Insurance tugu

Optimizing Innovation, Achieving Higher Excellence

2023 Laporan Tahunan
Annual Report

Reach
New
Heights



PT Asuransi Tugu Pratama Indonesia Tbk
a member of PERTAMINA

PT Asuransi Tugu Pratama Indonesia Tbk
berizin dan diawasi oleh Otoritas Jasa Keuangan (OJK)
Financial Strength Rating BEST A- Excellent

Sanggahan dan Batasan Tanggung Jawab

Disclaimers and Limitations of Responsibility

Laporan Tahunan ini memuat pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan PT Asuransi Tugu Pratama Indonesia Tbk, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan.

Pernyataan-pernyataan prospektif dalam Laporan Tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang PT Asuransi Tugu Pratama Indonesia Tbk serta lingkungan bisnis di mana Perseroan menjalankan kegiatan usaha. Pernyataan yang terdapat di Laporan Tahunan ini bukan menjadi jaminan kinerja di masa yang akan datang, karena hasil sebenarnya di masa depan dapat berbeda karena dapat dipengaruhi oleh beberapa faktor di luar kendali PT Asuransi Tugu Pratama Indonesia Tbk.

Laporan Tahunan ini memuat kata “Tugu Insurance”, “Perseroan”, “Perusahaan”, dan “Kami” yang didefinisikan sebagai PT Asuransi Tugu Pratama Indonesia Tbk yang menjalankan bisnis dalam bidang Asuransi Umum (konvensional dan syariah). Hal ini digunakan atas dasar kemudahan untuk menyebut PT Asuransi Tugu Pratama Indonesia Tbk secara umum.

This Annual Report contains statements of financial condition, operational results, including the projections, plans, strategies, policies, and objectives of PT Asuransi Tugu Pratama Indonesia Tbk. These are classified as forward-looking statements in accordance with applicable laws, except for historical matters. These statements have prospective risks, uncertainties, and may result in actual developments materially different from those reported.

Prospective statements in this Annual Report are made based on various assumptions regarding the current and future conditions of PT Asuransi Tugu Pratama Indonesia Tbk and the business environment in which the Company conducts business activities. The statements contained in this Annual Report are not a guarantee of future performance, because the actual results in the future may differ due to factors beyond the control of PT Asuransi Tugu Pratama Indonesia Tbk.

This annual report contains words such as “Tugu Insurance”, “the Company”, and “We”, all of which define PT Asuransi Tugu Pratama Indonesia Tbk that is engaged in General Insurance (conventional & sharia) business. These words generally are used on the basis of the convenience of referring to PT Asuransi Tugu Pratama Indonesia Tbk.

Penjelasan Tema

Theme Explanation

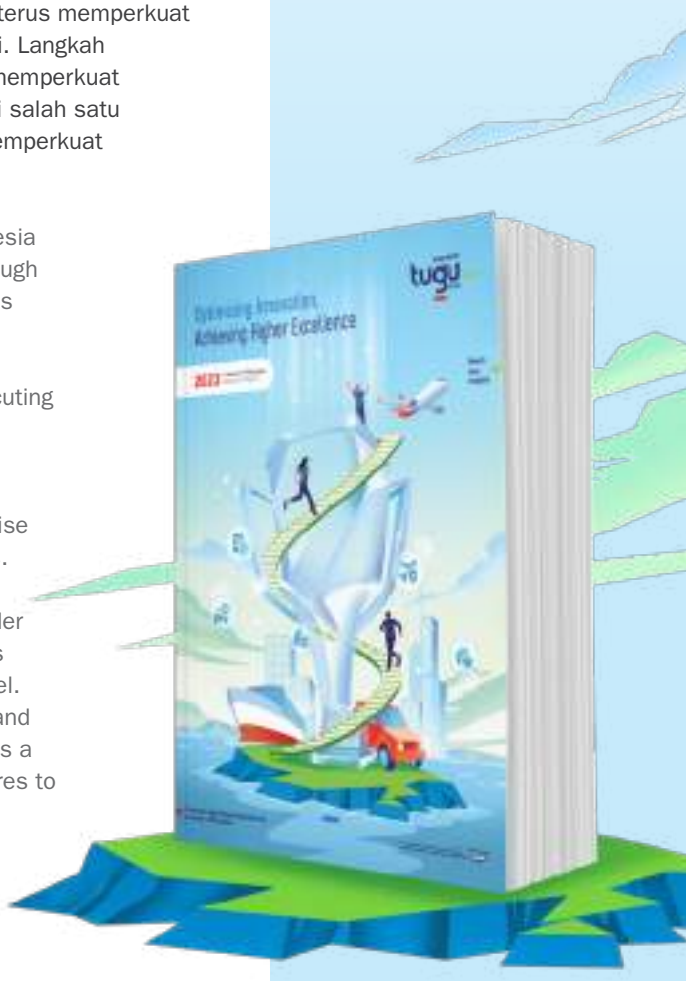
Optimizing Innovation, Achieving Higher Excellence

Di tengah kondisi yang cukup menantang, PT Asuransi Tugu Pratama Indonesia Tbk (Tugu Insurance) terus melangkah untuk memperkuat kinerja melalui peningkatan pelayanan dan inovasi secara berkelanjutan. Perseroan senantiasa melakukan berbagai rasionalisasi dan optimalisasi untuk menjawab tantangan yang terjadi di sepanjang tahun 2023. Perseroan menjawab tantangan zaman dengan membangun kekuatan fundamental yang kokoh dan diwujudkan melalui beberapa langkah penting di tahun 2023, yaitu dengan mengedepankan *risk management* yang *prudent* ditambah dengan penguatan kolaborasi maupun sinergi bisnis di lingkungan Pertamina Group serta terus secara aktif untuk meningkatkan penetrasi ke pasar Badan Usaha Milik Negara (BUMN), Badan Usaha Kecil Menengah (UKM), dan retail.

Di tahun 2023, Tugu Insurance mampu senantiasa beradaptasi dengan tantangan dalam rangka mencapai target pertumbuhan kinerja secara positif. Perseroan terus memperkuat fondasi dengan mengembangkan bisnis hingga ke level yang lebih tinggi. Langkah ini dilakukan Tugu Insurance untuk dapat mengoptimalkan kinerja dan memperkuat eksistensinya. Kinerja keuangan dan operasional yang tangguh, menjadi salah satu bukti capaian Perseroan dalam menerapkan langkah strategis untuk memperkuat fondasi usahanya.

In the midst of challenging conditions, PT Asuransi Tugu Pratama Indonesia Tbk (Tugu Insurance) continues to strive to strengthen performance through continuous service improvement and innovation. The Company continues to implement various rationalizations and optimizations to address the challenges that occur throughout 2023. The Company overcomes the challenges of the times by building solid fundamental strength and executing it through a series of essential actions in 2023, namely by prioritizing prudent risk management as well as strengthening collaboration and business synergies within the Pertamina Group and at the same time continuing to actively increase penetration into the State-owned Enterprise (SOEs), Small and Medium-sized Enterprises (SMEs), and retail markets.

In 2023, Tugu Insurance is able to constantly adapt to challenges in order to achieve positive performance growth targets. The Company continues to strengthen the foundation by developing the business to a higher level. Tugu Insurance implemented this decision to optimize its performance and strengthen its existence. Strong financial and operational performance is a proof of the Company's achievements in implementing strategic measures to strengthen its business foundation.



Daftar Isi

Table of Contents

ii Sanggahan dan Batasan Tanggung Jawab
Disclaimers and Limitations of Responsibility

01 Penjelasan Tema
Theme Explanation

02 Daftar Isi
Table of Contents

04 Pencapaian 2023
2023 Achievement

06 Penghargaandan Sertifikasi
Awards and Certifications

01 Kilas Kinerja
Performance Review

20 Ikhtisar Data Keuangan Penting
Financial Highlights

26 Ikhtisar Saham
Share Highlights

29 Ikhtisar Obligasi, Sukuk, atau Obligasi Konversi
Bonds, Sukuk, or Convertible Bonds Highlights

30 Peristiwa Penting Tahun 2023
2023 Important Events

02 Laporan Manajemen
Management Report

38 Laporan Dewan Komisaris
Report of the Board of Commissioners

47 Laporan Direksi
Report of the Board of Directors

58 Surat Pernyataan Dewan Komisaris
Statement Letter of Board of Commissioners

59 Surat Pernyataan Direksi
Statement Letter of Board of Directors

03 Profil Perusahaan
Company Profile

62 Identitas Perusahaan
Company Identity

63 Riwayat Singkat Tugu Insurance
Brief History of Tugu Insurance

66 Jejak Langkah
Milestones

70 Visi, Misi, dan Tata Nilai Budaya Perusahaan
Vision, Mission, and Corporate Culture Value

74 Bidang Usaha
Business Line

76 Produk dan Jasa
Products and Services

84 Peta Wilayah Operasional
Operational Areas

86 Kantor Perwakilan
Representative Offices

87 Keanggotaan dalam Asosiasi
Membership in Associations

88 Struktur Organisasi Tugu Insurance
Tugu Insurance Organizational Structure

90 Profil Dewan Komisaris
Board of Commissioners' Profiles

102 Informasi Mengenai Rangkap Jabatan Anggota Dewan Komisaris
Information Regarding Concurrent Positions of Members of the Board of Commissioners

103 Informasi Mengenai Hubungan Afiliasi Anggota Dewan Komisaris
Information Regarding Affiliation Relationships of Members of the Board of Commissioners

104 Profil Direksi
Board of Directors' Profiles

116 Informasi Mengenai Rangkap Jabatan Anggota Direksi
Information Regarding Concurrent Positions of Members of the Board of Directors

117 Informasi Mengenai Hubungan Afiliasi Anggota Direksi
Information Regarding Affiliation Relationships of the Board of Directors Members

118 Sumber Daya Manusia
Human Resource

129 Informasi Mengenai Kepemilikan Saham
Shareholding Information

131 Informasi Mengenai Pemegang Saham Utama/Pengendali
Information on Principal/Controlling Shareholders

133 Struktur Grup Perusahaan
Company Group Structure

134 Entitas Anak dan Entitas Asosiasi
Subsidiaries and Associates

137 Kronologi Penerbitan dan/atau Pencatatan Saham
Share Issuance and/or Share Listing Chronology

138 Kronologi Penerbitan dan/atau Pencatatan Efek Lainnya
Chronology of the Issuance and/or the Listing of Other Securities

138 Informasi Mengenai Kantor Akuntan Publik dan Akuntan Publik
Information Regarding Public Accountant Firm and Public Accountant

139 Lembaga dan/atau Profesi Penunjang Pasar Modal Lainnya
Other Capital Market Supporting Institutions and/or Professions

04 Analisa & Pembahasan Manajemen
Management Discussion and Analysis

142 Tinjauan Makroekonomi
Macroeconomic Review

144 Tinjauan Industri
Industry Review

159 Tinjauan Operasi per Segmen Usaha
Operational Review by Business Segment

164 Tinjauan Keuangan
Financial Review

176 Kemampuan Membayar Kewajiban
Ability to Pay Liabilities (Solvency) of the Company

178 Tingkat Kolektibilitas Piutang
Accounts Receivable Collectability

179 Struktur Modal dan Kebijakan Manajemen atas Struktur Modal
Capital Structure and the Management's Policy on Capital Structure

180 Ikatan Material untuk Investasi Barang Modal
Material Commitment for Capital Expenditure

181 Realisasi Investasi Barang Modal Tahun 2023
Realization of Capital Expenditure in 2023

181 Informasi dan Fakta Material yang Terjadi setelah Tanggal Laporan Akuntan
Material Information and Facts Subsequent to the Accountant's Report Date

182 Prospek Usaha
Business Outlook

184 Perbandingan Antara Target dan Realisasi 2023 serta Proyeksi Tahun 2024
Comparison of 2023 Target vs. Realization and 2024 Projections

185 Aspek Pemasaran
Marketing Aspect

186 Kebijakan Dividen dan Pembagian Dividen
Dividend Policy and Dividend Distribution

187 Realisasi Penggunaan Dana Hasil Penawaran Umum
Realization of Use of Proceeds from Public Offering

188 Informasi Keuangan yang Telah Dilaporkan yang Mengandung Kejadian yang Sifatnya Luar Biasa dan Jarang Terjadi
Reported Financial Information Containing Infrequent and Rare Events

189 Dampak Perubahan Harga Terhadap Penjualan/Pendapatan Perusahaan
Impact of Price Changes on the Company's Sales/Revenue

189 Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal pada Tahun Buku
Material Information Regarding Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition, and Debt/Capital Restructuring in the Fiscal Year

189 Informasi Material Mengenai Transaksi Material yang Mengandung Benturan Kepentingan
Material Information on Material Transactions Containing Conflict of Interest

190 Informasi Material Mengenai Transaksi dengan Pihak Afiliasi/Pihak Berelasi
Material Information on Transactions with Affiliates/Related Parties

196 Perubahan Peraturan Perundang-undangan yang Berdampak Signifikan terhadap Perusahaan
Amendment to Laws and Regulations with Significant Impact on the Company

196 Perubahan Kebijakan Akuntansi dan Dampaknya terhadap Laporan Keuangan
Changes in Accounting Policies and Their Impact on Financial Statements

05

Tata Kelola Perusahaan

Good Corporate Governance

200 Komitmen terhadap Tata Kelola Perusahaan
Commitment to Corporate Governance

202 Prinsip Tata Kelola Perusahaan
Principles of Corporate Governance

208 Struktur Organ Tata Kelola Perusahaan
Corporate Governance Organ Structure

281 Komite dan Fungsi di Bawah Dewan Komisaris
Committees Under The Board of Commissioners

317 Komite dan Fungsi di Bawah Direksi
Committees and Functions Under the Board of Directors

397 Perkara Hukum yang Dihadapi Perseroan, Entitas Anak, Anggota Dewan Komisaris dan Anggota Direksi yang Menjabat
Legal Cases Faced By the Company, Subsidiaries, Members of the Board of Commissioners and the Board of Directors

399 Sanksi Administratif Terhadap Perseroan, Anggota Dewan Komisaris dan Anggota Direksi yang Menjabat
Administrative Sanctions Imposed on the Company, Members of the Board of Commissioners and Members of the Board of Directors

401 Kode Etik
Code of Conduct

405 Pemberian Kompensasi Jangka Panjang Berbasis Kinerja Kepada Direksi dan Karyawan dalam Bentuk *Management Stock Option Plan* (MESOP)
Provision of Performance-Based Long-Term Compensation to the Board of Directors and Employees in Form of Management Stock Option Plan (MESOP)

407 Kebijakan Pengungkapan Informasi Mengenai Kepemilikan Saham Anggota Direksi dan Dewan Komisaris
Information Disclosure Policy on Share Ownership of the Board of Directors and the Board of Commissioners

409 Sistem Pelaporan Pelanggaran (*Whistleblowing System*)
Whistleblowing System

413 Kebijakan Anti Korupsi
Anti Corruption Policy

426 Kesesuaian Penerapan Tata Kelola Tugu Insurance Terhadap Pedoman Tata Kelola Perusahaan Terbuka
Conformity of Tugu Insurance GCG Implementation with the Governance Guidelines for Public Companies

06

Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility

436 Tata Kelola Tanggung Jawab Sosial Perusahaan
Corporate Social Responsibility Governance

439 Struktur Organisasi TJSL Perseroan
The Company's CSR Organizational Structure

444 Pemenuhan Surat Edaran Otoritas Jasa Keuangan Nomor 16/SEOJK.04/2021
Fulfillment of Financial Services Authority Circular Letter Number 16/ SEOJK.04/2021

448 Checklist AR 2023 dengan SK-16/S. MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara
Checklist of AR 2023 with SK-16/S. MBU/2012 on Indicators/Parameters of Assessment and evaluation of Good Corporate Governance Implementation on State Owned Enterprises

457 Checklist AR 2023 dengan Surat Edaran Otoritas Jasa Keuangan Nomor 16/SEOJK.04/2021 Tentang Bentuk Dan Isi Laporan Tahunan Emiten Atau Perusahaan Publik
Checklist of AR 2023 with OJK's Circular Letter Number 16/SEOJK.04/2021 on the Form and Content of Annual report of the Issuers and Public Company

07

Laporan Keuangan

Financial Report

477 Laporan Keuangan
Audited Report

Pencapaian 2023

2023 Achievement

Kinerja Operasional | Operational Perfomance

Premi Bruto
Gross Premium

Rp 7,71 triliun

IDR7.71 trillion

Pendapatan *Underwriting*
Underwriting Revenues

Rp 2,61 triliun

IDR2.61 trillion

Pendapatan Investasi
Investment Income

Rp 579,83 miliar

IDR579.83 billion

Pendapatan Usaha Lainnya
Other Operating Revenues

Rp 402,09 miliar

IDR402.09 billion

Kinerja Keuangan | Financial Performance

Jumlah Pendapatan
Total Revenues

Rp 3,59 triliun

IDR3.59 trillion

Laba Tahun Berjalan
Income for the Year

Rp 1,3 triliun

IDR1.3 trillion

Aset
Assets

Rp 25,14 triliun

IDR25.14 trillion

Ekuitas
Equity

Rp 10,28 triliun

IDR10.28 trillion

Penghargaan dan Sertifikasi

Awards and Certifications

Penghargaan
Awards



Indonesia Excellence Good Corporate Governance Ethics in Providing Precise and Reliable Insurance Services Category General Insurance

Nama Acara Name of Event	Indonesia Excellence GCG Awards 2023
Tanggal Penerimaan Date of the Award	31 Januari 2023 31 January 2023
Diberikan Oleh Awarded By	Warta Ekonomi

Indonesia's Popular Digital Product Awards 2023 (Financial Industry) E-Customer Service in General Finance Category

Nama Acara Name of Event	Indonesia's Popular Digital Products Awards 2023
Tanggal Penerimaan Date of the Award	17 Februari 2023 17 February 2023
Diberikan Oleh Awarded By	The Iconomics





Best Public Relations in Company Management on Providing Corporate Insurance Product Diversification to Strengthen Business Transformation

Nama Acara Name of Event	Indonesia Public Relation Awards (IPRA) 2023
Tanggal Penerimaan Date of the Award	24 Februari 2023 24 February 2023
Diberikan Oleh Awarded By	Warta Ekonomi



Best Performance Chief Financial Officer 2023 in Realizing Sustainable Growth by Strengthening Business Segmentation Category General Insurance

Nama Acara Name of Event	Indonesia Best CFO Awards 2023
Tanggal Penerimaan Date of the Award	28 Februari 2023 28 February 2023
Diberikan Oleh Awarded By	Warta Ekonomi

Bronze Winner PRIA 2023 Sektor Anak Usaha BUMN Kategori Laporan Tahunan Sub Kategori Sustainability Report

Bronze Winner PRIA 2023 BUMN Subsidiary Sector Category Annual Report Sub Category Sustainability Report

Nama Acara Name of Event	PR Indonesia Awards (PRIA) 2023
Tanggal Penerimaan Date of the Award	17 Maret 2023 17 March 2023
Diberikan Oleh Awarded By	PR Indonesia





The Highest Digital Index General Insurance Company

Nama Acara Name of Event	Infobank 12th Digital Brand Awards 2023
Tanggal Penerimaan Date of the Award	12 April 2023 12 April 2023
Diberikan Oleh Awarded By	Infobank

Indonesia Best Sharia Finance 2023 with Outstanding Comprehensive Sharia Insurance Products Availability for Various Market Segmentation

Nama Acara Name of Event	Indonesia Sharia Finance Awards 2023
Tanggal Penerimaan Date of the Award	10 Mei 2023 10 May 2023
Diberikan Oleh Awarded By	Warta Ekonomi





Grand Digital Marketing Company 2023 for The Informative Social Media Content

Nama Acara Name of Event	Indonesia Grand Digital Marketing Awards 2023
Tanggal Penerimaan Date of the Award	10 Mei 2023 10 May 2023
Diberikan Oleh Awarded By	Warta Ekonomi



Indonesia Best CSR Awards 2023

Nama Acara Name of Event	5th Indonesia Best CSR Awards 2023
Tanggal Penerimaan Date of the Award	25 Mei 2023 25 May 2023
Diberikan Oleh Awarded By	The Iconomics



Best Leader for Sustainability Acceleration Through Diversification of Insurance Products and Services

Nama Acara Name of Event	Indonesia Financial Top Leader Awards 2023
Tanggal Penerimaan Date of the Award	31 Mei 2023 31 May 2023
Diberikan Oleh Awarded By	Warta Ekonomi



Indonesia Outstanding Millennials' Brand Choice 2023

Nama Acara Name of Event	Indonesia Millennial's Brand Choice Awards 2023
Tanggal Penerimaan Date of the Award	31 Mei 2023 31 May 2023
Diberikan Oleh Awarded By	Warta Ekonomi



Bronze Winner Media Relation Award 2023 Kategori Media Special Program

Nama Acara Name of Event	Media Relations Award
Tanggal Penerimaan Date of the Award	Mei 2023 May 2023
Diberikan Oleh Awarded By	SPS



The Best SPEx2 Company in General Insurance Industry

Nama Acara Name of Event	The 8th Annual 2023 SPEx2 DX Award
Tanggal Penerimaan Date of the Award	6 Juli 2023 6 July 2023
Diberikan Oleh Awarded By	Kontan



The Best Performance in 10 Consecutive Years for General Insurance Company

Nama Acara Name of Event	Second Half Year Economic Outlook 2023
Tanggal Penerimaan Date of the Award	27 Juli 2023 27 July 2023
Diberikan Oleh Awarded By	Infobank



The Best Performance General Insurance Company 2023

Nama Acara Name of Event	Second Half Year Economic Outlook 2023
Tanggal Penerimaan Date of the Award	27 Juli 2023 27 July 2023
Diberikan Oleh Awarded By	Infobank

The Highest Score General Insurance Company 2023

Nama Acara Name of Event	24th Insurance Award 2023
Tanggal Penerimaan Date of the Award	27 Juli 2023 27 July 2023
Diberikan Oleh Awarded By	Infobank





General Insurance Market Leaders Award 2023

Nama Acara Name of Event	2023 Insurance Market Leaders Award
Tanggal Penerimaan Date of the Award	27 Juli 2023 27 July 2023
Diberikan Oleh Awarded By	Media Asuransi

Best Insurance 2023 Kategori Asuransi Umum Beraset di atas Rp5 triliun

Best Insurance 2023 in the General Insurance Category with Assets above IDR 5 trillion

Nama Acara Name of Event	Investor Daily Awards 2023
Tanggal Penerimaan Date of the Award	28 Juli 2023 28 July 2023
Diberikan Oleh Awarded By	Investor Daily





CallTIA – Tugu Insurance Kategori Call Center Car Insurance

CallTIA – Tugu Insurance Call Center Car Insurance Category

Nama Acara Name of Event	Contact Center Service Excellence Award 2023
Tanggal Penerimaan Date of the Award	Juli 2023 July 2023
Diberikan Oleh Awarded By	Majalah Marketing



Indonesia Corporate Reputations Awards 2023

Nama Acara Name of Event	4th Indonesia Public Relations Summit 2023
Tanggal Penerimaan Date of the Award	4 Agustus 2023 4 August 2023
Diberikan Oleh Awarded By	The Iconomics

Bronze Winner Media Relations Award 2023

Nama Acara Name of Event	Penghargaan 77 Tahun Serikat Perusahaan Pers (SPS) 77th Anniversary of the Press Union (SPS) Award
Tanggal Penerimaan Date of the Award	11 Agustus 2023 11 August 2023
Diberikan Oleh Awarded By	Serikat Perusahaan Pers Press Union





Best TJSL 2023 with Outstanding Program in Environmental Preservation and Education Services for the Community

Nama Acara Name of Event	Indonesia TJSL Awards 2023
Tanggal Penerimaan Date of the Award	31 Agustus 2023 31 August 2023
Diberikan Oleh Awarded By	Warta Ekonomi

4th Indonesia Top Insurance Companies Awards 2023

Nama Acara Name of Event	4th Indonesia Top Insurance Companies Awards 2023
Tanggal Penerimaan Date of the Award	8 September 2023 8 September 2023
Diberikan Oleh Awarded By	The Iconomics





4th Top Insurance Companies Awards – Performing in Asset 10-25 Trillion General Insurance Company

Nama Acara Name of Event	4th Indonesia Top Insurance Company Awards 2023
Tanggal Penerimaan Date of the Award	8 September 2023 8 September 2023
Diberikan Oleh Awarded By	The Iconomics



Top 50 Mid Capitalization Public Listed Company

Nama Acara Name of Event	The 14th IICD Corporate Governance Conference and Award
Tanggal Penerimaan Date of the Award	18 September 2023 18 September 2023
Diberikan Oleh Awarded By	Indonesia Institute for Corporate Directorship (IICD)



Best Financial Sector 2023

Nama Acara Name of Event	The 14th IICD Corporate Governance Conference and Award
Tanggal Penerimaan Date of the Award	18 September 2023 18 September 2023
Diberikan Oleh Awarded By	Indonesia Institute for Corporate Directorship (IICD)

Best Sharia General Insurance Business Unit 2023

Nama Acara Name of Event	2023 Insurance Award
Tanggal Penerimaan Date of the Award	18 September 2023 18 September 2023
Diberikan Oleh Awarded By	Media Asuransi





106 Perusahaan dan Instansi Berpengaruh di Bidang Komunikasi

106 Influential Companies and Agencies in the Field of Communications

Nama Acara Name of Event	Sewindu PR Indonesia Award
Tanggal Penerimaan Date of the Award	21 September 2023 21 September 2023
Diberikan Oleh Awarded By	PR Indonesia



Best SOE 2023 with Top Financial Performance and Providing a Variety of Innovative Product and Service Solutions

Nama Acara Name of Event	Indonesia Best BUMN Awards 2023
Tanggal Penerimaan Date of the Award	27 September 2023 27 September 2023
Diberikan Oleh Awarded By	Warta Ekonomi



Best Insurance 2023 with Top Financial Performance and Seizing the Opportunity to Develop Product Diversification

Nama Acara Name of Event	Indonesia Best Insurance Awards 2023
Tanggal Penerimaan Date of the Award	27 September 2023 27 September 2023
Diberikan Oleh Awarded By	Warta Ekonomi



Excellence Financial Performance Islamic Banking Unit of General Insurance Company 2022

Nama Acara Name of Event	Infobank 12th Sharia Award 2023
Tanggal Penerimaan Date of the Award	27 September 2023 27 September 2023
Diberikan Oleh Awarded By	Infobank



Best Brand Popularity in General Insurance Company

Nama Acara Name of Event	5th Anniversary Indonesia BUMN Awards 2023
Tanggal Penerimaan Date of the Award	12 Oktober 2023 12 October 2023
Diberikan Oleh Awarded By	The Iconomics



Best CFO In Financial Institution 2023

Nama Acara Name of Event	The Finance Best CEO 2023
Tanggal Penerimaan Date of the Award	14 November 2023 14 November 2023
Diberikan Oleh Awarded By	The Finance



The Best Performing General Insurance Based on Financial Performance 2020–2022

Nama Acara Name of Event	Top 20 Financial Institution 2023
Tanggal Penerimaan Date of the Award	14 November 2023 14 November 2023
Diberikan Oleh Awarded By	The Finance



2nd Best General Insurance Company 2023, Category General Insurance Equity >IDR1,5 Trillion

Nama Acara Name of Event	APPARINDO Awards 2023
Tanggal Penerimaan Date of the Award	24 November 2023 24 November 2023
Diberikan Oleh Awarded By	APPARINDO



Best Social Contribution Reputation in General Insurance > 10T Category

Nama Acara Name of Event	Best 50 Financial Awards
Tanggal Penerimaan Date of the Award	27 November 2023 27 November 2023
Diberikan Oleh Awarded By	The Iconomics

The Inspiration from Successful Leaders in Crisis

Nama Acara Name of Event	Top 100 CEO 2023
Tanggal Penerimaan Date of the Award	5 Desember 2023 5 December 2023
Diberikan Oleh Awarded By	Infobank





The Inspiration from Successful Leaders in Crisis

Nama Acara Name of Event	Top 200 The Next Leader 2023
Tanggal Penerimaan Date of the Award	5 Desember 2023 5 December 2023
Diberikan Oleh Awarded By	Infobank

The Inspiration from Successful Leaders in Crisis

Nama Acara Name of Event	Top 200 The Next Leader 2023
Tanggal Penerimaan Date of the Award	5 Desember 2023 5 December 2023
Diberikan Oleh Awarded By	Infobank





Best Chief Marketing Officer 2023 in Continuous Improvement Through Optimizing and Strengthening Multichannel Distribution

Nama Acara Name of Event	Indonesia Best CMO Awards 2023
Tanggal Penerimaan Date of the Award	14 Desember 2023 14 December 2023
Diberikan Oleh Awarded By	Warta Ekonomi

Indonesia CEO Excellence 2023 with Popularity in Maintaining Sustainable Performance Through Prudent Risk Management and Digitalization

Nama Acara Name of Event	Indonesia CEO Excellence Award
Tanggal Penerimaan Date of the Award	14 Desember 2023 14 December 2023
Diberikan Oleh Awarded By	Warta Ekonomi





Winner of 3rd Anniversary Indonesia Best 20 Corporate Secretary Awards 2023

Nama Acara Name of Event	3rd Anniversary Indonesia Best 20 Corporate Secretary Awards 2023
Tanggal Penerimaan Date of the Award	15 Desember 2023 15 December 2023
Diberikan Oleh Awarded By	The Economics

Winner of 3rd Anniversary Indonesia Top 20 GCG Awards 2023

Nama Acara Name of Event	Winner of 3rd Anniversary Indonesia Top 20 GCG Awards 2023
Tanggal Penerimaan Date of the Award	15 Desember 2023 15 December 2023
Diberikan Oleh Awarded By	The Economics





Digital Financial Excellence Awards 2023 (Asuransi Konvensional-Ekuitas Rp1 Triliun ke Atas)

Digital Financial Excellence Awards 2023
(Conventional Insurance-Equity of IDR1 Trillion and above)

Nama Acara Name of Event	Digital Financial Excellence Awards 2023
Tanggal Penerimaan Date of the Award	19 Desember 2023 19 December 2023
Diberikan Oleh Awarded By	Media Asuransi

Sertifikasi
Certifications



Anti Bribery Management System as per ISO 37001:2016

Jenis Sertifikasi Types of Certification	ISO 37001:2016
Masa Berlaku Valid Until	24 Februari 2024 24 February 2024
Diberikan Oleh Awarded By	TUV Nord Indonesia

01

Kilas Kinerja

Performance Review





Ikhtisar Data Keuangan Penting

Financial Highlights

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statements of Profit or Loss and Other Comprehensive Income

(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain) (Presented in thousand Rupiah, unless otherwise stated)

Keterangan Description	2023	2022	2021	2020	2019*
Operasi yang Dilanjutkan | Continued Operations					
Pendapatan Asuransi dan Reasuransi Insurance and Reinsurance Revenues					
Premi Bruto Gross Premium	7.709.524.068	6.705.580.219	5.986.273.156	6.057.126.567	6.493.167.165
Premi Reasuransi dan Retrosesi Reinsurance and Retrocession Premium	(4.368.028.394)	(3.518.922.914)	(3.298.342.753)	(3.691.463.444)	(3.717.007.191)
Perubahan Premi yang Belum Merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan Changes in Unearned Premium Reserves and Liabilities for Future Policy Benefits	(711.844.970)	(74.292.747)	28.101.568	26.142.072	(382.484.774)
Perubahan Aset Reasuransi atas Premi yang Belum Merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan Changes in Reinsurance Assets of Unearned Premium Reserves and Liabilities for Future Policy Benefits	450.280.969	(267.439.418)	(47.256.005)	(9.841.401)	273.340.817
Pendapatan Premi, Neto Premium Income, Net	3.079.931.673	2.844.925.140	2.668.775.966	2.381.963.794	2.667.016.017
Pendapatan (Beban) Komisi Neto Commission (Expense) Income Net	(470.367.564)	(502.133.301)	(544.548.488)	(475.198.042)	(533.078.054)
Total Pendapatan Underwriting Total Underwriting Revenues	2.609.564.109	2.342.791.839	2.124.227.478	1.906.765.752	2.133.937.963
Pendapatan Investasi Investment Income	579.830.038	352.391.330	374.065.222	237.263.036	433.703.802
Pendapatan Usaha Lainnya Other Operating Revenues	402.090.598	398.710.042	317.624.217	316.486.916	318.877.994
Total Pendapatan Total Revenues	3.591.484.745	3.093.893.211	2.815.916.917	2.460.515.704	2.886.519.759
Total Beban Klaim Neto Total Net Claim Expenses	(1.911.033.003)	(1.672.348.143)	(1.474.636.178)	(1.330.450.092)	(1.284.211.297)
Beban Usaha Operating Expenses	(812.220.956)	(771.135.847)	(732.365.797)	(638.943.980)	(663.350.239)
Beban Usaha Lainnya Other Operating Expenses	(298.263.982)	(258.769.400)	(225.558.648)	(214.189.376)	(227.127.859)
Pendapatan (Beban) Lain-lain Neto Other Income (Expenses), Net	1.054.600.500	108.509.604	(17.846.049)	65.387.434	(83.739.931)
Total Beban Total Expenses	(1.966.917.441)	(2.593.743.786)	(2.450.406.672)	(2.118.196.014)	(2.258.429.326)
Laba Sebelum Beban Pajak Final dan Pajak Penghasilan Income Before Final Tax and Income Tax Expenses	1.632.330.541	517.197.214	374.456.355	346.473.093	637.486.871

Keterangan Description	2023	2022	2021	2020	2019*
Beban Pajak Final Final Tax Expense	(52.159.894)	(30.496.363)	(36.452.251)	(40.626.959)	(35.767.370)
Beban Pajak Penghasilan Income Tax Expense	(278.069.378)	(91.595.511)	(10.773.797)	(33.930.196)	(95.969.493)
Laba Tahun Berjalan Income for the Year	1.302.101.269	395.105.340	327.230.307	271.915.938	505.750.008
Total Penghasilan Komprehensif Lain Setelah Pajak Total Other Comprehensive Income After Tax	50.021.045	131.353.734	101.665.725	61.689.470	88.833.143
Total Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	1.352.122.314	526.459.074	428.896.032	333.605.408	594.583.151
Laba Tahun Berjalan yang dapat Diatribusikan kepada: Income for the Year Attributable to:					
Pemilik Entitas Induk Equity Holders of the Parent Entity	1.322.393.811	347.150.768	316.480.352	265.143.084	458.698.597
Kepentingan Non-Pengendali Non-Controlling Interest	(20.292.542)	47.954.572	10.749.955	6.772.854	47.051.411
Total Penghasilan Komprehensif Tahun Berjalan yang dapat Diatribusikan kepada: Total Comprehensive Income for the Year Attributable to:					
Pemilik Entitas Induk Equity Holders of the Parent Entity	1.372.504.501	482.800.353	418.766.016	326.019.818	537.995.968
Kepentingan Non-Pengendali Non-Controlling Interest	(20.382.187)	43.658.721	10.130.016	7.585.590	56.587.183
Laba Per Saham yang dapat Diatribusikan kepada Pemilik Entitas Induk (Nilai Penuh) Dasar Dilusian Earnings per Share Attributable to Equity Holders of the Parent Entity (Full Amount) Basic and Diluted	372	195	178	149	258

*setelah penyajian kembali
*after restatement

Laporan Posisi Keuangan Konsolidasian
Consolidated Statement of Financial Position

(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain) (Presented in thousand Rupiah, unless otherwise stated)

Keterangan Description	2023	2022	2021	2020	2019*
Investasi pada Entitas Asosiasi Investment in Associates	166.639.022	162.313.843	148.547.057	141.761.482	138.420.945
Total Investasi Total Investments	11.672.019.498	9.323.421.470	8.675.350.031	8.300.338.468	8.576.220.341
Aset Tetap, Neto Fixed Assets, Net	1.614.302.861	1.443.394.444	1.258.070.256	1.433.657.253	1.353.859.931
Jumlah Aset Total Assets	25.137.942.615	21.581.305.468	20.188.056.012	19.460.094.655	20.734.506.631
Jumlah Liabilitas Total Liabilities	14.858.084.382	12.409.207.168	11.398.324.596	11.001.531.708	12.457.437.608
Jumlah Ekuitas Total Equity	10.279.858.233	9.172.098.300	8.789.731.416	8.458.562.947	8.277.069.023

*setelah penyajian kembali
*after restatement

Rasio-Rasio Keuangan
Financial Ratios

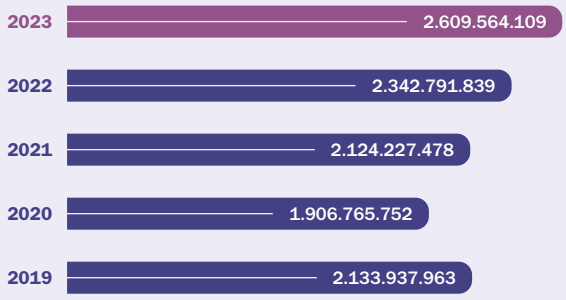
Keterangan Description	2023	2022	2021	2020	2019*
Rasio Margin Laba Usaha Operating Profit Margin	16,09%	13,21%	13,93%	11,42%	24,99%
Rasio Laba terhadap Jumlah Aset Return on Assets	5,18%	1,83%	1,62%	1,40%	2,44%
Rasio Laba terhadap Jumlah Ekuitas Return on Equity	12,67%	4,31%	3,72%	3,21%	6,11%
Rasio Laba (Rugi) terhadap Pendapatan Net Profit (Loss) Margin	36,36%	12,77%	11,62%	11,05%	17,52%
Rasio Lancar Current Ratio	522,64%	491%	537,58%	624,04%	582%
Rasio Liabilitas terhadap Ekuitas Debt to Equity Ratio	144,54%	135,29%	129,68%	130,06%	150,51%
Rasio Liabilitas terhadap Jumlah Aset Debt to Assets Ratio	59,11%	57,50%	56,46%	56,53%	60,08%

*setelah penyajian kembali
*after restatement

Grafik-grafik Kinerja Keuangan Financial Performance Graphs

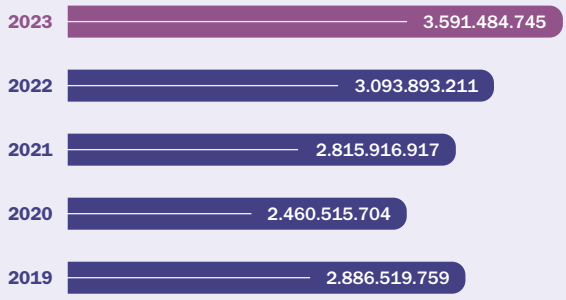
Pendapatan Underwriting
Underwriting Revenues

(dalam ribuan Rupiah) | (in thousand Rupiah)



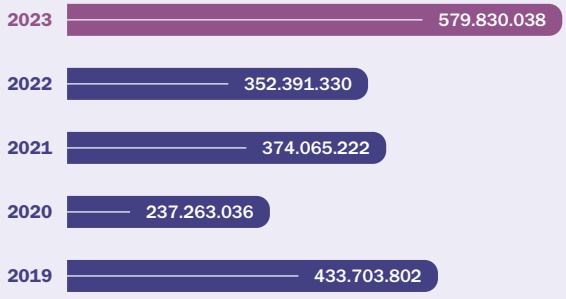
Total Pendapatan
Total Revenues

(dalam ribuan Rupiah) | (in thousand Rupiah)



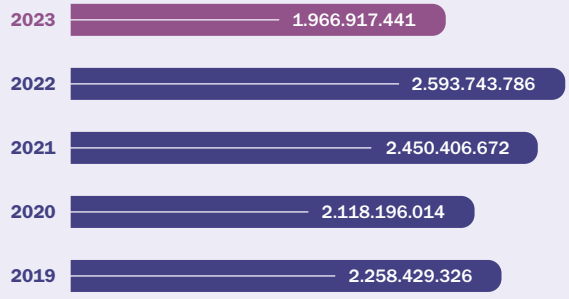
Pendapatan Investasi
Investment Income

(dalam ribuan Rupiah) | (in thousand Rupiah)



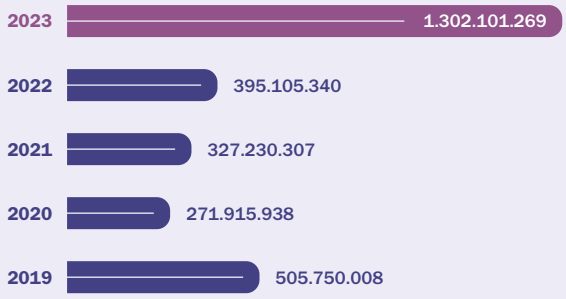
Total Beban
Total Expenses

(dalam ribuan Rupiah) | (in thousand Rupiah)



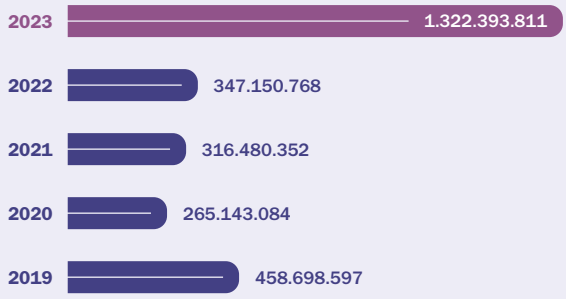
Laba Tahun Berjalan
Income for the Year

(dalam ribuan Rupiah) | (in thousand Rupiah)



Laba Tahun Berjalan yang Dapat Diatribusikan Kepada Pemilik Entitas Induk
Income for the Year Attributable to Equity Holders of the Parent Entity

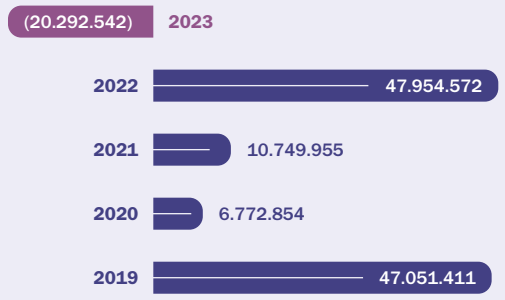
(dalam ribuan Rupiah) | (in thousand Rupiah)



Laba Tahun Berjalan yang Dapat Diatribusikan kepada Kepentingan Non-Pengendali

Income for the Year Attributable to Non-Controlling Interest

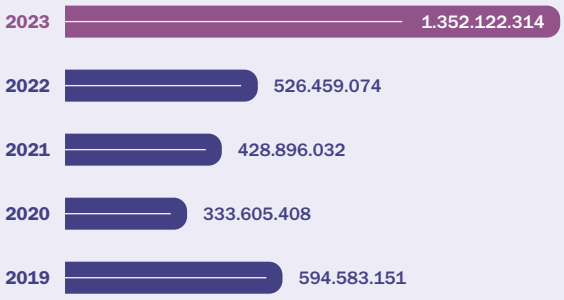
(dalam ribuan Rupiah) | (in thousand Rupiah)



Penghasilan Komprehensif Tahun Berjalan

Comprehensive Income for the Year

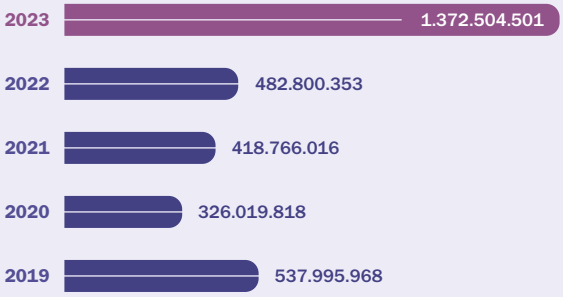
(dalam ribuan Rupiah) | (in thousand Rupiah)



Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk

Comprehensive Income for the Year Attributable to Equity Holders of the Parent Entity

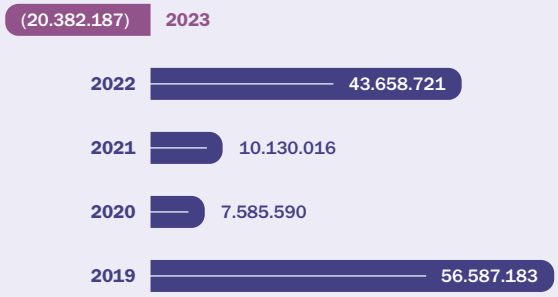
(dalam ribuan Rupiah) | (in thousand Rupiah)



Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan kepada Kepentingan Non-Pengendali

Comprehensive Income for the Year Attributable to Non-Controlling Interest

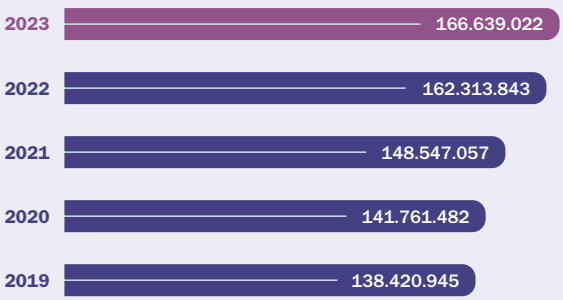
(dalam ribuan Rupiah) | (in thousand Rupiah)



Investasi pada Entitas Asosiasi

Investment in Associates

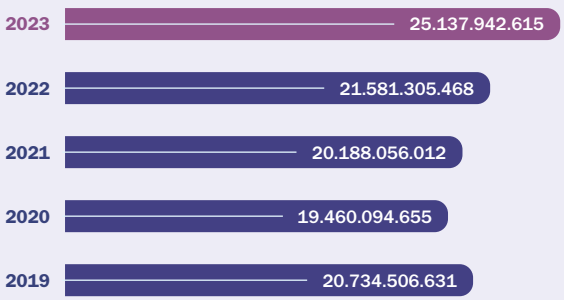
(dalam ribuan Rupiah) | (in thousand Rupiah)



Total Aset

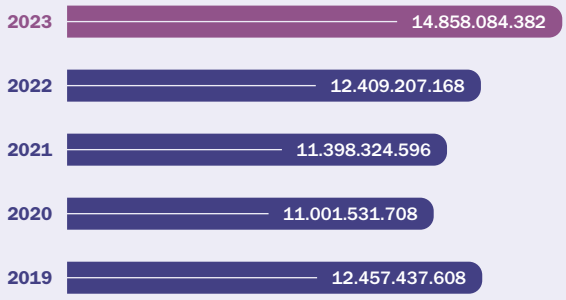
Total Assets

(dalam ribuan Rupiah) | (in thousand Rupiah)



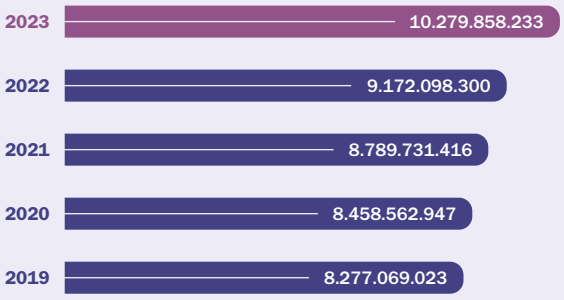
Total Liabilitas
Total Liabilities

(dalam ribuan Rupiah) | (in thousand Rupiah)



Total Ekuitas
Total Equity

(dalam ribuan Rupiah) | (in thousand Rupiah)





Ikhtisar Saham

Share Highlights

Informasi Pemegang Saham
Shareholder Information

Per 31 Desember 2023, komposisi Pemegang Saham Tugu Insurance terdiri dari PT Pertamina (Persero) sebesar 58,50%, UOB Kay Hian Pte. Ltd. sebesar 15,89%, Samsung Fire & Marine Insurance Co., Ltd sebesar 5,30%, dan lainnya sebesar 20,31%.

As of 31 December 2023, the composition of Tugu Insurance Shareholders consists of PT Pertamina (Persero) with 58.50%, UOB Kay Hian Pte. Ltd. with 15.89%, Samsung Fire & Marine Insurance Co., Ltd with 5.30%, and others with 20.31% of the shares.

Kinerja Saham
Share Performance

Pada tanggal 2 Januari 2023, perdagangan saham Tugu Insurance (kode saham: TUGU) dibuka pada harga Rp1.726 per saham dengan jumlah saham beredar sebanyak 1.777.787.800 lembar saham. Pada akhir perdagangan tahun 2023, harga saham TUGU ditutup dengan harga Rp1.020 per saham dengan jumlah saham beredar sebanyak 3.555.575.600 lembar saham (setelah *Stock Split*). Kinerja saham TUGU dalam 2 (dua) tahun terakhir dapat dilihat sebagai berikut:

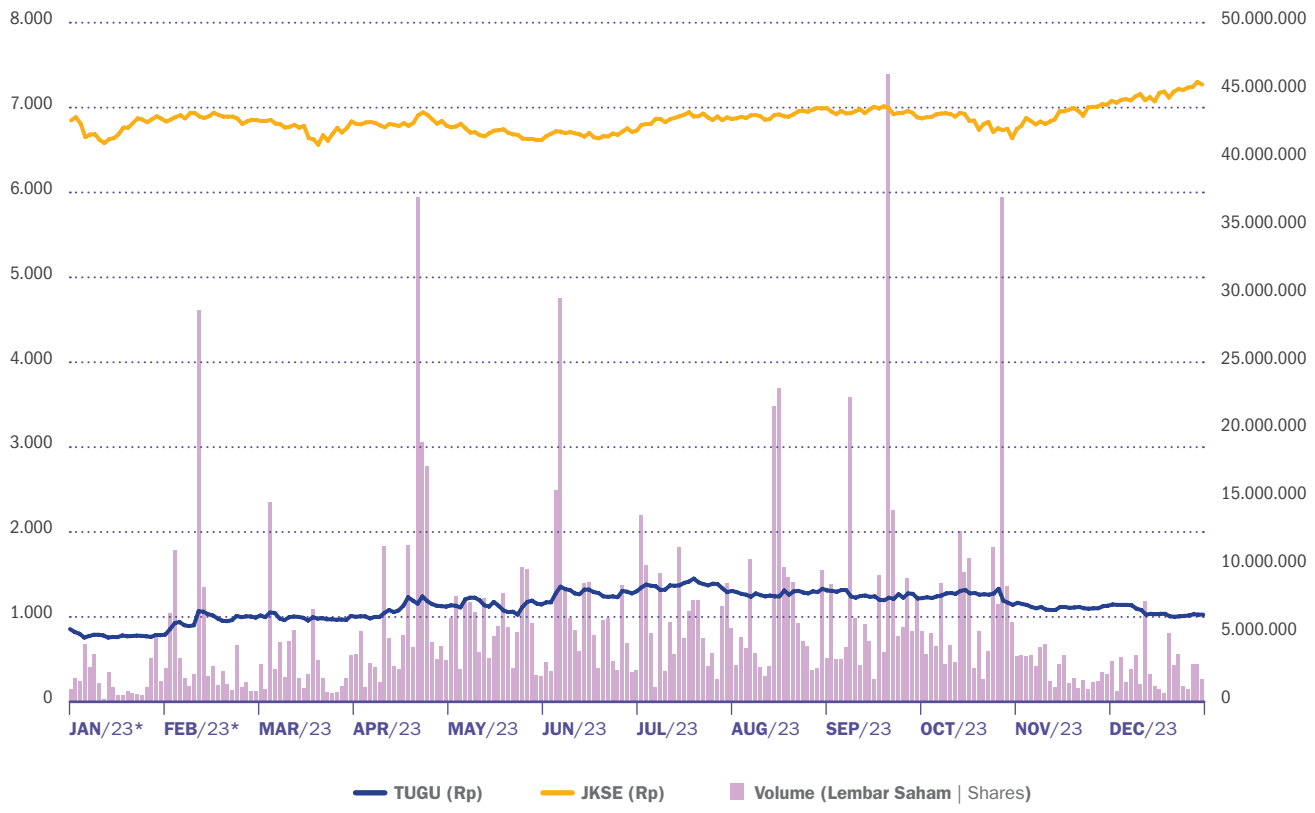
On 2 January 2024, Tugu Insurance share trading (ticker code: TUGU) opened at the price of IDR1,726 per share with a total of 1,777,787,800 outstanding shares. At the end of the 2023 trading period, TUGU's shares were closed at IDR1,020 per share with a total of 3,555,575,600 outstanding shares (after Stock Split). The performance of TUGU shares in the last 2 (two) years can be seen as follows:

Keterangan Description	2023			
	Q1	Q2	Q3	Q4
Jumlah Saham Beredar Total Outstanding Shares	1.777.787.800	3.555.575.600	3.555.575.600	3.555.575.600
Kapitalisasi Pasar (Rp) Market Capitalization (IDR)	3.555.575.600.000	4.373.357.988.000	4.337.802.232.000	3.626.687.112.000
Harga Tertinggi (Rp) Highest Price (IDR)	1.115*	1.445	1.480	1.330
Harga Terendah (Rp) Lowest Price (IDR)	743*	968	1.175	985
Harga Penutupan (Rp) Closing Price (IDR)	1.000*	1.230	1.220	1.020
Volume Perdagangan (saham) Trading Volume (shares)	191.510.600	365.396.300	432.458.400	273.661.900

*Dikonversi ke harga setelah *stock split* 1:2
*Converted to the price after stock split 1:2

Keterangan Description	2022			
	Q1	Q2	Q3	Q4
Jumlah Saham Beredar Total Outstanding Shares	1.777.777.800	1.777.777.800	1.777.787.800	1.777.787.800
Kapitalisasi Pasar (Rp) Market Capitalization (IDR)	2.595.555.588.000	2.391.111.141.000	4.568.914.646.000	3.084.461.833.000
Harga Tertinggi (Rp) Highest Price (IDR)	1.800	1.600	3.490	3.010
Harga Terendah (Rp) Lowest Price (IDR)	1.440	1.305	1.285	1.460
Harga Penutupan (Rp) Closing Price (IDR)	1.460	1.345	2.570	1.735
Volume Perdagangan (saham) Trading Volume (shares)	12.761.000	22.259.200	177.872.900	147.859.300

Harga Saham dan Volume Perdagangan
Share Price and Trading Volume



* Harga saham TUGU dikonversi ke harga setelah *stock split* 1:2
* TUGU share prices converted to stock split price of 1:2

Aksi Korporasi
Corporate Action

Pada tahun 2023, Tugu Insurance melakukan aksi korporasi pemecahan nilai saham (*stock split*) dengan rasio 1:2 atau dari Rp100,00 (seratus Rupiah) per saham menjadi Rp50,00 (lima puluh Rupiah), sehingga jumlah saham beredar menjadi 3.555.575.600.

Pemecahan nilai saham ini telah disetujui oleh Rapat Umum Pemegang Saham Tahunan pada tanggal 28 April 2023.

In 2023, Tugu Insurance carried out a corporate action of splitting the value of shares (stock split) with a ratio of 1:2 or from IDR100.00 (one hundred Rupiah) per share to IDR50.00 (fifty Rupiah), bringing the number of outstanding shares to 3,555,575,600.

This stock split has been approved by the Annual General Meeting of Shareholders on 28 April 2023.

Aksi korporasi Coroporate Actions	Ada/Tidak Ada Yes/No
Pemecahan Saham Stock Split	Ada Yes
Penggabungan Saham Reverse Stock	Tidak Ada No
Dividen Saham Stock Dividend	Tidak Ada No
Saham Bonus Bonus Shares	Tidak Ada No
Perubahan Nilai Nominal Saham Changes in the Par Value of Shares	Ada Yes
Penambahan dan Pengurangan Modal Capital Addition and Reduction	Tidak Ada No

Sanksi Perdagangan Saham
Stock Trading Sanctions

Sampai dengan 31 Desember 2023, Perseroan tidak pernah dikenakan sanksi penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*) yang berpengaruh terhadap aktivitas perdagangan saham di Bursa Efek tempat Perseroan mencatatkan dan memperdagangkan saham. Oleh karena itu, Perseroan tidak memiliki informasi terkait dampak dari penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*) yang dapat disajikan dalam Laporan Tahunan ini.

Until 31 December 2023, the Company has never been subject to sanctions of suspension and/or delisting which has an impact on share trading activities on the Stock Exchange, where the Company lists and trades its shares. Therefore, the Company did not have information regarding the impact of the suspension and/or delisting of shares that can be presented in this Annual Report.

Ikhtisar Obligasi, Sukuk, atau Obligasi Konversi

Bonds, Sukuk, or Convertible Bonds Highlights

Perseroan tidak melakukan pencatatan obligasi, sukuk atau obligasi konversi maupun pencatatan efek lainnya sampai dengan diterbitkannya Laporan Tahunan 2023 ini. Dengan demikian, tidak terdapat informasi mengenai jumlah obligasi/sukuk/obligasi konversi yang beredar (*outstanding*), tingkat bunga/imbalan, tanggal jatuh tempo, peringkat obligasi/sukuk.

Until the publication of this 2023 Annual Report, the Company has not recorded bonds, sukuk or convertible bonds or recorded other securities. Therefore, there is no information regarding the number of outstanding bonds/sukuk/convertible bonds, interest/yield rates, maturity dates, and bond/sukuk ratings.



Peristiwa Penting Tahun 2023

2023 Important Events

Maret | March

1 Maret 2023 | 1 March 2023



Penandatanganan Kerjasama Asuransi Syariah dengan Bank Jabar Banten Syariah

The Signing of Cooperation Agreement between Sharia Insurance and Bank Jabar Banten Syariah

Unit Syariah Tugu Insurance menandatangani perjanjian kerjasama *bancassurance* dengan PT Bank Jabar Banten Syariah (BJBS) dalam rangka memperluas jalur distribusi pemasaran asuransi syariah.

Sharia Unit of Tugu Insurance signed bancassurance cooperation agreement with PT Bank Jabar Banten Syariah (BJBS) in order to expanding the marketing distribution channel of sharia insurance.

13 Maret 2023 | 13 March 2023





Pelestarian Mangrove di Suaka Margasatwa Muara Angke

Mangrove Conservation at Muara Angke Wildlife Reserve

Balai Konservasi Sumber Daya Alam (BKSDA) DKI Jakarta bersama Tugu Insurance melakukan penanaman 100 bibit *mangrove* di Suaka Margasatwa (SM) Muara Angke.

Event ini sebagai bagian dari rangkaian HUT ke-41 Tugu Insurance, yang telah dimulai dengan *event Tugu Charity Virtual Run & Ride* dan diikuti oleh ribuan peserta. Setiap jarak yang ditempuh peserta *event* ini dikonversi menjadi donasi yang akan digunakan untuk mendukung pelestarian *mangrove* di SM Muara Angke.

DKI Jakarta Natural Resources Conservation Agency (BKSDA), together with Tugu Insurance, planted 100 mangrove seedlings in the Muara Angke Wildlife Reserve (SM).

This is part of Tugu Insurance's 41st anniversary event series, which started with the Tugu Charity Virtual Run & Ride event and was attended by thousands of participants. Every distance traveled by participants in this event is converted into donations that will be used to support mangrove conservation at SM Muara Angke.

April | April

28 April 2023 | 28 April 2023



RUPS Tahunan

Annual GMS

Pada 28 April 2023 Tugu Insurance mengadakan Rapat Umum Pemegang Saham Tahunan (RUPST) untuk tahun buku 2022 yang diselenggarakan secara *hybrid*. RUPST ini dilaksanakan di Ruang Serba Guna PT Asuransi Tugu Pratama Indonesia Tbk Wisma Tugu I, Lantai 1 Jl. H.R. Rasuna Said Kav. C 8-9, Jakarta Selatan 12920, dan dihadiri oleh Dewan Komisaris, Direksi, Pemegang Saham/Kuasa Pemegang Saham, serta perwakilan dari lembaga/profesi penunjang pasar modal.

Pada RUPST ini, Pemegang Saham juga menyetujui pelaksanaan pemecahan saham *(stock split)* dengan rasio 1:2 atau dimana setelah *stock split* nilai nominal saham Perseroan berubah dari Rp100,00 (seratus Rupiah) per saham menjadi Rp50,00 (lima puluh Rupiah) per saham dan jumlah saham beredar berubah dari 1.777.787.800 saham menjadi 3.555.575.600 saham.

On 28 April 2023, Tugu Insurance held an Annual General Meeting of Shareholders (AGMS) for the 2022 fiscal year in a hybrid manner. This AGMS was held in the Function Hall of PT Asuransi Tugu Pratama Indonesia Tbk, Wisma Tugu I, 1st Floor Jl. H.R. Rasuna Said Kav. C 8-9, South Jakarta 12920, and attended by the Board of Commissioners, Directors, Shareholders/Proxies, as well as representatives from capital market supporting institutions/professions.

At this AGMS, Shareholders also approved the implementation of stock split with a ratio of 1:2 or after the stock split the nominal value of the Company's shares changed from IDR100.00 (one hundred Rupiah) per share to IDR50.00 (fifty Rupiah) per share, and the number of outstanding shares changed from 1,777,787,800 shares to 3,555,575,600 shares.

Mei | May

24 Mei 2023 | 24 May 2023



Pemecahan Nominal Saham

Stock Split

Perseroan melaksanakan pemecahan nilai nominal saham *(stock split)* sesuai dengan hasil RUPST tanggal 28 April 2023 dimana awal perdagangan saham dengan nilai nominal baru dimulai pada tanggal 24 Mei 2023 untuk pasar regular dan negosiasi sedang untuk pasar tunai dimulai pada tanggal 26 Mei 2023.

The Company executed the stock split in accordance with the AGMS resolution on 28 April 2023, where the share trading with new nominal for the regular and negotiation markets started on 24 May 2023, and for the cash market started on 26 May 2023.

30 Mei 2023 | 30 May 2023



Tugu Insurance Bantu Anak Penderita Kanker Mendapatkan Akses Pelayanan Kesehatan

Tugu Insurance Helped Children with Cancer to Get Access to Health Services

Perseroan melalui program *Corporate Social Responsibility (CSR)* yang dinamakan Bakti TUGU, menggandeng Yayasan Pita Kuning Anak Indonesia (YPKAI) untuk memberi dukungan nyata kepada anak-anak penderita kanker berupa donasi untuk memenuhi kebutuhan nutrisi dan medis anak-anak tersebut. Donasi ini diharapkan turut membantu lebih dari 40 anak penderita kanker dari keluarga prasejahtera yang berada di naungan YPKAI.

Through the Corporate Social Responsibility (CSR) program called Bakti TUGU, the Company and Pita Kuning Anak Indonesia Foundation (YPKAI) collaborated to give real support to children with cancer through donations to meet their nutritional and medical needs. This donation hopefully will help more than 40 children with cancer who come from underprivileged families under YPKAI.

September | September

26 September 2023 | 26 September 2023



Penandatanganan Kerja Sama Bancassurance antara Tugu Insurance dan BCA Syariah

The Signing of Bancassurance Cooperation Agreement between Tugu Insurance and BCA Syariah

Unit Syariah Tugu Insurance jalin kerja sama *bancassurance* dengan BCA Syariah dengan model bisnis referensi dalam rangka produk bank. Bentuk kerja sama mencakup penyediaan layanan asuransi kebakaran properti dan produk asuransi kendaraan bermotor, sebagai bentuk perlindungan bagi jaminan nasabah pembiayaan produktif dan konsumtif.

Sharia unit of Tugu Insurance signed a bancassurance cooperation agreement with BCA Syariah with a reference business model in bank product. This agreement includes cooperation in providing insurance services for property/fire and motor vehicle insurance products in the form of protection on the collateral of the productive and consumptive financing customers.

Oktober | October

16 Oktober 2023 | 16 October 2023



Tugu Insurance Dukung Pendidikan Indonesia melalui Program Beasiswa dan Literasi Keuangan

Tugu Insurance Supported Indonesian Education through Scholarship and Financial Literacy Programs

Perseroan bekerja sama dengan Yayasan Karya Salemba Empat (KSE) memberikan dukungan dalam bentuk paket beasiswa pendidikan kepada beberapa mahasiswa berprestasi di Perguruan Tinggi Negeri (PTN) yang memiliki keterbatasan sumber daya ekonomi. Selain itu, Perseroan bersama KSE juga melaksanakan program seri pertama *Webinar* Literasi Keuangan 2023 dengan tema "Alasan Pentingnya Asuransi untuk *Millenial & Gen Z*" dan dihadiri oleh 239 mahasiswa yang berasal dari berbagai PTN yang tersebar di Indonesia.

The Company collaborated with the Karya Salemba Empat Foundation (KSE) to provide educational scholarship support packages to several brilliant students at the State Universities (PTN) with limited economic resources. In addition, the Company and KSE also held the first series of Financial Literacy Webinar 2023 with the theme "The Importance of Insurance for Millennials & Gen Z" which was attended by 239 students from various PTNs spread across Indonesia.

31 Oktober 2023 | 31 October 2023



Company Visit Universitas Indonesia 2023

Company Visit University of Indonesia 2023

Tugu Insurance menyambut 230 mahasiswa vokasi Jurusan Aktuari dari Universitas Indonesia di kantor pusat Perseroan. Tujuan dari kegiatan ini adalah untuk memperlihatkan bisnis proses yang ada di Tugu Insurance secara langsung dengan harapan menjadi jembatan wawasan dan pengetahuan antara hal-hal yang dipelajari oleh mahasiswa di kelas dengan praktik kerja secara nyata, sehingga para mahasiswa dapat memperoleh gambaran dan wawasan penerapan ilmu Asuransi di perusahaan dalam menghadapi dunia kerja.

Kegiatan ini diisi dengan beberapa pemaparan mengenai Tugu Insurance dan implementasi ilmu Asuransi di dunia kerja serta informasi mengenai program *Internship* dan *Management Trainee* yang diselenggarakan oleh Tugu Insurance. Selanjutnya diadakan *sharing session* mengenai apa saja yang harus dipersiapkan oleh mahasiswa untuk menghadapi dunia kerja, antara lain pemaparan mengenai tata cara pembuatan *Curriculum Vitae* yang baik dan benar serta proses *recruitment* yang ada di Tugu Insurance.

Tugu Insurance welcomed 230 vocational students majoring in Actuaries from the University of Indonesia at the Company's head office. This activity aims to show the business processes at Tugu Insurance directly, hoping this activity becomes a bridge of insight and knowledge between the material studied by students in the class and the real work practices so the students obtain an overview and insight about how the Insurance theory applied in the working world in companies.

This activity also presented the presentation regarding Tugu Insurance and how to implement the knowledge in the working world, as well as information on the Internship and Management Trainee programs organized by Tugu Insurance. Hereafter, the activity followed by a sharing session regarding the things that need to be prepared by students to face the working world, among others, how to prepare a good and correct Curriculum Vitae and the recruitment process in Tugu Insurance.

November | November

3 November 2023 | 3 November 2023



Tugu Insurance Bangun Fasilitas Air Bersih untuk Masyarakat

Tugu Insurance Built Clean Water Facilities for the Community

Perseroan membangun infrastruktur untuk fasilitas air bersih yang layak untuk masyarakat Desa Sukamanah, Sumedang, Jawa Barat sebagai salah satu program CSR. Adapun pembangunan infrastruktur fasilitas air bersih tersebut, memberikan manfaat kepada sekitar 1.400 KK prasejahtera di lingkungan Desa Sukamanah, Kecamatan Jatinunggal, Kabupaten Sumedang, Jawa Barat.

The Company built the proper clean water facilities infrastructure for the people of Sukamanah Village, Sumedang, West Java, as part of the CSR programs. The construction of clean water facility infrastructure will provide benefits to around 1,400 underprivileged families in Sukamanah Village, Jatinunggal District, Sumedang Regency, West Java.

17-19 November 2023 | 17-19 November 2023



Employee Gathering Perayaan HUT ke-42 Tugu Insurance

Employee Gathering Celebrating Tugu Insurance's 42nd Anniversary

Dalam rangka memperingati HUT ke-42 Perseroan mengadakan *Employee Gathering* di Semarang, Jawa Tengah dengan berbagai rangkaian acara menarik yang turut dimeriahkan oleh seluruh insan Tugu baik dari kantor pusat maupun kantor cabang hingga jajaran Direksi dan Komisaris.

Dalam perayaan ini, Perseroan juga melakukan kegiatan CSR berupa penanaman 2.000 bibit pohon produktif (alpukat, kelengkeng, dan mangga) di Desa Sumogawe, Kabupaten Semarang. Bibit pohon ini nantinya akan dikelola oleh kelompok tani setempat sehingga kegiatan ini tidak hanya berfokus terhadap pelestarian alam, namun juga dapat memberdayakan dan meningkatkan perekonomian masyarakat di Desa Sumogawe.

To celebrate the 42nd anniversary, the Company held Employee Gathering in Semarang, Central Java, with the various interesting events series enlivened by all Tugu's employees from head and branch offices, and also the Board of Commissioners and Directors.

In this celebration, the Company also carried out CSR activities by planting 2,000 productive tree seedlings (avocado, longan, and mango) in Sumogawe Village, Semarang Regency. These tree seedlings will later be managed by local farmer groups therefore this activity will not only focus on nature conservation, but can also empower and improve the economy of the community in Sumogawe Village.

27 November 2023 | 27 November 2023



Syukuran HUT Tugu Insurance ke-42

Tugu Insurance 42nd Anniversary

Sebagai puncak acara rangkaian peringatan HUT Tugu Insurance ke-42, Perseroan mengadakan Syukuran Ulang Tahun Tugu Insurance yang dilaksanakan di Gedung Wisma Tugu I dan dihadiri oleh seluruh karyawan Perseroan yang bertugas di Kantor Pusat.

Sebagai bentuk syukur atas bertambahnya usia Perseroan, pada kesempatan ini jajaran manajemen menyampaikan kilas kinerja Perseroan serta harapan kedepannya, juga mengungkapkan rasa terima kasih kepada dedikasi karyawan Perseroan. Semoga acara ini mendatangkan manfaat dan keberkahan yang terus bertumbuh seiring perjalanan Tugu Insurance di masa mendatang.

As the highlight of the event of the Tugu Insurance 42nd anniversary, the Company held anniversary celebration in Gedung Wisma Tugu I, and it was attended by all Company's employee in the Head Office.

As a form of gratitude for the anniversary, the management presented the performance highlight and the Company's expectation for the next year. The management also expressed its gratitude to the employee's dedication to the Company and hopes that the event continuously gives benefits and blessings along with the journey of the Company in the future.

Desember | December

11 Desember 2023 | 11 December 2023



Paparan Publik (*Public Expose*) 2023

Public Expose 2023

Dalam rangka memenuhi ketentuan Peraturan Pencatatan Efek PT Bursa Efek Indonesia Peraturan No. I-E tentang tentang Kewajiban Penyampaian Informasi, angka III.3. mengenai Kewajiban *Public Expose*, Surat Keputusan Direksi PT Bursa Efek Indonesia No. Kep-00066/BEI/09-2022 perihal Perubahan Peraturan No. I-E Tentang Kewajiban Penyampaian Informasi tanggal 30 September 2022, Tugu Insurance mengadakan Paparan Publik Tahunan untuk memberikan informasi mengenai kinerja Perseroan tahun buku 2023.

In order to comply with the provisions of the securities Listing Regulations of Indonesia Stock Exchange No. I-E regarding the Obligation to Submit Information, number III.3. regarding Public Expose Obligations, Decree of the Directors of Indonesia Stock Exchange No. Kep-00066/BEI/09-2022 concerning Amendments to Regulation No. I-E Regarding the Obligation to Submit Information, dated 30 September 2022, Tugu Insurance held the Annual Public Expose to provide information regarding the Company's performance for the 2023 fiscal year.

02

Laporan Manajemen

Management Report





Laporan Dewan Komisaris

Report of the Board of Commissioners



Dian Masyita

Presiden Komisaris & Komisaris Independen
President Commissioner & Independent Commissioner

PT Asuransi Tugu Pratama Indonesia Tbk memiliki komitmen yang tinggi untuk menerapkan prinsip-prinsip *Good Corporate Governance* (GCG) dengan tujuan untuk menjaga pertumbuhan bisnis yang berkesinambungan dalam menghadapi persaingan bisnis yang semakin dinamis.

PT Asuransi Tugu Pratama Indonesia Tbk is highly committed to implementing Good Corporate Governance (GCG) principles with the aim of maintaining sustainable business growth amid increasingly dynamic business competition.

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Pertama-tama, izinkan kami mengawali laporan ini dengan memanjatkan puji syukur kepada Tuhan Yang Maha Esa. Laporan Dewan Komisaris ini merupakan pokok-pokok Laporan Pengawasan terhadap operasional Perseroan di tahun buku 2023 terkait pencapaian kinerja usaha dalam merealisasikan peran strategisnya di industri asuransi Indonesia. Kehadiran kami sepenuhnya diarahkan pada fungsi pengawasan yang senantiasa memastikan bahwa kegiatan operasional Perseroan telah mengacu pada rencana bisnis yang ditetapkan dengan berprinsip pada akuntabilitas, profesionalisme, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku.

Dalam Siaran Pers Otoritas Jasa Keuangan (OJK) No. SP 03/GKPB/OJK/I/2024 tanggal 9 Januari 2024 disebutkan bahwa OJK menilai stabilitas sektor jasa keuangan nasional terjaga, didukung oleh permodalan yang kuat, likuiditas yang memadai, dan profil risiko yang terjaga sehingga mampu menghadapi potensi perlambatan pertumbuhan ekonomi global. Indikator perekonomian menunjukkan moderasi pertumbuhan ekonomi di beberapa negara, khususnya di negara Uni Eropa dan Tiongkok. Perlambatan pertumbuhan ekonomi mendorong inflasi turun mendekati target inflasi sehingga memberikan ruang bagi bank sentral untuk lebih akomodatif. Di Amerika Serikat (AS), The Fed mengisyaratkan akan menurunkan suku bunga kebijakan sebesar 75 bps di 2024 dengan pasar menilai ekonomi AS masih cukup *resilient* dan diperkirakan tidak akan mengalami resesi.

Namun demikian, pasar masih mencermati perkembangan geopolitik ke depan, seperti eskalasi ketegangan di laut merah imbas dari konflik Palestina-Israel, serta penyelenggaraan pemilihan umum yang mencakup 50 persen populasi dunia terutama di beberapa negara utama seperti AS, Uni Eropa, India, dan Taiwan.

Secara umum sentimen di pasar keuangan gobal cenderung positif pada Desember 2023 didukung oleh ekspektasi penurunan suku bunga *Fed Funds Rate* (FFR) dan narasi *soft landing* di AS, sehingga mendorong kembalinya aliran dana masuk ke *Emerging Markets* (EM) dan penguatan pasar keuangan global, termasuk pasar keuangan Indonesia. Volatilitas baik di pasar saham, surat utang, maupun nilai tukar juga terpantau menurun.

Dear Distinguished Shareholders and Stakeholders,

First of all, we would like to begin this report by expressing our gratitude to God Almighty. This Board of Commissioners report outlines the main points from the Supervisory Report on the Company's operations for the 2023 fiscal year in terms of achieving business performance and fulfilling its strategic role within the Indonesian insurance sector. The Commissioners is entirely focused on the supervisory function, ensuring the Company's operational activities have referred to the specified business plan with the principles of accountability, professionalism, as well as compliance with the applicable laws and regulations.

In the Financial Services Authority (OJK) Press Release No. SP 03/GKPB/OJK/I/2024, dated 9 January 2024, it is stated that OJK believes that strong capital, sufficient liquidity, and a well-managed risk profile has supported the national financial services sector's stability and enable it to withstand any potential slowdown in global economic growth. Economic indicators suggest moderated growth in several countries, especially in the European Union and China. Slowing economic growth allowed the central bank to be more accommodating by bringing inflation lower and closer to the target. In the United States (US), The Fed indicated that it would reduce the policy interest rate by 75 bps in 2024 with the market assessing that the US economy is still quite resilient and is not expected to fall into a recession.

However, the market is still closely monitoring future geopolitical developments, such as the intensifying tensions in the Red Sea due to the Palestine-Israel conflict and the upcoming general elections that will affect fifty percent of the global population, especially in several major countries such as the US, European Union, India, and Taiwan.

Essentially, expectations of a Fed Funds Rate (FFR) interest rate reduction and the narrative of a soft landing in the US, support the positive sentiment on global financial markets in December 2023, which encourages the return of fund inflows to Emerging Markets (EM) and solidifies global financial markets, including Indonesian financial market. At the same time, volatility in the stock market, debt securities and exchange rates also notably decreased.

Di sisi lain, indikator perekonomian domestik menunjukkan bahwa *leading indicators* perekonomian nasional masih cukup positif, di antaranya ditunjukkan oleh neraca perdagangan yang masih surplus dan *Purchasing Managers' Index* (PMI) Manufaktur yang masih ekspansif. Tingkat inflasi juga terjaga rendah di level 2,61 persen *yoy* (November 2023: 2,28 persen *yoy*). Namun demikian, masih perlu dicermati perkembangan permintaan domestik ke depan seiring masih berlanjutnya penurunan inflasi inti, penurunan optimisme konsumen, serta melandainya pertumbuhan penjualan ritel dan kendaraan bermotor.

On the other hand, domestic economic indicators show that a fairly positive leading indicators of the national economy, including the trade balance which is still in surplus and expansive Manufacturing PMI (Purchasing Managers' Index). The inflation rate was also remained low at 2.61 percent yoy (November 2023: 2.28 percent yoy). However, it is still necessary to monitor the future developments in domestic demand considering core inflation and consumer optimism continues to decline, as well as weakening growth in retail and motor vehicle sales.

Fungsi Pengawasan dan Penilaian Dewan Komisaris atas Kinerja Direksi

Supervision and Assessment Function of the Board of Commissioners on the Performance of the Board of Directors

Tahun 2023 merupakan tahun yang sangat menantang bagi PT Asuransi Tugu Pratama Indonesia Tbk, namun Perseroan tetap melakukan beragam upaya untuk mencapai target yang telah ditetapkan. Parameter utama untuk menilai kinerja Manajemen adalah Indikator Kinerja Utama (IKU) yang terdiri dari IKU yang disampaikan ke Pemegang Saham Utama. Selain itu, Dewan Komisaris juga melaksanakan pengawasan pencapaian IKU tersebut per Direktorat yang dibawahi oleh Direktur yang bertanggungjawab atas pelaksanaan dan pencapaian target kinerja.

The year 2023 was very challenging for PT Asuransi Tugu Pratama Indonesia Tbk, however, the Company continues its various efforts to accomplish the established targets. The main parameter for assessing Management performance is the Key Performance Indicators (KPI) which consists of the KPI submitted to Major Shareholders. In addition, the Board of Commissioners also supervises the achievement of the KPI per Directorate which is supervised by the Director responsible for the implementation and the achievement of performance targets.

Lebih lanjut, secara reguler, Dewan Komisaris juga turut mengawasi kinerja Manajemen secara reguler dengan memberdayakan organ Dewan Komisaris untuk melaksanakan telaah atas kinerja bisnis secara lebih mendalam terutama pada area utama yang berkenaan dengan laporan keuangan yang mencerminkan kinerja bisnis Perseroan, manajemen risiko bisnis dan operasional, pelaksanaan tata kelola yang baik serta kinerja sumber daya manusia dalam organisasi Perseroan. Hasil telaah tersebut kemudian dibawa ke dalam rapat reguler Dewan Komisaris dan Dewan Direksi untuk mendapatkan informasi lebih lanjut dari *Top Management*.

Furthermore, the Board of Commissioners also regularly monitors Management performance by empowering the Board of Commissioners' organs to conduct more in-depth study of business performance, particularly in the main areas relating to financial reports reflecting the Company's business performance, business and operational risk management, implementation of good governance and human resource performance in the Company's organization. The study's findings are then presented to the Board of Directors and Commissioners during their regular meetings in order to get more details from the Top Management.

