

1. High Standard of Safety

Garuda Indonesia menjalankan fokus utama high standard of safety dengan mempertahankan beberapa aspek termasuk namun tidak terbatas pada keamanan, kenyamanan, kebersihan, dan kesehatan pada fase sebelum, ketika, dan pasca penerbangan. Salah satu bukti manajemen kualitas keamanan yang telah dilakukan dengan telah dilakukannya resertifikasi IOSA yang telah dilakukan pada 30 Januari sampai dengan 3 Februari 2023 dalam rangka IOSA Renewal Audit. Hal ini menjadi renewal audit ke-9 yang kemudian menjadikan Garuda Indonesia mendapatkan IOSA Certificate yang berlaku hingga 30 April 2025.

Garuda Indonesia IOSA Renewal Certification 2023 dilaksanakan oleh WAKE (QA) selaku audit organization yang terakreditasi oleh IATA. Audit mencakup 922 checklist terkait standar dan praktik yang direkomendasikan oleh IOSA, sebagaimana tercantum dalam IOSA Standards Manual (ISM) Ed. 15 Rev. 1. Standar tersebut didasarkan pada delapan area yang berkontribusi terhadap keselamatan operasional penerbangan, yaitu Corporate Organization and Management Systems (ORG), Flight Operations (FLT), Operational Control – Flight Dispatch (DSP), Aircraft Engineering and Maintenance (MNT), Cabin Operations (CAB), Ground Handling (GRH), Cargo Operations (CGO), dan Operational Security (SEC).

1. High Standard of Safety

Garuda Indonesia implements the main focus of high standard of safety by maintaining several aspects, including but not limited to safety, comfort, cleanliness, and health in the pre-flight, in-flight, and post-flight phases. One piece of evidence of the safety quality management that has been carried out is the IOSA recertification, which was conducted from January 30 to February 3, 2023, for the IOSA Renewal Audit. This was the 9th renewal audit, which resulted in Garuda Indonesia obtaining an IOSA Certificate valid until April 30, 2025.

Garuda Indonesia's 2023 IOSA Renewal Certification was conducted by WAKE (QA), an audit organization accredited by IATA. The audit covered 922 checklist items related to IOSA-recommended standards and practices, as outlined in the IOSA Standards Manual (ISM) Ed. 15 Rev. 1. These standards cover eight areas that contribute to aviation operational safety, namely Corporate Organization and Management Systems (ORG), Flight Operations (FLT), Operational Control – Flight Dispatch (DSP), Aircraft Engineering and Maintenance (MNT), Cabin Operations (CAB), Ground Handling (GRH), Cargo Operations (CGO), and Operational Security (SEC).

Gambar IOSA Certificate of Registration PT Garuda Indonesia (Persero) Tbk

Figure of IOSA Certificate of Registration PT Garuda Indonesia (Persero) Tbk





Audit ini memastikan peningkatan keselamatan penerbangan secara konstan yang diakui oleh aliansi penerbangan, perusahaan asuransi, otoritas penerbangan di seluruh dunia, dan mitra internasional. Sebagai IOSA operator, Perusahaan memperoleh sejumlah keuntungan, di antaranya *quality audit* program yang berjalan di bawah pengawasan IATA, pemutakhiran standar keselamatan dan keamanan global secara berkesinambungan untuk mencerminkan penyesuaian terhadap peraturan dan *best practices* terkini, mengeliminasi redundansi audit, serta mengurangi biaya audit dalam pelaksanaan kerja sama (*codeshare*) dengan *airline* lainnya.

Beberapa manfaat dengan adanya sertifikasi IOSA ini adalah penerapan standar operasi yang aman dan mengikuti standar yang berlaku secara internasional, mengurangi kebutuhan audit saat bergabung dengan aliansi, meningkatkan efisiensi internal, memperluas peluang *codeshare* dengan maskapai lain, simplifikasi *leasing aircraft procurement*. Diharapkan kedepannya Garuda Indonesia Group memiliki reputasi yang baik dengan aspek *safety* sebagai prioritas utama.

Perseroan juga melibatkan seluruh unit dalam penyusunan Rencana Kerja dan Anggaran Perusahaan untuk memastikan seluruh unit terlibat dalam perencanaan operasional dan finansial. Hal ini juga dilakukan untuk membangun budaya *safety* dan *security* seluruh unit terkait.

