NOTULEN
PAPARAN PUBLIK
PT RADIANT UTAMA INTERINSCO TBK ("Perseroan")

THE MINUTES OF MEETING OF
PUBLIC EXPOSE
PT RADIANT UTAMA INTERINSCO TBK ("The Company")

Tanggal/*Date*	:	Jumat, 11 September 2026/*Friday, 11 September 2026*
Waktu/*Time*	:	10.00 WIB – 11.00 WIB
Tempat/*Venue*	:	Public Expose Live 2026

I. Kehadiran:
Direksi/*Board of Directors* : 1. Soeharto Nurcahyono – Direktur/*Director*

Peserta/Participants : Sesuai Daftar Hadir terlampir

I. Attendance:
Attendance List as attached

II. Pendahuluan

Acara dimulai pada pukul 10.00 WIB dan dibuka oleh Moderator Vina Munawar dari IDX Channel, dilanjutkan dengan presentasi materi yang dipaparkan oleh perwakilan Direksi Perseroan, Bapak Soeharto Nurcahyono, sesuai dengan materi yang telah disampaikan ke BEI dan situs web Perseroan, yaitu mengenai Gambaran Singkat dan Profil Bisnis Perseroan, Gambaran mengenai Kondisi Pasar dan Prospek Industri, Perkembangan Proyek, Portfolio Bisnis dan Kinerja Operasional Perseroan selama Semester I 2026, Kinerja Keuangan Perseroan selama Semester I 2026, Komitmen Perseroan dalam menjalankan Bisnis secara bertanggung jawab dan berlandaskan Prinsip ESG, Strategi Perseroan ke depan untuk Memperkuat Bisnis dan Menciptakan Keberlanjutan, serta pada sesi terakhir ditutup dengan tanya jawab oleh peserta *Public Expose.*

II. Opening

The event commenced at 10:00 a.m. WIB and was opened by the Moderator, Ms. Vina Munawar from IDX Channel. The event was subsequently followed by a presentation delivered by the representative of the Company's Board of Directors, Mr. Soeharto Nurcahyono, based on the presentation materials submitted to the Indonesia Stock Exchange ("IDX") and published on the Company's website.

The presentation covered the following topics: a Brief Overview and Business Profile of the Company; an Overview of Market Conditions and Industry Prospects; Project Developments; the Company's Business Portfolio and Operational Performance for the First Half of 2026; the Company's Financial Performance for the First Half of 2026; the Company's Commitment to Conducting its Business Responsibly and in accordance with Environmental, Social, and Governance ("ESG") Principles; and the Company's Forward-Looking Strategies to Strengthen its Business and Promote Sustainable Growth.

The event concluded with a question-and-answer session involving the Public Expose participants.

III. Sesi Pemaparan

A. Gambaran Singkat dan Profil Bisnis Perseroan

Pada awal pemaparan, Perseroan menyampaikan gambaran umum dan profil bisnis Perseroan sebagai penyedia layanan pendukung energi terintegrasi yang mencakup layanan *Asset Integrity, Engineering, Operational, Offshore Production, Marine Support*, serta *Workforce Solution* untuk sektor energi dan industri.

Dengan pengalaman lebih dari 50 tahun, Perseroan saat ini mengelola lebih dari 300 proyek aktif dengan dukungan lebih dari 7.000 tenaga kerja yang tersebar di berbagai

III. Presentation Session

A. Radiant at a Glance

At the beginning of the presentation, the Company provided an overview and profile of its business as an integrated energy support services provider, covering Asset Integrity, Engineering, Operations, Offshore Production, Marine Support, and Workforce Solutions for the energy and industrial sectors.

With more than 50 years of experience, the Company currently manages more than 300 active projects, supported by a workforce of more than 7,000 employees deployed across

lokasi proyek, mulai dari Aceh hingga Papua. Dalam mendukung kegiatan operasionalnya, Perseroan memiliki tiga entitas anak, yaitu PT Supraco Indonesia, PT Supraco Daya Wisesa, dan PT Supraco Lines, yang mendukung jangkauan dan kapabilitas Perseroan dalam memberikan layanan kepada pelanggan.