Pada prinsipnya Dewan Komisaris mengawasi dengan seksama kinerja bisnis melalui dua kegiatan utama dalam bisnis asuransi yaitu hasil *underwriting* dan hasil kelolaan investasi. Pengawasan kinerja tersebut dilakukan mulai dari proses perencanaan dan realisasi *gross premium written, underwriting results*, serta hasil pengelolaan portofolio investasi dan laba bersih perusahaan secara berkala, termasuk pemantauan melalui ukuran-ukuran kinerja usaha perasuransian. Dewan Komisaris dengan seksama juga mempertimbangkan faktor ekonomi keuangan domestik dan internasional sebagai *driving forces* dalam implementasi strategi serta langkah-langkah taktis yang diputuskan oleh Direksi dalam mempertahankan kinerja bisnis Perseroan.

Fundamentally, the Board of Commissioners carefully monitors business performance through two main activities in the insurance business, such as, underwriting results and investment management results. The performance supervision is conducted from the planning process and the realization of gross premium written, underwriting results, as well as investment portfolio management results and the company's net profit on a regular basis, including monitoring through insurance business performance measures. The Board of Commissioners also carefully considers domestic and international economic and financial factors as driving forces in implementing strategic and tactical steps decided by the Board of Directors in maintaining the Company's business performance.

Secara umum, kinerja Perseroan mengalami peningkatan yang stabil dengan proporsi penghasilan bisnis yang masih mengandalkan premi dari bisnis korporasi. Komposisi tersebut memiliki risiko instabilitas yang tinggi manakala terjadi ketidakberlanjutan bisnis. Perseroan dengan klien korporat tertentu memandang perlunya pencapaian keberlanjutan pertumbuhan penghasilan bisnis yang sehat, Dewan Komisaris memberikan rekomendasi agar Perseroan dapat meningkatkan penghasilan bisnis dari sektor ritel. Untuk mendukung hal tersebut, Dewan Komisaris memandang perlu meningkatkan dukungan teknologi informasi yang kuat, terintegrasi dan andal. Penerapan teknologi informasi tersebut nantinya tidak hanya akan menyediakan ruang tumbuh yang sehat bagi Perseroan namun juga akan menjadi fundamental yang sangat menentukan bagi pengembangan dan penguatan tingkat kompetitif Perseroan dalam industri asuransi.

The Company's performance generally showed a steady increase with the proportion of business income still dependent on premiums from corporate business. This composition presents a high risk of instability in case of unsustainable business. As the Company, with certain corporate clients, recognizes the need to achieve sustained healthy growth in business income, the Board of Commissioners recommended that the Company increase business income from the retail sector. As a result, the Board of Commissioners believes that it is necessary to improve information technology support that is strong, integrated and reliable. The application of information technology will not only provide space for healthy growth for the Company but will also become a fundamental determinant for the development and strengthening of the Company's competitive level in the insurance industry.

Beberapa catatan penting terkait kebijakan mendasar di tahun 2023 akan menjadi dasar bagi Dewan Komisaris untuk mendorong perkembangan Perseroan ke depan. Dewan Komisaris memberikan apresiasi terhadap kinerja, komitmen, dan dedikasi yang telah diperlihatkan Direksi sepanjang tahun 2023 serta mengapresiasi upaya Direksi dan seluruh jajarannya dalam mengantisipasi tantangan dan perkembangan bisnis ke depan.

Some important remarks related to fundamental policies in 2023 will be the basis for the Board of Commissioners to encourage the development of the Company in the coming years. The Board of Commissioners expresses its appreciation for the performance, commitment and dedication shown by the Board of Directors throughout 2023 and appreciates the efforts of the Board of Directors and all staff in anticipating future business challenges and developments.

Dewan Komisaris menilai Perseroan telah menjalankan bisnisnya sesuai dengan rencana kerja tahunan, visi dan misi, serta arahan strategis dari Pemegang Saham. Melalui pengamatan cermat terhadap kondisi makro ekonomi, perubahan lingkungan usaha serta perubahan perilaku dan kebutuhan konsumen, Perseroan cukup mampu beradaptasi dan menerapkan strategi yang relevan sesuai perkembangan terkini.

The Board of Commissioners evaluates that the Company has carried out its business in accordance with the annual work plan, vision and mission, as well as strategic guidance from Shareholders. By carefully observing macroeconomic conditions, changes in the business environment and changes in consumer behaviour and needs, the Company is able to adapt and implement relevant strategies in accordance with the latest developments.

Mekanisme dan Frekuensi Pemberian Nasihat kepada Direksi
Mechanism and Frequency of Providing Advice to the Board of Directors

Dewan Komisaris menjalankan fungsi pengawasan melalui beberapa mekanisme komunikasi dan juga pendalaman materi terhadap suatu topik tertentu. Pada prinsipnya pertemuan antara Dewan Komisaris dan Direksi dalam rapat formal rutin setidaknya empat kali dalam setahun merupakan momen saling bertukar informasi untuk mengurangi informasi asimetris dalam Perseroan. Pengawasan dilaksanakan oleh Dewan Komisaris secara berkala dengan memantau serta menelaah data yang disampaikan oleh Direksi kepada Dewan Komisaris.

The Board of Commissioners carries out its supervisory function through several communication mechanisms and also in-depth study of material on certain topics. In principle, the Board of Directors and the Board of Commissioners should hold formal meetings on a regular basis, at least four times a year, during which they exchange information to reduce asymmetric information within the Company. Supervision is carried out by the Board of Commissioners periodically by monitoring and reviewing the data submitted by the Board of Directors to the Board of Commissioners.

Penyampaian nasihat dan rekomendasi diberikan secara formal melalui surat Dewan Komisaris kepada Direksi atas topik-topik tertentu yang dinilai krusial oleh Dewan Komisaris. Penyampaian nasihat secara tertulis tersebut selalu didahului dengan pendalaman materi oleh komite Dewan Komisaris yang kemudian secara bertahap dibahas sampai pada tingkat rapat Dewan Komisaris sebelum kemudian dibawa ke rapat Dewan Komisaris dan Direksi.

The Board of Commissioners shall formally send letters to the Board of Directors providing advice and recommendations on several issues which the Board of Commissioners deemed crucial. The submission of written advice is always initiated with in-depth study of the material by a committee of the Board of Commissioners, which is then progressively discussed at the level of the Board of Commissioners meetings before being presented to the Board of Commissioners and Board of Directors meeting.

Sepanjang tahun 2023, Dewan Komisaris telah melaksanakan rapat Dewan Komisaris mengundang Direksi sebanyak 11 (sebelas) kali, dengan tingkat kehadiran Dewan Komisaris dalam rapat secara keseluruhan adalah 100%. Selain itu, organ Dewan Komisaris yaitu Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Risiko juga melakukan rapat dengan mengundang Direktorat dan Divisi terkait untuk membahas bidang-bidang yang menjadi tanggung jawab masing-masing Komite.

Throughout 2023, the Board of Commissioners has conducted meetings by inviting the Board of Directors 11 (eleven) times, with the overall attendance rate of 100%. In addition, the organs of the Board of Commissioners, namely the Audit Committee, Nomination and Remuneration Committee, and Risk Monitoring Committee also held meetings by inviting relevant Directorates and Divisions to discuss the areas of responsibility of each Committee.

Pandangan atas Prospek Usaha yang Disusun oleh Direksi
Opinions on Business Prospects Prepared by the Board of Directors

Seperti dikutip dari laporan yang dirilis Bank Indonesia, inflasi tahun 2024 diperkirakan berada dalam rentang sasaran 2,5+1%. Perkiraan ini utamanya didorong oleh permintaan domestik yang masih akan membaik secara gradual, dampak harga global ke domestik yang terbatas, serta ekspektasi inflasi dan nilai tukar yang terjaga. Kebijakan moneter Bank Indonesia akan tetap konsisten dalam mengelola ekspektasi inflasi sesuai sasaran. Selain itu, Bank Indonesia akan terus memperkuat koordinasi dan sinergi dalam pengendalian inflasi antara Bank Indonesia dan Pemerintah (Pusat dan Daerah) dalam Tim Pengendalian Inflasi Pusat dan Daerah (TPIP dan TPID) melalui penguatan Gerakan Nasional Pengendalian Inflasi Pangan (GNPIP) di berbagai daerah.

As quoted from a report released by Bank Indonesia, inflation in 2024 is predicted to be within the range of 2.5+1%. The main influences of this forecast are the anticipated gradual improvement in domestic demand, the anticipated limited influence of global prices on domestic prices, inflation expectations, and a stable currency rate. Bank Indonesia's monetary policy will remain consistent in managing inflation expectations according to targets. In addition, Bank Indonesia will continue to enhance its coordination and synergy in controlling inflation between Bank Indonesia and the Government (Central and Regional) within the Central and Regional Inflation Control Teams (TPIP and TPID) through strengthening the National Food Inflation Control Movement (GNPIP) in various regions.

Dewan Komisaris memandang bahwa tahun 2024 masih menjadi tahun yang penuh tantangan dalam rangka upaya meningkatkan pertumbuhan ekonomi. Untuk itu, Dewan Komisaris memberikan arahan strategis melalui Rencana Jangka Panjang Perusahaan (RJPP) lima tahunan yang memuat rancangan umum hal-hal yang akan dicapai Perseroan secara bertahap. Cakupan RJPP termasuk diantaranya adalah target pendapatan Perseroan yang disokong oleh rancangan organisasi beserta kualitas SDM pendukungnya. Mengacu pada RJPP tersebut, Dewan Komisaris melaksanakan pemantauan dan pengawasan berkala tahunan melalui penyusunan dan pelaksanaan Rencana Kerja dan Anggaran Perusahaan. Frekuensi pengawasan dilakukan dalam tiga bulanan atau kurang dari itu. Berdasarkan hasil-hasil pemantauan tersebut Dewan Komisaris menilai pencapaian Manajemen dalam mengantisipasi prospek usaha di masa mendatang.

The Board of Commissioners believes that 2024 will still be a challenging year to boost economic growth. Therefore, the Board of Commissioners provides strategic guidance through the five-year Company Long Term Plan (RJPP) which outlines the overall goals the company will gradually accomplish. The scope of the RJPP includes the Company's revenue target which is reinforced by the design of the organisation and the quality of its human resources. Referring to the RJPP, the Board of Commissioners conducts annual periodic monitoring and supervision through the preparation and implementation of the Company's Work Plan and Budget. The monitoring takes place every three months or less. Based on these monitoring results, the Board of Commissioners can assess Management's achievements in anticipating future business prospects.

Pandangan Dewan Komisaris Terhadap Tata Kelola Perusahaan

The Board of Commissioners' Opinion on Corporate Governance

Dewan Komisaris senantiasa memonitor perkembangan penerapan tata kelola perusahaan secara optimal. Sebagai entitas usaha, PT Asuransi Tugu Pratama Indonesia Tbk memiliki komitmen yang tinggi untuk menerapkan prinsip-prinsip *Good Corporate Governance* (GCG) dengan tujuan untuk menjaga pertumbuhan bisnis yang berkesinambungan dalam menghadapi persaingan bisnis yang semakin dinamis. Penerapan tata kelola perusahaan di Tugu Insurance didasari oleh integritas yang kokoh sehingga prinsip-prinsip tata kelola perusahaan terimplementasi di seluruh tingkatan dan di seluruh aktivitas Perseroan. Penerapan prinsip tata kelola tersebut diyakini dapat berpengaruh pada kinerja operasional Perseroan yang berjalan secara konsisten dan berkesinambungan.

The Board of Commissioners always monitors developments in the implementation of optimal corporate governance. As a business entity, PT Asuransi Tugu Pratama Indonesia Tbk is highly committed to implementing Good Corporate Governance (GCG) principles with the aim of maintaining sustainable business growth amid increasingly dynamic business competition. The implementation of corporate governance at Tugu Insurance is based on solid integrity and therefore the principles of corporate governance are implemented at all levels and in all activities of the Company. It is believed that by putting these governance principles into practice, the Company's operational performance will be able to operate more reliably and sustainably.

Dewan Komisaris dan Direksi memegang peranan penting dalam penerapan tata kelola di lingkungan Perseroan. Oleh karena itu, seluruh jajaran Dewan Komisaris dan Direksi menandatangani dokumen Pakta Integritas secara rutin setiap tahunnya. Pakta Integritas ini merupakan pernyataan mengenai pemberlakuan Pedoman Sistematika Etika Usaha dan Tata Perilaku Perusahaan (*Code of Conduct*) sebagai komitmen dalam mengimplementasikan tata kelola secara konsisten. Selain itu terdapat juga Pakta Integritas *Conflict of Interest* dan Pakta Integritas Sistem Manajemen Anti Penyuapan (SMAP) sebagai dukungan pelaksanaan tata kelola.

The Board of Commissioners and Directors play an important role in implementing governance within the Company. Therefore, the Integrity Pact document is consistently signed every year by all levels of the Board of Commissioners and Directors. This Integrity Pact is a statement regarding the implementation of the Systematic Guidelines for Business Ethics and Code of Conduct as a commitment to implementing Governance consistently. In addition, there is also the Conflict of Interest Integrity Pact and the Anti-Bribery Management System Integrity Pact (SMAP) to further assist on the governance implementation.

Sebagai wujud dan kesadaran Perseroan terhadap kebutuhan pengembangan etika dan perilaku bersih maka Direksi dan Dewan Komisaris Perseroan mengeluarkan Pedoman *Whistleblowing System* (WBS) yang diberlakukan melalui penerbitan Surat Keputusan Direksi No. 06/SKD/06/ERL-ATPI/II/2022 tanggal 21 Februari 2022. Pedoman WBS merupakan panduan pelaporan yang mengatur tindakan yang dapat dikategorikan sebagai pelanggaran, pengelolaan mekanisme pelaporan, tata cara dan syarat-syarat pelaporan, mekanisme tindak lanjut pelaporan, evaluasi atas tindak lanjut pelaporan, perlindungan jaminan pelapor dan terlapor, serta publikasi maupun sosialisasi perihal WBS.

As a form of the Company's awareness of the need to develop ethics and professional behavior, the Company's Directors and Board of Commissioners issued Whistleblowing System (WBS) Guidelines which were implemented through the issuance of Directors' Decree No. 06/SKD/06/ERL-ATPI/II/2022 dated 21 February 2022. The WBS Guidelines regulate actions that can be categorized as violations, management of reporting mechanisms, reporting procedures and requirements, reporting follow-up mechanisms, evaluation of follow-up reporting, protection for the whistleblower and the reported party, as well as publication and socialization regarding WBS.

WBS merupakan mekanisme kontrol Dewan Komisaris dalam menilai efektivitas komunikasi pada organisasi terutama dalam komunikasi visi dan kebijakan Perseroan oleh Direksi kepada para pekerja di Perseroan. Dewan Komisaris menerima informasi melalui WBS dari para pekerja terkait hal-hal yang belum tercapai kesepakatan penyelesaiannya dengan manajemen perusahaan. Dalam hal ini, Dewan Komisaris melakukan komunikasi dengan para pihak terkait guna menuntaskan permasalahan yang ada secara berimbang. Dewan Komisaris mempertimbangkan dengan seksama dalam pemberian nasihat kepada Direksi untuk memberikan solusi terbaik atas isu atau permasalahan yang menjadi topik dalam WBS.

The Board of Commissioners uses the Whistleblowing System (WBS) as a control mechanism to evaluate the effectiveness of communications in the organization, particularly in communicating the Company's vision and policies by the Board of Directors to workers in the Company. The Board of Commissioners always receives information through the WBS when there are issues from employees that have not been settled with company management. In this instance, the Board of Commissioners collaborates with related parties to resolve current issues in a balanced way. The Board of Commissioners will carefully consider providing advice to the Board of Directors to find the best solution to issues or problems that are topics in the WBS.

Selama tahun 2023, Dewan Komisaris turut terlibat dalam pengawasan dan pelaporan jika terjadi *fraud* pada tahun berjalan, yang pada dasarnya meliputi prosedur pencegahan, deteksi dan identifikasi, investigasi dan pelaporan, hingga evaluasi dan tindak lanjut.

In 2023, the Board of Commissioners was involved in supervising and reporting if fraud occurs, which basically includes procedures for prevention, detection and identification, investigation and reporting, as well as evaluation and follow-ups.

Penilaian Kinerja Komite di Bawah Dewan Komisaris
Performance Assessment of Committees Under the Board of Commissioners

Dukungan terhadap fungsi pengawasan Dewan Komisaris dioptimalkan oleh dibentuknya 3 (tiga) komite di bawah Dewan Komisaris, yaitu Komite Audit, Komite Pemantau Risiko, serta Komite Nominasi dan Remunerasi. Keberadaan komite-komite tersebut telah sesuai dengan ketentuan yang berlaku serta bertujuan untuk menyempurnakan implementasi prinsip-prinsip GCG.

Support for the supervisory function of the Board of Commissioners is optimized by the formation of 3 (three) committees under the Board of Commissioners, namely the Audit Committee, the Risk Monitoring Committee, and the Nomination and Remuneration Committee. The existence of these committees is in accordance with applicable regulations and aims to improve the implementation of GCG principles.

Dewan Komisaris melaksanakan komunikasi secara berkala dengan para komite terutama dalam hal yang berkaitan dengan pokok-pokok pengawasan kinerja bisnis Perseroan. Komite Dewan Komisaris menetapkan Program Kerja di awal tahun berjalan untuk dibahas secara bersama dengan komite lainnya yang kemudian disampaikan kepada Dewan Komisaris. Pertemuan berkala sesuai dengan kesepakatan komite dilaksanakan untuk memantau perkembangan Program Kerja masing-masing komite. Berdasarkan pencapaian Program Kerja tersebut, Dewan Komisaris dapat melakukan penilaian kinerja komite Dewan Komisaris.

The Board of Commissioners communicates regularly with the committees, especially in matters relating to the supervision of the Company's business performance. The Board of Commissioners committees determine Work Programs at the beginning of the current year to be discussed jointly with other committees which are then submitted to the Board of Commissioners. To monitor each committee's Work Program's progress, regular meetings are arranged in compliance with the committee agreement. The performance of the Board of Commissioners' committees can be evaluated by the Board of Commissioners based on the results of the Work Program.

Selama tahun 2023, Dewan Komisaris menilai ketiga komite tersebut telah melaksanakan fungsinya dengan baik serta memberikan pendapat dan saran kepada Dewan Komisaris dalam menjalankan fungsi pengawasan terhadap pengelolaan Perseroan. Dewan Komisaris mengapresiasi kinerja ketiga Komite dalam menjalankan tugas dan fungsi sesuai dengan Piagam Komite.

For 2023, the Board of Commissioners assessed that the three committees have carried out their functions properly and provided opinions and suggestions to the Board of Commissioners in conducting their supervisory function over the management of the Company. The Board of Commissioners appreciates the performance of three Committees in fulfilling their responsibilities and functions in line with the Committee Charter.

Perubahan Komposisi Dewan Komisaris
Changes in the Composition of the Board of Commissioners

Di tahun 2023, Perseroan mengalami perubahan komposisi Dewan Komisaris berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) tanggal 28 April 2023. Kronologi perubahan komposisi Dewan Komisaris sepanjang tahun 2023 dapat dilihat sebagai berikut:

Changes in the Composition of the Board of Commissioners in 2023, the Company changed the composition of the Board of Commissioners based on the Annual GMS Resolution dated 28 April 2023. The chronology of changes in the composition of the Board of Commissioners throughout 2023 is summarized as follows:

Nama Name	Sebelum RUPST 28 April 2023 Prior AGMS 28 April 2023	Sejak RUPST 28 April 2023 s.d. 31 Desember 2023 Since AGMS 28 April 2023 until 31 December 2023	Keterangan Remarks
Dian Masyita	Presiden Komisaris & Komisaris Independen. President Commissioner & Independent Commissioner.	Presiden Komisaris & Komisaris Independen. President Commissioner & Independent Commissioner.	-
Amelia Kurniawan	Komisaris. Commissioner.	-	Tidak lagi menjabat sebagai Komisaris sejak ditutupnya RUPST 28 April 2023. No longer serves as Commissioner since the closing of the AGMS on 28 April 2023.
Bagus Agung Rahadiansyah	Komisaris. Commissioner.	Komisaris. Commissioner.	-
Adi Zakaria Afiff	Komisaris Independen. Independent Commissioner.	-	Tidak lagi menjabat sebagai Komisaris sejak ditutupnya RUPST 28 April 2023. No longer serves as Commissioner since the closing of the AGMS on 28 April 2023.
Samuel Lie (Samuel Ramna)	-	Komisaris. Commissioner.	Diangkat sebagai Komisaris berdasarkan keputusan RUPST 28 April 2023. Beliau telah lulus penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK) berdasarkan Keputusan Dewan Komisioner No. KEP-41/KDk.05/2023 tanggal 4 Desember 2023. Appointed as Commissioner based on the resolution of the AGMS 28 April 2023. He has passed the Fit and Proper Test of the Financial Services Authority (OJK) based on the Decree of the Board of Commissioners No. KEP-41/KDk.05/2023 dated 4 December 2023.
Poerwo Tjahjono	Komisaris Independen. Independent Commissioner.	Komisaris Independen. Independent Commissioner.	-
Tajudin Noor	-	Komisaris Independen. Independent Commissioner.	Diangkat sebagai Komisaris Independen berdasarkan keputusan RUPST 28 April 2023. Beliau telah lulus penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK) berdasarkan Keputusan Dewan Komisioner No. KEP-6/D.05/2024 tanggal 18 Januari 2024. Appointed as Commissioner based on the resolution of the AGMS 28 April 2023. He has passed the Fit and Proper Test of the Financial Services Authority (OJK) based on the Decree of the Board of Commissioners No. KEP-6/D.05/2024 dated 18 January 2024.

Berdasarkan perubahan komposisi tersebut, anggota Dewan Komisaris Perseroan per 31 Desember 2023 adalah sebagai berikut:

Based on the last changes in the composition, Company's Board of Commissioners members as of 31 December 2023 is as follows:

Nama Name	Jabatan Position
Dian Masyita	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner
Bagus Agung Rahadiansyah	Komisaris Commissioner
Samuel Lie (Samuel Ramna)*	Komisaris Commissioner
Poerwo Tjahjono	Komisaris Independen Independent Commissioner
Tajudin Noor*	Komisaris Independen Independent Commissioner

*) Efektif sejak tanggal ditetapkannya hasil penilaian kemampuan dan kepatutan Otoritas Jasa Keuangan (OJK).
*) Effective from the date in which the Financial Services Authority (OJK) fit and proper test results are determined.

Penutup
Closing

Pada kesempatan ini, kami ingin menyampaikan rasa terima kasih kepada pemegang saham dan pemangku kepentingan atas kepercayaan dan dukungannya. Apresiasi terdalam juga ditujukan kepada Direksi, karyawan, serta mitra usaha yang senantiasa mendukung Perseroan untuk tumbuh dan berkembang. Semoga pertumbuhan berkelanjutan yang dicita-citakan bersama akan selalu mendorong semangat insan Perseroan untuk terus melaju menjadi yang terdepan dalam segmen industri asuransi yang dapat memberikan manfaat lebih bagi semua pihak. Semoga Tuhan yang Maha Kuasa senantiasa memberkati kita semua. Aamiin.

On this occasion, we would like to express our gratitude to shareholders and stakeholders for their trust and support. We also extend our deepest appreciation to the Board of Directors, employees, and business partners who always support the Company to grow and develop. Hopefully, our shared goal of sustainable growth will inspire all of the Company's personnel to keep pushing forward and take the lead in the insurance business, which will further benefit all parties. May God Almighty always bless us all. Amen.

Jakarta, 5 April 2024

Atas nama Dewan Komisaris,
On behalf of the Board of Commissioners

Dian Masyita

Presiden Komisaris & Komisaris Independen
President Commissioner & Independent Commissioner

Laporan Direksi

Report of the Board of Directors



Tatang Nurhidayat

Presiden Direktur
President Director

Di tahun 2023, Tugu Insurance memfokuskan strategi dalam menjalankan kegiatan usaha dengan terus melakukan inovasi produk dan *channel* distribusi untuk pengembangan bisnis *non-captive* melalui penetrasi ke pasar SME, retail dan sinergi BUMN.

In 2023, Tugu Insurance has focused on its strategy in performing business activities by continuing to innovate products and distribution channels for non-captive business development through market penetration into the SMEs market, retail and SOEs synergy.

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Dengan berfokus menjaga pertumbuhan bisnis, pada tahun 2023 PT Asuransi Tugu Pratama Indonesia Tbk berhasil menguatkan posisinya sebagai salah satu perusahaan asuransi yang memiliki keahlian di segmen korporasi dan berpengalaman dalam memberikan layanan asuransi kepada berbagai proyek migas dan energi berskala besar di Indonesia. Strategi-strategi yang dijalankan juga membuat Perseroan mampu meraih sejumlah target bisnisnya. Pencapaian ini menggambarkan ketepatan Tugu Insurance dalam mengantisipasi perkembangan industri dan situasi perekonomian, baik di tingkat global maupun nasional. Selain itu, peran sinergi kami dengan Pertamina Group menjadi salah satu fondasi kuat dalam membangun kinerja usaha yang positif dan berkelanjutan.

Dear Distinguished Shareholders and Stakeholders,

In 2023, PT Asuransi Tugu Pratama Indonesia Tbk succeeded in establishing its position as an insurance company with expertise in the corporate segment and is experienced in providing insurance services to various large-scale oil and gas and energy projects in Indonesia by focusing on sustaining its business growth. The strategies implemented also enable the Company to achieve a number of its business targets. This achievement illustrates Tugu Insurance's ability to accurately anticipating industrial developments and economic situations, both at the global and national levels. In addition, our synergistic role with Pertamina Group provides a strong foundation to build positive and sustainable business performance.

Tinjauan Makro Ekonomi dan Industri 2023
Macroeconomic and Industrial Review 2023

Merujuk data dari Tinjauan Kebijakan Moneter per Desember 2023 yang dirilis Bank Indonesia, menyatakan bahwa perekonomian dunia melambat dengan ketidakpastian pasar keuangan yang mulai mereda. Bank Indonesia memprakirakan pertumbuhan ekonomi global tahun 2023 sebesar 3,0% dan melambat menjadi 2,8% pada 2024. Pertumbuhan ekonomi Amerika Serikat (AS) dan India tahun 2023 lebih baik dari prakiraan awal ditopang oleh konsumsi rumah tangga dan ekspansi pemerintah. Sementara itu, ekonomi Tiongkok melemah seiring dengan konsumsi rumah tangga dan investasi yang tumbuh terbatas. Inflasi di negara maju, termasuk di AS, dalam kecenderungan menurun tetapi tingkatnya masih di atas sasaran.

Referring to the Monetary Policy Review as of December 2023 released by Bank Indonesia, it stated that the world economic growth was experiencing a slowdown with easing financial market uncertainty. Bank Indonesia predicted the global economy to grow by 3.0% in 2023 and would slow down to 2.8% in 2024. The economic growth in the United States (US) and India is better than initially forecasted, which is supported by household consumption and government expansion. Meanwhile, China's economy decelerated accompanied by limited growth of household consumption and investment. Inflation in developed countries, including in the US, is declining but remains above the target level.

Di sisi lain, perekonomian Indonesia tetap tumbuh baik didukung oleh permintaan domestik. Konsumsi rumah tangga dan investasi tetap tumbuh sejalan dengan keyakinan masyarakat dan berlanjutnya penyelesaian Proyek Strategis Nasional (PSN). Perkembangan ini dikonfirmasi oleh sejumlah indikator utama hingga bulan Desember 2023, seperti keyakinan konsumen, penjualan eceran, dan *Purchasing Managers' Index* (PMI) Manufaktur. Sementara itu, kinerja ekspor cenderung lebih baik, seiring dengan peningkatan permintaan beberapa mitra dagang utama, seperti AS dan India.

On the other hand, Indonesia's economy continued to grow steadily supported by domestic demand. Household consumption and investment continued to increase in line with public confidence and the continued completion of National Strategic Projects (PSN). This development was confirmed by a number of key indicators until December 2023, such as consumer confidence, retail sales, and Manufacturing Purchasing Managers' Index (PMI). In contrast, export performance seems to be improving, in line with increased demand from several top trading partners, such as the US and India.

Di tengah iklim usaha dengan berbagai tantangan di tahun 2023, Tugu Insurance dapat melewati situasi ini dengan mencatatkan pertumbuhan kinerja keuangan yang sangat memuaskan baik yang ditopang dari bisnis asuransi, pendapatan investasi maupun pendapatan usaha lainnya. Namun demikian, kami tetap memantau kondisi ekonomi global, geopolitik, dan iklim politik di dalam negeri menjelang pemilu di tahun 2024 serta dampaknya ke dalam negeri dalam membuat perencanaan bisnis dengan manajemen risiko yang *prudent* dan tata kelola perusahaan yang baik. Dengan mengedepankan kedua hal tersebut ditambah dengan penguatan kolaborasi maupun sinergi bisnis di lingkungan Pertamina Group serta terus secara aktif untuk meningkatkan penetrasi ke pasar Badan Usaha Milik Negara (BUMN), *Small Medium Enterprise (SME)*, dan retail, kami fokus untuk meraih pertumbuhan dan pengembangan bisnis yang positif, stabil dan berkelanjutan sesuai dengan harapan *shareholders* maupun kemanfaatan untuk segenap *stakeholders*.

Despite a challenging business environment in 2023, Tugu Insurance managed to achieve a very excellent financial performance growth. Its insurance business, investment income, and other operating revenues are the primary factors of its growth. However, we continue to monitor global economic conditions, geopolitics, and the domestic political climate leading up to the 2024 elections and their impact on the country in making business plans with prudent risk management. By prioritizing these two components, strengthening collaboration and business synergy within the Pertamina Group, as well as continuing to actively improve market penetration into the State-Owned Enterprises (SOEs), Small Medium Enterprises (SMEs), and retail markets, we are committed to achieving positive, stable and sustainable business growth and development in line with the expectations of shareholders and benefits for all stakeholders.

Kendala yang Dihadapi dan Upaya Penanganannya
Problems Faced and Its Solutions

Iklim perekonomian makro maupun mikro di sepanjang tahun 2023 bergerak secara dinamis, hal tersebut menimbulkan tantangan tersendiri selaras dengan dampak kinerja korporasi pada masing-masing segmen usaha, tak terkecuali segmen usaha perasuransian di Indonesia. Namun demikian, di tahun 2023 tidak terdapat kendala dan tantangan yang bersifat material yang berdampak secara signifikan baik secara kinerja keuangan maupun kinerja operasional Tugu Insurance.

The macro and micro economic climate throughout 2023 were dynamic, this brings particular challenges considering the impact of corporate performance on each business segment, including the insurance business segment in Indonesia. However, in 2023 there were no material problems and challenges that had a significant impact on both financial and operational performance of Tugu Insurance.

Di sisi lain, dengan adanya peraturan terkait dengan kewajiban penerapan PSAK 117 yang wajib dilaksanakan pada tahun 2025, maka Tugu Insurance di tahun 2023 semakin fokus memperkuat infrastruktur termasuk IT dan memperbaiki proses bisnis dan mempersiapkan sistem yang dapat mendukung proses dan penyajian laporan keuangan sesuai dengan standar PSAK 117 sehingga nantinya pada saat proses migrasi dapat berjalan mulus di tahun 2025. Di tahun 2023, Tugu Insurance juga fokus dalam mempersiapkan pemisahaan Unit Usaha Syariah sesuai Peraturan Otoritas Jasa Keuangan (OJK) No. 11 Tahun 2023. OJK telah menetapkan batas waktu pemisahan atau *spin off* unit usaha syariah (UUS) adalah 31 Desember 2026.

On the other hand, following the regulations of the requirement to implement PSAK 117 which must be implemented in 2025, thus, in 2023 Tugu Insurance has become even more focused on strengthening its infrastructure, including IT and improving business processes and preparing systems to facilitate the process and presentation of financial reports in accordance with PSAK 117 standards. Therefore, the migration process shall run smoothly in 2025. In 2023, Tugu Insurance also focused on preparing for the spin off of the Sharia Business Unit which is in accordance with Financial Services Authority (OJK) Regulation No. 11 of 2023. OJK has set a deadline for the separation or spin off of sharia business unit (UUS) on 31 December 2026.

Aktivitas utama Perseroan di tahun 2023 adalah menjalankan kegiatan operasional untuk menghasilkan premi dan hasil *underwriting* serta meningkatkan pelayanan kepada pelanggan sesuai dengan RKAP 2023 yang telah ditetapkan. Untuk memenuhi kebutuhan pelanggan, di tahun 2023 Perseroan juga telah merilis beberapa produk asuransi baru, baik dari segmen korporasi dan segmen retail (produk asuransi konvensional dan syariah).

The main activities in 2023 for the Company was to carry out operational activities to generate premiums and underwriting income and improve services to customers in accordance with the established 2023 RKAP. In 2023 the Company also released several new insurance products, both from the corporate segment and the retail segment (conventional and sharia insurance products) to fullfill customers' needs.

Peran Direksi dalam Penerapan Kebijakan Strategis

The Role of the Board of Directors in Implementing Strategic Policy

Direksi beserta jajaran senantiasa berkomitmen untuk fokus terhadap kebijakan strategis yang telah tertuang dalam rencana bisnis dan target Perseroan. Perumusan strategi Perseroan diawali dengan adanya *planning cycle* yang melibatkan seluruh fungsi struktural di bawah Direksi. Di awal tahun dilakukan sosialisasi strategi dan target Perseroan melalui *town hall meeting* kepada seluruh insan Tugu. Dalam pelaksanaannya, dilakukan *monitoring* berkala pencapaian kinerja Perseroan melalui pembuatan laporan keuangan, laporan manajemen, presentasi kinerja, serta menyajikan *financial highlight* Perseroan pada *digital signage* pada TV digital yang dapat diakses oleh seluruh insan Perseroan.

The Board of Directors and staff are always committed to focusing on the strategic policies stated in the Company's business plan and targets. The formulation of the Company's strategy begins with a planning cycle that involves all structural functions under the Board of Directors. At the beginning of the year, the Company's strategy and targets were disseminated through a town hall meeting to all Tugu personnels. In its implementation, regular monitoring of the Company's performance achievements is carried out by producing financial reports, management reports, performance presentations, as well as presenting the Company's financial highlights on digital signage on digital TV accessible to all Company personnel.

Untuk memastikan kebijakan strategi berjalan baik, Direksi melakukan *mid year review* untuk mengevaluasi pencapaian kinerja dan strategi perusahaan di tengah tahun, dan mengambil langkah strategis dan mitigasi risiko yang diperlukan untuk mengupayakan pencapaian target hingga akhir tahun. Direksi juga melakukan *Performance Dialogue* triwulanan untuk memastikan keselarasan strategi di anak perusahaan dan memonitor kinerja anak perusahaan.

To ensure that strategic policies operate properly, the Board of Directors conducted a mid-year review to evaluate the Company's mid-year performance and strategy achievements, and took strategic steps and risk mitigation as needed to achieve targets by the end of the year. The Board of Directors also conducted quarterly Performance Dialogues to ensure strategic alignment in subsidiaries and monitor subsidiary performance.

Di tahun 2023, Tugu Insurance memfokuskan strategi dalam menjalankan kegiatan usaha dengan terus melakukan inovasi produk dan *channel* distribusi untuk pengembangan bisnis *non-captive* melalui penetrasi ke pasar SME, *retail* dan sinergi BUMN.

In 2023, Tugu Insurance has focused on its strategy in performing business activities by continuing to innovate products and distribution channels for non-captive business development through market penetration into the SMEs market, retail and SOEs synergy.

Untuk memastikan kesiapan perusahaan dalam implementasi penerapan PSAK 117 yang akan berlaku efektif di tahun 2025, Tugu Insurance telah melakukan *gap analysis* dan telah melaksanakan proyek sistem *Enterprise Resource Planning* (ERP) sejak tahun 2021. Upaya ini diharapkan akan memperkecil dampak dari penerapan PSAK 117 nantinya terhadap Perseroan. Tugu Insurance juga terus melanjutkan program transformasi digital untuk penyederhanaan proses bisnis Perseroan.

To ensure that the Company is well-prepared to implement PSAK 117 which will become effective in 2025, Tugu Insurance has conducted a gap analysis and has been implemented an Enterprise Resource Planning (ERP) system project since 2021. This effort is expected to minimize the impact of implementing PSAK 117 on the Company. Tugu Insurance also continues its digital transformation program to simplify the Company's business processes.

Salah satu strategi yang dilakukan dalam upaya peningkatan kinerja keuangan Perseroan adalah melalui peningkatan kinerja portofolio investasi berupa aset keuangan dan penyertaan langsung di anak usaha.

One of the strategies implemented in an effort to improve the Company's financial performance is by increasing the performance of the investment portfolio in the form of financial assets and direct investment in subsidiaries.

Kinerja Tahun 2023 dan Perbandingannya terhadap Target
Performance in 2023 and Comparison to Target

Sepanjang tahun 2023 iklim usaha nasional memang dipenuhi dengan berbagai tantangan, namun hal itu tak menyurutkan kinerja usaha Perseroan yang senantiasa bergerak positif. Segenap manajemen berhasil menerapkan strategi dan inisiatif yang tepat sehingga Perseroan berhasil membukukan pencapaian secara optimal dan berkelanjutan. Dalam penetapan RKAP, Tugu Insurance senantiasa memperkuat fondasi bisnis melalui kebijakan strategis yang tepat sasaran.

Throughout 2023, the national business climate faced various challenges, but this did not diminish the Company's business performance, which continues to move positively. The entire management successfully implemented the right strategies and initiatives so that the Company succeeded in recording optimal and sustainable achievements. In determining the RKAP, Tugu Insurance always strengthens the business foundation through strategic policies that are target appropriate.

Di tahun 2023, Tugu Insurance mencatatkan pertumbuhan hasil *underwriting* sebesar 4,19%, yaitu dari Rp670,4 miliar di tahun 2022, menjadi Rp698,5 miliar di tahun 2023. Jumlah tersebut adalah 88,2% dari target RKAP Perseroan yaitu sebesar Rp791,9 miliar. Kontribusi terbesar dari capaian tersebut berasal dari segmen bisnis kebakaran, pengangkutan, dan *offshore*.

In 2023, Tugu Insurance recorded growth in underwriting income of 4.19%, from IDR670.4 billion in 2022, to IDR698.5 billion in 2023. This amount is 88.2% of the Company's RKAP target, which is IDR791.9 billion. The largest contribution to this achievement came from the fire, marine cargo, and offshore business segments.

Dari aktivitas pengelolaan investasi, Tugu Insurance juga mencatatkan peningkatan pendapatan investasi yang sangat memuaskan yaitu meningkat sebesar 64,5% dari Rp352,4 miliar di tahun 2022, menjadi Rp579,8 miliar di tahun 2023. Jumlah tersebut adalah 168,8% dari target RKAP Perseroan yaitu sebesar Rp343,4 miliar. Kenaikan jumlah pendapatan investasi disebabkan oleh peningkatan hasil investasi dari deposito sebesar 158,1% seiring dengan peningkatan nominal penempatan dana dan juga trend kenaikan suku bunga bank, hasil investasi obligasi yang tumbuh sebesar 76,1% dan juga pendapatan saham yang bertumbuh sebesar 77,1%.

From investment management activities, Tugu Insurance also recorded a very satisfactory increase in investment income, namely increased by 64.5% from IDR352.4 billion in 2022, to IDR579.8 billion in 2023. This amount is 168.8% of the Company's RKAP target, which amounting to IDR343.4 billion. The increase in total investment income was due to an increase in investment returns from deposits by 158.1% in line with the higher nominal placement of funds and also the upward trend in bank interest rates, bond investment returns which increased by 76.1% and also shares income which was boosted to 77.1%.

Pendapatan usaha lainnya juga bertumbuh dari Rp398,7 miliar di tahun 2022 menjadi Rp402,1 miliar di tahun 2023. Selain itu, Perseroan juga mencatatakan peningkatan pendapatan lain-lain yang cukup signifikan yaitu sebesar 871,9% dari 108,5 miliar menjadi Rp1,1 triliun yang terutama disebabkan Perseroan mencatatkan pendapatan litigasi sehubungan dengan Perseroan memenangkan kasus litigasi dengan Citibank N. A di Pengadilan Administrasi Hong Kong.

Other operating income also increased from IDR398.7 billion in 2022 to IDR402.1 billion in 2023. Additionally, the Company also recorded a significant increase in other income of 871.9% from IDR108.5 billion to IDR1.1 trillion which was mainly due to the Company recorded litigation income from winning the litigation case against Citibank N. A in the Hong Kong Administrative Court.

Pencapaian-pencapaian tersebut berkontribusi pada peningkatan laba tahun berjalan sebesar 229,6% dari Rp395,1 miliar di tahun 2022 menjadi Rp1,3 triliun di tahun 2023.

These achievements contributed to the increase in income for the year by 229.6% from IDR395.1 billion in 2022 to IDR1.3 trillion in 2023.

Perbandingan antara target dan pencapaian tersebut menjadi salah satu gambaran yang dipertimbangkan dalam penyusunan target dan strategi bisnis ke depan. Didukung oleh kapasitas serta prospek yang dimiliki, Perseroan optimis untuk dapat meraih kinerja unggul secara berkelanjutan di masa mendatang.

The comparison between targets and achievements is one of the illustrations to be considered in preparing targets and future business strategies. Supported by its capacity and prospects, the Company is optimistic that it will be able to achieve sustainable superior performance in the future.
Analysis of Business Prospects

Analisa Tentang Prospek Usaha
Analysis of Business Prospects

Merujuk pada data Laporan Kelembagaan Bank Indonesia Triwulan IV 2023, merilis bahwa pada 2024 pertumbuhan ekonomi diprakirakan meningkat dalam kisaran 4,7-5,5% didukung oleh menguatnya permintaan domestik seiring dengan pertumbuhan konsumsi dan dampak positif penyelenggaraan pemilu. Peningkatan investasi, khususnya bangunan, sejalan dengan berlanjutnya pembangunan Proyek Strategis Nasional (PSN) termasuk Ibu Kota Nusantara (IKN) juga turut mendukung peningkatan pertumbuhan ekonomi. Sementara itu, kinerja ekspor diprakirakan belum kuat sebagai dampak perlambatan ekonomi global dan penurunan harga komoditas.

Referring to the data from Bank Indonesia Institutional Report for the fourth quarter of 2023, it was released that in 2024 economic growth is predicted to increase in the range of 4.7-5.5% driven by strengthening domestic demand as well as consumption growth and the positive impact of the elections. Increased investment, especially in buildings, is in line with the continued development of the National Strategic Project (PSN) including Nusantara Capital City (IKN) which also supports increased economic growth. At the same time, export performance is expected to remained weak due to the global economic recession and the decline in commodity prices.

Berdasarkan Lapangan Usaha (LU), prospek Industri Pengolahan, Perdagangan Besar dan Eceran, Informasi dan Komunikasi, Konstruksi, serta Transportasi dan Pergudangan diprakirakan tetap tumbuh baik. Sementara secara spasial, pertumbuhan yang baik diprakirakan terjadi di seluruh wilayah, terutama Sulawesi-Maluku-Papua (Sulampua) sejalan dengan dampak positif hilirisasi mineral, serta Jawa akibat permintaan domestik yang masih kuat. Ke depan, Bank Indonesia akan terus memperkuat sinergi stimulus fiskal Pemerintah dengan stimulus makroprudensial Bank.

By Business Field (LU), prospects for Manufacturing Industry, Wholesale and Retail Trade, Information and Communication, Construction, as well as Transportation and Warehousing are predicted to continously grow steadily. While all regions are expected to see strong spatial growth, especially in Sulawesi-Maluku-Papua (Sulampua) in line with the positive impact of mineral downstreaming, as well as Java due to strong domestic demand. Going forward, Bank Indonesia will continue to improve the synergy between the fiscal stimulus of the government and macroprudential stimulus of the Bank.

Dengan kondisi ekonomi makro sebagaimana di atas, Perseroan senantiasa melakukan identifikasi peluang di segmen *market* dengan melakukan *update market* secara berkala, *market research* serta *market review* baik dari sisi pengembangan produk, segmen nasabah dan jalur distribusi pemasaran produk. Perseroan juga memadukan antara peluang yang ada dengan *risk appetite* yang dimiliki sehingga tetap mengedepankan prinsip kehati-hatian.

With macroeconomic conditions as mentioned above, the Company continues to identify opportunities in market segments by conducting regular market updates, market research and market reviews both in terms of product development, customer segments and product marketing distribution channels. The Company also combines the opportunities available with its risk appetite so that it continues to prioritize the principle of prudence.

Adapun perkembangan dari setiap segmen *market* terus menunjukan tren positif dengan mengoptimalkan jalur distribusi yang dimiliki Perseroan, dimana hal ini juga tercermin di dalam laporan keuangan Perseroan.

The development of each market segment continues to show a positive trend by optimizing the Company's distribution channels, which is also reflected in the Company's financial reports.

Di tahun 2024, Tugu Insurance akan melanjutkan fokus strategi tahun 2023 yaitu melakukan pengembangan bisnis *non-captive* dari sisi korporasi yaitu bisnis BUMN dan *broker* serta meningkatkan bisnis di pasar retail. Dari kedua target ini Tugu Insurance tetap akan mengedepankan digitalisasi.

In 2024, Tugu Insurance will continue its 2023 strategy focus, namely developing non-captive business from the corporate side, namely the SOEs and brokerage businesses as well as increasing business in the retail market. From these two targets, Tugu Insurance will continue to prioritize digitalization.

Selain itu, di tahun 2024 Tugu Insurance juga fokus melakukan peningkatan kinerja portofolio investasi, dan kinerja anak perusahaan dan afiliasi. Sebagaimana diketahui bahwa Tugu Insurance memiliki beberapa anak perusahaan dan optimalisasi atas kinerja anak perusahaan ini akan sangat berpengaruh terhadap kinerja konsolidasian di tahun mendatang.

Furthermore, in 2024 Tugu Insurance will also focus on improving the performance of its investment portfolio and the performance of its subsidiaries and affiliates. It is well-known that Tugu Insurance has several subsidiaries and optimizing the performance of these subsidiaries will greatly influence consolidated performance in the coming year.

Perkembangan Penerapan Tata Kelola Perusahaan
Developments in the Implementation of Corporate Governance

Tugu Insurance senantiasa terus menjunjung tinggi penerapan tata kelola perusahaan yang baik sesuai dengan prinsip *Good Corporate Governance* (GCG) serta mengacu pada delapan prinsip pengelolaan perusahaan, sesuai dengan Penerapan Pedoman Tata Kelola Perusahaan Terbuka dari Otoritas Jasa Keuangan (OJK). Tugu Insurance meyakini bahwa tata kelola yang baik merupakan aspek utama yang akan turut memastikan keberlangsungan perusahaan dalam jangka panjang.

Tugu Insurance continues to uphold the implementation of good corporate governance in accordance with the principles of Good Corporate Governance (GCG) and refers to the eight principles of Company management, that correspond with the Implementation of the Public Company Governance Guidelines from the Financial Services Authority (OJK). Tugu Insurance believes that good governance is the main aspect that will help ensure the Company's long-term sustainability.

Penerapan GCG di Tugu Insurance bertujuan untuk mendukung terwujudnya visi dan misi Perseroan, yang pada akhirnya akan mewujudkan kinerja yang unggul, memberikan nilai tambah dan manfaat bagi para pemegang saham dan para pemangku kepentingan lainnya. Oleh karena itu, penerapan GCG di lingkungan Perseroan bukan sekadar bentuk kepatuhan terhadap peraturan perundang-undangan namun juga sebagai landasan kegiatan operasional dengan mengacu pada prinsip-prinsip yang telah ditetapkan di internal Perseroan.

The implementation of GCG at Tugu Insurance aims to support the realization of the Company's vision and mission, which will ultimately accomplish superior performance, providing added value and benefits for shareholders and other stakeholders. Therefore, the implementation of GCG within the Company is not just a form of compliance with statutory regulations but also as a basis for operational activities, by referring to the principles that have been established internally at the Company.

Dalam menjaga konsistensi, Tugu Insurance juga senantiasa melakukan pengukuran kualitas implementasi GCG yang dilaksanakan secara mandiri (*self-assessment*) sesuai Peraturan Otoritas Jasa Keuangan No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian serta setiap 2 (dua) tahun sekali melakukan *assessment* implementasi GCG oleh eksternal *assessor*. Tugu Insurance juga senantiasa melakukan revitalisasi atas pedoman-pedoman GCG dengan menyesuaikan peraturan-peraturan regulator terbaru serta secara konsisten menerapkan Sistem Manajemen Anti Penyuapan (SMAP) sesuai dengan ISO 37001:2016.

In maintaining consistency, Tugu Insurance also always measures the quality of GCG implementation which is carried out independently (self-assessment) in accordance with Financial Services Authority Regulation No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies and once every 2 (two) years conduct an assessment of GCG implementation by an external assessor. Tugu Insurance also continues to revitalize GCG guidelines by adapting to the latest regulations and consistently implementing an Anti-Bribery Management System (SMAP) in accordance with ISO 37001:2016.

Perseroan telah melakukan evaluasi terhadap efektivitas Sistem Pengendalian Internal dengan mempertimbangkan hasil evaluasi dan penilaian dari Internal Audit. Berdasarkan evaluasi yang dilakukan sepanjang tahun 2023, Direksi menilai bahwa Perseroan telah memiliki kecukupan Sistem Pengendalian Internal yang diterapkan di perusahaan.

The Company has evaluated the effectiveness of the Internal Control System by considering the results of the evaluation and assessment from the Internal Audit. Based on the evaluation, the Board of Directors concludes that the Company has implemented a sufficient Internal Control System during 2023.

Membangun SDM Unggul
Developing Excellent Human Resources

Sebagai salah satu amanat misi ke dua Perseroan untuk menjadikan SDM sebagai insan profesional, Perseroan mengedepankan penerapan tata nilai budaya AKHLAK sebagai ujung tombak dalam mewujudkan karyawan Perseroan sebagai insan yang profesional. Perseroan meyakini bahwa penerapan tata nilai budaya AKHLAK membutuhkan keterlibatan banyak pihak sehingga dalam penerapannya Perseroan menggunakan berbagai pendekatan termasuk namun tidak terbatas pada memberdayakan peran pimpinan kepada timnya, maupun memberdayakan peran tim kepada pimpinannya. Hal ini dilakukan melalui penguatan kemampuan interaksi pimpinan dan timnya melalui penyegaran pelatihan *leadership* dan *followership* bagi seluruh Insan Tugu. Melalui pelatihan tersebut, diharapkan dapat memberikan pemahaman mengenai standar yang diperlukan dalam menjalani perannya masing-masing dalam koridor tata nilai budaya AKHLAK.

As one of the mandates of the Company's second mission to make human resources into professionals, the Company emphasizes the implementation of AKHLAK cultural values as the main point in transforming the Company's employees into professional individuals. The Company believes that the implementation of AKHLAK cultural values requires the involvement of many parties, thus, in its implementation the Company uses various approaches, including but not limited to, empowering the role of leadership for its team, as well as empowering the role of the team for its leaders. This is accomplished by improving the interaction skills of leaders and their teams through updated leadership and followership training for all Tugu Personnels. Through this training, it is hoped that they would gain understanding about the standards required to perform their individual responsibilities within the framework of AKHLAK cultural values.

Dalam rangka membangun SDM sebagai insan profesional, Perseroan juga memperhatikan *talent life cycle* yang dimulai dari *momen attract, engage, retain, develop, grow*, dan *sunset*. Perseroan mengupayakan agar setiap momen dalam *talent life cycle* dapat secara khusus dikelola untuk dapat memberikan pengalaman baik bagi insan Tugu (membangun EX/*Employee Experience*). Untuk mengoptimalkan pelaksanaannya, Perseroan mendorong peran pimpinan melalui pemanfaatan sarana komunikasi *one on one* atau mekanisme *coaching*. Hal ini bertujuan untuk mendorong terciptanya keterbukaan komunikasi dua arah antara pimpinan dan timnya sehingga turut mempercepat penerapan tata nilai budaya AKHLAK dapat. Hal ini juga bermanfaat dalam membangun kemampuan pimpinan sebagai garda terdepan pengelolaan SDM Perseroan.

To develop human resources as professional individuals, the Company also takes into account the talent life cycle which starts from the moments of attract, engage, retain, develop, grow and sunset. The Company strives to ensure that every moment in the talent life cycle can be specifically managed to provide a good experience for Tugu personnels (building EX/Employee Experience). To optimize its implementation, the Company uses one on one communication or coaching mechanisms to encourage leadership roles. This aims to drive two-way open communication between leaders and their teams thus, accelerate the implementation of AKHLAK cultural values. It is also useful in developing the ability of leaders as the frontline of the Company's HR management.

Dengan memperhatikan *talent life cycle*, Perseroan mengidentifikasi talenta unggul dan mereka diberikan tanggung jawab lebih besar melalui kegiatan pengembangan proses bisnis, maupun inisatif pengembangan sistem. Talenta yang terpilih dilibatkan dalam program *Agent of Change*, sehingga mendapatkan tempaan khusus agar talenta ini dapat memahami tata nilai budaya AKHLAK dengan lebih baik, terakselerasi dan memiliki keterlibatan dalam perubahan Perseroan, serta menjadi contoh baik bagi Insan Tugu lainnya.

By recognizing the talent life cycle, the Company identifies excellent talents and assigns greater responsibility through business process development activities and system development initiatives. The selected talents are involved in the Agent of Change program, so that they receive special training to better comprehend AKHLAK cultural values, become accelerated and involved in changing the Company, and become a good example for other Tugu Personnels.

Komitmen Terhadap Tanggung Jawab Sosial dan Lingkungan
Commitment to Corporate Social Responsibility

Tanggung Jawab Sosial dan Lingkungan (TJSL) menjadi komitmen Tugu Insurance agar Perseroan mempunyai kontribusi di bidang sosial dan lingkungan. Adapun kegiatan TJSL Tugu Insurance di integrasikan dengan upaya menciptakan berbagai program dan inisiatif yang mendukung tujuan *Sustainable Development Goals* (SDGs) dengan mengedepankan prinsip *Evironmental, Social & Governance* (ESG).

Corporate Social Responsibility (CSR) is Tugu Insurance's commitment that allows the Company to contribute in the social and environmental fields. CSR activities in Tugu Insurance are integrated with efforts to create various programs and initiatives that support Sustainable Development Goals (SDGs) by prioritizing Environmental, Social & Governance (ESG) principles.

Sepanjang tahun 2023, Tugu Insurance telah melakukan berbagai aktivitas untuk menjalankan dimensi pembangunan berkelanjutan seperti yang telah tertuang di laporan Rencana Aksi Keuangan Berkelanjutan (RAKB) 2023. Di bidang ekonomi, Tugu Insurance menjalankan ekonomi berkelanjutan untuk menjamin keberlanjutan kinerja organisasi di masa mendatang. Di bidang sosial dan lingkungan, Tugu Insurance menjalankan kegiatan *Corporate Social Responsibility* (CSR) dengan nama program Bakti TUGU (Bersatu Aksi Kepedulian Tugu Insurance). Bakti TUGU memiliki empat pilar utama, yakni pilar Pendidikan & Literasi Keuangan, pilar Lingkungan Hidup, pilar Kesehatan & Keselamatan dan pilar Pemberdayaan Masyarakat, serta didukung juga dengan program bantuan sosial khusus sebagai dukungan perusahaan terhadap kegiatan Bakti Sosial Keagamaan dan Seni Budaya.

Throughout 2023, Tugu Insurance has done various activities to carry out sustainable development dimensions as stated in the 2023 Sustainable Finance Action Plan (RAKB) report. In the economic sector, Tugu Insurance has implemented a sustainable economy to ensure the sustainability of the organization's performance in the future. In the social and environmental fields, Tugu Insurance carried out Corporate Social Responsibility (CSR) activities namely Bakti TUGU (United Action for Tugu Insurance). Bakti TUGU has four main pillars, namely the Education & Financial Literacy pillar, the Environment pillar, the Health & Safety pillar, and the Community Empowerment pillar, and also supported by the specific social charity program as Company support for Religious Social Service and Arts and Culture activities.

Perubahan Komposisi Direksi
Changes in Board of Directors Composition

Komposisi Direksi ditetapkan agar dapat memudahkan kemungkinan pengambilan keputusan secara efektif, tepat dan cepat, serta dapat bertindak independen. Selama tahun 2023, komposisi Direksi Perseroan mengalami perubahan dengan kronologi sebagai berikut:

The composition of the Board of Directors is determined to allow effective, precise and quick decision-making, as well as being able to act independently. In 2023, the composition of the Company's Board of Directors underwent changes with the following chronology:

Nama Name	Sebelum RUPST 28 April 2023 Prior the AGMS 28 April 2023	Sejak RUPST 28 April 2023 Since AGMS 28 April 2023	Keterangan Description
Tatang Nurhidayat	Presiden Direktur. President Director.	Presiden Direktur. President Director.	-
Emil Hakim	Direktur Keuangan & Layanan Korporat. Director of Corporate Finance & Services.	Direktur Keuangan & Layanan Korporat. Director of Corporate Finance & Services.	-
Ery Widiatmoko	Direktur Pemasaran Asuransi. Director of Insurance Marketing.	Direktur Pemasaran Asuransi. Director of Insurance Marketing.	-
Budi P. Amir	Direktur Kepatuhan & Manajemen Risiko. Director of Compliance & Risk Management.	-	Tidak lagi menjabat sebagai Direktur Kepatuhan & Manajemen Risiko sejak 28 April 2023. No longer served as Director of Compliance & Risk Management since 28 April 2023.

Nama Name	Sebelum RUPST 28 April 2023 Prior the AGMS 28 April 2023	Sejak RUPST 28 April 2023 Since AGMS 28 April 2023	Keterangan Description
Edi Yoga Prasetyo	-	Direktur Kepatuhan & Manajemen Risiko. Director of Compliance & Risk Management.	Diangkat sebagai Direktur Kepatuhan & Manajemen Risiko berdasarkan Keputusan RUPST tanggal 28 April 2023. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisioner No. KEP 5/D.05/2024 tanggal 18 Januari 2024. Appointed as Director of Compliance & Risk Management based on the AGMS Resolution on 28 April 2023. He has passed the OJK Fit and Proper Test based on Board of Commissioners Decree No. KEP 5/D.05/2024 dated 18 January 2024.
Syaiful Azhar	Direktur Teknik. Technical Director.	-	Tidak lagi menjabat sebagai Direktur Teknik sejak 28 April 2023. No longer served as Technical Director since 28 April 2023.
Sudarlin	-	Direktur Teknik. Technical Director.	Diangkat sebagai Direktur Teknik berdasarkan Keputusan RUPST 28 April 2023. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisioner No. Kep-40/KDK.05/2023 tanggal 30 Oktober 2023. Appointed as Technical Director based on Resolution of the AGMS 28 April 2023. He has passed the OJK Fit and Proper Test based on the Decree of the OJK Commissioner Board Kep-40/KDK.05/2023 dated 30 October 2023.

Dengan demikian, Anggota Direksi Tugu Insurance pada 31 Desember 2023 adalah sebagai berikut:

Therefore, the members of the Tugu Insurance's Board of Directors as of 31 December 2023 are as follows:

Nama Name	Jabatan Position
Tatang Nurhidayat	Presiden Direktur President Director
Emil Hakim	Direktur Keuangan & Layanan Korporat Director of Corporate Finance & Services
Ery Widiatmoko	Direktur Pemasaran Asuransi Director of Insurance Marketing
Edi Yoga Prasetyo*	Direktur Kepatuhan & Manajemen Risiko Director of Compliance & Risk Management
Sudarlin*	Direktur Teknik Technical Director

*) Efektif sejak tanggal ditetapkannya hasil penilaian kemampuan dan kepatutan Otoritas Jasa Keuangan (OJK).
*) Effective from the date in which the Financial Services Authority (OJK) fit and proper test results are determined.

Apresiasi
Appreciation

Pencapaian Tugu Insurance di sepanjang tahun 2023 merupakan buah dari dedikasi dan kerja keras kami dalam berkolaborasi, yang juga didukung oleh pemegang saham. Kami mengapresiasi dukungan Dewan Komisaris dalam memberikan arahan atas tindakan Perseroan di tengah tantangan iklim usaha dan ketidakpastian ekonomi global akibat konflik geopolitik. Untuk ke depannya, kami optimis mampu menerapkan strategi yang cermat dan memiliki tim yang tepat untuk senantiasa mengatasi berbagai tantangan yang dihadapi dan memanfaatkan berbagai peluang guna mengembangkan produk dan layanan di masa mendatang. Direksi juga memberikan apresiasi kepada seluruh pelanggan dan mitra kerja atas kerja sama yang telah terjalin dengan baik dan kepercayaan yang telah diberikan pada Perseroan. Kami berkeyakinan Tugu Insurance dapat terus melaju menghadapi berbagai tantangan demi hasil yang positif dan berkelanjutan.

Tugu Insurance's achievements throughout 2023 were the result of our mutual dedication and hard work, which is also supported by shareholders. We appreciate the support of the Board of Commissioners in providing direction for the Company's actions amidst the challenging business climate and global economic uncertainty due to geopolitical conflicts. In the future, we are optimistic that we will be able to implement a careful strategy and have the right team to continuously overcome the various challenges and take advantage of various opportunities to develop products and services in the future. The Board of Directors would also like to express its appreciation to all customers and work partners for the good cooperation and trust that has been given to the Company. We are confident that Tugu Insurance can continue to move forward in overcoming various challenges for positive and sustainable results.

Jakarta, 5 April 2024



Tatang Nurhidayat

Presiden Direktur
President Director

Surat Pernyataan Dewan Komisaris

Statement Letter of Board of Commissioners

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Asuransi Tugu Pratama Indonesia Tbk Tahun 2023 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan tersebut.

Demikian pernyataan ini dibuat dengan sebenarnya.

The undersigned below acknowledge that all information contained in the 2023 Annual Report of PT Asuransi Tugu Pratama Indonesia Tbk has been presented as a whole and therefore are accountable for the validity of the Company's Annual Report.

This statement is made truthfully.

Jakarta, 5 April 2024

Dewan Komisaris
Board of Commissioners

Dian Masyita
Presiden Komisaris & Komisaris Independen
President Commissioner & Independent Commissioner

Bagus Agung Rahadiansyah
Komisaris
Commissioner

Samuel Lie (Samuel Ramna)
Komisaris
Commissioner

Poerwo Tjahjono
Komisaris Independen
Independent Commissioner

Tajudin Noor*)
Komisaris Independen
Independent Commissioner

*) telah lulus hasil penilaian kemampuan dan kepatutan berdasarkan Surat Keputusan Anggota Dewan Komisioner Otoritas Jasa Keuangan No. KEP-6/D.05/2024 tanggal 18 Januari 2024.

*) has passed the fit and proper test based on the Decree of the Members of the Board of Commissioners of the Financial Services Authority No. KEP-6/D.05/2024 dated 18 January 2024.

Surat Pernyataan Direksi

Statement Letter of Board of Directors

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Asuransi Tugu Pratama Indonesia Tbk Tahun 2023 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan tersebut.

Demikian pernyataan ini dibuat dengan sebenarnya.

The undersigned below acknowledge that all information contained in the 2023 Annual Report of PT Asuransi Tugu Pratama Indonesia Tbk has been presented as a whole and therefore are accountable for the validity of the Company's Annual Report.

This statement is made truthfully.

Jakarta, 5 April 2024

Direksi
Board of Directors

Tatang Nurhidayat
Presiden Direktur
President Director

Emil Hakim
Direktur Keuangan & Layanan Korporat
Director of Corporate Finance & Services

Ery Widiatmoko
Direktur Pemasaran Asuransi
Director of Insurance Marketing

Edi Yoga Prasetyo*)
Direktur Kepatuhan & Manajemen Risiko
Director of Compliance & Risk Management

Sudarlin
Direktur Teknik
Technical Director

*) telah lulus hasil penilaian kemampuan dan kepatutan berdasarkan Surat Keputusan Anggota Dewan Komisioner Otoritas Jasa Keuangan No. KEP-5/D.05/2024 tanggal 18 Januari 2024.

*) has passed the fit and proper test based on the Decree of the Members of the Board of Commissioners of the Financial Services Authority No. KEP-5/D.05/2024 dated 18 January 2024.

03
Profil Perusahaan

Company Profile





Identitas Perusahaan

Company Identity

Nama Perusahaan Company Name	PT Asuransi Tugu Pratama Indonesia Tbk ("Tugu Insurance")
Tanggal Pendirian Perusahaan Date of Establishment	25 November 1981 25 November 1981
Dasar Hukum Pendirian Perusahaan Legal Basis of Establishment	Perusahaan didirikan berdasarkan Akta Notaris No. 9 tanggal 25 November 1981 dari Tan Thong Kie, S.H., Akta Pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. Y.A5/177/20 tanggal 15 Maret 1982 serta diumumkan dalam Tambahan No. 845 dari Berita Negara Republik Indonesia No. 54 tanggal 6 Juli 1982. The Company was established based on Notarial Deed No. 9 dated 25 November 1981 passed before Tan Thong Kie, S.H., legalized by the Minister of Justice of the Republic of Indonesia with Ministerial Decree No. Y.A5/177/20 dated 15 March 1982, and published in the Supplement No. 845 of the Republic of Indonesia's State Gazette No. 54 dated 6 July 1982
Bidang Usaha Business Field	Asuransi Umum (konvensional & syariah) General Insurance (conventional & sharia)
Kepemilikan Saham (per 31 Desember 2023) Share Ownersip (per 31 December 2023)	• 58,50% PT Pertamina (Persero) • 15,89% UOB Kay Hian Pte. Ltd • 5,29% Samsung Fire & Marine Insurance, Co., Ltd. • 20,32% Masyarakat (masing-masing kepemilikan <5%)/Public (with ownership of <5%)
Modal Dasar Authorized Capital	Rp640.000.000.000,-
Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid-up Capital	Rp177.778.780.000,-
Jumlah Pegawai Total Employees	459 orang 459 people
Point of Sales and Services (PoSS)	Per 31 Desember 2023 terdapat 31 PoSS yang terbagi dalam 2 (dua) regional, yaitu Regional 1 terdiri dari 17 PoSS, dan Regional 2 terdiri dari 14 PoSS. As of 31 December 2023, there were 31 PoSS which are divided into 2 (two) regions, namely Region 1 consisting of 17 PoSS, and Region 2 consisting of 14 PoSS.
Pencatatan di Bursa Efek Indonesia Listing on the Indonesian Stock Exchange	28 Mei 2018 28 May 2018
Kode Saham Stock Code	TUGU
Alamat Kantor Pusat Address of Head Office	Gedung Wisma Tugu I Jl. H.R. Rasuna Said Kav. C 8-9 Jakarta Selatan 12920, Indonesia Telepon : +62 21 529 61 777 (hunting) Faksimile : +62 21 529 61 555, 529 62 555 *Email* : enquiry@tugu.com; calltia@tugu.com; *Hotline* 24/7 Call TIA : 1500 458 Whatsapp : 0811 9790 0100 FB/Fanpage : Tugu Insurance Twitter : @tuguinsurance Instagram : @tuguinsurance, @mytdrive.id, @lifeattugu Linkedin : PT Asuransi Tugu Pratama Indonesia Tbk Youtube : Tugu Insurance

Riwayat Singkat Tugu Insurance

Brief History of Tugu Insurance



PT Asuransi Tugu Pratama Indonesia Tbk ("Tugu Insurance" atau "Perseroan") berdomisili di Jakarta Selatan dan pertama kali didirikan dengan nama PT Tugu Pratama Indonesia berdasarkan Akta Pendirian No. 9 tanggal 25 November 1981 yang dibuat di hadapan Thong Tan Kie, Notaris di Jakarta dan telah disahkan oleh Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. Y.A5/177/20 tanggal 15 Maret 1982 serta diumumkan dalam Tambahan No. 845 dari Berita Negara Republik Indonesia No. 54 tanggal 6 Juli 1982. Anggaran Dasar Perseroan telah mengalami beberapa kali perubahan, terakhir dengan Akta Notaris No. 123 tanggal 28 April 2023 dari Notaris Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta tentang Pernyataan Keputusan Rapat Perubahan Anggaran Dasar PT Asuransi Tugu Pratama Indonesia Tbk. Perubahan Anggaran Dasar tersebut telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0059835 tanggal 5 Mei 2023.

Pada awal didirikan (1981-1984), Tugu Insurance menjalankan bisnisnya dengan berfokus pada pemberian pertanggungan risiko yang terjadi di industri minyak dan gas nasional, terutama perlindungan asuransi atas aset yang

PT Asuransi Tugu Pratama Indonesia Tbk ("Tugu Insurance" or "the Company") domiciled in South Jakarta, previously established under the name of PT Tugu Pratama Indonesia based on Deed of Establishment No. 9 dated 25 November 1981, passed before Thong Tan Kie, Notary in Jakarta, and legalized by Minister of Justice of the Republic of Indonesia with Ministerial Decree No. Y.A5/177/20 dated 15 March 1982 and published in the Supplement No. 845 of the Republic of Indonesia's State Gazette No. 54 dated 6 July 1982. The Company's Articles of Association have been amended several times, most recently by Notarial Deed No. 123 dated 28 April 2023 from Notary Jose Dima Satria, S.H., M.Kn., Notary in Jakarta concerning Statement of Meeting Resolutions on Amendments to the Articles of Association of PT Asuransi Tugu Pratama Indonesia Tbk. The amendments to the Articles of Association have received approval from the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-AH.01.03-0059835 dated 5 May 2023.

At the beginning of its establishment (1981-1984), Tugu Insurance focused on the business of providing risk coverage insurance in the national's oil and gas industry, especially insurance protection for assets owned by State-Owned

dimiliki oleh perusahaan Badan Usaha Milik Negara (BUMN), PT Pertamina (Persero) selaku induk usaha. Selanjutnya selama periode tahun 1985-1998, Perseroan melakukan ekspansi usaha di beberapa perusahaan, baik di dalam dan luar negeri, hingga terbentuknya beberapa entitas anak yang bersinergi di bawah payung TUGU Group. Semua entitas anak maupun afiliasi bergerak dalam bidang usaha yang menunjang kegiatan usaha Perseroan serta melengkapi produk dan jasa yang ditawarkan.

Enterprise (SOE), PT Pertamina (Persero) as the holding company. Furthermore, in the quest for business expansion, during 1985-1998 the Company invested in several domestic and foreign companies, until the establishment of several subsidiaries under TUGU Group. All subsidiaries and affiliates engage in businesses that support the Company's business activities and complement the products and services offered by the Company.

Tugu Insurance telah memiliki keahlian di segmen korporasi dan berpengalaman dalam memberikan layanan asuransi kepada berbagai proyek migas dan energi berskala besar, mulai dari menyediakan layanan perasuransian kepada PT Pertamina (Persero) serta para mitra kerja dan berbagai anak perusahaan PT Pertamina (Persero), dan juga para Kontraktor Kontrak Kerja Sama (KKKS) lainnya. Dalam perkembangannya, Tugu Insurance telah merambah ke pasar di luar *captive market*, yaitu pasar korporasi non-energi dan produk-produk retail yang memiliki potensi kontribusi premi yang sangat besar, mengingat masih kecilnya penetrasi asuransi nasional di segmen ini. Tugu Insurance telah mengembangkan bisnis secara maksimal melalui penawaran berbagai jenis produk asuransi yang ditawarkan, termasuk asuransi di sektor energi, harta benda, penerbangan, rekayasa, rangka kapal, pengangkutan, *protection & indemnity*, kredit, *liability*, asuransi kendaraan bermotor, hingga asuransi berbasis syariah.

Tugu Insurance has expertise in the corporate segment and profound experience in providing insurance services to various large-scale oil and gas energy projects, starting from providing insurance services to PT Pertamina (Persero) and its partners and subsidiaries, as well as other Cooperation Contract Holders (CCH). Going further, Tugu Insurance has not only entered the captive market but also has penetrated into the non-captive market, such as the non-energy corporate market and retail products with the vast premium contribution potential, given the small penetration of insurance market nationwide in this segment. Tugu Insurance has developed its business optimally by offering various types of insurance products, including insurance in the energy, fire & property, aviation, engineering, marine hull, marine cargo, protection & indemnity sectors, credit, liability, motor vehicle insurance, and sharia-based insurance.

Dalam rangka memperkuat struktur permodalan guna mendukung pengembangan bisnis Perseroan serta memperkokoh implementasi GCG di Perseroan, pada 2018 Tugu Insurance melakukan penawaran perdana sahamnya kepada masyarakat (*Initial Public Offering*/IPO). Pencatatan saham Tugu Insurance di Bursa Efek Indonesia dilaksanakan pada 28 Mei 2018 dengan kode saham "TUGU".

In the quest of strengthening its capital structure to support the Company's business development and to enhance GCG implementation in the Company, Tugu Insurance conducted an Initial Public Offering (IPO) in 2018. As of 28 May 2018, the Company has listed its shares on the Indonesia Stock Exchange, with the ticker code "TUGU".

Perseroan juga melaksanakan transformasi *brand & culture* termasuk perubahan *corporate identity* dengan meluncurkan *corporate brand name* Tugu Insurance, perubahan logo perusahaan dan juga perubahan *corporate brand central idea* "Reaching New Heights" disertai revitalisasi tata nilai budaya 6C pada 28 Juni 2018 yang kemudian diselaraskan dengan *core values* AKHLAK.

In addition, the Company also conducted a brand & culture transformation including a change in corporate identity by launching the corporate brand name Tugu Insurance, a change in the company logo and also a change in the corporate brand central idea "Reaching New Heights" along with the revitalization of the 6C cultural values on 28 June 2018 and then aligned these values with AKHLAK core values.

Sesuai rencana dalam prospektus, yang mana alokasi penggunaan dana IPO antara lain dipergunakan untuk mengembangan bisnis retail dan membangun infrastruktur inovasi teknologi yang dapat mendukung operasional bisnis Tugu Insurance di era digitalisasi, Tugu Insurance telah meluncurkan produk ritel berupa produk asuransi kendaraan roda dua bernama t ride dan roda empat bernama t drive, serta aplikasi cerdas t drive untuk mengukur keterampilan maupun perilaku berkendara pengguna aplikasi. Saat ini

According to the plan stated in the prospectus, where the allocation of IPO funds is used, among others to develop the retail business and build technological innovation infrastructure that supports Tugu Insurance's operations in the digitalization era, Tugu Insurance has launched the retail insurance products, t ride for two-wheeled vehicle and t drive for four-wheel vehicle, as well as a smart t drive application to measure the driving skills and behavior of application users. Currently Tugu Insurance also has 31 Points of Sales

Tugu Insurance juga memiliki 31 *Point of Sales and Services* (PoSS) di berbagai wilayah strategis Indonesia yang terbagi dalam 2 (dua) regional, yaitu Regional 1 terdiri dari 17 PoSS, dan Regional 2 terdiri dari 14 PoSS.

Tugu Insurance selalu mengutamakan pertumbuhan yang berkualitas. Pada tahun 2016, Tugu Insurance untuk pertama kalinya berhasil mendapatkan *international rating "A- (Excellent)"* dari A.M. Best dan berhasil mempertahankan *international rating tersebut* selama 8 (delapan) tahun berturut-turut. Hal ini merupakan cerminan atas posisi keuangan Tugu Insurance yang sangat kuat *(stable outlook)*, dan didukung oleh operasional bisnis yang sehat dan manajemen risiko yang memadai. A.M. Best merupakan lembaga pemeringkat perusahaan asuransi tertua di dunia dan berpusat di New York, Amerika Serikat. Setiap tahun, A.M. Best memberikan Penilaian kepada lebih dari 16.000 perusahaan asuransi di seluruh dunia dengan mengukur kesehatan perusahaan asuransi berdasarkan kemampuan dalam membayar klaim, hutang, dan kewajiban keuangan lainnya secara tepat waktu.

Seiring berjalannya waktu, Tugu Insurance senantiasa meningkatkan kepercayaan dari regulator, mitra usaha dan pelanggan. Hal ini menjadi motivasi dan semangat bagi seluruh Insan Tugu untuk selalu meningkatkan karya dan memberikan inovasi yang baru untuk melangkah maju demi mencapai tingkatan yang lebih tinggi.

and Services (PoSS) in various strategic areas of Indonesia which are divided into 2 (two) regions, namely Region 1 consisting of 17 PoSS, and Region 2 consisting of 14 PoSS.

Tugu Insurance always prioritizes quality growth. In 2016, Tugu Insurance for the first time succeeded in getting an international rating of "A- (Excellent)" from A.M. Best and succeeded in maintaining the international rating for 8 (eight) consecutive years. This is a reflection of Tugu Insurance's very strong financial position (stable outlook), and is supported by healthy business operations and adequate risk management. A.M. Best is the oldest insurance company rating agency in the world and is based in New York, United States. Every year, A.M. Best provides assessments to more than 16,000 insurance companies worldwide by measuring the health of insurance companies based on their ability to pay claims, debts and other financial obligations in a timely manner.

Along with that, the trust in Tugu Insurance continues to strengthen, not only from regulators and business partners, but also from customers. This is a motivation and spirit for all Tugu Personnel to continue enhancing their work and innovate to move forward to reach new heights.

Informasi Tentang Perubahan Nama Perusahaan

Information About Change of the Company's Name

PT Tugu Pratama Indonesia	PT Asuransi Tugu Pratama Indonesia Tbk
25 November 1981	8 Februari 2018 | 8 February 2018

PT Tugu Pratama Indonesia mengalami perubahan nama menjadi PT Asuransi Tugu Pratama Indonesia Tbk sesuai hasil keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 8 Februari 2018 yang diaktakan dalam Akta Notaris No. 23 tanggal 8 Februari 2018 dari Notaris Fathiah Helmi, S.H., yang telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Keputusan No. AHU-0003192.AH.01.02. Tahun 2018 tanggal 9 Februari 2018. Perubahan nama ini juga telah mendapat persetujuan Otoritas Jasa Keuangan (OJK) berdasarkan Keputusan Anggota Dewan Komisioner OJK No. KEP-231/NB.11/2018 tanggal 19 Maret 2018 tentang Pemberlakuan Izin usaha di Bidang Asuransi Umum Sehubungan Perubahan Nama PT Tugu Pratama Indonesia menjadi PT Asuransi Tugu Pratama Indonesia Tbk.

PT Tugu Pratama Indonesia changed its name to PT Asuransi Tugu Pratama Indonesia Tbk following the Resolution of the Extraordinary General Meeting of Shareholders dated 8 February 2018 which was notarized in the Deed No. 23 dated 8 February 2018 from Fathiah Helmi, S.H., as the notary, which was approved by the Minister of Justice and Human Rights of the Republic of Indonesia based on Decree No. AHU-0003192. AH.01.02. of 2018 dated 9 February 2018. This name change was also approved by the Financial Services Authority (OJK) based on the Decree of OJK Commissioner Board No. KEP-231/NB.11/2018 dated 19 March 2018 concerning the Enactment of Business License in General Insurance Sector, concerning the Change of the Name of PT Tugu Pratama Indonesia to PT Asuransi Tugu Pratama Indonesia Tbk.

