only benefits the institution but also contributes to more inclusive and sustainable economic growth.

As part of our commitment to ESG principles, INA ensures that every individual has equal opportunities within the organization. One of tangible examples of this commitment is INA's consistent effort to maintain female employee representation above 40% since its establishment in 2021. In 2024, female employees accounted for 47% of the total 78 employees (as of December 2024). Beyond that, INA also places women in strategic leadership positions, with 45% of senior leadership roles held by women. This representation

demonstrates that diversity is not only applied at the operational level but is also embedded in the institution's decision-making processes. The high representation of women in leadership position reflects our support in fostering more inclusive social and economic development, align with trends in developed countries where equal access to education and employment is considered as one of development indicators. However, diversity at INA is not merely about numbers—each individual in the institution is selected based on their competence and contribution, ensuring that diversity aligns with professional excellence. This commitment is also aligned with Sustainable Development Goals (SDG) #5 on Gender Equality, which emphasizes the importance of empowering women in all aspects of life, including the workplace and leadership roles. Going forward, INA will continue to promote policies that support equal opportunities for all employees, ensuring that diversity remains a key driver of the institution's growth and sustainability.

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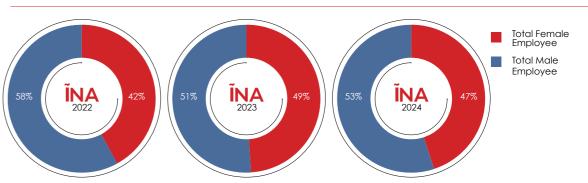
Supporting SDG

# 40%

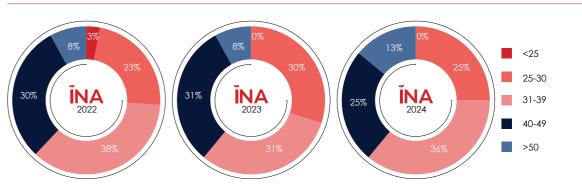
# **Female Employees**

INA's consistent effort in maintaining female employee representation above 40% since its establishment in 2021.

## Diversity by Gender



Diversity by Age Group



## **Employee Training and a Creation of Favorable Work Environment**

Employees are the institution's most valuable asset in driving success and sustainability. Amid an ever-evolving business landscape, INA is committed to building a competent, adaptive team and is well-prepared to navigate industry challenges. As such, investing in employee development is a key component of the institution's strategy, with a focus approach on enhancing technical skills, governance knowledge, and readiness in addressing regulatory and technological changes.

In 2024, INA enhanced its employee training programs, with a total of 1,456 hours of technical training – an increase of 25% compared to the previous year. The training covered various strategic areas, including investment, legal, internal audit, taxation, compliance, and ESG. These programs are designed to ensure that employees not only acquired relevant skills but also gain deeper insights into industry challenges.

In addition, INA conducted 314 hours of mandatory training for all employees. The training materials covered corporate policy socialization, governance practices, and awareness of cybersecurity. With the increasing digitalization and data security risks, these sessions aim to ensure that all team understand the importance of data protection and compliance with regulations.

Through continuous skill development, INA creates a dynamic work environment where employees are consistently encouraged to learn and grow.

Through these initiatives, INA ensures that its human resources not only supports the institution's growth but also contributes to enhancing Indonesia's competitiveness on the global stage.

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INA BRIEF PROFILE

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Name



## **Date of Establishment**

15 December 2020

### **Core Business**

Manage, plan, organize, supervise, control, and evaluate investments.

# **Legal References**

Law of the Republic of Indonesia No. 11 of 2020 that has been revoked and replaced with the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on the Job Creation into Law.

Indonesian Government Regulation No. 74 of 2020 dated December 15, 2020 on Indonesia Investment Authority.

# **Authorized Capital**

State Equity Participation in INA to fulfill the total capital requirement of Rp75 trillion stipulated in Government Regulation No. 74.