2. Customer Oriented Services

Garuda Indonesia memiliki keunggulan layanan berstandar internasional yang telah mendapatkan pengakuan di berbagai penghargaan global. Pencapaian membanggakan bagi Garuda Indonesia ini menjadi representasi kesuksesan konsep layanan "*Indonesian Hospitality*," sekaligus meningkatkan citra Indonesia di mata dunia. Garuda Indonesia akan terus mempertahankan tingkat layanan yang saat ini dimiliki melalui program "*Because You Matter*" dan program sejenis lainnya, dan tetap mengedepankan layanan pada titik *touch point* (*pre-journey, pre-flight, inflight, post-flight, dan post journey*).

Salah satu *key-driver* Garuda Indonesia pada tahun 2024 adalah *Full-Service*. Garuda Indonesia berkomitmen untuk memberikan pengalaman penerbangan terbaik kepada seluruh penumpangnya. Garuda Indonesia sedang meneliti perjalanan pelanggan sejak datang di bandara asal sampai dengan tiba di bandara tujuan. Diharapkan para pelanggan Garuda Indonesia akan menjadi pelanggan setia dengan melalui perbaikan layanan dan pengalaman. Beberapa pengembangan hasil penelitian yang akan dilakukan terkait pengalaman pelanggan termasuk namun tidak terbatas pada perbaikan aplikasi, kemudahan *check-in*, kemudahan *boarding*, serta layanan *in-flight*.

This audit ensures a constant improvement in aviation safety, which is recognized by aviation alliances, insurance companies, aviation authorities worldwide, and international partners. As an IOSA operator, the Company gains several advantages, including a quality audit program operating under IATA supervision, continuous updates to global safety and security standards to reflect adjustments to current regulations and best practices, elimination of redundant audits, and reduced audit costs in the implementation of cooperation (*codeshare*) with other airlines.

The IOSA certification offers several benefits, including implementing safe operational standards that comply with international regulations, reduced audit requirements when joining an alliance, improved internal efficiency, expanded codeshare opportunities with other airlines, and streamlined aircraft leasing procurement. Moving forward, Garuda Indonesia Group aims to maintain a strong reputation, with safety as its top priority.

The Company also involves all units in drafting its Corporate Work Plan and Budget to ensure active participation in operational and financial planning. This initiative also fosters a culture of safety and security across all relevant units.

2. Customer Oriented Services

Garuda Indonesia owns world-class service standards that have earned global recognition through various prestigious awards. These achievements serve as a testament to the success of the "*Indonesian Hospitality*" service concept while also enhancing Indonesia's reputation on the international stage. Garuda Indonesia remains committed to maintaining its high level of service through programs such as "*Because You Matter*" and other similar initiatives, ensuring excellent service at every touch point (from *pre-journey, pre-flight, in-flight, post-flight, and post-journey*).

One of Garuda Indonesia's key drivers in 2024 is its *Full-Service* commitment. The airline is dedicated to providing passengers with the best possible flight experience. To achieve this, Garuda Indonesia conducts in-depth research on the passenger journey, from departure at the origin airport to arrival at the destination airport. The objective is to cultivate customer loyalty through continuous service and experience improvements. Planned improvements based on this research include, but are not limited to, app upgrades, streamlined check-in and boarding processes, and enhanced in-flight services.

Sampai dengan 2024, Perseroan berhasil meraih beberapa penghargaan bergengsi antara lain: (i) No. 1 *On-Time Performance Global Airline 2023* dengan capaian OTP 95,28% dari 49,918 penerbangan oleh OAG Flightview yang diterima pada 31 Januari 2024, (ii) penghargaan *World's Best Airline Cabin Crew Tahun 2023* atribut *Flight Attendant Service* menjadi kekuatan utama Garuda Indonesia dengan membawa nama baik Negara Indonesia dan keramahan masyarakat Indonesia kepada pelanggan menjadi poin utama.

Untuk mengetahui tingkat kepuasan konsumen, sekaligus menjangkau masukan dari pelanggan, Garuda Indonesia secara rutin melakukan survei kepuasan pelanggan. Perseroan melaksanakan survei kepuasan pelanggan dengan metode *Achievement Customer Satisfaction Index* (CSI) dan *Net Promoter Score* (NPS). Survei dilakukan dengan mengundang penumpang Garuda Indonesia mengisi survei yang dikirimkan melalui *suggestion form* saat penerbangan dan email setelah menyelesaikan penerbangan dengan total responden pada periode Januari sampai dengan Desember 2024 sebanyak 20.766 responden dengan rincian survei daring sejumlah 906 responden, *new post-flight survey* sejumlah 9.833 responden, *customer voice offline* sebesar 8.663 responden dan *GASO online survey* sebanyak 1.364 responden. Hasil ini dapat dijadikan sebagai acuan parameter tingkat kepuasan penumpang terhadap seluruh *touch point* layanan Garuda Indonesia mulai dari *pre-journey* hingga *post-journey* selama periode Januari sampai dengan Desember 2024.