Jejak Langkah
Milestones

1981

- Tugu Insurance didirikan dengan nama PT Tugu Pratama Indonesia oleh PT Pertamina (Persero) pada tanggal 25 November 1981 untuk memberikan proteksi risiko dalam negeri dengan spesialisasi bisnis korporasi (*business to business*) di sektor migas, terutama perlindungan aset Pertamina.
- Tugu Insurance mulai merintis keahlian dalam penanganan manajemen risiko sektor migas di industri asuransi umum nasional.

- Tugu Insurance was established under the name of PT Tugu Pratama Indonesia by PT Pertamina (Persero) on 25 November 1981 to provide domestic risk protection with specialization in business-to-business in the oil and gas sector, particularly for Pertamina's assets protection.
- Tugu Insurance began to develop its expertise in handling risk management of oil and gas sector in the national general insurance industry.

1994

- Pada 29 April 1994, mendirikan PT Tugu Pratama Interindo (Interindo), didirikan pertama kalinya dengan nama PT Tugu Pratama Holding.
- Pada 15 Desember 1994, nama PT Tugu Pratama Holding berubah menjadi PT Tugu Pratama Interindo (Interindo).
- Ekspansi usaha dengan melakukan penyertaan modal perusahaan asuransi di dalam dan luar negeri di bawah pengelolaan Interindo sebagai *investment holding* atas TUGU Group.
- Tugu Insurance mulai fokus bermain di lini bisnis non migas maupun energi selain tetap mengedepankan perolehan bisnis di sektor migas.

- Established PT Tugu Pratama Interindo (Interindo), first established under the name of PT Tugu Pratama Holding on 29 April 1994.
- Changed the name of PT Tugu Pratama Holding to PT Tugu Pratama Interindo on 15 December 1994.
- Business expansion by investing in domestic and foreign markets under the management of Interindo as the investment holding of TUGU Group.
- Tugu Insurance began to focus on non-oil and gas business lines while continuing to prioritize business acquisition in the oil and gas sector.

2018

- Kembali mempertahankan *international rating* A- "*Excellent*" dari Lembaga pemeringkat A.M. Best.
- Melakukan Penawaran Umum Perdana Saham TUGU (IPO) kepada masyarakat sebanyak 177.777.800 saham. Saham-saham tersebut dicatatkan di Bursa Efek Indonesia (BEI) pada tanggal 28 Mei 2018.

- Maintained an international rating of A- "Excellent" from A.M. Best.
- Conducted an Initial Public Offering (IPO) of TUGU Shares to the public with a total of 177,777,800 shares. These shares are listed on the Indonesia Stock Exchange (IDX) on 28 May 2018.

2017

- Pelepasan saham milik entitas anak, yaitu Interindo di PT Asuransi Jiwa Tugu Mandiri (AJTM) sebanyak 94.750 lembar saham kepada Dana Pensiun Pertamina.
- Mendapatkan peningkatan Predikat "*Emerging*" di ajang Pertamina QMA - KKEP 2017.
- Pengalihan hak atas saham milik Dana Pensiun Pertamina di PT Tugu Reasuransi Indonesia (Tugure) kepada Interindo, sehingga kepemilikan saham Tugu Insurance (melalui Interindo) di Tugure meningkat menjadi 50,27% dari sebelumnya 37,66%.

- Disposal of shares owned by subsidiaries, namely Interindo in PT Asuransi Jiwa Tugu Mandiri (AJTM) in a total of 94,750 shares to Dana Pensiun Pertamina.
- Received Predicate upgrade to "Emerging" at Pertamina QMA - KKEP 2017.
- The transfer of rights to the shares owned by Dana Pensiun Pertamina in PT Tugu Reasuransi Indonesia (Tugure) to Interindo, thus Tugu Insurance's share ownership (through Interindo) in Tugure increased to 50.27% from 37.66%.

2005

- Berinovasi dengan mengeluarkan produk-produk berbasis *corporate retail* dan syariah.
- Mengimplementasi program Pemberdayaan Masyarakat di Kampung Tugu Cipereu, Sukabumi dengan membangun infrastruktur fasilitas air bersih, MCK, Musholla, bangunan pendidikan formal/informal dan kolam pembibitan ikan lele dan nila serta penaburan benih pohon buah.

- Conducted innovation by launching products based on corporate retail and sharia.
- Implemented the Community Empowerment program in Kampung Tugu Cipereu, Sukabumi by building the infrastructure of clean water facilities, bathing/washing/toilet centers (MCK), Musholla, formal/informal education buildings and catfish and tilapia fishing pond, and seeds plantation.

2014

- Penetapan Revitalisasi Visi, Misi, dan Tata Nilai Budaya Perseroan 6C.
- Pelaksanaan program Sosialisasi dan Internalisasi Transformasi Budaya Perseroan.

- Establishment of the Company's Revitalized Vision, Mission, and Cultural Values (6C).
- Implemented Socialization and Internalization program for Corporate Culture Transformation.

2016

- Seiring dengan pertumbuhannya, pada tahun 2016 telah memiliki sejumlah kantor cabang yaitu di Surabaya, Bandung, Medan, Palembang, Semarang, dan Balikpapan.
- Mendapatkan *international rating* A- "*Excellent*" dari A.M. Best, dimana Tugu Insurance merupakan perusahaan asuransi umum nasional pertama yang berhasil meraih predikat ini.

- In corresponding with its growth, the Company in 2016 opened several branch offices in Surabaya, Bandung, Medan, Palembang, Semarang, and Balikpapan.
- Received an international rating of A- "Excellent" from A.M. Best in which Tugu Insurance was the first national general insurance company to earn this title.

2019

- Meningkatkan kualitas layanan konsumen dengan meluncurkan *hotline* 24/7 *Call* TIA 1500 458, dan Tugu Real Experience (t rex) atau yang biasa dikenal dengan *Emergency Road Assistant*.
- Keberhasilan selama 4 tahun berturut-turut dalam mempertahankan *international rating* A- "*Excellent*" dari A.M. Best, dan Tugu Insurance masih tetap menyandang sebagai satu-satunya perusahaan asuransi umum nasional yang memiliki predikat ini.
- Memperluas jangkauan geografis melalui pembukaan kantor-kantor cabang baru di Pekanbaru, Lampung, Makassar, Denpasar, dan Cirebon, serta membuka beberapa *Point of Sales & Service* (t shop) di berbagai titik strategis di Indonesia.
- Transformasi seluruh identitas korporat dengan memperkenalkan *corporate brand name* "Tugu Insurance" dan melakukan revitalisasi tata nilai budaya perusahaan 6C yang bernafaskan "Reaching New Heights" #BeraniLebihBaik.
- Meluncurkan t drive, aplikasi *safety driving* yang dapat diunduh via *smartphone* oleh masyarakat luas melalui *Google Play* untuk *platform* Android dan untuk *platform* iOS, dan disertai dengan peluncuran produk unggulan ritel untuk asuransi kendaraan bermotor yaitu t drive untuk roda empat dan t ride untuk roda dua.

- Enhanced customer service quality by launching a 24/7 Call hotline TIA 1500 458, and Tugu Real Experience (t rex) or more commonly known as Emergency Road Assistant.
- Maintained the international rating A- "Excellent" from A.M. Best for 4 consecutive years, and Tugu Insurance still holds the title as the only national general insurance company to have this title.
- Expanded its geographic reach by opening new branch offices in Pekanbaru, Lampung, Makassar, Denpasar, and Cirebon, as well as opening several Point of Sales & Service (t shops) in various strategic areas in Indonesia.
- Transformed the entire corporate identity by introducing the corporate brand name "Tugu Insurance" and revitalizing the 6C corporate culture values with the spirit of "Reaching New Heights" #BeraniLebihBaik.
- Launched t drive, a safety driving application that can be downloaded via smartphones by the public via Google Play for the Android platform and the iOS platform, accompanied by the launch of superior retail products for motor vehicle insurance, namely t drive for four-wheel and t ride for two-wheel.

2020

- Di tengah dampak kondisi pandemi COVID-19 yang telah meluluhlantakkan perekonomian global dan nasional, Tugu Insurance berhasil meningkatkan *outlook* menjadi "*Stable*" serta mempertahankan Peringkat Internasional dari A.M. Best selama 5 tahun berturut-turut dengan nilai *Financial Strength Rating* "A- (Excellent)" dan *Long Term Issuer Credit Rating* "a-" di tahun 2020.
- Tidak hanya prestasi dari A.M. Best, sepanjang tahun 2020 Tugu Insurance juga berhasil meraih berbagai penghargaan baik di bidang keuangan maupun non-keuangan.

- Amid the COVID-19 pandemic, which has devastated the global and national economies, Tugu Insurance has succeeded in improving its outlook to "Stable" and maintained the International Rating of A.M. Best for 5 consecutive years with a Financial Strength Rating of "A- (Excellent) "and Long-Term Issuer Credit Rating of "a-" in 2020.
- Besides the A.M. Best achievement, throughout 2020 Tugu Insurance has also won various awards both in the financial and non-financial fields.

2021

- Berhasil menerapkan Sistem Manajemen Anti Penyuapan (SMAP) dengan meraih sertifikasi ISO 37001:2016. Sertifikasi ini merupakan pencapaian perusahaan dalam meningkatkan *Good Corporate Governance* yang bebas dari *Bribery* atau *Fraud* dengan ruang lingkup sertifikasi fungsi *Procurement & Claim*.
- Turut mendukung pencapaian Agenda 2030 untuk Tujuan Pembangunan Berkelanjutan/*Sustainable Development Goals* (TPB/SDGs), yang merupakan kesepakatan pembangunan berkelanjutan berdasarkan hak asasi manusia dan kesetaraan melalui "Bersatu Aksi Kepedulian Tugu Insurance" atau Bakti TUGU. Ini merupakan wadah yang menaungi seluruh kegiatan *Corporate Social Responsibility* (CSR) di Tugu Insurance.
- Pada bulan November 2021, bertepatan dengan ulang tahunnya yang ke 40, Tugu Insurance mencanangkan *digital transformation* secara *holistic* yang terus menerus akan dilakukan oleh Perseroan meliputi aspek penguatan infrastruktur Teknologi Informasi (TI), *Business Process* yang nantinya juga akan di ikuti perubahan *Mindset* dan *Culture* Perseroan.
- Berhasil mempertahankan predikat bertaraf global *Financial Strength Rating* A- (Excellent) dan *Long-Term Issuer Credit Rating of* "a-" (Excellent) dari A.M. Best 6 tahun berturut-turut sebagai cerminan atas posisi keuangan yang sangat kuat (*stable outlook*), didukung oleh operasional bisnis yang sehat dan manajemen risiko yang memadai.

- Successfully implemented the Anti-Bribery Management System (SMAP) by achieving ISO 37001:2016 certification. This certification is the Company's achievement in enhancing Good Corporate Governance that is free from Bribery or Fraud with the scope of certification of the Procurement & Claim function.
- Supporting the achievement of the 2030 Agenda for Sustainable Development Goals (SDGs), which is a sustainable development agreement based on human rights and equality through "Tugu Insurance United Action of Concern" or Bakti TUGU. This is a forum that houses all Corporate Social Responsibility (CSR) activities at Tugu Insurance.
- In November 2021, coinciding with its 40th anniversary, Tugu Insurance launched a holistic digital transformation that the Company will continuously carry out including aspects of strengthening Information Technology (IT) infrastructure, Business Process which will also be followed by changes in the Company's Mindset and Culture.
- Succeeded in maintaining the global level Financial Strength Rating A- (Excellent) and Long-Term Issuer Credit Rating of "a-" (Excellent) from A.M. Best for 6 consecutive years as a proof of the Company's very strong financial position, supported by sound business operations and adequate risk management.

2022

- PT Bursa Efek Indonesia mengumumkan perpindahan Papan Pencatatan atas saham TUGU dari Papan Pengembangan ke Papan Utama efektif per tanggal 30 November 2022.
- Kembali dapat mempertahankan predikat bertaraf global *Financial Strength Rating* A- (Excellent) dan *Long-Term Issuer Credit Rating of* "a-" (*Excellent*) dari A.M. Best 7 (tujuh) tahun berturut-turut sebagai cerminan atas posisi keuangan yang sangat kuat (*stable outlook*), didukung oleh operasional bisnis yang sehat dan manajemen risiko yang memadai.

- PT Bursa Efek Indonesia announced the transfer of the Listing Board for TUGU's shares from the Development Board to the Main Board effective since 30 November 2022.
- Repeated the success to maintain its global level rating of Financial Strength Rating A- (Excellent) and Long-Term Issuer Credit Rating of "a-" (Excellent) from A.M. Best 7 (seven) consecutive years as a reflection of a robust financial position (stable outlook), supported by sound business operations and adequate risk management.

2023

Tugu Insurance melakukan pemecahan nilai nominal saham (*stock split*) dengan rasio 1:2 atau dari Rp100,00 (seratus Rupiah) per saham menjadi Rp50,00 (lima puluh Rupiah), sehingga jumlah saham beredar menjadi 3.555.575.600.

Tugu Insurance split the nominal value of its shares (stock split) with a ratio of 1:2 or from IDR100.00 (one hundred Rupiah) per share to IDR50.00 (fifty Rupiah), so that the number of outstanding shares became 3,555,575,600.

Visi, Misi, dan Tata Nilai Budaya Perusahaan

Vision, Mission, and Corporate Culture Value

VISI
VISION

"Menjadi perusahaan asuransi umum nomor satu di Indonesia."

To be the number one general insurance company in Indonesia.





MISI
MISSIONS

- **Menciptakan kepuasan pelanggan.**
- **Memberdayakan SDM menjadi insan yang profesional.**
- **Mengoptimalkan nilai perusahaan secara berkelanjutan.**
- **Mengembangkan perusahaan asuransi menjadi kebanggaan bangsa Indonesia yang berkelas dunia.**

- Creating customer satisfaction.
- Empowering human resources to become professional.
- Optimizing company value in a sustainable manner.
- Developing the insurance company to become the pride of Indonesia and a world-class company.

Penjabaran Arti dari Misi

Explanation of the Meaning of this Mission

Menciptakan kepuasan pelanggan

Pelayanan dengan operasional yang prima merupakan kunci untuk bisa menciptakan kepuasan pelanggan. Semua sumber daya dikerahkan dan diatur untuk memberikan kepuasan tertanggung.

Create customer satisfaction

Excellent operational service is the key to creating customer satisfaction. All resources are mobilized and arranged to give the insured satisfaction.

Memberdayakan SDM menjadi insan yang profesional

SDM kami yang merupakan ahli dalam bidangnya dan senantiasa bekerja sesuai dengan protokol dan peraturan dalam bidang yang dijalaninya untuk memberikan hasil kerja yang terbaik.

Empowering our human resources to become professional

Our human resources are highly skilled in their respective field, working according to the protocols and regulations of their respective field to produce excellent performance.

Mengoptimalkan nilai perusahaan secara berkelanjutan

Pendirian Perusahaan pada intinya bertujuan meningkatkan nilai Perseroan, yang sekaligus berarti meningkatkan nilai yang diinvestasikan oleh para pemegang saham (*shareholders' value*) melalui penciptaan laba dan perluasan aktivitas operasional.

Optimizing company value in a sustainable manner

The objective of establishment of the Company has always been to elevate the corporate values, which also means increasing the values the shareholders have invested in through profit increase and the expansion of operational activities.

Mengembangkan perusahaan asuransi menjadi kebanggaan bangsa Indonesia yang berkelas dunia

Karakteristik utama Perusahaan yang berkelas dunia adalah:
- Kompeten, yaitu kemampuan beroperasi dengan standar yang tinggi dalam dinamika persaingan;
- Kemampuan untuk beradaptasi;
- Budaya kualitas, yang mengutamakan kepuasan tertanggung;
- Budaya inovatif;
- Budaya wirausaha.

Kami memiliki modal dasar untuk menjadi perusahaan kelas dunia karena telah menerapkan Tata Kelola Perusahaan yang Baik dan mempunyai kemampuan finansial, keandalan sumber daya manusia, kemampuan penguasaan teknologi, dan jaringan usaha (*network*).

Developing the insurance company to become the pride of Indonesia and a world-class company

The ultimate characteristics of a world-class Company are:
- Competent, which is the capability of operating at a high standard amidst the competition;
- Ability to adapt;
- Culture of quality that prioritizing the insured satisfaction;
- Culture of innovation;
- Culture of entrepreneurship.

We have the potential to become a world-class company as the Company fully adheres to and implements Good Corporate Governance, and are supported by financial capability, reliable human resources, mastery of technology, and a wide-spread business network.

Budaya Perusahaan dan Tata Nilai Perusahaan

Corporate Culture Value

Kementerian Badan Usaha Milik Negara telah menerbitkan Surat Edaran penerapan AKHLAK sebagai nilai-nilai utama (*core values*) sebagai bagian dari transformasi perusahaan BUMN pada aspek Sumber Daya Manusia (SDM). Nilai-nilai utama ini selanjutnya diterapkan di seluruh lingkup BUMN, termasuk anak perusahaan dan perusahaan afiliasi terkonsolidasi. Untuk itu, Tugu Insurance selaku anak usaha dari PT Pertamina (Persero) turut menerapkan *core values* AKHLAK dengan penyesuaian perilaku Tata Nilai 6C terhadap penerapan Prinsip AKHLAK.

As part of the transformation of State-Owned Enterprises (SOE) in the Human Resources aspect, the Ministry of SOEs issued a Circular Letter on the implementation of AKHLAK as core values, to be further implemented in SOEs, subsidiaries, and consolidated affiliated companies. As a subsidiary of PT Pertamina (Persero), Tugu Insurance also applies AKHLAK by adjusting the behavior of the 6C Values towards the implementation of the AKHLAK Principles.

Tata nilai 6C yang dimiliki Perseroan dan revitalisasi yang dilakukan sejak tahun 2018 sudah menjadi bagian dan panduan internal dalam melaksanakan aktivitas bekerja di Perseroan. Untuk terus beradaptasi terhadap prinsip-prinsip nilai yang dapat diterapkan di Perseroan, maka tata nilai 6C diselaraskan dengan *core values* AKHLAK, sehingga AKHLAK dapat diposisikan sebagai panduan perilaku yang menjadi navigasi bagi Insan Tugu untuk terus bertransformasi dengan penerapan secara sungguh-sungguh, konsisten, dan konsekuen, yang pada akhirnya menjadi identitas dan perekat budaya yang mendukung peningkatan kinerja secara berkelanjutan.

The Company's 6C values and the revitalization, which has been in effect since 2018, have become a part of the Company's internal guidelines in carrying out work activities. To continuously adapt to the principles of value that can be applied in the Company, the 6C values are aligned with the core values of AKHLAK. This way, AKHLAK can be positioned as a behavioral guide that becomes the navigation for Tugu Personnel to continue transforming by implementing it in a serious, consistent, and consequent manner. This all ultimately becomes an identity and cultural attachment that supports a constant performance improvement.

AKHLAK

A
Amanah
Clean

Memegang teguh kepercayaan yang diberikan

Upholding the trust that has been given

K
Kompeten
Capable

Terus belajar dan mengembangkan kapabilitas

Continuing to learn and expand capabilities

H
Harmonis
Committed, Collaborative & Clean

Saling peduli dan menghadapi perbedaan

Caring and respecting differences

L
Loyal
Commited

Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara

Dedicating and putting the Nation above anything else

A
Adaptif
Creative & Customer Focused

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan

Continuing to innovate and enthusiastic in encouraging or facing the changes

K
Kolaboratif
Collaborative

Membangun kerjasama yang sinergis

Creating synergic cooperation

Makna Logo Perusahaan
Meaning of the Company's Logo

Sebagai bagian dari program transformasi Perseroan bernafaskan "Reaching New Heights" atau yang diejawantahkan dengan semangat #BeraniLebihBaik, yang merupakan spirit baru untuk meningkatkan performa dan memberikan *benefit* yang lebih baik bagi *stakeholders*, pada 28 Juni 2018 Tugu Insurance meluncurkan logo dan *tagline:*

As part of the Company's transformation program, with the spirit of "Reaching New Heights" embodied in the spirit of #BeraniLebihBaik, a new spirit to improve performance and provide better benefits for stakeholders, on 28 June 2018 Tugu Insurance launched a new logo and tagline as follows:

Mencapai Titik yang Lebih Tinggi

Reaching New Heights

Nama yang menunjukkan kinerja yang dapat diandalkan.
Salah satu kelebihan kami adalah kinerja kami yang kuat. Hal ini adalah sesuatu yang kami kenakan dengan bangga.

A name that represents reliable performance.
One of our strengths is our great performance, this is something we hold with pride.



Warna Merah | The Color Red

Melambangkan Tugu Insurance yang sudah berpengalaman, fundamentalnya kuat, keuletan, ketegasan serta keberanian dalam menghadapi berbagai kendala yang terjadi juga menghadapi kesempatan yang ada di depan mata.

Red represents Tugu Insurance's experience, strong fundamentals, tenacity, assertiveness, and courage in facing various obstacles that occur as well as facing the opportunities that lie ahead.

Warna Biru | The Color Blue

Mengartikan bahwa Tugu Insurance ekspertis, andal, dapat dipercaya dan bertanggung jawab dalam menjalankan bisnisnya.

Blue represents Tugu Insurance's expertise, reliability, trustworthiness, and responsibility in conducting its businesses.

Warna Hijau | The Color Green

Melambangkan keberlanjutan atau *sustainability* dalam hal melaksanakan tata kelola perusahaan yang baik.

Green represents sustainability in implementing good corporate governance.

Warna Logo
Logo Colour

Warna biru tua memberi kesan matang dan berkualitas. Kami memberikan stabilitas dan pelayanan berkualitas untuk menghadapi tantangan kehidupan.

Deep blue represents stability and quality. We provide stability and quality services to overcome life's challenges.

Gambar anak tangga
Staircase

Anak tangga menggambarkan langkah yang harus diambil untuk mencapai tingkatan baru dengan rencana cermat, tepat dan semangat #BeraniLebihBaik.

The staircase represents the necessary steps we all must take to reach new heights, with careful and precise planning and the spirit of #BeraniLebihBaik.

Warna anak tangga
Color of the steps

Penghormatan kepada sebuah awal mula. Warna-warna anak tangga merupakan sebuah tribut kepada Pertamina, karena Tugu Insurance sebagai anak perusahaan dari perusahaan milik negara tersebut. Ketiga warna anak tangga tersebut, yaitu merah, biru, dan hijau merupakan warna korporat (*corporate colour*) dari PT Pertamina (Persero) selaku induk usaha Tugu Insurance.

An homage to the beginning. The colors of the stairs are a tribute to Pertamina, as Tugu Insurance is a subsidiary of this state-owned company. The three colors of the stairs, red, blue, and green, are the corporate colors of PT Pertamina (Persero) as the parent company of Tugu Insurance.

Bidang Usaha
Business Line

Kegiatan Usaha Perusahaan
Company Business Activities

Maksud dan tujuan serta kegiatan usaha Tugu Insurance berdasarkan Anggaran Dasar Perseroan sebagaimana terakhir diubah berdasarkan Rapat Umum Pemegang Saham yang dituangkan dalam Akta No. 123 tanggal 28 April 2023, Notaris Jose Dima Satria S.H., M.Kn., adalah melakukan usaha di bidang Perasuransian yaitu Asuransi Umum, yang meliputi:
1. Asuransi Non Jiwa Konvensional;
2. Asuransi Non Jiwa Syariah.

Untuk melaksanakan kegiatan usaha tersebut, Tugu Insurance telah memiliki izin-izin usaha sebagai berikut:

The purposes, objectives, and business activities of Tugu Insurance as stipulated in the Company's Articles of Association, which were last amended by the General Meeting of Shareholders as outlined in Deed No.123 dated 28 April 2023, passed before Jose Dima Satria S.H., M.Kn., as the notary, is to conduct business activities in the Insurance sector, namely, General Insurance, which includes:
1. Conventional Non-Life Insurance;
2. Sharia Non-Life Insurance.

To carry out these business activities, Tugu Insurance holds the following business licenses:

<table>
<tr><th>Nama Izin Usaha
Name of Business License</th><th>Keterangan
Description</th></tr>
<tr><td>Nomor Induk Berusaha (NIB)
Business Registration Number (NIB)</td><td>Berdasarkan ketentuan Pasal 24 ayat (1) Peraturan Pemerintah Nomor 24 Tahun 2018 tentang Pelayanan Perizinan Berusaha Terintegrasi Secara Elektronik, Lembaga OSS menerbitkan NIB dengan nomor NIB 9120312071611 kepada PT Asuransi Tugu Pratama Indonesia Tbk pada tanggal 11 Oktober 2019 dengan perubahan terakhir pada tanggal 18 Maret 2022, dengan Kode dan Nama KBLI:

Based on the provisions of Article 24 paragraph (1) of Government Regulation No. 24 of 2018 concerning Electronically Integrated Business Licensing Services, the OSS Institution issues NIB number 9120312071611 to PT Asuransi Tugu Pratama Indonesia Tbk on 11 October 2019 with the latest amendment on 18 March 2022, with KBLI Code and Name:

<table>
<tr><th>No.</th><th>Kode KBLI
KBLI Code</th><th>Nama KBLI
KBLI Name</th></tr>
<tr><td>1.</td><td>65121</td><td>Asuransi Umum Konvensional
Conventional General Insurance</td></tr>
<tr><td>2.</td><td>65122</td><td>Asuransi Umum Syariah
Sharia General Insurance</td></tr>
</table>
</td></tr>
<tr><td>Izin Usaha di Bidang Asuransi Umum
Business License in the General Insurance Sector</td><td>Pada saat pendirian, Perseroan telah mendapatkan izin usaha di bidang asuransi umum dari Departemen Keuangan Republik Indonesia melalui Direktorat Jenderal Moneter Dalam Negeri dengan Keputusan Direktur Jenderal Moneter Dalam Negeri No. Kep-5572/MD/1981 tanggal 9 Desember 1981.

Izin usaha di bidang asuransi umum ini kemudian diperpanjang berdasarkan Keputusan Direktur Jenderal Moneter Dalam Negeri No. Kep-8014/MD/1986 tentang Perpanjangan Izin Usaha PT Tugu Pratama Indonesia (NPWP 1.302.218.1-21) untuk Berusaha dalam Bidang Asuransi Umum tertanggal 8 Desember 1986, dan terus berlaku sampai dengan diperlukan perubahan.

Pada tahun 2018, status Perseroan berubah menjadi perusahaan terbuka dan nama Perseroan berganti dari PT Tugu Pratama Indonesia menjadi PT Asuransi Tugu Pratama Indonesia Tbk, sehingga diperlukan pembaruan izin usaha dari Otoritas Jasa Keuangan.

Pembaruan izin usaha dikeluarkan Anggota Dewan Komisioner Otoritas Jasa Keuangan melalui Keputusan No. KEP-231/NB.11/2018 tanggal 19 Maret 2018 tentang Pemberlakuan Izin Usaha Di Bidang Asuransi Umum Sehubungan Perubahan Nama PT Tugu Pratama Indonesia menjadi PT Asuransi Tugu Pratama Indonesia Tbk.</td></tr>
</table>

Nama Izin Usaha Name of Business License	Keterangan Description
	At the time of establishment, the Company had obtained a general insurance business license from the Ministry of Finance of the Republic of Indonesia through the Directorate General of Domestic Monetary Affairs by Decree of the Directorate General of Domestic Monetary Affairs No. Kep-5572/MD/1981 dated 9 December 1981. This general insurance business license was later extended based on the Decree of the Directorate General of Domestic Monetary Affairs No. Kep-8014/MD/1986 concerning the Extension of the Business License of PT Tugu Pratama Indonesia (NPWP 1.302.218.1-21) to conduct Business in General Insurance dated 8 December 1986 and will continue to be valid until amendments are required. In 2018, the Company's status changed to public company and the name of the Company changed from PT Tugu Pratama Indonesia to PT Asuransi Tugu Pratama Indonesia Tbk, so a renewal of the business license from the Financial Services Authority (OJK) was required. Renewal of business license is issued by the Board of Commissioners of the Financial Services Authority through Decree No. KEP-231/NB.11/2018 dated 19 March 2018, concerning the Enactment of a Business License in the General Insurance Sector in connection with the Change of Name of PT Tugu Pratama Indonesia to PT Asuransi Tugu Pratama Indonesia Tbk.
Izin Pembukaan Kantor Cabang dengan Prinsip Syariah License to Open Branch Office with Sharia Principles	Izin Pembukaan Kantor Cabang dengan Prinsip Syariah sebagaimana ditetapkan dalam Keputusan Menteri Keuangan tentang Pemberian Izin Pembukaan Kantor Cabang dengan Prinsip Syariah kepada PT Tugu Pratama Indonesia No. KEP-I08/KM.5/2005 tertanggal 8 April 2005, berdasarkan Surat Rekomendasi No. U-044/DSNMUI/III/2005 tanggal 20 Maret 2005 dari Dewan Syariah Nasional Majelis Ulama Indonesia. License to Open Branch Office with Sharia Principles as stipulated in the Decree of the Minister of Finance concerning the License to Open Branch Office with Sharia Principles to PT Tugu Pratama Indonesia No. KEP-I08/KM.5/2005 dated 8 April 2005, based on Letter of Recommendation No. U-044/DSNMUI/III/2005 dated 20 March 2005 from the National Sharia Board of the Indonesia Ulema Council.

Kegiatan Usaha yang Dijalankan pada Tahun Buku

Business Activities Carried Out in the Fiscal Year

Kegiatan usaha yang dijalankan oleh Tugu Insurance pada tahun buku berdasarkan izin usaha yang dimiliki dapat dilihat sebagai berikut:

Business activities carried out by Tugu Insurance in the fiscal year based on the business licenses are as follows:

Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Telah (v)/ Belum Dijalankan (x) Has been Conducted (v)/ Has Not Been Conducted (x)	Keterangan Description
Asuransi Umum Konvensional Conventional General Insurance	✓	Dijalankan oleh Perseroan untuk segmen korporasi dan ritel. Conducted by the Company for corporate and retail segments.
Asuransi Umum Syariah Sharia General Insurance	✓	Dijalankan oleh Perseroan untuk segmen berbasis syariah melalui Fungsi Syariah (Group Syariah). Conducted by the Company for sharia-based segment through Sharia Function (Sharia Group).

Produk dan Jasa

Products and Services

Tugu Insurance terus melakukan terobosan dan inovasi untuk memberikan layanan perlindungan terbaik melalui berbagai produk asuransi di segmen korporasi dan retail (baik kovensional dan syariah) dan juga reasuransi. Dalam menjalankan kegiatan usaha, Tugu Insurance memiliki tim yang berpengalaman dengan berbekal keahlian di bidangnya masing-masing untuk mengembangkan produk & jasa yang diberikan.

Tugu Insurance relentlessly makes breakthroughs and innovations to provide the best protection services through various products in corporate and retail segments (conventional and sharia) and reinsurance. In performing its business activities, Tugu Insurance has an experienced expert team in their respective fields to develop the products & services provided.

Produk
Products

- Segmen Asuransi Korporasi;
- Segmen Asuransi Retail.

- Corporate Insurance Segment;
- Retail Insurance Segment.

ASURANSI KORPORASI | CORPORATE INSURANCE

Tugu Insurance memberikan jaminan perlindungan yang ditujukan untuk korporasi (konvensional dan syariah) dengan beberapa lini bisnis asuransi sebagai berikut:

Tugu Insurance provides insurance coverage for corporations (conventional and sharia) with various insurance business line as follows:



Energi | Energy

Onshore dan *Offshore* | Onshore and Offshore

Tugu Insurance hadir menawarkan produk asuransi energi yang memberikan jaminan perlindungan atas risiko yang mungkin terjadi di masa mendatang secara maksimal dan komprehensif. Asuransi energi memberi jaminan perlindungan seperti harta benda di darat, harta benda di lepas pantai, pengendalian sumur, hingga rangka kapal dan mesin.

Tugu Insurance offers energy insurance products that provide the maximum and comprehensive protection for risks that may occur in the future. Energy Insurance provides insurance coverage such as onshore property, offshore property, well control, marine hull and machinery.

Kebakaran & Harta Benda | Fire & Property



Produk perlindungan kebakaran dan harta benda meliputi berbagai produk asuransi yang memberikan jaminan atas risiko kerugian pada aset, bangunan dan keseluruhan isi pada bangunan.

Fire and property insurance consist of various products that cover the risks for the assets, buildings, and what is inside the building.



Kelautan | Marine

Marine Cargo dan *Marine Hull* | Marine Cargo and Marine Hull

Tugu Insurance menawarkan perlindungan menyeluruh dalam setiap aktivitas perkapalan dari berbagai risiko yang akan timbul, mulai dari pembangunan kapal hingga kegiatan pengangkutan barang di laut.

Tugu Insurance offers comprehensive protection for various risks that may arise during the shipbuilding and goods transport activities at sea.

Penerbangan & Satelit | Satellite & Aviation



Memberikan perlindungan terhadap berbagai risiko yang dapat timbul dalam aktivitas penerbangan dan peluncuran satelit.

Cover the risks that may arise in aviation activities and satellite launches.



Rekayasa | Engineering

Produk Asuransi Rekayasa memberikan jaminan komprehensif terhadap seluruh kerugian yang berdampak pada terhambatnya proyek bangunan selama masa proyek atau konstruksi berlangsung, seperti proyek pemasangan mesin hingga beberapa kerusakan peralatan elektronik yang diakibatkan karena terjadinya kecelakaan.

Engineering Insurance offers comprehensive coverage for all losses that result in delays during the construction project, such as machine installation projects or damage to electronic equipment due to accidents.

Kredit & Penjaminan | Credit & Surety



Asuransi Kredit & Penjaminan diberikan oleh Tugu Insurance untuk melindungi Tertanggung apabila terjadi hal-hal buruk sehingga tidak mampu membayar pinjaman yang dimiliki. Perlindungan ini memberikan jaminan agar Tertanggung tidak semakin dirugikan atas biaya-biaya yang ditimbulkan dari kemungkinan buruk tersebut.

Credit & Surety insurance is provided by Tugu Insurance to protect the Insured if bad things happen so that they are unable to pay the loan they have. This protection provides a guarantee so that the Insured will not be further harmed by the costs resulting from this bad possibility.



Kesehatan | Health

Tugu Insurance Health Insurance (THIS) adalah program asuransi kesehatan untuk komersial yang ditujukan kepada kumpulan/perusahaan bagi karyawannya.

Tugu Insurance Health Insurance (THIS) is a commercial health insurance program addressed to groups/companies for their employees.

Tanggung Gugat | Liability



Memberi pertanggungan asuransi tanggung gugat terhadap kerugian yang timbul dari klaim pihak ketiga yang menderita kerugian (cidera badan dan/atau kerusakan harta benda) yang diakibatkan oleh aktivitas tertanggung.

Provides liability insurance coverage for losses arising from claims by third parties who suffer losses (bodily injury and/or property damage) resulting from the activities of the insured.



Aneka | Miscellaneous

Memberikan perlindungan pada setiap kebutuhan pada beberapa hal jaminan risiko yang tidak terjamin dalam produk asuransi lainnya, seperti halnya terjadi tuntutan dari pihak ketiga, risiko kerugian finansial hingga risiko terjadinya kecelakaan.

This insurance provides protection for subjects that are beyond the coverage of other insurances, such as an indictment from a third party, risks of financial loss, and risks of accidents.

ASURANSI RETAIL | RETAIL INSURANCE

Menawarkan jaminan kerugian keuangan dan melindungi berbagai aset berharga, seperti rumah, kendaraan bermotor, serta keselamatan diri. Berikut adalah produk yang ditawarkan di segmen asuransi retail:

Offers financial loss coverage and protects various valuable assets, such as homes, motor vehicles and personal safety. The following are the products offered in the retail insurance segment:

Asuransi Kendaraan Bermotor
Motor Vehicle Insurance



tdrive car insurance

Produk asuransi dengan perlindungan menyeluruh kendaraan bermotor roda empat yang memberikan ganti rugi terhadap berbagai risiko kehilangan serta kerusakan akibat kecelakaan.

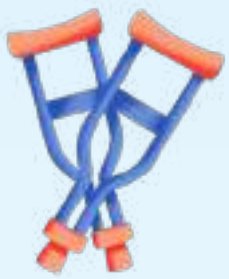
Insurance product with comprehensive protection for four-wheeled motorized vehicles that provides compensation for various risks of loss and damage due to accidents.



tride asuransi motor

Produk asuransi dengan pemberian ganti rugi terhadap risiko kehilangan atau kerusakan akibat kecelakaan pada kendaraan bermotor roda dua.

Insurance product that provides compensation for the risk of loss or damage due to accidents in two-wheeled motorized vehicles.



tfracture asuransi patah tulang

Asuransi yang menanggung biaya pengobatan medis & tradisional untuk tulang retak dan patah akibat kecelakaan.

Insurance that covers the costs of medical and traditional treatment for cracked and broken bones due to accidents.



tdown payment asuransi uang muka

Asuransi yang menjamin ganti rugi kepada Tertanggung untuk pembayaran uang muka pembelian kendaraan bermotor akibat kerugian total pada kendaraan bermotor yang dipertanggungkan.

Insurance guarantees compensation to the Insured for the down payment for the purchase of a motor vehicle due to the total loss of the insured motor vehicle.

Asuransi Harta Benda
Property Insurance



t home
asuransi kebakaran

Asuransi yang memberikan proteksi terhadap rumah tinggal dari segala risiko, seperti kecelakaan, bencana alam, tanggung jawab hukum, dan kebakaran.

Insurance that provides protection for the home from all risks, such as accidents, natural disasters, legal liability and fire.



t store
asuransi kebakaran

Asuransi yang memberikan proteksi terhadap pemilik dan penyewa tempat usaha dari segala risiko, seperti kecelakaan, bencana alam, tanggung jawab hukum, dan kebakaran.

Insurance that provides protection for owners and tenants of business premises from all risks, such as accidents, natural disasters, legal liability and fire.

Asuransi Kesehatan
Health Insurance



t foid
asuransi typhus

Produk t foid memberikan santunan tunai harian kepada peserta sesuai yang tercantum pada Ikhtisar Polis, apabila selama periode asuransi, peserta terkena penyakit thypus yang memerlukan tindakan rawat inap di rumah sakit.

The t foid product provides daily cash compensation to participants as stated in the Policy Summary, if during the insurance period, the participant is infected with typhus which requires hospitalization.



t dengue
asuransi demam berdarah

Produk t dengue memberikan santunan tunai harian kepada peserta sesuai yang tercantum pada Ikhtisar Polis, apabila selama periode asuransi, peserta terkena penyakit demam berdarah dengue yang memerlukan tindakan rawat inap di rumah sakit.

The t dengue product provides daily cash compensation to participants as stated in the Policy Summary, if during the insurance period, the participant is infected with dengue hemorrhagic fever which requires hospitalization in hospital.

Asuransi Kecelakaan Diri
Personal Accident Insurance



tprotect
asuransi kecelakaan diri

Asuransi yang memberikan perlindungan dari kecelakaan ringan maupun berat yang mengakibatkan meninggal dunia.

Insurance that provides protection from minor or serious accidents that result in death.



ttravella
asuransi perjalanan

Asuransi yang memberikan perlindungan bagi para penumpang pada saat melakukan perjalanan baik di dalam maupun luar negeri.

Insurance that provides protection for passengers when travel both domestically and abroad.



tfracture
asuransi patah tulang

Asuransi yang menanggung biaya pengobatan medis & tradisional untuk tulang retak dan patah akibat kecelakaan.

Insurance that covers the costs of medical and traditional treatment for cracked and broken bones due to accidents.



tmudik

Asuransi yang menjamin kematian, cacat tetap baik sebagian maupun keseluruhan, dan biaya pengobatan bagi para pemudik.

Insurance that covers death, permanent disability, both partial and total, and medical costs for homecoming travelers.

Produk Lainnya
Other Products



asuransi tpersonal cyber

Perlindungan online yang komprehensif melindungi pelanggan Anda dari penipuan pembayaran elektronik, pencurian identitas, dan pembelian online yang barang hilang, hilang atau rusak melalui pos atau tidak terkirim.

Comprehensive online protection that protects the customers from e-payment fraud, identity theft, and missing items, damage, or undelivered online purchases.



t gas

Produk Asuransi ini memberikan santunan kepada Tertanggung atau ahli warisnya jika terjadi kerusakan pada bangunan tempat tinggal Tertanggung, santunan meninggal dunia dan santunan biaya tempat tinggal sementara akibat kebakaran, petir, ledakan, kejatuhan pesawat terbang, asap dari kebakaran bangunan (kecuali asap akibat kebakaran hutan atau gambut).

This insurance product provides compensation to the Insured or their heirs in the event of damage to the Insured's residential building, death compensation, and compensation for temporary housing costs due to fire, lightning, explosion, plane crash, smoke from building fires (except smoke resulting from forest fires or peat fire).



t lube

Produk t lube memberikan manfaat santunan jika Tertanggung mengalami kecelakaan pada saat berkendara serta santunan jika kendaraan tertanggung mengalami *constructive total loss* akibat kecelakaan.

The t lube product provides compensation benefits if the Insured has an accident while driving as well as compensation if the insured's vehicle experiences a constructive total loss due to an accident.

JASA

Tugu Insurance juga berkomitmen untuk selalu mengutamakan kepuasan pelanggan, dengan memberikan pelayanan terbaik yang selalu bisa dijangkau oleh para pelanggan seperti:

1. **Call TIA (Tugu Insurance Assistance)**
   Pelayanan Konsumen tersedia 24 jam 7 hari melalui "Call TIA" 1500 458, WhatsApp 081197900100 dan email ke calltia@tugu.com. Call TIA selalu terjaga untuk melayani kebutuhan informasi produk, layanan polis asuransi, lapor klaim, hingga bantuan darurat di jalan raya.

2. **t rex (Tugu Real Experience)**
   Layanan bantuan 24 jam yang dilengkapi dengan tiga jenis armada yaitu unit kendaraan derek, unit kendaraan *towing* dan sepeda motor. Tugu Insurance memberikan penanganan darurat pertama, dimulai dari kejadian ban bocor, *jumper* aki, hingga kejadian yang tak terduga seperti kecelakaan di jalan raya.

SERVICES

Tugu Insurance is also committed to always prioritizing customer satisfaction, by providing accessible excellence service to the customers such as:

1. **Call TIA (Tugu Insurance Assistance)**
   Customer Service is available 24/7 via "Call TIA" 1500458, WhatsApp 081197900100 and email to calltia@tugu.com. Call TIA is always ready to serve customers with product information, insurance policy services, claim reports, to emergency assistance on the road.

2. **t rex (Tugu Real Experience)**
   24-hour service assistance equipped with three types of fleets, namely crane units, towing units, and motorcycles. Tugu Insurance provides the first emergency response, starting from a leaky tire, battery jumper, to unexpected incidents such as road accidents.

3. **Aplikasi t drive**
Untuk meningkatkan kesadaran mengemudi kendaraan secara aman, Tugu Insurance meluncurkan aplikasi t drive. Aplikasi ini dapat diunduh via *smartphone* oleh masyarakat luas melalui Google Play untuk Android *platform* dan Apple App Store.

Peluncuran aplikasi t drive merupakan salah satu upaya Tugu Insurance untuk hadir memenuhi kebutuhan masyarakat di era digital. Selain membantu untuk menganalisis perilaku maupun keterampilan pengemudi, aplikasi t drive akan memudahkan pelanggan dalam pembayaran premi dan pengajuan klaim.

Kini, aplikasi *safety driving* t drive sudah berkembang menjadi versi 2.7.9, yang menjadi *one stop solution services*. Konsumen bisa menghubungi *contact center* Tugu Insurance 24 jam dan juga mendapatkan layanan ERA bila kendaraan mereka mengalami masalah.

- Fitur Competition
  Pada versi terbaru, konsumen dapat menggunakan fitur kompetisi untuk mengukur cara berkendara untuk #BeraniLebihBaik. Konsumen yang memiliki komunitas otomotif dapat mendaftarkan komunitasnya untuk mengikuti kompetisi, dan mendapatkan hadiah menarik.
- Fitur Beli Polis
  Saat ini, konsumen dapat langsung melakukan pembelian produk asuransi kendaraan bermotor roda empat t drive dan asuransi kendaraan bermotor roda dua t ride. Pengguna aktif t drive apps akan diberikan *reward* berupa t coins yang besarnya didasarkan pada skor penilaian perjalanan. t coins yang dikumpulkan, dapat dijadikan diskon untuk pembelian produk asuransi Tugu Insurance yang dijual melalui aplikasi t drive apps.

4. **Aplikasi t friends**
Untuk mempermudah tenaga pemasaran Tugu Insurance baik internal (*marketing officer*) maupun eksternal (*agent* Tugu Insurance) dalam menjual produk Asuransi dari Tugu Insurance. Aplikasi t friends dapat diunduh melalui Google Play untuk *platform* Android dan Apple App Store. Aplikasi t friends memiliki fitur untuk:

- Penjualan produk asuransi retail;
- Melihat penawaran dan polis yang sudah terjual;
- Melihat laporan komisi.

3. **t drive Application**
To increase awareness of safety-driving behavior, Tugu Insurance has launched t drive application. This application can be downloaded on a smartphone via Google Play for the Android platform and the Apple App Store.

The launch of the t drive application is one of Tugu Insurance's efforts to meet the needs of society in the digital era. Apart from helping to analyze driver behavior and skills, the t drive application also provide convenience to the customer on making premium payment and claims submission.

Now, the t drive safety driving apps have been developed into version 2.7.9, which become a one stop solution service. Consumers can contact the Tugu Insurance 24-hour contact center and get ERA services if they are having problem with their vehicles.

- Competition Feature
  In the latest version, consumers can use the competition feature to measure how to ride for #BeraniLebihBaik. Consumers who have an automotive community can register their community to participate in the competition and receive attractive rewards.
- Purchase Policy Feature
  Currently, consumers can directly purchase and t drive for four-wheeled motorized vehicle and t ride for two-wheeled motorized vehicle insurance. Active users of t drive apps will be rewarded t coins with the amount based on the trip assessment score. The accumulated t coins can be used as a discount for purchasing insurance products of Tugu Insurance sold through the t drive apps.

4. **t friends Application**
This app provides convenience for Tugu Insurance's marketing personnel, both internal (marketing officer) and external (Tugu Insurance agent) to sell insurance products from Tugu Insurance. The t friends application can be downloaded via Google Play for the Android platform and the Apple App Store. The t friends app has features for:

- Sales of retail insurance products;
- Viewing offers and policies that have been sold;
- Viewing commission reports.

Peta Wilayah Operasional

Operational Areas

Tugu Insurance beroperasi di Indonesia dan memiliki wilayah operasi di luar negeri dengan adanya Kantor Perwakilan di Hong Kong, dan London. Tugu Insurance berkantor pusat di DKI Jakarta dan mempunyai 31 *Point of Sales and Services* (PoSS) di kota-kota besar dan titik strategis Indonesia, yaitu di Surabaya, Bandung, Semarang, Cirebon, Denpasar, Medan, Palembang, Lampung, Pekanbaru, Balikpapan, Makassar, Serpong, dan Group & Related Business.

Tugu Insurance operates in Indonesia and has overseas operating areas with Representative Offices in Hong Kong, and London. Tugu Insurance is headquartered in DKI Jakarta and has 31 Point of Sales and Services (PoSS) in major cities and strategic points in Indonesia, namely in Surabaya, Bandung, Semarang, Cirebon, Denpasar, Medan, Palembang, Lampung, Pekanbaru, Balikpapan, Makassar, Serpong, and Group & Related Business.



Point of Sales and Services (PoSS)

Regional 1

1. **MEDAN POSS**
   Jl. Palang Merah No. 116
   Medan 20112
   Telp: +62-61-457 7705,
   +62-61-414 5411
   Fax: 061 - 88817406

2. **PEKANBARU POSS**
   Sudirman City Square, Ruko
   No. A-01 Jl. Jend. Sudirman,
   Pekan Baru Riau 28111
   Telp: 0761-865 6207,
   0761-865 6631

3. **PALEMBANG POSS**
   Kompleks Pertamina
   Kenten, Jl. AKBP Cek Agus
   No. 12, 8 Ilir Ilir Timur
   Palembang 30114
   Telp: +62-711-573 3633
   +62-711-573 3376
   Fax: 0711-5733771

4. **LAMPUNG POSS**
   Jl. Jend. Sudirman No.
   23 C-D Bandar Lampung
   35111
   Telp: 0721-601 1311

5. **GROUP & RELATED POSS**
   Jl. H.R. Rasuna Said Kav
   C8-9 Jakarta 12920

6. **WISMA TUGU I POSS**
   Jl. H.R. Rasuna Said Kav
   C8-9 Jakarta 12920

7. **KELAPA GADING POSS**
   Ruko Italian Walk Blok C No.
   09, Jl. Boulevard Barat Raya
   No. 1, Kelapa Gading Barat

8. **CIBUBUR POSS**
   Mall Cibubur Junction Jl.
   Jambore No. 1, RT. 8/RW.
   7, Cibubur, Kec. Ciracas,
   Kota Jakarta Timur, Daerah
   Khusus Ibukota Jakarta
   13720 No. Unit: LT2 - 55

9. **SERPONG POSS x CILEGON POSS**
   Ruko Bolsena Blok A 33,
   Jl. Gading Serpong
   Boulevard No. 33,
   Kabupaten Tangerang,
   Banten 15811

10. **BEKASI POSS**
    Ruko Emerald Summarecon
    Bekasi Blok UF 09,
    RT. 005/RW. 011 Marga
    Mulya, Kota Bekasi 17113

11. **KARAWANG POSS**
    Grand Taruma,
    Jl. Dharmawangsa II
    Blok HW No. 29 RT. 015
    RW. 008, Kel. Sukamakmur,
    Kec. Telukjambe Timur,
    Karawang Barat 41361

12. **SERANG POSS**
    Jl. Jendral Sudirman No. 65,
    Sumur Pecung, Kec. Serang.
    Kota Serang, Banten 42118

13. **PONDOK INDAH POSS**
    Jl. Radio Dalam Raya
    No. 34, Kebayoran Baru –
    Jakarta Selatan, Indonesia

14. **BOGOR POSS**
    Ruko Casablanca,
    Jl. KS Tubun No. 1- 6
    Cibuluh, Kec. Bogor Utara,
    Kota Bogor – Jawa Barat
    16151

15. **JAMBI POSS**
    Komplek Ruko Transmart
    Jambi Blok A 20,
    Jl. Jend. Sudirman, Kel.
    Tambak Sari, Kec. Jambi
    Selatan, Kota Jambi 36139
    Telp: 0741-3603-724

16. **PADANG POSS**
    Jl. Kis Mangunsarkoro No. 3
    Kel. Jati Baru Kec. Padang
    Timur, Kota Padang
    Telp: 0751-8957288

17. **ACEH POSS**
    Jl. DR. Mr. H. T. Muhammad
    Hasan, Gampong,
    Sukadamai, Kec. Lueng
    Bata, Kota Banda Aceh

Regional 2

1. **BANDUNG POSS**
   Jl. BKR No. 19 A RT. 09/
   RW. 06 Kel. Cijagra,
   Kec. Lengkong Bandung
   40254
   Telp: 62-22-8732 8455,
   62-22-7328 0955

2. **CIREBON POSS**
   Cirebon Super Block Office
   Park P10, Jl. Dr. Cipto
   Mangunkusumo No. 26
   Cirebon 45131 Jawa Barat

3. **SEMARANG POSS**
   Jl. M.T. Haryono No. 798 B
   Semarang 50124,
   Jawa Tengah
   Telp: 024-841-0677,
   024-841-0678

4. **SOLO POSS**
   Sentra Niaga Solo Baru
   Komplek The Park Mall,
   Jl. Soekarno Blok A No. 5A
   Solo Baru

5. **YOGYAKARTA POSS**
   Jl. Affandi No. 29 C1 RT. 12
   RW. 5, Mrican, Caturtunggal,
   Depok, Sleman, Yogyakarta

6. **SURABAYA POSS**
   Wisma Tugu Darmo Jl. Raya
   Darmo No. 64 Surabaya,
   Jawa Timur 60264
   Telp: 031-566-4470
   Fax: 031-5664471

7. **MALANG POSS**
   Ruko Sarangan
   Jl. Sarangan 1E, Lowokwaru
   Malang 65141
   Telp: 0341-43877377

8. **DENPASAR POSS**
   Jl. Gatot Subroto No. 335,
   Denpasar Bali 80111
   Telp: 0361-909-3160

9. **MAKASSAR POSS**
   Jl. Lamadukelleng Buntu
   No. 82 Mariso, Kunjung
   Mae, Makassar, Sulawesi
   Selatan 90111
   Telp: 021-529-61777

10. **PALU POSS**
    Jl. Towua, Kel. Tatura
    Selatan, Kec. Palu Selatan,
    Kota Palu,
    Prov. Sulawesi Tengah

11. **BALIKPAPAN POSS**
    Komplek Pertokoan
    Balikpapan Super Block
    (BSB) Blok E No. 11 Jl.
    Jend. Sudirman, Balikpapan
    Kalimantan Timur
    Telp: 0542-721 9899
    Fax: 0542-7219979

12. **PONTIANAK POSS**
    Komplek Perkantoran
    Pontianak Mall
    Jl. Teuku Umar Blok C-25
    Telp: 0561 - 8185-627

13. **SAMARINDA POSS**
    Komplek Ruko Grand
    Mahakam Jl. Siradj Salman
    Samarinda, Kecamatan
    Samarinda Ulu, Kota
    Samarinda, Kalimantan
    Timur 75243
    Telp: 0541 7810179

14. **BANJARMASIN POSS**
    Jl. Gatot Subroto Raya
    No. 113, Kelurahan
    Kebun Bunga, Kecamatan
    Banjarmasin Timur, Kota
    Banjarmasin, Kalimantan
    Selatan 70235
    Telp: 0511-678-2954



Kantor Perwakilan

Representative Offices

Hong Kong

Tugu Insurance Company Limited
28/F United Asia Finance Centre
333 Lockhart Road, Wanchai,
Hong Kong

Telp: +852 282 42939
Fax: +852 282 43070

London

TRB Limited
Chase End, Cobbins Chase,
Burnham on Crouch,
Essex CM0 8QF, England

Telp: +441 621 784 818

Keanggotaan dalam Asosiasi

Membership in Associations

Tugu Insurance mengikuti keanggotaan asosiasi sesuai dengan bidang usaha perusahaan dan statusnya sebagai perusahaan terbuka. Asosiasi/perhimpunan yang diikuti Perseroan selama tahun 2023 adalah sebagai berikut:

Tugu Insurance partakes in association membership in corresponding with the Company's line of business and its status as a public company. The associations in which the Company took part throughout 2023 are as follows:

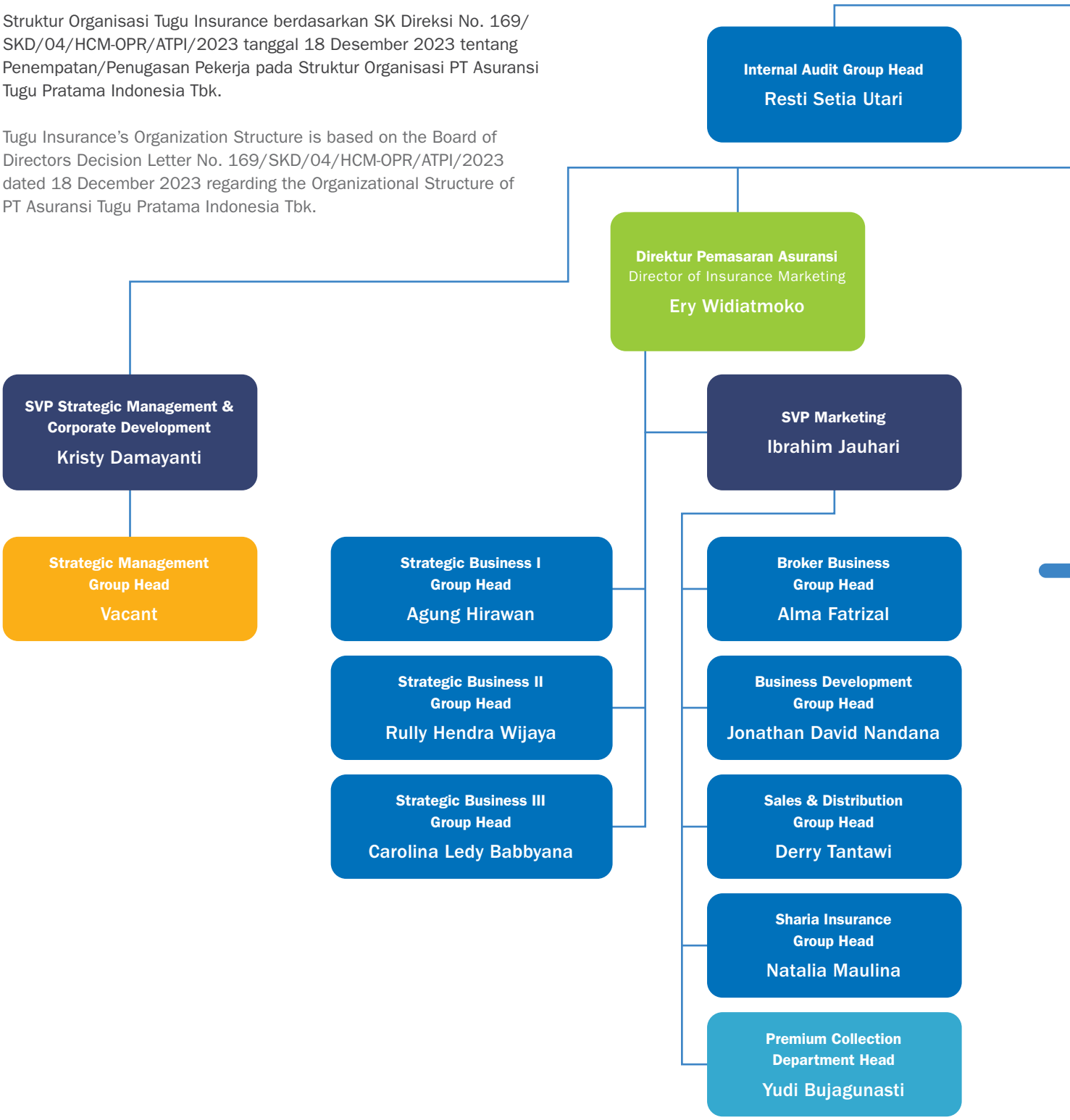
No.	Nama Asosiasi Name of Association	Status (Anggota/Pengurus) Status (Member/Management)
1	Asosiasi Asuransi Umum Indonesia (AAUI) Indonesian General Insurance Association (AAUI)	Anggota & Pengurus Member & Management
2	Asosiasi Asuransi Syariah Indonesia (AASI) Indonesian Sharia Insurance Association (AASI)	Anggota & Pengurus Member & Management
3	Dewan Asuransi Indonesia (DAI) Indonesian Insurance Council (DAI)	Anggota & Pengurus Member & Management
4	Asosiasi Emiten Indonesia (AEI) Indonesian Public Listed Companies Association (AEI)	Anggota Member
5	Kamar Dagang & Industri Indonesia (KADIN) Indonesian Chamber of Commerce and Industry (KADIN)	Anggota Member
6	Indonesia Corporate Secretary Association (ICSA)	Anggota Member
7	Indonesia Senior Executive Association (ISEA)	*Corporate Strategic Partner*
8	PERHUMAS (Perhimpunan Hubungan Masyarakat Indonesia) PERHUMAS (Indonesian Public Relations Association)	Anggota Member
9	PR Society Communication Management	Anggota & Pengurus Member & Management

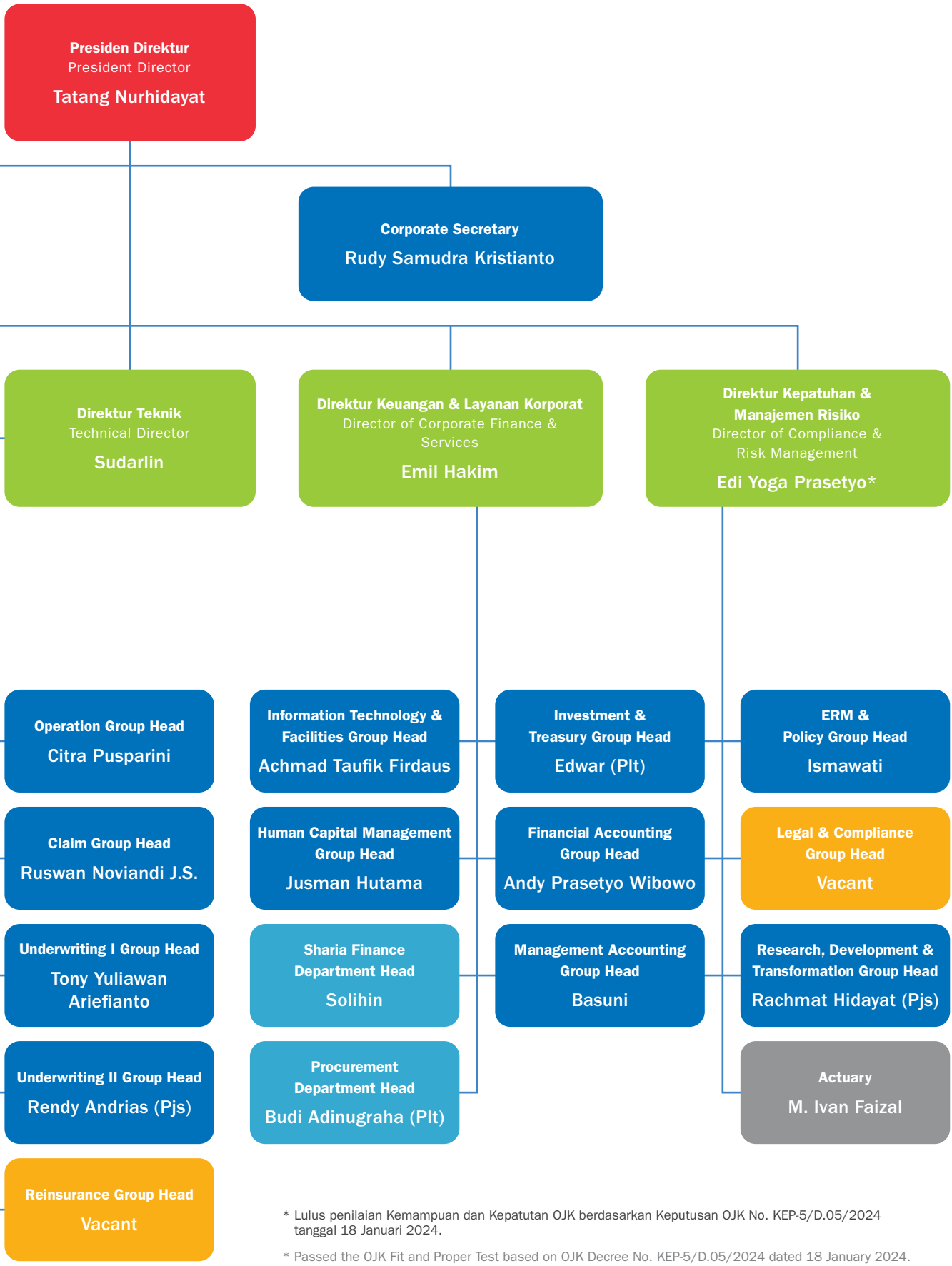
Struktur Organisasi Tugu Insurance

Tugu Insurance Organizational Structure

Struktur Organisasi Tugu Insurance berdasarkan SK Direksi No. 169/SKD/04/HCM-OPR/ATPI/2023 tanggal 18 Desember 2023 tentang Penempatan/Penugasan Pekerja pada Struktur Organisasi PT Asuransi Tugu Pratama Indonesia Tbk.

Tugu Insurance's Organization Structure is based on the Board of Directors Decision Letter No. 169/SKD/04/HCM-OPR/ATPI/2023 dated 18 December 2023 regarding the Organizational Structure of PT Asuransi Tugu Pratama Indonesia Tbk.





* Lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan OJK No. KEP-5/D.05/2024 tanggal 18 Januari 2024.

* Passed the OJK Fit and Proper Test based on OJK Decree No. KEP-5/D.05/2024 dated 18 January 2024.

Profil Dewan Komisaris

Board of Commissioners' Profiles

Perubahan dalam Komposisi Dewan Komisaris

Changes in the Board of Commissioners

Di tahun 2023, Perseroan mengalami perubahan komposisi Dewan Komisaris berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) tanggal 28 April 2023 sebagai berikut:

In 2023, there were changes in the composition of the Company's Board of Commissioners based on the Resolution of Annual General Meeting of Shareholders (AGMS) on 28 April 2023:

Nama Name	Jabatan pada Periode 1 Januari 2023 s.d. RUPST 28 April 2023 Position in the Period 1 January 2023 until AGMS 28 April 2023	Jabatan sejak RUPST 28 April 2023 s.d. 31 Desember 2023 Position from AGMS 28 April 2023 until 31 December 2023	Keterangan Remarks
Dian Masyita	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	-
Amelia Kurniawan	Komisaris Commissioner	-	Tidak lagi menjabat sebagai Komisaris sejak ditutupnya RUPST 28 April 2023. No longer serves as Commissioner since the closing of the AGMS on 28 April 2023.
Bagus Agung Rahadiansyah	Komisaris Commissioner	Komisaris Commissioner	-
Adi Zakaria Afiff	Komisaris Independen Independent Commissioner	-	Tidak lagi menjabat sebagai Komisaris Independen sejak ditutupnya RUPST 28 April 2023. No longer serves as Independent Commissioner since the closing of the AGMS on 28 April 2023.
Samuel Lie (Samuel Ramna)	-	Komisaris Commissioner	Diangkat sebagai Komisaris berdasarkan keputusan RUPST 28 April 2023. Beliau telah lulus penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK) berdasarkan Keputusan Dewan Komisioner Nomor KEP-41/KDk.05/2023 tanggal 4 Desember 2023. Appointed as Commissioner based on the resolution of the AGMS 28 April 2023. He has passed the Fit and Proper Test of the Financial Services Authority (OJK) based on the Decree of the Board of Commissioners Number KEP-41/KDk.05/2023 dated 4 December 2023.
Poerwo Tjahjono	Komisaris Independen Independent Commissioner	Komisaris Independen Independent Commissioner	-

Nama Name	Jabatan pada Periode 1 Januari 2023 s.d. RUPST 28 April 2023 Position in the Period 1 January 2023 until AGMS 28 April 2023	Jabatan sejak RUPST 28 April 2023 s.d. 31 Desember 2023 Position from AGMS 28 April 2023 until 31 December 2023	Keterangan Remarks
Tajudin Noor	-	Komisaris Independen Independent Commissioner	Diangkat sebagai Komisaris Independen berdasarkan keputusan RUPST 28 April 2023. Beliau telah lulus penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK) berdasarkan Keputusan Dewan Komisioner Nomor KEP-6/D.05/2024 tanggal 18 Januari 2024. Appointed as Commissioner based on the resolution of the AGMS 28 April 2023. He has passed the Fit and Proper Test of the Financial Services Authority (OJK) based on the Decree of the Board of Commissioners Number KEP-6/D.05/2024 dated 18 January 2024.

Berdasarkan perubahan komposisi tersebut, anggota Dewan Komisaris Perseroan per 31 Desember 2023 adalah sebagai berikut:

Based on the last changes in the composition, the Company's Board of Commissioners members as of 31 December 2023 is as follows:

Nama Name	Jabatan Position
Dian Masyita	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner
Bagus Agung Rahadiansyah	Komisaris Commissioner
Samuel Lie (Samuel Ramna)	Komisaris Commissioner
Poerwo Tjahjono	Komisaris Independen Independent Commissioner
Tajudin Noor	Komisaris Independen Independent Commissioner



Dian Masyita

Presiden Komisaris &
Komisaris Independen
President Commissioner &
Independent Commissioner

Periode Masa Jabatan: 17 Mei 2022 s.d. Penutupan RUPST 2025.
Term of Office Period: 17 May 2022 until the Closing of 2025 AGMS.

Warga Negara Indonesia, kelahiran Bukittinggi (usia 48 tahun), berdomisili di Depok, Jawa Barat.

Diangkat sebagai Presiden Komisaris dan Komisaris Independen sesuai keputusan RUPST tanggal 17 Mei 2022 yang dituangkan dalam Akta Notaris No. 51 tanggal 17 Mei 2022, Notaris Jose Dima Satria S.H., M.Kn. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisioner No. Kep-47/KDK.05/2022 tanggal 11 Oktober 2022.

Dian Masyita lulus dari Universitas Padjajaran dengan gelar Sarjana Ekonomi di bidang Manajemen Keuangan pada tahun 1997 dan gelar Master Teknik dari program Teknik Manajemen Industri dari Institut Teknologi Bandung (ITB) pada tahun 2001. Selain itu, Dian Masyita meraih gelar Postgraduate Diploma in Finance dari Maastricht School of Management (MsM) Netherlands pada tahun 2007 dan meraih gelar Ph.D. dalam ilmu *Islamic Banking & Finance* dari University of Durham, UK pada tahun 2012.

Dian Masyita mendapat sertifikat Digital Leadership, Executive Education Program dari Massachussetts Institute of Technology (MIT), USA tahun 2022. Beliau juga memiliki kompetensi manajemen risiko dengan kualifikasi Profesional Tata Kelola Risiko Berkualifikasi (*Qualified Risk Governance Professional* (QRGP)) yang diterbitkan oleh Badan Nasional Sertifikasi Profesi (BNSP).

Dian ditunjuk sebagai Panitia Seleksi Dewan Komisioner OJK tahun 2023 dengan SK Presiden RI. Beliau juga pernah menjabat sebagai *Project Manager Waqf Core Principles* di Bank Indonesia pada tahun 2014 hingga 2018. Dian merupakan Asesor di BAN-PT Kemenristekdikti dari tahun 2014 dan *Reviewer* Beasiswa LPDP Kementerian Keuangan dari tahun 2015 sampai sekarang. Beliau juga menjabat sebagai anggota Dewan Pakar Rumah Zakat dari tahun 2019 dan anggota BWI angkatan pertama di tahun 2007.

Di tahun 2019, Dian Masyita mencapai jabatan Profesor Keuangan di Universitas Padjajaran dan diamanahi menjadi Dekan dari Fakultas Ekonomi dan Bisnis (FEB) di Universitas Islam Internasional Indonesia (UIII), kampus PTNBH baru yang merupakan Proyek Strategis Nasional (PSN) di tahun 2020. Dian Masyita aktif di organisasi profesi seperti MES, IAEI, ISEI dan AFEBI sejak tahun 2013.

Beliau mempunyai pengalaman yang matang di bidang bisnis dan keuangan serta telah meraih berbagai penghargaan, di antaranya *The Top 5 Most Influential Women in Islamic Finance & Business* yang dianugerahi oleh Cambridge IFA - UK di tahun 2020, *The Best Professional* yang dianugerahi oleh Obsession Media Group di tahun 2020, dan *The Best Syariah* 2018 yang dianugerahi oleh Majalah Investor - Indonesia. Berbagai *academic awards* yang diraih adalah Matching Fund Kedaireka, Kemendikbudristekdikti tahun 2022, Hibah Badan Supervisi Bank Indonesia tahun 2022, Australian Award Short Course tahun 2022, dan Research Grant Bank Indonesia tahun 2021.

Indonesian citizen, born in Bukittinggi (48 years old), domiciled in Depok, West Java.

Appointed as President Commissioner and Independent Commissioner for the first term based on the Resolution of the AGMS dated 17 May 2022 as outlined in the Notary Deed No. 51 on 17 May 2022, Notary Jose Dima Satria S.H., M.Kn. She has passed the OJK Fit and Proper Assessment based on the Decree of the Commissioner Board No. Kep- 47/KDK.05/2022 dated 11 October 2022.

Dian Masyita graduated from Padjajaran University with a Bachelor of Economics in Financial Management in 1997 and a Master of Engineering degree from Industrial Management Engineering program from Bandung Institute of Technology (ITB) in 2001. Additionally, Dian Masyita obtained a Postgraduate Diploma in Finance from Maastricht School of Management (MsM) Netherlands in 2007 and a Ph.D. in Islamic Banking & Finance from the University of Durham, UK in 2012.

Dian Masyita received a certificate in Digital Leadership, Executive Education Program from Massachusetts Institute of Technology (MIT), USA in 2022. She also has competency in risk management with the Qualified Risk Governance Professional (QRGP) qualification issued by the National Professional Certification Agency (BNSP).

Dian was appointed as the Selection Committee of OJK's Board of Commissioners in 2023 based on Presidential Decree. She also served as Project Manager of Waqf Core Principles at Bank Indonesia from 2014 to 2018. Dian is an Assessor at National Accreditation Agency for Higher Education of Ministry of Research, Technology and Higher Education from 2014 and LPDP Scholarship Reviewer at the Ministry of Finance from 2015 until present. She is also a member of the Expert Council of Rumah Zakat from 2019 and a member of the first batch of BWI in 2007.

In 2019, Dian Masyita achieved the position of Professor of Finance at Padjadjaran University and was entrusted to be the Dean of the Faculty of Economics and Business (FEB) at the International Islamic University of Indonesia (UIII), the new PTNBH campus, which is a National Strategic Project (PSN) in 2020. Dian Masyita has been active in professional organizations such as MES, IAEI, ISEI, and AFEBI since 2013.

She has an established experience in business and finance as well as has won various awards, including The Top 5 Most Influential Women in Islamic Finance & Business awarded by Cambridge IFA - the UK in 2020, The Best Professional awarded by Obsession Media Group in 2020, and The Best Sharia 2018 awarded by Investor Magazine - Indonesia. Various academic awards achieved are the Kedaireka Matching Fund from Ministry of Research, Technology and Higher Education in 2022, Grant from Bank Indonesia Supervision Agency in 2022, Australian Award Short Course in 2022, and Research Grant Bank Indonesia in 2021.



Bagus Agung Rahadiansyah

Komisaris
Commissioner

Periode Masa Jabatan: 17 Mei 2022 s.d. Penutupan RUPST 2025.
Term of Office Period: 17 May 2022 until the Closing of 2025 AGMS.

Warga negara Indonesia, kelahiran Jakarta (usia 48 tahun), berdomisili di Jakarta Selatan.

Diangkat sebagai Komisaris Perseroan untuk periode masa jabatan pertama berdasarkan keputusan RUPST tanggal 17 Mei 2022 yang dituangkan dalam Akta Notaris No. 51 tanggal 17 Mei 2022, Notaris Jose Dima Satria S.H., M.Kn. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisioner No. KEP-29/KDK.05/2023 tanggal 23 Juni 2023.

Bagus Agung Rahadiansyah memiliki beberapa sertifikat kualifikasi kompetensi manajemen risiko yang diterbitkan oleh Badan Nasional Sertifikasi Profesi (BNSP) di antaranya: Profesional Tata Kelola Risiko Berkualifikasi (*Qualified Risk Governance Professional/*QRGP), Manajemen Risiko Perbankan Level 4, dan *Treasury Dealer Level Advance*. Beliau juga memiliki *International Certificate in Banking Risk and Regulation* yang dikeluarkan oleh Global Association of Risk Professionals (GARP) dan BSMR.

Bagus Agung Rahadiansyah lulus dan meraih gelar Sarjana Ekonomi bidang Manajemen Keuangan dari Fakultas Ekonomi Universitas Indonesia pada tahun 2001. Beliau juga memiliki gelar Diploma in *Technical Analysis* dari Australian Technical Analysts Association yang bekerja sama dengan Securities Institute of Australia.

Beliau memiliki berbagai pengalaman yang kuat di bidang keuangan dibuktikan dengan perjalanan karier yang baik di beberapa lembaga keuangan dan perbankan terkemuka, di antaranya pernah menjabat sebagai *Trader* di PT Danareksa (Persero), *AVP Institutional Sales* di Hongkong *and* Shanghai *Banking Corporation Limited* Jakarta Branch (2006-2008), *Head of Investor Sales* di PT Bank ANZ Indonesia (2008-2015), *Head of Investor Sales* di Citibank NA Jakarta branch (2015-2019), dan *Head of Investor Sales* di PT Bank ANZ Indonesia (2019-2020). Saat ini beliau juga masih aktif menjabat sebagai *Senior Vice President Corporate Finance* di Direktorat Keuangan PT Pertamina (Persero) sejak tahun 2020.

Selama karirnya, Bagus Agung Rahadiansyah aktif dalam kepengurusan asosiasi profesional di industri seperti Indonesia *Foreign Exchange Market Committee* dan ACI FMA Indonesia. Beliau pernah terlibat aktif dalam berbagai *task force* maupun inisiatif bersama otoritas dan pemangku kepentingan industri keuangan seperti Otoritas Jasa Keuangan, Bank Indonesia serta Kementerian Keuangan Republik Indonesia. Beliau juga pernah memperoleh beberapa izin profesi industri keuangan dan pasar modal seperti Wakil Perantara Pedagang Efek, Wakil Penjamin Emisi Efek, serta Wakil Pialang Berjangka.

Indonesian citizen, born in Jakarta (48 years old), domiciled in South Jakarta.

Appointed as Commissioner of the Company for the first term based on the Resolution of the AGMS dated 17 May 2022 as outlined in the Notary Deed No. 51 on 17 May 2022, Notary Jose Dima Satria S.H., M.Kn. He has passed the OJK Fit and Proper Test based on Board of Commissioners Decree No. KEP-29/KDK.05/2023 dated 23 June 2023.

Bagus Agung Rahadiansyah has several risk management competence certificates issued by the National Professional Certification Agency (BNSP) such as Qualified Risk Governance Professional (QRGP), Banking Risk Management Level 4, and Treasury Dealer Level Advance. He also has an International Certificate in Banking Risk and Regulation issued by the Global Association of Risk Professionals (GARP) and BSMR.

Bagus Agung Rahadiansyah graduated and earned a Bachelor of Economics degree in Financial Management from the Faculty of Economics, University of Indonesia in 2001. He also obtained a Diploma degree in Technical Analysis from the Australian Technical Analysts Association in cooperation with Securities Institute of Australia.

He has various excellent experiences in the financial sector, as proven by a good career path in several leading financial and banking institutions, such as has served as Trader at PT Danareksa (Persero), AVP Institutional Sales at Hongkong and Shanghai Banking Corporation Limited Jakarta Branch (2006-2008), Head of Investor Sales at PT Bank ANZ Indonesia (2008-2015), Head of Investor Sales, Citibank NA Jakarta branch (2015-2019), Head of Investor Sales at PT Bank ANZ Indonesia (2019-2020). Currently, he still actively serves as Senior Vice President Corporate Finance at the Finance Directorate of PT Pertamina (Persero) since 2020.

During his career, Bagus Agung Rahadiansyah active in the management of professional associations in the industry such as the Indonesia Foreign Exchange Market Committee and ACI FMA Indonesia. He has been actively involved in various task forces and initiatives with financial industry authorities and stakeholders such as the Financial Services Authority, Bank Indonesia and the Ministry of Finance of the Republic of Indonesia. He has also obtained several professional permits for the financial industry and capital markets such as Securities Broker Representative, Underwriter Representative, and Futures Broker Representative.



Tajudin Noor

Komisaris Independen
Independent Commissioner

Periode Masa Jabatan: 28 April 2023 s.d. Penutupan RUPST 2026.
Term of Office Period: 28 April 2023 s.d. Closing of 2026 AGMS.

Warga negara Indonesia, kelahiran Balikpapan (usia 57 tahun), berdomisili di Bogor, Jawa Barat.