# **Total Employees**

78 employees

# Address

Prosperity Tower Lt. 38 and Lt. 27 District 8 SCBD Lot 28 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190 Telp.+62-21-39709090 Email: investor.relation@ina.go.id



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of the Trans Java Toll Road. These sections serve as the initial assets for the platform, which aims to explore investment opportunities of up to USD2.75 billion across various toll road networks in Indonesia. This toll road platform brings globalscale expertise that is crucial for the Trans Java Toll Road project. This aligns with INA's strategic objectives

to diversify risk and optimize capital allocation, driving the development of high-quality and sustainable infrastructure projects that will strengthen Indonesia's long-term

infrastructure landscape.

of a Memorandum of Understanding (MoU) and aims to deploy proprietary capital, while collectively raising third-party capital from both domestic and international investors. Manulife Investment Management and INA share a common goal of supporting sustainable and stable long-term growth, and are committed to pursuing investment opportunities in

various logistics assets across Indonesia,

investment opportunities through fund

with plans to explore additional co-

structures.

particularly focused on vital sectors that are essential for national growth, in alignment with the government's

development. INA's efforts are

development goals. Fitch's assessment

of INA as a Government-Related Entity

is founded upon its strong linkage to

the Government of Indonesia, which

underpins its rating equivalency.

**INA Announces Reappointment of** Harvanto Sahari as Member of the **Supervisory Board** 

INA announced the reappointment of Haryanto Sahari as a professional run from 2024 to 2029.

Jakarta, 26 February 2024

member of the Supervisory Board, in accordance with Presidential Decree of the Republic of Indonesia No. 25/P of 2024. This decision marks the beginning of his new term, which will

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Jakarta, 3 April 2024

#### INA and Global Infrastructure Partners (GIP) Collaborate on Infrastructure Investment in Indonesia

INA and Global Infrastructure Partners (GIP) announced a strategic collaboration aimed at strengthening infrastructure development in Indonesia. This partnership marks a significant step in combining INA's deep insights and network in domestic market with GIP's extensive global infrastructure expertise, to jointly identify investment opportunities and develop world-class infrastructure in Indonesia, particularly in the energy, transportation, digital infrastructure, and utilities sectors.



Jakarta, 19 May 2024

#### IKN Authority and INA Collaborate to Boost Foreign Investment in Ibu Kota Nusantara

The Ibu Kota Nusantara Authority (IKN) has partnered with INA to elevate economic development in Indonesia, particularly in Ibu Kota Nusantara (IKN). The signing of this strategic partnership document took place on Sunday at the Grand Hyatt Bali. Formalized through the signing of a Cooperation Framework (CF), this strategic partnership aims to attract global investment to IKN. Covering an area of over 250,000 hectares, Nusantara is envisioned to become a "world-class city for all" by 2045.



Jakarta, 28 June 2024

#### Australian Embassy and INA Partner to Strengthen Cooperation and Investment in Indonesia

INA and the Australian Embassy in Indonesia have signed a Memorandum of Understanding (MoU) to support Australian investment in Indonesia. This MoU marks an important step in attracting and enhancing Australian investment in the country. Through this partnership, significant Australian investments are expected to be channeled into key sectors that support Indonesia's growth and development, strengthen economic ties, and deliver substantial benefits to both nations.

This partnership is a continuation of the Invested: Australia's Southeast Asia Economic Strategy to 2040 program, announced by Australian Prime Minister Anthony Albanese in Jakarta in September 2023. The program aims to boost Australian investment in Indonesia, including through the newly established Australian Embassy Jakarta Investment Deal Team.



Jakarta, 14 August 2024

# **SOE Hospital Holding Strengthens** Transformation Efforts Through Transaction Completion with Strategic Partners

PT Pertamina Bina Medika IHC (IHC), the SOE Hospital Holding, has reaffirmed its commitment to building a highly competitive national healthcare ecosystem. IHC held a Closing Ceremony to mark the completion of transaction with strategic partners. This milestone follows the strategic partnership agreement signed by IHC, INA, and Swire Pacific Limited (Swire Pacific) on 21 December 2023. The partnership is expected

to deliver a significant impact in enhancing the quality of healthcare services in Indonesia through fundamental improvements across various areas, including organizational transformation, digitalization, and human resources.