3. Financial Sustainability

Setelah merampungkan proses PKPU dan mendapatkan putusan PKPU, Garuda Indonesia terus berakselerasi memaksimalkan performa yang turut ditunjang oleh basis *cost structure* yang semakin *agile* dan adaptif. Garuda Indonesia juga terus menunjukkan perbaikan performa keuangan pasca homologasi PKPU termasuk upaya perbaikan ekuitas baik secara Induk maupun Konsolidasi. Walaupun, secara konsolidasi Garuda Indonesia tahun 2023 masih mengalami *negative equity* yakni sebesar USD1,28 miliar, dimana hal ini perlu diatasi untuk mempercepat perbaikan kondisi keuangan dan pertumbuhan bisnis Garuda untuk menjaga kepercayaan investor dan kreditor pasca PKPU. Oleh sebab itu, Garuda Indonesia melakukan strategi percepatan perbaikan ekuitas sesuai sejalan dengan SK KBUMN nomor SK-230/MBU/08/2023 tanggal 10 Agustus 2023 terkait Pembentukan Percepatan Ekuitas PT Garuda Indonesia (Persero) Tbk. Pada Tahun 2023, Garuda telah berhasil melakukan *buyback bonds* dan sukuk dengan *gain* sekitar USD63 juta. Selain itu, Garuda Indonesia pada Tahun 2023 juga mengkaji terkait Implementasi Ijarah dan Restrukturisasi Citilink (sesuai dengan SK KBUMN Nomor SK-231/MBU/08/2023 tanggal 10 Agustus 2023 terkait Pembentukan Tim Percepatan

As of 2024, the Company has received several prestigious awards, including: (i) No.1 On-Time Performance Global Airline in 2023, achieving an OTP rate of 95.28% across 49,918 flights, awarded by OAG Flightview on January 31, 2024. (ii) World's Best Airline Cabin Crew in 2023, recognizing Flight Attendant Service as Garuda Indonesia's key strength, showcasing Indonesia's hospitality and warmth to passengers worldwide.

To measure customer satisfaction and gather valuable feedback, Garuda Indonesia regularly conducts customer satisfaction surveys. The Company utilizes the Achievement Customer Satisfaction Index (CSI) and Net Promoter Score (NPS) methodologies to assess satisfaction levels. Surveys were conducted by inviting passengers to participate through suggestion forms distributed during flights and via email after completing their journey. From January to December 2024, a total of 20,766 respondents participated in the survey with the following breakdown: 906 respondents via online surveys, 9,833 respondents through the new post-flight survey, 8,663 respondents giving customer voice offline feedback, and 1,364 respondents via the GASO online survey. These results served as key indicators of passenger satisfaction across Garuda Indonesia service touchpoints, from pre-journey to post-journey, throughout January to December 2024.

3. Financial Sustainability

After completing the PKPU process and obtaining a PKPU decision, Garuda Indonesia continues to accelerate its performance maximization, supported by an increasingly agile and adaptive cost structure foundation. Garuda Indonesia also continues to show improved financial performance post-PKPU homologation, including efforts to improve equity, both at the parent company level and on a consolidated basis. However, on a consolidated basis, Garuda Indonesia in 2023 still experienced negative equity of USD1.28 billion. This issue needs to be addressed to accelerate the improvement of financial conditions and business growth to maintain investors and creditors confidence post-PKPU. Therefore, Garuda Indonesia is implementing an equity enhancement acceleration strategy in alignment with the Decree of the Minister of State-Owned Enterprises number SK-230/MBU/08/2023 dated August 10, 2023, regarding the Establishment of Equity Acceleration of PT Garuda Indonesia (Persero) Tbk. In 2023, Garuda successfully conducted a buyback of bonds and sukuk with a gain of approximately USD63 million. Additionally, in 2023, Garuda Indonesia also reviewed the implementation of Ijarah and Citilink restructuring (in accordance with the Decree of the Minister of SOEs Number SK-231/MBU/08/2023 dated