Menjabat sebagai Komisaris Independen untuk periode masa jabatan pertama sesuai keputusan RUPST tanggal 28 April 2023 yang dituangkan dalam Akta No. 122 tanggal 28 April 2023 dari Notaris Jose Dima Satria, S.H., M.Kn. Beliau telah lulus penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK) berdasarkan Keputusan Dewan Komisioner No. KEP-6/D.05/2024 tanggal 18 Januari 2024.

Beliau memperoleh gelar Sarjana Ekonomi Manajemen dari Universitas Airlangga pada tahun 1992 dan Magister Manajemen dan Bisnis dari Institut Pertanian Bogor pada tahun 2015.

Beliau memiliki berbagai sertifikasi, seperti *Coaching the Culture Leader* pada tahun 2000 yang diselenggarakan oleh PT HRD Indonesia, Penyelenggara Analisa Jabatan untuk Analisis berdasarkan Hay Sistem pada 2003 yang diselenggarakan PT Bina Kompetensia Pesona, *Quallity Management System* pada 2015 yang diselenggarakan PT BSI Group Indonesia, *Global Executive Development Programme* pada tahun 2016-2017 yang diselenggarakan National University of Singapore, dan Sertifikasi Manajemen Risiko berbasis ISO 31000:2018 pada tahun 2023 yang diselenggarakan Widya Dharma Artha.

Beliau memulai kariernya di PT Pertamina (Persero) sejak tahun 1993 hingga 2015 dengan posisi terakhir sebagai Direktur Pendukung Bisnis, kemudian di PT Pertamina Geothermal Energy sebagai *Vice President Treasury* pada tahun 2015-2017, PT Pertamina Lubricants sebagai Direktur *Finance & Business Support* pada 2017-2018, PT Pertamina Patra Niaga sebagai Direktur Administrasi & Keuangan pada 2018-2019. Beliau juga pernah menjabat sebagai Komisaris di PT Pertamina International Timor pada 2018-2020, Komisaris di PT Pertamina International Shipping pada 2019-2020. Selanjutnya, beliau juga kembali menjabat beberapa posisi di PT Pertamina (Persero), antara lain *Corporate Secretary* pada 2019-2020, *Senior Vice President Human Capital* pada tahun 2020-2022, dan *Senior Vice President Logistics Integration & Optimization* di tahun 2022.

Indonesian citizen, born in Balikpapan (57 years old), domiciled in Bogor, West Java.

Served as Independent Commissioner for the first term of office in accordance with the AGMS decision on 28 April 2023 as outlined in Deed No. 122 dated 28 April 2023 from Notary Jose Dima Satria, S.H., M.Kn. He has passed the Financial Services Authority (OJK) Fit and Proper Test based on the Decree of the Board of Commissioners No. KEP-6/D.05/2024 dated 18 January 2024.

He obtained a Bachelor of Management Economics degree from Airlangga University in 1992 and a Masters in Management and Business from the Bogor Agricultural Institute in 2015.

He has obtained various of certifications, such as Coaching the Culture Leader in 2000 which was held by PT HRD Indonesia, Organizing Job Analysis for Analysis based on the Hay System in 2003 which was held by PT Bina Kompetensia Pesona, Quality Management System in 2015 which was held by PT BSI Group Indonesia, Global Executive Development Program in 2016-2017 held by the National University of Singapore, and ISO 31000:2018 based Risk Management Certification in 2023 held by Widya Dharma Artha.

He started his career at PT Pertamina (Persero) from 1993 to 2015 with his last position as Director of Business Support, then at PT Pertamina Geothermal Energy as Vice President Treasury in 2015-2017, PT Pertamina Lubricants as Director of Finance & Business Support in 2017-2018, PT Pertamina Patra Niaga as Director of Administration & Finance in 2018-2019. He also served as Commissioner at PT Pertamina International Timor in 2018-2020, Commissioner at PT Pertamina International Shipping in 2019-2020. Furthermore, he also held several positions at PT Pertamina (Persero), including Corporate Secretary in 2019-2020, Senior Vice President Human Capital in 2020-2022, and Senior Vice President Logistics Integration & Optimization in 2022.



Samuel Lie (Samuel Ramna)

Komisaris
Commissioner

Periode Masa Jabatan: 28 April 2023 s.d. Penutupan RUPST 2026.
Term of Office Period: 28 April 2023 s.d. Closing of 2026 AGMS.

Warga negara Indonesia, kelahiran Jakarta (usia 28 tahun), berdomisili di Jakarta Utara.

Menjabat sebagai Komisaris untuk periode masa jabatan pertama sesuai keputusan RUPST tanggal 28 April 2023 yang dituangkan dalam Akta No. 122 tanggal 28 April 2023 dari Notaris Jose Dima Satria, S.H., M.Kn. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisioner No. KEP-41/KDK.05/2023 tanggal 4 Desember 2023.

Beliau memperoleh gelar Sarjana Ekonomi (*cum laude*) dari University of California, Berkeley pada tahun 2013, Magister Ekonomi dari University of Southern California pada 2014, dan Magister Sains, Ilmu Aktuari dari Columbia University pada tahun 2016.

Beliau memiliki sertifikat di bidang manajemen risiko, yakni *Quallified Risk Governance Professional* (QRGP) yang diterbitkan oleh Lembaga Sertifikasi Profesi Mitra Kalyana Sejahtera (LSP MKS) dan Badan Nasional Sertifikasi Profesi (BNSP) pada tahun 2023.

Beliau memulai kariernya di PT Nusantara Sugihartana Internasional dengan menjabat berbagai posisi, di antaranya sebagai Analis pada tahun 2016-2018, *Associate* pada tahun 2019-2021, dan *Vice President* pada tahun 2022 hingga saat ini.

Indonesian citizen, born in Jakarta (28 years old), domiciled in North Jakarta.

Served as Commissioner for the first term of office in accordance with the AGMS decision on 28 April 2023, as outlined in Deed No. 122 dated 28 April 2023 from Notary Jose Dima Satria, S.H., M.Kn. He has passed the OJK Fit and Proper Test based on Board of Commissioners Decree No. KEP-41/KDK.05/2023 dated 4 December 2023.

He obtained his Bachelor of Economics (cum laude) from the University of California, Berkeley in 2013, Master of Economics from the University of Southern California in 2014, and Master of Science, Actuarial Science from Columbia University in 2016.

He has obtained certificate in risk management, namely Qualified Risk Governance Professional (QRGP) issued by the Mitra Kalyana Sejahtera Professional Certification Institute (LSP MKS) and the National Professional Certification Agency (BNSP) in 2023.

He started his career at PT Nusantara Sugihartana Internasional by holding various positions, including as an Analyst in 2016-2018, Associate in 2019-2021, and Vice President from 2022 until now.



Poerwo Tjahjono

Komisaris Independen
Independent Commissioner

Periode Masa Jabatan: 30 Juni 2020 s.d. Penutupan RUPST 2026.
Term of Office Period: 30 June 2020 until the Closing of 2026 AGMS.

Warga negara Indonesia, kelahiran Jakarta (usia 67 tahun), berdomisili di Jakarta Selatan.

Menjabat sebagai Komisaris Independen Perseroan untuk periode masa jabatan pertama sesuai keputusan RUPST tanggal 30 Juni 2020 yang dituangkan dalam Akta No. 182 tanggal 30 Juni 2020 dari Notaris Notaris Jose Dima Satria S.H., M.Kn. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisioner OJK No. KEP-80/KDK.05/2020 tanggal 10 November 2020.

Beliau memperoleh gelar Sarjana Ekonomi Akuntansi dari Universitas Padjajaran, Bandung pada tahun 1984 dan Magister Manajemen dari Universitas Gadjah Mada, Yogyakarta pada tahun 1999.

Poerwo Tjahjono memiliki sertifikat kompetensi manajemen risiko dengan kualifikasi Manajemen Risiko Utama (*Certified Risk Professional*) yang diterbitkan oleh Badan Nasional Sertifikasi Profesi (BNSP). Selain itu beliau juga memiliki Chartered Accountant Indonesia (CA) sebagai kualifikasi akuntan profesional sesuai panduan standar internasional.

Memulai kariernya di PT Pertamina (Persero) pada tahun 1986 hingga 2012 dengan jabatan terakhir sebagai *Senior Vice President Controller*, kemudian dipercaya menjabat sebagai Komisaris PT Pertamina Tongkang pada 2007-2011. Pada 2011-2013, beliau dipercaya menjadi Komisaris/*Non-Executive Director* Pertamina Energy Trading Limited dan Komisaris Utama PT Patra Jasa. Beliau juga menjabat sebagai Anggota Komite Audit PT Pertamina Hulu Energi pada 2012-2015, dan Anggota Komite Pemantauan Manajemen Risiko PT Pertamina (Persero) pada 2015-2019.

Indonesian citizen, born in Jakarta (67 years old), domiciled in South Jakarta.

Appointed as Independent Commissioner of the Company for the first term in accordance with the resolution of the AGMS on 30 June 2020 as outlined in Deed No. 182 dated 30 June 2020 from Notary Jose Dima Satria S.H., M.Kn. He has passed the OJK Fit and Proper Assessment based on the Decree of the OJK Commissioner Board No. KEP-80/KDK.05/2020 dated 10 November 2020.

He obtained his Bachelor of Economics in Accounting from Padjajaran University, Bandung in 1984 and a Master of Management from Gadjah Mada University, Yogyakarta in 1999.

Poerwo Tjahjono has a risk management competence certificate with the qualification of a Qualified Risk Governance Professional (QRGP) issued by the National Professional Certification Agency (BNSP). Additionally, he also holds the Chartered Accountant Indonesia (CA) as a professional accountant qualification in accordance with international standard guidelines.

He commenced his career at PT Pertamina (Persero) from 1986 to 2012 with his last position as Senior Vice President Controller and he was trusted to serve as Commissioner of PT Pertamina Tongkang in 2007-2011. In 2011-2013, he was entrusted to be the Commissioner/Non Executive Director of Pertamina Energy Trading Limited and President Commissioner of PT Patra Jasa. He also served as a Member of the Audit Committee of PT Pertamina Hulu Energi in 2012-2015, and Member of the Risk Management Monitoring Committee of PT Pertamina (Persero) in 2015-2019.

Informasi Mengenai Rangkap Jabatan Anggota Dewan Komisaris

Information Regarding Concurrent Positions of Members of the Board of Commissioners

Nama Name	Jabatan di Tugu Insurance Position in Tugu Insurance	Rangkap Jabatan Concurrent Position	
		Di Dalam TUGU Group In TUGU Group	Di Luar TUGU Group Outside TUGU Group
Dian Masyita	Presiden Komisaris & Komisaris Independen. President Commissioner & Independent Commissioner.	Ketua Komite Pemantau Risiko (8 November 2022-sekarang). Chairman of the Risk Monitoring Committee (8 November 2022-present). Ketua Komite Nominasi dan Remunerasi (28 April 2023-sekarang). Chairman of the Nomination and Remuneration Committee (28 April 2023-present).	• Dekan Fakultas Ekonomi dan Bisnis (FEB) Universitas Islam Internasional Indonesia (2022-sekarang). • Guru Besar Bidang Manajemen Keuangan dan Perbankan Syariah Universitas Padjadjaran (2019-sekarang). • Dean of the Faculty of Economics and Business (FEB) at the International Islamic University of Indonesia (2022-present). • Professor of Financial Management and Sharia Banking, Padjadjaran University (2019-present).
Bagus Agung Rahadiansyah	Komisaris. Commissioner.	-	*Senior Vice President Corporate Finance,* PT Pertamina (Persero) (2020-sekarang). Senior Vice President Corporate Finance of PT Pertamina (Persero) (2020-present).
Samuel Lie (Samuel Ramna)	Komisaris. Commissioner.	-	*Vice President* di PT Nusantara Sugihartana Internasional (2022-sekarang). Vice President at PT Nusantara Sugihartana Internasional (2022-present).
Poerwo Tjahjono	Komisaris Independen. Independent Commissioner.	Ketua Komite Audit Tugu Insurance (1 Januari 2021-sekarang). Chairman of the Audit Committee of Tugu Insurance (1 January 2021-present).	-
Tajudin Noor	Komisaris Independen. Independent Commissioner.	-	-

Informasi Mengenai Hubungan Afiliasi Anggota Dewan Komisaris

Information Regarding Affiliation Relationships of Members of the Board of Commissioners

Nama Name	Hubungan Keluarga Familial Relationship				Hubungan Keuangan Financial Relationship			
	Direktur Director	**Komisaris** Commissioner	**Dewan Pengawas Syariah** Sharia Supervisory Board	**Pemegang Saham Utama/ Pengendali** Majority/ Controlling Shareholders	**Direktur** Director	**Komisaris** Commissioner	**Dewan Pengawas Syariah** Sharia Supervisory Board	**Pemegang Saham Utama/ Pengendali** Majority/ Controlling Shareholders
Dian Masyita	✕	✕	✕	✕	✕	✕	✕	✕
Bagus Agung Rahadiansyah	✕	✕	✕	✕	✕	✕	✕	✓
Samuel Lie (Samuel Ramna)	✕	✕	✕	✕	✕	✕	✕	✕
Poerwo Tjahjono	✕	✕	✕	✕	✕	✕	✕	✕
Tajudin Noor	✕	✕	✕	✕	✕	✕	✕	✕

Profil Direksi

Board of Directors' Profiles

Perubahan Komposisi Direksi

Changes in the Board of Directors Composition

Nama Name	Jabatan pada Periode 1 Januari 2023 s.d. RUPST 28 April 2023 Position during the period of 1 January 2023 until the AGMS 28 April 2023	Jabatan sejak RUPST 28 April 2023 s.d. 31 Desember 2023 Position since AGMS of 28 April 2023 until 31 December 2023	Keterangan Remarks
Tatang Nurhidayat	Presiden Direktur. President Director.	Presiden Direktur. President Director.	-
Emil Hakim	Direktur Keuangan & Layanan Korporat. Finance & Corporate Service Director.	Direktur Keuangan & Layanan Korporat. Finance & Corporate Service Director.	-
Syaiful Azhar	Direktur Teknik. Technical Director.	-	Tidak lagi menjabat sebagai Direktur Teknik sejak 28 April 2023. No longer served as Technical Director since 28 April 2023.
Ery Widiatmoko	Direktur Pemasaran Asuransi. Insurance Marketing Director.	Direktur Pemasaran Asuransi. Insurance Marketing Director.	-
Budi P. Amir	Direktur Kepatuhan & Manajemen Risiko. Compliance & Risk Management Director.	-	Tidak lagi menjabat sebagai Direktur Kepatuhan & Manajemen Risiko sejak 28 April 2023. No longer served as Compliance & Risk Management Director since 28 April 2023.
Edi Yoga Prasetyo	-	Direktur Kepatuhan & Manajemen Risiko. Compliance & Risk Management Director.	Diangkat sebagai Direktur Kepatuhan & Manajemen Risiko berdasarkan Keputusan RUPST tanggal 28 April 2023. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisioner No. KEP 5/D.05/2024 tanggal 18 Januari 2024. Appointed as Compliance & Risk Management Director based on the AGMS Decision on 28 April 2023. He has passed the OJK Fit and Proper Test based on Board of Commissioners Decree No. KEP 5/D.05/2024 dated 18 January 2024.
Sudarlin	-	Direktur Teknik. Technical Director.	Diangkat sebagai Direktur Teknik berdasarkan Keputusan RUPST 28 April 2023. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisioner No. Kep-40/KDK.05/2023 tanggal 30 Oktober 2023. Appointed as Technical Director based on Resolution of the AGMS 28 April 2023. He has passed the OJK Fit and Proper Test based on the Decree of the OJK Commissioner Board No. Kep-40/KDK.05/2023 dated 30 October 2023.

Dengan demikian, Anggota Direksi Tugu Insurance pada 31 Desember 2023 adalah sebagai berikut:

Thus, the composition of Tugu Insurance Board of Directors members as of 31 December 2023 is as follows:

Nama Name	Jabatan Position
Tatang Nurhidayat	Presiden Direktur President Director
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Service Director
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director
Sudarlin	Direktur Teknik Technical Director



Tatang Nurhidayat

Presiden Direktur
President Director

Periode Masa Jabatan: 17 Mei 2022 s.d. Penutupan RUPST 2025.
Term of Office Period: 17 May 2022 until the Closing of 2025 AGMS.

Warga negara Indonesia, kelahiran Subang (usia 38 tahun), berdomisili di Jawa Barat, Indonesia.

Indonesian citizen, born in Subang (38 years old), domiciled in West Java, Indonesia

Diangkat sebagai Presiden Direktur Tugu Insurance untuk periode masa jabatan pertama berdasarkan keputusan RUPST tanggal 17 Mei 2022 yang dituangkan dalam Akta Notaris No. 49 tanggal 9 Juni 2022, Notaris Jose Dima Satria, S.H., M.Kn. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisioner No. Kep-32/KDK.05/2022 tanggal 16 Agustus 2022. Sebelumnya beliau tidak pernah menjabat pada Direksi di Tugu Insurance.

Appointed as President Director of Tugu Insurance for the first term in accordance with the resolution of the AGMS on 17 May 2022 as outlined in Deed No. 49 dated 9 June 2022 from Notary Jose Dima Satria S.H., M.Kn. He has passed the OJK Fit and Proper Assessment based on the Decree of the OJK Commissioner Board No. Kep-32/KDK.05/2022 dated 16 August 2022. Previously, he never served in the Board of Directors of Tugu Insurance.

Tatang Nurhidayat lulus dari Universitas Diponegoro dengan gelar Sarjana Ilmu Kelautan pada tahun 2008 dan gelar Master Ekonomi Islam dari Sekolah Tinggi Ekonomi Islam (STEI) Tazkia pada tahun 2018.

Tatang Nurhidayat graduated from Diponegoro University with a Bachelor's degree in Marine Science in 2008 and a Master's degree in Islamic Economics from Sekolah Tinggi Ekonomi Islam (STEI) Tazkia in 2018.

Tatang Nurhidayat memiliki sertifikasi sebagai berikut:

Tatang Nurhidayat has the following certifications:

No.	Jenis Keterampilan Skill Type	Tingkat Penguasaan Mastery Level	Keterangan Remarks
1.	Implementation & Internal Auditor ISO 9001:2008		Neville Clarke, 2013
2.	Certified Islamic Insurance Specialist	Basic Level	IIS, 2014
3.	Certified in Life Insurance	Basic Level	LSP AAMAI, 2017
4.	Certified in General Insurance	Basic Level	LSP AAMAI, 2018
5.	Qualified in Risk Governance Practitioner (QRGP)	Expert (Level 5)	LSP MSK, 2019
6.	Associate of Islamic Insurance Society (AIIS)	Adjunct Expert	IIS, 2020

Memulai karier di Asuransi sebagai Management Trainee PT Asuransi Adira Dinamika, Tatang Nurhidayat memiliki perjalanan karir dan sepak terjang yang tinggi di bidang asuransi, dibuktikan dengan pernah menjabat sebagai Direktur Pemasaran di PT Asuransi Takaful Umum pada tahun 2019 hingga 2021.

Commencing his career in Insurance as a Management Trainee of PT Asuransi Adira Dinamika, Tatang Nurhidayat has extensive experience and an excellent career in Insurance, as evidenced by having served as Marketing Director at PT Asuransi Takaful Umum from 2019 to 2021.

Presiden Komisaris di PT LSP Perasuransian Syariah (2020-2022), Sharia Group Head PT Asuransi Bintang (2012-2018), Wakil Ketua Umum Asosiasi Asuransi Syariah Indonesia (2017-2020), Ketua Umum Asosiasi Asuransi Syariah Indonesia (2020-sekarang) serta hingga saat ini masih aktif menjabat sebagai Ketua Umum Dewan Asuransi Indonesia (DAI) sejak tahun 2021. Beliau memperoleh sertifikat dari AIIS dan QRGP, dan menjadi anggota di berbagai organisasi, di antaranya Anggota Komite IKNB Masyarakat Ekonomi Syariah (MES), Anggota Dewan Pengawas Lembaga Arbitrase Penyelesaian Sengketa Sektor Jasa Keuangan (LAPS SJK) serta Anggota Dewan Pengawas Yayasan Asuransi Indonesia.

President Commissioner at PT LSP Perasuransian Syariah (2020-2022), Sharia Group Head of PT Asuransi Bintang (2012-2018), Vice Chairman of the Indonesian Sharia Insurance Association (2017-2020), General Chairman of the Indonesian Sharia Insurance Association (2020-present) and currently active serving as General Chairman of the Indonesian Insurance Council (DAI) since 2021. He has obtained a certificate from AIIS and QRGP, and becomes a member of several organizations, including Member of the IKNB Committee of the Sharia Economic Community (MES), Member of Supervisory Board of Lembaga Arbitrase Penyelesaian Sengketa Sektor Jasa Keuangan (LAPS SJK), and Member of the Supervisory Board of the Indonesian Insurance Foundation.



Emil Hakim

Direktur Keuangan & Layanan Korporat
Finance & Corporate Service Director

Periode Masa Jabatan: 10 Mei 2021 s.d. Penutupan RUPST 2024.
Term of Office Period: 10 May 2021 until the Closing of 2024 AGMS.

Warga negara Indonesia, kelahiran Palembang (usia 46 tahun), berdomisili di Pondok Kelapa, DKI Jakarta, Indonesia.

Indonesian citizen, born in Palembang (46 years old), domiciled in Pondok Kelapa, DKI Jakarta, Indonesia.

Menjabat sebagai Direktur Keuangan & Layanan Korporat Tugu Insurance untuk periode masa jabatan pertama sesuai keputusan RUPST tanggal 10 Mei 2021 yang dituangkan dalam Akta No. 46 tanggal 10 Mei 2021 dibuat dihadapan Notaris Jose Dima Satria, S.H., M.Kn. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisioner OJK No. Kep-48/KDK.05/2021 tanggal 10 September 2021. Sebelumnya beliau tidak pernah menjabat pada Direksi di Tugu Insurance.

Appointed as Corporate Finance & Services Director at Tugu Insurance for the first term based on the Resolution of the AGMS on 10 May 2021 as outlined in Deed No. 46 dated 10 May 2021 under Notary Jose Dima Satria S.H., M.Kn. He has passed the OJK Fit and Proper Assessment based on the Decree of the OJK Commissioner Board No. KEP-48/KDK.05/2021 dated 10 September 2021. Previously, he has never served on the Board of Directors at Tugu Insurance.

Emil Hakim juga merangkap jabatan sebagai Sekretaris Perusahaan Tugu Insurance sejak 30 November 2022 hingga 31 Oktober 2023.

Emil Hakim has also concurrently served as Corporate Secretary of Tugu Insurance since 30 November 2022 until 31 October 2023.

Beliau meraih gelar Sarjana Ekonomi Akuntansi dari Universitas Sriwijaya (UNSRI) pada tahun 2000 dan gelar Master of Applied Finance dari Australian National University (ANU) pada tahun 2016.

Emil Hakim earned his Bachelor of Economics in Accounting from Sriwijaya University (UNSRI) in 2000 and a Master of Applied Finance from the Australian National University (ANU) in 2016.

Emil Hakim memiliki sertifikasi sebagai berikut:

Emil Hakim has the following certifications:

No.	Jenis Keterampilan Skill Type	Tingkat Penguasaan Mastery Level	Keterangan Remarks
1.	Chartered Accountant Indonesia 11.D27537	Baik Good	Dikeluarkan oleh Ikatan Akuntan Indonesia, 2014 Issued by the Institute of Indonesia Chartered Accountants, 2014
2.	Register Negara untuk Akuntan D-27537 State Register of Accountants D-27537	Baik Good	Kementerian Keuangan, 2021 Ministry of Finance, 2021
3.	CFO Academy	Baik Good	Said Bussiness School Oxford
4.	Qualified in Risk Governance Professional	*Competent*	LPS MKS

Beliau memulai karier di PT Pertamina (Persero) pada tahun 2001 dan terakhir menjabat sebagai *Assistant Manager* pada tahun 2008-2014. Setelah menyelesaikan pascasarjana di Australia, beliau melanjutkan kariernya di PT Pertamina (Persero) dengan jabatan terakhir sebagai *Finance Manager* di Proyek RDMP Balikpapan sampai dengan tahun 2018. Penugasan di anak perusahaan PT Pertamina Internasional EP sebagai *Senior Finance Advisor* di Maurel & Prom Paris (2019-2020) dan selanjutnya menjalani penugasan sebagai *Vice President Treasury* di PT Pertamina Geothermal Energy (2020-2021).

He commenced his career at PT Pertamina (Persero) in 2001 and most recently served as Assitant Manager from 2008 to 2014. After obtaining his Master's Degree in Australia, he continued his career at PT Pertamina (Persero) most recently as Finance Manager at Proyek RDMP Balikpapan until 2018. At a subsidiary company of PT Pertamina Internasional EP, he was assigned at Maurel & Prom Paris as Senior Finance Advisor from 2019 to 2020, and then worked as Vice President Treasury at PT Pertamina Geothermal Energy (2020-2021).



Ery Widiatmoko

Direktur Pemasaran Asuransi
Insurance Marketing Director

Periode Masa Jabatan: 30 Juni 2020 s.d. Penutupan RUPST 2026.
Term of Office Period: 30 June 2020 until the Closing of 2026 AGMS.

Warga negara Indonesia, kelahiran Yogyakarta (usia 58 tahun), berdomisili di Bogor, Jawa Barat, Indonesia.

Menjabat sebagai Direktur untuk periode masa jabatan pertama sesuai keputusan RUSPT tanggal 30 Juni 2020 yang dituangkan dalam Akta No. 182 tanggal 30 Juni 2020 dari Notaris Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan OJK No. Kep-59/KDK.05/2020, ditetapkan tanggal 23 September 2020. Sebelumnya beliau tidak pernah menjabat sebagai Anggota Direksi di Tugu Insurance.

Memperoleh gelar sarjana Teknik Geologi dari Universitas Pembangunan (UPN) Veteran Yogyakarta pada tahun 1991. Beliau juga aktif mengikuti kegiatan pendidikan di Prasetiya Mulya Business School Executive Learning Institute (ELI) di bidang *Financial Management, Strategic Management* dan *General Business Management* pada tahun 2012-2013.

Ery Widiatmoko memiliki sertifikasi sebagai berikut:

Indonesian citizen, born in Yogyakarta (58 years old), domiciled in Bogor, West Java, Indonesia.

Has been serving as Director for the first term based on the resolution of the AGMS Decision date 30 June 2020 as outlined in Deed No. 182 dated 30 June 2020 under Notary Jose Dima Satria S.H., M.Kn. in Jakarta. He has passed the OJK Fit and Proper Assessment based on OJK Decree No. Kep-59/KDK.05/2020, dated 23 September 2020. Previously, he never served as a Member of the Board of Directors at Tugu Insurance.

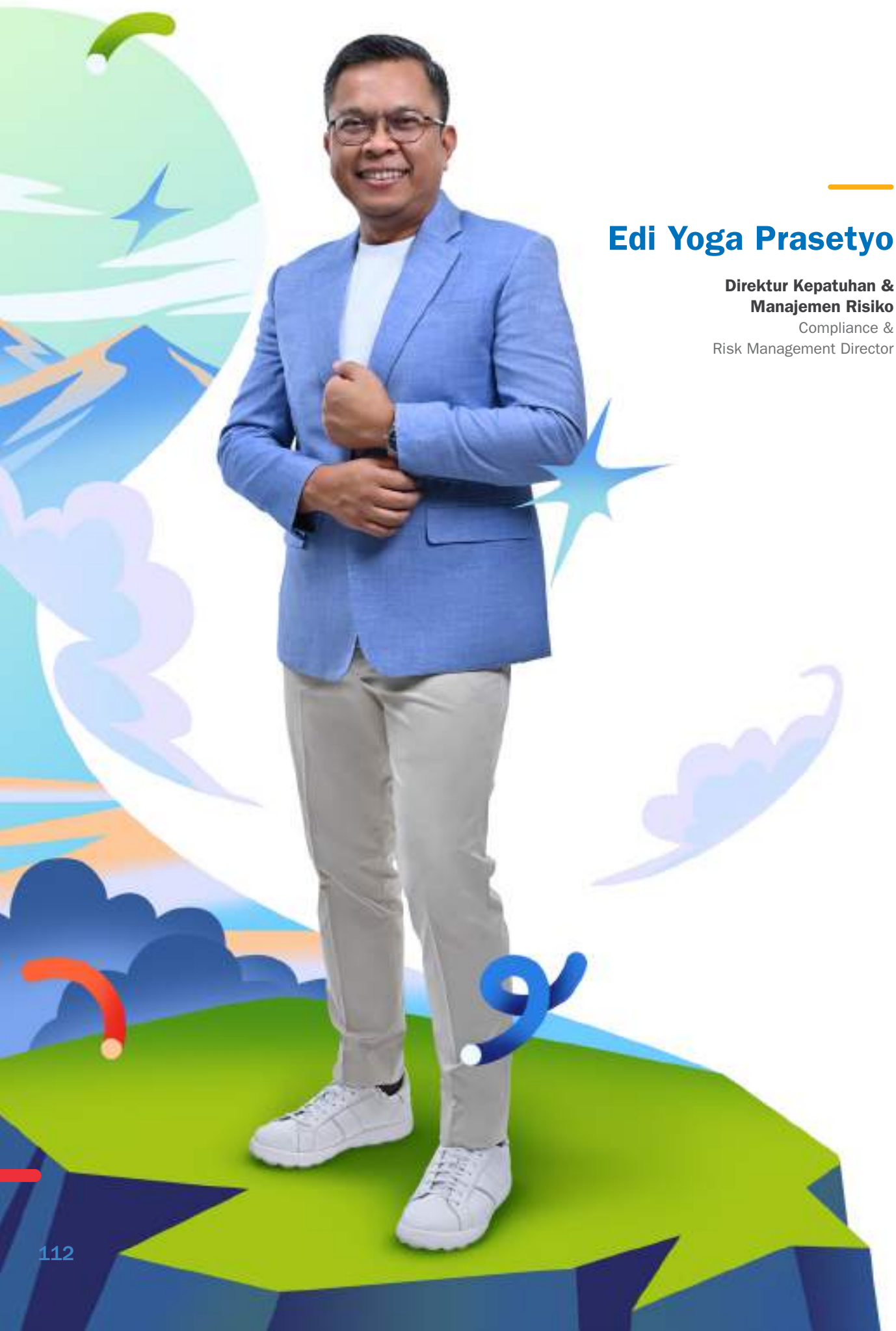
Earned his bachelor's degree in Geological Engineering from the Veteran Yogyakarta Pembangunan University (UPN) in 1991. He also actively participated in educational activities at Prasetiya Mulya Business School Executive Learning Institute (ELI) in the fields of Financial Management, Strategic Management and General Business Management from 2012 to 2013.

Ery Widiatmoko has the following certifications:

No.	Jenis Keterampilan Skill Type	Tingkat Penguasaan Mastery Level	Keterangan Remarks
1.	Professional Development Program "Financial Statement Fraud Risk Analysis & Prevention (FSFR)" - Data Analytics Course	Qualified	IRMAPA, Juli 2022 IRMAPA, July 2022
2.	Implementing ESG: How Being Sustainable Benefits Companies	Qualified	CRMS, Juli 2022 CRMS, July 2022
3.	Pelatihan & Sertifikasi RCC QCRO RCC QCRO Training & Certification	Qualified	Widya Dharma Arta, Oktober 2022 Widya Dharma Arta, October 2022

Sebelum bergabung dengan Tugu Insurance sebagai *Chief Network & Retail Business* pada 25 April 2018, beliau meniti karir di PT Asuransi Astra Buana sejak tahun 1992 dengan jabatan terakhir sebagai *Executive Vice President* (*Retail Business*) (2014-2018). Selama berkarir, beliau mendapatkan berbagai penghargaan, salah satunya adalah Astra International Awards, "*Oustanding effort as Creative Innovator*" pada tahun 2015.

Prior to joining Tugu Insurance as Chief Network & Retail Business on 25 April 2018, he worked at PT Asuransi Astra Buana since 1992 with his last position as Executive Vice President (Retail Business) (2014-2018). During his career, he received various awards, one of which was the Astra International Awards, "Oustanding effort as Creative Innovator" in 2015.



Edi Yoga Prasetyo

Direktur Kepatuhan &
Manajemen Risiko
Compliance &
Risk Management Director

Periode Masa Jabatan: 28 April 2023 s.d. Penutupan RUPST 2026.
Term of Office Period: 28 April 2023 until the Closing of 2026 AGMS.

Warga negara Indonesia, kelahiran Wonosobo (usia 52 tahun), berdomisili di Tangerang, Banten, Indonesia.

Menjabat sebagai Direktur untuk periode masa jabatan pertama sesuai keputusan RUPST tanggal 28 April 2023 yang dituangkan dalam Akta No. 124 tanggal 28 April 2023 dari Notaris Jose Dima Satria SH., M.Kn., Notaris di Jakarta. Beliau telah lulus penilian Kemampuan dan Kepatutan OJK berdasarkan Keputusan OJK No. KEP-5/D.05/2024 tanggal 18 Januari 2024.

Beliau memperoleh gelar sarjana Sosial Ekonomi Pertanian dari Institut Pertanian Bogor pada tahun 1995.

Edi Yoga Prasetyo memiliki sertifikasi sebagai berikut:

Indonesian citizen, born in Wonosobo (52 years old), domiciled in Tangerang, Banten, Indonesia.

Served as Director for the first term of office based on the resolution of the AGMS Decision dated 28 April 2023 as outlined in Deed No. 124 date 28 April 2023 from Notary Jose Dima Satria SH., M.Kn., Notary in Jakarta. He has passed the OJK Fit and Proper Test based on OJK Decree No. KEP-5/D.05/2024 dated 18 January 2024.

He obtained a bachelor's degree in Agricultural Socioeconomics from the Bogor Agricultural Institute in 1995.

Edi Yoga Prasetyo has the following certifications:

No.	Jenis Keterampilan Skill Type	Tingkat Penguasaan Mastery Level	Keterangan Remarks
1.	Trainer untuk Produk Unit Linked Trainer for Unit Linked Products	Sertifikat Kelulusan Completion Certificate	Singapore College of Insurance (2002)
2.	Manajemen Risiko Risk Management	QRCO	LSP MKS (2021-2024)
3.	Manajemen Risiko Risk Management	QRGP	LSP MKS (2023-2026)

Beliau memulai kariernya di PT Asuransi AIG Lippo yang sebelumnya bernama PT Asuransi Lippo Life sejak tahun 1995 hingga 2003 dengan jabatan terakhir sebagai *Head of Product Development Department*. Beliau selanjutnya meniti karier di PT Asuransi CIGNA sebagai *In Branch Sales Manager* (2003-2004), Citibank NA sebagai Manager Retail Banking – Global Consumer Group (2004-2006), PT Bank Lippo Tbk dengan jabatan terakhir sebagai *Total Quallity Management (TQM) Program Officer* (2006-2008), PT Bank BTPN Tbk sebagai *Head of Sales Management & Support Department* (2008-2011), dan PT Asuransi Allianz Life Indonesia dengan jabatan terakhir sebagai *Deputy Managing Director of Sharia* (2011-2022). Kemudian, beliau juga pernah menjabat sebagai Direktur di PT LSP Perasuransian Syariah (2022-2023) dan Komisaris di PT Synergy Risk Management Consultants (2023-sekarang).

He started his career at PT Asuransi AIG Lippo, previously known as PT Asuransi Lippo Life, from 1995 to 2003 with his last position as Head of Product Development Department. He then pursued a career at PT Asuransi CIGNA as In Branch Sales Manager (2003-2004), Citibank NA as Manager Retail Banking – Global Consumer Group (2004-2006), PT Bank Lippo Tbk with his last position as Total Quality Management (TQM) Program Officer (2006-2008), PT Bank BTPN Tbk as Head of Sales Management & Support Department (2008-2011), and PT Asuransi Allianz Life Indonesia with his last position as Deputy Managing Director of Sharia (2011-2022). Then, he also served as Director at PT LSP Per Asuransian Syariah (2022-2023) and Commissioner at PT Synergy Risk Management Consultants (2023-present).



Sudarlin

Direktur Teknik
Technical Director

Periode Masa Jabatan: 28 April 2023 s.d. Penutupan RUPST 2026.
Term of Office Period: 28 April 2023 until the Closing of 2026 AGMS.

Warga negara Indonesia, kelahiran Lampung (usia 46 tahun), berdomisili di Jakarta Timur, Indonesia.

Indonesian citizen, born in Lampung (46 years old), domiciled in East Jakarta, Indonesia.

Menjabat sebagai Direktur untuk periode masa jabatan pertama sesuai keputusan RUPST tanggal 28 April 2023 yang dituangkan dalam Akta No. 55 tanggal 9 November 2023 dari Notaris Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta. Beliau telah lulus penilaian Kemampuan dan Kepatutan OJK berdasarkan Keputusan OJK No. KEP-40/KDK.05/2023, ditetapkan tanggal 30 Oktober 2023.

Served as Director for the first term of office based on the resolution of the AGMS Decision dated 28 April 2023 as outlined in Deed No. 55 dated 9 November 2023 from Notary Jose Dima Satria, S.H., M.Kn., Notary in Jakarta. He has passed the OJK Fit and Proper Test based on OJK Decree No. KEP-40/KDK.05/2023, dated 30 October 2023.

Beliau memperoleh gelar Sarjana Ekonomi dari Universitas Lampung pada tahun 2000 dan Magister Manajemen dari Universitas Gadjah Mada pada tahun 2003.

He obtained a Bachelor's degree in Economics from Lampung University in 2000 and a Master's Degree in Management from Gadjah Mada University in 2003.

Sudarlin memiliki sertifikasi sebagai berikut:

Sudarlin has the following certifications:

No.	Jenis Keterampilan Skill Type	Tingkat Penguasaan Mastery Level	Keterangan Remarks
1.	Ahli Asuransi Kerugian Indonesia (AAIK/Profesi) Indonesian General Insurance Expert (AAAIK/Profession)	Advance	LSP AAMAI, Februari 2011 LSP AAMAI, February 2011
2.	Manajemen Risiko Perasuransian (AMRP/Profesi) Insurance Risk Management (AMRP/Profession)	Advance/Level 5	LSP AAMIA, September 2022
3.	Manajemen Risiko (QCRO/Profesi) Risk Management (QCRO/Profession)	Intermediate/Level 4	LSP MKS, September 2021
4.	Professional in Organization Development (CPOD/Profession HR & Organization Transformation)	-	AIODP, Juni 2023 AIODP, June 2023

Beliau memulai kariernya di BBS Unilanet sebagai *Network & System Engineer* pada tahun 1997 hingga 2000. Beliau selanjutnya meniti karier di PT Samsung Electronic Indonesia sebagai *Marketing Staff* (2000-2001) dan Pro-Pack Material Pte. Ltd. sebagai *Sales Engineer/Brand Dept. Head* (2004-2006). Beliau kemudian bergabung dengan PT Asuransi Tugu Pratama Indonesia Tbk dan menjabat beberapa posisi, antara lain sebagai *Underwriter* (2007-2012), *Facultative Department Head* (2014-2021), Tenaga Ahli Perusahaan (2015-2023), dan Reinsurance Group Head (2021-2023).

He started his career at BBS Unilanet as a Network & System Engineer from 1997 to 2000. He then pursued a career at PT Samsung Electronic Indonesia as Marketing Staff (2000-2001) and Pro-Pack Material Pte. Ltd. as Sales Engineer/Brand Dept. Head (2004-2006). He then joined PT Asuransi Tugu Pratama Indonesia Tbk and held several positions, including as Underwriter (2007-2012), Facultative Department Head (2014-2021), Company Expert (2015-2023), and Reinsurance Group Head (2021-2023).



Informasi Mengenai Rangkap Jabatan Anggota Direksi

Information Regarding Concurrent Positions of Members of the Board of Directors

Nama Name	Jabatan di Tugu Insurance Position in Tugu Insurance	Rangkap Jabatan Concurrent Position	
		Di Dalam TUGU Group In TUGU Group	Di Luar TUGU Group Outside TUGU Group
Tatang Nurhidayat	Presiden Direktur. President Director.	-	Komisaris PT Reasuransi Maipark Indonesia (6 November 2022-sekarang). Commissioner of PT Reasuransi Maipark Indonesia (6 November 2022-present).
Emil Hakim	Direktur Keuangan & Layanan Korporat. Corporate Finance & Services Director.	Komisaris PT Pratama Mitra Sejati (1 Oktober 2021-sekarang). Commissioner of PT Pratama Mitra Sejati (1 October 2021-present).	-
Ery Widiatmoko	Direktur Pemasaran Asuransi. Director of Insurance Marketing.	-	-
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko. Director of Compliance & Risk Management.	-	Komisaris PT Synergy Risk Management Consultants (6 Juni 2023-sekarang). Commissioner of PT Synergy Risk Management Consultants (6 June 2023-present).
Sudarlin	Direktur Teknik. Technical Director.	-	-



Informasi Mengenai Hubungan Afiliasi Anggota Direksi

Information Regarding Affiliation Relationships of the Board of Directors Members

Nama Name	Hubungan Keluarga Familial Relationship				Hubungan Keuangan Financial Relationship			
	Direktur Director	**Komisaris** Commissioner	**Dewan Pengawas Syariah** Sharia Supervisory Board	**Pemegang Saham Utama/ Pengendali** Majority/ Controlling Shareholders	**Direktur** Director	**Komisaris** Commissioner	**Dewan Pengawas Syariah** Sharia Supervisory Board	**Pemegang Saham Utama/ Pengendali** Majority/ Controlling Shareholders
Tatang Nurhidayat	✗	✗	✗	✗	✗	✗	✗	✗
Emil Hakim	✗	✗	✗	✗	✗	✗	✗	✓
Ery Widiatmoko	✗	✗	✗	✗	✗	✗	✗	✗
Edi Yoga Prasetyo	✗	✗	✗	✗	✗	✗	✗	✗
Sudarlin	✗	✗	✗	✗	✗	✗	✗	✗

Sumber Daya Manusia
Human Resource

Tugu Insurance berkomitmen untuk mengelola sumber daya manusianya mulai dari proses rekrutmen hingga pengelolaan dengan memastikan kesetaraan kesempatan yang sama tanpa membedakan jenis kelamin, golongan, suku, dan ras. Kesetaraan juga berlaku dalam penilaian atau *review* terhadap pekerja sehingga setiap pekerja memiliki kesempatan yang sama untuk mendapatkan promosi, baik laki-laki maupun perempuan.

In managing human resources, including recruitment, Tugu Insurance always ensures equal opportunities regardless of gender, class, ethnicity and race. Equality also applies in the assessment or review of employees so that every employees has the same opportunity to get a promotion, both male and female.

Jumlah dan Komposisi Pekerja
Employee Headcount

Sampai dengan 31 Desember 2023, jumlah pekerja Tugu Insurance adalah sebanyak 459 pekerja, mengalami peningkatan sebesar 6,5% dibandingkan dengan tahun 2022 yang sebanyak 431 pekerja. Tugu Insurance tidak membedakan jenis kelamin, ras, agama, suku dan golongan dalam seluruh tingkatan dan jajaran karyawan serta manajemen baik dalam penerimaan karyawan maupun sistem remunerasi dan jabatan. Perseroan memberikan kesempatan terbuka baik bagi pekerja laki-laki maupun perempuan. Namum sifat pekerjaan, letak geografis dan karakter usaha Tugu Insurance menyebabkan karyawan pria lebih dominan.

As of 31 December 2023, the number of Tugu Insurance employees was 459 workers, an increase of 6.5% compared to 2022 which was 431 workers. The Company does not differentiate gender, race, religion, ethnicity, and class, in all levels and ranks of employees and management, both in recruitment and remuneration and position systems. The Company provides opportunities for both male and female workers. However, the nature of work, geographical location, and business character of Tugu Insurance causes male employees to be more dominant.

Jumlah dan komposisi pekerja Tugu Insurance berdasarkan jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan dapat dilihat sebagai berikut.

The number and composition of Tugu Insurance workers based on gender, position, age, education level and employment status can be seen as follows.

Jumlah dan Komposisi Pekerja Berdasarkan Jenis Kelamin
Number and Composition of Employees Based on Gender

Jenis Kelamin Gender	2023		2022	
	Jumlah Total Total Number	%	Jumlah Total Total Number	%
Laki-laki Male	287	62,5%	283	65,7%
Perempuan Female	172	37,5%	148	34,3%
Jumlah Total	**459**	**100%**	**431**	**100%**

Jumlah dan Komposisi Pekerja bedasarkan Jabatan
Number and Composition of Employees Based on Position

Jabatan Position	2023				2022			
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%
Deputy Director	1	1	2	0,4%	1	0	1	0,2%
Group Head & VP	15	5	20	4,4%	16	7	23	5,3%
Pekerja Perbantuan di Anak Perusahaan Seconded Workers in Subsidiaries	7	1	8	1,7%	6	1	7	1,6%
Department Head	44	12	56	12,2%	46	9	55	12,8%
Manajer Manager	26	8	34	7,4%	22	9	31	7,2%
Officer	124	64	188	41,0%	118	53	171	39,7%
Staf Staff	67	81	148	32,2%	70	69	139	32,3%
Pelaksana Implementer	3	0	3	0,7%	4	0	4	0,9%
Jumlah Total	**287**	**172**	**459**	**100%**	**283**	**148**	**431**	**100%**

Jumlah dan Komposisi Pekerja berdasarkan Usia
Number and Composition of Employees Based on Age

Usia Age	2023				2022			
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%
21-30	36	58	94	20,5%	32	50	82	19,0%
31-40	119	74	193	42,1%	127	61	188	43,6%
41-50	80	34	114	24,8%	68	30	98	22,7%
≥ 51	52	6	58	12,6%	56	7	63	14,6%
Jumlah Total	**287**	**172**	**459**	**100%**	**283**	**148**	**431**	**100%**

Jumlah dan Komposisi Pekerja berdasarkan Tingkat Pendidikan
Number and Composition of Employees Based on Education Level

Tingkat Pendidikan Education Level	2023				2022			
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%
S3 Doctoral Degree	1	0	1	0,2%	1	0	1	0,2%
S2 Master Degree	54	14	68	14,8%	47	14	61	14,2%
S1 Bachelor Degree	221	153	374	81,5%	221	129	350	81,2%
Diploma	7	5	12	2,6%	9	5	14	3,2%
SMU Sederajat Senior High School	2	0	2	0,4%	2	0	2	0,5%
SMP Sederajat Junior High School	1	0	1	0,2%	1	0	1	0,2%
SD Sederajat Elementary School	1	0	1	0,2%	2	0	2	0,5%
Jumlah Total	**287**	**172**	**459**	**100%**	**283**	**148**	**431**	**100%**

Jumlah dan Komposisi Pekerja berdasarkan Status Kepegawaian

Number and Composition of Employees Based on Employment Status

Berdasarkan status kepegawaian, SDM di Tugu Insurance dapat dikelompokkan sebagai berikut:

Based on employment status, the human resources at Tugu Insurance can be grouped as follows:

Status Kepegawaian Employment Status	2023				2022			
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%
Pekerja Waktu Tidak Tertentu (Pekerja Tetap) Permanent Employees	230	123	353	76,9%	233	122	355	82,4%
Pekerja Waktu Tertentu (Pekerja Kontrak) Contract Employees	50	46	96	20,9%	44	23	67	15,5%
Pekerja Perbantuan (PT Pertamina (Persero)) Seconded Employees (PT Pertamina (Persero))	0	2	2	0,4%	0	2	2	0,5%
Pekerja yang Diperbantukan di Entitas Anak Seconded Employees in Subsidiaries	7	1	8	1,8%	6	1	7	1,6%
Jumlah Total	**287**	**172**	**459**	**100%**	**283**	**148**	**431**	**100,0%**

Pengembangan Kompetensi SDM

HR Development

Tugu Insurance memberikan kesempatan yang sama kepada seluruh Pekerja untuk mengikuti program pengembangan kompetensi yang dijalankan sesuai dengan kebutuhan Perseroan. Selain untuk menunjang kinerja Perseroan, program pengembangan kompetensi ini dilakukan untuk meningkatkan kapasitas dan pengembangan karir karyawan.

Pengembangan SDM dikelola oleh *Learning & Development Department* yang merupakan bagian dari *Human Capital & Services Group*, dan terdiri dari kegiatan-kegiatan berikut:

1. *Training*:
   - *In-house Training;*
   - *Public training.*
2. Sertifikasi Profesi;
3. Pembinaan Rohani dan Krida;
4. *Townhall Meeting;*
5. Audiensi karyawan dengan Direksi.

Tugu Insurance provides equal opportunities to all Employees to participate in competency development programs that are carried out in accordance with the needs of the Company. In addition to supporting the Company's performance, this competency development program is carried out to increase employee capacity and career development.

HR development is managed by the Learning & Development Department which is part of the Human Capital & Services Group, and consists of the following activities:

1. Training:
   - In-house Training;
   - Public training.
2. Professional Certification;
3. Spiritual and Krida Coaching;
4. Townhall Meeting;
5. Employee audience with the Board of Directors.

1. **Training**
   a. *In-house Training*

No.	Judul Training Training Title	Jumlah Peserta Total Participant
1	Business English Conversation Course - Advance Level	13
2	Business English Conversation Course - Upper Intermediate Level	15
3	Business English Conversation Course - Intermediate Level	17
4	Business English Conversation Course - Beginning Level	15
5	tiLearn 039: Treaty Expose 2023	156
6	Objective Key Result Workshop	16
7	People Management Development Program Batch 3	30
8	M-Files for Super User	5
9	tiLearn 040: COB Marine Hull & Marine Cargo	103
10	tiShare 003: CoB Motor Vehicle for Underwriters of Branch Office	36
11	People Management Development Program Batch 4	24
12	Risk Management Forum Pertamina Group 2023	412
13	tiLearn041: Basic Safety Training 2023	338
14	tiShare004: CoB Surety Bond & KBG	114
15	tiLearn 042: Implementasi SMAP dalam Menunjang Kegiatan Operasional Perusahaan tiLearn 042: Implementation of SMAP in Supporting Company Operational Activities	407
16	tiShare 006: CoB Sosialisasi Guideline Motor Vehicle tiShare 006: CoB Disseminates Motor Vehicle Guideline	139
17	Konsinyering & *Agent of Change* Consigning & Agent of Change	16
18	tiLearn 043: Suretyship	189
19	tiShare 005: Combined Liability, Money Insurance dan PA	113
20	tiShare 007: Selling & Negotiation Skill	76
21	tiShare 009: Sosialisasi Pengelolaan *Talent* dan Rencana Suksesi tiShare 009: Dissemination of Talent Management and Succession Planning	113
22	tiLearn 044: Metode Aktuari dalam *Pricing* tiLearn 044: Actuarial Methods in Pricing	56
23	tiLearn 045: Basic Selling Skill	88
24	tiLearn 046: Perlindungan Data Pribadi di Industri Jasa Keuangan Setelah Disahkannya UU PDP tiLearn 046: Protection of Personal Data in the Financial Services Industry After the Passing of the PDP Law	355
25	tiLearn 047: Right Service Experience for The Right Customers	109
26	tilearn 048: Service Into Next Level for Management	21
27	tilearn 049: Marine Reinsurance Wordings and Update on Russian-Ukraine Wordings and Sanctions	21
28	tiLearn 050: Basic reinsurance	19
29	tiLearn 052: Keynote Speech Perlindungan Data Pribadi	74
30	tilearn 053: UU PDP tilearn 053: PDP Law	23
31	tilearn 054: APU, PPT, PPPSPM di Sektor Lembaga Jasa Keuangan tilearn 054: APU, PPT, PPPSPM in the Financial Services Institution Sector	385
32	tilearn 055: Policy Automation	103
33	Basic Insurance	25
34	Coaching for Empowering Your Team	101
35	People Management Development Program Batch 5	24
36	Basic Service Excellent - Front Liner Batch 1	23
37	Basic Service Excellent - Front Liner Batch 2	25

No.	Judul Training Training Title	Jumlah Peserta Total Participant
38	Basic Service Excellent - Front Liner Batch 3	26
39	Assertive Communication	28
40	Intergenerational Conflict Resolution	12
41	Smart Selling Skills	24

b. *Public Training* (Dalam Negeri)
Public Training (Domestics)

No.	Judul Training Training Title	Jumlah Peserta Total Participant
1	TOEFL Preparation Lvl 1	2
2	TOEFL Preparation Lvl 2	3
3	Placement Test TOEFL Preparation	1
4	Understanding Marine Hull Insurance	2
5	Rekonsiliasi Fiskal & Penyusunan SPT Tahunan PPh Badan Fiscal Reconciliation & Preparation of Annual Corporate Income Tax Returns	2
6	Preparation for Certified Associate in Project Management	1
7	HUET and Sea Survival	7
8	Customer Relationship Management in Digital Era (E-CRM)	2
9	Tata Kelola Environmental, *Social*, *Governance*, *Risk* & *Compliance* (ESGRC) untuk Memperkuat Perusahaan Environmental, Social, Governance, Risk & Compliance (ESGRC) Management to Strengthen the Company	1
10	Simulation Based Workshop of Key Risk Indicators	3
11	CIFO: Hybrid Working as a Trend of Work in the Post-Pandemic World	4
12	*Training of Trainers* dan Pembekalan *Anti Fraud Agent* Internal Audit Pertamina Training of Trainers and Provision of Pertamina Internal Audit Anti Fraud Agents	2
13	Tantangan dan Peluang Profesi Manajemen Risiko dalam Pencapaian Tujuan Keuangan Berkelanjutan Challenges and Opportunities for the Risk Management Profession in Achieving Sustainable Financial Goals	2
14	Millennials & Gen Z Training: Tips & Strategies	3
15	9th International Insurance Seminar 2023	3
16	Case Study Telecommunication Broadcasting & Data Center	2
17	Effective Coaching Skill for Leader	2
18	Global Turmoil: The Unpredictable Landscape	4
19	Meringankan Beban PPh 21 & SPT Anda di Tahun 2023 dengan Teknologi Ease your PPh 21 & SPT burden in 2023 with technology	3
20	Sales Strategies to Create High Performing Sales Force	2
21	Risk Management Strategy in The Hardening Insurance Market	2
22	PSAK 117 Kontrak Asuransi PSAK 117 Insurance Contracts	2
23	*Webinar* Level 7 "Manajemen Risiko Perusahaan Pialang Asuransi" Webinar Level 7 "Risk Management of Insurance Brokerage Companies"	1
24	UU P2SK sebagai Penguatan Sektor Keuangan bagi Konsumen dan Industri Keuangan P2SK Law as Strengthening the Financial Sector for Consumers and the Financial Industry	1
25	Project Risk Management untuk LJKNB	1
26	People-Policy-Technology to Build Employee Experience	1
27	TOEIC Official Learning & Preparation Course	1
28	Cara Mudah Menentukan *Key Risk Indicators* dalam Rencana Strategic Organisasi Easy Ways to Determine Key Risk Indicators in an Organization's Strategic Plan	1

No.	Judul Training Training Title	Jumlah Peserta Total Participant
29	Marine Liability Insurance	1
30	Peran Akuntansi Forensik dalam Audit Investigasi/Audit Forensik The Role of Forensic Accounting in Investigative Audits/Forensic Audits	1
31	Fungsi Pengawasan Entitas dalam Lingkup Tata Kelola Risiko & Peran Internal Audit dalam Manajemen Risiko Entity Supervision Function within the Scope of Risk Governance & the Role of Internal Audit in Risk Management	1
32	Pengelolaan *Liquidity Risk* untuk Kondisi *Business as Usual*, *Stress Testing* Maupun Pemenuhan Ketentuan Regulator (Basel III - LCR, NSFR dan ILAAP) Liquidity Risk Management for Business as Usual Conditions, Stress Testing and Fulfillment of Regulatory Requirements (Basel III - LCR, NSFR and ILAAP)	1
33	Peranan Asuransi Kredit Dalam Fasilitas *Non-Cash Loan* Perbankan The Role of Credit Insurance in Non-Cash Loan Banking Facilities	2
34	Sudah Siapkah Perusahaan Asuransi Implementasikan IFRS 17 pada 1 Januari 2025? Are Insurance Companies Ready to Implement IFRS 17 on 1 January 2025?	2
35	Equity & bond Market Outlook Trimegah A	1
36	Bagi LJKNB dan Industri Asuransi pada Umumnya For LJKNB and the Insurance Industry in General	1
37	Workload Analysis	3
38	Drafting Legal Documents and Contracts in English	1
39	Certificate in General Insurance	3
40	Revolutioning HR	2
41	Practical Course - Pembuatan Faktur PPN Practical Course - Creating VAT Invoice	2
42	Actuaries in Challenging Economics	2
43	Strategi Adaptasi di Tengah Disrupsi *Blockchain* Industri Keuangan Adaptation Strategy in the Midst of Blockchain Disruption in the Financial Industry	1
44	Aspek Hukum Merger, Akuisisi dan Konsolidasi Perusahaan Legal Aspects of Mergers, Acquisitions and Company Consolidation	1
45	Anti Fraud Day	1
46	Industrial Relation Workshop	2
47	Understanding Marine Cargo Insurance	2
48	ICSA Workshop CG Officer Corporate Communication Batch 3	2
49	Effective Investor Relations in Practice Level I	2
50	Data Protection & Privacy Essentials	1
51	Peningkatan Pemahaman Anti Pencucian Uang di Sektor Korporasi Increasing Understanding of Anti-Money Laundering in the Corporate Sector	2
52	Data Analytics using Microsoft Power BI	2
53	Apakah Penerapan Manajemen Risiko Kami Sudah Efektif? Is Our Risk Management Implementation Effective?	3
54	Brand Loyalty Strategy During Uncertain Times	2
55	Strategi Keuangan Hijau Indonesia Indonesia's Green Finance Strategy	1
56	Implementasi dan Kendala PP-44, PP-49, PP-50 dan PP-55 dan PMK Turunannya serta Dampaknya Terhadap Kinerja Keuangan Perusahaan Implementation and Obstacles of PP-44, PP-49, PP-50 and PP-55 and their derivative PMK and their Impact on the Company's Financial Performance	4
57	Maksimalkan Potensi LMS dengan *Learning Journey* yang Menarik Maximize LMS Potential with an Interesting Learning Journey	3
58	The 1st Indonesia Insurance Summit	3
59	Python for Data Science	1
60	Reinforcing Research in Actuarial Science to Increase Trust and Confidence in the Financial Institution	1

No.	Judul Training Training Title	Jumlah Peserta Total Participant
61	Undangan Sosialisasi Tata Cara Klaim Manfaat Program dan Penggunaan Jamsostek Mobile Invitation to Disseminate Procedures for Claiming Program Benefits and Using Jamsostek Mobile	1
62	Digital Risk Management	1
63	CEO Fellowship	1
64	Investigation Fraud	1
65	Manajemen Risiko Asuransi/Reasuransi Syariah Bagi DPS Perusahaan Anggota AASI Sharia Insurance/Reinsurance Risk Management for DPS of AASI Member Companies	2
66	AI Driven Decision Making for Business Leader	1
67	Training ESTIM Administrator Foundation	1
68	Keuangan Berkelanjutan Batch 2 Sustainable Finance Batch 2	1
69	Artificial Intelligence Innovation Summit	2
70	Rancangan Standar Kompetensi Kerja Nasional Indonesia Draft Indonesian National Work Competency Standards	2
71	Indonesia Rendezvous	6
72	Pialang Asuransi “Semua Akan Digital pada Waktunya" Insurance Brokers “Everything Will Be Digital in Time"	1
73	Specific Cargo Underwriting for Dry and Bulk Cargoes	5
74	CEAR - Coverage, Exclusion, Endorsement & Claim	3
75	Strategic Management & Leadership	1
76	IIA Indonesia National Conference	1
77	Pengantar Prinsip Asuransi Introduction to Insurance Principles	1
78	GCG Berbasis Referensi Praktik Terbaik Nasional & Global Terkini GCG Based on Latest National & Global Best Practice References	1
79	Masa Depan Asuransi Syariah Pasca POJK No. 11 2023 The Future of Sharia Insurance Post POJK No. 11 2023	3
80	Forum Akuntan Manajemen – *Gap Analysis IFRS S1 and S2* Management Accountant Forum – Gap Analysis IFRS S1 and S2	5
81	Investment Development Program: IPO - Initial Public Offering	1
82	Marketeers Hang Out Metamorphosis	2
83	Konsinyering Penyusunan Kamus Kompetensi SDM Sektor Perasuransian Consignment for Preparation of HR Competency Dictionary in the Insurance Sector	2
84	Corporate Finance Training	1
85	Workshop Pra-Ijtima’ Sanawi (*Annual Meeting*) DPS VIII Tahun 2023 Bidang Perasuransian Dana Pensiun dan Penjaminan Syariah Pre-Ijtima' Sanawi Workshop (Annual Meeting) DPS VIII 2023 Sector of Pension Fund Insurance and Sharia Guarantee	2
86	CIA Review	1
87	Fundamental of Engineering Insurances	1
88	Pelatihan Tenaga Pemasar Asuransi Insurance Marketer Training	3
89	Product Management Basic	1
90	High Impact Presentation	1
91	Pemaparan dan Diskusi Penyedia IT Solution PSAK 117 Asosiasi Asuransi Umum Indonesia Presentation and Discussion of IT Solution Providers PSAK 117 Indonesian General Insurance Association	1
92	Designing and Implementing Microsoft DevOps Solutions	1
93	Team Leadership & Team Building 2023 Master Class	1
94	ChatGPT for Better Business Communication	1
95	Tableau Data Analyst Certification Prep 2023	1

No.	Judul Training Training Title	Jumlah Peserta Total Participant
96	Risiko Kendaraan Bermotor Listrik Berbasis Baterai (KBLBB) Dikaitkan dengan Jaminan PSAKBI The risks of battery-based electric motorized vehicles (KBLBB) linked to the PSAKBI guarantee	1
97	The Shifting Role of Secretary in Challenging Business Environment	2
98	Belajar Tuntas Pengukuran PR Terbaru AMEC Complete Study of AMEC's Latest PR Measures	1
99	Transforming Actuarial Performance After PSAK 117 Implementation	2
100	Takaful Rendezvous	2
101	Practical Electric Vehicle Insurance	3
102	Konvensi Nasional Rancangan Standar Kompetensi Kerja Nasional Indonesia (RSKKNI) Bidang Perasuransian National Convention on the Draft Indonesian National Work Competency Standards (RSKKNI) in the Insurance Sector	2
103	Achieve Your Highest Priorities	8
104	Optimizing Business Continuity Strategy to Achieve Sustainable Objectives	10
105	Quick Tips to Up Your Productivity in Excel: Master Functions, Format Your Spreadsheets, & Analyze Data with Ease	1
106	Tableau Data Analyst Certification Prep 2023	1
107	Risiko KBLBB Dikaitkan Dengan Jaminan PSAKBI KBLBB Risk That Is Associated With PSAKBI Guarantee	1
108	Data Analytic Tableau	1
109	Sewindu Kami Mengabdi, untuk Komunikasi Negeri 8 Years serving for State Communications	4
110	Understanding Public Liability Insurance	1
111	Project Management	3
112	Managing Reinsurance Risk	2
113	Pertamina Financing School 2023: Alternative Financing Solutions for Pertamina Group Investment Projects	3
114	Nusantara Re Seminar 2023	2
115	Boost Organization Reputation Through Storytelling	1
116	Protecting Your Organization Reputation During Crisis Through Communication	1
117	The Ultimate Guide for Online Media Monitoring	1
118	Service Excellence & Handling Customer Complaint	1
119	Insurance Business Through Technology Provides Opportunities As We As Threats	1
120	Memahami Kebutuhan Data *Requirement* dalam Menerapkan Implementasi PSAK 117 (IFRS17) dan Perhitungan Saldo Awal yang Diakui di *Retained Earning* Understanding the Need for Data Requirements in Implementing PSAK 117 (IFRS17) and Calculating the Initial Balance Recognized in Retained Earnings	2
121	Cyber (Re) Insurance with the Experts	1
122	Language Learning	1
123	AI in Marketing	1
124	The Complete Financial Analyst Course 2023	1
125	Critical Thinking Strategies for Better Decisions	1
126	Master Strategic Thinking and Problem Solving Skills	1
127	Risk Beyond International Conference on ERM 2023	5
128	Training Operator K3 Umum General HSE Operator Training	1
129	Fund Manager Training	5
130	Mengawal Keberlanjutan dan Pertumbuhan Perseroan Melalui Pengawasan dan Pengendalian Risiko Overseeing the Company's Sustainability and Growth Through Supervision and Risk Control	3
131	Indonesian Actuaries Congress 2023 Shaping Future Actuaries	2
132	Best Practice of Claim Property	1

No.	Judul Training Training Title	Jumlah Peserta Total Participant
133	Administering a SQL Database Infrastructure	1
134	COBIT Foundation Exam Guide	1
135	Risk Beyond International Conference on ERM 2023	1
136	Mastering Data Visualization: Theory and Foundations	2
137	Writing with an AI Companion: ChatGPT for Business	1
138	Smart Tips: Financial Analysis	2
139	Smart Tips: Public Speaking	1
140	Database PostgreSQL: Pemula sampai Mahir Database PostgreSQL: Beginners to Experts	1
141	Data Science & Analytics	1
142	Data Analyst Bootcamp	1
143	COBIT Foundation Exam Guide	1
144	Total Quality Management Implementation	3
145	Optimalisasi *Branding* Asuransi Sosial & Komersial: Menggapai Layanan & Perlindungan Konsumen yang *Excellent* Optimizing Social & Commercial Insurance Branding: Achieving Excellent Consumer Service & Protection	1
146	Sustainable Investment Through Prudent Investment Process	1
147	ESG Synergy for Prosperity: Integrating Social Transformation into Risk Management	1
148	Navigating Country Risk for Sustainable Growth: Opportunities and Challenges	1
149	P3K	1
150	Workshop Onsite Data Science for Everyone	1
151	Customer Satisfaction Management	1
152	General Insurance Actuary Sharing Series “Practical Considerations in IBNR Calculation"	2
153	AAUI Training Series – Study Biaya Secara Aktuarial (Expense Study) AAUI Training Series – Actuarial Expense Study	3
154	*Integrated Governance*, *Risk* & *Compliance* (GRC) untuk Direksi dan Komisaris BUMN Integrated Governance, Risk & Compliance (GRC) for SOEs Directors and Commissioners	1
155	Port & Terminal Operators Liability Insurance	1
156	Financial Modeling & Valuation in Excel - Complete Course	1
157	Accounting & Financial Statement Analysis: Complete Training	1
158	Constructive Feedback: Manager's Step-By-Step Guide	1
159	Stress Management - How to Manage Your Stress Effectively	1
160	Google Analytics Certification - Get Certified & Earn More	1
161	Ubuntu Linux Server Basics	1
162	SQL & Database Design A-Z™: Learn MS SQL Server + PostgreSQL	1
163	Create A Culture of Learning in Your Workplace	1
164	Business Analyst: Software Testing Processes & Techniques	1

2. **Sertifikasi Profesi**
Professional Certification

No.	Judul Training Training Title	Jumlah Peserta Total Participant
1	Certified Professional in Organization Development (CPOD)	6
2	Pelatihan dan Sertifikasi *Certified Forensic Auditor* (CFrA)-Audit Forensik Certified Forensic Auditor (CFrA) Training and Certification-Forensic Audit	3
3	Pelatihan & Sertifikasi BOSIET BOSIET Training & Certification	1
4	Recognition Current Competency (RCC) QCRO	3

No.	Judul Training Training Title	Jumlah Peserta Total Participant
5	Pelatihan dan Sertifikasi *Certified Forensic Auditor* (CFrA)-Fraud Auditing 1 Certified Forensic Auditor (CFrA)-Fraud Auditing Training and Certification 1	2
6	Pelatihan dan Sertifikasi *Certified Forensic Auditor* (CFrA)-Fraud Auditing 2 Certified Forensic Auditor (CFrA)-Fraud Auditing 2 Training and Certification	2
7	Sertifikasi QIA Tingkat Lanjutan Advanced QIA Certification	3
8	Manajemen Risiko - QRGP Risk Management - QRGP	3
9	*Recognition Current Competency* (RCC) Sertifikat CGP CGP Certification of Recognition Current Competency (RCC)	1
10	Manajemen Risiko - QRMP Risk Management - QRMP	5
11	Manajemen Risiko - QCRO Risk Management - QCRO	3
12	CFA lvl 1	1
13	RCC QRGP	3
14	Certified Human Capital Manager	1
15	RCC CRP	1
16	CHCS BNSP	1
17	Certified International Project Manager	1
18	Pengawas K3 Migas bersertifikasi BNSP BNSP certified Oil and Gas OHS supervisor	1
19	*Continuous Professional Education* (CPE) *Certified Risk Management Professional* (Level III)/*Training* Program Pemeliharaan Sertifikat CRMP - BNSP Continuous Professional Education (CPE) Certified Risk Management Professional (Level III)/ CRMP Certification Maintenance Training Program - BNSP (National Professional Certification Board)	1
20	Pelatihan dan Sertifikasi Kepatuhan skema CCP (*Certified Compliance Professional*) CCP (Certified Compliance Professional) Scheme Compliance Training and Certification	1

3. **Pembinaan Rohani dan Krida**
Spiritual and Krida Coaching

No.	Judul Training Training Title	Jumlah Peserta Total Participant
1.	Activation Kreasi Menu Takjil Tuguers Tuguers' Takjil Menu Creation Activation	16
2.	Activation Indahnya Kebersamaan Ramadan The Wonderful Unity in Ramadan Activation	14
3.	Buka Puasa Bersama Anak Yatim Iftar with the Orphans	500
4.	Activation Tuguers Sambut Hari Kemenangan Activation of Tuguers to Welcome the Day of Victory	10
5.	Halal Bihalal Hari Raya Idul Fitri 1444 H Halal Bihalal of Eid al-Fitr 1444 H	450
6.	Tugu Anglers	4
7.	Activation HUT RI ke-78 : Semangat Bersatu dalam Keharmonisan Untuk #BeraniMelangkahMaju!! Activation of 78th Indonesian Anniversary: Spirit of Unity in Harmony to #DareToStepForward!!!	70
8.	Activation Semangat Kemerdekaan RI The Spirit of Independence Activation	7
9.	AAUI Cup 2023	56
10.	Activation Hari Batik Nasional National Batik Day Activation	15
11.	Activation Hari Asuransi Nasional National Insurance Day Activation	2

No.	Judul Training Training Title	Jumlah Peserta Total Participant
12.	Rangkaian Internal Competition 2023 Internal Competition Series 2023	182
13.	Activation Berhadiah Life at Tugu Life at Tugu's Activation with Prize	25
14.	Donor Darah 2023 Blood Donation 2023	316
15.	Tuguers Bersama Melangkah Lebih Sehat Tuguers Walk Together to Get Healthier	450
16.	The Biggest Loser Diet	76
17.	Employee Gathering 2023	480
18.	Photo Challenge HUT Tugu 42	7
19.	Video Challenge HUT Tugu 42	15
20	Year End Lunch with Directors	23

Biaya Pengembangan Kompetensi Tahun 2023
Employee Development Cost in 2023

Realisasi biaya pengembangan pekerja tahun 2023 adalah sebesar Rp12.793.635.383 atau 75% dari keseluruhan anggaran yang direncanakan pada RKAP 2023 sebesar Rp17.097.950.000.

The realization of cost for employee development in 2023 was IDR12,793,635,383 or 75% of the total budget planned in the 2023 RKAP of IDR17,097,950,000.

Rencana Pengembangan Kompetensi Tahun 2024
Competency Development Plan for 2024

Berikut adalah informasi mengenai rencana pelatihan karyawan yang akan dilakukan di tahun 2024:
1. *Individual Development Program for Promoted Employees*;
2. *Leadership Series for Leaders*;
3. *Service Training Series*;
4. *Sales Training Series*;
5. *Digital Training*;
6. *Management Trainee Program*.

The following is information regarding employee training plans that will be carried out in 2024:
1. Individual Development Program for Promoted Employees;
2. Leadership Series for Leaders;
3. Service Training Series;
4. Sales Training Series;
5. Digital Training;
6. Management Trainee Program.

Informasi Mengenai Kepemilikan Saham

Shareholding Information

Susunan kepemilikan saham Tugu Insurance pada awal dan akhir tahun 2023 berdasarkan catatan yang dibuat oleh Biro Administrasi Efek Perseroan, PT Dantindo Entrycom, dapat dilihat sebagai berikut:

The following is information regarding Tugu Insurance's share ownership at the beginning and end of 2023 based on records made by the Company's Share Registrar, PT Datindo Entrycom:

Komposisi Pemegang Saham Tugu dengan Kepemilikan Saham >5%

Composition of Tugu Shareholders with Share Ownership of >5%

Nama Pemegang Saham Name of Shareholder	2 Januari 2023 2 January 2023		31 Desember 2023 31 December 2023	
	Jumlah Saham Total Shares	Kepemilikan Saham Shareholding	Jumlah Saham* Total Shares*	Kepemilikan Saham Shareholding
PT Pertamina (Persero)	1.040.000.000	58,50%	2.080.000.000	58,50%
UOB Kay Hian Pte. Ltd.	282.380.000	15,88%	565.040.000	15,89%
Samsung Fire and Marine Insurance Co. Ltd.	94.117.000	5,29%	188.234.000	5,29%
Pemegang Saham Lainnya (di bawah 5%) Other shareholders (under 5%)	361.290.800	20,32%	722.301.600	20,32%
Jumlah **Total**	**1.777.787.800**	**100%**	**3.555.575.600**	**100%**

*setelah *stock split* dengan rasio 1:2
*after stock split with a ratio of 1:2

Kepemilikan Saham Anggota Dewan Komisaris dan Direksi

Share Ownership of the Board of Commissioners and the Board of Directors

Nama & Jabatan Name & Position	Kepemilikan Saham pada 2 Januari 2023 Share Ownership as of 2 January 2023		Kepemilikan Saham pada 31 Desember 2023 Share Ownership as of 31 December 2023	
	Lembar Saham* Number of Shares*	%	Lembar Saham Number of Shares	%
Dewan Komisaris Board of Commissioners				
Dian Masyita Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	0	0	0	0
Bagus Agung Rahadiansyah Komisaris Commissioner	0	0	0	0
Samuel Ramna Komisaris Commissioner	0	0	0	0
Poerwo Tjahjono Komisaris Independen Independent Commissioner	0	0	0	0
Tajudin Noor Komisaris Independen Independent Commissioner	0	0	0	0

Nama & Jabatan Name & Position	Kepemilikan Saham pada 2 Januari 2023 Share Ownership as of 2 January 2023		Kepemilikan Saham pada 31 Desember 2023 Share Ownership as of 31 December 2023	
	Lembar Saham* Number of Shares*	%	Lembar Saham Number of Shares	%
Direksi Board of Directors				
Tatang Nurhidayat Presiden Direktur President Director	29.000	0,0016%	132.000	0,0037%
Emil Hakim Direktur Keuangan & Layanan Korporat Director of Corporate Finance & Services	51.000	0,0029%	102.000	0,0029%
Ery Widiatmoko Direktur Pemasaran Asuransi Director of Insurance Marketing	0	0	0	0
Edi Yoga Prasetyo Direktur Kepatuhan & Manajemen Risiko Director of Compliance & Risk Management	0	0	0	0
Sudarlin Direktur Teknik Technical Director	2.500	0,0001%	15.000	0,0004%

*sebelum aksi korporasi *stock split* dengan rasio 1:2
*prior to the corporate action of stock split with a ratio of 1:2

Pemegang Saham Masyarakat dengan Kepemilikan Saham <5% (*"Free Float"*)

Kelompok pemegang saham masyarakat *("free float")*, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Perseroan yang mana terdiri dari:

Pemodal Nasional:
1. Perorangan Indonesia;
2. Dana Pensiun;
3. Asuransi;
4. Bank;
5. Perseroan Terbatas;
6. Reksadana.

Pemodal Asing:
1. Perorangan Asing;
2. Badan Usaha Asing.

Public Shareholders with Share Ownership <5% ("Free Float")

The public shareholder consists of shareholders, each owning less than 5% (five percent) of the Company ("free float"), consisting of:

National Investors:
1. Indonesian Individuals;
2. Pension Funds;
3. Insurance;
4. Bank;
5. Limited Company;
6. Mutual Funds.

Foreign Investors:
1. Foreign Individuals;
2. Foreign Institutions.

Nama Pemegang Saham Name of Shareholder	2 Januari 2023 2 January 2023		31 Desember 2023 31 December 2023	
	Jumlah Saham Total Shares	Kepemilikan Saham Shareholding	Jumlah Saham Total Shares	Kepemilikan Saham Shareholding
Pemegang Saham Masyarakat dengan Kepemilikan Saham <5% *("Free Float")* Public Shareholders with Share Ownership <5% ("Free Float")	361.186.200*	20,32%	722.052.600	20,31%

*sebelum aksi korporasi *stock split* dengan rasio 1:2
*prior to the corporate action of stock split with a ratio of 1:2

Kepemilikan Saham Tidak Langsung Anggota Dewan Komisaris dan Direksi

Di tahun 2023, seluruh anggota Direksi maupun Dewan Komisaris Tugu Insurance tidak mempunyai kepemilikan tidak langsung atas saham Tugu Insurance.

Indirect Share Ownership of Members of Board of Commissioners and Directors

In 2023 all members of the Board of Directors and Board of Commissioners of Tugu Insurance have no indirect ownership of Tugu Insurance's shares.

Komposisi Pemegang Saham

Komposisi pemegang saham dan persentase kepemilikan per akhir tahun buku 31 Desember 2023:

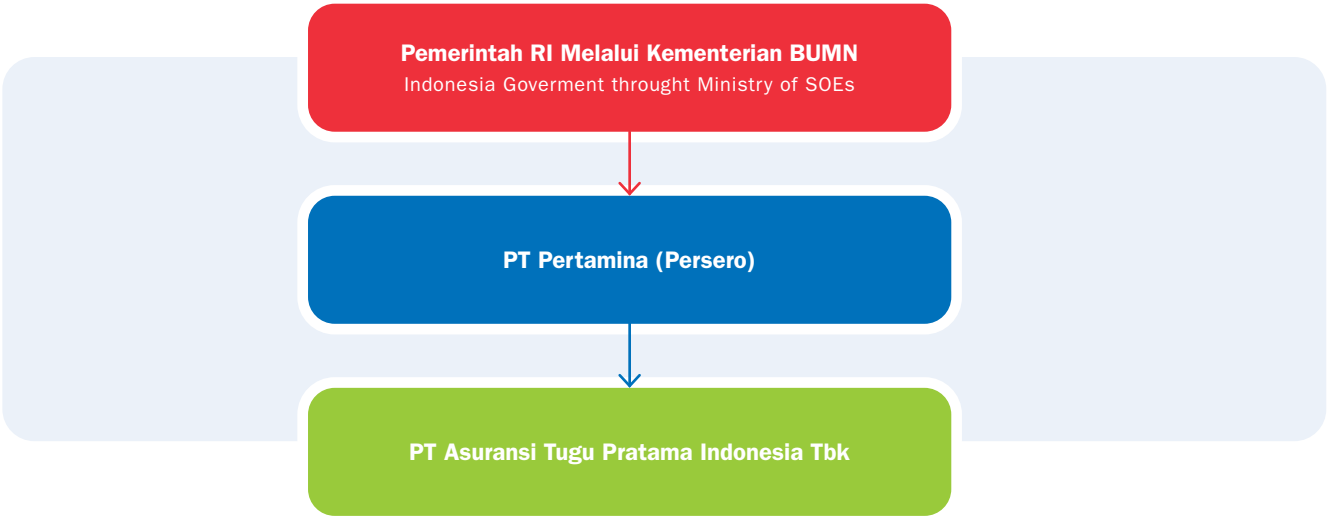
Composition of Shareholders

Composition of shareholders and percentage of ownership as of end of fiscal year ending 31 December 2023:

Kelompok Pemegang Saham Shareholder Group	31 Desember 2023 31 December 2023	
	Jumlah Saham Total Shares	Kepemilikan Saham (%) Shareholding
Institusi Lokal Local Institutions	2.259.107.700	63,54%
Institusi Asing Foreign Institutions	965.186.782	27,15%
Individu Lokal Local Individual	331.018.318	9,31%
Individu Asing Foreign Individual	262.800	0,007%
Total	**3.555.575.600**	**100%**

Informasi Mengenai Pemegang Saham Utama/Pengendali

Information on Principal/Controlling Shareholders



Pemegang Saham Pengendali Tugu Insurance adalah PT Pertamina (Persero) dengan kepemilikan sebesar 58,50%. Sedangkan Pemerintah Republik Indonesia merupakan pemegang saham terakhir Perseroan.