Perseroan memiliki visi **"To be a leader in asset integrity, integrated engineering and operational solution, prioritizing safety, value creation and energy transition"**, yang diwujudkan melalui fokus pada penyediaan solusi terintegrasi, pemanfaatan teknologi, serta penerapan aspek keselamatan dan penciptaan nilai dalam kegiatan usaha. Dalam menjalankan kegiatan usaha, Perseroan berpedoman pada lima nilai inti **INSAN**, yaitu **Integrity, Innovative, Strive for Collaboration, Agile and Resilient, serta Noble and Care**.
Kegiatan usaha Perseroan dijalankan melalui tiga segmen bisnis utama, yaitu:

1. **Asset Integrity Services (AIS)**, yang meliputi antara lain jasa *Non-Destructive Testing* (NDT), *Asset Integrity Management Services*, *Technical Inspection, Inline Inspection, OCTG*, *Sustainable Solution,* dan *Environmental Study*;
2. **Operational Maintenance and Engineering Services (OMES)**, yang mencakup antara lain *construction and modification, maintenance and engineering,* serta *professional services* untuk mendukung keandalan dan efisiensi operasional pelanggan; dan
3. **Offshore Services (OFS)**, yang mencakup penyediaan, pengoperasian, dan pemeliharaan *Mobile Offshore Production Unit* (MOPU) serta *Dredging Vessel Services* untuk mendukung kegiatan industri minyak dan gas lepas pantai.

Melalui ketiga segmen usaha tersebut, Perseroan terus mengembangkan layanan terintegrasi yang dapat disesuaikan dengan kebutuhan pelanggan, dengan tetap memperhatikan aspek keselamatan, penciptaan nilai, dan perkembangan kebutuhan industri energi.

B. Gambaran mengenai Kondisi Pasar dan Prospek Industri

Perseroan menyampaikan bahwa dinamika sektor energi terus berkembang, dengan peluang pertumbuhan yang tetap terbuka di tengah meningkatnya persaingan usaha dan ekspektasi pelanggan. Secara umum, fundamental sektor energi masih menunjukkan prospek yang positif, khususnya pada sektor minyak dan gas bumi serta perkembangan transisi energi.

Pada semester I 2026, terdapat penandatanganan delapan kontrak kerja sama wilayah kerja migas baru serta pengumuman 118 area potensial blok migas. Pemerintah juga terus mendorong percepatan proses perizinan dan memberikan kepastian kuota ekspor gas guna mendukung investasi dan ketahanan energi nasional.

various project locations, spanning from Aceh to Papua. In supporting its operational activities, the Company has three subsidiaries, namely PT Supraco Indonesia, PT Supraco Daya Wisesa, and PT Supraco Lines, which support the Company's geographical reach and capabilities in delivering services to its customers.

*The Company's vision is **"To be a leader in asset integrity, integrated engineering and operational solution, prioritizing safety, value creation and energy transition,"** which is pursued through a focus on providing integrated solutions, leveraging technology, and implementing safety and value creation principles across its business activities. In conducting its business activities, the Company is guided by its five core **INSAN** values, namely **Integrity, Innovative, Strive for Collaboration, Agile and Resilient, and Noble and Care**.*
The Company's business activities are conducted through three main business segments, namely:

1. ***Asset Integrity Services (AIS)**, which includes, among others, Non-Destructive Testing (NDT), Asset Integrity Management Services, Technical Inspection, Inline Inspection, OCTG, Sustainable Solutions, and Environmental Studies;*
2. ***Operational Maintenance and Engineering Services (OMES)**, which includes, among others, construction and modification, maintenance and engineering, as well as professional services to support the reliability and operational efficiency of customers; and*
3. ***Offshore Services (OFS)**, which includes the provision, operation, and maintenance of Mobile Offshore Production Units (MOPUs), as well as Dredging Vessel Services to support offshore oil and gas industry activities.*

Through these three business segments, the Company continues to develop integrated services tailored to customers' needs, while maintaining a focus on safety, value creation, and evolving requirements within the energy industry.

B. Market Context and Industry Outlook

The Company stated that the dynamics of the energy sector continue to evolve, with growth opportunities remaining open amid increasing business competition and rising customer expectations. In general, the fundamentals of the energy sector continue to indicate positive prospects, particularly in the oil and gas sector and in the ongoing development of the energy transition.

During the first half of 2026, eight new oil and gas working area cooperation contracts were signed, and 118 potential oil and gas block areas were announced. The Government has also continued to encourage the acceleration of the licensing process and provide greater certainty regarding gas export quotas to

Di sisi lain, lebih dari 70% produksi migas saat ini berasal dari wilayah kerja yang telah berada pada tahap mature. Kondisi tersebut tetap membuka kebutuhan terhadap layanan pendukung, antara lain inspeksi, pemeliharaan, dan engineering, guna mendukung aspek keselamatan, keandalan operasional, serta keberlanjutan tingkat produksi secara efisien.

support investment and strengthen national energy security.
On the other hand, more than 70% of current oil and gas production comes from working areas that have reached the mature stage. This condition continues to create demand for supporting services, including inspection, maintenance, and engineering services, to support safety, operational reliability, and the efficient and sustainable maintenance of production levels.