Jakarta, 10 September 2024

#### INA and GL Capital Promote Expansion of Healthcare Collaboration Between Indonesia and China

INA and GL Capital, a leading healthcare private equity firm based in China, have taken steps to support the development of Indonesia's healthcare sector by organizing the "Southeast Asia – China Healthcare Summit." The main event was held at Park Hyatt Jakarta on 5 September 2024, followed by a meeting with the Indonesian Industrial Estate Association (HKI) on 6 September 2024.

The event organized by GL Capital brought together more than 20 top executives and CEOs from leading Chinese companies who traveled to Jakarta to attend the summit. The delegation consisted of companies operating in the pharmaceutical, medical device, nutraceutical, and in-vitro diagnostics, with a combined revenue of over USD13 billion and a total company valuation of more than USD40 billion. During the event, they were strategically connected with more than 15 Indonesian healthcare companies and the Indonesian Industrial Estate Association (HKI), enabling in-depth discussions on how to initiate investments in Indonesia through collaboration with various local stakeholders.



Jakarta, 23 September 2024

#### **INA** and Allianz Global Investors Collaborate to Develop Investment Opportunities in Indonesia

INA and Allianz Global Investors (AllianzGI) established a strategic partnership focused on joint investment opportunities to support economic growth and development in Indonesia. Formalized through a Memorandum of Understanding (MoU), the collaboration aims to create an investment framework that leverages the expertise and business networks of both parties to facilitate co-investments through hybrid capital solutions - an innovative financing approach that combines various financial instruments to address diverse investment needs, with a focus on infrastructure projects and energy transition initiatives.



Jakarta, 8 October 2024

## **Coordinating Minister Luhut Officiates** Investment Partnership Between INA Consortium and Changzhou Liyuan for **LFP Cathode Production Facility**

Coordinating Minister for Maritime Affairs and Investment, Luhut Binsar Pandjaitan officiates the first phase of production and expansion plans for the Lithium Iron Phosphate (LFP) cathode material production facility by PT LBM Energi Baru Indonesia. This project is the result of a strategic investment partnership between the INA consortium and Changzhou Liyuan New Energy Technology Co., Ltd. (Changzhou Liyuan), one of the world's largest LFP manufacturers and suppliers. This investment is expected to serve a vital role in meeting the growing global demand for LFP batteries, driven by the increasing adoption of electric vehicles (EVs) worldwide.

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Jakarta, 22 October 2024

INA and DB Investment Partners Establish Strategic Partnership to Invest USD1 Billion in Hybrid Capital Solutions Opportunities in Indonesia

INA and DB Investment Partners (DBIP), a company under Deutsche Bank Group and a global private capital investment firm independently authorized and regulated by the **UK Financial Conduct Authority** (FCA), have announced a strategic partnership formalized through an Investment Framework Agreement (IFA). The partnership aims to accelerate economic growth and development in Indonesia. This joint investment initiative will provide specific solutions to address various capital structure needs and strategic sectors in Indonesia, or sectors linked to the Indonesian market.

INA and DBIP will collaborate by leveraging their respective market access and investment expertise to invest at least USD1 billion over the next five years. INA and DBIP will also jointly cooperate to support eligible projects in Indonesia through a series of initiatives aimed at knowledge sharing and network expansion, demonstrating a strong commitment to advancing sustainable economic development in Indonesia.



Jakarta, 24 October 2024

INA Toll Road Platform Invests in Trans-Sumatra Toll Road

INA's toll road platform, which involves investments from APG Asset Management (APG) and a wholly owned subsidiary of the Abu Dhabi Investment Authority (ADIA), has announced its investment in the Medan-Binjai (MB) and Bakauheni-Terbanggi Besar (BTB) sections of the Trans-Sumatra Toll Road. This investment continues the platform's strategic expansion,

following its initial investment in the Kanci-Pejagan and Pejagan-Pemalang sections of the Trans Java Toll Road, with a total target investment of up to Rp43 trillion (USD2.75 billion) across toll road networks throughout Indonesia. The combined value of these new assets is approximately Rp21 trillion (USD1.4 billion), aim at contributing to the ongoing development of Indonesia's transportation infrastructure.