The Controlling Shareholders of Tugu Insurance is PT Pertamina (Persero) with 58.50% ownership. Meanwhile, the Government of the Republic of Indonesia is the ultimate beneficial owner of the Company.

Sekilas tentang PT Pertamina (Persero)

Overview of PT Pertamina (Persero)

PT Pertamina (Persero) adalah perusahaan energi nasional yang sahamnya 100% dimiliki oleh Pemerintah Republik Indonesia melalui Kementerian Badan Usaha Milik Negara (BUMN) selaku pemegang saham. Pertamina bergerak dalam penyelenggaraan usaha energi, yaitu minyak dan gas bumi, energi baru dan terbarukan, serta kegiatan lain yang terkait atau menunjang kegiatan usaha di bidang energi, yaitu minyak dan gas bumi, energi baru dan terbarukan tersebut serta pengembangan optimalisasi sumber daya yang dimiliki Perusahaan.

PT Pertamina (Persero) is a national energy company whose shares are 100% owned by the Government of the Republic of Indonesia, with the Ministry of State-Owned Enterprises (BUMN) as shareholders. Pertamina is engaged in the operation of the energy business, namely oil and gas, new and renewable energy, as well as other activities related to or supporting business activities in the energy sector, namely oil and gas, new and renewable energy, and the development of optimization of the Company's resources.

Alamat:
Jl. Medan Merdeka Timur 1A, Jakarta 10110

Address:
Jl. Medan Merdeka Timur 1A, Jakarta 10110

Pada saat Laporan Tahunan 2023 ini disusun, informasi mengenai Dewan Komisaris dan Direksi PT Pertamina (Persero) adalah sebagai berikut:

At the time this 2023 Annual Report was prepared, the composition of the Board of Commissioners and Directors of PT Pertamina (Persero) was as follows:

Dewan Komisaris:
- Vacant: Komisaris Utama
- Heru Pambudi: Komisaris
- Letjen TNI (Mar) (Purn) Bambang Suswantono, S.H. M.H., M.Tr. (Han): Komisaris
- Alexander Lay: Komisaris Independen
- Ahmad Fikri Assegaf: Komisaris Independen
- Iggi H. Achsien: Komisaris Independen

Direksi:
- Nicke Widyawati: Direktur Utama
- Wiko Migantoro: Wakil Direktur Utama
- Alfian Nasution: Direktur Logistik & Infrastruktur
- Emma Sri Martini: Direktur Keuangan
- M. Erry Sugiharto: Direktur Sumber Daya Manusia
- Erry Widiastono: Direktur Penunjang Bisnis
- Atep Salyadi Dariah Saputra: Direktur Strategi, Portofolio, dan Pengembangan Usaha
- Ahmad Siddik Badruddin: Direktur Manajemen Risiko

Board of Commissioners:
- Vacant: President Commissioner
- Heru Pambudi: Commissioner
- Letjen TNI (Mar) (Purn) Bambang Suswantono, S.H. M.H., M.Tr. (Han): Commissioner
- Alexander Lay: Independent Commissioner
- Ahmad Fikri Assegaf: Independent Commissioner
- Iggi H. Achsien: Independent Commissioner

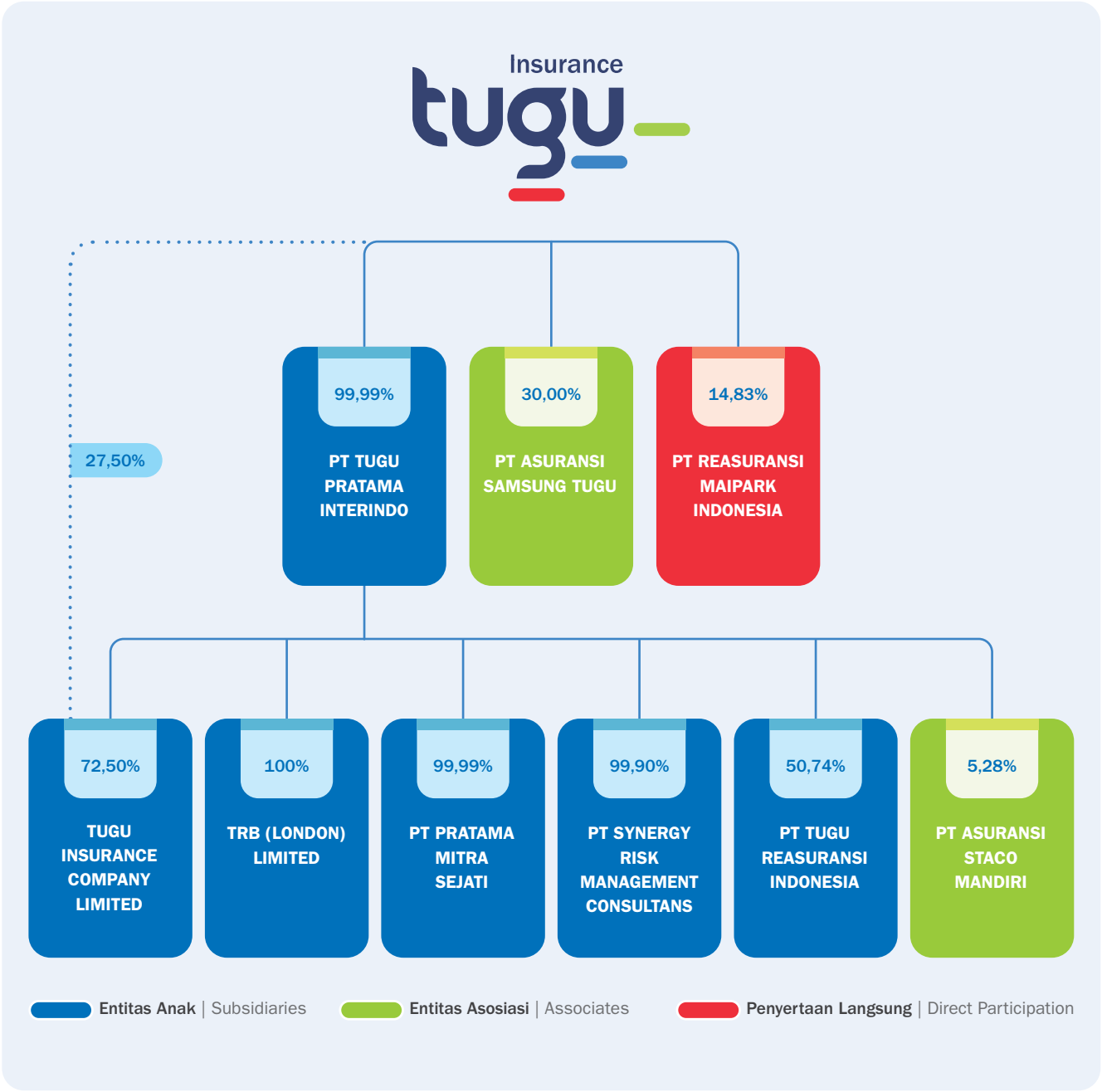
Board of Directors:
- Nicke Widyawati: President Director
- Wiko Migantoro: Deputy President Director
- Alfian Nasution: Director of Logistics & Infrastructure
- Emma Sri Martini: Director of Finance
- M. Erry Sugiharto: Director of Human Capital
- Erry Widiastono: Director of Corporate Services
- Atep Salyadi Dariah Saputra: Director of Strategy, Portfolio and New Ventures
- Ahmad Siddik Badruddin: Director of Risk Management

Struktur Grup Perusahaan

Company Group Structure

Per 31 Desember 2023, struktur grup Tugu Insurance mulai dari entitas induk, entitas anak, hingga entitas asosiasi yang dimiliki dapat dilihat sebagai berikut:

The following chart details the structure of the Tugu Insurance group, including the parent entity, subsidiaries, associates, as of 31 December 2023:



Entitas Anak dan Entitas Asosiasi

Subsidiaries and Associates

Entitas Anak

Subsidiaries

Daftar dan Profil Entitas Anak Kepemilikan Langsung

List and Profile of Direct Subsidiary

Perusahaan Entitas Anak Subsidiary Company	Bidang Usaha Business Field	Domisili Location	Tahun Awal Kegiatan Komersil Starting Year of Commercial Activities	Kepemilikan (%) Ownership (%)		Jumlah Aset Sebelum Eliminasi (dalam Rp) Total Assets Before Elimination (in IDR)		Status Operasi Operational Status
				2023	2022	2023	2022	
PT Tugu Pratama Interindo (Interindo)	Investasi saham Stock Investment	Wisma Tugu II Lantai 8, Jalan HR. Rasuna Said Kav. C 7, Kuningan Jakarta 12920.	1994	99,99	99,99	3.992.978.986	3.914.076.193	Beroperasi Operating

Daftar dan Profil Entitas Anak Kepemilikan Tidak Langsung melalui Interindo

List and Profile of Indirect Subsidiaries through Interindo

Perusahaan Entitas Anak Subsidiary Company	Bidang Usaha Business Field	Domisili Location	Tahun Awal Kegiatan Komersil Starting Year of Commercial Activities	Kepemilikan (%) Ownership (%)		Jumlah Aset Sebelum Eliminasi (dalam Rp) Total Assets Before Elimination (in IDR)		Status Operasi Operational Status
				2023	2022	2023	2022	
PT Pratama Mitra Sejati ("PMS")*	*Real estate,* persewaan, pengembangan dan jasa servis *real estate*, perdagangan Real estate, rental, development and service real estate, trading	Wisma Tugu Raden Saleh, Jl. Raden Saleh No. 44, Jakarta 10330	1990	99,99	99,99	2.475.050.589	2.233.741.431	Beroperasi Operating
PT Synergy Risk Management Consultants ("Synergy")	Manajemen Risiko, *Surveyor* dan Penilai Risk Management, Surveyor and Valuation	Wisma Tugu II, Lantai 4 Jl. HR. Rasuna Said, Kav. C7, Jakarta 12920	1995	99,90	99,90	62.352.335	56.277.980	Beroperasi Operating
TRB (London) Limited ("TRB")*	Broker dan Konsultan Reasuransi Brokerage and Reinsurance Consultant	Chase End, Cobbins Chase, Burnham on Crouch, Essex CM0 8QF, England	1987	100,00	100,00	692.537	750.207	*Run-Off*

Perusahaan Entitas Anak Subsidiary Company	Bidang Usaha Business Field	Domisili Location	Tahun Awal Kegiatan Komersil Starting Year of Commercial Activities	Kepemilikan (%) Ownership (%)		Jumlah Aset Sebelum Eliminasi (dalam Rp) Total Assets Before Elimination (in IDR)		Status Operasi Operational Status
				2023	2022	2023	2022	
Tugu Insurance Company Limited (TIC)**	Asuransi Umum General Insurance	28/F United Asia Finance Centre 333 Lockhart Road, Wanchai, Hong Kong	1965	100,00	100,00	2.546.789.784	2.604.916.346	Beroperasi Operating
PT Tugu Reasuransi Indonesia (TRI)*	Reasuransi Reinsurance	Wisma Tugure Jl. Raden Saleh No. 50, Jakarta 10330.	1987	50,74	50,74	5.901.020.745	5.208.481.687	Beroperasi Operating

*) Pemilikan tidak langsung melalui entitas anak, Interindo
**) Pemilikan tidak langsung melalui entitas anak, Interindo sebesar 72,5% dan pemilikan langsung sebesar 27,5%
*) Indirect ownership through subsidiary, Interindo
**) Indirect ownership through subsidiary, Interindo of 72.5% and direct ownership of 27.5%.

Entitas Asosiasi
Associate Entities

Daftar dan Profil Entitas Asosiasi Langsung
List and Profile of Direct Associates Entities

Perusahaan Entitas Asosiasi Associates Company	Bidang Usaha Business Field	Domisili Location	Tahun Awal Kegiatan Komersil Starting Year of Commercial Activities	Kepemilikan (%) Ownership (%)		Status Operasi Operational Status
				2023	2022	
PT Asuransi Samsung Tugu	Asuransi Umum General Insurance	AIA Central, 27th Floor, Jl. Jend. Sudirman, Kav. 48A, Jakarta 12930, Indonesia	1996	30,00	30,00	Beroperasi Operating

Daftar dan Profil Penyertaan Langsung
List and Profile of Direct Participation

Perusahaan Penyertaan Langsung Direct Participation Company	Bidang Usaha Business Field	Domisili Location	Tahun Awal Kegiatan Komersil Starting Year of Commercial Activities	Kepemilikan (%) Ownership (%)		Status Operasi Operational Status
				2023	2022	
PT Reasuransi Maipark Indonesia	Reasuransi Risiko Khusus Special Risk Reinsurance	Multivision Tower lantai 8, Jl. Kuningan Mulia Blok 9 B, Jakarta 12960.	2003	14,83	14,58	Beroperasi Operating

Daftar dan Profil Entitas Asosiasi melalui Interindo
List and Profile of Associates through Interindo

Perusahaan Entitas Asosiasi Associates	Bidang Usaha Business Field	Domisili Location	Tahun Awal Kegiatan Komersil Starting Year of Commercial Activities	Kepemilikan (%) Ownership (%)		Status Operasi Operational Status
				2023	2022	
PT Asuransi Staco Mandiri	Asuransi Umum General Insurance	Jl. Kebon Kacang Raya No.25 Lantai 3-4, Tanah Abang, Jakarta Pusat 10240	1990	5,28	5,28	Beroperasi Operating



Kronologi Penerbitan dan/atau Pencatatan Saham

Share Issuance and/or Share Listing Chronology

Penawaran Perdana Saham

Initial Public Offering

Pada 17 Mei 2018 Tugu Insurance memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) dengan suratnya No. S50/D.04/2018 untuk melakukan Penawaran Umum Perdana Saham (*Initial Public Offering* atau IPO) kepada masyarakat sebanyak 177.777.800 saham dengan nilai nominal Rp100 per saham dan harga saham perdana Rp3.850 per saham. Saham Perseroan tersebut dicatatkan di Bursa Efek Indonesia (BEI) pada tanggal 28 Mei 2018 dengan kode saham "TUGU". Pada tanggal 31 Desember 2018 seluruh saham Perseroan telah dicatatkan pada Bursa Efek Indonesia (BEI).

On 17 May 2018, Tugu Insurance obtained an effective statement from the Financial Services Authority (OJK) with its letter No. S50/D.04/2018 to conduct an Initial Public Offering (IPO) of 177,777,800 shares with a nominal value of IDR100 per share and an initial share price of IDR3,850 per share. The Company's shares were listed on the Indonesia Stock Exchange on 28 May 2018 with the stock code "TUGU". As of 31 December 2018, all of the Company's shares have been listed on the Indonesia Stock Exchange (IDX).

Kronologis Pencatatan Saham dan Perubahan Jumlah Saham

Chronology of Stock Listing and Changes in Number of Shares

Tahun Year	Aksi Korporasi Corporate Action	Jumlah Saham Total Shares	Nilai Nominal per Lembar Nominal Value per Share	Modal Disetor Paid-in Capital
2018	Penawaran Perdana | Initial Offering			
	• Saham Pendiri Founder's Shares	1.600.000.000	Rp100	Rp160.000.000.000
	• Penawaran Umum Perdana Saham Initial Public Offering Total	177.777.800	Rp100	Rp17.777.780.000
	Total Pencatatan Saham di BEI Listing on IDX	1.777.777.800		Rp177.777.780.000
2022	Hasil Pelaksanaan Opsi MESOP Tahap 3 tanggal 20 September 2022 Implementation Result of MESOP Option Phase 3 dated 20 September 2022	10.000	Rp100	Rp1.000.000
	Total Pencatatan Saham di BEI Total Stock Listing on the IDX	1.777.787.800		Rp177.778.780.000
2023	Melakukan *Stock Split* pada tanggal 24 Mei 2023 dengan rasio 1:2 Conduct Stock Split on 24 May 2023, with a ratio of 1:2	3.555.575.600	Rp50	Rp177.778.780.000

Kronologi Penerbitan dan/atau Pencatatan Efek Lainnya

Chronology of the Issuance and/or the Listing of Other Securities

Hingga 31 Desember 2023, Tugu Insurance tidak menerbitkan Efek lainnya dalam bentuk apapun selain yang telah dipaparkan pada Kronologis Penerbitan dan Pencatatan Saham di atas. Dengan demikian, tidak terdapat informasi tentang nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, tanggal jatuh tempo efek lainnya, nilai penawaran efek lainnya, nama bursa dimana efek lainnya dicatatkan, dan peringkat efek.

As of 31 December 2023, Tugu Insurance has not issued any other securities other than those described in the Stock Issuance and Listing Chronology above. Therefore, there is no information regarding other securities, the year of issuance of other securities, interest rate/return of other securities, the maturity date of other securities, offering value of other securities, name of exchange where other securities are listed, and rating of securities.

Informasi Mengenai Kantor Akuntan Publik dan Akuntan Publik

Information Regarding Public Accountant Firm and Public Accountant

Nama KAP Name of PAF	Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan (Member of the RSM Network)
Alamat Address	Plaza Asia Building, 10th Floor, Jl. Jend. Sudirman Kav. 59, Jakarta 12190
Nama Akuntan Publik Name of Public Accountant	Bimo Iman Santoso
Jasa yang Diberikan Service Provided	Melakukan audit dan menerbitkan laporan audit atas laporan keuangan konsolidasian dari Perseroan dan Entitas Anak untuk tahun buku yang berakhir tanggal 31 Desember 2023 Conduct audits and issue audit reports on the consolidated financial statements of the Company and Subsidiaries for the fiscal year ending 31 December 2023
Periode Penugasan Service Period	Tahun Buku 2023 Fiscal Year 2023
Biaya Jasa (*Fee*) Audit Audit Fee	Rp1.480.000.000 (diluar PPN) IDR1,480,000,000 (excluding VAT)
Biaya Jasa (*Fee*) Non-Audit Non-Audit Fee	Tidak memberikan jasa non-audit. Does not provide non-audit services.

Lembaga dan/atau Profesi Penunjang Pasar Modal Lainnya

Other Capital Market Supporting Institutions and/or Professions

Biro Administrasi Efek (BAE)

Share Registrar

Nama BAE Name of Share Registrar	**PT Datindo Entrycom**
Alamat Address	Jl. Hayam Wuruk No. 28 Jakarta Pusat 10120

Notaris

Notary

Nama Notaris Name of Notary	**Jose Dima Satria SH., M.Kn.,**
Alamat Address	Komplek Taman Gandaria No. 11 A, RT.8/RW.3 Gandaria Selatan, Cilandak Jakarta 12420 Telp/Fax: (62 21) 29125500 Email: jose@josedima99.com/josedima99@gmail.com

Konsultan Hukum

Legal Consultant

Nama Konsultan Hukum Name of Legal Consultant	**Nurjadin Sumono Mulyadi & Partners**
Alamat Address	Gedung Bursa Efek Indonesia, Tower 1, Lantai 26/26th Floor Jl. Jend. Sudirman Kav 52-53 Jakarta 12190, Indonesia Telp: + 62 21 515 1788 Fax: + 62 21 515 0880

Kantor Jasa Penilai Publik (KJPP)

Registered Public Appraiser

Nama KJPP Name of Registered Public Appraiser	**Ruky Safrudin & Rekan**
Alamat Address	Perkantoran Gedung Gajah Blok H, Jl. Dr. Saharjo No. 111, Kelurahan Tebet Barat, Kecamatan Tebet, Jakarta Selatan 12810

04

Analisis dan Pembahasan Manajemen

Management Discussion and Analysis





Tinjauan Makroekonomi

Macroeconomic Review

Rapat Dewan Komisioner Bulanan Otoritas Jasa Keuangan (OJK) pada 3 Januari 2024 menilai stabilitas sektor jasa keuangan nasional terjaga, didukung oleh permodalan yang kuat dan likuiditas yang memadai serta profil risiko yang terjaga sehingga mampu menghadapi potensi perlambatan pertumbuhan ekonomi global.

Indikator perekonomian menunjukkan moderasi pertumbuhan ekonomi di beberapa negara, khususnya di negara Uni Eropa dan Tiongkok. Perlambatan pertumbuhan ekonomi mendorong inflasi turun mendekati target inflasi sehingga memberikan ruang bagi bank sentral untuk lebih akomodatif. Di Amerika Serikat (AS), the Fed mengisyaratkan akan menurunkan suku bunga kebijakan sebesar *75 bps* di 2024 dimana pasar menilai ekonomi AS masih cukup *resilient* dan diperkirakan tidak akan mengalami resesi.

Namun demikian, pasar masih mencermati perkembangan geopolitik ke depan, seperti eskalasi ketegangan di laut merah imbas dari konflik Palestina-Israel, serta penyelenggaraan pemilihan umum yang mencakup 50 persen populasi dunia terutama di beberapa negara utama seperti AS, Uni Eropa, India, dan Taiwan.

Secara umum sentimen di pasar keuangan gobal cenderung positif pada Desember 2023 didukung oleh ekspektasi penurunan suku bunga *Fed Funds Rate* (FFR) dan narasi *soft landing* di AS, sehingga mendorong kembalinya aliran dana masuk ke *Emerging Markets* (EM) dan penguatan pasar keuangan global, termasuk pasar keuangan Indonesia. Volatilitas baik di pasar saham, surat utang, maupun nilai tukar juga terpantau menurun.

Di sisi lain, pertumbuhan ekonomi Indonesia masih terbilang tangguh di tengah dinamika yang terjadi. Data Badan Pusat Statistik (BPS) mencatat perekonomian Indonesia 2023 yang diukur berdasarkan Produk Domestik Bruto (PDB) atas dasar harga berlaku mencapai Rp20.892,4 triliun dan PDB per kapita mencapai Rp75,0 juta atau US$4.919,7.

Ekonomi Indonesia tahun 2023 tumbuh sebesar 5,05 persen, lebih rendah dibanding capaian tahun 2022 yang mengalami pertumbuhan sebesar 5,31 persen. Dari sisi produksi, pertumbuhan tertinggi terjadi pada Lapangan Usaha Transportasi dan Pergudangan sebesar 13,96 persen. Sementara dari sisi pengeluaran pertumbuhan tertinggi

The Monthly Board of Commissioners Meeting of the Financial Services Authority (OJK) on 3 January 2024 assessed that the stability of the national financial services sector is well-maintained, supported by strong capital and sufficient liquidity, as well as a maintained risk profile to be able to face the potential slowdown in global economic growth.

Economic indicators show moderation in economic growth in several countries, especially in the European Union and China. The economic growth slowdown has pushed inflation lower and closer to the inflation target, allowing room for central banks to be more accommodative. In the United States (US), the Fed indicated that it would cut its policy interest rates by 75 bps in 2024 where the market assessed that the US economy is still fairly resilient and is not expected to enter a recession.

However, the market is still carefully following the geopolitical developments, such as the escalation of tensions in the Red Sea due to the Palestinian-Israeli conflict, as well as organizing elections that cover 50 percent of the world's population especially in some key countries such as the US, EU, India, and Taiwan.

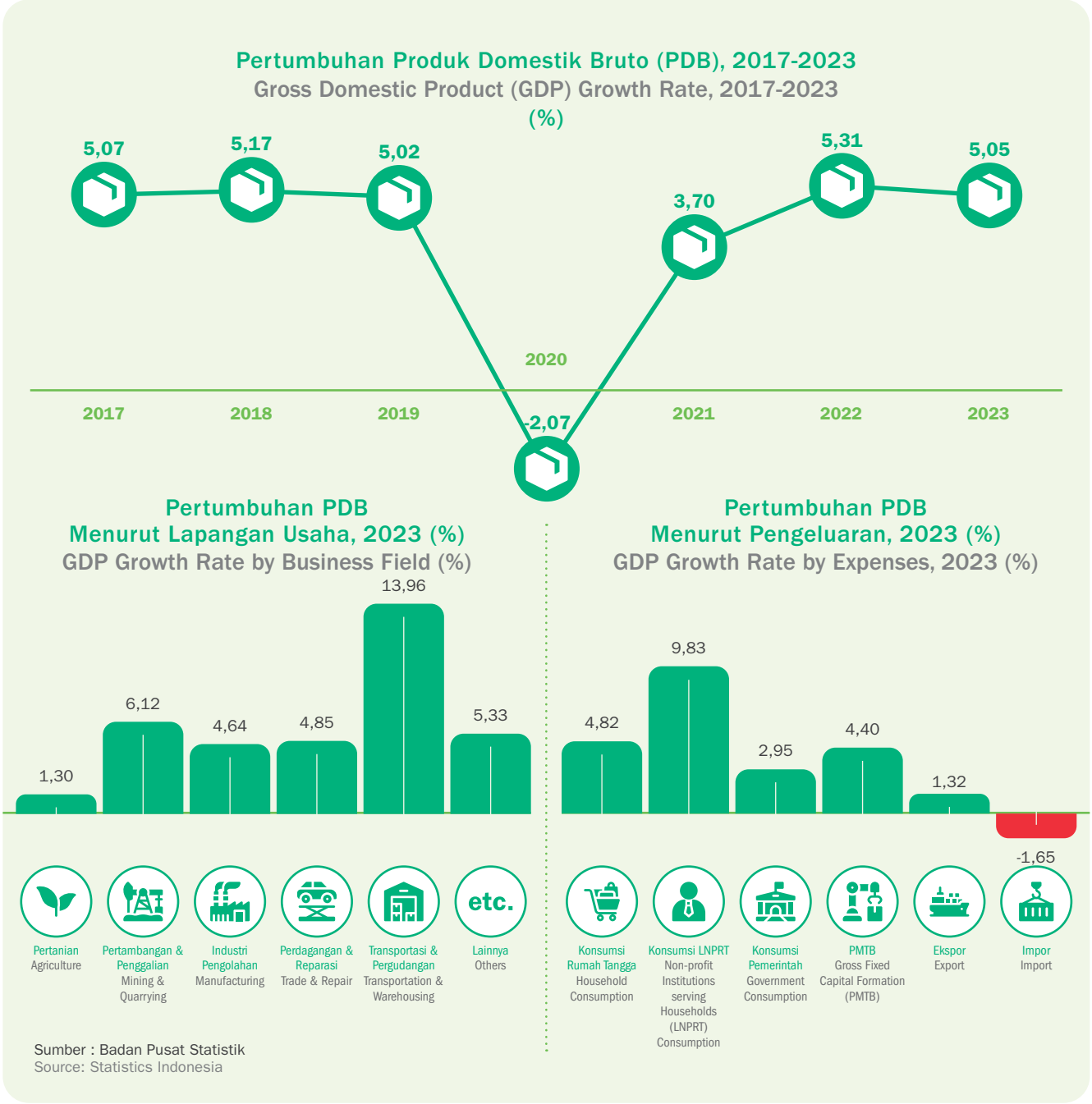
In general, sentiment in global financial markets tends to be positive in December 2023 supported by expectations of a reduction in the Fed Funds Rate (FFR) and a soft-landing narrative in the US, thus encouraging the return of fund inflows to Emerging Markets (EM) and strengthening global financial markets, including the Indonesian financial market. Volatility in the stock market, bonds, and exchange rates were also observed to decrease.

Meanwhile, Indonesia's economic growth is still fairly resilient despite the dynamics that occur. Data from the Statistics Indonesia (BPS) recorded that the Indonesian economy in 2023, as measured by Gross Domestic Product (GDP) at current prices, reached IDR20,892.4 trillion and GDP per capita reached IDR75.0 million or US$4,919.7.

Indonesia's economy in 2023 experienced a growth of 5.05 percent, lower than the achievement in 2022 which increased by 5.31 percent. In terms of production, the highest growth occurred in the Transportation and Warehousing Business Field at 13.96 percent. As for expenditure, the highest growth was achieved by

dicapai oleh Pengeluaran Konsumsi Lembaga Nonprofit yang Melayani Rumah Tangga (PK-LNPRT) sebesar 9,83 persen.

Consumption Expenditure of Nonprofit Institutions Serving Households (PK-LNPRT) by 9.83 percent.



Sumber : Badan Pusat Statistik
Source: Statistics Indonesia

Meskipun terdapat tantangan global, seperti ketidakpastian geopolitik dan perubahan kebijakan moneter di beberapa negara, pasar keuangan Indonesia menunjukkan ketahanan yang positif. Penurunan volatilitas di pasar saham, surat utang, dan nilai tukar mencerminkan stabilitas yang semakin kuat. Dengan proyeksi pertumbuhan ekonomi yang solid untuk tahun 2023, Indonesia siap menghadapi berbagai tantangan global, menjaga stabilitas ekonomi, dan memberikan kontribusi positif bagi perekonomian dunia.

Despite global challenges, such as geopolitical uncertainty and monetary policy changes in several countries, Indonesia's financial markets showed positive resilience. Decreased volatility in the stock market, bonds, and exchange rate reflects the growing stability. With solid economic growth projected for 2023, Indonesia is ready to face global challenges, maintain economic stability, and make a positive contribution to the world economy.

Tinjauan Industri
Industry Review

Industri Asuransi
Insurance Industry

Membaiknya kondisi ekonomi pasca pandemi menjadi katalis positif bagi industri asuransi. Kondisi pandemi yang berlangsung selama 3 tahun membuat masyarakat semakin memahami pentingnya asuransi dan berhasil memberikan dampak positif bagi industri asuransi secara umum. Untuk itu, industri asuransi terus beradaptasi secara cepat agar tetap dapat membukukan capaian positif secara berkesinambungan.

Improving economic conditions following the pandemic has been a positive catalyst for the insurance industry. The 3-year pandemic has heightened public awareness of the importance of insurance and had a positive impact on the insurance industry in general. As a result, the insurance industry continues to adapt quickly in order to maintain positive achievements on an ongoing basis.

Industri asuransi juga berperan penting dalam roda perekonomian yang memiliki peran penting untuk melindungi kejadian tidak terduga atas risiko-risiko yang dapat berdampak kepada badan usaha maupun individu. Dalam ekosistem keuangan, industry asuransi juga berperan aktif mendorong pertumbuhan industri lainnya.

The insurance industry also plays an important role in the economy which has an important role in preventing unexpected events from risks that might affect business entities and individuals. In the financial ecosystem, the insurance industry also plays an active role that encourages other industrial growth.

Berikut disajikan ekosistem asuransi dalam kurun waktu 5 tahun belakangan ini:

The following show the insurance ecosystem over the past 5 years:

Deskripsi Description	2018	2019	2020	2021	2022	2023
Asuransi Umum General Insurance	76	73	72	71	72	72
Reasuransi Reinsurance	6	6	6	6	7	7
Asuransi Jiwa Life Insurance	59	53	52	53	53	49
Program Jaminan Sosial Social Security Program	2	2	2	2	2	2
Asuransi Sosial untuk PNS, TNI-Polri Social Insurance For Civil Servants, Armed Forces And Police	3	3	3	3	3	2

Jasa Penunjang Asuransi Insurance Supporting Services	2018	2019	2020	2021	2022	2023
Pialang Asuransi Insurance Broker	169	161	160	156	155	152
Pialang Reasuransi Reinsurance Broker	42	42	42	41	41	41
Penilai Klaim Loss Adjuster	27	27	26	26	27	28

Sumber : OJK
Source : OJK

Industri asuransi di Indonesia memiliki peluang yang cukup besar, dimana Indonesia memiliki jumlah penduduk yang besar dan didominasi oleh kelas menengah. Walaupun penetrasi asuransi di Indonesia dalam dua tahun terakhir mengalami penurunan, namun total premi bruto industri asuransi telah mengalami pemulihan dan terus mengalami peningkatan sejak pandemi COVID-19 di tahun 2020. Hal ini juga sejalan dengan peningkatan densitas asuransi per tahun industri asuransi. Densitas asuransi merupakan ukuran rata-rata pendapatan masyarakat yang disisihkan untuk produk asuransi dalam satu tahun, sedangkan penetrasi asuransi adalah dana industri asuransi yang dibandingkan dengan Produk Domestik Bruto (PDB).

The insurance industry in Indonesia has substantial opportunities, where Indonesia has a large population and is dominated by the middle class. Despite a decline in insurance penetration in Indonesia over the past two years, the insurance industry's total gross premiums have rebounded and are still rising since the COVID-19 pandemic in 2020. This is also in line with the insurance industry's annual increase in insurance density. Insurance density is a measure of the average community income allocated to insurance products in one year, while insurance penetration is the insurance industry funds compared to Gross Domestic Product (GDP).

Tahun Year	PDB GDP	Populasi Population	Premi Bruto Gross Premium			Penetrasi Asuransi Insurance Penetration			Densitas Asuransi/Tahun Insurance Density/Year		
			Industri Industry	Non Jiwa Non Life	Jiwa Life	Industri Industry	Non Jiwa Non Life	Jiwa Life	Industri Industry	Non Jiwa Non Life	Jiwa Life
	Rp Triliun IDR Trillion	Dalam Juta In Million	Rp Triliun IDR Trillion	Rp Triliun IDR Trillion	Rp Triliun IDR Trillion	%	%	%	Rp Ribu IDR Thousand	Rp Ribu IDR Thousand	Rp Ribu IDR Thousand
2019	15.834	268	478,7	80,1	185,3	3,03%	0,51%	1,17%	1.704	299	692
2020	15.434	271	447,4	76,9	171,9	3,23%	0,50%	1,11%	1.747	285	634
2021	16.971	273	520,0	76,9	184,3	3,06%	0,45%	1,09%	1.899	281	675
2022	19.588	276	532,9	89,7	170,0	2,72%	0,46%	0,87%	1.931	325	616
2023	20.892	279	551,4	111,4	151,7	2,64%	0,53%	0,73%	1.977	399	544

Sumber : OJK
Source : OJK

Aset Industri

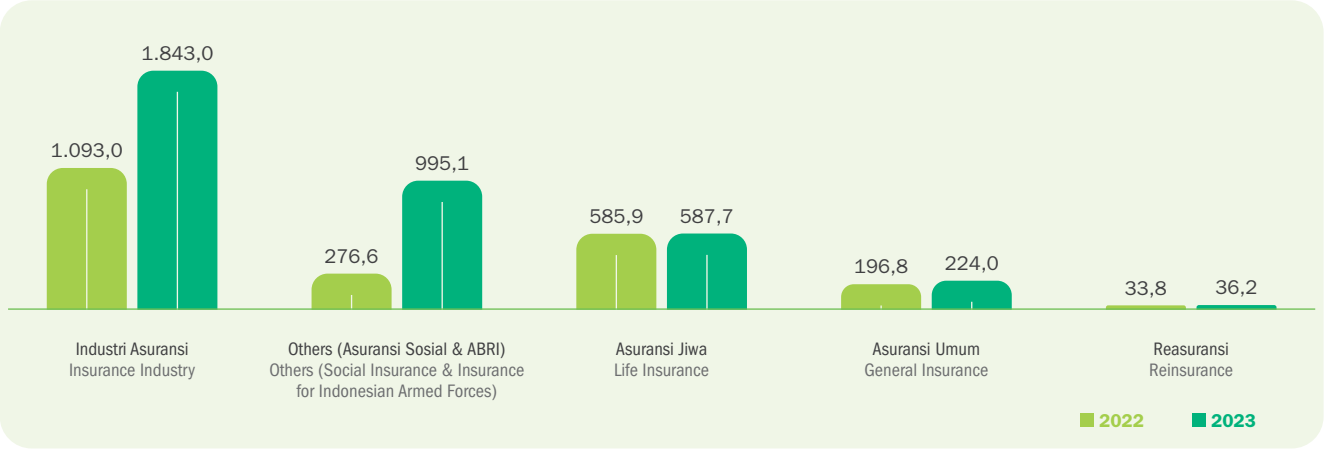
Dari sisi aset, industri asuransi Indonesia mencatatkan pertumbuhan sebesar 68,6% dengan total nilai sebesar Rp1.843,0 triliun, sementara di tahun sebelumnya hanya tercatat sebesar Rp1.093,0 triliun. Kontribusi terbesar dari porsi aset berasal dari Asuransi Lainnya (Asuransi Sosial & ABRI) yaitu 54% dengan nilai Rp995,1 triliun, jumlah tersebut naik signifikan sebesar 259,8% jika dibandingkan dengan catatan tahun sebelumnya yang berjumlah sebesar Rp276,6 triliun, sebagaimana grafis dan tabel berikut ini:

Industry Assets

In terms of assets, the Indonesian insurance industry recorded a growth of 68.6% with a total value of IDR1,843.0 trillion, while the previous year was only recorded at IDR1,093.0 trillion. The largest contribution of the asset portion came from Other Insurance (Social Insurance & Insurance for Indonesian Armed Forces) at 54% with a value of IDR995.1 trillion, a significant increase of 259.8% when compared to the previous year's record of IDR276.6 trillion, as shown in the following graph and table:

Aset Industri Asuransi
Insurance Industry Assets

(dalam Rp Triliun)
(in IDR Trillion)



Pertumbuhan dan Porsi Aset Growth and Asset Share	Tumbuh Grow	Porsi Portion
Others (Asuransi Sosial & ABRI) Others (Social Insurance & Insurance for Indonesian Armed Forces)	259,8%	54,0%
Asuransi Jiwa Life Insurance	0,3%	31,9%
Asuransi Umum General Insurance	13,9%	12,2%
Reasuransi Reinsurance	7,0%	2,0%
Industri Asuransi Insurance Industry	68,6%	100%

Sumber : OJK Diolah
Source : OJK, Processed

Ekuitas Industri

Dari sisi ekuitas, industri asuransi Indonesia mencatatkan pertumbuhan sebesar 10,7% dengan total nilai sebesar Rp287,2 triliun, sementara di tahun sebelumnya hanya tercatat sebesar Rp259,3 triliun. Kontribusi terbesar dari porsi ekuitas berasal dari asuransi jiwa yaitu 44,1% dengan nilai Rp126,6 triliun, yang mengalami pertumbuhan sebesar 22,9% jika dibandingkan dengan tahun sebelumnya yang tercatat sebesar Rp102,9 triliun. Di sisi lain, asuransi lainnya (asuransi sosial & ABRI) mengalami penurunan

Industry Equity

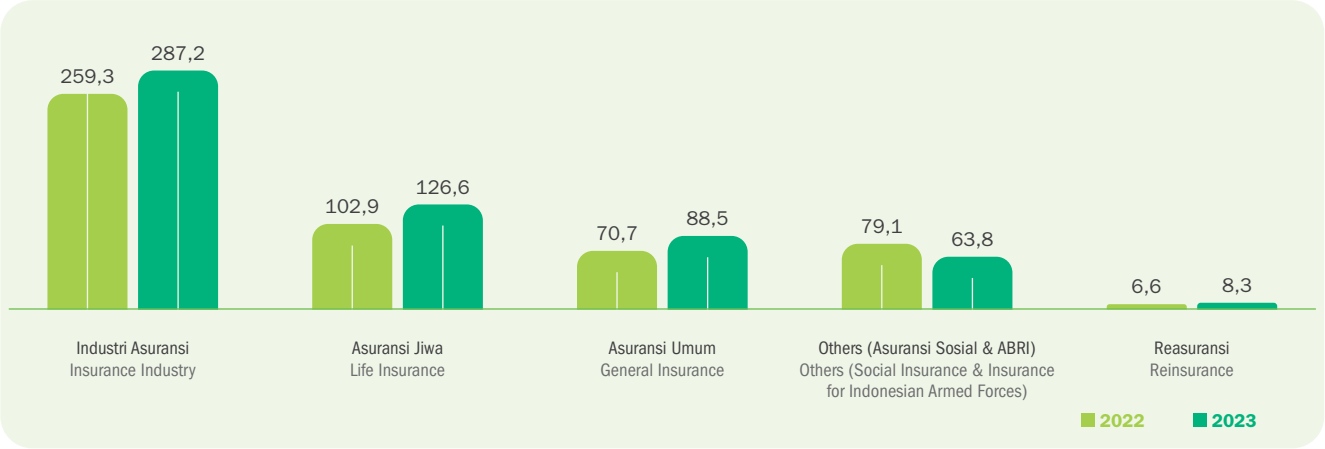
In terms of equity, the Indonesian insurance industry recorded a growth of 10.7% with a total value of IDR287.2 trillion, while in the previous year it was only recorded at IDR259.3 trillion. The largest contribution came from life insurance at 44.1% with a value of IDR126.6 trillion, an increase of 22.9%, surpassing the previous year's record of IDR102.9 trillion. On the contrary, the value of other insurance (social insurance and insurance for the Indonesian armed forces) decreased by 19.3% to IDR63.8 trillion from

sebesar 19,3% yaitu sebesar Rp63,8 triliun, sementara di tahun sebelumnya tercatat sebesar Rp79,1 triliun, sebagaimana grafis dan tabel berikut ini:

IDR79.1 trillion in the previous year. It is as shown in the table and graph below:

Ekuitas Industri Asuransi
Insurance Industry Equity

(dalam Rp Triliun)
(in IDR Trillion)



Pertumbuhan dan Porsi Ekuitas Growth and Equity Portion	Tumbuh Grow	Porsi Portion
Asuransi Jiwa Life Insurance	22,9%	44,1%
Asuransi Umum General Insurance	25,2%	30,8%
Others (Asuransi Sosial & ABRI) Others (Social Insurance and Insurance for Indonesian Armed Forces)	(19,3%)	22,2%
Reasuransi Reinsurance	25,6%	2,9%
Industri Asuransi Insurance Industry	10,7%	100,0%

Sumber : OJK Diolah
Source: OJK, Processed

Liabilitas

Liabilitas industi asuransi di tahun 2023 mengalami peningkatan sebesar 4,7% dari Rp1.533,4 triliun menjadi Rp1.606,2 triliun.

Liabilities

Insurance industry liabilities in 2023 increased by 4.7% from IDR1,533.4 trillion to IDR1,606.2 trillion.

Total Investasi

Di tahun 2023, industri asuransi mencatatkan kinerja yang positif. Indikator tersebut tercermin dari pertumbuhan total investasi yang tercatat sebesar Rp1.533,3 triliun atau tumbuh sebesar 101% jika dibandingkan dengan capaian tahun sebelumnya yaitu sebesar Rp762,7 triliun.

Total Investment

In 2023, the insurance industry recorded a positive performance. This indicator is reflected in the growth of total investment which was recorded at IDR1,533.3 trillion or increased by 101% when compared to the previous year's achievement of IDR762.7 trillion.

Kinerja Industri Asuransi Tahun 2023
Insurance Industry Performance in 2023

(Dalam Rp triliun)
(In IDR trillion)

Komponen Component	Industri Asuransi Insurance Industry		
	2023	2022	Pertumbuhan Growth
Total Investasi Total Investment	1.533,3	762,7	101%
Total Aset Total Assets	1.843,0	1.093,0	69%
Total Liabilitas Total Liabilities	1.606,2	1.533,4	5%
Total Ekuitas Total Equity	287,2	259,3	11%
Premi Premiums	551,4	532,9	3%
Klaim Claims	437,4	392,8	11%

Sumber: OJK
Source: OJK

Premi dan Klaim Industri

Di tahun 2023, jumlah premi pada industri asuransi tercatat sebesar Rp551,4 triliun. Jumlah tersebut mengalami pertumbuhan sebesar 3,5% jika dibandingkan dengan tahun sebelumnya yang tercatat sebesar Rp532,9 triliun. Kontribusi terbesar berasal dari premi asuransi lainnya (asuransi sosial & ABRI) sebesar 46,4% dengan jumlah premi Rp255,6 triliun. Angka tersebut mengalami kenaikan sebesar 2,7% jika dibandingkan dengan tahun sebelumnya yang tercatat sebesar Rp248,9 triliun. Di sisi lain, premi asuransi jiwa justru mengalami penurunan sebesar 7,4% di tahun 2023 dengan porsi premi sebesar 28,5% dari total klaim industri asuransi.

Jumlah klaim pada industri asuransi tercatat sebesar Rp437,3 triliun. Jumlah tersebut mengalami peningkatan sebesar 11,4% jika dibandingkan dengan tahun sebelumnya yang tercatat sebesar Rp392,8 triliun. Kontribusi terbesar berasal dari premi asuransi lainnya (asuransi sosial & ABRI) sebesar 50,6% dengan total klaim Rp221,3 triliun. Angka tersebut mengalami kenaikan sebesar 17,6% jika dibandingkan dengan tahun sebelumnya yang tercatat sebesar Rp188,2 triliun. Total klaim asuransi jiwa juga mengalami kenaikan sebesar 1,4% di tahun 2023 dengan porsi klaim sebesar 34,9% dari total klaim industri asuransi, dimana total premi justru mengalami penurunan di tahun 2023, sebagaimana tersaji pada grafis dan tabel di bawah ini:

Industry Premiums and Claims

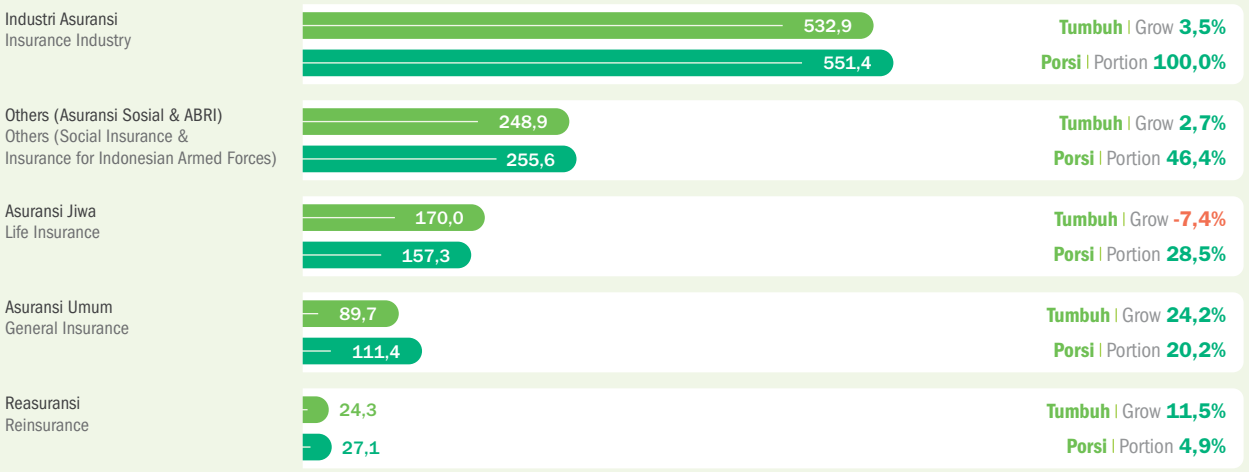
In 2023, the total premium in the insurance industry was recorded at IDR551.4 trillion. This number increased by 3.5% when compared to the previous year which was recorded at IDR532.9 trillion. The largest contribution came from other insurance premiums (social insurance & Insurance for Indonesian Armed Forces) at 46.4% with a total premium of IDR255.6 trillion. This figure increased by 2.7% compared to the previous year which was recorded at IDR248.9 trillion. On the other hand, life insurance premiums decreased by 7.4% in 2023 with a portion of premiums amounting to 28.5% of total insurance industry claims.

The number of claims in the insurance industry was recorded at IDR437.3 trillion. An increase of 11.4% when compared to the previous year which was recorded at IDR392.8 trillion. The largest contribution came from other insurance premiums (social insurance & Insurance for Indonesian Armed Forces) of 50.6% with total claims of IDR221.3 trillion. This figure increased by 17.6% compared to the previous year which was recorded at IDR188.2 trillion. Total life insurance claims also increased by 1.4% in 2023 with a claims portion amounting to 34.9% of total insurance industry claims where total premiums decreased in 2023, as shown in the graphic and table below:

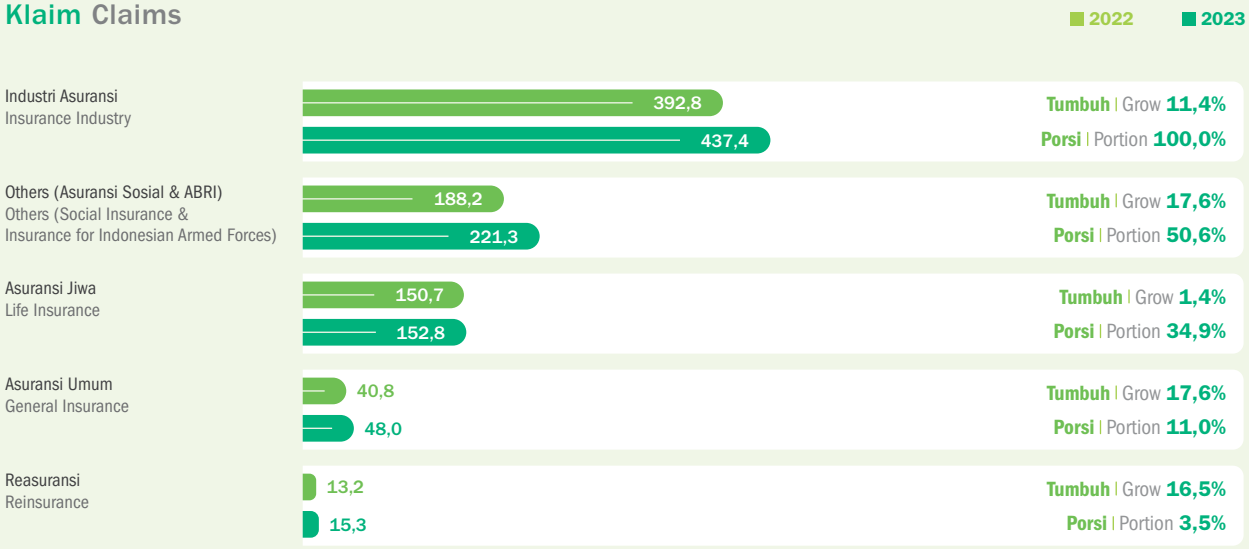
Premi & Klaim Industri Asuransi
Insurance Industry Premiums & Claims

(dalam Rp Triliun)
(in IDR Trillion)

Premi Premiums



Klaim Claims

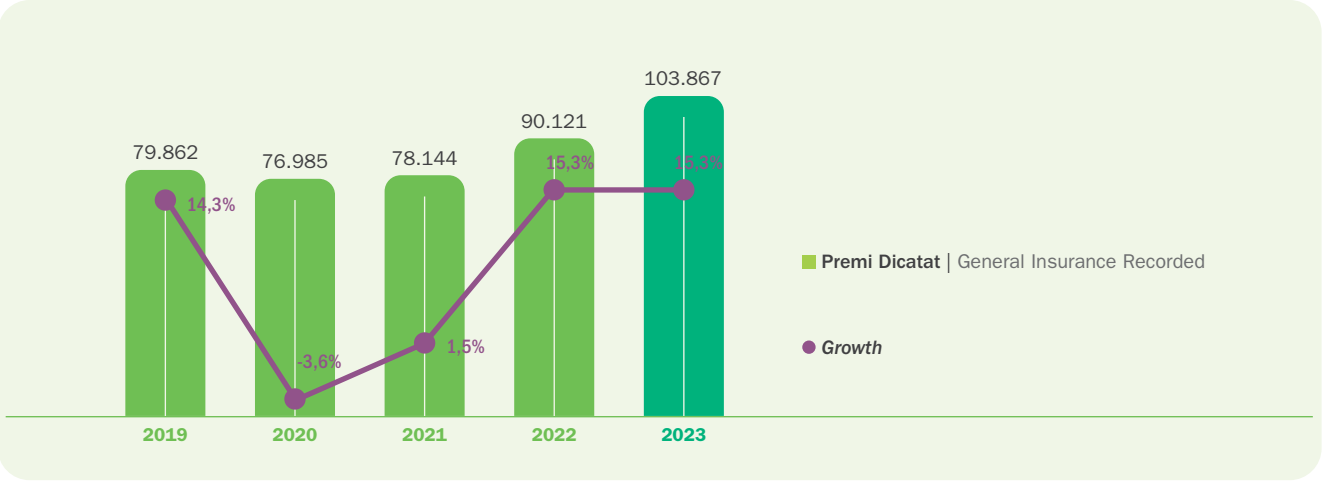


Sumber: OJK
Source: OJK

Asuransi Umum
General Insurance

Premi Dicatat Asuransi Umum Tahun 2023
Premi dicatat asuransi umum di tahun 2023 sebesar Rp103,9 triliun, meningkat sebesar 15,3% dibandingkan dengan tahun 2022 yaitu sebesar Rp90,1 triliun. Melihat per lini usaha asuransi umum, di tahun 2023 pertumbuhan premi terjadi hampir di sebagian besar lini usaha. Pertumbuhan premi tertinggi terjadi pada lini bisnis *engineering* (63,4%), kredit (56,2%) dan *suretyship* (32,4%). Namun lini usaha satelit terkoreksi sebesar -68,9%.

Premiums Recorded by General Insurance in 2023
General insurance premiums recorded in 2023 amounted to IDR103.9 trillion, an increase of 15.3% compared to 2022 which amounted to IDR90.1 trillion. By considering the lines of business of general insurance, premium growth occurred in almost all lines of business in 2023. The highest premium growth occurred in the engineering (63.4%), credit (56.2%) and suretyship (32.4%) lines of business. However, the satellite business line corrected by -68.9%.



Tabel Premi Dicatat Asuransi Umum Tahun 2022-2023
Premiums Recorded by General Insurance in 2022-2023

Lini Usaha Line of Business	Premi Dicatat Premiums Recorded			
	2022	2023	Selisih Difference	Pertumbuhan Growth (%)
Property	26.233	26.489	256	1,0%
Motor Vehicle	18.149	19.497	1.348	7,4%
Marine Cargo	4.777	5.083	306	6,4%
Marine Hull	2.159	2.591	432	20,0%
Aviation	1.294	1.371	77	5,9%
Satelite	1.095	340	(755)	(68,9%)
Energy On Shore	226	287	61	27,0%
Energy Off Shore	1.281	1.289	8	0,6%
Engineering	3.202	5.232	2.030	63,4%
Liability	3.540	3.957	417	11,8%
Accident	2.603	2.793	190	7,3%
Health	5.932	6.675	743	12,5%
Credit Insurance*	14.298	22.338	8.040	56,2%
Suretyship	1.367	1.809	442	32,4%
Miscellaneous	3.964	4.115	151	3,8%
All LOB	90.121	103.867	13.746	15,3%

Keterangan | Note:
*) Periode kredit jangka Panjang, Sumber: AAUI (72 Perusahaan Asuransi Umum)
*) long-term credit period, Source: AAUI (72 General Insurance Company)

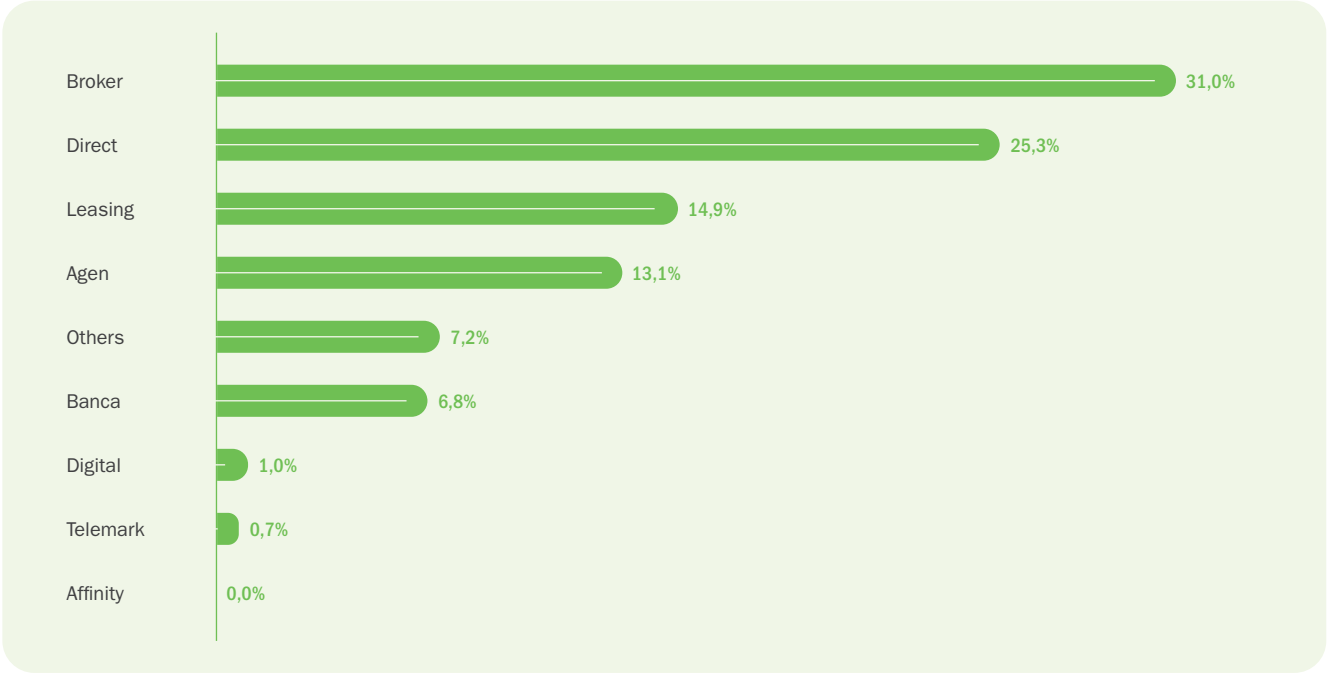
Premi Dicatat Melalui Jalur Distribusi

Pendapatan premi dicatat asuransi umum tahun 2023 berdasarkan jalur distribusi secara prosentase porsi terbesar melalui broker asuransi sebesar (31%), diikuti dengan *direct marketing* (25,3%), agen asuransi (13,1%), *leasing* (14,9%), *bancassurance* (6,8%) dan sisanya kurang dari 5%. Pemasaran *digital* asuransi umum tercatat sebesar (1%).

Premiums Recorded Through Distribution Channel

Premium income recorded by general insurance in 2023 based on distribution channels as a percentage of the largest portion through insurance brokers amounting to (31%), followed by direct marketing (25.3%), insurance agents (13.1%), leasing (14.9%), bancassurance (6.8%) and the rest less than 5%. Digital marketing of general insurance was recorded at (1%).

Premi Dicatat Melalui Jalur Distribusi
Premiums Recorded Through Distribution Channel



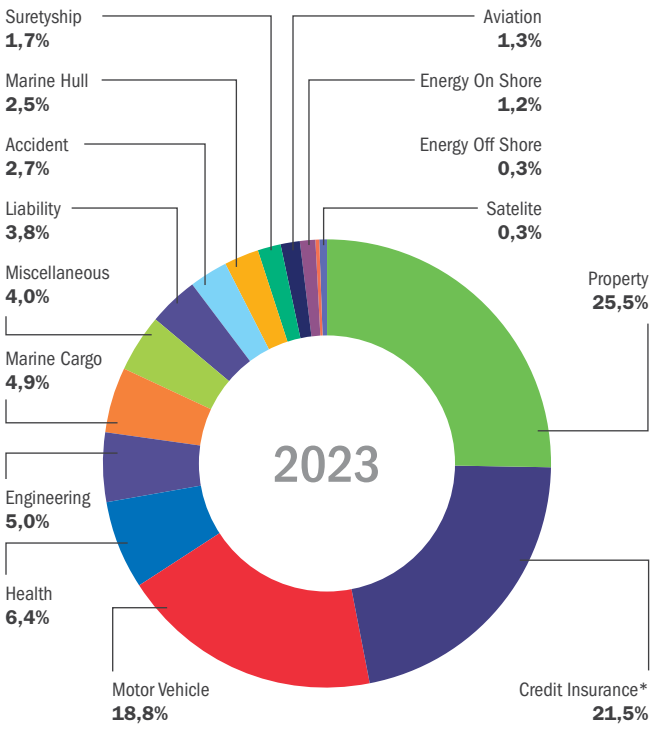
Pangsa Pasar Premi Dicatat Asuransi Umum Tahun 2023

Adapun pangsa pasar premi dicatat asuransi umum di tahun 2023 didominasi oleh asuransi harta benda/property (25,5%), asuransi kredit (21,5%), dan asuransi kendaraan bermotor (18,8%). Total 3 lini usaha ini secara total mendominasi pangsa pasar sebesar 65,8% dari total premi dicatat asuransi umum di tahun 2023.

Market Share of Premiums Recorded by General Insurance in 2023

The Market Share of Premiums Recorded by General Insurance in 2023 is dominated by property insurance (25.5%), credit insurance (21.5%), and motor vehicle insurance (18.8%). These 3 lines of business in total dominate a market share of 65.8% of the total premiums recorded by general insurance in 2023.

Lini Usaha Line of Business	Pangsa Pasar Premi Dicatat Market Share of Premiums Recorded	
	2022	2023
Property	29,1%	25,5%
Motor Vehicle	20,1%	18,8%
Marine Cargo	5,3%	4,9%
Marine Hull	2,4%	2,5%
Aviation	1,4%	1,3%
Satelite	1,2%	0,3%
Energy Off Shore	0,3%	0,3%
Energy On Shore	1,4%	1,2%
Engineering	3,6%	5,0%
Liability	3,9%	3,8%
Accident	2,9%	2,7%
Health	6,6%	6,4%
*Credit Insurance**	15,9%	21,5%
Suretyship	1,5%	1,7%
Miscellaneous	4,4%	4,0%



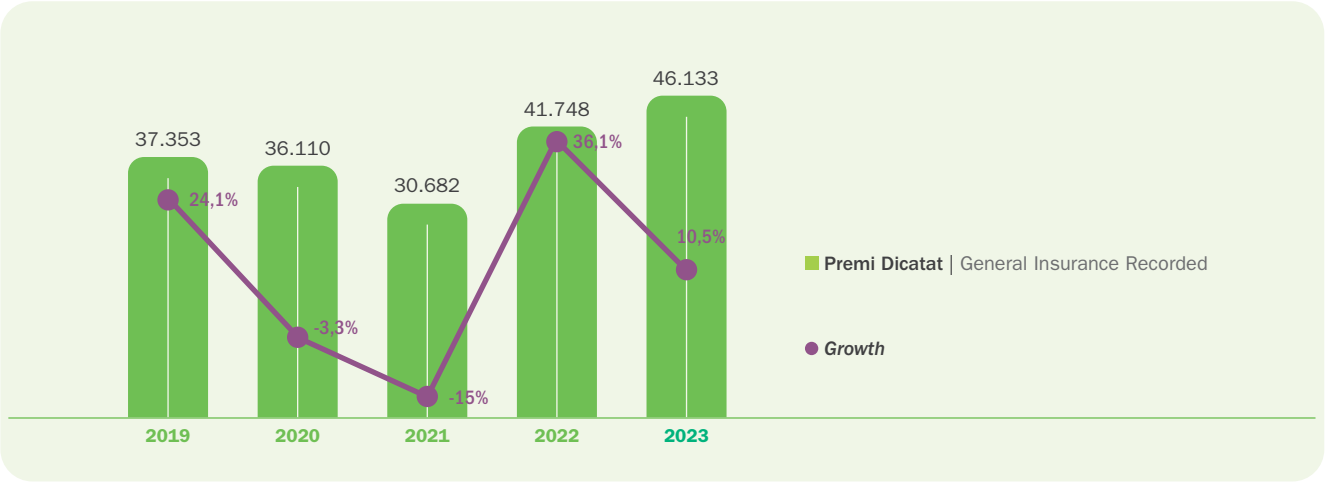
Klaim Dibayar Asuransi Umum Tahun 2023

Klaim di bayar asuransi umum tahun 2023 tercatat sebesar Rp46,1 triliun meningkat sebesar 10,5% dibandingkan dengan tahun 2022 yaitu sebesar Rp41,7 triliun. Pertumbuhan klaim tertinggi terjadi pada lini bisnis *liability* (159%), *suretyship* (100%), dan asuransi kredit (33,8%).

Claims Paid of General Insurance in 2023

Claims paid of general insurance in 2023 were recorded at IDR46.1 trillion, an increase of 10.5% compared to 2022, which amounted to IDR41.7 trillion. The highest claim growth occurred in these lines of business such as liability (159%), suretyship (100%), and credit insurance (33.8%).

Klaim Dibayar Asuransi Umum Tahun 2022-2023
Claims Paid of General Insurance in 2022-2023

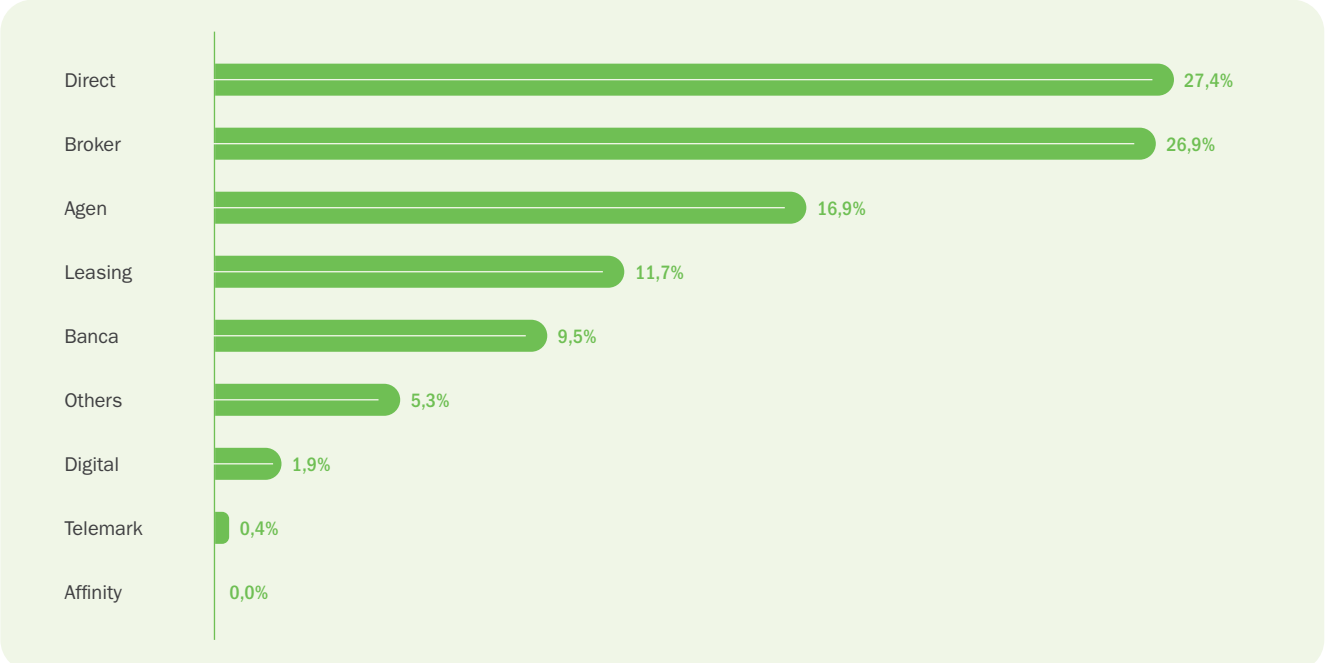


Klaim Dibayar Berdasarkan Jalur Distribusi

Pembayaran klaim asuransi umum berdasarkan jalur distribusi secara persentase porsi terbesar oleh broker asuransi/perantara sebesar (26,9%), diikuti dengan *direct marketing* (27,4%), agen asuransi (16,9%), *leasing* (11,7%) dan sisanya dibawah 10%. Pemasaran digital asuransi umum tercatat sebesar 1,9%.

Claims Paid Based on Distribution Channel

General insurance claims payment based on distribution channels as a percentage of the largest portion by insurance brokers amounting to (26.9%), followed by direct marketing (27.4%), insurance agents (16.9%), leasing (11.7%) and the rest are below 10%. Digital marketing of general insurance was recorded at 1.9%.



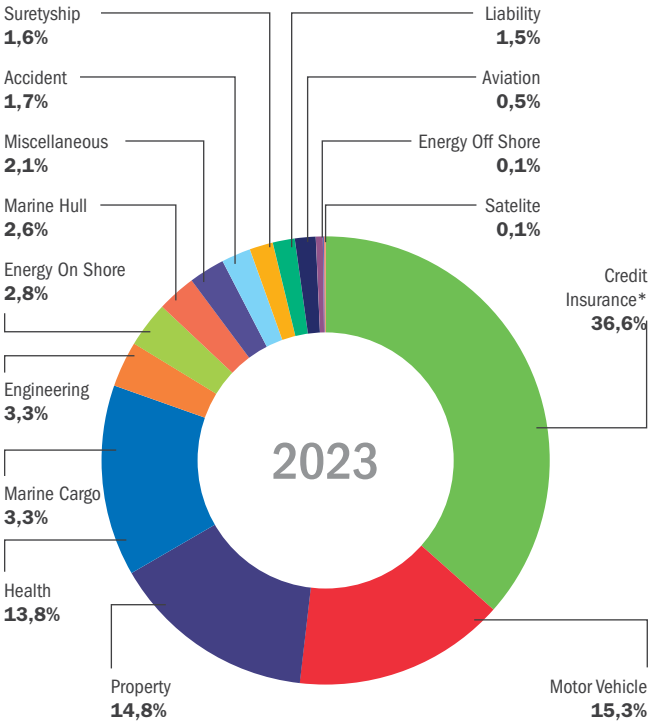
Kontribusi Klaim Dibayar Asuransi Umum

Kontribusi klaim dibayar asuransi umum di tahun 2023 didominasi oleh asuransi kredit (36,6%), asuransi kendaraan bermotor (15,3%), asuransi *property* (14,8%). Total 3 lini usaha ini secara total mendominasi kontribusi klaim dibayar sebesar 66,7% dari total klaim dibayar asuransi umum di tahun 2023.

Contribution to General Insurance Paid Claim

Contribution to general insurance paid claims in 2023 is dominated by credit insurance (36.6%), motor vehicle insurance (15.3%), property insurance (14.8%). These 3 lines of business in total dominate the paid claims contribution of 66.7% of the total general insurance paid claims in 2023.

Lini Usaha Line of Business	Kontribusi Klaim Dibayar Claim Contribution Paid	
	2022	2023
Property	21,9%	14,8%
Motor Vehicle	15,6%	15,3%
Marine Cargo	2,8%	3,3%
Marine Hull	2,3%	2,6%
Aviation	0,7%	0,5%
Satelite	0,8%	0,1%
Energy Off Shore	0,1%	0,1%
Energy On Shore	2,6%	2,8%
Engineering	3,0%	3,3%
Liability	0,6%	1,5%
Accident	2,2%	1,7%
Health	13,4%	13,8%
*Credit Insurance**	30,2%	36,6%
Suretyship	0,9%	1,6%
Miscellaneous	2,8%	2,1%



Rasio Klaim Asuransi Umum Tahun 2023

Rasio klaim asuransi umum tahun 2023 tercatat sebesar 44,4% mengalami penurunan sebesar 1,9%. 3 Lini usaha yang mencatatkan rasio klaim terbesar yaitu *energy on shore* (99,4%), kesehatan (95,3%), dan asuransi kredit (75,6%).

General Insurance Claims Ratio in 2023

The general insurance claim ratio in 2023 was recorded at 44.4%, a decrease of 1.9%. There are 3 Lines of Business that recorded the largest claim ratios namely energy on shore (99.4%), health (95.3%), and credit insurance (75.6%).

Tahun Year	Property	Motor Vehicle	Marine Cargo	Marine Hull	Aviation	Satelite	Energy On Shore	Energy Off Shore	Engineering	Liability	Accident	Health	Credit Insurance	Suretyship	Miscellaneous	All LOB
2023	25,8%	36,1%	29,6%	46,7%	18,3%	10,6%	15,7%	99,4%	28,8%	17,6%	27,8%	95,3%	75,6%	41,1%	23,0%	44,4%
2022	34,9%	35,8%	24,3%	44,8%	21,6%	30,1%	20,2%	84,9%	39,3%	7,6%	36,0%	94,3%	88,2%	27,2%	29,9%	46,3%
Naik/ turun Increase/ Decrease	(9,10%)	0,30%	5,30%	1,90%	(3,30%)	(19,50%)	(4,50%)	14,50%	(10,50%)	10,00%	(8,20%)	1,00%	(12,60%)	13,90%	(6,90%)	(1,90%)

Keterangan | Note :
1. *) Periode kredit jangka panjang
2. Sumber: AAUI (72 Perusahaan Asuransi Umum)
1. *) Long-term credit period
2. Source: AAUI (72 General Insurance Companies)

Reasuransi
Reinsurance

Industri reasuransi mencatatkan pertumbuhan sebesar 21,3% dari Rp 19,3triliun di tahun 2022 menjadi Rp23,4 triliun di tahun 2023. Pertumbuhan terbesar berasal dari lini usaha asuransi kredit (174,1%), *engineering* (70,1%) dan asuransi kesehatan (57,3%).

The reinsurance industry recorded a growth of 21.3% from IDR19.3 trillion in 2022 to IDR23.4 trillion in 2023. The biggest growth came from credit insurance (174.1%), engineering (70.1%) and health insurance (57.3%) lines of business.

Tabel Premi dicatat dan Klaim dibayar Reasuransi tahun 2022-2023
Table of Premiums recorded and Claims paid by Reinsurance in 2022-2023

Premi Dicatat Premiums Recorded				Lini Usaha Line of Business	Klaim Dibayar Claims Paid			
2022	2023	Selisih Difference	Pertumbuhan Growth (%)		2022	2023	Selisih Difference	Pertumbuhan Growth (%)
9.459	9.101	(359)	(3,8%)	Property	4.234	4.347	114	2,7%
240	244	4	1,7%	Motor Vehicle	118	132	14	11,9%
1.626	1.600	(26)	(1,6%)	Marine Cargo	294	314	19	6,6%
977	822	(155)	(15,8%)	Marine Hull	411	522	110	26,8%
118	80	(39)	(32,5%)	Aviation	192	68	(124)	(64,7%)
963	37	(927)	(96,2%)	Satelite	262	17	(245)	(93,6%)
185	220	35	19,0%	Energy Off Shore	28	17	(11)	(38,0%)
254	215	(40)	(15,6%)	Energy On Shore	132	75	(57)	(42,9%)
1.028	1.748	721	70,1%	Engineering	472	702	230	48,8%
631	664	32	5,1%	Liability	10	84	73	711,8%
156	170	14	9,2%	Accident	67	88	21	30,6%
12	19	7	57,3%	Health	10	13	3	30,0%
2.343	6.423	4.080	174,1%	Credit Insurance*	1.392	4.420	3.028	217,6%
182	79	(103)	(56,6%)	Suretyship	107	19	(87)	(81,9%)
1.100	1.962	862	78,3%	Miscellaneous	497	1.617	1.120	225,5%
19.276	23.383	4.107	21,3%	All LOB	8.225	12.435	4.210	51,2%

Seiring dengan peningkatan premi dicatat, klaim dibayar reasuransi juga mengalami peningkatan yaitu sebesar 51,2% dari Rp8,2 triliun di tahun 2022 menjadi Rp12,4 triliun di tahun 2023. Persentase peningkatan klaim terbesar berasal dari lini usaha *liability* (711,8%), asuransi kredit (217,6%) dan *engineering* (48,8%).

Following the increase in recorded premiums, reinsurance paid claims also increased by 51.2% from IDR8.2 trillion in 2022 to IDR12.4 trillion in 2023. The largest percentage increase in claims came from the liability (711.8%), credit insurance (217.6%) and engineering (48.8%) lines of business.

Rasio Klaim Dibayar
Ratio of Claims Paid

Lini Usaha Line of Business	2022	2023
Property	44,8%	47,8%
Motor Vehicle	49,2%	54,1%
Marine Cargo	18,1%	19,6%
Marine Hull	42,1%	63,4%
Aviation	162,2%	84,9%
Satelite	27,2%	46,1%
Energy Off Shore	15,2%	7,9%
Energy On Shore	51,8%	35,0%
Engineering	45,9%	40,2%
Liability	1,6%	12,6%
Accident	43,0%	51,5%
Health	82,3%	68,1%
Credit Insurance*	59,4%	68,8%
Suretyship	58,4%	24,4%
Miscellaneous	45,2%	82,4%
All LOB	42,7%	53,2%

Rasio klaim dibayar reasuransi di tahun 2023 sebesar 53,2% mengalami peningkatan sebesar 10,5% dari tahun 2022 yaitu sebesar 42,7%. Lini usaha yang mencatatkan rasio klaim terbesar yaitu aviasi (84,9%), asuransi kredit (68,8%), dan asuransi kesehatan (68,1%).

The reinsurance paid claims ratio in 2023 amounted to 53.2%, an increase of 10.5% from 2022, which was 42.7%. The lines of business that recorded the largest claim ratios were aviation (84.9%), credit insurance (68.8%), and health insurance (68.1%).

Posisi Tugu Insurance dalam Industri Asuransi Umum 2023
Tugu Insurance's Position in the General Insurance Industry 2023

Sampai dengan 31 Desember 2023, AAUI mencatatkan jumlah perusahaan asuransi umum yang beroperasi di Indonesia sebanyak 72 perusahaan, 152 pialang asuransi, dan 41 perusahaan pialang reasuransi. Adapun posisi Tugu Insurance dibandingkan dengan industri asuransi umum dan reasuransi pada tahun 2023 diuraikan sebagai berikut:

As of 31 December 2023, AAUI recorded the number of general insurance companies operating in Indonesia totaling 72 companies, 152 insurance brokers, and 41 reinsurance brokerage companies. The position of Tugu Insurance compared to the general insurance and reinsurance industry in 2023 is described as follows:

Jumlah Aset
Total Assests

Dalam triliun Rupiah
In Trillion Rupiah

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Industri Asuransi Umum General Insurance Industry	224,0	196,8	13,9%
Reasuransi Reinsurance	36,2	33,8	2,0%
Tugu Insurance – Induk Perusahaan Tugu Insurance – Parent Company	16,12	13,51	19,32%
Tugure – Entitas Anak Reasuransi Tugure – Reinsurance Subsidiary	5,90	5,22	13,03%

Per 31 Desember 2023, jumlah aset industri asuransi umum tercatat sebesar Rp224,0 triliun, meningkat 13,9% jika dibandingkan dengan tahun 2022 yang sebesar Rp196,8 triliun. Sementara, jumlah aset induk perusahaan Tugu Insurance tercatat sebesar Rp16,12 triliun, meningkat 19,32% dibanding tahun sebelumnya sebesar Rp13,51 triliun.