Perseroan juga melihat perkembangan transisi energi sebagai salah satu area pertumbuhan, termasuk sektor geothermal yang memiliki potensi cukup besar di Indonesia. Namun demikian, meningkatnya ekspektasi pelanggan turut menyebabkan lingkungan usaha menjadi semakin kompetitif, antara lain tercermin dari adanya tekanan terhadap harga dan margin usaha.

The Company also views the development of the energy transition as one of its potential growth areas, including the geothermal sector, which has significant potential in Indonesia. Nevertheless, increasing customer expectations have also resulted in a more competitive business environment, as reflected, among others, in pricing and margin pressures.

Menghadapi kondisi tersebut, Perseroan menekankan pentingnya pemanfaatan peluang, pengelolaan risiko, serta pelaksanaan proyek secara disiplin untuk mendukung pertumbuhan yang berkelanjutan. Strategi yang menjadi fokus Perseroan meliputi penguatan bisnis inti, selektivitas dalam pemilihan pekerjaan, pengembangan kapabilitas, peningkatan kualitas pelaksanaan proyek, serta diversifikasi sumber pertumbuhan secara selektif dan terukur.

In response to these conditions, the Company emphasizes the importance of capturing opportunities, managing risks, and maintaining disciplined project execution to support sustainable growth. The Company's key strategic focuses include strengthening its core businesses, maintaining selectivity in project selection, developing capabilities, improving project execution quality, and selectively and prudently diversifying its sources of growth.

C. Kinerja Operasional

Perseroan menyampaikan bahwa pada semester I 2026, fokus utama Perseroan adalah menjaga kualitas pelaksanaan proyek dan memperkuat kapabilitas untuk mendukung pertumbuhan usaha. Sampai dengan periode tersebut, Perseroan memperoleh 305 proyek baru dengan nilai sekitar Rp1,3 triliun, atau sekitar 2,6% lebih rendah dibandingkan semester I 2025. Sementara itu, Perseroan memiliki 321 kontrak aktif (on hand) dengan nilai sekitar Rp5 triliun, dengan sekitar 92% di antaranya masih berasal dari sektor minyak dan gas.

C. Business and Operational Performance

The Company stated that during the first half of 2026, its primary focus was on maintaining the quality of project execution and strengthening its capabilities to support business growth. During the period, the Company secured 305 new projects with a total value of approximately Rp1.3 trillion, representing a decrease of approximately 2.6% compared to the first half of 2025.
Meanwhile, the Company had 321 active contracts on hand with a total value of approximately Rp5 trillion, of which approximately 92% were still derived from the oil and gas sector.

Portofolio proyek Perseroan tersebar pada sektor oil and gas, power and electricity, renewable energy, mining, serta non-energy, dengan pelanggan antara lain Pertamina Group, Medco, Star Energy, BP, Exxon, Vale, dan pelanggan lainnya. Diversifikasi tersebut mencerminkan pengembangan kapabilitas Perseroan di luar sektor migas, antara lain melalui proyek geothermal, solar photovoltaic (solar PV), mining, petrochemical, dan integrated facility management. Hingga 2026, Perseroan telah mendukung instalasi solar PV dengan total kapasitas sekitar 13 MW.

The Company's project portfolio spans the oil and gas, power and electricity, renewable energy, mining, and non-energy sectors, with customers including Pertamina Group, Medco, Star Energy, BP, Exxon, Vale, and other customers.
This diversification reflects the Company's continued development of capabilities beyond the oil and gas sector, including through geothermal, solar photovoltaic (solar PV), mining, petrochemical, and integrated facility management projects. As of 2026, the Company has supported the installation of solar PV systems with a total capacity of approximately 13 MW.