Jakarta, 4 November 2024

INA and Granite Asia Forge Strategic Partnership to Invest USD1.2 Billion in Advancing Indonesia's Digital Transformation and Technology Ecosystem

INA and Granite Asia, a leading multiasset investment firm, have established a strategic partnership formalized through an Investment Framework Agreement (IFA) to jointly invest in accelerating digital transformation and supporting the growth of Indonesia's emerging technology ecosystem. This partnership underscores both parties' commitment to strengthening Indonesia's technology sector and providing capital as well as resources to businesses across industries, enabling digital integration or bringing advanced technologies into the country.

Through this partnership, INA and Granite Asia will allocate up to USD1.2 billion across various investment opportunities aligned with the strategic priorities of both organizations. The investments will include equity and hybrid capital solutions, with a primary focus on businesses operating in Indonesia and those with a strong nexus to Indonesia either through existing operations or by introducing technologies that leverage long-term value to the domestic market.



Jakarta, 15 November 2024

INA and SK Plasma Announce Investment Transaction for Indonesia's First Plasma Fractionation Facility

INA and SK Plasma, a subsidiary of SK Group, South Korea's second-largest conglomerate, announced the signing of an investment agreement to establish Indonesia's first plasma fractionation facility. Coinciding with the 60th anniversary of National Health Day (HKN), this milestone underscores both parties' shared commitment to strengthening national healthcare resilience. Located in Karawang, West Java, the state-of-the-art facility will serve as the foundation for the local production of Plasma Derived Medicinal Products (PDMP), with a processing capacity of 600,000 liters of plasma per year. The facility is currently under construction and is targeted to begin operations by the end of 2026. In the first phase, the project will launch a toll manufacturing program using SK Plasma's facility in South Korea by the end of this year, in parallel with the development of the local facility.



Jakarta, 2 December 2024

INA and Norfund Partner to Promote Investments in Renewable Energy, Financial Inclusion, and Green Infrastructure in Indonesia

INA and Norfund, the Norwegian Investment Fund for developing countries, have signed an Investment Framework Agreement (IFA) to explore joint investment opportunities in Indonesia. This partnership reflects the shared commitment of both institutions to support sustainable development in the areas of renewable energy, financial inclusion, and green infrastructure.

The agreement establishes a framework for collaboration that includes direct co-investments on a deal-by-deal basis, as well as joint investments through investment funds management. Through this collaboration, INA and Norfund aim to leverage their resources, networks, and expertise to identify and drive high-impact investments that align with Indonesia's development priorities.

Jakarta, 10 December 2024

#### Trans Java Toll Road Investment by APG, ADIA, and INA Receive Two International Awards

The investment made by a wholly owned subsidiary of the Abu Dhabi Investment Authority (ADIA) and Dutch pension fund investor APG Asset Management N.V. (APG), with INA, in the Kanci-Pejagan and Pejagan-Pemalang sections of the Trans Java Toll Road has received two international awards. The investment was named "Transport Acquisition of the Year, APAC" at the IJInvestor Awards 2024 and was recognized as "One of the Best Infrastructure Deals in Southeast Asia" at the FinanceAsia Achievement Awards 2024.

Jakarta, 19 December 2024

# Hybrid Capital Investment in a Pharmaceutical Company

INA funded a hybrid capital facility in the form of share-backed financing with equity upside extended to the majority shareholder of a publicly listed pharmaceutical company.

Jakarta, 27 December 2024

#### Hybrid Capital Investment in the Real Estate Sector

INA conducted a hybrid capital investment through a senior secured greenshoe facility to a real estate investor specializing in the hospitality sector.

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**DISCLAIMER** 

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