Kemudian, jumlah aset industri reasuransi di tahun 2023 adalah sebesar Rp36,2 triliun, tumbuh 2,0% dibanding tahun 2022 yang sebesar Rp33,8 triliun. Sedangkan jumlah aset entitas anak Tugure pada tahun 2023 tercatat sebesar Rp5,90 triliun, meningkat 13,03% dibanding tahun sebelumnya yang sebesar Rp5,22 triliun.

As of 31 December 2023, the total assets of the general insurance industry were recorded at IDR224.0 trillion, an increase of 13.9% when compared to 2022 which amounted to IDR196.8 trillion. Meanwhile, the total assets of Tugu Insurance as the parent company were recorded at IDR16.12 trillion, an increase 19.32% compared to the previous year of IDR13.51 trillion.

Moreover, the total assets of the reinsurance industry in 2023 amounted to IDR36.2 trillion, increased 2.0% compared to 2022 which amounted to IDR33.8 trillion. Meanwhile, the total assets of Tugure, the subsidiary, were recorded at IDR5,90 trillion in 2023, an increase of 13.03% compared to the previous year which amounted to IDR5.22 trillion.

Premi Bruto
Gross Premiums

Dalam triliun Rupiah
In Trillion Rupiah

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Industri Asuransi Umum General Insurance Industry	111,4	89,7	24,2%
Reasuransi Reinsurance	27,1	24,3	11,5%
Tugu Insurance – Induk Perusahaan Tugu Insurance – Parent Company	5,05	4,06	24,38%
Tugure – Entitas Anak Reasuransi Tugure – Reinsurance Subsidiary	2,9	2,81	4,1%

Di tahun 2023, premi bruto industri asuransi umum adalah sebesar Rp111,4 triliun, meningkat 24,2% jika dibandingkan dengan tahun sebelumnya sebesar Rp89,7 triliun. Sementara, premi bruto induk perusahaan Tugu Insurance tercatat sebesar Rp5,05 triliun, meningkat 24,38% dibanding tahun sebelumnya sebesar Rp4,06 triliun.

Kemudian, premi bruto industri reasuransi di tahun 2023 adalah sebesar Rp27,1 triliun, tumbuh 11,5% dibanding tahun 2022 yang sebesar Rp24,3 triliun. Sedangkan premi bruto entitas anak Tugure pada tahun 2023 tercatat sebesar Rp2,9 triliun, meningkat 4,1% dibanding tahun sebelumnya yang sebesar Rp2,81 triliun.

In 2023, the gross premium of the general insurance industry was IDR111.4 trillion, an increase of 24.2% compared to the previous year of IDR89.7 trillion. Meanwhile, the gross premium of the parent company, Tugu Insurance, was recorded at IDR5.05 trillion, an increase 24.38% compared to the previous year of IDR4.06 trillion.

On the other hand, the gross premium of the reinsurance industry in 2023 was IDR27.1 trillion, an increase of 11.5% compared to 2022 which amounted to IDR24.3 trillion. Meanwhile, the gross premium of the subsidiary, Tugure, in 2023 was recorded at IDR2.9 trillion, an increase of 4.1% compared to the previous year which amounted to IDR2.81 trillion.

Klaim Bruto
Gross Claims

Dalam triliun Rupiah
In Trillion Rupiah

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Industri Asuransi Umum General Insurance Industry	48,0	40,8	11,0%
Reasuransi Reinsurance	15,3	13,2	3,5%
Tugu Insurance – Induk Perusahaan Tugu Insurance – Parent Company	1,56	1,04	50,00%
Tugure – Entitas Anak Reasuransi Tugure – Reinsurance Subsidiary	1,26	1,29	(2,16%)

Klaim bruto industri asuransi umum di tahun 2023 tercatat sebesar Rp48,0 triliun, meningkat 11,0% jika dibandingkan dengan tahun sebelumnya sebesar Rp40,8 triliun. Sementara, klaim bruto induk perusahaan Tugu Insurance tercatat sebesar Rp1,56 triliun, meningkat 50,00% dibanding tahun sebelumnya sebesar Rp1,04 triliun.

Kemudian, klaim bruto industri reasuransi di tahun 2023 adalah sebesar Rp15,3 triliun, tumbuh 3,5% dibanding tahun 2022 yang sebesar Rp13,2 triliun. Sedangkan klaim bruto entitas anak Tugure pada tahun 2023 tercatat sebesar Rp1,26 triliun, menurun 2,16% dibanding tahun sebelumnya yang sebesar Rp1,29 triliun.

The gross claim of the general insurance industry in 2023 was recorded at IDR48.0 trillion, an increase of 11.0% compared to the previous year of IDR40.8 trillion. Meanwhile, the gross claim of the parent company, Tugu Insurance, was recorded at IDR1.56 trillion, an increase of 50.00% compared to the previous year of IDR1.04 trillion.

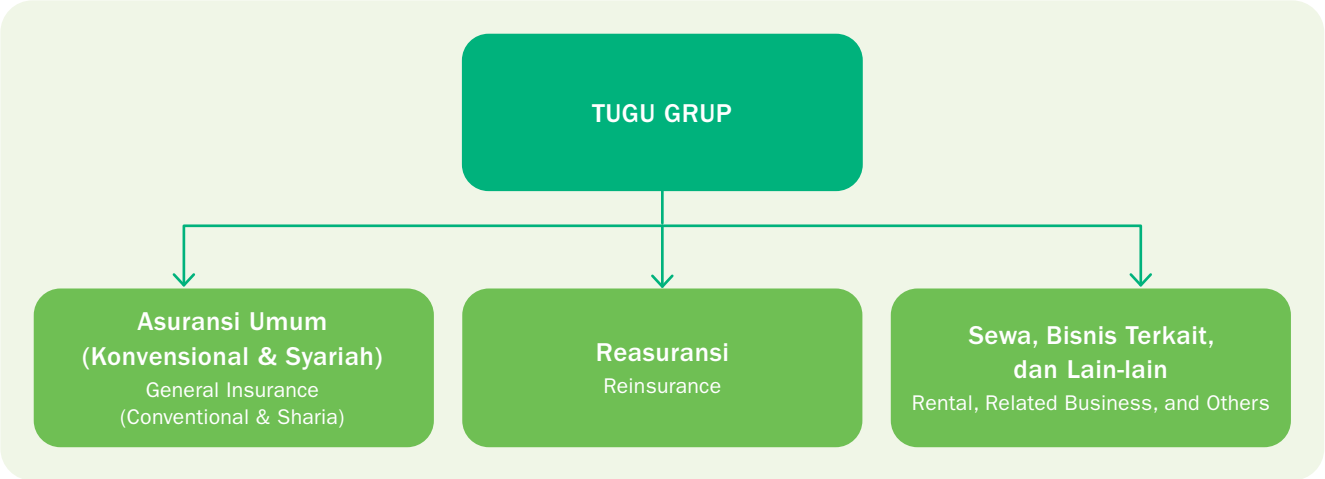
In addition, the gross claim of the reinsurance industry in 2023 was IDR15.3 trillion, growing 3.5% compared to 2022 which amounted to IDR13.2 trillion. While the gross claims of Tugure, the subsidiary were recorded at IDR1.26 trillion in 2023, a decrease of 2.16% compared to the previous year of IDR 1.29 trillion.

Tinjauan Operasi per Segmen Usaha

Operational Review by Business Segment

Tugu Insurance mengklasifikasikan bisnisnya ke dalam 3 (tiga) segmen usaha, yakni asuransi umum (konvensional & syariah), reasuransi, serta sewa, bisnis terkait, dan lain-lain. Klasifikasi segmen tersebut digunakan manajemen untuk mengevaluasi kinerja dari setiap segmen dan menentukan alokasi sumber daya Perseroan.

Tugu Insurance classifies its business into 3 (three) business segments, namely general insurance (conventional & sharia), reinsurance, as well as rental, related businesses, and others. The segment classification is used by management to evaluate the performance of each segment and determine the allocation of the Company's resources.



Segmen Usaha Business Segment	Dioperasikan oleh Operated by
Asuransi Umum (Konvensional & Syariah) General Insurance (Conventional & Sharia)	Perusahaan Induk (Tugu Insurance) dan Entitas anak Tugu Insurance Company Ltd. Parent Company (Tugu Insurance) and Subsidiary of Tugu Insurance Company Ltd.
Reasuransi Reinsurance	Entitas anak PT Tugu Reasuransi Indonesia (Tugure). Subsidiary PT Tugu Reasuransi Indonesia (Tugure).
Sewa, Bisnis Terkait, dan Lain-lain Rental, Related Business, and Others	Entitas anak • PT Pratama Mitra Sejati yang menyewakan gedung/ruang perkantoran, jasa manajemen gedung dan rental kendaraan. • PT Synergy Risk Management Consultants (Synergy) yang menawarkan jasa konsultasi penerapan manajemen risiko yang efektif dan layanan lainnya terkait bidang industri yang dijalankan. • PT Tugu Pratama Interindo sebagai *holding company*. Subsidiaries • PT Pratama Mitra Sejati, which rents out office buildings/spaces, building management and vehicle rentals services. • PT Synergy Risk Management Consultants (Synergy), which offers consulting services on the implementation of effective risk management and other services related to the industry. • PT Tugu Pratama Interindo as the holding company.

Segmen Usaha Asuransi Umum
General Insurance Business Segment

Segmen usaha asuransi umum merupakan segmen yang dijalankan oleh Tugu Insurance dan kelompok usahanya melalui produk dan layanan yang dimiliki. Mengacu pada Laporan Keuangan Perseroan, produk dalam segmen usaha asuransi umum terdiri dari:

- Asuransi Kebakaran;
- Asuransi Penerbangan;
- Asuransi Pengangkutan;
- Asuransi *Offshore*;
- Asuransi *Onshore*;
- Asuransi Rekayasa;
- Asuransi Rangka Kapal;
- Asuransi Lainnya.

Pelanggan utama segmen asuransi umum yang dilayani oleh Perseroan didominasi oleh perusahaan-perusahaan besar, khususnya PT Pertamina (Persero), Anak Perusahaan dan Afiliasinya serta para Kontraktor Kontrak Kerja Sama (KKKS) hingga berbagai korporasi besar lainnya yang memiliki *high business portfolio profile* yang beroperasi di sektor energi maupun non energi, serta Usaha Mikro dan Kecil (UMK).

The General Insurance Business Segment is operated by Tugu Insurance and its business groups through its products and services. In line with financial statements, the Products in the General Insurance Business Segment consist of:

- Fire Insurance;
- Aviation Insurance;
- Cargo Insurance;
- Offshore Insurance;
- Onshore Insurance;
- Engineering Insurance;
- Hull Insurance;
- Other Insurance.

Tugu Insurance's key customers are dominated by large companies, especially PT Pertamina (Persero), its Subsidiaries and Affiliates, Cooperation Contract Contractors (KKKS) to various other large corporations with high business portfolio profiles operating in the energy and non-energy sectors, as well as MSEs (Micro and Small Enterprises).

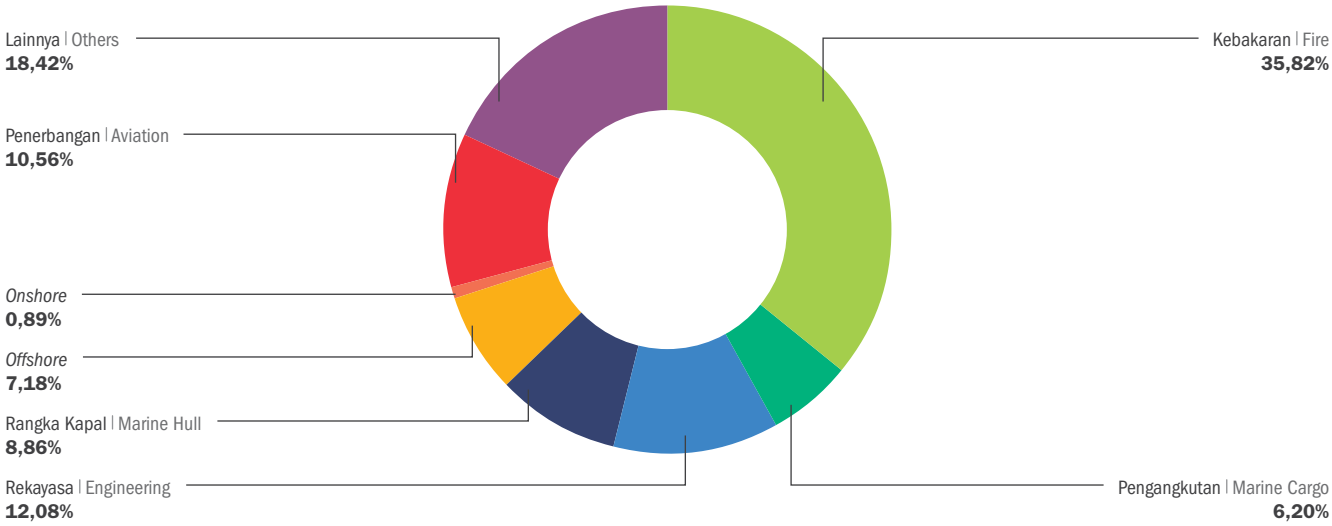
Kinerja Segmen Usaha Asuransi Umum dan Reasuransi

General Insurance and Reinsurance Business Segment Performance

Premi Bruto Berdasarkan Produk
Gross Premiums by Product

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Portofolio Produk Asuransi Insurance Product Portfolio	2023		2022		Pertumbuhan Growth (%)
	Nominal	Kontribusi Contribution (%)	Nominal	Kontribusi Contribution (%)	
Kebakaran Fire	2.761.247	35,82%	2.234.504	33,32%	23,57%
Pengangkutan Marine Cargo	478.172	6,20%	529.770	7,90%	(9,74%)
Rekayasa Engineering	931.430	12,08%	280.893	4,19%	231,60%
Rangka Kapal Marine Hull	682.819	8,86%	512.692	7,65%	33,18%
Offshore	553.460	7,18%	547.512	8,17%	1,09%
Onshore	68.397	0,89%	231.873	3,46%	(70,50%)
Penerbangan Aviation	814.214	10,56%	753.673	11,24%	8,03%
Lainnya Others	1.419.784	18,42%	1.614.663	24,08%	(12,07%)
Total	**7.709.524**	**100,00%**	**6.705.580**	**100,00%**	**14,97%**



Pendapatan *Underwriting*
Underwriting Revenues

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

	2023	2022	Pertumbuhan Growth
Kebakaran Fire	1.041.090	701.679	48,37%
Pengangkutan Marine Cargo	388.613	348.778	11,42%
Rekayasa Engineering	172.178	106.909	61,05%
Rangka Kapal Marine Hull	249.524	162.154	53,88%
Offshore	103.586	122.524	(15,46%)
Onshore	(150.704)	74.279	(302,89%)
Penerbangan Aviation	98.732	51.558	91,50%
Lainnya Other	706.545	774.911	(8,82%)
Total	**2.609.564**	**2.342.792**	**11,39%**

Segmen Usaha Reasuransi
Reinsurance Business Segment

Reasuransi merupakan pemberian jasa dalam pertanggungan terhadap risiko klaim yang didapat oleh perusahaan asuransi. Segmen usaha reasuransi yang dilayani oleh Perseroan dioperasikan oleh PT Tugu Reasuransi Indonesia (Tugure) yang didirikan pada 2 April 1987 dengan nama PT Tugu Jasatama Reasuransi Indonesia. Pada awal didirikan, Tugure hanya melayani kebutuhan Asuransi TUGU Group secara eksklusif. Pada tahun 1999, nama PT Tugu Jasatama Reasuransi Indonesia diubah menjadi PT Tugu Reasuransi Indonesia yang selanjutnya ditunjuk sebagai pelopor utama kerja sama reasuransi negara-negara ASEAN pada tahun 2004.

Reinsurance is the provision of services to cover the risk of claims obtained by insurance companies. The Reinsurance Business Segment served by the Company is operated by PT Tugu Reasuransi Indonesia or Tugure, which was established on 2 April 1987, under the name PT Tugu Jasatama Reasuransi Indonesia. Initially, Tugure solely provided insurance for TUGU Group. PT Tugu Jasatama Reasuransi Indonesia changed its name to PT Tugu Reasuransi Indonesia in 1999. In 2004, Tugure was appointed as the key pioneer of cooperation reinsurance in ASEAN countries.

Seiring dengan perkembangan, kini Tugure menyediakan layanan dalam reasuransi terhadap risiko yang dihadapi oleh perusahaan asuransi umum, perusahaan asuransi jiwa, perusahaan penjaminan, dan/atau perusahaan reasuransi lainnya. Tugure menghadirkan produk reasuransi umum dan reasuransi jiwa, seperti reasuransi *treaty*, *non-marine*, *life*, dan *marine & aviation*.

Di tahun 2023, pendapatan usaha (sebelum eliminasi) dari segmen usaha Tugure adalah sebesar Rp1,44 triliun, mengalami peningkatan 5,28% dibanding tahun 2022 sebesar Rp1,37 triliun. Tugure mencatatkan rugi tahun berjalan (sebelum eliminasi) sebesar Rp41,24 miliar, dimana tahun sebelumnya mencatatkan sebesar Rp97,31 miliar. Tugure berkomitmen untuk terus menerapkan profil risiko yang konservatif di tahun 2023.

As Tugure continues to evolve, Tugure now provides services in reinsurance against risks faced by general insurance companies, life insurance companies, guarantee companies, and/or other reinsurance companies. Tugure offers general reinsurance products and life reinsurance, including treaty reinsurance, non-marine reinsurance, life reinsurance, and marine & aviation reinsurance.

In 2023, operating revenue (before elimination) from Tugure's reinsurance business segment amounted to IDR1.44 trillion, an increase of 5.28% compared to 2022 of IDR1.37 trillion. Tugure recorded a loss for the year (before elimination) of IDR41.24 billion, whereas the previous year recorded a loss of IDR97.31 billion. Tugure is committed to continue implementing a conservative risk profile in 2023.

Segmen Usaha Sewa, Bisnis Terkait, dan Lain-lain
Rental, Related Business, and Others Business Segment

Tugu Insurance menjalankan segmen usaha sewa, bisnis terkait, dan lain-lain melalui entitas anaknya, yakni PT Pratama Mitra Sejati dan PT Synergy Risk Management Consultants. PT Pratama Mitra Sejati saat awal didirikan bergerak di bidang jasa penyewaan ruang kantor dan terus mengalami perkembangan yang cukup pesat hingga saat ini telah memiliki lima buah gedung di lokasi strategis di kota Jakarta dan Surabaya dengan merek properti yang dikenal sebagai Wisma Tugu. PT Pratama Mitra Sejati juga menyediakan jasa sewa kendaraan secara *corporate* dan telah menjadi kepercayaan untuk melayani pelanggan baik perusahaan swasta maupun di lingkungan grup BUMN. Sementara, PT Synergy Risk Management Consultants merupakan konsultan manajemen risiko, surveyor, dan penilai.

Per 31 Desember 2023, pendapatan usaha (sebelum eliminasi) dari segmen usaha sewa, bisnis terkait, dan lain-lain tercatat sebesar Rp740,13 miliar, meningkat 66,84% dibanding tahun 2022 yang sebesar Rp443,63 miliar. Sementara, laba tahun berjalan (sebelum eliminasi) mengalami peningkatan sebesar 261,40% dari Rp94,14 miliar di tahun 2022 menjadi Rp340,23 miliar di tahun 2023.

Tugu Insurance's rental, related business, and other business segment is operated by its subsidiaries, namely PT Pratama Mitra Sejati and PT Synergy Risk Management Consultants. PT Pratama Mitra Sejati was initially engaged in office space rental services and experienced rather rapid development, and currently has five buildings in strategic locations in Jakarta and Surabaya, with brand property known as Wisma Tugu. In addition, PT Pratama Mitra Sejati also provides vehicle rental services on a corporate basis and has become a trusted provider to customers both private companies and in the BUMN group environment. Meanwhile, PT Synergy Risk Management Consultants is a risk management consultant, surveyor and assessor.

As of 31 December 2023, operating revenue (before elimination) from the rental, related business, and others business segment recorded at IDR740.13 billion, increased by 66.84% compared to 2022 of IDR443.63 billion. Meanwhile, income for the year (before elimination) increased by 261.40% from IDR94.14 billion in 2022 to IDR340.23 billion in 2023.

Profitabilitas per Masing-masing Segmen Usaha
Profitability per Each Business Segment

Kontribusi profitabilitas segmen usaha terhadap profitabilitas Tugu Insurance pada tahun 2023 dan 2022 dapat dilihat sebagai berikut:

The contribution of business segment profitability to Tugu Insurance's profitability in 2023 and 2022 is as follows:

Profitabilitas Segmen Usaha Tugu Insurance Tahun 2022-2023
Tugu Insurance's Business Segment Profitability in 2022-2023

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Segmen Usaha Business Segments	2023	2022	Pertumbuhan Growth (%)
Asuransi Umum General Insurance	1.259.478	352.685	257,11%
Reasuransi Reinsurance	(41.246)	97.313	(142,38%)
Sewa, Bisnis Terkait dan Lain-lain Rentals, Related Businesses and Others	340.234	94.144	261,40%
Sub Jumlah Subtotal	1.558.466	544.141	186,41%
Eliminasi Elimination	(256.365)	(149.036)	72,02%
Laba Periode Berjalan Income for the Period	1.302.101	395.105	229,56%

Tinjauan Keuangan
Financial Review

Standar Penyajian Informasi dan Kesesuaian terhadap SAK
Standards for the Presentation of Financial Information and Conformity with the FAS

Analisa dan pembahasan kinerja keuangan pada Laporan Tahunan ini mengacu pada Laporan Keuangan Konsolidasian PT Asuransi Tugu Pratama Indonesia Tbk yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan *(Member of the RSM Network)* dengan opini wajar dalam semua hal yang material untuk tahun-tahun yang berakhir 31 Desember 2023 dan 31 Desember 2022. Laporan Keuangan Konsolidasian Perseroan disusun dan disajikan sesuai Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") Ikatan Akuntan Indonesia dan Peraturan Pasar Modal yang berlaku antara lain Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) No. VIII.G.7 tentang Pedoman Penyajian Laporan Keuangan, keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

The analysis and discussion of financial performance in this Annual Report refers to the Consolidated Financial Statements of PT Asuransi Tugu Pratama Indonesia Tbk which have been audited by Amir Abadi Jusuf, Aryanto, Mawar & Rekan Public Accounting Firm (Member of the RSM Network) with the opinion fair in all material respects for the years ended in 31 December 2023 and 31 December 2022. The Company's financial statements are prepared and presented in accordance with Financial Accounting Standards (FAS) in Indonesia, namely the Statement of Financial Accounting Standards (PSAK), which includes Statements and Interpretations issued by the Financial Accounting Standards Board ("DSAK") of the Indonesian Institute of Accountants and the Capital Market Regulations issued by the Indonesian Institute of Accountants. Among other, Regulation of the Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) No. VIII.G.7 concerning Guidelines for the Presentation of Financial Statements, Decree of the Chairman of Bapepam-LK No. KEP-347/BL/2012 concerning Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

Laporan Posisi Keuangan Konsolidasian
Consolidated Statements of Financial Position

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Total Aset Total Assets	25.137.943	21.581.305	16,48%
Total Liabilitas Total Liabilities	14.858.084	12.409.207	19,73%
Total Ekuitas Total Equity	10.279.858	9.172.098	12,08%
Total Liabilitas dan Ekuitas Total Liabilities and Equity	25.137.943	21.581.305	16,48%

Aset
Assets

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Kas dan Bank Cash on Hand and in Banks	537.857	608.986	(11,68%)
Investasi Investments			
Deposito Berjangka Time Deposits	3.080.100	1.836.714	67,70%
Efek-Efek Marketable Securities	6.071.399	4.996.347	21,52%
Penyertaan Langsung Direct Participation	36.254	35.168	3,09%
Investasi pada Entitas Asosiasi Investment in Associates	166.639	162.314	2,66%
Properti Investasi Investment Properties	2.317.627	2.292.878	1,08%
Total Investasi Total Investment	11.672.019	9.323.421	25,19%
Piutang Premi dan Sesi, Bersih Premiums and Cessions Receivables, Net	1.859.031	2.075.334	(10,42%)
Piutang Koasuransi, Bersih Coinsurance Receivables, Net	422.879	128.981	227,86%
Piutang Reasuransi dan Retrosesi, Bersih Reinsurance and Retrocession Receivables, Net	655.594	387.892	69,01%
Piutang Lain-Lain Other Receivables	266.796	214.227	24,54%
Aset Tetap, Bersih Fixed Assets, Net	1.614.303	1.443.394	11,84%
Aset Tak Berwujud, Bersih Intangible Assets, Net	113.420	35.569	218,87%
Aset Hak Guna, Bersih Right Use of Assets, Net	10.358	8.540	21,28%
Aset Reasuransi Reinsurance Asset	7.262.060	6.660.510	9,03%
Biaya Dibayar Dimuka dan Uang Muka Prepaid Expenses and Advances	32.437	36.655	(11,51%)
Tagihan Kelebihan Pembayaran Pajak Claim for Tax Refund	0	661	(100%)
Pajak Dibayar Dimuka Prepaid Taxes	35.238	46.732	(24,59%)
Aset Pajak Tangguhan, Bersih Deferred Tax Assets, Net	281.651	244.382	15,25%
Aset Lain-Lain Other Assets	374.299	366.021	2,26%
Total Aset Total Assets	**25.137.943**	**21.581.305**	**16,48%**

Per 31 Desember 2023, Perseroan membukukan jumlah aset sebesar Rp25,14 triliun, mengalami peningkatan 16,48% jika dibandingkan dengan tahun 2022 yang sebesar Rp21,58 triliun. Peningkatan ini terutama disebabkan adanya peningkatan investasi, peningkatan asset tetap dan peningkatan aset reasuransi.

As of 31 December 2023, the Company recorded total assets of IDR25.14 trillion, an increase of 16.48% compared to 2022 which amounted to IDR21.58 trillion. This increase was mainly due to an increase in investment, fixed assets and reinsurance assets.

Liabilitas dan Ekuitas
Liabilities and Equity

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Liabilitas Liabilities			
Utang Reasuransi dan Retrosesi Reinsurance and Retrocession Payables	1.891.733	1.461.086	29,47%
Utang Komisi Commission Payable	43.569	32.860	32,59%
Utang Klaim Claims Payable	313.786	129.056	143,14%
Utang Koasuransi Coinsurance Payable	73.562	46.888	56,89%
Pinjaman Diterima Borrowings	296.150	121.347	144,05%
Utang Pembiayaan Konsumen dan Sewa Pembiayaan Consumer Finance and Leases Payable	45.514	68.616	(33,67%)
Liabilitas Sewa Lease Liabilities	6.195	2.918	112,31%
Beban Akrual Accrued Expenses	290.478	137.516	111,23%
Utang Pajak Taxes Payable	180.343	64.786	178,37%
Utang Lain-Lain Other Payables	270.437	263.686	2,56%
Liabilitas Asuransi Insurance Liabilities	11.147.535	9.797.252	13,78%
Liabilitas Imbalan Kerja Employee Benefits Liabilities	295.526	283.197	4,35%
Total Liabilitas **Total Liabilities**	**14.858.084**	**12.409.207**	**19,73%**

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Ekuitas Equity			
Modal saham – nilai nominal Rp50 (nilai penuh) per saham. Modal dasar - 6.400.000.000 saham Modal ditempatkan dan disetor penuh – 3.555.575.600 saham dengan jumlah nilai nominal seluruhnya sebesar Rp177.778.780.000 (nilai penuh) per 31 Desember 2023 Nilai nominal Rp100 (nilai penuh) per saham Modal dasar – 6.400.000.000 saham Modal ditempatkan dan disetor penuh 1.777.787.800 saham dengan jumlah nilai nominal seluruhnya sebesar Rp177.778.780.000 (nilai penuh) tahun 2022 Share capital - Par value IDR50 (full amount) per share. Authorized - 6,400,000,000 shares Issued and fully paid - 3,555,575,600 shares with a total nominal value IDR177,778,780,000 (full amount) as of 31 December 2023 Share capital IDR100 (full amount) per share Authorized - 6,400,000,000 shares Issued and fully paid - 1,777,787,800 shares with a total nominal value IDR177,778,780,000 (full amount) year 2022	177.779	177.779	0,00%
Tambahan Modal Disetor Additional Paid-in Capital	625.460	625.460	0,00%
Selisih Kurs Penjabaran Laporan Keuangan Translation Adjustments	(37.679)	(32.181)	17,08%
Selisih Transaksi antara Pemegang Saham Entitas Anak Difference of Transactions Between Shareholders of a Subsidiary	105.556	105.556	0,00%
(Kerugian)/Keuntungan yang Belum Direalisasi atas Efek-Efek yang Tersedia untuk Dijual, Neto Unrealized (Losses)/Gains on Available-for-Sale Marketable Securities, Net	8.409	(26.735)	131,45%
Surplus Revaluasi Aset Tetap Fixed Assets Revaluation Surplus	2.027.351	2.013.558	0,69%
Saldo Laba Retained Earnings			
Telah Dicadangkan Appropriated	413.313	413.313	0,00%
Belum Dicadangkan Unappropriated	6.262.074	5.162.580	21,30%
Sub-Total Ekuitas yang Dapat Diatribusikan kepada: Sub-Total Equity Attributable to:			
Pemilik Entitas Induk Equity Owners of the Parent Entity	9.582.263	8.439.329	13,54%
Kepentingan Non-Pengendali Non-Controlling Interest	697.595	732.769	(4,80%)
Total Ekuitas **Total Equity**	**10.279.858**	**9.172.098**	**12,08%**
Total Liabilitas dan Ekuitas **Total Liabilities and Equity**	**25.137.943**	**21.581.305**	**16,48%**

Liabilitas

Di tahun 2023, jumlah liabilitas Perseroan tercatat sebesar Rp14,86 triliun, meningkat 19,73% dibanding tahun sebelumnya yang sebesar Rp12,41 triliun. Hal tersebut terutama disebabkan oleh adanya kenaikan pada liabilitas asuransi, utang reasuransi dan retrosesi serta utang klaim sejalan dengan pertumbuhan bisnis pada tahun 2023 ini.

Liabilities

In 2023, the Company's total liabilities were recorded at IDR14.86 trillion, an increase of 19.73% compared to the previous year of IDR12.41 trillion. This was mainly due to an increase in insurance liabilities, reinsurance and retrocession payables and claims payable in line with business growth in 2023.

Ekuitas

Jumlah ekuitas Perseroan di tahun 2023 tercatat sebesar Rp10,28 triliun, meningkat 12,08% dari tahun 2022 yang sebesar Rp9,17 triliun. Hal ini disebabkan oleh adanya peningkatan laba bersih pada tahun 2023 yang tercatat pada saldo laba yang belum dicadangkan.

Equity

The Company's total equity in 2023 was recorded at IDR10.28 trillion, an increase of 12.08% from 2022 which amounted to IDR9.17 trillion. This was due to increase in net profit in 2023 recorded in unreserved retained earnings.

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Consolidated Statements of Profit or Loss and Other Comprehensive Income

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Jumlah Pendapatan Total Revenues	3.591.485	3.093.893	16,08%
Jumlah Beban Total Expenses	(1.966.917)	(2.593.744)	(24,17%)
Laba Tahun Berjalan Income for the Year	1.302.101	395.105	229,56%
Jumlah Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	1.352.122	526.459	156,83%

Pendapatan
Revenues

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Pendapatan *Underwriting* Underwriting Revenues			
Premi Bruto Gross Premium	7.709.524	6.705.580	14,97%
Premi Reasuransi dan Retrosesi Reinsurance and Retrocession Premium	(4.368.028)	(3.518.923)	24,13%
Perubahan Premi yang Belum Merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan Changes in Unearned Premium Reserves and Liabilities for Future Policy Benefit	(711.845)	(74.293)	858,16%

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Perubahan Aset Asuransi Atas Premi yang Belum Merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan Changes in Reinsurance Assets of Unearned Premium Reserves and Liabilities for Future Policy Benefit	450.281	(267.439)	268,37%
Pendapatan Premi, Bersih Premium Income, Net	3.079.932	2.844.925	8,26%
Pendapatan (Beban) Komisi, Bersih Commission Revenue (Expense), Net	(470.368)	(502.133)	(6,33%)
a. Total Pendapatan *Underwriting* Total Underwriting Revenues	2.609.564	2.342.792	11,39%
b. Pendapatan Investasi Investment Income	579.830	352.391	64,54%
c. Pendapatan Usaha Lainnya Other Operating Income	402.091	398.710	0,85%
Total Pendapatan **Total Revenues**	**3.591.485**	**3.093.893**	**16,08%**

Di tahun 2023, Perseroan membukukan total pendapatan sebesar Rp3,59 triliun, meningkat 16,08% dibandingkan total pendapatan tahun 2022 sebesar Rp3,09 triliun. Peningkatan ini disebabkan oleh peningkatan pendapatan *underwriting* sebesar 11,39%, kenaikan pendapatan investasi sebesar 64,54% dan kenaikan pendapatan usaha lainnya sebesar 0,85%.

Pendapatan Perseroan didapatkan dari 3 (tiga) pos pendapatan, yaitu Pendapatan *Underwriting*, Pendapatan Investasi, dan Pendapatan Usaha Lainnya.

1. Pendapatan *Underwriting*
   Pada akhir tahun 2023, Perseroan mencatat kenaikan Pendapatan *Underwriting* Konsolidasi sebesar 11,39% dari Rp2,34 triliun di tahun 2022 menjadi Rp2,60 triliun di tahun 2023. Hal ini antara lain dikontribusikan oleh bisnis asuransi kebakaran, asuransi rekayasa dan asuransi rangka kapal.
2. Pendapatan Investasi
   Pendapatan Investasi mengalami kenaikan sebesar 64,54% dari Rp352,39 miliar di tahun 2022 menjadi Rp579,83 miliar di tahun 2023. Peningkatan ini terutama disebabkan karena peningkatan pada penghasilan bunga dari obligasi, deposito berjangka, dan penghasilan dividen sebagaimana ditunjukan pada tabel di bawah ini:

In 2023, the Company recorded total revenue of IDR3.59 trillion, an increase of 16.08% compared to total revenue in 2022 of IDR3.09 trillion. This increase was due to increase in underwriting income of 11.39%, increase in investment income of 64.54% and increase in other business income of 0.85%.

The Company's revenues are obtained from 3 (three) revenue posts, namely Underwriting Revenue, Investment Income, and Other Operating Revenue.

1. Underwriting Revenue
   At the end of 2023, the Company recorded an increase in Consolidated Underwriting Income of 11.39% from IDR2.34 trillion in 2022 to IDR2.60 trillion in 2023. This was contributed by the fire insurance, engineering insurance and marine hull insurance businesses.
2. Investment Income
   Investment Income increased by 64.54% from IDR352.39 billion in 2022 to IDR579.83 billion in 2023. This increase was mainly due to an increase in interest income from bonds, time deposits, and dividend income as shown in the table below:

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Penghasilan Bunga Obligasi Interest Income From Bonds	319.240	172.137	85,46%
Deposito Berjangka Time Deposits	127.558	49.420	158,11%
Laba (Rugi) Selisih Perubahan Nilai Wajar Properti Investasi Gain (Loss) on Revaluation Increment of Investment Property	24.706	(690)	3.678,03%
Keuntungan dari Perubahan Nilai Wajar Efek Gain on Changes in Fair Value of Marketable Securities	63.042	121.480	(48,11%)
Penghasilan Dividen Dividend Income	39.986	7.802	412,51%
Lain-Lain Others	5.298	2.242	136,33%
Total	**579.830**	**352.391**	**64,54%**

3. Pendapatan Usaha Lainnya
   Di tahun 2023, pendapatan usaha lainnya tercatat sebesar Rp402,10 miliar, meningkat 0,85% dibanding tahun 2022 yang sebesar Rp398,71 miliar. Pencapaian tersebut dikontribusikan oleh usaha sewa kendaraan dan properti melalui anak usaha yaitu PT Pratama Mitra Sejati dan dari usaha jasa survei melalui anak usaha PT Synergy Risk Management Consultants dengan rincian sebagai berikut:

3. Other Operating Revenue
   In 2023, other operating revenue was recorded at IDR402.10 billion, an increase of 0.85% compared to 2022 which amounted to IDR398.71 billion. This achievement was contributed by the vehicle and property rental business through a subsidiary, PT Pratama Mitra Sejati and from the survey services business through a subsidiary, PT Synergy Risk Management Consultants with the following details:

Pendapatan Usaha Lainnya
Other Operating Revenue

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Jenis Usaha Type of Business	2023		2022		Pertumbuhan Growth (%)
	Nominal	Kontribusi Contribution (%)	Nominal	Kontribusi Contribution (%)	
Usaha Sewa Rental Business	212.807	52,93%	223.711	56,11%	(4,87%)
Jasa Survei Survey Fee	86.644	21,55%	111.911	28,07%	(22,58%)
Penjualan Kendaraan Sales of Vehicles	102.640	25,53%	63.088	15,82%	62,69%
Total	**402.091**	**100,00%**	**398.710**	**100,00%**	**100,00%**

Beban
Expenses

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Klaim Bruto Gross Claims	(2.785.387)	(2.284.626)	21,92%
Klaim Reasuransi dan Retrosesi Reinsurance and Retrocession Claims	1.361.523	972.264	40,04%
Perubahan Estimasi Liabilitas Klaim Changes in Estimated Claims Liabilities	(638.438)	(1.162.636)	(45,09%)
Perubahan Aset Reasuransi atas Estimasi Liabilitas Klaim Changes in Reinsurance Assets for Estimated Liabilities Claims	151.269	802.649	(81,15%)
Total Beban Klaim Neto Total Net Claim Expenses	(1.911.033)	(1.672.348)	14,27%
Beban Usaha Operating Expenses	(812.221)	(771.136)	5,33%
Beban Usaha Lainnya Other Operating Expenses	(298.264)	(258.769)	15,26%
Pendapatan (Beban) Lain-Lain, Bersih Other Income (Expenses), Net	1.054.600	108.510	871,89%
Total Beban **Total Expenses**	**(1.966.917)**	**(2.593.744)**	**(24,17%)**

Di tahun 2023, Perseroan mencatatkan total beban sebesar Rp1,97 triliun, mengalami penurunan 24,17% dari tahun sebelumnya sebesar Rp2,59 triliun. Beban konsolidasian Perseroan terdiri dari:

1. Beban Klaim Neto
   Secara konsolidasi, beban klaim neto meningkat sebesar 14,27% dari Rp1,67 triliun di tahun 2022 menjadi Rp1,92 triliun di tahun 2023. Hal ini disebabkan dengan peningkatan cadangan klaim di anak Perusahaan PT Tugu Reasuransi sejalan dengan konsep *prudent underwriting* yang diterapkan oleh perusahaan.
2. Beban Usaha
   Beban usaha konsolidasian mengalami peningkatan sebesar 5,33% dari Rp771,14 miliar di tahun 2022 menjadi Rp812,22 miliar di tahun 2023. Hal ini terutama disebabkan oleh adanya peningkatan pada gaji dan tunjangan, serta biaya pemasaran.
3. Beban Usaha Lainnya
   Beban usaha lainnya meningkat 15,26% dari Rp258,77 miliar di tahun 2022 menjadi Rp298,26 miliar di tahun 2023. peningkatan beban ini disebabkan oleh peningkatan harga pokok penjualan kendaraan sejalan dengan peningkatan pendapatan atas penjualan kendaraan di Anak Perusahaan PT Pratama Mitra Sejati. Beban usaha lainnya adalah pengeluaran langsung dari entitas anak non-asuransi yang bergerak dalam bidang usaha sewa properti dan kendaraan (PT Pratama Mitra Sejati) serta bidang usaha jasa survei (PT Synergy Risk Management Consultants).

In 2023, the Company recorded total expenses of IDR1.97 trillion, a 24.17% decrease from the previous year of IDR2.59 trillion. The Company's consolidated expenses consist of:

1. Net Claim Expenses
   On a consolidated basis, net claim expenses increased by 14.27% from IDR1.67 trillion in 2022 to IDR1.92 trillion in 2023. This was due to an increase in claim reserves at subsidiary PT Tugu Reasuransi in line with the concept of prudent underwriting applied by the company.
2. Operating Expenses
   Consolidated operating expenses increased by 5.33% from IDR771.14 billion in 2022 to IDR812.22 billion in 2023. This was mainly due to an increase in salaries and benefits, as well as marketing expenses.
3. Other Operating Expenses
   Other operating expenses increased by 15.26% from IDR258.77 billion in 2022 to IDR298.26 billion in 2023. The increase in expenses was due to an increase in the cost of vehicles in line with the increase in revenue from vehicle sales at Subsidiary PT Pratama Mitra Sejati. Other operating expenses are direct expenses of non-insurance subsidiaries engaged in property and vehicle rental business (PT Pratama Mitra Sejati) and survey services business (PT Synergy Risk Management Consultants).

4. Pendapatan (Beban) Lain-Lain, Bersih
Perseroan mencatatkan pendapatan lain-lain (bersih) sebesar Rp1,05 triliun di tahun 2023 sedangkan pada tahun 2022 Perseroan mencatatkan pendapatan lain-lain bersih, sebesar Rp108,51 miliar. Hal ini terutama disebabkan Perseroan mencatatkan adanya pendapatan dari kasus litigasi antara Perseroan dan Citibank N.A. dimana Perseroan memenangkan kasus hukum tersebut dan Keputusan dari Pengadilan Hong Kong mewajibkan Citibank N.A. melakukan pembayaran kepada Perseroan sebesar Rp1,1 triliun (sebelum di potong pajak).

4. Other Revenues (Expenses), Net
The Company recorded other revenues (net) of IDR1.05 trillion in 2023 while in 2022 the Company recorded other income net of IDR108.51 billion. This was mainly due to the Company recorded a gain from the litigation case between the Company and Citibank N.A. where the Company won the legal case and the decision of the Hong Kong Court requires Citibank N.A. to make a payment to the Company of IDR1.1 trillion (before tax).

Laba
Income

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Laba Sebelum Bagian Laba Bersih Entitas Asosiasi dan Beban Pajak Final dan Pajak Penghasilan Income Before Share in Associates' Net Income and Final Tax and Income Tax Expense	1.624.567	500.149	224,82%
Bagian Laba Bersih Entitas Asosiasi Share in Associate's Net Income	7.763	17.048	(54,46%)
Laba Sebelum Beban Pajak Final dan Pajak Penghasilan Income Before Final Tax Expense and Income Tax	1.632.330	517.197	215,61%
Beban Pajak Final Final Tax Expense	(52.160)	(30.496)	71,04%
Laba Sebelum Beban Pajak Penghasilan Income Before Income Tax Expense	1.580.171	486.701	224,67%
Beban (Manfaat) Pajak Penghasilan Income Tax Expenses (Benefits)	(278.069)	(91.596)	203,58%
Laba Tahun Berjalan Income for the Year	1.302.101	395.105	229,56%
Penghasilan Komprehensif Lain Setelah Pajak Other Comprehensive Income After Tax	50.021	131.354	(61,92%)
Jumlah Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	1.352.122	526.459	156,83%
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada: Income for the Year Attributable to:			
Pemilik Entitas Induk Equity Owners of the Parent Entity	1.322.394	347.151	280,93%
Kepentingan Non-Pengendali Non-controlling Interest	(20.292)	47.955	(142,31%)
Total Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan Kepada: Total Comprehensive Income for the Year Attributable to:			
Pemilik Entitas Induk Equity Owners of the Parent Entity	1.372.504	482.800	184,28%
Kepentingan Non-Pengendali Non-controlling Interest	(20.382)	43.659	(146,68%)
Laba Per Saham yang Dapat Diatribusikan kepada Pemilik Entitas Induk (Nilai Penuh) - Dasar dan Dilusian Earnings per Share Attributable to Equity Owners of the Parent Entity (Full Amount) - Basic and Diluted	372	195	90,73%

Per 31 Desember 2023, Perseroan membukukan laba tahun berjalan sebesar Rp1.302,10 miliar, meningkat sebesar 229,56% dari Rp395,11 miliar di tahun 2022. Selaras dengan peningkatan tersebut, laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk meningkat sebesar 280,93 % dari tahun 2022 yang sebesar Rp347,15 miliar menjadi Rp1.322,39 miliar dengan laba per saham yang dapat diatribusikan kepada pemilik entitas induk sebesar Rp372 atau mengalami peningkatan 90,73% dibanding tahun sebelumnya sebesar Rp195.

As of 31 December 2023, the Company recorded income for the year amounted to IDR1,302.10 billion, increased by 229.56% from IDR395.11 billion in 2022. In line with this increase, income for the year attributable to owners of the parent entity increased by 280.93% from IDR347.15 billion in 2022 to IDR1,322.39 billion with earnings per share attributable to owners of the parent entity of IDR372 or an increase of 90.73% compared to the previous year of IDR195.

Penghasilan Komprehensif Tahun Berjalan

Penghasilan komprehensif Perseroan di tahun 2023 tercatat sebesar Rp1.352,12 miliar, mengalami peningkatan 156,83% dibanding tahun 2022 yang sebesar Rp526,46 miliar.

Sedangkan total penghasilan komprehensif tahun berjalan yang diatribusikan kepada pemilik entitas induk sebesar Rp1.372,50 milar, namun Perseroan mencatatkan penurunan penghasilan komprehensif yang dapat diatribusikan kepada kepentingan non-pengendali sebesar Rp20,38 miliar yang disebabkan atas penurunan surplus revaluasi aset tetap dibandingkan tahun lalu.

Comprehensive Income for the Year

The Company's comprehensive income in 2023 was recorded at IDR1,352.12 billion, an increase of 156.83% compared to 2022 which amounted to IDR526.46 billion.

While the total comprehensive income for the year attributable to owners of the parent entity amounted to IDR1,372.50 billion, nevertheless the Company recorded a decrease in comprehensive income attributable to non-controlling interests of IDR20.38 billion due to a decrease in fixed asset surplus revaluation compared to last year.

Arus Kas Konsolidasian
Consolidated Cash Flows

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Arus Kas Neto yang diperoleh dari (digunakan untuk) Aktivitas Operasi Net Cash Flows provided by (used in) Operating Activities	2.128.649	855.914	148,70%
Arus Kas Neto yang diperoleh dari (digunakan untuk) Aktivitas Investasi Net Cash Flows provided by (used in) Investing Activities	(2.094.902)	(657.432)	218,65%
Arus Kas Neto yang diperoleh dari (digunakan untuk) Aktivitas Pendanaan Net Cash Flows provided by (used in) Financing Activities	(101.381)	(157.921)	(35,80%)
Kenaikan (Penurunan) Neto Kas dan Bank Net Increase (Decrease) in Cash and Banks	(67.634)	40.562	(266,74%)
Penyesuaian atas Selisih Kurs Adjustment of Foreign Exchanges Difference	(3.494)	22.433	(115,58%)
Kas dan Bank Awal Tahun Cash and Banks at Beginning of the Year	608.986	545.992	11,54%
Kas dan Bank Akhir Tahun Cash and Banks at the End of the Year	537.857	608.986	(11,68%)

Arus Kas dari Aktivitas Operasi
Cash Flows Provided by Operating Activities

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Penerimaan Kas dari Tertanggung, Reasuradur dan Pelanggan Cash Receipts from the Insured, Reinsurers, and Customers	8.499.827	7.996.568	6,29%
Pembayaran Kas kepada Tertanggung, Reasuradur, Pemasok, dan Karyawan Cash Paid to the Insured, Insurers, Suppliers and Employees	(7.303.260)	(7.084.256)	3,09%
Pembayaran Pajak Penghasilan Income Tax Paid	(198.596)	(56.870)	249,21%
Penerimaan Klaim atas Pengembalian Pajak Cash Receipts from Claim for Tax Refund	18.328	473	3.778,07%
Penerimaan atas Litigasi Cash Receipts from Litigation	1.112.349	0	100%
Arus Kas Neto yang Diperoleh dari Aktivitas Operasi Net Cash Flows Provided by Operating Activities	2.128.649	855.914	148,70%

Arus kas neto dari aktivitas operasi tahun 2023 mencapai Rp2.128,65 miliar, meningkat 148,70% dibandingkan tahun 2022 yang tercatat sebesar Rp855,91 miliar. Peningkatan ini terutama disebabkan oleh adanya penerimaan atas litigasi atas kemenangan kasus hukum Perseroan dengan Citibank N.A. di Pengadilan Hong Kong.

Net cash flow provided by operating activities in 2023 reached IDR2,128.65 billion, an increase of 148.70% compared to IDR855.91 billion in 2022. This increase was mainly due to the cash receipt from litigation from the settlement of the Company's legal case with Citibank N.A. in the Hong Kong Court.

Arus Kas Digunakan untuk Aktivitas Investasi
Net Cash Flows Used In Investing Activities

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Penerimaan Bunga Interest Received	446.798	174.304	156,33%
Penerimaan Dividen Dividends Received	43.396	9.591	352,45%
Pencairan (Penempatan) Investasi Proceeds from Sale (Placement) of Investments	(2.216.924)	(577.603)	283,81%
Perolehan Aset Tetap Acquisition of Fixed Assets	(368.082)	(263.734)	39,57%
Hasil Penjualan Aset Tetap Proceeds from Sale of Fixed Assets	21	10	119,39%
Perolehan Properti Investasi Acquisitions of Investment Property	112	0	100%
Arus Kas Neto yang diperoleh dari (digunakan untuk) Aktivitas Investasi Net Cash Flows provided by (used in) Investing Activities	(2.094.902)	(657.432)	218,65%

Di tahun 2023, Perseroan membukukan arus kas digunakan untuk aktivitas investasi sebesar Rp2.094,90 miliar, atau meningkat 218,65% dari tahun 2022 yang tercatat sebesar Rp657,43 miliar. Hal ini terutama disebabkan oleh adanya peningkatan penempatan investasi neto di tahun 2023.

In 2023, the Company recorded cash flows used for investing activities amounting to IDR2,094.90 billion, or an increase of 218.65% from 2022 which was recorded at IDR657.43 billion. This was mainly due to an increase in net investment placement in 2023.

Arus Kas Digunakan untuk Aktivitas Pendanaan
Net Cash Flows Used in Financing Activities

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan Growth (%)
Tambahan Modal Disetor Additional Paid In Capital	0	28	(100,00%)
Pembayaran Dividen Dividends Paid	(244.362)	(131.890)	85,28%
Pembayaran Bunga Sewa Pembiayaan Payment of Lease Payable Interest	(5.279)	(8.933)	(40,91%)
Pembayaran Pinjaman Diterima Payment of Borrowings	(71.486)	(24.791)	188,35%
Pencairan Pinjaman Diterima Proceeds of Borrowings Receiving	246.288	102.812	139,55%
Pembayaran Utang Sewa Pembiayaan Konsumen dan Sewa Payment of Consumer Finance and Lease Payable	(23.102)	(90.339)	(74,43%)
Pembayaran Liabilitas Sewa Payment of Lease Liabilities	(3.440)	(4.808)	(28,44%)
Arus Kas Neto yang diperoleh dari (digunakan untuk) Aktivitas Pendanaan Net Cash Flows provided by (used in) Financing Activities	(101.381)	(157.921)	(35,80%)

Perseroan mencatatkan arus kas digunakan untuk aktivitas pendanaan sebesar Rp101,38 miliar, menurun 35,80% jika dibandingkan tahun 2022 yang sebesar Rp157,92 miliar. Penurunan ini terutama disebabkan oleh terdapat penerimaan arus kas dari pencairan pinjaman diterima Anak Perusahaan PT Pratama Mitra Sejati, selain itu terdapat penurunan pada pembayaran utang sewa pembiayaan konsumen dan sewa pembiayaan.

The Company recorded cash flows used for financing activities of IDR101.38 billion, a decrease of 35.80% compared to IDR157.92 billion in 2022. This decrease was mainly due to cash receipt from loan disbursement received by Subsidiary namely PT Pratama Mitra Sejati, in addition there was a decrease in the payment of consumer finance and lease payables.

Kemampuan Membayar Kewajiban

Ability to Pay Liabilities (Solvency) of the Company

Peraturan Otoritas Jasa Keuangan (POJK) No. 69/POJK.05/2016 mengatur bahwa perusahaan asuransi memiliki kewajiban terhadap para nasabahnya untuk melunasi pembayaran klaim para nasabahnya paling lama 30 (tiga puluh) hari sejak adanya kesepakatan antara tertanggung dan penanggung atau kepastian mengenai jumlah klaim yang harus dibayar. Untuk itu, Perseroan menggunakan rasio solvabilitas dan rasio lainnya, seperti rasio likuiditas, rasio kecukupan investasi, rasio perimbangan hasil investasi dengan pendapatan premi neto, serta rasio beban terhadap pendapatan premi neto dalam mengukur kemampuannya membayar dan menjamin klaim nasabah dapat terbayar tepat waktu.

Financial Services Authority Regulation No. 69/POJK.05/2016, regulates the insurance companies must settle their customers' claims within 30 (thirty) days of the insured and insurer's agreement or certainty regarding the amount of the claims to be paid. Therefore, the Company uses solvency ratio and other ratios, such as liquidity ratio, investment adequacy ratio, investment returns to net premium income ratio, and expenses to net premium income ratio, to measure its ability to pay and guarantee that customer claims can be paid on time.

Rasio Solvabilitas
Solvency Ratio

Peraturan Otoritas Jasa Keuangan No. 71/POJK.05/2016 telah mengatur bahwa setiap perusahaan asuransi wajib menetapkan dan memenuhi target tingkat solvabilitas paling rendah 120% dari Modal Minimum Berbasis Risiko (MMBR) setiap tahun. Perhitungan MMBR per 31 Desember 2023 dapat dilihat sebagai berikut:

The Regulation of Financial Services Authority No. 71/POJK.05/2016 regulated that every insurance company is required to set and meet a target solvency level of at least 120% of the Risk-Based Minimum Capital (MMBR) every year. MMBR calculation as of 31 December 2023 is as follows:

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

No.	Keterangan Description	2023	2022
A	**Tingkat Solvabilitas** **Solvency Level**		
	Aset yang Diperkenankan Allowed Assets	14.021.034	11.694.317
	Liabilitas (kecuali Pinjaman Subordinasi) Liabilities (excluding Subordinated Loans)	(9.351.637)	(7.754.871)
	Jumlah Tingkat Solvabilitas Total Solvency Level	4.669.397	3.939.446
B	**Modal Minimum Berbasis Risiko (MMBR)** **Risk Based Minimum Capital (MMBR)**		
	Risiko Kredit Credit Risk		
	1. Risiko Kredit a (Risiko Kegagalan Debitur) Credit Risk a (Debtor Failure Risk)	179.981	156.261
	2. Risiko Kredit b (Risiko Kegagalan Reasuradur) Credit Risk b (Reinsurer Failure Risk)	237.699	234.921
	Jumlah Risiko Kredit Total Credit Risk	417.617	391.182

No.	Keterangan Description	2023	2022
	Risiko Likuiditas Liquidity Risk	-	-
	Risiko Pasar Market Risk		
	1. Risiko Pasar a (Risiko Perubahan Hingga Pasar) Market Risk a (Changes to Market Risk)	235.330	232.159
	2. Risiko Pasar b (Risiko Perubahan Nilai Tukar Mata Uang) Market Risk b (Risk of Changes in Currency Exchange Rates)	2.556	1.446
	3. Risiko Pasar c (Risiko Perubahan Tingkat Bunga) Market Risk c (Risk of Changes in Interest Rates)	-	-
	Jumlah Risiko Pasar Total Market Risk	237.886	233.606
	Risiko Asuransi Insurance Risk	219.059	208.859
	Risiko Operasional Operational Risk	5.853	4.501
	Jumlah MMBR Number of MMBR	880.415	838.149
	Kelebihan (Kekurangan) Batas Tingkat Solvabilitas Over (Under) Limit of Solvency Level	3.788.981	3.101.297
	Rasio Pencapaian Solvabilitas (dalam %) Solvency Ratio Attained (in %)	530,36%	470,02%

Hingga akhir tahun 2023, rasio pencapaian solvabilitas Perseroan adalah sebesar 530,36% atau berhasil melampaui persyaratan minimum regulator sebesar 120%. Capaian ini meningkat dari tahun 2022 yang sebesar 470,02%. Hal tersebut menunjukkan kondisi finansial Perseroan yang sehat dan juga kemampuan Perseroan yang kuat dalam membayar kewajibannya kepada para pihak.

As of the end of 2023, the Company's solvency ratio was at 530.36% or has successfully exceeded the regulator's minimum requirements of 120%. This achievement increased from 2022, which was at 470.02%. This shows the soundness of the Company's financial condition and the Company's ability in paying its liabilities to the parties.

Rasio Lainnya
Other Ratios

No.	Keterangan Description	2023	2022
A	Rasio Likuiditas Liquidity Ratio	152,81%	183,94%
B	Rasio Kecukupan Investasi (RKI) Investment Adequacy Ratio (RKI)	541,03%	575,79%
C	Rasio Perimbangan Hasil Investasi dengan Pendapatan Premi Netto Investment Returns to Net Premium Income Ratio	34,20%	21,12%
D	Rasio Beban (Klaim, Usaha dan Komisi) terhadap Pendapatan Premi Neto Expenses (Claims, Business and Commissions) to Net Premium Income Ratio	78,50%	65,79%

Kemampuan untuk membayar utang yang berkaitan dengan kegiatan bisnis asuransi adalah Rasio Kecukupan Investasi (RKI). Di tahun 2023, Perseroan mencatatkan nilai RKI sebesar 541,03% atau lebih tinggi dari nilai RKI minimal sebesar 100%. Hal ini menunjukkan bahwa Investasi perusahaan 5,4 kali lebih dari cukup untuk membiayai liabilitasnya kepada tertanggung.

The ability to pay liabilities related to insurance business activities is the Investment Adequacy Ratio (RKI). In 2023, the Company recorded an RKI value of 541.03% or higher than the minimum RKI value of 100%. This indicates that the Company's investment is 5.4 times more than sufficient to cover its liabilities to the insured.

Tingkat Kolektibilitas Piutang

Accounts Receivable Collectability

Perseroan mengukur tingkat kolektibilitas piutangnya secara berkala untuk mengetahui jika terdapat piutang tidak tertagih akan dihapuskan secara langsung dengan mengurangi nilai tercatatnya. Akun penyisihan digunakan ketika terdapat bukti yang objektif bahwa Perseroan tidak dapat menagih seluruh nilai terutang sesuai dengan persyaratan awal piutang.

The collectability of the Company's trade receivables is reviewed regularly, which uncollectible receivables will be written off directly by reducing the carrying amount. An allowance account is used when there is objective evidence that the Company is unable to collect the entire amount owed in accordance with the initial terms of the receivables.

Keterangan Description	2023	2022
Rasio Perputaran Piutang Accounts Receivable Turnover Ratio	56 Hari 56 Days	56 Hari 56 Days

Di tahun 2023, kolektibilitas piutang asuransi di luar piutang jatuh tempo adalah sebesar 56 hari. Pencapaian ini sama dengan tahun sebelumnya.

In 2023, the collectability of insurance receivables excluding overdue receivables was 56 days. This accomplishment remained the same, compared to the prior year.

Struktur Modal dan Kebijakan Manajemen atas Struktur Modal

Capital Structure and the Management's Policy on Capital Structure

Rincian Struktur Modal
The Company's Capital Structure

Komposisi struktur modal Tugu Insurance di tahun 2023 berasal dari sumber dana sendiri (ekuitas). Struktur modal Perseroan di tahun 2023 mengalami peningkatan sebesar 12,08% dari Rp9,17 triliun di tahun 2022 menjadi Rp10,28 triliun. Adapun rincian struktur modal Perseroan dapat dilihat sebagai berikut:

In 2023, the composition of Tugu Insurance's capital structure derived from its own source of funds (Equity). In 2023, the Company's capital structure increased by 12,08% from IDR9.17 trillion in 2022 to IDR10.28 trillion. The details of the Company's capital structure are as follows:

Tabel Rincian Struktur Modal
Table of Capital Structure Details

Dalam jutaan Rupiah, kecuali dinyatakan lain
Expressed in million Rupiah, unless otherwise stated

Keterangan Description	2023	2022	Pertumbuhan (%)
Total Ekuitas Total Equity	10.279.858	9.172.098	12,08%

Kebijakan Manajemen atas Struktur Modal
The Management's Policy on Capital Structure

Tugu Insurance senantiasa menetapkan kebijakan struktur permodalan yang optimal agar dapat memaksimalkan nilai Perseroan. Pengelolaan modal Perseroan bertujuan untuk mempertahankan rasio modal yang sehat untuk mendukung bisnis dan memaksimalkan nilai pemegang saham.

Tugu Insurance determines the optimum capital structure policy to maximize the value of the Company. The main objective of the Company's capital management is to maintain a healthy capital ratio to support the business and maximize shareholder value.

Perseroan melalui Direksi dengan persetujuan Dewan Komisaris senantiasa mengelola struktur modalnya dan membuat perubahan jika diperlukan sehubungan dengan perubahan yang terjadi pada kondisi ekonomi, struktur bisnis dan perkembangan dalam industri. Pengelolaan rasio modal juga diperlukan sebagai unsur kepatuhan terhadap Peraturan Otoritas Jasa Keuangan mengenai rasio pencapaian solvabilitas yang dihitung dengan pendekatan modal berbasis risiko.

Through the Board of Directors, along with the approval from the Board of Commissioners, the Company manages the capital structure and makes changes, where appropriate, in relation to changes in economic conditions, business structure and developments in the industry. Capital ratio management is also required as an element of compliance with the Regulation of the Financial Services Authority concerning the solvency ratio attained, which is calculated using a risk-based capital approach.

Pada periode 31 Desember 2023, Perseroan juga telah memenuhi ketentuan solvabilitas yang pencapaiannya jauh berada di atas ketentuan yang ditetapkan oleh Regulator.

As of 31 December 2023, the Company has also met the solvency requirements which are highly surpassed the requirements set by the Regulator.

Dasar Pemilihan Kebijakan Manajemen atas Struktur Modal
Basis of Selection of the Management's Policy on Capital Structure

Tugu Insurance menetapkan kebijakan struktur permodalan yang optimal agar dapat memaksimalkan nilai Perseroan. Dasar pemilihan kebijakan manajemen atas struktur modal, antara lain:
- Senantiasa berupaya menetapkan target struktur modal yang optimal;
- Kebijakan manajemen atas pembiayaan perusahaan adalah dengan memanfaatkan sumber dana sendiri (ekuitas). Pada salah satu Entitas Anak, yaitu PT Pratama Mitra Sejati, selain memanfaatkan sumber dana sendiri juga memiliki pinjaman berupa utang bank atau sewa pembiayaan namun nilainya tidak signifikan;
- Penggunaan proporsi ekuitas yang lebih besar (dari utang);
- Struktur modal senantiasa ditinjau dengan mempertimbangkan keseimbangan antara risiko keuangan dan tingkat pengembalian dalam upaya meningkatkan nilai Perseroan.

Tugu Insurance determines the optimal capital structure policy in order to maximize the value of the Company. The following is the basis for selecting the management's policy on capital structure:
- Always strive to set an optimal target capital structure;
- Management's policy on corporate financing is to utilize its own source of funds (Equity). In one of the Subsidiaries, namely PT Pratama Mitra Sejati, in addition to utilizing its own sources of funds, it also has loans in the form of bank loans or finance leases, but the value is not significant;
- The use of a larger proportion of equity (from debt);
- The capital structure is always reviewed by considering the balance between financial risk and the rate of return to increase the value of the Company.

Ikatan Material untuk Investasi Barang Modal
Material Commitment for Capital Expenditure

Selama tahun 2023, Perseroan tidak memiliki ikatan material terkait investasi barang modal. Hal ini dikarenakan pembelian aset tetap dan investasi lainnya yang dilakukan oleh Perseroan berasal dari modal Perseroan. Dengan demikian, tidak terdapat informasi mengenai tujuan dari ikatan material tersebut; sumber dana yang diharapkan untuk memenuhi ikatan tersebut; mata uang yang menjadi denominasi; dan langkah yang direncanakan Perseroan untuk melindungi risiko dari posisi mata uang asing yang terkait.

In 2023, the Company did not have any material commiment in relation to investment of capital goods. This was due to the purchase of fixed assets and other investment conducted by the Company was originated from the Company's capital. Therefore, there were no information on the purpose of the material bonds; the funding sources that is expected to fulfill such bonds; the denominations of the currency; and steps planned by the Company to protect risks from related currency positions.

Realisasi Investasi Barang Modal Tahun 2023

Realization of Capital Expenditure in 2023

Sepanjang tahun 2023, Perseroan telah merealisasikan sejumlah investasi barang modal, baik yang ditujukan untuk menunjang operasional Perseroan pada tahun buku maupun untuk menunjang rencana usaha ke depan. Perseroan telah merealisasikan biaya investasi barang modal sebesar Rp368 miliar. Adapun rincian realisasi investasi barang modal di tahun 2023 dapat dilihat sebagai berikut:

Throughout 2023, the Company has realized a number of investments in capital goods, both aimed at supporting the Company's operations in the fiscal year and to support future business plans. The Company has realized capital expenditure of IDR368 billion. The details of the realization of capital expenditure in 2023 are as follows:

Dalam jutaan Rupiah
Expressed in million Rupiah

Jenis Barang Modal Type of Capital Expenditure	2023
Kendaraan Bermotor Motorized Vehicles	288.576
Pengembangan Sistem Informasi Information System Development	34.822
Renovasi Gedung Perkantoran Office Building Renovation	29.809
Peralatan Komputer Computer Equipment	11.734
Gedung, Mebel dan Peralatan Kantor Building, Furniture, and Stationaries	3.141
Jumlah **Total**	**368.082**

Informasi dan Fakta Material yang Terjadi setelah Tanggal Laporan Akuntan

Material Information and Facts Subsequent to the Accountant's Report Date

Tidak terdapat informasi dan fakta material yang terjadi setelah tanggal Laporan Akuntan sampai dengan diterbitkannya Laporan Tahunan ini.

There is no material information and facts after the date of accounting report until the issuance of this Annual Report.

Prospek Usaha

Business Outlook

Seperti dikutip dari Laporan Kebijakan Moneter Triwulan IV 2023 yang dirilis oleh Bank Indonesia, menyatakan bahwa pertumbuhan ekonomi dunia melambat dengan ketidakpastian pasar keuangan yang mereda. Ekonomi global diprakirakan tumbuh sebesar 3,0% pada 2023 dan melambat menjadi 2,8% pada 2024. Ekonomi Amerika Serikat (AS) dan India tetap kuat didukung konsumsi rumah tangga dan investasi. Sementara itu, ekonomi Tiongkok melambat seiring dengan tetap lemahnya konsumsi rumah tangga dan investasi sebagai dampak lanjutan dari pelemahan kinerja sektor properti, serta terbatasnya stimulus fiskal.

Penurunan inflasi di negara maju, termasuk AS, berlanjut, meski masih berada di atas sasaran, sementara inflasi Tiongkok menurun dipengaruhi oleh pertumbuhan ekonomi yang melambat. Siklus kenaikan suku bunga kebijakan moneter negara maju, termasuk Fed Funds Rate (FFR), diprakirakan telah berakhir meskipun masih bertahan tinggi pada semester I 2024, dengan kemungkinan akan mulai menurun pada semester II 2024.

Yield obligasi Pemerintah negara maju, termasuk US Treasury, menurun secara gradual tapi masih berada di level tinggi sejalan dengan premi risiko jangka panjang (*term-premia*) terkait besarnya pembiayaan fiskal dan utang pemerintah AS. Tekanan penguatan nilai tukar dolar AS terhadap berbagai mata uang dunia juga berkurang. Perkembangan tersebut mendorong berlanjutnya aliran masuk modal asing dan mengurangi tekanan pelemahan nilai tukar di *emerging market,* termasuk Indonesia.

Ke depan, beberapa risiko global tetap perlu dicermati karena dapat memengaruhi ketidakpastian perekonomian dunia, seperti berlanjutnya ketegangan geopolitik, pelemahan ekonomi di sejumlah negara utama, termasuk Tiongkok, serta kepastian waktu dan besarnya penurunan suku bunga moneter negara maju, khususnya FFR.

Di sisi lain, pemulihan ekonomi Indonesia terus berlanjut ditopang oleh permintaan domestik. Pertumbuhan ekonomi 2023 diprakirakan dalam kisaran 4,5-5,3%, didorong oleh konsumsi dan investasi sejalan dengan akselerasi belanja Pemerintah pada akhir tahun dan percepatan penyelesaian beberapa Proyek Strategis Nasional (PSN). Pada 2024, pertumbuhan ekonomi diprakirakan meningkat dalam

As quoted from the 2023 Fourth Quarter Monetary Policy Report released by Bank Indonesia, it stated that the world economic growth was experiencing a slowdown with easing financial market uncertainty. The global economy is forecast to grow by 3.0% in 2023 and would slow down to 2.8% in 2024. The economies of the United States (US) and India remained strong supported by household consumption and investment. Meanwhile, China's economy decelerated as household consumption and investment remained weak due to the continued weak performance of the property sector, as well as limited fiscal stimulus.

The decline in inflation in advanced economies, including the US, continued, although still above target, while China's inflation declined due to slowing economic growth. The cycle of rising monetary policy rates in advanced economies, including the Fed Funds Rate (FFR), is predicted to have ended despite remaining high in the first half of 2024, with the possibility of starting to decline in the second half of 2024.

Government bond yields of developed countries, including US Treasury, are gradually declining but still at high levels which is in line with the term-premia associated with the large US fiscal and government debt financing. Additionally, the US dollar's increasing strength against other international currencies weakened. These developments encouraged the continuation of foreign capital inflows and reduced the pressure of weakening exchange rates in emerging markets, including Indonesia.

Going forward, there are several global risks that should be carefully anticipated as they could affect the uncertainty of the world economy, such as the continuation of geopolitical tensions, economic slowdown in several major countries, including China, as well as the time and magnitude of the decline in developed countries' monetary interest rates, particularly the FFR.

On the other hand, Indonesia's economic recovery is steadily supported by domestic demand. The 2023 economic growth is forecast in the range of 4.5-5.3%, fueled by consumption and investment in line with the acceleration of Government spending at the end of the year and the accelerated completion of several National Strategic Projects (PSN). In 2024, economic growth is predicted to improve in the range

kisaran 4,7-5,5% didukung oleh permintaan domestik utamanya berlanjutnya pertumbuhan konsumsi, termasuk dampak positif penyelenggaraan pemilu, serta peningkatan investasi khususnya bangunan sejalan dengan berlanjutnya pembangunan PSN termasuk Ibu Kota Nusantara (IKN).

Sementara itu, kinerja ekspor diprakirakan belum kuat sebagai dampak perlambatan ekonomi global dan penurunan harga komoditas. Berdasarkan Lapangan Usaha (LU), prospek LU Industri Pengolahan, Perdagangan Besar dan Eceran, Informasi dan Komunikasi, Konstruksi, serta Transportasi dan Pergudangan diprakirakan tetap tumbuh baik. Sementara secara spasial, pertumbuhan yang baik diprakirakan terjadi di seluruh wilayah, terutama Sulawesi-Maluku-Papua (Sulampua) sejalan dengan dampak positif hilirisasi mineral, serta Jawa akibat permintaan domestik yang masih kuat. Ke depan, Bank Indonesia akan terus memperkuat sinergi stimulus fiskal Pemerintah dengan stimulus makroprudensial Bank Indonesia untuk mendorong pertumbuhan ekonomi, khususnya dari sisi permintaan domestik.

Mengamati perkembangan tersebut di atas, Perseroan telah merancang rencana dan langkah-langkah strategis di tahun 2024 di antaranya:

1. Melakukan inovasi produk dan *channel distribution* untuk peningkatan pasar BUMN dan *Broker* (semua *class of business*, terutama asuransi kebakaran & *property, engineering*);
2. Optimalisasi aset (pelepasan aset yang kurang produktif);
3. Peningkatan bisnis *retail and branches* melalui optimalisasi fungsi *Point of Sales & Services* (PoSS) dan melakukan pengembangan produk mikro;
4. Melanjutkan program *digital transformation* dalam upaya simplifikasi dan digitalisasi proses bisnis, serta penyediaan *front-end system* dari aplikasi untuk *customer* yang mengutamakan alur kenyamanan *customer* dalam menggunakan produk digital sehingga dapat meningkatkan kredibilitas bisnis Tugu Insurance;
5. Melanjutkan program implementasi sistem *ERP Finance & Actuarial Engine*, serta persiapan implementasi PSAK 117;
6. Meningkatkan *corporate image* Tugu dengan meningkatkan kegiatan promosi untuk mendukung pengembangan bisnis (meningkatkan tingkat *brand awareness*);
7. Penguatan *human capital* melalui perbaikan sistem rekrutmen, pelaksanaan *Management Trainee* dan peningkatan kompetensi berjenjang;
8. Melanjutkan program *cost optimization* dan *new ways of working*.

of 4.7-5.5%, supported by domestic demand, particularly continued consumption growth, including the positive impact of the election, as well as increased investment, especially in buildings in line with the continued development of PSN including Nusantara Capital City (IKN).

Meanwhile, export performance is expected to remained weak due to the global economic recession and the decline in commodity prices. By Business Field (LU), the prospects for LU Manufacturing Industry, Wholesale and Retail Trade, Information and Communication, Construction, and Transportation and Warehousing are predicted to continuously grow steadily. While all regions are expected to see strong spatial growth, especially in Sulawesi-Maluku-Papua (Sulampua) in line with the positive impact of mineral downstreaming, as well as Java due to strong domestic demand. Going forward, Bank Indonesia will continue to improve the synergy between the fiscal stimulus of the government and the macroprudential stimulus of the bank to support economic growth, particularly from the perspective of domestic demand.

By observing the developments, the Company has designed strategic plans and strategic measures in 2024 including:

1. Product innovation and channel distribution to increase the SOE and Broker market (all classes of business, especially fire insurance & property insurance, engineering insurance);
2. Asset optimization (disposal of less productive assets);
3. Improvement of retail and branches business through optimization of Point of Sales & Services (PoSS) function and micro product development;
4. Continuing the digital transformation program to streamline and digitize business operations; providing a front-end system from applications for customers that prioritize the flow of customer convenience in using digital products to increase the credibility of the Tugu Insurance business;
5. Continuing the ERP Finance & Actuarial Engine system implementation program, as well as preparation for PSAK 117 implementation;
6. Improving Tugu's corporate image by increasing promotional activities to support business development (raising brand awareness);
7. Strengthening human capital by improving the recruitment system, implementing Management Trainees and tiered competency development;
8. Continuing the cost optimization program and new ways of working.

Perbandingan Antara Target dan Realisasi 2023 serta Proyeksi Tahun 2024

Comparison of 2023 Target vs. Realization and 2024 Projections

Target perolehan premi bruto pada tahun 2023 adalah sebesar Rp6,64 triliun dengan target laba tahun berjalan sebesar Rp318 miliar. Realisasi perolehan premi bruto di tahun 2023 adalah sebesar Rp7,71 triliun dan realisasi laba tahun berjalan adalah sebesar Rp1.302 miliar, atau 329,56% di atas target laba 2023, di antaranya karena adanya peningkatan pendapatan usaha (*underwriting*, hasil investasi dan hasil usaha lainnya serta hasil/beban) lainnya.

Proyeksi atau target premi bruto Perseroan di tahun 2024 naik sekitar 6% dari realisasi pencapaian tahun 2023. Sedangkan target perolehan laba tahun berjalan di tahun 2024 mengalami penurunan sekitar 17%. Perlu dicatat bahwa di tahun 2023, Perseroan mencatatkan pendapatan lain-lain dari kasus litigasi antara Perseroan dengan Citibank N.A dimana Perseroan memenangkan kasus hukum tersebut dan keputusan dari Pengadilan Hong Kong mewajibkan Citibank N.A melakukan pembayaran kepada Perseroan.

The target for gross premiums in 2023 is IDR6.64 trillion with the target of income for the year of IDR318 billion. Realization of gross premiums in 2023 amounted to IDR7.71 trillion and income for the year amounted to IDR1.302 billion, or 329.56% surpassed the 2023 profit target, among others due to an increase in operating income (underwriting, investment yield and other operating income as well as other yields/expenses).

The Company's aim to achieve an increase of approximately 6% on gross premium in 2024 from the actual achievement in 2023. Meanwhile, income for the year in 2024 projected to decreased by around 17%. For the record, in 2023 the Company recorded other income from the litigation case between the Company and Citibank N.A where the Company won the legal the Hong Kong Court required Citibank N.A to make payments to the Company.

Aspek Pemasaran
Marketing Aspect

Pangsa Pasar
Market Share

Mengacu kepada materi Kinerja Asuransi Umum dan Reasuransi 2023 (*full year*) yang diterbitkan oleh Asosiasi Asuransi Umum Indonesia (AAUI) tanggal 22 Februari 2024, total permi bruto industri asuransi umum untuk tahun 2023 tercatat sebesar Rp103,87 triliun. Dengan total premi bruto Tugu Insurance (induk) untuk tahun 2023 yang tercatat sebesar Rp5,05 triliun, maka pangsa pasar yang dimiliki Tugu Insurance adalah sebesar 4,9%.

Referring to the materials on the Performance of General Insurance and Reinsurance in 2023 (full year) issued by Indonesian General Insurance Association (AAUI), on 22 February 2024, the total gross premium of general insurance for 2023 was recorded at IDR103.87 trillion. With a total gross premium of Tugu Insurance for 2023 was recorded at IDR5.05 trillion, then Tugu Insurance has a market share of 4.9%.

Strategi Pemasaran
Marketing Strategy

Tugu Insurance telah menyusun strategi pemasaran yang diharapkan dapat mengoptimalkan kinerja bisnis yang dijalankan. Di tahun 2023, Tugu Insurance menjalankan strategi pemasaran sebagai berikut:

1. Melakukan optimalisasi bisnis *captive* yang meliputi semua lini bisnis dalam ekosistem Pertamina Group.
2. Pengembangan dan pertumbuhan pada bisnis *non-captive*.
   a. Bisnis korporasi
      - Melakukan penetrasi ke sektor BUMN dan swasta melalui *direct channel* dan *top broker.*
      - Optimalisasi keikutsertaan dalam Konsorsium *Cost Recovery* SKK Migas.
   b. Bisnis retail
      - Meningkatkan penjualan produk melalui layanan digital (baik melalui penjualan langsung atau dengan *digital partner*).
      - Meningkatkan penjualan produk melalui penambahan agen, *leasing*, *dealer*, mitra bank.
3. Menjaga hubungan baik dengan pelanggan, memberikan pelayanan terbaik dan mengadaptasi teknologi yang tepat guna dalam upaya untuk meningkatkan kepuasan pelanggan.

Tugu Insurance has established a marketing strategy that is expected to optimize the performance of its business operations. In 2023, Tugu Insurance has carried out the following marketing strategies:

1. Optimize captive business that covers all business lines in Pertamina Group ecosystem.
2. Development and growth of non-captive business.
   a. Corporate business
      - Conduct penetration to SOEs and private sectors through direct channel and top broker.
      - Optimize participation in Cost Recovery for Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas) Consortium.
   b. Retail business
      - Increase sales of product through digital service (through direct sales or digital partner).
      - Increase sales of products through addition of agents, leasing, dealer, and bank partners.
3. Maintain good relationship with customers, provide best service and adapt to technology that is appropriate in the effort to increase customer satisfaction.