Dalam mendukung pertumbuhan bisnis, Perseroan terus memperkuat kualitas operasional melalui aspek safety,

To support business growth, the Company continues to strengthen its operational performance through a focus on

technology adoption, dan operational discipline, termasuk pelaksanaan safety leadership workshop dan HSE monthly campaign, pengembangan platform digital seperti Lucatris, Ideas, dan Vendor Management System, serta penguatan project governance, risk management, dan continuous improvement. Perseroan juga mencatat sejumlah penghargaan dari pelanggan di bidang HSE dan kualitas layanan.

safety, technology adoption, and operational discipline. These initiatives include the implementation of safety leadership workshops and HSE monthly campaigns, the development of digital platforms such as Lucatris, Ideas, and the Vendor Management System, as well as the strengthening of project governance, risk management, and continuous improvement practices. The Company also received several awards and recognitions from customers in the areas of HSE and service quality.

Selanjutnya, Perseroan terus membangun kolaborasi dan sinergi strategis dengan mitra teknologi, penyedia solusi, dan asosiasi industri guna memperluas market engagement, meningkatkan kapabilitas, serta mendukung adopsi teknologi dan penyediaan solusi yang sesuai dengan kebutuhan pelanggan.

Furthermore, the Company continues to establish strategic collaborations and synergies with technology partners, solution providers, and industry associations to expand market engagement, enhance its capabilities, and support technology adoption and the delivery of solutions aligned with customers' needs.

D. Kinerja Keuangan Perseroan H1-2026

Pada semester pertama 2026, Perseroan mencatatkan pendapatan sebesar Rp995 miliar, meningkat 5,3% dibandingkan periode yang sama tahun 2025. Kontribusi segmen OMES meningkat dari 64% menjadi 71%, sementara kontribusi AIS dan OFS secara relatif menurun.

D. Financial Performance H1-2026

In the first half of 2026, the Company recorded revenue of Rp995 billion, representing an increase of 5.3% compared to the same period in 2025. The contribution from the OMES segment increased from 64% to 71%, while the relative contributions of AIS and OFS declined.

Di sisi profitabilitas, profitabilitas proyek menurun 12,6%, terutama akibat persaingan yang semakin ketat yang memberikan tekanan terhadap margin, serta meningkatnya kontribusi OMES yang memiliki rata-rata margin lebih rendah. Laba bersih turun sekitar 5%, dengan penurunan yang lebih rendah dibandingkan profitabilitas proyek, antara lain mencerminkan pengendalian biaya operasional dan finansial yang tetap dijaga.

Project profitability decreased by 12.6%, primarily due to intensifying competition, which put pressure on margins, as well as the higher contribution from OMES, which has a lower average margin compared to the other segments. Net profit declined by approximately 5%, a lower rate of decline than project profitability, partly reflecting continued cost control across the Company's operating and financial activities.

Kondisi tersebut menjadi perhatian manajemen untuk terus memperkuat disiplin dalam pelaksanaan proyek dan pengendalian biaya, dengan fokus pada pertumbuhan yang sehat melalui peningkatan kualitas pendapatan dan profitabilitas yang berkelanjutan.

This performance remains a key focus for management in strengthening project execution discipline and cost control, with an emphasis on healthy growth through improving revenue quality and achieving sustainable profitability.

Dari sisi posisi keuangan, total aset, liabilitas, dan ekuitas relatif stabil dibandingkan periode sebelumnya, demikian pula arus kas dari aktivitas operasi. Peningkatan saldo kas pada akhir semester pertama 2026 terutama berasal dari pelepasan investasi pada semester kedua 2025. Perseroan tetap berkomitmen menjaga posisi keuangan dan likuiditas secara prudent.

From a financial position perspective, total assets, liabilities, and equity remained relatively stable compared to the previous period, as did cash flows from operating activities. The increase in the Company's ending cash balance in the first half of 2026 was primarily attributable to the divestment of investments in the second half of 2025. The Company remains committed to maintaining a prudent financial position and liquidity.

Rasio Current Ratio meningkat menjadi 1,64 kali, sementara Debt to Equity Ratio (DER) menurun menjadi 1,26 kali, atau turun 16,9%, yang menunjukkan penguatan likuiditas dan penurunan tingkat leverage Perseroan. Perseroan juga terus menjaga hubungan dengan mitra perbankan dan lembaga pembiayaan untuk mendukung kebutuhan pembiayaan ke depan.

The Current Ratio increased to 1.64x, while the Debt-to-Equity Ratio (DER) decreased to 1.26x, representing a 16.9% decrease, indicating improved liquidity and lower leverage. The Company also continues to maintain relationships with its banking and financing partners to support its future financing requirements.

Secara keseluruhan, kondisi keuangan Perseroan tetap cukup stabil dengan fondasi keuangan yang memadai untuk mendukung keberlangsungan operasional dan pertumbuhan bisnis.

Overall, the Company's financial condition remained relatively stable, supported by an adequate financial foundation to sustain its operations and support future business growth.

E. Komitmen Perseroan terhadap Keberlanjutan

Selama Semester I 2026, Perseroan terus memperkuat penerapan ESG sebagai bagian dari upaya meningkatkan ketahanan operasional, menjaga kepercayaan pemangku kepentingan, dan mendukung pertumbuhan yang bertanggung jawab.

E. Sustainability and Governance

During the first half of 2026, the Company continued to strengthen its ESG practices as part of its efforts to enhance operational resilience, maintain stakeholder trust, and support responsible business growth.

Dari aspek lingkungan, total emisi Scope 1, 2, dan 3 menurun 4,8%, sementara konsumsi energi dan air masing-masing turun 3,8% dan 8,7%. Limbah berbahaya menurun 2%, diiringi peningkatan investasi pengelolaan limbah sebesar 39,5% dan pemanfaatan energi terbarukan sebesar 4%. Perseroan juga meningkatkan kapasitas penampungan air hujan dan menanam sekitar 5.000 pohon, dengan estimasi serapan karbon sebesar 85,47 ton CO_2e berdasarkan program tahun buku 2025.

From an environmental perspective, total Scope 1, 2, and 3 greenhouse gas emissions decreased by 4.8%, while energy and water consumption decreased by 3.8% and 8.7%, respectively. Hazardous waste decreased by 2%, accompanied by a 39.5% increase in waste management investment and a 4% increase in renewable energy utilization. The Company also enhanced rainwater storage capacity and planted approximately 5,000 trees, with an estimated carbon sequestration of 85.47 tonnes of CO_2e based on the 2025 fiscal year program.

Dari aspek sosial, keselamatan kerja tetap menjadi prioritas dengan TRIR sebesar 0. Perseroan memiliki 498 karyawan, dengan komposisi 77% laki-laki dan 23% perempuan, serta mencatat 5.864 jam pelatihan, meningkat 4,9%. Investasi program CSER mencapai Rp492 juta, dengan pelaksanaan program utama akan ditingkatkan pada Semester II 2026.

From a social perspective, occupational safety remained a key priority, with a TRIR of 0. The Company had 498 employees within the reporting scope, comprising 77% male and 23% female employees, and recorded 5,864 training hours, representing an increase of 4.9%. Investment in CSER programs reached Rp492 million, with the implementation of key programs scheduled to be further increased in the second half of 2026.

Dari aspek tata kelola, sistem manajemen ISO 14001, ISO 45001, ISO 37001, dan ISO 9001 telah melalui audit dan dinyatakan sesuai. Berdasarkan tahun buku 2025, skor ASEAN Corporate Governance Scorecard (ACGS) meningkat menjadi 79,1, atau naik 6% dari penilaian sebelumnya. Penguatan tata kelola rantai pasok juga dilakukan melalui implementasi digital Vendor Management System dan edukasi etika bisnis serta anti-penyuapan kepada vendor selama 108 jam. Selama Semester I 2026, tidak terdapat laporan melalui *Whistleblowing System* maupun kasus fraud, penyuapan, atau korupsi yang terkonfirmasi.

From a governance perspective, the ISO 14001, ISO 45001, ISO 37001, and ISO 9001 management systems underwent audits and were confirmed to be compliant. Based on the 2025 fiscal year, the Company's ASEAN Corporate Governance Scorecard (ACGS) score increased to 79.1, representing a 6% improvement from the previous assessment. Supply chain governance was further strengthened through the implementation of a digital Vendor Management System, along with 108 hours of training and awareness sessions for vendors on business ethics and anti-bribery and anti-corruption practices. During the first half of 2026, no reports were received through the Whistleblowing System, and no confirmed cases of fraud, bribery, or corruption were recorded.

Secara keseluruhan, Perseroan terus mengarahkan penerapan ESG menuju pelaksanaan yang semakin terukur dan akuntabel, dengan fokus ke depan pada efisiensi operasional, peningkatan kualitas data ESG, pengelolaan risiko, dan penguatan akuntabilitas di seluruh entitas usaha.

Overall, the Company continues to advance its ESG implementation toward increasingly measurable and accountable practices, with a continued focus on operational efficiency, ESG data quality, risk management, and accountability across all business entities.