Kebijakan Dividen dan Pembagian Dividen

Dividend Policy and Dividend Distribution

Kebijakan Dividen
Dividend Policy

Dalam menyusun anggaran dan proyeksi 1 (satu) tahun ke depan terkait dividen, Perseroan menggunakan asumsi melalui pembayaran dividen pada tahun-tahun sebelumnya.

Mengacu kepada prospektus yang diterbitkan Perseroan pada saat Penawaran Umum Perdana Saham, manajemen Perseroan memiliki kebijakan untuk membayarkan dividen dengan rasio sebanyak-banyaknya 30% (tiga puluh persen) dari laba tahun berjalan konsolidasi Perseroan, yang dimulai sejak tahun 2017 dan besarnya dikaitkan dengan keuntungan Perseroan pada tahun buku yang bersangkutan, dengan tidak mengabaikan tingkat kesehatan Perusahaan dan tanpa mengurangi hak dari Rapat Umum Pemegang Saham Perusahaan untuk menentukan lain sesuai Anggaran Dasar Perusahaan.

In preparing the budget and projections for the next 1 (one) year regarding dividends, the Company uses assumptions through dividend payments in previous years.

In reference to the prospectus issued by the Company at the Initial Public Offering, the Company's management has a policy to pay dividends with a maximum ratio of 30% (thirty percent) of the Company's consolidated income for the year, which has started since 2017 with the amount linked to the Company's profit for the relevant fiscal year, without ignoring the Company's soundness and without prejudice to the right of the Company's General Meeting of Shareholders to determine otherwise in accordance with the Company's Articles of Association.

Pembagian Dividen
Dividend Distribution

Uraian pembagian dividen yang telah dilakukan Perseroan dalam 2 (dua) tahun buku terakhir dapat dilihat sebagai berikut:

The description of dividend distributions made by the Company in the last 2 (two) fiscal years are as follows:

Tahun Buku Financial Year	Persentase Pembayaran Dividen terhadap Laba Bersih Percentage of Dividend Payment to Net Income	Tanggal Pembayaran Payment Date	Dividen Tunai yang Dibagikan Cash Dividend Distributed	Dividen Per Saham Dividend per Share
Dividen Interim Interim Dividend	-	20 Desember 2023 20 December 2023	Rp90.710.513.155	Rp25,512188
2022	40%	26 Mei 2023 26 May 2023	Rp138.860.307.200	Rp78,10848246
2021	40%	16 Juni 2022 16 June 2022	Rp126.592.140.666	Rp71,20807823

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of Use of Proceeds from Public Offering

Pada tanggal 17 Mei 2018, Tugu Insurance memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) untuk melakukan Penawaran Umum Perdana (*Initial Public Offering* atau IPO) Saham TUGU kepada masyarakat sebanyak 177.777.800 saham dengan nilai nominal Rp100,- per saham dengan harga penawaran Rp3.850,- per saham. Saham-saham tersebut dicatatkan pada Bursa Efek Indonesia (BEI) pada tanggal 28 Mei 2018.

Sebagaimana tercantum dalam Prospektus Perseroan, seluruh dana yang diperoleh dari hasil IPO, setelah dikurangi dengan biaya-biaya emisi akan digunakan oleh Perseroan dengan rincian sebagai berikut:

1. Sekitar 70% (tujuh puluh persen) akan digunakan untuk memperkuat modal Perseroan dalam rangka pengembangan bisnis Perseroan sebagai berikut:
   a. Sekitar 40% (empat puluh persen) untuk pengembangan infrastruktur pemasaran Perseroan;
   b. Sekitar 40% (empat puluh persen) untuk pengembangan infrastruktur teknologi dan operasional lainnya; dan
   c. Sekitar 20% (dua puluh persen) untuk *rebranding* dan promosi produk Perseroan.
2. Sekitar 30% (tiga puluh persen) digunakan untuk pengembangan usaha dalam bentuk peningkatan penyertaan modal pada Entitas Anak yaitu PT Tugu Reasuransi Indonesia melalui PT Tugu Pratama Interindo untuk memperkuat modal di bidang reasuransi.

Di tahun 2023, Perseroan telah merealisasikan penggunaan dana hasil penawaran umum dengan rincian sebagai berikut:

On 17 May 2018, Tugu Insurance obtained an effective statement from the Financial Services Authority (OJK) to conduct an Initial Public Offering (IPO) of TUGU to the public in the amount of 177,777,800 shares with a nominal value of IDR100 per share at an offering price of IDR3,850 per share. The shares were listed on the Indonesia Stock Exchange (IDX) on 28 May 2018.

As stated in the Company's Prospectus, all proceeds from the IPO, after deducting the issuance costs, will be used by the Company with the following details:

1. Approximately 70% (seventy percent) will be used to strengthen the Company's capital in the context of developing the Company's business as follows:
   a. Approximately 40% (forty percent) for the development of the Company's marketing infrastructure;
   b. Approximately 40% (forty percent) for the development of technology infrastructure and other operations; and
   c. Approximately 20% (twenty percent) for the rebranding and promotion of the Company's products.
2. Approximately 30% (thirty percent) is used for business development in the form of increasing equity participation in the Subsidiary, namely PT Tugu Reasuransi Indonesia through PT Tugu Pratama Interindo to strengthen capital in reinsurance.

In 2023, the Company has realized the use of proceeds from the public offering with the following details:

No.	Keterangan Description	Jumlah (Rp penuh) Amount (Full IDR)
A	Jumlah Perolehan Dana Total Acquired Proceeds	684.444.530.000,00
B	Biaya Penawaran Bidding Fee	25.742.358.837,00
C	Hasil Bersih Net Proceeds	658.702.171.163,00

No.	Keterangan Description	Jumlah (Rp penuh) Amount (Full IDR)	
D	Rincian Penggunaan Dana Hingga 31 Desember 2023 Details of Use of Proceeds until 31 December 2023		
	Penggunaan Usage	Rencana Penggunaan Dana Plan of the Use of Proceeds	Realisasi Penggunaan Dana Realization of the Use of Proceeds
	Infrastruktur Pemasaran Marketing Infrastructure	184.436.607.925,64	184.436.607.925,64
	IT dan Operasional Lainnya IT and Other Operations	184.436.607.925,64	184.436.607.925,64
	Rebranding dan Promosi Produk Product Rebranding and Promotion	92.218.303.962,82	92.218.303.962,82
	Penyertaan Modal Tugure Equity Participation in Tugure	197.610.651.348,90	125.000.000.000,00
	Total	658.702.171.163,00	586.091.519.814,10
E	Sisa Dana Hasil Penawaran Umum Remaining Proceeds from Public Offering		72.610.651.348,90

Informasi Keuangan yang Telah Dilaporkan yang Mengandung Kejadian yang Sifatnya Luar Biasa dan Jarang Terjadi

Reported Financial Information Containing Infrequent and Rare Events

Per 31 Desember 2023, tidak terdapat informasi keuangan yang telah dilaporkan yang mengandung kejadian bersifat luar biasa dan jarang terjadi. Dengan demikian, tidak terdapat informasi mengenai hal tersebut yang dapat disajikan dalam Laporan Tahunan ini.

As of 31 December 2023, there were no financial information reported that contains extraordinary or rare events. Therefore, no information regarding this matter can be presented in this Annual Report.

Dampak Perubahan Harga Terhadap Penjualan/ Pendapatan Perusahaan

Impact of Price Changes on the Company's Sales/Revenue

Sepanjang tahun 2023, tidak terdapat dampak yang signifikan atas perubahan harga terhadap penjualan maupun pendapatan Perseroan.

Throughout 2023, there is no significant impact of price changes on the Company's sales or revenue.

Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal pada Tahun Buku

Material Information Regarding Investment, Expansion, Divestment, Business Merger/ Consolidation, Acquisition, and Debt/Capital Restructuring in the Fiscal Year

Sepanjang tahun 2023 tidak terdapat informasi material mengenai aksi korporasi investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, dan restrukturisasi utang/modal. Dengan demikian, tidak terdapat informasi mengenai hal tersebut yang dapat disajikan dalam Laporan Tahunan ini.

Throughout 2023, Tugu Insurance did not make investments, expansions, divestments, business mergers/consolidations, acquisitions, and debt/capital restructuring. Therefore, no information regarding this matter can be presented in this Annual Report.

Informasi Material Mengenai Transaksi Material yang Mengandung Benturan Kepentingan

Material Information on Material Transactions Containing Conflict of Interest

Hingga akhir tahun 2023, Perseroan tidak melakukan transaksi material yang mengandung benturan kepentingan. Dengan demikian, tidak terdapat informasi mengenai hal tersebut yang dapat disajikan dalam Laporan Tahunan ini.

Until the end of 2023, the Company did not carry out material transactions containing conflict of interest. Therefore, no information regarding this matter can be presented in this Annual Report.

Informasi Material Mengenai Transaksi dengan Pihak Afiliasi/Pihak Berelasi

Material Information on Transactions with Affiliates/Related Parties

Pengungkapan Pihak Berelasi
Related Party Disclosure

Seluruh sifat dan transaksi dengan Pihak-pihak Berelasi sebagai bagian dari Kebijakan Akuntansi Penting terkait Hubungan Afiliasi (Pihak Berelasi) Tugu Insurance pada tahun buku 2023 telah diungkapkan dalam Laporan Keuangan Konsolidasian Perseroan yang berakhir pada 31 Desember 2023.

The entire nature and transactions with Related Parties as part of Tugu Insurance's Important Accounting Policies related to Affiliates (Related Parties) for the 2023 fiscal year have been disclosed in the Company's Consolidated Financial Statements ending on 31 December 2023.

Definisi Pihak Berelasi
Definition of Related Party

Dalam kegiatan usahanya, Perusahaan melakukan transaksi dengan pihak-pihak yang berelasi sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) No. 7 tentang "Pengungkapan Pihak-Pihak yang Berelasi".

Suatu pihak dianggap berelasi dengan Perseroan dan Entitas Anak jika:
1. langsung, atau tidak langsung yang melalui satu atau lebih perantara, suatu pihak (i) mengendalikan, atau dikendalikan oleh, atau berada di bawah pengendalian bersama, dengan Perseroan dan Entitas Anak; (ii) memiliki kepentingan dalam Perseroan dan Entitas Anak yang memberikan pengaruh signifikan atas Perseroan dan Entitas Anak; atau (iii) memiliki pengendalian bersama atas Perseroan dan Entitas Anak;
2. suatu pihak yang berelasi dengan Perseroan dan Entitas Anak;
3. suatu pihak adalah ventura bersama di mana Perseroan dan Entitas Anak sebagai *venturer*;
4. suatu pihak adalah anggota dari personil manajemen kunci Perseroan dan Entitas Anak atau induk;
5. suatu pihak adalah anggota keluarga dekat dari individu yang diuraikan dalam butir (a) atau (d);
6. suatu pihak adalah entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi signifikan oleh atau untuk di mana hak suara signifikan pada beberapa entitas, langsung maupun tidak langsung, individu seperti diuraikan dalam butir (d) atau (e); atau
7. suatu pihak adalah suatu program imbalan pasca kerja untuk imbalan kerja dari Perseroan dan Entitas Anak atau entitas yang terkait dengan Perseroan dan Entitas Anak.

In running its business activities, the Company conducts transactions with related parties in accordance with the Statement of Financial Accounting Standards (PSAK) No. 7 concerning "Disclosure of Related Parties".

A party is considered related to the Company and its Subsidiaries if:
1. directly, or indirectly through one or more intermediaries, the party (i) controls, or is controlled by, or is under common control, with the Company and Subsidiaries; (ii) has an interest in the Company and Subsidiaries that gives it significant influence over the Company and Subsidiaries; or, (iii) has joint control over the Company and Subsidiaries;
2. party related to the Company and its Subsidiaries;
3. a party is a joint venture in which the Company and its Subsidiaries are venturers;
4. a party is a member of the key management personnel of the Company and Subsidiaries or the parent entity;
5. a party is a close family member of the individual described in (a) or (d);
6. a party is an entity that is controlled, jointly controlled or significantly influenced by or for which significant voting rights in multiple entities, directly or indirectly, individuals as described in (d) or (e); or
7. a party is a post-employment benefit plan for employee benefits from the Company and its Subsidiaries or entities related to the Company and Subsidiaries.

Berdasarkan definisi tersebut, pihak berelasi Tugu Insurance adalah pemegang saham utama Tugu Insurance dan Grup, yakni PT Pertamina (Persero) yang berada di bawah pengendalian Pemerintah Republik Indonesia. Dengan demikian, semua instansi Pemerintah, BUMN, BUMD, dan entitas lain di mana Pemerintah memiliki pengendalian atau pengaruh signifikan, baik secara langsung maupun tidak langsung, merupakan pihak berelasi dengan Tugu Insurance dan Grup.

Based on this definition, related parties of Tugu Insurance include the main shareholders of Tugu Insurance and the Group, namely PT Pertamina (Persero) which is under the control of the Government of the Republic of Indonesia. Thus, all Government agencies, SOEs, ROEs, and other entities, which the Government has significant control or influence, either directly or indirectly, are related parties to Tugu Insurance and the Group.

Seluruh transaksi yang dilakukan oleh Tugu Insurance dengan berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, di mana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak tidak berelasi.

All these transactions are carried out based on terms agreed by both parties, where these terms may not be the same as other transactions made with unrelated parties.

Nama Pihak Berelasi dan Sifat Hubungan Afiliasi
Name of Related Party and Nature of Affiliated Relationship

Pihak-pihak Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
Pemerintah RI Government of Republic of Indonesia	Entitas induk terakhir Ultimate parent entity	Obligasi Bonds
Komisaris dan direksi Commissioners and directors	Personil manajemen kunci Key management personnel	Beban gaji dan kesejahteraan karyawan Employees' salaries and benefits
PT Pertamina (Persero) Tbk	Entitas induk Parent entity	Obligasi, penutupan asuransi, piutang premi dan sesi, utang klaim Bonds, insurance premium, premium and cession receivable, claim payable
PT Pertamina Patra Niaga	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Pelita Air Service (Persero) Tbk	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Pertamina Hulu Energi	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Pertamina Drilling Services Indonesia	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, utang klaim Premium and cession receivable, claim payable
PT Pertamina Lubricants	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Elnusa Tbk	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Obligasi Bonds
PT Perusahaan Gas Negara (Persero)	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Saham, piutang premi dan sesi, penutupan asuransi Shares, premium & cession receivable, insurance premium
Pertamina International Shipping Pte Ltd	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Pertamina International Shipping	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium

Pihak-pihak Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
PT Asuransi Staco Mandiri	Entitas asosiasi melalui entitas anak Associate entity through subsidiaries	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Patra Trading	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Pertamina Training & Consulting	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Utang klaim, penutupan asuransi Claim payable, insurance premium
PT Pertamina Drilling Contractor	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Kilang Pertamina Internasional	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, utang klaim, penutupan asuransi Premium and cession receivable, claim payable, insurance premium
PT Kilang Pertamina Balikpapan	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Geo Dipa Energi (Persero)	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Garuda Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Piutang premi dan sesi, utang koasuransi, penutupan asuransi Premium and cession receivable, coinsurance payable, insurance premium
PT Freeport Indonesia Company	Entitas berelasi dengan Pemerintah Government - related entities	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Prima Armada Raya	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Penutupan asuransi Insurance premium
PT Elnusa Petrofin Indonesia	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang koasuransi, piutang reasuransi dan retrosesi, utang koasuransi, dan penutupan asuransi Coinsurance receivable, reinsurance and retrocession receivable, coinsurance payable, and insurance premium
PT Asuransi Jasa Indonesia	Entitas berelasi dengan Pemerintah Government - related entities	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Rekayasa Industri	Entitas berelasi dengan Pemerintah Government - related entities	Piutang premi dan sesi, penutupan asuransi Premium & cession receivable, insurance premium
PT Asuransi Ekspor Indonesia (Asei)	Entitas berelasi dengan Pemerintah Government - related entities	Utang koasuransi, penutupan asuransi Coinsurance payable, insurance premium
PT Asuransi Dharma Bangsa	Entitas berelasi dengan Pemerintah Government - related entities	Utang koasuransi, utang reasuransi, penutupan asuransi Coinsurance payable, reinsurance payable, insurance premium
PT Asuransi Jasa Raharja Putra	Entitas berelasi dengan Pemerintah Government - related entities	Utang koasuransi, penutupan asuransi Coinsurance payable, insurance premium
PT Reasuransi Indonesia Utama (Persero)	Entitas berelasi dengan Pemerintah Government - related entities	Piutang koasuransi, utang reasuransi, piutang reasuransi dan retrosesi, penutupan asuransi Coinsurance receivable, reinsurance payable, reinsurance & retrocession receivable, insurance premium
PT Asuransi Bringin Sejahtera Artamakmur (BSAM)	Entitas berelasi dengan Pemerintah Government - related entities	Utang koasuransi, penutupan asuransi Coinsurance payable, insurance premium

Pihak-pihak Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
PT Asuransi Kredit Indonesia (Askrindo)	Entitas berelasi dengan Pemerintah Government - related entities	Utang koasuransi, penutupan asuransi Coinsurance payable, insurance premium
PT Reasuransi Nasional Indonesia (Nasre)	Entitas berelasi dengan Pemerintah Government - related entities	Piutang reasuransi dan retrosesi, utang reasuransi, penutupan asuransi Reinsurance and retrocession receivable, reinsurance payable, insurance premium
PT BRI Asuransi Indonesia	Entitas berelasi dengan Pemerintah Government - related entities	Utang klaim, piutang koasuransi, utang koasuransi, penutupan asuransi Claim payable, coinsurance receivable, coinsurance payable, insurance premium
PT BRI Multifinance Indonesia	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi, piutang premi dan sesi, utang reasuransi, penutupan asuransi Bonds, premium and cession receivable, reinsurance payable, insurance premium
PT BNI Life Insurance	Entitas berelasi dengan Pemerintah Government - related entities	Utang klaim, penutupan asuransi Claim payable, insurance premium
PT Taspen (Persero)	Entitas berelasi dengan Pemerintah Government - related entities	Utang klaim, penutupan asuransi Claim payable, insurance premium
PT Asuransi Jiwa Inhealth Indonesia	Entitas berelasi dengan Pemerintah Government - related entities	Utang klaim, penutupan asuransi Claim payable, insurance premium
PT Asuransi Jiwasraya (Persero)	Entitas berelasi dengan Pemerintah Government - related entities	Utang klaim, penutupan asuransi Claim payable, insurance premium
PT Mandiri Utama Finance	Entitas berelasi dengan Pemerintah Government - related entities	Utang reasuransi, penutupan asuransi Reinsurance payable, insurance premium
PT Bank Pembangunan Daerah Jawa Tengah	Entitas berelasi dengan Pemerintah Government - related entities	Kas dan setara kas, obligasi Cash and cash equivalent, bonds
PT Bank Rakyat Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Kas dan setara kas, deposito berjangka, saham, obligasi, pinjaman diterima Cash and cash equivalent, time deposits, shares, bonds, borrowings
PT Bank Tabungan Negara (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Kas dan setara kas, deposito berjangka, saham, obligasi Cash and cash equivalent, time deposits, shares, bonds
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Kas dan setara kas, deposito berjangka, obligasi, pinjaman diterima Cash and cash equivalent, time deposits, bonds, borrowings
PT Bank Syariah Indonesia Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Kas dan setara kas, deposito berjangka, obligasi Cash and cash equivalent, time deposits, bonds
PT Bank Negara Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Kas dan setara kas, deposito berjangka, saham, obligasi, reksa dana Cash and cash equivalent, time deposits, shares, bonds, mutual fund
PT Bank Mandiri (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Kas dan setara kas, deposito berjangka, saham, obligasi, reksa dana, pinjaman diterima Cash and cash equivalent, time deposits, shares, bonds, mutual fund, borrowings
PT Bank DKI	Entitas berelasi dengan Pemerintah Government - related entities	Kas dan setara kas, deposito berjangka Cash and cash equivalent, time deposits
PT Bank Raya Indonesia Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Deposito berjangka Time deposits
PT Bank Pembangunan Daerah Jawa Timur Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Deposito berjangka Time deposits

Pihak-pihak Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
PT Telkom Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham, obligasi Shares, bonds
PT Aneka Tambang (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham Shares
PT Wijaya Karya (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham Shares
PT Semen Gresik (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham Shares
PT Indocement Tunggal Prakarsa Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham Shares
PT Waskita Karya (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham, obligasi Shares, bonds
PT Bukit Asam Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham Shares
PT Jasa Marga (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham, obligasi Shares, bonds
PT Adhi Karya (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham Shares
PT Wijaya Karya Beton Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham Shares
PT Timah Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham, obligasi Shares, bonds
PT Pembangunan Perumahan (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham Shares
PT Waskita Beton Precast Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham Shares
PT Mayora Indah (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Kereta Api Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Perusahaan Listrik Negara (Persero)	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Pupuk Indonesia (Persero)	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Sarana Multigriya Finansial (Persero)	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Marga Lingkar Jakarta	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Angkasa Pura II (Persero)	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Jasa Marga (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham Shares
PT Bank Mandiri Taspen	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Bank Pembangunan Daerah Sumatera Utara	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Sarana Multi Infrastruktur	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Semen Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Saham, obligasi Shares, bonds
Perusahaan Umum Pembangunan Perumahan Nasional	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Pelabuhan Indonesia (Persero)	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds

Pihak-pihak Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
PT Permodalan Nasional Madani	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi, reksa dana Bonds, mutual fund
PT Bank Ekspor Impor Indonesia (Persero)	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Pegadaian (Persero)	Entitas berelasi dengan Pemerintah Government - related entities	Obligasi Bonds
PT Bahana TCW Investment Management	Entitas berelasi dengan Pemerintah Government - related entities	Reksa dana Mutual fund
PT Danareksa Investment Management	Entitas berelasi dengan Pemerintah Government - related entities	Reksa dana Mutual fund
PT Pupuk Kalimantan Timur	Entitas berelasi dengan Pemerintah Government - related entities	Piutang premi dan sesi Premium and cession receivable
PT Aneka Gas Industri Tbk	Entitas berelasi dengan Pemerintah Government - related entities	Piutang premi dan sesi Premium and cession receivable
PT Petrokimia Gresik	Entitas berelasi dengan Pemerintah Government - related entities	Piutang premi dan sesi Premium and cession receivable

Realisasi Transaksi Pihak Berelasi Tahun 2023
Realization of Related Party Transactions in 2023

Informasi mengenai realisasi transaksi pihak berelasi yang dilakukan oleh Perseroan sepanjang tahun 2023 dapat dilihat dalam Laporan Keuangan Konsolidasian terlampir dalam Laporan Tahunan ini.

Information regarding the fulfillment of related party transactions carried out by Tugu Insurance throughout 2023 can be seen in the Financial Statements attached to this Annual Report.

Pernyataan Direksi atas Kewajaran Transaksi dengan Pihak Berelasi
Board of Directors' Statement on the Fairness of Transactions with Related Parties

Tugu Insurance memastikan seluruh transaksi yang dilakukan dengan pihak berelasi telah melalui prosedur yang memadai, yakni Peraturan OJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan serta PSAK No. 7 tentang Pengungkapan Pihak-Pihak Berelasi dengan tetap memperhatikan prinsip-prinsip kehati-hatian sesuai dengan praktik bisnis yang berlaku umum.

Direksi memastikan bahwa seluruh kegiatan transaksi afiliasi dilakukan sesuai dengan praktik bisnis yang berlaku umum dan memenuhi prinsip transaksi yang wajar (*arms' length principle*).

Tugu Insurance ensures that all transactions carried out with related parties have gone through adequate procedures, namely Regulation of Financial Services Authority No. 42/POJK.04/2020 concerning Affiliate Transactions and Conflict of Interest Transactions and PSAK No. 7 concerning Disclosure of Related Parties while still paying attention to prudential principles in accordance with generally accepted business practices.

The Board of Directors ensure that affiliated transactions are carried out in accordance with generally accepted business practices and complying with the arms-length principle.

Peran Dewan Komisaris dan Komite Audit
The Role of the Board of Commissioners and the Audit Committee

Dewan Komisaris dan Komite Audit telah melaksanakan perannya dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arms' length principle*).

The Board of Commissioners and the Audit Committee have done their roles in implementing adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, by complying with the arms-length principle.

Perubahan Peraturan Perundang-undangan yang Berdampak Signifikan terhadap Perusahaan

Amendment to Laws and Regulations with Significant Impact on the Company

Sepanjang tahun 2023 tidak terdapat perubahan peraturan perundang-undangan yang berdampak signifikan terhadap Perseroan.

Throughout 2023 there were no new regulations or changes in laws and regulations that have a significant impact on the Company.

Perubahan Kebijakan Akuntansi dan Dampaknya terhadap Laporan Keuangan

Changes in Accounting Policies and Their Impact on Financial Statements

DSAK-IAI telah menerbitkan beberapa standar baru, amandemen dan penyesuaian atas standar, serta interpretasi atas standar namun belum berlaku efektif untuk periode yang dimulai pada 1 Januari 2023.

Efektif berlaku pada atau setelah tanggal 1 Januari 2024:
Amandemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2024, dengan penerapan diri diperkenankan yaitu:

- Amandemen PSAK 1: Penyajuan Laporan Keuangan tentang Liabilitas Jangka Panjang Dengan Kovenan;
- Amandemen PSAK 73: Liabilitas Sewa dalam Jual dan Sewa - Balik;
- Amandemen PSAK 2: Laporan Arus Kas dan PSAK 60: Instrumen Keuangan: Pengungkapan tentang pengaturan pembiayaan pemasok;
- Revisi PSAK 101: Penyajian Laporan Keuangan Syariah; dan
- Revisi PSAK 109: Akuntansi Zakat, Infak, dan Sedekah.

DSAK-IAI has issued several new standards, amendments and improvement to standards, and interpretations of the standards but not yet effective for the period beginning on 1 January 2023.

Effective on or after 1 January 2024:
Amendment to standards which effective for periods beginning on or after 1 January 2024, with early adoption is permitted, are as follows:

- Amendments PSAK 1: Presentation of Financial Statements related to Non-Current Liabilities with Covenants;
- Amendments PSAK 73: Lease Liability in a Sale and Leaseback;
- Amendments PSAK 2: Statement of Cash Flows and PSAK 60: Financial Instrument: Disclosure regarding supplier finance agreement;
- Revised PSAK 101: Presentation of Shariah Financial Statements; and
- Revised PSAK 109: Accounting of Zakah, Infaq, and Sadaqah.

Efektif berlaku pada atau setelah tanggal 1 Januari 2025:
Standar baru dan amandemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini yang diperkenankan yaitu:

- PSAK 117: Kontrak Asuransi; dan
- Amendemen PSAK 117: Kontrak Asuransi tentang Penerapan Awal PSAK 117 dan PSAK 71 - Informasi Komparatif;
- Amendemen PSAK 10: Pengaruh Perubahan Kurs Valuta Asing tentang kekurangan ketertukaran.

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakuknya PSAK 117: Kontrak Asuransi, yaitu:

- PSAK 1: Penyajuan Laporan Keuangan;
- PSAK 2 : Laporan Arus Kas;
- PSAK 13: Properti Investasi;
- PSAK 15: Investasi pada Entitas Asosiasi dan Ventura Bersama;
- PSAK 16: Aset Tetap;
- PSAK 19: Aset Takberwujud;
- PSAK 22: Kombinasi Bisnis;
- PSAK 24: Imbalan Kerja;
- PSAK 48: Penurunan Nilai Aset;
- PSAK 50: Instrumen Keuangan Penyajian;
- PSAK 57: Provisi, Liabilitas Kontijensi dan Aset Kontijensi;
- PSAK 58: Aset Tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan;
- PSAK 60: Instrumen Keuangan: Pengungkapan;
- PSAK 71: Instrumen Keuangan;
- PSAK 72: Pendapatan dari Kontrak dengan Pelanggan.

Effective on or after 1 January 2025:
New standard and amendment to standard which effective for periods beginning on or after 1 January 2025, with early adoption is permitted, are as follows:

- PSAK 117: Insurance Contract; and
- Amendments PSAK 117: Insurance Contract regarding Initial Application of PSAK 117 and PSAK 71 – Comparative Information;
- Amendments PSAK 10: Foreign Exchange Rate regarding lack of exchangeability.

Several PSAKs were also amended which were consequential amendments due to the enactment of PSAK 117: Insurance Contracts, as follows:

- PSAK 1: Presentation of Financial Statements;
- PSAK 2: Statement of Cash Flows;
- PSAK 13: Investment Property;
- PSAK 15: Investment in Associated Entities and Joint Ventures;
- PSAK 16: Fixed Assets;
- PSAK 19: Intangible Assets;
- PSAK 22: Business Combinations;
- PSAK 24: Employee Benefits;
- PSAK 48: Impairment of Asset;
- PSAK 50: Financial Instruments: Presentation;
- PSAK 57: Provisions, Contingent Liabilities and Contingent Assets;
- PSAK 58: Non-Current Assets Held for Sale and Discontinued Operations;
- PSAK 60: Financial Instruments: Disclosures;
- PSAK 71: Financial Instruments;
- PSAK 72: Income from Contracts with Customers.

05

Tata Kelola Perusahaan

Corporate Governance





1. Komitmen terhadap Tata Kelola Perusahaan

Commitment to Corporate Governance



Tugu Insurance menempatkan tata kelola perusahaan sebagai landasan bagi terbentuknya sistem, struktur, serta budaya yang mengedepankan etika dan integritas dalam pengelolaan Perseroan. Penerapan tata kelola perusahaan bertujuan untuk mendorong peningkatan kinerja, memberikan jaminan terpenuhinya hak-hak pemangku kepentingan (*stakeholders*), serta meningkatkan kepatuhan terhadap peraturan perundang-undangan yang berlaku. Secara konsisten, Perseroan senantiasa memiliki komitmen penuh atas penerapan tata kelola perusahaan yang berkesinambungan dan menaati standar serta peraturan perundang-undangan.

Penerapan tata kelola perusahaan di Tugu Insurance didasari oleh integritas yang kokoh sehingga prinsip-prinsip tata kelola perusahaan dapat dilaksanakan oleh seluruh tingkatan dan pada seluruh aktivitas Perseroan. Penerapan prinsip tata kelola tersebut diyakini dapat berpengaruh pada

Tugu Insurance views corporate governance as the foundation for the formation of a system, structure, and culture that prioritizes ethics and integrity in the management of the Company. The implementation of corporate governance aims to encourage performance improvement, guarantee that stakeholder rights are fullfiled, and increase compliance with applicable laws and regulations. Consistently, the Company always fully committed to implementing sustainable corporate governance and complying with standards and statutory regulations.

The implementation of corporate governance at Tugu Insurance is based on strong integrity so that corporate governance principles can be implemented at all levels and in all Company activities. It is believed that the implementation of these governance principles can influence

kegiatan operasional Perseroan agar dapat berjalan secara konsisten dan berkesinambungan.

Dewan Komisaris dan Direksi memegang peranan penting dalam penerapan tata kelola di lingkungan Perseroan. Oleh karena itu, seluruh jajaran Dewan Komisaris dan Direksi menandatangani dokumen Pakta Integritas secara rutin setiap tahunnya. Pakta Integritas ini berisi pernyataan mengenai pemberlakuan Pedoman Sistematika Etika Usaha dan Tata Perilaku Perusahaan (*Code of Conduct*) sebagai komitmen dalam mengimplementasikan tata kelola secara konsisten. Selain itu terdapat juga Pakta Integritas *Conflict of Interest* dan Pakta Integritas Sistem Manajemen Anti Penyuapan (SMAP) sebagai dukungan pelaksanaan tata kelola.

Selain Dewan Komisaris dan Direksi, seluruh Insan Tugu juga diwajibkan untuk menandatangani dokumen Pakta Integritas, dalam rangka menegaskan komitmen tata kelola perusahaan serta untuk memastikan ketaatan mereka terhadap praktik tata kelola perusahaan. Pakta Integritas ini berisi pernyataan bahwa setiap Insan Tugu akan melaksanakan tugas dan kewajiban sesuai dengan prinsip-prinsip tata kelola perusahaan; memegang teguh prinsip-prinsip dasar integritas perusahaan, bertindak jujur, dapat dipercaya, menghindari konflik kepentingan, dan tidak menoleransi suap; tidak mempunyai jabatan lain pada Badan Usaha lain yang dapat menimbulkan benturan kepentingan dengan Perusahaan; mematuhi pedoman-pedoman tata kelola Perusahaan dan tidak akan memanfaatkan Perusahaan baik secara langsung maupun tidak langsung untuk kepentingan pribadi, keluarga dan atau golongan tertentu. Seluruh Insan Tugu melaksanakan Pakta Integritas secara konsisten dan bertanggung jawab serta mengetahui, membaca, memahami dan menyadari bahwa pelanggaran atas Pakta Integritas ini membawa konsekuensi sesuai peraturan dan perundangan yang berlaku demi terciptanya tata kelola perusahaan yang baik. Pakta Integritas ini juga berlaku bagi pelaku-pelaku usaha yang berkaitan baik secara langsung maupun tidak langsung dengan Tugu Insurance.

the Company's operational activities so that it can run consistently and sustainably.

The Board of Commissioners and the Board of Directors play a significant role in the implementation of governance within the Company. Therefore, the Board of Commissioners and Directors signs the Integrity Pact document annually. This Integrity Pact contains a statement regarding the implementation of the Code of Conduct as a commitment to consistently implementing governance. In addition, there is also a Conflict of Interest Integrity Pact and Anti-Bribery Management System Integrity Pact to support the implementation of governance.

Not only the Board of Commissioners and the Board of Directors, all Tugu Personnel must sign the Integrity Pact document to confirm the corporate governance commitment to Tugu Personnel and ensure their adherence to corporate governance practices. This Integrity Pact contains a statement that each Tugu Personnel shall carry out their duties and obligations following corporate governance principles; uphold the basic principles of corporate integrity, act honestly, trustworthy, avoid conflicts of interest, and disapprove of bribery; be committed not to holding other positions in other Business Entities that may cause a conflict of interest with the Company; comply with the Company's corporate governance guidelines and will not take advantage of the Company either directly or indirectly for personal, family and or certain group interests. All Tugu Personnel implement the Integrity Pact consistently and responsibly. They also perceive, read, understand, and recognize that violations of this Integrity Pact have consequences, according to the applicable rules and regulations, in the effort to achieve good corporate governance. This Integrity Pact also applies to business partners who are directly or indirectly related to Tugu Insurance.

2. Prinsip Tata Kelola Perusahaan

Principles of Corporate Governance

Tugu Insurance senantiasa melakukan evaluasi atas perkembangan praktik tata kelola korporat sebagai komitmen untuk terus berinovasi dalam menyempurnakan penerapan tata kelola di lingkup keorganisasian Perseroan. Perseroan mempercayai bahwa penerapan tata kelola Perusahaan mendorong kekuatan dalam menghadapi setiap tantangan ke depan dan menjadi entitas usaha dengan kompetensi yang kompetitif. Sebagaimana tertuang dalam Peraturan Otoritas Jasa Keuangan Nomor 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian pada pasal 2 ayat 2, prinsip Tata Kelola Perusahaan yang Baik terdiri dari elemen TARIF (*transparency, accountability, responsibility, independency, fairness)* dengan penjelasan sebagai berikut:

1. Keterbukaan (*transparency*),yaitu keterbukaan dalam proses pengambilan keputusan dan keterbukaan dalam pengungkapan dan penyediaan informasi yang relevan mengenai Perusahaan Perasuransian, yang mudah diakses oleh pemangku kepentingan sesuai dengan ketentuan peraturan perundang-undangan di bidang perasuransian serta standar, prinsip, dan praktik penyelenggaraan usaha perasuransian yang sehat;
2. Akuntabilitas (*accountability*), yaitu kejelasan fungsi dan pelaksanaan pertanggungjawaban Organ Perusahaan Perasuransian sehingga kinerja Perusahaan Perasuransian, dapat berjalan secara transparan, wajar, efektif, dan efisien;
3. Pertanggungjawaban (*responsibility*), yaitu kesesuaian pengelolaan Perusahaan Perasuransian dengan ketentuan peraturan perundang-undangan di bidang perasuransian dan nilai-nilai etika serta standar, prinsip, dan praktik penyelenggaraan usaha perasuransian yang sehat;
4. Kemandirian (*independency*), yaitu keadaan Perusahaan Perasuransian yang dikelola secara mandiri dan profesional serta bebas dari benturan kepentingan dan pengaruh atau tekanan dari pihak manapun yang tidak sesuai dengan ketentuan peraturan perundang-undangan di bidang perasuransian dan nilai-nilai etika serta standar, prinsip, dan praktik penyelenggaraan usaha perasuransian yang sehat; dan

Tugu Insurance always evaluates the development of corporate governance practices as a commitment to keep innovating and improving governance implementation within the Company's organizational scope. The Company believes that the implementation of corporate governance encourages strength in addressing every challenge ahead and becomes a business entity with competitive competencies. As stated in the Financial Services Authority Regulation Number 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies in article 2 paragraph 2, the principles of Good Corporate Governance consist of TARIF elements (transparency, accountability, responsibility, independency, fairness) with the following explanation:

1. Transparency, being transparent in the decision-making process and in disclosing material and relevant information about the Insurance Companies, that is easily accessible to stakeholders in accordance with the provisions of laws and regulations in the field of insurance as well as the standards, principles, and practices of organizing a healthy insurance business;
2. Accountability, the clarity of functions and responsibility implementation of the Insurance Company's Organ so that the performance of the Insurance Company shall run transparently, fairly, effectively, and efficiently;
3. Responsibility, the suitability of the management of the Insurance Company with the provisions of laws and regulations in the field of insurance and ethical values as well as standards, principles, and practices of organizing a sound insurance business;
4. Independency, the state of an Insurance Company that is managed independently and professionally and free from conflict of interest and influence or pressure from any party that is not in accordance with the provisions of laws and regulations in the field of insurance and ethical values as well as standards, principles, and practices of organizing a sound insurance business; and

5. Kesetaraan dan kewajaran (*fairness*), yaitu kesetaraan, keseimbangan, dan keadilan di dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian, ketentuan peraturan perundang-undangan di bidang perasuransian, dan nilai-nilai etika serta standar, prinsip, dan praktik penyelenggaraan usaha perasuransian yang sehat.

Di sisi lain, prinsip TARIF dalam penerapan tata kelola juga tertuang dalam Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor Per-2/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara sesuai dengan pasal 3 ayat 2 sebagai berikut:

1. Transparansi (*transparency*), yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan;
2. Akuntabilitas (*accountability*), yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban Organ Persero/ Organ Perum sehingga pengelolaan perusahaan terlaksana secara efektif;
3. Pertanggungjawaban (*responsibility*), yaitu kesesuaian di dalam pengelolaan perusahaan terhadap ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat;
4. Kemandirian (*independency*), yaitu keadaan di mana perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat; dan
5. Kewajaran (*fairness*), yaitu keadilan dan kesetaraan di dalam memenuhi hak pemangku kepentingan yang timbul berdasarkan perjanjian dan ketentuan peraturan perundang-undangan.

Prinsip tersebut menitikberatkan pada hubungan pemangku kepentingan dan perusahaan yang berlandaskan etika, proses pertanggungjawaban kinerja secara wajar dan transparan, mempertimbangkan informasi yang material sebagai pertimbangan pengambilan keputusan, serta melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan.

Hal ini selaras dengan Pedoman Umum Governansi Korporat Indonesia (PUGKI) Tahun 2021 yang diterbitkan oleh Komite Nasional Kebijakan Governance (KKNG) sebagai bentuk aktualisasi dari prinsip Transparansi, Akuntabilitas, Tanggung Jawab, Kemandirian, dan Kewajaran (TARIF). PUGKI 2021 merupakan pemutakhiran dari PUGKI 2019 sebagai pedoman bagi setiap korporasi dalam menyusun tata kelola internalnya. Penerapan prinsip tata kelola korporat

5. Fairness, the equality, balance, and justice in fulfilling the rights of stakeholders which occur based on agreements, provisions of laws and regulations in the field of insurance, and ethical values as well as standards, principles, and practices of organizing a sound insurance business.

On the other hand, the TARIF principle in implementing governance is also stipulated in the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number Per-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises in accordance with article 3 paragraph 2 as follows:

1. Transparency, being transparent in the decision-making process and in disclosing material and relevant information about the company;
2. Accountability, the clarity of functions, implementation and accountibility of Limited Liabilities Companies/Public Companies' organs so that the company management shall run effectively;
3. Responsibility, the suitability of the management of the Company with the provisions of laws and regulations as well as sound corporate principles;
4. Independency, the state that the company is managed professionally and free from conflict of interest and influence/pressure from any party that is not in accordance with the provisions of laws and regulations and sound corporate principles; and
5. Fairness, justice and equality in fulfilling the rights of stakeholders arising under agreements and provisions of laws and regulations.

These principles emphasize the relationship between stakeholders and the company based on ethics, a fair and transparent performance accountability process, considering material information as a decision-making consideration, and conducting responsibilities towards society and the environment to contribute to sustainable development.

This is aligned with the 2021 General Guidelines for Indonesian Corporate Governance (PUGKI) issued by the National Committee on Governance Policy (KKNG) as a form of actualization of the principles of Transparency, Accountability, Responsibility, Independence, and Fairness (TARIF). PUGKI 2021 is an update of PUGKI 2019 as a guideline for each corporation in preparing its internal governance. The implementation of corporate governance

berlandaskan pada 4 (empat) pilar, yaitu Perilaku Beretika, Akuntabilitas, Transparan, dan Keberlanjutan. Sebagaimana maksud dari penerapan PUGKI yaitu mendorong praktik tata kelola yang berstandar global dengan penciptaan nilai korporasi yang berkelanjutan dalam jangka panjang, maka terkait dengan implementasi pedoman PUGKI, secara umum dalam menjalankan kegiatan operasional Perseroan telah mengadopsi pedoman PUGKI tersebut. Pengadopsian pedoman PUGKI di Perseroan dilakukan secara bertahap dan berkesinambungan dikarenakan penerapan perlu dilaksanakan secara substansi dan bukan sekedar pendekatan daftar pengecekan (*checklist*). Dengan demikian, implementasi pedoman PUGKI dalam tahap awal pengadopsian melalui pembelajaran dan pemahaman prinsip, rekomendasi dan panduan.

principles is based on 4 (four) pillars, namely Ethical Behavior, Accountability, Transparency, and Sustainability. As the purpose of PUGKI implementation is to encourage global standard governance practices with the creation of sustainable corporate value in the long term, then related to the implementation of PUGKI guidelines, in general in carrying out operational activities the Company has adopted the PUGKI guidelines. The adoption of PUGKI guidelines in the Company is gradual and continuous because the implementation needs to be carried out in substance and not just a checklist approach. Thus, the implementation of PUGKI guidelines is in the early stages of adoption through learning and understanding the principles, recommendations and guidelines.

Penerapan dan Pemantauan Penerapan Tata Kelola Perusahaan
Implementation and Deployment Monitoring of Corporate Governance

Penerapan tata kelola perusahaan merupakan tanggung jawab bersama yaitu seluruh Insan Tugu, dimana pengelolaannya di bawah koordinasi Direksi dan Dewan Komisaris. Dewan Komisaris bertanggung jawab atas pengawasan pelaksanaan tata kelola perusahaan dan memantau kepatuhan Perseroan terhadap peraturan perundang-undangan yang berlaku. Dalam melaksanakan tugas dan tanggung jawab ini, Dewan Komisaris dibantu oleh Komite Audit, terutama dalam melakukan penelaahan atas kecukupan usaha manajemen dalam mendesain dan melaksanakan sistem pengendalian internal yang efektif; melakukan koordinasi dengan internal auditor dalam pelaksanaan tugasnya; dan melakukan pemantauan terhadap efektivitas manajemen dalam upaya penilaian dan pengelolaan risiko serta kepatuhan terhadap peraturan perundang-undangan.

Corporate governance implementation is an obligation for all Tugu Personnel, with the main responsibilities under the coordination of the Board of Directors and the Board of Commissioners. The Board of Commissioners' responsibilities include monitoring the implementation of corporate governance and monitoring the Company's compliance with prevailing laws and regulations. In completing these duties and responsibilities, the Board of Commissioners is assisted by the Audit Committee, especially in reviewing the adequacy of management efforts in designing and implementing an effective internal control system, coordinating with the internal auditor in carrying out their duties, and monitoring management effectiveness in efforts to assess and manage risk and compliance with laws and regulations.

Di sisi lain, Direksi mempunyai fungsi *Compliance* di dalam struktur organisasi perusahaan yaitu pada Direktorat Kepatuhan dan Manajemen Risiko. Fungsi *Compliance* bertanggung jawab terhadap sosialisasi dan implementasi peraturan/kebijakan Panduan Umum Tata Kelola kepada seluruh Insan Tugu serta melakukan pemutakhiran/ penyempurnaan secara berkala yang disesuaikan dengan perkembangan bisnis Perseroan. Fungsi *Compliance* juga mempunyai tanggung jawab untuk memantau dan menganalisa setiap kebijakan terbaru maupun *best practices* terkait penerapan tata kelola perusahaan dan mengkoordinir pelaporan pelaksanaan tata kelola perusahaan dan melakukan koordinasi kegiatan *self-assessment* tata kelola perusahaan sesuai ketentuan yang berlaku.

Meanwhile, the Board of Directors has a Compliance Function in the Organizational Structure of the Company under Directorate of Compliance and Risk Management. The Compliance function is responsible for the dissemination and implementation of regulations/policies on General Governance Guidelines for all Tugu Personnel, as well as periodic updates/enhancements, which are tailored to the Company's business development. The Compliance function also has the responsibility to monitor and analyze every latest policy and best practices related to the implementation of corporate governance and coordinate implementation reporting as well as corporate governance self-assessment activities in accordance with applicable regulations.

Penilaian atas Implementasi Tata Kelola Perusahaan
Assessment of the Corporate Governance Implementation

Secara konsisten, Tugu Insurance melaksanakan penilaian atas penerapan tata kelola perusahaan untuk mengetahui tingkat kecukupan penerapannya. Hal ini sesuai dengan Peraturan Otoritas Jasa Keuangan ("OJK") No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian sebagaimana telah diubah dengan POJK No. 43/POJK.05/2019 tentang Perubahan atas POJK No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian yang mengatur bahwa perusahaan perasuransian wajib melakukan penilaian sendiri (*self-assessment*) atas penerapan tata kelola perusahaan secara berkala dan Peraturan OJK No. 21/POJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka. Tugu Insurance sebagai Perusahaan Terbuka yang bergerak di sektor perasuransian wajib untuk melakukan pengukuran terhadap penerapan tata kelola perusahaan yang dilakukan melalui *self-assessment*.

Consistently, Tugu Insurance carries out assessments of the corporate governance implementation to determine the adequacy level of its implementation. This is also in accordance with the Financial Services Authority ("OJK") Regulation No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies as amended by POJK No. 43/POJK.05/2019 concerning Amendments to POJK No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies which stipulates that insurance companies are required to conduct self-assessment on the implementation of corporate governance regularly and OJK Regulation No. 21/POJK.04/2015 concerning Governance Guidelines for Public Companies. Tugu Insurance as a Public Company engaging in the insurance sector is required to measure corporate governance implementation through a self-assessment.

Tahapan dalam pelaksanaan *self-assessment* atas penerapan tata kelola perusahaan, antara lain:
1. Penilaian (*assessment*) oleh pihak eksternal yang independen setiap 2 (dua) tahun sekali, yang proses penunjukannya sesuai dengan kebijakan pengadaan barang dan jasa yang berlaku di Perseroan, dan dikoordinir oleh fungsi *Compliance*;
2. *Self-assessment* setiap tahun oleh fungsi *Compliance* dengan berpedoman pada ketentuan POJK;
3. Evaluasi (*review*) oleh pihak internal yang dikoordinir oleh fungsi *Compliance*. Evaluasi ini merupakan suatu program untuk mendeskripsikan tindak lanjut pelaksanaan dan penerapan tata kelola perusahaan yang dilakukan pada tahun berikutnya setelah penilaian (*assessment*).

Self-assessment on the implementation of corporate governance is conducted through the following stages:
1. Assessment by an independent external party every 2 (two) years, whose appointment process is in accordance with the policies for procurement of goods and services applicable in the Company and is coordinated by the Compliance Function;
2. Annual self-assessment by the Compliance function based on POJK provisions;
3. Evaluation (review) by internal parties coordinated by Compliance function. This evaluation is a program to describe the follow-up of the execution and implementation of corporate governance carried out in the following year after the assessment.

Pelaksanaan *self-assessment* atas penerapan tata kelola perusahaan pada tahun 2023 menunjuk penilai independen yaitu:

In 2023, self-assessment on the implementation of corporate governance was conducted by appointing an independent assessor as follows:

Jenis Penilaian Type of Assessment	Asesmen Assessment
Penilai Assessor	PT Sinergi Daya Prima
Periode Penilaian Assessment Period	Tahun Buku 2021 2021 Fiscal Year
Tempat Place	Wisma Tugu I, Jl. H. R. Rasuna Said Kav. C8-9 Jakarta
Waktu Terbit Penilaian Date of Report	30 November 2022 30 November 2022

Penilaian atas penerapan tata kelola perusahaan menggunakan parameter Kementerian BUMN sebagaimana ditetapkan dalam Surat Keputusan Sekretaris Menteri Badan Usaha Milik Negara No. SK-16/S-MBU/2012 tanggal 6 Juni 2012 tentang Indikator Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara, dengan aspek-aspek penilaian tata kelola meliputi:

1. Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan;
2. Pemegang Saham dan RUPS;
3. Dewan Komisaris;
4. Direksi;
5. Pengungkapan Informasi dan Transparansi;
6. Aspek Lainnya.

Berdasarkan hasil penilaian tersebut, skor yang diperoleh Tugu Insurance adalah sebesar 91,314 dari total nilai maksimal sebesar 100 yang setara dengan 91,31% atau mencapai kualifikasi Sangat Baik. Hasil tersebut mengalami peningkatan jika dibandingkan dengan skor tahun sebelumnya yang mendapat skor sebesar 89,28%.

Self-assessment on the implementation of corporate governance is carried out using the parameters of the SOEs Ministry as stipulated in the Decree of the Secretary of the Minister for State-Owned Enterprises No. SK-16/S-MBU/2012 dated 6 June 2012 concerning Indicators for Assessment and Evaluation of the Implementation of Good Corporate Governance in State Owned Enterprises, the aspects of corporate governance assessment include the following:

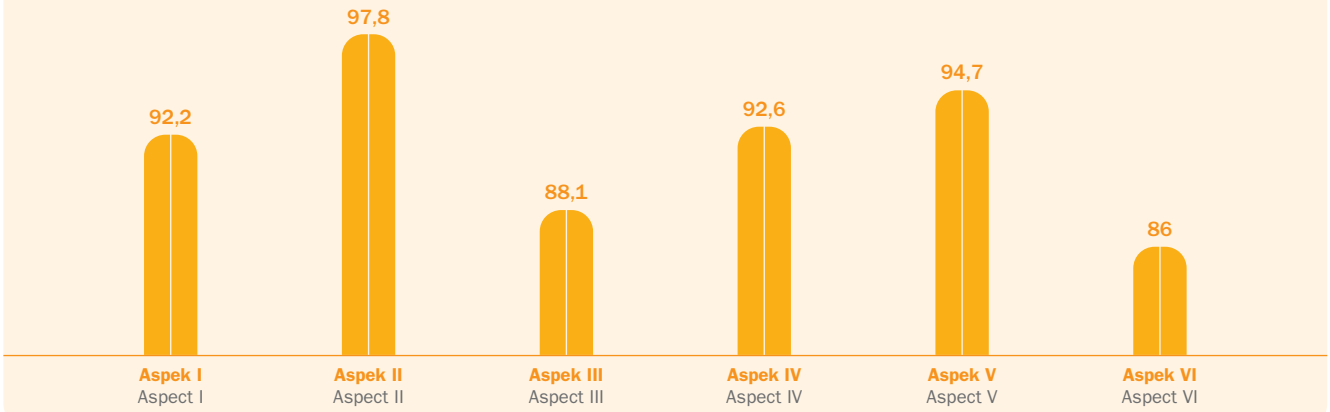
1. Commitment to the Sustainable Implementation of Good Corporate Governance;
2. Shareholders and GMS;
3. Board of Commissioners;
4. Board of Directors;
5. Information Disclosure and Transparency;
6. Other Aspects.

Based on the assessment, the score obtained by Tugu Insurance is 91.314 out of 100, equivalent to 91.31% and is considered “Very Good”. The result shows a increase compared to the previous assessment score of 89.28%

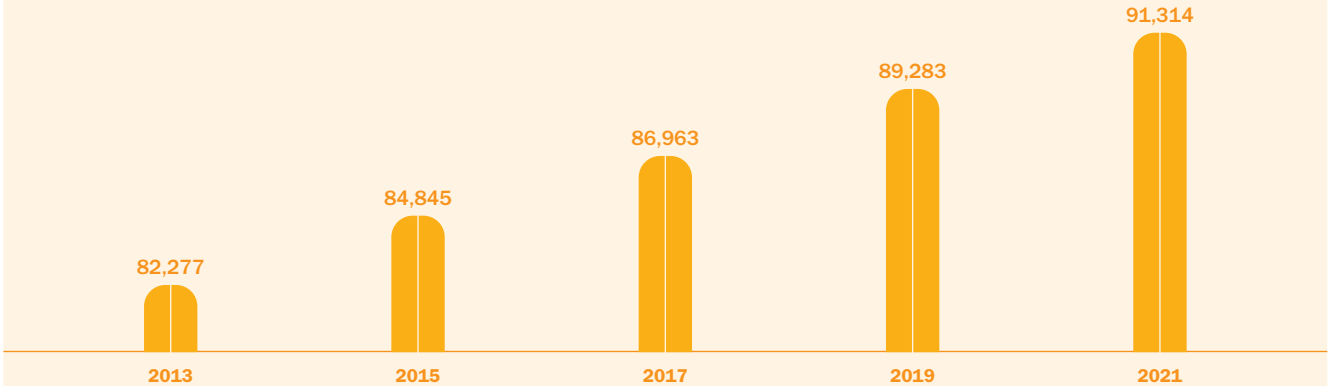
Aspek Penilaian GCG GCG Assessment Aspects	**Nilai Maksimal** Maximum Score	**2021**			**2019**		
		Skor Capaian Achieved Score	**Tingkat Pemenuhan** Fulfillment Rate	**Predikat** Predicate	**Skor Capaian** Achieved Score	**Tingkat Pemenuhan** Fulfillment Rate	**Predikat** Predicate
Aspek I Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Aspect I Commitment to Sustainable Implementation of Good Corporate Governance	7	6,456	92,23%	Sangat Baik Very Good	6,152	87,88%	Sangat Baik Very Good
Aspek II Pemegang Saham dan RUPS Aspect II Shareholders and GMS	9	8,802	97,80%	Sangat Baik Very Good	8,734	97,05%	Sangat Baik Very Good
Aspek III Dewan Komisaris Aspect III Board of Commissioners	35	30,839	88,11%	Sangat Baik Very Good	30,207	86,30%	Sangat Baik Very Good
Aspek IV Direksi Aspect IV Board of Directors	35	32,411	92,60%	Sangat Baik Very Good	31,711	90,60%	Sangat Baik Very Good
Aspek V Pengungkapan Informasi dan Transparansi Aspect V Information Disclosure and Transparency	9	8,520	94,67%	Sangat Baik Very Good	8,194	91,05%	Sangat Baik Very Good

Aspek Penilaian GCG GCG Assessment Aspects	Nilai Maksimal Maximum Score	2021			2019		
		Skor Capaian Achieved Score	Tingkat Pemenuhan Fulfillment Rate	Predikat Predicate	Skor Capaian Achieved Score	Tingkat Pemenuhan Fulfillment Rate	Predikat Predicate
Aspek VI Aspek Lainnya Aspect VI Other Aspects	5	4,286	86,00%	Sangat Baik Very Good	4,286	86,00%	Sangat Baik Very Good
Jumlah **Total**	**100**	**91,314**	**91,31%**	**Sangat Baik** **Very Good**	**100**	**89,28%**	**Sangat Baik** **Very Good**

Skor Penilaian Aspek Tata Kelola Perusahaan Tahun Buku 2021
Corporate Governance Aspects Assessment Score 2021



Periode Penilaian
Assessment Period

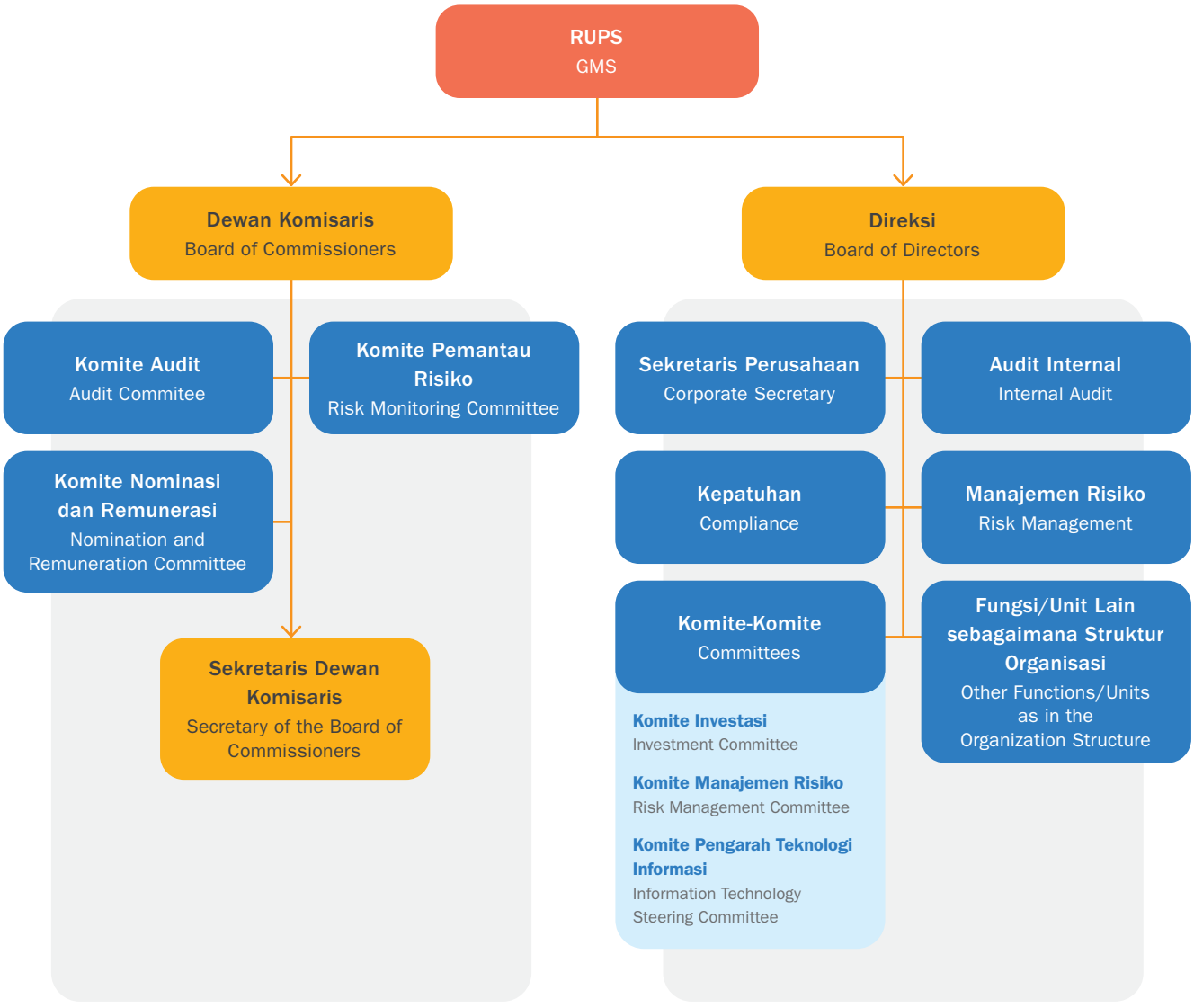


3. Struktur Organ Tata Kelola Perusahaan

Corporate Governance Organ Structure

Struktur tata kelola di Tugu Insurance terdiri dari organ utama dan organ penunjang. Organ utama tata kelola yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi, sementara organ penunjang tata kelola antara lain komite-komite di bawah Dewan Komisaris, Komite-komite di bawah Direksi, Sekretaris Perusahaan, Internal Audit, dan Tim Ad-Hoc untuk penanganan pekerjaan yang bersifat lintas unit. Selain itu, terdapat juga Unit Kepatuhan dan Manajemen Risiko yang berada di bawah pengawasan Direktur Kepatuhan & Manajemen Risiko serta fungsi/unit lain sebagaimana struktur organisasi Perusahaan.

The governance structure at Tugu Insurance consists of the main organs and supporting organs. The main organs for governance consist of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors, while for supporting organs, including committees under the Board of Commissioners, committees under the Board of Directors, Corporate Secretary, Internal Audit, and the Ad-Hoc Team for handling cross-unit work. In addition, the Company also has a Compliance and Risk Management Unit under the supervision of the Compliance & Risk Management Director and other functions/units within the Company's organizational structure.



Mekanisme Tata Kelola
Corporate Governance Mechanism

Mekanisme penerapan tata kelola perusahaan di Tugu Insurance dilaksanakan dalam sebuah tatanan dimana seluruh organ tata kelola memiliki tanggung jawab tersendiri namun tetap melaksanakan implementasi tata kelola perusahaan secara terintegrasi. Berdasarkan mekanisme tersebut, RUPS memiliki kewenangan tertinggi, sedangkan Dewan Komisaris memiliki fungsi pengawasan dan menasehati Direksi. Dalam menjalankan tugas-tugasnya, ketiga Organ Utama tersebut memiliki kewenangan yang telah diatur sesuai dengan ketentuan perundang-undangan, Anggaran Dasar Perusahaan, dan ketentuan lainnya, berikut independensi dalam melaksanakan fungsi untuk kepentingan Perseroan.

Corporate governance implementation at Tugu Insurance refers to the mechanism where all governance organs have separate responsibilities while implementing corporate governance in an integrated manner. Accordingly, the GMS has the highest authority, while the Board of Commissioners is responsible for supervising and advising the Board of Directors. In carrying out their duties, the three Main Organs are given authority that has been regulated following the provisions of the legislation, the Company's Articles of Association, and other provisions, as well as independence in performing its functions for the benefit of the Company.

Perseroan juga telah membuat sejumlah kebijakan yang mengatur fungsi, tugas, tanggung jawab dan wewenang dari masing-masing organ tata kelola, serta mengatur pola hubungan antar organ, sehingga terjadi hubungan yang sehat yang dilandasi prinsip saling menghormati masing-masing organ. Kebijakan dan prosedur yang dimiliki Perseroan tersebut senantiasa ditinjau untuk memastikan kesesuaian dengan peraturan perundang-undangan yang berlaku dan kebutuhan Perseroan.

The Company has also established several policies that regulate functions, duties, responsibilities, and authorities of each governance organ, as well as regulate the working relationship between organs, to create a harmonious relationship based on the principle of mutual respect for each organ. The Company's policies and procedures are constantly reviewed to ensure that it complies with the applicable laws and regulations and meets the needs of the Company.

Pedoman Tata Kelola Perusahaan yang Baik dan Pedoman Sistematika Etika Usaha dan Tata Perilaku
Good Corporate Governance Guidelines and Systematic Guidelines for Business Ethics and Code of Conduct

Setiap struktur tata kelola melaksanakan tugas dan fungsinya sesuai dengan peraturan perundang-undangan yang berlaku dan dalam pelaksanaan tugasnya dilengkapi dengan pedoman kerja yang merupakan rujukan/pedoman tentang tugas pokok dan fungsi kerja masing-masing organ. Pedoman kerja tersebut ditujukan sebagai kebijakan pendukung dalam penerapan tata kelola perusahaan (*soft structure* tata kelola perusahaan) dan merupakan bentuk komitmen bagi masing-masing organ dalam meningkatkan disiplin dan tanggung jawab berlandaskan prinsip tata kelola.

Each part governance structure carries out its functions following prevailing laws and regulations and has been equipped with work guidelines as references/guidelines regarding the main tasks and work functions of each organ. The work guidelines are intended as supporting policies in the application of corporate governance (soft structure of corporate governance) and a form of commitment to organ governance in improving discipline and responsibility based on corporate governance principles.

Selain sebagai pedoman kerja, *soft structure* tersebut juga terdiri dari panduan umum tata kelola yang berlaku untuk seluruh Insan Perseroan dan berlaku efektif menjadi kebijakan manajemen setelah dituangkan dalam Surat Keputusan Direksi (SKD). Panduan umum tata kelola ini antara lain terdiri dari Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance* atau COCG) dan Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct*). Kedua Pedoman ini senantiasa dievaluasi dan dimutakhirkan

In addition to the work guidelines, the soft structure also consists of general governance guidelines that apply to all Tugu Personnel and are effective to become management policies after they are stated in the Decree of the Board of Director (SKD). These general governance guidelines include the Code of Corporate Governance (COCG) and the Systematic Guidelines for Business Ethics and Code of Conduct. These two guidelines are regularly evaluated and updated periodically to maintain compliance with changes to

secara berkala untuk menjaga kesesuaiannya dengan perubahan peraturan perundang-undangan yang berlaku dan perkembangan proses bisnis Perseroan.

Pedoman Tata Kelola Perusahaan pertama kali diberlakukan berdasarkan Surat Keputusan Direksi (SKD) No. 27/SKD/CSG-TPI/IX/08 tanggal 18 September 2008, yang terakhir kali direvisi dengan Pedoman Tata Kelola Perusahaan No. A-001/6500/2022 Revisi Ke-2. Pedoman tersebut adalah untuk memberikan arahan dalam pengelolaan Perseroan kepada:

1. Dewan Komisaris, Direksi;
2. Komite Penunjang Dewan Komisaris, dan Audit Intern; dan
3. Para Pemangku Kepentingan.

Pedoman Sistematika Etika Usaha dan Tata Perilaku pertama kali disahkan berdasarkan Surat Keputusan Direksi (SKD) PT Tugu Pratama Indonesia No. 03/SKD/CSG-TPI/I/2009 tanggal 15 Januari 2009, dan telah dimutakhirkan dengan Pedoman No. A-003/9100/2017 Revisi Ke-1 Tanggal 5 Desember 2017 yang diberlakukan dengan SKD No. 007/SKD/CSG/TPI/II/2018 Tanggal 7 Februari 2018 dan telah dilakukan revitalisasi melalui Pedoman No. A-003/6500/2021 Revisi Ke-2 Tanggal 25 Agustus 2021 yang diberlakukan dengan SKD No. 67/SKD/06/ERL-ATPI/IX/2021 Tanggal 28 September 2021 tentang Perubahan Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct* atau CoC) PT Asuransi Tugu Pratama Indonesia Tbk. Pedoman Sistematika Etika Usaha dan Tata Perilaku merupakan acuan bagi Insan Tugu dalam mengelola Perseroan guna mencapai visi, misi dan tujuan Perseroan. Tugu Insurance senantiasa berupaya menciptakan situasi yang kondusif untuk melaksanakan Pedoman Tata Kelola Perusahaan dan Pedoman Sistematika Etika Usaha dan Tata Perilaku.

the applicable laws and regulations and development of the Company's business process.

Code of Corporate Governance (COCG) first took effect based on the Decree of the Board of Director (SKD) No. 27/SKD/CSG-TPI/IX/08 dated 18 September 2008 and has been updated with Corporate Governance Guidelines No. A-001/6500/2022 2nd Revision. COCG serves as a guideline to provide direction in managing the Company to:

1. Board of Commissioners, Directors;
2. Supporting Committees for the Board of Commissioners and Internal Audit; and
3. Stakeholders.

The Systematic Guidelines for Business Ethics and Code of Conduct was first ratified based on PT Tugu Pratama Indonesia's Decree of the Board of Director (SKD) No. 03/SKD/CSGTPI/I/2009 dated 15 January 2009 and has been updated with Guideline No. A-003/9100/2017 of 1st Revision Dated 5 December 2017, effective based on Decree No. 007/SKD/CSG/TPI/II/2018 dated 7 February 2018 and has been revitalized through Guideline No. A-003/6500/2021 of 2nd Revision Dated 25 August 2021 which was effectively based on Decree of the Board of Directors No. 67/SKD/06/ERL-ATPI/ IX/2021 Dated 28 September 2021 regarding Changes in the Systematic Guidelines for Business Ethics and Code of Conduct (CoC) of PT Asuransi Tugu Pratama Indonesia Tbk. The Systematic Guidelines for Business Ethics and Code of Conduct serve as a reference for Tugu Personnel in managing the Company to achieve the Company's vision, mission and objectives. Tugu Insurance continuously strives to create a favorable situation to implement the COGC and the Systematic Guidelines for Business Ethics and Code of Conduct (CoC).

3.A.

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Rapat Umum Pemegang Saham merupakan organ tata kelola tertinggi yang memiliki kewenangan yang tidak diberikan kepada Dewan Komisaris dan Direksi dalam batas yang ditentukan oleh Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Rapat Umum Pemegang Saham (RUPS) memegang peran penting sebagai wadah bagi pemegang saham dalam memutuskan arah tujuan Perseroan serta mengangkat dan/atau memberhentikan anggota Dewan Komisaris dan Direksi. Di samping itu, RUPS juga menentukan hal-hal penting terkait dengan Perseroan yang perlu mendapatkan persetujuan dari RUPS sesuai peraturan perundang-undangan yang berlaku dan/atau Anggaran Dasar.

As the highest organ of governance that has authority not given to the Board of Commissioners and the Board of Directors within limits determined by the Articles of Association and the prevailing laws and regulations, the General Meeting of Shareholders (GMS) has a vital role because it is a forum for shareholders to decide the direction of the Company's objectives and appoint and/or dismiss members of the Board of Commissioners and the Board of Directors. In addition, the GMS also determines essential matters related to the Company that need to obtain approval from the GMS in accordance with prevailing laws and regulations and/or the articles of association.

Dasar Hukum

Legal Basis

Dalam menyelenggarakan RUPS, Perseroan mengacu pada berbagai peraturan dan ketentuan antara lain:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;
3. Peraturan OJK No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik;
4. Anggaran Dasar Perseroan.

The Company refers to various rules and regulations to organize GMS, among others:

1. Law No. 40 of 2007 regarding Limited Liability Companies;
2. OJK Regulation No. 15/POJK.04/2020 regarding the Plan and Holding of the General Meeting of Shareholders of a Public Company;
3. OJK Regulation No. 16/POJK.04/2020 concerning the Holding of the Electronic General Meeting of Shareholders of Public Companies;
4. The Company's Articles of Association.

Jenis RUPS

Type of GMS

Perseroan memiliki 2 (dua) jenis RUPS, yaitu:

1. RUPS Tahunan (RUPST)
   RUPST wajib diselenggarakan setiap tahun dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku berakhir, kecuali dalam kondisi tertentu yang ditetapkan oleh Otoritas Jasa Keuangan atau peraturan perundang-undangan yang berlaku. Hal-hal yang diputuskan dalam RUPST meliputi:
   a. Persetujuan Laporan Tahunan Perseroan, termasuk pengesahan Laporan Keuangan Tahunan serta laporan tugas pengawasan Dewan Komisaris;
   b. Persetujuan penetapan penggunaan laba bersih Perseroan;

The Company has two types of GMS:

1. Annual GMS (AGMS)
   The AGMS must be held annually within a period of no later than 6 (six) months after the fiscal year ends, except in certain conditions stipulated by the Financial Services Authority or the applicable laws and regulations. The AGMS resolves the following matters:
   a. Approval of the Company's Annual Report, including the ratification of the Annual Financial Statements as well as the report on the supervisory duties of the Board of Commissioners;
   b. Approval to determine the appropriation of the Company's net profit;

c. Persetujuan penunjukan kantor akuntan publik; dan
d. Hal-hal lain yang memerlukan persetujuan RUPS sesuai dengan ketentuan dalam Anggaran Dasar.

2. RUPS Luar Biasa ("RUPSLB")
Perseroan dapat mengadakan RUPSLB yang penyelenggaraannya dapat dilakukan sewaktu-waktu sesuai dengan kebutuhan untuk kepentingan Perseroan.

c. Approval of the appointment of a public accounting firm; and
d. Other matters require GMS approval in accordance with the provisions in the articles of association.

2. Extraordinary GMS ("EGMS")
The Company may hold an EGMS at any time in accordance with the needs for the benefit of the Company.

Informasi tentang Pelaksanaan RUPS di Tahun 2023
Information on GMS Implementation in 2023

Sepanjang tahun 2023, Perseroan telah menyelenggarakan 1 kali RUPST pada 28 April 2023. RUPST diselenggarakan secara fisik maupun *online* (*hybrid*) dan dihadiri oleh pemegang saham, Dewan Komisaris, Direksi, dan perwakilan dari lembaga/profesi penunjang pasar modal.

Throughout 2023, The Company has held 1 AGMS on 28 April 2023. The AGMS are held physically or online (hybrid) and are attended by shareholders, the Board of Commissioners, Directors, and representatives from capital market supporting institutions/professions.

Perseroan melaksanakan RUPST tersebut dengan memenuhi prosedur yang telah diatur dengan melakukan pemberitahuan, pengumuman, dan pemanggilan dengan rincian sebagai berikut:

The Company carries out the AGMS by fulfilling the procedures that have been regulated by providing notifications, announcements and summons with the following details:

Pemberitahuan kepada OJK Notification to OJK	Pengumuman kepada Pemegang Saham Announcement to the Shareholders	Pemanggilan Pemegang Saham Invitation to the Shareholders	Pelaksanaan Implementation	Pengumuman Ringkasan Risalah RUPST Announcement of the Minutes Summary of AGMS
7 Maret 2023 7 March 2023	Pengumuman RUPST: 14 Maret 2023 Pengumuman Perubahan Jadwal RUPST: 29 Maret 2023 AGMS Announcement: 14 March 2023 Announcement of Changes to the AGMS Schedule: 29 March 2023	6 April 2023 6 April 2023	28 April 2023 28 April 2023	3 Mei 2023 3 May 2023

Kehadiran Pemegang Saham dalam RUPST
Attendance of Shareholders in the AGMS

Keikutsertaan pemegang saham dalam RUPST Tahun 2023 dilakukan dengan mekanisme sebagai berikut:
1. Hadir dalam Rapat secara fisik;
2. Hadir dalam Rapat secara elektronik melalui aplikasi eASY.KSEI; atau
3. Diwakili pihak lain dengan memberikan kuasa secara elektronik melalui aplikasi eASY.KSEI atau memberikan kuasa secara tertulis.

Shareholders' participation in the AGMS for Year 2023 was done by either:
1. Physically present at the meeting;
2. Attend the Meeting electronically via the eASY.KSEI application; or
3. Represented by another party by providing power of attorney electronically via the eASY.KSEI application or providing power of attorney in writing.

Mekanisme Pengambilan Keputusan
Decision-Making Mechanism

Pengambilan keputusan dalam RUPST dilakukan dengan cara musyawarah untuk mufakat. Apabila musyawarah untuk mufakat tidak tercapai, maka dilakukan melalui pemungutan suara.

The decision-making at the AGMS is made by deliberation for consensus. If deliberation for consensus is not reached, then it is done through voting.

Keterlibatan Pihak Independen dalam Penghitungan Suara
Involvement of Independent Parties in the Vote Counting

Pada pelaksanaan RUPST, Perseroan telah menunjuk pihak independen untuk melakukan penghitungan kuorum kehadiran Rapat dan pengambilan suara, yaitu Notaris Jose Dima Satria SH, MKn, dan Biro Administrasi Efek, PT Datindo Entrycom.

In the AGMS, the Company appointed independent parties to calculate the Meeting quorum and take the voting, namely Notary Jose Dima Satria SH, MKn, Share Registrar, PT Datindo Entrycom.

Keputusan RUPST
Resolutions of AGMS

Keputusan RUPST 2023 dituangkan dalam Berita Acara RUPST PT Asuransi Tugu Pratama Indonesia Tbk No. 122 tanggal 28 April 2023, dibuat dihadapan Notaris Jose Dima Satria SH, MKn.

The resolutions of the AGMS for the Year 2023 are stated in the Minutes of the AGMS of PT Asuransi Tugu Pratama Indonesia Tbk No. 122 dated 28 April 2023, made before Notary Jose Dima Satria SH, MKn.

1 **Mata Acara Pertama** First Agenda	Persetujuan Laporan Tahunan Tahun Buku 2022 disertai Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*Volledig acquit et de-charge*) kepada Direksi dan Dewan Komisaris Perseroan. Approval of the Annual Report for the 2022 Fiscal Year accompanied by Full Repayment and Release of Responsibility (Volledig acquit et de-charge) to the Company's Directors and Board of Commissioners.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.501.632.348 suara atau 99,9657344% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,501,632,348 votes or 99.9657344% of all shares with voting rights present at the Meeting.	479.520 suara atau 0,0319223% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 479,520 votes or 0.0319223% of all shares with voting rights present at the Meeting.	35.200 suara atau 0,0023433% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 35,200 votes or 0.0023433% of all shares with voting rights present at the Meeting.

Keputusan Rapat Meeting Resolutions	1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir 31 Desember 2022, yang tercermin dalam laporan posisi keuangan dan laporan laba rugi dan penghasilan komprehensif lain Konsolidasian Perseroan beserta penjelasannya yang telah diaudit Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan sesuai laporan Nomor: 00228/2.1030/AU.1/08/1298-1/1/III/2023 tanggal 28 Maret 2023 dengan pendapat "Wajar dalam semua hal yang material". 2. Atas telah disetujuinya Laporan Tahunan Perseroan termasuk Laporan Tugas Dewan Komisaris dan disahkannya Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2022 maka Rapat memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku yang berakhir pada tanggal 31 Desember 2022, sepanjang: a. Tindakan-tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk Laporan Keuangan) Tahun Buku yang berakhir Desember 2022. b. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. 1. Approved the Company's Annual Report including the Board of Commissioners' Supervisory Duties Report and ratified the Company's Consolidated Financial Report for the fiscal year ending 31 December 2022, which is reflected in the Company's consolidated statement of financial position and income statement and other comprehensive income along with its explanation which has been audited by the Accounting Firm Public (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partners according to report Number: 00228/2.1030/AU.1/08/1298-1/1/III/2023 dated 28 March 2023 with the opinion " Unqualified Opinion ". 2. Upon approval of the Company's Annual Report including the Board of Commissioners' Duties Report and ratification of the Company's Consolidated Financial Report for the Fiscal Year ending 31 December 2022, the Meeting granted full release and discharge of responsibility (volledig acquit et de charge) to the Board of Directors and Board of Commissioners for management and supervision actions that have been carried out during the Financial Year ending 31 December 2022, as long as: a. These actions are reflected in the Company's Annual Report (including Financial Reports) for the Fiscal Year ending December 2022. b. These actions are not criminal acts and/or unlawful acts.
Tindak Lanjut/Realisasi Follow-up/Realization	Keputusan langsung berlaku efektif. The resolution is effective immediately.