F. Prioritas Strategis Perseroan

Ke depan, Perseroan akan menerjemahkan tema Public Expose **"Strengthening Today. Transforming for Tomorrow. Creating Sustainable Value"** melalui pemanfaatan

F. Next Plan

Going forward, the Company will translate the theme of this year's Public Expose, ***"Strengthening Today. Transforming for Tomorrow. Creating Sustainable Value,"*** *into strategic*

kapabilitas yang telah dibangun untuk memperkuat bisnis, meningkatkan kualitas operasional, serta menangkap peluang di sektor energi yang lebih beragam dan berkelanjutan.

Untuk mendukung tujuan tersebut, Perseroan menetapkan beberapa prioritas strategis, yaitu:

1. **Operation Excellence**, melalui penguatan eksekusi proyek dan disiplin operasional untuk meningkatkan margin, efektivitas, dan efisiensi biaya serta menjaga profitabilitas yang lebih konsisten.
2. **Continue Digital Transformation**, dengan memperkuat dan mengintegrasikan platform digital seperti **LUCATRIS, IDEAS, QIMS, dan VMS** untuk meningkatkan produktivitas, tata kelola, dan pengambilan keputusan berbasis data.
3. **Organization Restructuring**, melalui transformasi menuju organisasi yang lebih lean, fokus, dan memiliki akuntabilitas yang lebih jelas sesuai dengan proses bisnis dan kebutuhan masing-masing unit.
4. **Market Expansion**, dengan memperluas pasar di luar sektor inti, termasuk **geothermal dan mining**, serta mengeksplorasi peluang pasar internasional secara selektif.

initiatives by leveraging its existing capabilities to strengthen its core businesses, improve operational quality, and capture opportunities across more diverse and sustainable energy sectors.

To support these objectives, the Company has established several strategic priorities:

1. ***Operation Excellence**, through strengthening project execution and operational discipline to improve project margins, effectiveness, and cost efficiency, while maintaining more consistent profitability.*
2. ***Continue Digital Transformation**, by strengthening and integrating digital platforms such as **LUCATRIS, IDEAS, QIMS, and VMS** to enhance productivity, governance, and data-driven decision-making.*
3. ***Organization Restructuring**, through a transformation toward a leaner and more focused organization with clearer accountability, aligned with the business processes and requirements of each unit.*
4. ***Market Expansion**, by expanding into markets beyond the core sectors, including **geothermal and mining**, while selectively exploring opportunities in international markets.*

IV. Sesi Tanya & Jawab

1) Bapak Anto – Investor

Pada semester I 2026 pendapatan Perusahaan meningkat, tetapi gross profit dan net income justru mengalami penurunan. Apa yang menyebabkan tekanan pada margin tersebut dan apa langkah Manajemen untuk memperbaikinya ke depan?

Jawab:

Pertumbuhan pendapatan tetap tercatat, namun margin mengalami tekanan akibat komposisi proyek, biaya operasional, dan persaingan yang semakin kompetitif. Ke depan, Manajemen akan fokus pada *quality of revenue*, pengendalian biaya, peningkatan kualitas project execution, dan selektivitas dalam pemilihan proyek baru, serta meningkatkan pemanfaatan solusi digital untuk mendukung perbaikan pelaksanaan dan pengelolaan proyek.

2) Ibu Lia – Investor

Dalam paparan terlihat nilai new contract dan jumlah proyek baru sedikit menurun dibanding tahun sebelumnya, sementara Perusahaan masih memiliki *active contract value* yang cukup besar. Bagaimana Manajemen melihat kualitas portfolio dan peluang pertumbuhan ke depan?

Jawab:

Jumlah proyek bukan menjadi satu-satunya indikator

IV. Q&A Session

1) Mr. Anto - Investor

In the first half of 2026, the Company's revenue increased, while gross profit and net income declined. What were the factors contributing to the margin pressure, and what measures will Management take going forward?

Answer:

While the Company continued to record revenue growth, margins remained under pressure due to project mix, operating costs, and increasingly competitive market conditions. Going forward, Management will focus on quality of revenue, cost control, improving project execution, and selectivity in new project selection, while increasing the utilization of digital solutions to support improvements in project execution and management.

2) Mrs. Lia – Investor

The presentation showed a slight decline in the value of new contracts and the number of new projects compared to the previous year, while the Company continues to have a substantial active contract value. How does Management view the quality of its portfolio and its growth opportunities going forward?

Answer:

The number of projects is not the only indicator of growth.

pertumbuhan. Manajemen lebih memperhatikan nilai, kualitas, durasi, dan profitabilitas kontrak, termasuk nilai strategis suatu proyek dalam memperkuat pengalaman dan kapabilitas Perseroan.

Saat ini, Perseroan memiliki *active contract value* sekitar Rp5 triliun yang terdiri dari lebih dari 300 proyek aktif, sebagian di antaranya bersifat *multi-year*, sehingga memberikan *visibility* terhadap aktivitas usaha ke depan. Perseroan tetap menjaga pipeline proyek baru dengan pendekatan yang lebih selektif.

Ke depan, Perseroan tidak semata-mata mengejar jumlah proyek, tetapi membangun portfolio yang lebih sehat melalui kombinasi kontrak existing yang memberikan recurring revenue dan proyek baru dengan margin serta profil risiko yang lebih baik.

Management places greater emphasis on the value, quality, duration, and profitability of contracts, including the strategic value of projects in strengthening the Company's experience and capabilities.

Currently, the Company has an active contract value of approximately Rp5 trillion, comprising more than 300 active projects, some of which are multi-year contracts, providing visibility into future business activities. The Company continues to maintain its project pipeline while applying a more selective approach.

Going forward, the Company will not focus solely on increasing the number of projects, but rather on building a healthier portfolio through a combination of existing contracts that provide recurring revenue and new projects with better margins and risk profiles.

3) Anonim – Jakarta

Exposure Perusahaan terhadap sektor Oil & Gas masih cukup tinggi. Di sisi lain, dalam presentasi terlihat semakin banyak proyek di geothermal, power, industrial, dan sektor lainnya. Sejauh mana Manajemen akan melakukan diversifikasi dari sektor-sektor tersebut?

Jawab:
Saat ini, sektor Oil & Gas tetap menjadi core market Perseroan. Namun, Perseroan juga terus memperluas portofolionya ke sektor geothermal, power, mining, manufacturing, petrochemical, dan sektor industri lainnya yang memiliki prospek pertumbuhan.

Diversifikasi ini bukan untuk meninggalkan sektor migas, melainkan untuk memperluas sumber pertumbuhan dan mengurangi ketergantungan pada satu sektor, dengan tetap memanfaatkan kapabilitas dan pengalaman yang telah dimiliki Perseroan.

3) Anonymous Participant - Jakarta

The Company's exposure to the Oil & Gas sector remains relatively high. At the same time, the presentation showed an increasing number of projects in geothermal, power, industrial, and other sectors. To what extent does Management intend to diversify across these sectors?

Answer:
Currently, the Oil & Gas sector remains the Company's core market. However, the Company continues to expand its portfolio into geothermal, power, mining, manufacturing, petrochemical, and other industrial sectors with promising growth prospects.

This diversification is not intended to move away from the oil and gas sector, but rather to broaden the Company's sources of growth and reduce its dependence on a single sector, while continuing to leverage its existing capabilities and experience.

4) Anonim – Jakarta
Operational Excellence menjadi salah satu prioritas utama Perseroan. Apa fokus utamanya?

Jawab:
Operational Excellence merupakan prioritas utama Perseroan karena pertumbuhan bisnis perlu diiringi dengan kemampuan eksekusi proyek yang semakin baik. Fokus Perseroan meliputi penguatan project management dan project governance, disiplin pengendalian biaya, peningkatan utilisasi tenaga kerja dan peralatan, serta memastikan pencapaian margin proyek sesuai dengan yang direncanakan.

Selain itu, safety tetap menjadi prioritas utama dalam seluruh kegiatan operasional. Manajemen secara aktif

4) Anonymous Participant - Jakarta
Operational Excellence is one of the Company's key priorities. What are the main areas of focus?

Answer:
Operational Excellence is a key priority for the Company, as business growth needs to be supported by stronger project execution capabilities. The Company's focus includes strengthening project management and project governance, maintaining cost control discipline, improving workforce and equipment utilization, and ensuring that project margins are achieved in line with initial plans.

In addition, safety remains a key priority across all operational activities. Management actively conducts reviews and project

melakukan review dan kunjungan ke proyek untuk memastikan penerapan keselamatan kerja berjalan dengan baik. Hingga Semester I 2026, Manajemen telah melakukan kunjungan ke sekitar 5–6 proyek.

Perseroan juga terus memperkuat *digital transformation* melalui pengembangan dan pemanfaatan berbagai platform digital. Kombinasi antara *safety, operational discipline*, *project execution, digitalization*, dan organisasi yang lebih efektif diharapkan dapat meningkatkan produktivitas sekaligus mendukung perbaikan profitabilitas secara berkelanjutan.

site visits to ensure that occupational safety practices are properly implemented. During the first half of 2026, Management had visited approximately 5–6 project sites.

The Company also continues to strengthen its digital transformation through the development and utilization of various digital platforms. The combination of safety, operational discipline, project execution, digitalization, and a more effective organizational structure is expected to enhance productivity and support sustainable improvement in the Company's profitability.

5) Bapak William Adriel - Investor Individu

Apa kontrak Perseroan dengan margin yang tebal? Berapa target margin tersebut?

Jawab:
Saat ini, kontrak dengan margin relatif lebih tinggi terutama berasal dari MOPU. Sementara itu, dalam OMES terdapat beberapa jenis pekerjaan, khususnya *operation and maintenance*, yang memberikan tingkat profitabilitas lebih baik dibandingkan layanan manpower. Dengan demikian, terdapat perbedaan tingkat margin antarjenis proyek, dengan MOPU dan beberapa pekerjaan operation and maintenance memberikan kontribusi margin yang relatif lebih tinggi.

5) Mr. William Adriel – Individual Investor

Which of the Company's contracts currently have higher margins, and what is the target margin for such contracts?

Answer:
Currently, the contracts with relatively higher margins are mainly within the MOPU. Within the OMES, the Company has several types of services, particularly operation and maintenance activities, which generally provide better profitability compared to manpower services. Accordingly, the margin profile varies across the Company's project portfolio, with MOPU and certain operation and maintenance projects contributing relatively higher margins.

V. CLOSING STATEMENT

Sebagai penutup, Perseroan melihat industri energi tetap menawarkan peluang bisnis yang besar. Namun kami juga menyadari bahwa lingkungan bisnis yang semakin kompetitif, ekspektasi pelanggan semakin tinggi, dan keberhasilan tidak lagi hanya ditentukan oleh kemampuan memperoleh proyek, namun juga oleh kemampuan memilih dan mengeksekusi proyek yang tepat dengan risiko dan tingkat pengembalian yang sehat. Ini menjadi concern Manajemen di Perseroan, karena itu, Perseroan akan terus memperkuat bisnis inti kami di Asset Integrity Services, Operation Maintenance & Engineering Services, serta Offshore Services, dengan safety, operational excellence, dan financial discipline sebagai fondasi utama.

Pada saat yang sama, kami terus membangun kapabilitas untuk menangkap peluang pertumbuhan baru, baik di sektor migas yang telah menjadi DNA bisnis kami selama ini, maupun sektor energi baru terbarukan khususnya geothermal, industrial, serta pemanfaatan teknologi dan digitalisasi untuk meningkatkan kualitas layanan dan daya saing.

Bagi kami, pertumbuhan bukan semata-mata mengenai menjadi lebih besar. Yang lebih penting adalah membangun Perseroan yang lebih kuat, lebih resilient, dan mampu menciptakan nilai secara berkelanjutan bagi para pelanggan, karyawan, mitra usaha, dan tentunya para pemegang saham.

Dengan pengalaman lebih dari lima dekade, kami percaya Perseroan memiliki fondasi yang kuat untuk terus beradaptasi dan berkembang menghadapi perubahan industri ke depan.

Strengthening today, transforming for tomorrow, and creating sustainable value for all our stakeholders.

V. CLOSING STATEMENT

As a closing remark, the Company recognizes that the energy industry continues to offer significant business opportunities. At the same time, we are aware that an increasingly competitive business environment and higher customer expectations mean that success is no longer determined solely by the ability to secure projects, but also by the ability to select and execute the right projects with healthy risk and return profiles. This remains a key focus for Management. Therefore, the Company will continue to strengthen its core businesses in Asset Integrity Services, Operations, Maintenance & Engineering Services, and Offshore Services, with safety, operational excellence, and financial discipline as the key foundations.

At the same time, we continue to build our capabilities to capture new growth opportunities, both in the oil and gas sector, which has been part of our business DNA, as well as in new and renewable energy sectors, particularly geothermal and industrial sectors, while leveraging technology and digitalization to enhance service quality and competitiveness.

For us, growth is not merely about becoming bigger. More importantly, it is about building a stronger and more resilient Company that is capable of creating sustainable value for our customers, employees, business partners, and, of course, our shareholders.

With more than five decades of experience, we believe that the Company has a strong foundation to continue adapting and growing in response to changes in the industry going forward.

Strengthening Today, Transforming for Tomorrow, and Creating Sustainable Value for All Our Stakeholders.

PT Radiant Utama Interinsco Tbk
16 September 2026