② **Mata Acara Kedua** Second Agenda	Penetapan Penggunaan Laba Bersih Tahun Buku 2022. Determination of the Use of Net Profit for the 2022 Fiscal Year.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.502.110.768 suara atau 99,9975835% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,502,110,768 votes or 99.9975835% of all shares with voting rights present at the Meeting.	1.100 suara atau 0,0000732% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,100 votes or 0.0000732% of all shares with voting rights present at the Meeting.	35.200 suara atau 0,0023433% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 35,200 votes or 0.0023433% of all shares with voting rights present at the Meeting.

Keputusan Rapat Meeting Resolutions	1. Menetapkan Penggunaan Laba Tahun Berjalan yang dapat diatribusikan kepada pemilik entitas induk Perseroan Tahun Buku yang berakhir 31 Desember 2022 sebesar Rp347.150.768.000,00 sebagai berikut: a. Sebesar 40% dari Laba Tahun Berjalan yang dapat diatribusikan kepada pemilik entitas induk Perseroan atau sebesar Rp138.860.307.200,00 sebagai dividen kepada Pemegang Saham sesuai dengan porsi kepemilikan saham pada Perseroan dan dibayarkan secara tunai. b. Sebesar 60% dari Laba Tahun Berjalan yang dapat diatribusikan kepada pemilik entitas induk Perseroan atau sebesar Rp208.290.460.800,00 sebagai laba ditahan. 2. Memberikan kuasa dan wewenang kepada Direksi Perseroan untuk mengatur tata cara pembayaran dividen tunai dimaksud selambat-lambatnya 30 hari setelah ditetapkan dalam RUPS Tahunan Perseroan ini. 1. Determined the use of current year profits attributable to the owners of the Company's parent entity for the fiscal year ending 31 December 2022 amounting to IDR347,150,768,000.00 as follows: a. 40% of Profit for the Year attributable to the equity holder of the Company's parent entity or IDR138,860,307,200.00 as dividends to Shareholders in accordance with the portion of share ownership in the Company and paid in cash. b. 60% of Profit for the Year attributable to the equity holder of the Company's parent entity or IDR208,290,460,800.00 as retained earnings. 2. Granted power and authority to the Company's Directors to regulate the procedures for paying cash dividends no later than 30 days after being determined at the Company's Annual GMS.
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana. Completed/realized.

③ **Mata Acara Ketiga** Third Agenda	Penunjukan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2023. Appointment of a Public Accounting Firm (KAP) for the 2023 Fiscal Year.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.501.126.304 suara atau 99,9320463% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,501,126,304 votes or 99.9320463% of all shares with voting rights present at the Meeting.	1.100 suara atau 0,0000732% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,100 votes or 0.0000732% of all shares with voting rights present at the Meeting.	1.019.664 suara atau 0,0678804% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,019,664 votes or 0.0678804% of all shares with voting rights present at the Meeting.
Keputusan Rapat Meeting Resolutions	Memberikan pelimpahan kewenangan dan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, termasuk menunjuk KAP pengganti bilamana karena sebab apapun juga berdasarkan ketentuan pasar modal di Indonesia apabila KAP yang ditunjuk tidak dapat melakukan tugasnya, dengan kriteria bahwa KAP tersebut terdaftar di Otoritas Jasa Keuangan, dengan terlebih dahulu berkoordinasi kepada Pemegang Saham Pengendali, dalam hal ini PT Pertamina (Persero). Granted delegation of authority and power to the Company's Board of Commissioners to appoint a Public Accounting Firm (KAP) to carry out audits of the Company's Financial Statements for the fiscal year ending 31 December 2023 along with the amount of its services, in accordance with applicable rules and regulations, including appointing a replacement KAP if for whatever reason, based on capital market regulations in Indonesia, the appointed KAP is unable to carry out its duties, with the criteria that the KAP is registered with the Financial Services Authority, by first coordinating with the Controlling Shareholder, in this case PT Pertamina (Persero).		
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana melalui Surat Keputusan Dewan Komisaris No. 54/S/KOM-ATPI/VIII/2023. Completed/implemented through Board of Commissioners Decree No. 54/S/KOM-ATPI/VIII/2023.		

4 Mata Acara Keempat Fourth Agenda	Penetapan Penghargaan atas Kinerja (Tantiem) Tahun 2022 kepada Direksi dan Dewan Komisaris, serta Penetapan Remunerasi tahun 2023 kepada Direksi, Dewan Komisaris, dan Dewan Pengawas Syariah (DPS). Determination of Performance Awards (Tantiem) for 2022 for the Directors and Board of Commissioners, as well as Determination of Remuneration for 2023 for the Directors, Board of Commissioners and Sharia Supervisory Board (DPS).		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.502.110.768 suara atau 99,9975835% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,502,110,768 votes or 99.9975835% of all shares with voting rights present at the Meeting.	1.100 suara atau 0,0000732% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,100 votes or 0.0000732% of all shares with voting rights present at the Meeting.	35.200 suara atau 0,0023433% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 35,200 votes or 0.0023433% of all shares with voting rights present at the Meeting.
Keputusan Rapat Meeting Resolutions	1. Tantiem Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan Pemegang Saham Perseroan yaitu PT Pertamina (Persero) sebagai Pemegang Saham pengendali untuk menetapkan Tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk Tahun Buku 2022. 2. Remunerasi Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan Pemegang Saham Perseroan yaitu PT Pertamina (Persero) sebagai Pemegang Saham pengendali untuk menetapkan besarnya gaji/honorarium, tunjangan dan fasilitas bagi anggota Direksi, Dewan Komisaris dan Dewan Pengawas Syariah untuk tahun 2023. 1. Tantiem Grant power and authority to the Company's Board of Commissioners by first obtaining approval from the Company's Shareholders, namely PT Pertamina (Persero) as the controlling Shareholder, to determine the Tantiem for members of the Company's Board of Directors and Board of Commissioners for the 2022 Fiscal Year. 2. Remuneration Grant power and authority to the Company's Board of Commissioners by first obtaining approval from the Company's Shareholders, namely PT Pertamina (Persero) as the controlling Shareholder, to determine the amount of salary/remuneration, allowances and facilities for members of the Board of Directors, Board of Commissioners and Sharia Supervisory Board for 2023.		
Tindak Lanjut/Realisasi Follow-up/Realization	Keputusan langsung berlaku efektif. The resolution is effective immediately.		

5 Mata Acara Kelima Fifth Agenda	Persetujuan Laporan Pertanggungjawaban Realisasi Penggunaan Dana Hasil Penawaran Umum. Approval of the Accountability Report on the Realization of Use of Public Offering Proceeds.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.502.110.768 suara atau 99,9975835% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,502,110,768 votes or 99.9975835% of all shares with voting rights present at the Meeting.	1.100 suara atau 0,0000732% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,100 votes or 0.0000732% of all shares with voting rights present at the Meeting.	35.200 suara atau 0,0023433% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 35,200 votes or 0.0023433% of all shares with voting rights present at the Meeting.
Keputusan Rapat Meeting Resolutions	Menyetujui Laporan Pertanggungjawaban Realisasi Penggunaan Dana Hasil Penawaran Umum: 1. Seluruh dana yang telah diperoleh sebesar Rp684.444.530.000,00. 2. Jumlah biaya yang telah dikeluarkan dalam rangka pelaksanaan penawaran umum Rp25.742.358.837,00. 3. Dana yang telah direalisasikan dan peruntukannya sejumlah Rp586.091.519.814,10. 4. Dana yang masih tersisa Rp72.610.651.348,90 dan alasan belum terealisasikan adalah bahwa semua kegiatan yang tercantum dalam prospektus dilakukan secara bertahap. Approve the Accountability Report on the Realization of Use of Public Offering Proceeds: 1. All funds obtained amount to IDR684,444,530,000.00. 2. The total costs incurred in carrying out the public offering IDR25,742,358,837.00. 3. Funds that have been realized and their allocation amount to IDR586,091,519,814.10. 4. The remaining funds are IDR72,610,651,348.90 and the reason it has not been realized is that all activities listed in the prospectus are carried out in stages.		
Tindak Lanjut/Realisasi Follow-up/Realization	Keputusan langsung berlaku efektif. The resolution is effective immediately.		

6 Mata Acara Keenam Sixth Agenda	Pemberian Kuasa Kepada Dewan Komisaris Untuk Peningkatan Modal Dalam Rangka Pelaksanaan Program *Management Employee Stock Option Plan* (MESOP). Granting of Power to the Board of Commissioners to Increase Capital in the Context of Implementing the Management Employee Stock Option Plan (MESOP) Program.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.496.755.201 suara atau 99,6410560% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,496,755,201 votes or 99.6410560% of all shares with voting rights present at the Meeting.	1.100 suara atau 0,0000732% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,100 votes or 0.0000732% of all shares with voting rights present at the Meeting.	5.390.767 suara atau 0,3588708% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 5,390,767 votes or 0.3588708% of all shares with voting rights present at the Meeting.

Keputusan Rapat Meeting Resolutions	1. Memberikan kewenangan kepada Dewan Komisaris untuk melakukan dan melaksanakan semua dan setiap tindakan atau perbuatan yang disyaratkan oleh peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan, atau yang dipandang perlu dalam rangka melaksanakan MESOP. 2. Memberikan kuasa kepada Direksi Perseroan dengan hak substitusi, untuk menyatakan dalam Akta Notaris tersendiri untuk setiap adanya perubahan permodalan terkait MESOP, yang selanjutnya dilakukan tindakan-tindakan yang disyaratkan oleh peraturan perundang-undangan yang berlaku. 1. Grant the authority to the Board of Commissioners to carry out and implement all and every action or deed required by applicable laws and regulations, the Company's Articles of Association, or as deemed necessary, in order to implement the MESOP. 2. Grant the authority to the Company's Board of Directors with the right of substitution, to declare in a separate Notarial Deed, any changes in capital related to the MESOP, after which the actions required by the applicable laws and regulations are carried out.
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana. Completed/realized.

7 **Mata Acara Ketujuh** Seventh Agenda	Persetujuan Pemecahan Nilai Nominal Saham. Approval of the Split of the Nominal Value of Stocks.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.502.110.768 suara atau 99,9975835% dari seluruh saham dengan hak suara yang hadir dalam Rapat 1,502,110,768 votes or 99.9975835% of all shares with voting rights present at the Meeting.	1.100 suara atau 0,0000732% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,100 votes or 0.0000732% of all shares with voting rights present at the Meeting.	35.200 suara atau 0,0023433% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 35,200 votes or 0.0023433% of all shares with voting rights present at the Meeting.
Keputusan Rapat Meeting Resolutions	Menyetujui pemecahan nominal saham Perseroan *("Stock Split")* dengan rasio 1:2, sehingga nilai nominal saham Perseroan yang semula adalah Rp100,-/lembar saham akan menjadi Rp50,-/lembar saham. Approved the split of the nominal shares of the Company ("Stock Split") with a ratio of 1:2, so that the nominal value of the Company's shares which was originally IDR100,-/share will become IDR50,-/share.		
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana. Pemecahan saham TUGU efektif pada 24 Mei 2023. Completed/implemented. The stock split of TUGU is effective on 24 May 2023.		

8 **Mata Acara Kedelapan** Eighth Agenda	Persetujuan Perubahaan Anggaran Dasar Perseroan. Approval of Amendments to the Company's Articles of Association.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.502.110.768 suara atau 99,9975835% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,502,110,768 votes or 99.9975835% of all shares with voting rights present at the Meeting.	1.100 suara atau 0,0000732% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,100 votes or 0.0000732% of all shares with voting rights present at the Meeting.	35.200 suara atau 0,0023433% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 35,200 votes or 0.0023433% of all shares with voting rights present at the Meeting.
Keputusan Rapat Meeting Resolutions	1. Menyetujui Perubahan Anggaran Dasar Pasal 4 ayat (1) dan ayat (2) Perseroan dalam rangka pemecahan nilai nominal saham Perseroan. 2. Menyetujui untuk menyusun kembali seluruh ketentuan dalam Anggaran Dasar sehubungan dengan perubahan sebagaimana dimaksud dalam butir (1) keputusan tersebut di atas. 3. Memberikan kuasa dan wewenang kepada Direksi dengan hak substitusi untuk melakukan segala tindakan yang diperlukan, berkaitan dengan keputusan mata acara Rapat ini, dan menyatakan kembali seluruh perubahan Anggaran Dasar dalam akta Notaris, dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau tanda penerimaan perubahan Anggaran Dasar. 1. Approved amendment to the Company's Articles of Association Article 4 paragraph (1) and paragraph (2) in the context of splitting the nominal value of the Company's shares. 2. Agreed to re-arrange all provisions in the Articles of Association in connection with the changes as intended in point (1) of the decision above. 3. Granted power and authority to the Board of Directors with the right of substitution to carry out all necessary actions, relating to the decisions on the agenda of this Meeting, and restate all changes to the Articles of Association in a Notarial deed, and submit them to the authorized agency to obtain approval and/or sign acceptance of changes to the Articles of Association.		
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana. Completed/realized.		

9 **Mata Acara Kesembilan** Ninth Agenda	Persetujuan Perubahan Susunan Pengurus. Approval of Changes to the Composition of Management.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.497.382.701 suara atau 99,6828295% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,497,382,701 votes or 99.6828295% of all shares with voting rights present at the Meeting.	1.100 suara atau 0,0000732% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,100 votes or 0.0000732% of all shares with voting rights present at the Meeting.	4.763.267 suara atau 0,3170972% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 4,763,267 votes or 0.3170972% of all shares with voting rights present at the Meeting.
Keputusan Rapat Meeting Resolutions	1. Menyetujui untuk memberhentikan dengan hormat Anggota Direksi, anggota Dewan Komisaris dan anggota Dewan Pengawas Syariah Perseroan yang berakhir masa jabatannya terhitung sejak ditutupnya Rapat Umum Pemegang Saham ini, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikiran yang diberikan selama menjabat, sebagai berikut: • Sdr. Adi Zakaria Afiff sebagai Komisaris Independen; • Sdr. Jafril Khalil sebagai Ketua Dewan Pengawas Syariah; • Sdr. Muhammad Maksum sebagai Dewan Pengawas Syariah; • Sdr. Syaiful Azhar sebagai Direktur Teknik; dan • Sdr. Budi P. Amir sebagai Direktur Kepatuhan & Manajemen Risiko. 2. Menyetujui Pengunduran diri Sdri. Amelia Kurniawan sebagai Komisaris Perseroan terhitung sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Komisaris Perseroan. 3. Menyetujui pengangkatan kembali anggota Dewan Komisaris dan Direksi Perseroan terhitung sejak ditutupnya RUPS ini sampai dengan penutupan RUPS Tahunan ke-3 (ketiga) pada akhir 1 (satu) periode masa jabatan dimaksud dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal, namun demikian tidak mengurangi hak RUPS untuk memberhentikan anggota Dewan Komisaris dan anggota Direksi tersebut sewaktu-waktu sebelum masa jabatannya berakhir, sebagai berikut: • Sdr. Poerwo Tjahjono sebagai Komisaris Independen; dan • Sdr. Ery Widiatmoko sebagai Direktur Pemasaran Asuransi. 4. Mengusulkan pengangkatan Anggota Dewan Komisaris, Dewan Pengawas Syariah, dan Direksi terhitung efektif sejak tanggal ditetapkannya Hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK) dan berakhir pada penutupan RUPS Tahunan ke-3 (ketiga) pada akhir 1 (satu) periode masa jabatan dimaksud dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal, namun demikian tidak mengurangi hak RUPS untuk memberhentikan anggota Dewan Komisaris, Dewan Pengawas Syariah, dan Direksi tersebut sewaktu–waktu sebelum masa jabatannya berakhir, sebagai berikut: • Sdr. Samuel Lie sebagai Komisaris; • Sdr. Tajudin Noor sebagai Komisaris Independen; • Sdr. Muhammad Maksum sebagai Ketua Dewan Pengawas Syariah; • Sdri. Siti Hannah sebagai Dewan Pengawas Syariah; • Sdr. Sudarlin sebagai Direktur Teknik; dan • Sdr. Edi Yoga Prasetyo sebagai Direktur Kepatuhan & Manajemen Risiko. 5. Dalam hal anggota Direksi, anggota Dewan Komisaris, dan anggota Dewan Pengawas Syariah yang diangkat tersebut masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Direksi, anggota Dewan Komisaris dan anggota Dewan Pengawas Syariah, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.		

6. Dengan adanya pengunduran diri, pengangkatan, dan pemberhentian anggota Direksi, anggota Dewan Komisaris, dan anggota Dewan Pengawas Syariah di atas, maka susunan keanggotaan Direksi, Dewan Komisaris, dan Dewan Pengawas Syariah PT Asuransi Tugu Pratama Indonesia Tbk menjadi sebagai berikut:

DEWAN KOMISARIS

Presiden Komisaris/Komisaris Independen	: Dian Masyita
Komisaris	: Samuel Lie*
Komisaris	: Bagus Agung Rahadiansyah*
Komisaris Independen	: Poerwo Tjahjono
Komisaris Independen	: Tajudin Noor*

DEWAN PENGAWAS SYARIAH

Ketua	: Muhammad Maksum
Anggota	: Siti Hannah*

DIREKSI

Presiden Direktur	: Tatang Nurhidayat
Direktur Teknis	: Sudarlin*
Direktur Kepatuhan & Manajemen Risiko	: Edi Yoga Prasetyo*
Direktur Keuangan & Layanan Korporat	: Emil Hakim
Direktur Pemasaran Asuransi	: Ery Widiatmoko

*) Menunggu penetapan hasil penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK)

Memberikan kuasa dengan hak substitusi kepada Direksi PT Asuransi Tugu Pratama Indonesia Tbk untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan Mata Acara ini sesuai dengan peraturan perundang-undangan yang berlaku, termasuk untuk menyatakan dalam Akta Notaris tersendiri dan memberitahukan perubahan susunan Direksi, Dewan Komisaris, dan Dewan Pengawas Syariah PT Asuransi Tugu Pratama Indonesia Tbk kepada Kementerian Hukum dan HAM.

1. Approved to respectfully dismiss members of the Board of Directors, members of the Board of Commissioners and members of the Company's Sharia Supervisory Board whose term of office ends as of the closing of this General Meeting of Shareholders, with a gratitude for all the contributions of energy and thoughts given during their tenure, to these following people:
   - Mr. Adi Zakaria Afiff as Independent Commissioner;
   - Mr. Jafril Khalil as Chairperson of the Sharia Supervisory Board;
   - Mr. Muhammad Maksum as Sharia Supervisory Board;
   - B Mr. Syaiful Azhar as Technical Director; and
   - Mr. Budi P. Amir as Director of Compliance & Risk Management.
2. Approved the resignation of Ms. Amelia Kurniawan as Commissioner of the Company as of the closing of this GMS, with a gratitude for all the contributions of energy and thoughts given while serving as Commissioner of the Company.
3. Approved the re-appointment of members of the Board of Commissioners and Directors of the Company starting from the closing of this GMS until the closing of the 3rd (third) Annual GMS at the end of 1 (one) period of office in question, taking into account the laws and regulations in the Capital Market sector without reducing the right of the GMS to dismiss members of the Board of Commissioners and members of the Board of Directors at any time before their term of office ends:
   - Mr. Poerwo Tjahjono as Independent Commissioner; and
   - Mr. Ery Widiatmoko as Director of Insurance Marketing.
4. Proposed the appointment of members of the Board of Commissioners, Sharia Supervisory Board and Board of Directors effective from the date of the Financial Services Authority (OJK) Fit and Proper Test Results and ending at the closing of the 3rd (third) Annual GMS at the end of 1 (one) period. The said position takes into account statutory regulations in the Capital Market sector, without reducing the GMS's right to dismiss members of the Board of Commissioners, Sharia Supervisory Board and Directors at any time before their term of office ends:
   - Mr. Samuel Lie as Commissioner;
   - Mr. Tajudin Noor as Independent Commissioner;
   - Mr. Muhammad Maksum as Chairperson of the Sharia Supervisory Board;
   - Ms. Siti Hannah as Sharia Supervisory Board;
   - Mr. Sudarlin as Technical Director; and
   - Mr. Edi Yoga Prasetyo as Director of Compliance & Risk Management.
5. In the event that the appointed members of the Board of Directors, members of the Board of Commissioners and members of the Sharia Supervisory Board are still serving in other positions which are prohibited by statutory regulations from concurrently holding the positions of Directors, then the members of the Board of Commissioners and members of the Sharia Supervisory Board must resign or be dismissed from his position.
6. With the resignation, appointment and dismissal of members of the Board of Directors, members of the Board of Commissioners and members of the Sharia Supervisory Board above, the membership composition of the Board of Directors, Board of Commissioners and Sharia Supervisory Board of PT Asuransi Tugu Pratama Indonesia Tbk will be as follows:

BOARD OF COMMISSIONERS

President Commissioner/Independent Commissioner	: Dian Masyita
Commissioner	: Samuel Lie*
Commissioner	: Bagus Agung Rahadiansyah*
Independent Commissioner	: Poerwo Tjahjono
Independent Commissioner	: Tajudin Noor*

SHARIA SUPERVISORY BOARD

Chairman	: Muhammad Maksum
Member	: Siti Hannah*

BOARD OF DIRECTORS

President Director	: Tatang Nurhidayat
Technical Director	: Sudarlin*
Compliance & Risk Management Director	: Edi Yoga Prasetyo*
Finance & Corporate Service Director	: Emil Hakim
Insurance Marketing Director	: Ery Widiatmoko

*) Waiting for the results of the Financial Services Authority (OJK) Fit and Proper Test to be determined

Granted authority with the right of substitution to the Directors of PT Asuransi Tugu Pratama Indonesia Tbk to carry out all necessary actions related to the decisions on this Agenda in accordance with applicable laws and regulations, including to declare in a separate Notarial Deed, and notify changes in the composition of the Board of Directors, Board of Commissioners, and the Sharia Supervisory Board of PT Asuransi Tugu Pratama Indonesia Tbk to the Ministry of Law and Human Rights.

Tindak Lanjut/Realisasi Follow-up/Realization	Sdr. Bagus Agung Rahadiansyah dinyatakan memenuhi persyaratan untuk menjadi Komisaris Perseroan oleh OJK pada tanggal 23 Juni 2023, sehingga pengangkatan Sdr. Bagus Agung Rahadiansyah sebagai Komisaris terhitung efektif sejak 23 Juni 2023 yang dituangkan dalam Akta Pernyataan Keputusan Rapat No. 118 tanggal 25 Juli 2023 yang dibuat di hadapan notaris Jose Dima Satria, SH, MKn. Sdr. Sudarlin dinyatakan memenuhi persyaratan untuk menjadi Direktur Teknik Perseroan oleh OJK pada tanggal 30 Oktober 2023, sehingga pengangkatan Sdr. Sudarlin sebagai Direktur Teknik terhitung efektif sejak 30 Oktober 2023 yang dituangkan dalam Akta Pernyataan Keputusan Rapat No. 55 tanggal 9 November 2023 dibuat di hadapan notaris Jose Dima Satria, SH, MKn. Sdr. Samuel Lie/Samuel Ramna dinyatakan memenuhi persyaratan untuk menjadi Komisaris Perseroan oleh OJK pada tanggal 4 Desember 2023, sehingga pengangkatan Sdr. Samuel Lie/Samuel Ramna sebagai Komisaris terhitung efektif sejak 4 Desember 2023, yang dituangkan dalam Akta Pernyataan Keputusan Rapat No. 49 tanggal 11 Januari 2024 dibuat di hadapan notaris Jose Dima Satria, SH, MKn. Sdr. Edi Yoga Prasetyo dinyatakan memenuhi persyaratan untuk menjadi Direktur Kepatuhan & Manajemen Risiko Perseroan oleh OJK pada tanggal 18 Januari 2024, sehingga pengangkatan Sdr. Edi Yoga Prasetyo sebagai Direktur Kepatuhan & Manajemen Risiko terhitung efektif sejak 18 Januari 2024, yang dituangkan dalam Akta Pernyataan Keputusan Rapat No. 1 tanggal 1 Februari 2024 dibuat di hadapan notaris Jose Dima Satria, SH, MKn. Sdr. Tajudin Noor dinyatakan memenuhi persyaratan untuk menjadi Komisaris Independen Perseroan oleh OJK pada tanggal 18 Januari 2024, sehingga pengangkatan Tajudin Noor sebagai Komisaris Independen terhitung efektif sejak 18 Januari 2024, yang dituangkan dalam Akta Pernyataan Keputusan Rapat No. 1 tanggal 1 Februari 2024 dibuat di hadapan notaris Jose Dima Satria, SH, MKn. Sdri. Siti Hannah dinyatakan memenuhi persyaratan untuk menjadi anggota Dewan Pengawas Syariah Perseroan oleh OJK pada tanggal 17 Januari 2024, sehingga pengangkatan Siti Hannah sebagai anggota Dewan Pengawas Syariah terhitung efektif sejak 17 Januari 2024 yang dituangkan dalam Akta Pernyataan Keputusan Rapat No. 1 tanggal 1 Februari 2024 dibuat di hadapan notaris Jose Dima Satria, SH, MKn. Mr. Bagus Agung Rahadiansyah was declared to have met the requirements to become a Company Commissioner by the OJK on 23 June 2023, so the appointment of Mr. Bagus Agung Rahadiansyah as Commissioner is effective from 23 June 2023 as stated in the Deed of Meeting Decision Statement No. 118 dated 25 July 2023 made before notary Jose Dima Satria, SH, MKn. Mr. Sudarlin was declared to have fulfilled the requirements to become the Company's Technical Director by the OJK on 30 October 2023, so the appointment of Mr. Sudarlin as Technical Director is effective from 30 October 2023 as stated in the Deed of Meeting Decision Statement No. 55 dated 9 November 2023 made before notary Jose Dima Satria, SH, MKn. Mr. Samuel Lie/Samuel Ramna was declared to have met the requirements to become a Company Commissioner by the OJK on 4 December 2023, thus the appointment of Mr. Samuel Lie/Samuel Ramna as Commissioner is effective as of 4 December 2023, as set forth in Deed of Meeting Resolution No. 49 dated 11 January 2024 made before notary Jose Dima Satria, SH, MKn. Mr. Edi Yoga Prasetyo was determined to be qualified to become the Company's Compliance & Risk Management Director by OJK on 18 January 2024, thus the appointment of Mr. Edi Yoga Prasetyo as Director of Compliance & Risk Management is effective as of 18 January 2024, as stated in the Deed of Meeting Resolution No. 1 dated 1 February 2024 made before notary Jose Dima Satria, SH, MKn. Mr. Tajudin Noor was determined to be qualified to become Independent Commissioner of the Company by OJK on 18 January 2024, and thus the appointment of Mr. Tajudin Noor as Independent Commissioner is effective from 18 January 2024, as stated in the Deed of Meeting Resolution No. 1 dated 1 February 2024 made before notary Jose Dima Satria, SH, MKn. Mrs. Siti Hannah was determined to be qualified to become a member of the Company's Sharia Supervisory Board by OJK on 17 January 2024, thus Siti Hannah's appointment as a member of the Sharia Supervisory Board was effective from 17 January 2024 as stated in the Deed of Meeting Resolution No. 1 dated 1 February 2024 made before notary Jose Dima Satria, SH, MKn.

Informasi tentang Keputusan RUPST Sebelumnya dan Realisasinya
Information on Resolution and Realization of Prior AGMS

Keputusan RUPST Tahun untuk Buku 2022 dituangkan dalam Berita Acara RUPS Tahunan PT Asuransi Tugu Pratama Indonesia Tbk No. 51 tanggal 17 Mai 2022 dari Notaris Jose Dima Satria, S.H, M.Kn. di Jakarta.

The resolutions of the AGMS for the 2022 Fiscal Year are stated in the Minutes of the Annual GMS of PT Asuransi Tugu Pratama Indonesia Tbk No. 51 dated 17 May 2022 from Notary Jose Dima Satria, S.H, M.Kn., Notary in Jakarta.

1 **Mata Acara Pertama** First Agenda	Persetujuan Laporan Tahunan Tahun Buku 2021 Perseroan disertai pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et decharge*) kepada Direksi dan Dewan Komisaris Perseroan. Approval of the Company's 2021 Fiscal Year Annual Report complemented by the granting of full settlement and discharge (volledig acquit et decharge) to the Company's Board of Directors and Board of Commissioners.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.416.125.200 suara atau 99,9880816% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,416,125,200 votes or 99.9880816% of all shares with voting rights attended the Meeting.	121.600 suara atau 0,0085858% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 121,600 votes or 0.0085858% of all shares with voting rights attended the Meeting.	47.200 suara atau 0,0033326% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 47,200 votes or 0.0033326% of all shares with voting rights attended the Meeting.
Keputusan Rapat Meeting Resolutions	1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir 31 Desember 2021, yang tercermin dalam laporan posisi keuangan dan laporan laba rugi dan penghasilan komprehensif lain konsolidasian Perseroan beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (firma anggota Ernst & Young Global Limited) sesuai laporan No. 01170/2.1032/AU.1/08/0240-3/1/V/2022 tanggal 9 Mei 2022 dengan pendapat "Wajar dalam semua hal yang material". 2. Atas telah disetujuinya Laporan Tahunan Perseroan termasuk Laporan Tugas Dewan Komisaris dan disahkannya Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2021 maka Rapat memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dilakukan dalam tahun buku yang berakhir tanggal 31 Desember 2021 sepanjang: a. Tindakan-tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk Laporan Keuangan) tahun buku yang berakhir 31 Desember 2021. b. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. 1. Approve the Company's Annual Report including the Supervisory Report of the Board of Commissioners and ratified the Company's Consolidated Financial Statements for the fiscal year ending on 31 December 2021, which are reflected in the statement of financial position and the consolidated statements of profit and loss and other comprehensive income of the Company and its explanations which have been audited by the Public Accounting Firm (KAP) of Purwantono, Sungkoro & Surja in accordance with report No. 01170/2.1032/AU.1/08/0240-3/1/V/2022 dated 9 May 2022 with the opinion "Unqualified Opinion". 2. Upon the approval of the Company's Annual Report including the Duties Report of the Board of Commissioners and the ratification of the Company's Consolidated Financial Statements for the fiscal year ending on 31 December 2021, the Meeting granted full discharge of responsibilities (volledig acquit et de charge) to the Board of Directors and the Board of Commissioners for management and supervision actions that have been carried out during the fiscal year ending on 31 December 2021, to the extent: a. That such actions are reflected in the Annual Report of the Company (including Financial Statements) for the fiscal year ending on 31 December 2021. b. That such actions are not criminal acts and/or unlawful acts.		
Tindak Lanjut/Realisasi Follow-up/Realization	Keputusan langsung berlaku efektif. The resolution is effective immediately.		

2 **Mata Acara Kedua** Second Agenda	Penetapan Penggunaan Laba Bersih Tahun Buku 2021. Determination of the Appropriation of 2021 Net Profit.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.416.125.200 suara atau 99,9880816% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,416,125,200 votes or 99.9880816% of all shares with voting rights attended the Meeting.	121.600 suara atau 0,0085858% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 121,600 votes or 0.0085858% of all shares with voting rights attended the Meeting.	47.200 suara atau 0,0033326% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 47,200 votes or 0.0033326% of all shares with voting rights attended the Meeting.
Keputusan Rapat Meeting Resolutions	1. Menetapkan penggunaan laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk Perseroan tahun buku yang berakhir 31 Desember 2021 sebesar Rp316.480.351.664,- sebagai berikut: a. Sebesar 40% dari laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk Perseroan atau sebesar Rp126.592.140.666,- sebagai dividen kepada pemegang saham sesuai dengan porsi kepemilikan saham pada Perseroan dan dibayarkan secara tunai. b. Sebesar 60% dari laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk Perseroan atau sebesar Rp189.888.210.998,- sebagai laba ditahan. 2. Memberikan kuasa dan wewenang kepada Direksi Perseroan untuk mengatur tata cara pembayaran dividen tunai dimaksud selambat-lambatnya 30 hari setelah ditetapkan dalam RUPS Tahunan Perseroan ini. 1. Determine the use of income for the year attributable to equity holder of the Company's parent entity for the fiscal year ending on 31 December 2021 totalling IDR316,480,351,664 as follows: a. 40% of the income for the year attributable to equity holder of the Company's parent entity or IDR126,592,140,666 as dividends to shareholders in accordance with the portion of share ownership in the Company and paid in cash. b. 60% of income for the year attributable to equity holder of the Company's parent entity or IDR189,888,210,998 as retained earnings. 2. Grant the power and authority to the Board of Directors of the Company to regulate the procedure for the payment of the cash dividends in question no later than 30 days after being determined in this Annual GMS of the Company.		
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana. Completed/realized.		

3 **Mata Acara Ketiga** Third Agenda	Penunjukan Kantor Akuntan Publik (KAP) Perseroan untuk tahun buku 2022. Appointment of the Company's Public Accounting Firm (KAP) for the 2022 fiscal year.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.416.125.200 suara atau 99,9880816% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,416,125,200 votes or 99.9880816% of all shares with voting rights attended the Meeting.	121.600 suara atau 0,0085858% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 121,600 votes or 0.0085858% of all shares with voting rights attended the Meeting.	47.200 suara atau 0,0033326% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 47,200 votes or 0.0033326% of all shares with voting rights attended the Meeting.

Keputusan Rapat Meeting Resolutions	Memberikan pelimpahan kewenangan dan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2022 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, termasuk menunjuk KAP pengganti bilamana karena sebab apapun juga berdasarkan ketentuan pasar modal di Indonesia apabila KAP yang ditunjuk tidak dapat melakukan tugasnya, dengan kriteria bahwa KAP tersebut terdaftar di Otoritas Jasa Keuangan, dengan terlebih dahulu mengkomunikasikan kepada Pemegang Saham Pengendali, dalam hal ini PT Pertamina (Persero). Grant the authority and power to the Company's Board of Commissioners to appoint a Public Accounting Firm (KAP) to conduct an audit of the Company's Financial Statements for the financial year ending on 31 December 2022, along with the amount of its services fee, following applicable rules and regulations, including appointing a replacement KAP if for any reason based on the provisions of the capital market in Indonesia, the appointed KAP is unable to carry out its duties, with the criteria that the KAP is registered in Financial Services Authority, by first communicating to the Controlling Shareholder, in this case, PT Pertamina (Persero).
Tindak Lanjut/Realisasi Follow-up/Realization	Terlaksana dengan penunjukkan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan sesuai ketentuan dan Peraturan Perundangan yang berlaku. Implemented with the appointment of KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan in accordance with the provisions and prevailing laws and regulations.

4 **Mata Acara Keempat** Fourth Agenda	Penetapan penghargaan atas kinerja (tantiem) tahun 2021 kepada Direksi dan Dewan Komisaris, serta penetapan remunerasi tahun 2022 kepada Direksi, Dewan Komisaris, dan Dewan Pengawas Syariah (DPS). Determination of the 2021 reward for performance (tantiem) for the Board of Directors and the Board of Commissioners, as well as the determination of the 2022 remuneration for the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board (DPS).
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.

Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
1.416.125.200 suara atau 99,9880816% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,416,125,200 votes or 99.9880816% of all shares with voting rights attended the Meeting.	121.600 suara atau 0,0085858% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 121,600 votes or 0.0085858% of all shares with voting rights attended the Meeting.	47.200 suara atau 0,0033326% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 47,200 votes or 0.0033326% of all shares with voting rights attended the Meeting.

Keputusan Rapat Meeting Resolutions	1. Tantiem Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan Pemegang Saham Perseroan yaitu PT PERTAMINA (PERSERO) sebagai pemegang saham pengendali untuk menetapkan tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2021. 2. Remunerasi Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan pemegang saham Perseroan yaitu PT PERTAMINA (Persero) sebagai pemegang saham pengendali untuk menetapkan besarnya gaji/honorarium, tunjangan dan fasilitas bagi anggota Direksi, Dewan Komisaris, dan Dewan Pengawas Syariah (DPS) Perseroan untuk tahun 2022. 1. Tantiem Grant the power and authority to the Company's Board of Commissioners with prior approval from the Company's Shareholders, namely PT PERTAMINA (PERSERO) as the Controlling Shareholder, to determine tantiem for members of the Company's Board of Directors and Board of Commissioners for the 2021 fiscal year. 2. Remuneration Grant the power and authority to the Company's Board of Commissioners with prior approval from the Company's Shareholders, namely PT PERTAMINA (PERSERO) as the Controlling Shareholder, to determine the amount of salary/remuneration, and allowances and facilities for members of the Company's Board of Directors, Board of Commissioners, and Sharia Supervisory Board for 2022.
Tindak Lanjut/Realisasi Follow-up/Realization	Keputusan langsung berlaku efektif. The resolution is effective immediately.

5 Mata Acara Kelima Fifth Agenda	Persetujuan laporan pertanggungjawaban realisasi penggunaan dana hasil Penawaran Umum. Approval of the accountability report on the realization of the use of proceeds from the Public Offering.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.416.125.200 suara atau 99,9880816% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,416,125,200 votes or 99.9880816% of all shares with voting rights attended the Meeting.	121.600 suara atau 0,0085858% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 121,600 votes or 0.0085858% of all shares with voting rights attended the Meeting.	47.200 suara atau 0,0033326% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 47,200 votes or 0.0033326% of all shares with voting rights attended the Meeting.
Keputusan Rapat Meeting Resolutions	Menyetujui laporan pertanggungjawaban realisasi penggunaan Dana Hasil Penawaran Umum: Seluruh dana yang telah diperoleh sebesar Rp684.444.530.000,-. Jumlah biaya yang telah dikeluarkan dalam rangka pelaksanaan penawaran umum Rp25.742.358.837,-. Dana yang telah direalisasikan dan peruntukannya sejumlah Rp525.668.218.356,49. Dana yang masih tersisa sebesar Rp133.033.952.806,51 dan alasan belum terealisasikan adalah bahwa semua kegiatan yang tercantum dalam prospektus dilakukan secara bertahap. Approve the accountability report on the realization of the use of proceeds from the Public Offering: The total proceeds obtained amounted to IDR684,444,530,000. The total cost incurred for implementing the public offering amounted to IDR25,742,358,837. The total proceeds that had been used and allocated amounted to IDR525,668,218,356.49. The total remaining proceeds amounted to IDR133,033,952,806.51 and the reason for the unrealized use of proceeds was because all activities listed in the prospectus were carried out in stages.		
Tindak Lanjut/Realisasi Follow-up/Realization	Keputusan langsung berlaku efektif. The resolution is effective immediately.		

6 Mata Acara Keenam Sixth Agenda	Pemberian kuasa kepada Dewan Komisaris untuk peningkatan modal dalam rangka pelaksanaan program *Management Employee Stock Option Plan* (MESOP). Granting of the power of attorney to the Board of Commissioners to increase capital for the purpose of implementing the Management Employee Stock Option Plan (MESOP) program.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.416.125.200 suara atau 99,9880816% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,416,125,200 votes or 99.9880816% of all shares with voting rights attended the Meeting.	121.600 suara atau 0,0085858% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 121,600 votes or 0.0085858% of all shares with voting rights attended the Meeting.	47.200 suara atau 0,0033326% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 47,200 votes or 0.0033326% of all shares with voting rights attended the Meeting.

Keputusan Rapat Meeting Resolutions	1. Memberikan kewenangan kepada Dewan Komisaris untuk melakukan dan melaksanakan semua dan setiap tindakan atau perbuatan yang disyaratkan oleh peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan, atau yang dipandang perlu dalam rangka melaksanakan MESOP. 2. Memberikan kuasa kepada Direksi Perseroan dengan hak substitusi, untuk menyatakan dalam Akta Notaris tersendiri untuk setiap adanya perubahan permodalan terkait MESOP, yang selanjutnya dilakukan tindakan-tindakan yang disyaratkan oleh peraturan perundang-undangan yang berlaku. 1. Grant the authority to the Board of Commissioners to carry out and implement all and any actions required by the applicable laws and regulations, the Company's Articles of Association, or as deemed necessary in order to implement the MESOP. 2. Grant the power to the Board of Directors of the Company with substitution rights, to state in a separate Notary Deed for any changes in capital related to the MESOP, which will be carried out with actions required by the prevailing laws and regulations.
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/Terlaksana. Completed/Realized.

7 **Mata Acara Ketujuh** Seventh Agenda	Persetujuan perubahan susunan pengurus. Approval of the change in the management composition.		
Jumlah Pemegang Saham yang Bertanya Number of Inquiring Shareholders	Nihil. Nil.		
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara. By Vote.		
	Setuju Agree	Abstain Abstain	Tidak Setuju Disagree
	1.134.546.200 suara atau 80,1066869% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 1,134,546,200 votes or 80.1066869% of all shares with voting rights attended the Meeting.	281.721.600 suara atau 19,8914632% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 281,721,600 votes or 19.8914632% of all shares with voting rights attended the Meeting.	26.200 suara atau 0,0018499% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 26,200 votes or 0.0018499% of all shares with voting rights attended the Meeting.

Keputusan Rapat Meeting Resolutions	1. Menyetujui untuk memberhentikan dengan hormat dengan alasan penyegaran organisasi dan pengunduran diri Sdr. Indra Baruna sebagai Presiden Direktur Perseroan yang berakhir masa jabatannya terhitung sejak ditutupnya Rapat Umum Pemegang Saham ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Presiden Direktur Perseroan. 2. Menyetujui pengunduran diri Sdr. Maruly Octavianus Sinaga sebagai Direktur Kepatuhan & Manajemen Risiko Perseroan yang berakhir masa jabatannya terhitung sejak ditutupnya Rapat Umum Pemegang Saham ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Direktur Kepatuhan & Manajemen Risiko Perseroan. 3. Menyetujui untuk memberhentikan dengan hormat Sdr. Koeshartanto sebagai Presiden Komisaris Perseroan dengan alasan penyegaran organisasi terhitung sejak ditutupnya Rapat Umum Pemegang Saham ini, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Presiden Komisaris Perseroan. 4. Menyetujui pengunduran diri Sdr. Sahala Lumban Gaol sebagai Komisaris Perseroan terhitung sejak ditutupnya Rapat Umum Pemegang Saham ini, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Komisaris Perseroan. 5. Menyetujui untuk memberhentikan dengan hormat Sdr. M. Harry Santoso sebagai Komisaris Independen dengan alasan penyegaran organisasi terhitung sejak ditutupnya Rapat Umum Pemegang Saham ini, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Komisaris Independen Perseroan. 6. Menyetujui pengangkatan Anggota Direksi dan Dewan Komisaris Perseroan sebagai berikut: • Sdr. Tatang Nurhidayat sebagai Presiden Direktur. • Sdri. Dian Masyita sebagai Presiden Komisaris merangkap sebagai Komisaris Independen. • Sdr. Bagus Agung Rahadiansyah sebagai Komisaris. 7. Menyetujui penggabungan dan perubahan nomenklatur jabatan sebagai berikut: • Direktur Pemasaran Asuransi Minyak & Gas dan Direktur Pemasaran Asuransi Non Minyak & Gas menjadi Direktur Pemasaran Asuransi. 8. Menyetujui pengalihan tugas nama-nama sebagai berikut: • Sdr. Ery Widiatmoko semula sebagai Direktur Pemasaran Asuransi Non Minyak & Gas menjadi Direktur Pemasaran Asuransi. • Sdr Budi P. Amir semula sebagai Direktur Pemasaran Asuransi Minyak & Gas menjadi Direktur Kepatuhan & Manajemen Risiko. • Dengan masa jabatan meneruskan sisa masa jabatan sesuai RUPS pengangkatan (RUPST 2020) yang bersangkutan. 9. Anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 6 baru dapat melaksanakan tugasnya setelah mendapat persetujuan Otoritas Jasa Keuangan (OJK) atas Penilaian Kemampuan dan Kepatutan dan memenuhi peraturan perundang-undangan yang berlaku hingga berakhir pada penutupan RUPS Tahunan ke-3 pada akhir satu periode masa jabatan dimaksud, namun demikian tidak mengurangi hak RUPS untuk memberhentikan Anggota Direksi dan Dewan Komisaris tersebut sewaktu-waktu sebelum masa jabatannya berakhir. 10. Dalam hal anggota Direksi dan Dewan Komisaris yang diangkat tersebut masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Direksi dan Dewan Komisaris, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.

11. Dengan adanya pengunduran diri, pemberhentian dan pengangkatan anggota Direksi dan Dewan Komisaris, perubahan nomenklatur organisasi, serta pengalihan tugas tersebut di atas, maka susunan keanggotaan Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut:

Dewan Komisaris

Presiden Komisaris & Komisaris Independen	: Sdri. Dian Masyita
Komisaris	: Sdri. Amelia Kurniawan
Komisaris	: Sdr. Bagus Agung Rahadiansyah
Komisaris Independen	: Sdr. Poerwo Tjahjono
Komisaris Independen	: Sdr. Adi Zakaria Afiff

Direksi

Presiden Direktur	: Sdr. Tatang Nurhidayat
Direktur Keuangan & Layanan Korporat	: Sdr Emil Hakim
Direktur Teknik	: Sdr. Syaiful Azhar
Direktur Pemasaran Asuransi	: Sdr. Ery Widiatmoko
Direktur Kepatuhan & Manajemen Risiko	: Sdr. Budi P. Amir

12. Memberikan kuasa dengan hak substitusi kepada Direksi Perseroan untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan Mata Acara ini sesuai dengan peraturan perundang-undangan yang berlaku, termasuk untuk menyatakan dalam Akta Notaris tersendiri dan memberitahukan perubahan susunan Direksi dan Dewan Komisaris Perseroan kepada Kementerian Hukum dan HAM.

1. For organizational structure refresh and due to his resignation as the Company's President Director, approve the honorable dismissal of Mr. Indra Baruna as the Company's President Director whose term of office ends as of the closing of this General Meeting of Shareholders, with gratitude for the contribution of energy and thoughts given during his tenure as President Director of the Company.
2. Approve the resignation of Mr. Maruly Octavianus Sinaga as the Company's Director of Compliance & Risk Management whose term of office ends as of the closing of this General Meeting of Shareholders, with gratitude for the contribution of energy and thoughts given during his tenure as the Company's Director of Compliance & Risk Management.
3. Approve the honorable dismissal of Mr. Koeshartanto as the Company's President Commissioner for organizational structure refresh as of the closing of this General Meeting of Shareholders, with gratitude for all the contributions of energy and thoughts given during his tenure as the Company's President Commissioner.
4. Approve the resignation of Mr. Sahala Lumban Gaol as the Company's Commissioner effective as of the closing of this General Meeting of Shareholders, with gratitude for all the contributions of energy and thoughts given during his tenure as the Company's Commissioner.
5. Approve the honorable dismissal of Mr. M. Harry Santoso as Independent Commissioner for organizational structure refresh as of the closing of this General Meeting of Shareholders, with gratitude for all the contributions of energy and thoughts given during his tenure as the Company's Independent Commissioner.
6. Approve the appointment of members of the Company's Board of Directors and Board of Commissioners as follows:
   - Mr. Tatang Nurhidayat as President Director.
   - Mrs. Dian Masyita as President Commissioner concurrently as Independent Commissioner.
   - Mr. Bagus Agung Rahadiansyah as Commissioner.
7. Agree to merge and change the nomenclature of positions as follows:
   - Oil & Gas Insurance Marketing Director and Non-Oil & Gas Insurance Marketing Director become Insurance Marketing Director.
8. Approve the transfer of assignment of the names as follows:
   - Mr. Ery Widiatmoko from Director of Non-Oil & Gas Insurance Marketing to become Director of Insurance Marketing.
   - Mr. Budi P. Amir from Director of Oil & Gas Insurance Marketing to become Director of Compliance & Risk Management.
   - With the term of office continuing the remaining term of office in accordance with the relevant GMS appointment (AGM 2020).
9. Members of the Board of Directors and Board of Commissioners who are appointed as referred to in point number 6 can only carry out their duties after obtaining approval from the Financial Services Authority (OJK) for the Fit and Proper Test and complying with the prevailing laws and regulations until the closing of the 3rd Annual GMS at the end of the said term of office, without any prejudice to the right of the GMS to dismiss the members of the Board of Directors and the Board of Commissioners at any time before their term of office ends.
10. In the event that the appointed members of the Board of Directors and the Board of Commissioners are still serving in other positions prohibited by laws and regulations from concurrently serving as members of the Board of Directors and Board of Commissioners, then the persons concerned must resign or be dismissed from their positions.

	11. With the resignations, dismissals, and appointment of members of the Board of Directors and Board of Commissioners, changes in the nomenclature of the organization, as well as the transfer of duties as mentioned above, the composition of the Company's Board of Directors and Board of Commissioners shall become as follows: **Board of Commissioners** President Commissioner & Independent Commissioner : Mrs. Dian Masyita Commissioner : Mrs. Amelia Kurniawan Commissioner : Mr. Bagus Agung Rahadiansyah Independent Commissioner : Mr. Poerwo Tjahjono Independent Commissioner : Mr. Adi Zakaria Afiff **Board of Directors** President Director : Mr. Tatang Nurhidayat Director of Finance & Corporate Service : Mr. Emil Hakim Technical Director : Mr. Syaiful Azhar Director of Insurance Marketing : Mr. Ery Widiatmoko Director of Compliance & Risk Management : Mr. Budi P. Amir 12. Grant the power of attorney with substitution rights to the Company's Board of Directors to take all necessary actions related to the decisions of this Agenda in accordance with the prevailing laws and regulations, including to declare in a separate Notary Deed and notify the change in the composition of the Company's Board of Directors and Board of Commissioners to the Ministry of Law and Human Rights.
Tindak Lanjut/Realisasi Follow-up/Realization	Keputusan langsung berlaku efektif. 1. Berdasarkan Keputusan Dewan Komisioner Otoritas Jasa Keuangan No. KEP-32/KDK.05/2022 tanggal 16 Agustus 2022, Sdr. Tatang Nurhidayat dinyatakan memenuhi persyaratan untuk menjadi Presiden Direktur Perseroan. Dengan demikian, pengangkatan Sdr. Tatang Nurhidayat sebagai Presiden Direktur terhitung efektif sejak 16 Agustus 2022 yang dituangkan dalam Akta Pernyataan Keputusan Rapat No. 132 tanggal 24 Agustus 2022 notaris Jose Dima Satria S.H., M.Kn. 2. Berdasarkan Keputusan Dewan Komisioner Otoritas Jasa Keuangan No. KEP-47/KDK.05/2022 tanggal 11 Oktober 2022, Sdri. Dian Masyita dinyatakan memenuhi persyaratan untuk menjadi Presiden Komisaris Perseroan. Dengan demikian, pengangkatan Sdri. Dian Masyita sebagai Presiden Komisaris terhitung efektif sejak 11 Oktober 2022 yang dituangkan dalam Akta Pernyataan Keputusan rapat nomor 118 tanggal 19 Oktober 2022 notaris Jose Dima Satria, S.H., M.Kn. The resolution is effective immediately. 1. Based on the Decision of the Financial Services Authority's Board of Commissioners No. KEP-32/KDK.05/2022 dated 16 August 2022, Mr. Tatang Nurhidayat has been declared to meet the requirements to become the President Director of the Company. Thus, the appointment of Mr. Tatang Nurhidayat as President Director is effective as of 16 August 2022 as outlined in the Deed of Statement of Meeting Resolutions number 132 dated 24 August 2022 of notary Jose Dima Satria S.H., MKn. 2. Based on the Decision of the Financial Services Authority's Board of Commissioners No. KEP-47/KDK.05/2022 dated 11 October 2022, Mrs. Dian Masyita has been declared to meet the requirements to become the President Commissioner of the Company. Thus, the appointment of Mrs. Dian Masyita as President Commissioner is effective as of 11 October 2022 as outlined in the Deed of Statement of Meeting Resolutions number 118 dated 19 October 2022 of notary Jose Dima Satria S.H., MKn.

3.B.

Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan Organ Perseroan yang memiliki tugas dan tanggung jawab dalam hal pengawasan dan pemberian nasihat kepada Direksi terkait kebijakan-kebijakan Perseroan. Dalam menjalankan tugasnya, Dewan Komisaris bertanggung jawab kepada RUPS. Dewan Komisaris bertanggung jawab secara penuh pada RUPS sebagai wujud akuntabilitas pengawasan atas pengelolaan Perseroan dalam rangka menerapkan prinsip-prinsip tata kelola.

In running the Company, Tugu Insurance Board of Directors is supervised by the Board of Commissioners, who is also tasked with providing advice to the Board of Directors regarding policies. In performing the duties, the Board of Commissioners is responsible to the GMS. The responsibility of the Board of Commissioners to the GMS is a manifestation of supervision accountability for the Company's management in the context of corporate governance principles implementation.

Ketentuan Masa Jabatan Dewan Komisaris
Provisions for the Term of Office of the Board of Commissioners

Anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS sesuai persyaratan dan peraturan yang berlaku, serta diharuskan untuk lulus uji kepatutan dan kelayakan yang ditetapkan oleh OJK. Masa jabatan anggota Dewan Komisaris berlaku sejak tanggal yang ditentukan dalam RUPS dimana anggota Dewan Komisaris diangkat, dan berakhir pada saat ditutupnya RUPS Tahunan ketiga setelah tanggal pengangkatan kecuali ditentukan lain dalam RUPS. Apabila telah habis masa jabatan, Dewan Komisaris dapat diangkat kembali sesuai dengan keputusan RUPS.

Members of the Board of Commissioners are appointed and dismissed by the GMS in accordance with applicable requirements and regulations and must pass the fit and proper test set by the OJK. The term of office of the Board of Commissioners members takes effect from the date determined in the GMS where the Board of Commissioners members are appointed and ends at the closing of the third Annual GMS after the date of the appointment unless otherwise specified in the GMS. When their term of office ends, the Board of Commissioners members can be reappointed based on the GMS resolution.

Masa jabatan anggota Dewan Komisaris dapat diakhiri apabila yang bersangkutan:
1. Mengundurkan diri;
2. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku;
3. Meninggal dunia;
4. Diberhentikan berdasarkan keputusan RUPS.

The term of office of a member of the Board of Commissioners may be terminated upon his:
1. Resignation;
2. No longer meeting the applicable legal requirements;
3. Demise;
4. Dismissal based on the resolution of a GMS.

Komposisi Dewan Komisaris Tahun 2023
The Board of Commissioners Composition in 2023

Di tahun 2023, Perseroan mengalami perubahan komposisi Dewan Komisaris berdasarkan Keputusan RUPS Tahunan tanggal 28 April 2023. Berdasarkan perubahan tersebut, komposisi Dewan Komisaris Perseroan terdiri dari 1 (satu) orang Presiden Komisaris merangkap sebagai Komisaris Independen, dan 4 (empat) orang anggota Komisaris, dimana 2 (dua) di antaranya adalah Komisaris Independen. Informasi lengkap mengenai perubahan komposisi Dewan Komisaris Tugu Insurance sepanjang tahun 2023 dapat dilihat pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

In 2023, the Company experienced a change in the composition of the Board of Commissioners based on the Annual GMS Resolution on 28 April 2023. Based on these changes, the composition of the Company's Board of Commissioners consists of 1 (one) President Commissioner who also serves as an Independent Commissioner, and 4 (four) Commissioners, which 2 (two) of them are Independent Commissioners. Complete information regarding changes in the composition of the Tugu Insurance Board of Commissioners throughout 2023 can be seen in the Company Profile Chapter in this Annual Report.

Adapun komposisi Dewan Komisaris Tugu Insurance per 31 Desember 2023 adalah sebagai berikut:

The composition of the Tugu Insurance Board of Commissioners as of 31 December 2023 is as follows:

Nama Name	Jabatan Position
Dian Masyita	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner
Bagus Agung Rahadiansyah	Komisaris Commissioner
Samuel Lie (Samuel Ramna)	Komisaris Commissioner
Poerwo Tjahjono	Komisaris Independen Independent Commissioner
Tajudin Noor	Komisaris Independen Independent Commissioner

Berdasarkan komposisi tersebut, Perseroan telah memenuhi ketentuan pada *Board Manual* dan Peraturan OJK No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian ("POJK No. 73"), yang mengatur bahwa Dewan Komisaris Perusahaan Asuransi harus terdiri dari sedikitnya 3 (tiga) orang anggota. Seluruh Dewan Komisaris Tugu Insurance yang menjabat adalah warga negara Indonesia dan berdomisili di Indonesia sebagaimana ketentuan Pasal 19 ayat (5) POJK No. 73.

Based on this composition, the Company has complied with the provisions of the Board Manual and OJK Regulation No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies ("POJK No. 73"), which regulates that the Board of Commissioners of an Insurance Company must consist of at least 3 (three) members. All members of the Tugu Insurance Board of Commissioners are Indonesian citizens and domiciled in Indonesia as stipulated in Article 19 paragraph (5) POJK No. 73.

Komposisi Dewan Komisaris Tugu Insurance juga telah memenuhi ketentuan POJK No. 33/2014 yang mengatur bahwa Dewan Komisaris paling kurang terdiri dari 2 (dua) orang anggota; dalam hal Dewan Komisaris terdiri lebih dari 2 (dua) orang anggota Dewan Komisaris, jumlah Komisaris Independen wajib paling kurang 30% (tiga puluh persen) dari jumlah seluruh anggota Dewan Komisaris; dan 1 (satu) di antara anggota Dewan Komisaris diangkat menjadi Komisaris Utama atau Presiden Komisaris.

This composition has complied with the Board Manual and meets the provisions of OJK Regulation No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies ("POJK No. 73"), which stipulates that the Board of Commissioners of an Insurance Company must consist of at least 2 (two) members, of which the number of Independent Commissioners must be at least 30% (thirty percent) of the total members of the Board of Commissioners; and 1 (one) member of the Board of Commissioners is appointed as President Commissioner.

Buku Panduan Kerja Dewan Komisaris (*Board Manual*)
The Board of Commissioners' Work Guidelines (Board Manual)

Perseroan mengatur pedoman tugas dan tanggung jawab pelaksanaan tugas fungsi pengawasan Dewan Komisaris dalam Buku Panduan Kerja Dewan Komisaris. Buku Panduan Kerja merupakan bagian dari *Board Manual* yang telah disahkan oleh Dewan Komisaris dan Direksi pada 1 Desember 2014 dengan pembaruan *Board Manual* terakhir pada 31 Desember 2021. Isi *Board Manual* tersebut tidak dapat dipisahkan dari Anggaran Dasar Perseroan dan *Soft Structure* Tata Kelola Perusahaan.

The Board of Commissioners has in place the Board of Commissioners' Work Guidelines as a guideline for performing its supervisory duties and responsibilities. The Board of Commissioners' Guidelines constitute part of the Board Manual approved by the Board of Commissioners and the Board of Directors on 1 December 2014 and amended on 31 December 2021. The Board Manual is inseparable from the Company's Articles of Association and the Company's Corporate Governance Soft Structure.

Board Manual berlaku bagi pelaksanaan hubungan kerja antara Dewan Komisaris dan Direksi dengan mengacu kepada ketentuan yang terdapat dalam Anggaran Dasar Perseroan, hasil RUPS, dan/atau ketentuan peraturan perundang-undangan yang berlaku. Adapun hal-hal yang diatur dalam *Board Manual* terkait Dewan Komisaris, antara lain:

1. Persyaratan, rangkap jabatan, komposisi, dan masa jabatan Dewan Komisaris;
2. Tugas, wewenang, kewajiban, dan tanggung jawab Dewan Komisaris;
3. Rapat Dewan Komisaris;
4. Komunikasi Dewan Komisaris;
5. Dewan Komisaris dalam RUPS;
6. Fungsi pendukung; dan
7. Pelaporan dan pertanggungjawaban Dewan Komisaris.

The Board Manual applies to the implementation of the working relationship between the Board of Commissioners and the Board of Directors concerning to the provisions contained in the Company's Articles of Association, the results of the GMS, and/or the provisions of the applicable laws and regulations. The matters related to the Board of Commissioners regulated in the Board Manual include, among others:

1. Requirements, concurrent positions, composition, and term of office of the Board of Commissioners;
2. The duties, authorities, obligations, and responsibilities of the Board of Commissioners;
3. The Board of Commissioners meeting;
4. Communication of the Board of Commissioners
5. The Board of Commissioners in the GMS;
6. Support function; and
7. Reporting and accountability of the Board of Commissioners.

Tugas, Wewenang, dan Kewajiban Dewan Komisaris
Duties, Authorities, and Obligations of the Board of Commissioners

Tugas Utama Dewan Komisaris

Tugas utama Dewan Komisaris adalah melakukan pengawasan dan pemberian nasihat terhadap pengurusan Perseroan yang dilakukan oleh Direksi. Dewan Komisaris juga bertanggung jawab atas pengawasan terhadap kebijakan penyusunan dan penerapan tata kelola perusahaan. Dewan Komisaris memantau dan memastikan bahwa praktik tata kelola telah diterapkan secara efektif dan berkelanjutan.

Tanggung Jawab dan Wewenang Dewan Komisaris

Dewan Komisaris memiliki tanggung jawab dan wewenang, sebagai berikut:

1. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi, dan surat berharga lain-lain dan memeriksa kekayaan Perseroan;
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perseroan;
3. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
4. Memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan Perseroan;
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;

The Board of Commissioners' Main Duties

The Board of Commissioners has the main duty to supervise and provide advice to the management of the Company carried out by the Board of Directors. In addition, the Board of Commissioners is also responsible for supervising the policies on the arrangement and implementation of corporate governance in the Company. The Board of Commissioners monitors and ensures that corporate governance practices have been implemented effectively and continuously.

The Board of Commissioners' Authority and Responsibilities

The Board of Commissioners, either jointly by other fellow members or individually, at any time has the following authorities:

1. Overlook the books, letters, and other documents, cash for verification purposes, and other securities, as well as the Company's assets;
2. Enter the premises, buildings, and offices used by the Company;
3. Understand all policies and actions that have been and will be carried out by the Directors;
4. Provide directions to the Board of Directors on the implementation of the Company's plans and policies;
5. Request the Directors and/or other officials under the Board of Directors with the approval of the Board of Directors to attend the Board of Commissioners' meeting;

6. Meneliti, menelaah, serta menandatangani Rencana Jangka Panjang Perseroan (RJPP) dan Rencana Kerja dan Anggaran Perseroan (RKAP) yang disiapkan Direksi, sesuai dengan ketentuan Anggaran Dasar Perseroan;
7. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perseroan;
8. Mengangkat dan memberhentikan Sekretaris Dewan Komisaris;
9. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar Perseroan;
10. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu;
11. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar dan peraturan perundang-undangan;
12. Menghadiri Rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan;
13. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan Rapat Umum Pemegang Saham;
14. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham;
15. Melaporkan dengan segera kepada Rapat Umum Pemegang Saham apabila terjadi gejala menurunnya kinerja Perseroan atau kejadian penting lain yang perlu diketahui oleh Rapat Umum Pemegang Saham;
16. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani Laporan Tahunan;
17. Memberikan penjelasan, pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai Laporan Tahunan, apabila diminta;
18. Menyusun program kerja tahunan dan dimasukkan dalam RKAP;
19. Mengusulkan Akuntan Publik untuk melakukan audit laporan keuangan tahunan kepada Rapat Umum Pemegang Saham;
20. Melaksanakan wewenang lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau Keputusan Rapat Umum Pemegang Saham.

6. Research, analyze, and sign the Company's Long-Term Plan and Work Plan and Budget prepared by the Board of Directors, following the provisions of the Company's Articles of Association;
7. Provide advice to the Board of Directors in carrying out the management of the Company;
8. Appoint and dismiss the Secretary of the Board of Commissioners;
9. Temporarily dismiss members of the Board of Directors in accordance with the provisions of the Company's Articles of Association;
10. Work with the experts for certain matters and within a certain period at the expense of the Company, if deemed necessary;
11. Perform management of the Company in certain circumstances for a certain period in accordance with the provisions of the Articles of Association and laws and regulations;
12. Attend the Board of Directors' Meetings and provide insights on matters discussed;
13. Deliver other supervision authorities as far as those are not against the laws and regulations, the Articles of Association, and/or the resolutions of the General Meeting of Shareholders;
14. Follow the development of the Company's activities, providing opinions and suggestions to the General Meeting of Shareholders;
15. Report immediately to the General Meeting of Shareholders if there is a sign of a decline in the Company's performance or other important events that need to be known by the General Meeting of Shareholders;
16. Research and analyze the periodic and annual reports prepared by the Board of Directors and sign the Annual Report;
17. Provide explanations, opinions and suggestions to the General Meeting of Shareholders regarding the Annual Report, if requested;
18. Arrange annual work programs and be included in RKAP;
19. Propose a Public Accountant to audit the annual financial statement at the General Meeting of Shareholders;
20. Deliver other authorities for supervision and advisory duties, as long as those do not conflict with the laws and regulations, Articles of Association, and/or Resolution of the General Meeting of Shareholders.

Kewajiban Dewan Komisaris

1. Dalam melaksanakan tugasnya, setiap anggota Dewan Komisaris wajib:
   a. Mematuhi Anggaran Dasar dan peraturan perundang-undangan, serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran;
   b. Beritikad baik, penuh kehati-hatian dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan;
2. Membuat Risalah Rapat Dewan Komisaris dan menyimpan salinannya;
3. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada perseroan tersebut dan Perseroan lain;
4. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS;
5. Dalam kondisi tertentu, Dewan Komisaris wajib menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai dengan kewenangannya sebagaimana diatur dalam peraturan perundang-undangan dan Anggaran Dasar;
6. Dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya Dewan Komisaris wajib membentuk Komite sesuai dengan peraturan perundang-undangan yang berlaku dan berwenang untuk membentuk Komite lainnya sesuai kebutuhan Perseroan;
7. Melakukan evaluasi terhadap kinerja komite yang membantu pelaksanaan tugas dan tanggung jawabnya setiap akhir tahun buku;
8. Dewan Komisaris bersama Direksi wajib menyusun:
   a. Pedoman yang mengikat setiap anggota Dewan Komisaris dan Direksi, sesuai dengan ketentuan peraturan perundangan yang berlaku;
   b. Kode etik yang berlaku bagi seluruh anggota Dewan Komisaris dan anggota Direksi; karyawan/pegawai, serta pendukung organ yang dimiliki Perseroan, sesuai dengan ketentuan peraturan perundangan yang berlaku.

The Board of Commissioners' Obligations

1. In performing the duties, each member of the Board of Commissioners must:
   a. Comply with the Articles of Association and laws and regulations, as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness;
   b. Act in good faith, prudence, and responsibility in carrying out supervision and advisory duties to the Board of Directors for the interests of the Company and in accordance with the aims and objectives of the Company;
2. Make Minutes of the Board of Commissioners' Meetings and save the copies;
3. Report to the Company regarding their ownership of shares and/or their family's ownership in the Company and other companies;
4. Provide a report on the supervisory duties performed in the previous fiscal year to the GMS;
5. Under certain conditions, the Board of Commissioners must hold an Annual GMS and other GMS in accordance with their authority as regulated in the legislation and the Articles of Association;
6. To support the effectiveness of the implementation of its duties and responsibilities, the Board of Commissioners must form Committees in accordance with applicable laws and regulations and be authorized to form other Committees in accordance with the needs of the Company;
7. Evaluate the performance of the committees that support the implementation of their duties and responsibilities at the end of the fiscal year;
8. The Board of Commissioners together with the Board of Directors are required to arrange:
   a. Guidelines that bind every member of the Board of Commissioners and Directors, in accordance with the provisions of prevailing laws and regulations;
   b. Code of Conduct that applies to all members of the Board of Commissioners and Directors; employees, as well as supporting the Company's supporting organs in accordance with applicable laws and regulations.

Rekomendasi Dewan Komisaris
The Board of Commissioners' Recommendations

Di tahun 2023, Dewan Komisaris telah melaksanakan fungsi pengawasan serta memberikan nasihat dan rekomendasi kepada manajemen agar pengelolaan Perseroan dijalankan sesuai dengan kepentingan pemegang saham dan para pemangku kepentingan lainnya. Adapun rekomendasi yang diberikan Dewan Komisaris kepada Direksi sepanjang tahun 2023, antara lain:

1. Kinerja keuangan agar mencapai target dan menjaga optimasi tingkat *Risk Based Capital* (RBC);
2. Implementasi *Enterprise Resource Planning* (ERP) sesuai timeline dan memastikan kesiapan dalam mendukung penerapan PSAK 117;
3. Optimasi kontribusi Anak Perusahaan terhadap kinerja Perseroan;
4. Peningkatan tata kelola dalam proses investasi khususnya non-instrumen keuangan;
5. Pelaksanaan aksi korporasi agar senantiasa memperhatikan kesesuaian dengan peraturan perundang-undangan dan sistem tata kerja perusahaan serta kajian yang andal;
6. Peningkatan *internal control* di TUGU Group;
7. Peningkatan tata kelola piutang;
8. Pelaksanaan peningkatan kompetensi sumber daya manusia (SDM) Perseroan;
9. Proses pelaksanaan pemisahan unit usaha syariah agar memperhatikan peraturan perundangan-undangan terkini.

In 2023, the Board of Commissioners performs its supervision function and provides advice and recommendations to the management to ensure that the Company runs in the interests of shareholders and other stakeholders. The recommendations given by the Board of Commissioners to the Board of Directors throughout 2023 include:

1. Ensure that financial performance targets are met and maintain the optimization of Risk Based Capital (RBC) level;
2. Implementation of Enterprise Resource Planning (ERP) according to the timeline and ensuring its readiness to support the implementation of PSAK 117;
3. Optimization of subsidiaries' contribution to the Company's performance;
4. Improved governance in the investment process, especially non-financial instruments;
5. Implementation of corporate actions consistently comply with laws and regulations and corporate governance systems as well as reliable studies;
6. Improved the internal control in TUGU Group;
7. Improved receivables management;
8. Improved the Company's human resources (HR) competency;
9. The implementation of spin-off in sharia unit should comply with the latest laws and regulations.

Rapat dan Tingkat Kehadiran Dewan Komisaris
The Board of Commissioners Meetings and Meeting Attendance

Ketentuan Rapat Dewan Komisaris

Rapat Dewan Komisaris merupakan forum bagi anggota Dewan Komisaris untuk mengambil keputusan secara kolektif serta membahas kinerja Direksi dalam mengelola Perseroan. Sesuai Anggaran Dasar Perseroan, Dewan Komisaris wajib mengadakan Rapat paling kurang 1 (satu) kali sebulan, dan rapat dengan mengundang Direksi paling sedikit 4 (empat) kali dalam setahun, serta mengadakan rapat bersama Auditor Eksternal paling kurang 1 (satu) kali dalam setahun. Di samping itu Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa anggota Dewan Komisaris atau Direksi, dengan menyebutkan hal-hal yang akan dibicarakan.

The Board of Commissioners' Meeting Provisions

The Board of Commissioners meeting is a forum for members of the Board of Commissioners to make collective decisions and discuss the performance of the Board of Directors in managing the Company. In pursuant to the Company's Articles of Association, the Board of Commissioners must hold a meeting at least once a month, and meetings by inviting the Board of Directors at least 4 (four) times a year and meeting with External Auditor at least once a year. In addition, the Board of Commissioners may hold meetings at any time at the request of 1 (one) or several members of the Board of Commissioners or the Board of Directors, by stating the issues to be discussed.

Rapat Internal Dewan Komisaris

Sepanjang tahun 2023, Dewan Komisaris telah melaksanakan rapat internal sebanyak 18 (delapan belas) kali dan rapat Dewan Komisaris dengan Auditor Eksternal sebanyak 1 (satu) kali. Adapun jumlah Rapat Internal Dewan Komisaris dan kehadiran anggota Dewan Komisaris dalam Rapat Internal tersebut dapat dilihat sebagai berikut:

The Board of Commissioners' Internal Meeting

In 2023, the Board of Commissioners held 18 (eighteen) internal meetings and 1 (one) meeting with the External Auditor. The following table presents the total of the Board of Commissioners' Internal Meeting:

Nama Dewan Komisaris Name of Board of Commissioners	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Tingkat Kehadiran Attendance Rate in %
Dian Masyita	19	19	100%
Amelia Kurniawan[1)]	6	6	100%
Bagus Agung Rahadiansyah[2)]	11	11	100%
Adi Zakaria Afiff[3)]	6	6	100%
Samuel Lie (Samuel Ramna)[4)]	2	2	100%
Poerwo Tjahjono	19	19	100%
Tajudin Noor[5)]	-	-	-

[1)] Tidak lagi menjabat sebagai Komisaris sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Efektif menjabat sebagai Komisaris sejak 23 Juni 2023 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).
[3)] Tidak lagi menjabat sebagai Komisaris Independen sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[4)] Efektif menjabat sebagai Komisaris sejak 4 Desember 2023 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).
[5)] Efektif menjabat sebagai Komisaris Independen sejak 18 Januari 2024 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).

[1)] No longer serves as Commissioner since the closing of the Annual GMS on 28 April 2023.
[2)] Effectively serving as Commissioner since 23 June 2023 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).
[3)] No longer serves as Independent Commissioner since the closing of the Annual GMS on 28 April 2023.
[4)] Effectively serving as Commissioner since 4 December 2023 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).
[5)] Effectively serving as Independent Commissioner since 18 January 2024 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).

Rapat Dewan Komisaris Mengundang Direksi

Di tahun 2023, Dewan Komisaris juga mengadakan rapat dengan mengundang Direksi yang diselenggarakan sebanyak 11 (sebelas) kali dengan jumlah rapat dan kehadiran anggota Dewan Komisaris sebagai berikut:

The Board of Commissioners' Joint Meeting with the Board of Directors

In 2023, the Board of Commissioners held 11 (eleven) joint meetings with the Board of Directors. The following table presents the total meeting and attendance of the Board of Commissioners in the Joint Meeting:

Nama Dewan Komisaris Name of Board of Commissioners	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Tingkat Kehadiran Attendance Rate in %
Dian Masyita	11	11	100%
Amelia Kurniawan[1)]	4	4	100%
Bagus Agung Rahadiansyah[2)]	6	7	86%
Adi Zakaria Afiff[3)]	4	4	100%
Samuel Lie (Samuel Ramna)[4)]	2	2	100%
Poerwo Tjahjono	11	11	100%
Tajudin Noor[5)]	-	-	-

[1)] Tidak lagi menjabat sebagai Komisaris sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Efektif menjabat sebagai Komisaris sejak 23 Juni 2023 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).
[3)] Tidak lagi menjabat sebagai Komisaris Independen sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[4)] Efektif menjabat sebagai Komisaris sejak 4 Desember 2023 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).
[5)] Efektif menjabat sebagai Komisaris Independen sejak 18 Januari 2024 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).

[1)] No longer serves as Commissioner since the closing of the Annual GMS on 28 April 2023.
[2)] Effectively serving as Commissioner since 23 June 2023 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).
[3)] No longer serves as Independent Commissioner since the closing of the Annual GMS on 28 April 2023.
[4)] Effectively serving as Commissioner since 4 December 2023 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).
[5)] Effectively serving as Independent Commissioner since 18 January 2024 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).

Kehadiran Dewan Komisaris dalam RUPS Tahunan
Board of Commissioners Attendance in Annual GMS

Nama Dewan Komisaris Name of Board of Commissioners	Jabatan Position	Kehadiran pada RUPS pada 28 April 2023 Attendance at Annual GMS on 28 April 2023
Dian Masyita	Presiden Komisaris & Komisaris Independen President Commissioner and Independent Commissioner	Hadir Present
Amelia Kurniawan [1)]	Komisaris Commissioner	Hadir Present
Bagus Agung Rahadiansyah [2)]	Komisaris Commissioner	Hadir Present
Adi Zakaria Afiff [3)]	Komisaris Independen Independent Commissioner	Hadir Present
Samuel Lie (Samuel Ramna) [4)]	Komisaris Commissioner	Hadir Present
Poerwo Tjahjono	Komisaris Independen Independent Commissioner	Hadir Present
Tajudin Noor [5)]	Komisaris Independen Independent Commissioner	Tidak Hadir Absent

[1)] Tidak lagi menjabat sebagai Komisaris sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Efektif menjabat sebagai Komisaris sejak 23 Juni 2023 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).
[3)] Tidak lagi menjabat sebagai Komisaris Independen sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[4)] Efektif menjabat sebagai Komisaris sejak 4 Desember 2023 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).
[5)] Efektif menjabat sebagai Komisaris Independen sejak 18 Januari 2024 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).

[1)] No longer serves as Commissioner since the closing of the Annual GMS on 28 April 2023.
[2)] Effectively serving as Commissioner since 23 June 2023 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).
[3)] No longer serves as Independent Commissioner since the closing of the Annual GMS on 28 April 2023.
[4)] Effectively serving as Commissioner since 4 December 2023 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).
[5)] Effectively serving as Independent Commissioner since 18 January 2024 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).

Pelatihan dan/atau Peningkatan Kompetensi Anggota Dewan Komisaris
Training and/or Competency Enhancement of Members of the Board of Commissioners

Program Pengenalan/Orientasi Anggota Dewan Komisaris yang Baru Diangkat

Tugu Insurance menyelenggarakan program pengenalan/orientasi untuk anggota Dewan Komisaris yang baru diangkat. Program pengenalan/orientasi bagi Dewan Komisaris baru ini bertujuan untuk memberikan informasi kepada pihak terkait agar mendapatkan pemahaman lebih tentang Tugu Insurance guna mendukung pelaksanaan tugas dan tanggung jawabnya.

Berdasarkan ketentuan *Board Manual*, kebijakan program pengenalan/orientasi bagi Anggota Dewan Komisaris antara lain:
1. Untuk anggota Dewan Komisaris yang baru diangkat, wajib diberikan program pengenalan mengenai kondisi Perseroan secara umum;
2. Penanggung jawab program pengenalan adalah Sekretaris Perusahaan atau pejabat yang menjalankan fungsi sebagai Sekretaris Perusahaan;
3. Program pengenalan meliputi:
   a. Pelaksanaan prinsip-prinsip tata kelola di Perseroan;

Orientation Program of the Board of Commissioners' Newly Appointed Members

Tugu Insurance conducts an orientation program for newly appointed members of the Board of Commissioners. This orientation program for the new Board of Commissioners members aims to provide information to related parties for better understanding of Tugu Insurance to support the implementation of their duties and responsibilities.

The policies for the orientation program for new members of the Board of Commissioners are regulated in the Board Manual as follows:
1. Newly appointed members of the Board of Commissioners are required to get an introduction program regarding the general condition of the Company;
2. The person in charge of the orientation program is the Corporate Secretary or official who performs the functions of the Corporate Secretary;
3. The orientation program includes:
   a. Implementation of the principles of Good Corporate Governance in the Company;

b. Keterangan mengenai tugas, tanggung jawab, dan hak Dewan Komisaris dan Direksi serta hal lain yang dilarang berdasarkan ketentuan dan Peraturan Perundangan yang Berlaku;
c. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, risiko, pengendalian internal dan masalah-masalah strategis lainnya;
d. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal serta Komite Audit.

4. Program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perseroan, kunjungan ke kantor-kantor cabang, pengkajian dokumen Perseroan atau program lainnya yang dianggap sesuai dengan kebutuhan.

Di tahun 2023, Perseroan melaksanakan program pengenalan/orientasi bagi Komisaris yang baru menjabat yakni Bapak Samuel Ramna dan Bapak Tajudin Noor.

Pelatihan dan/atau Peningkatan Kompetensi Anggota Dewan Komisaris

Mengacu pada *Board Manual*, program peningkatan kompetensi bagi Dewan Komisaris diatur sebagai berikut:

1. Program peningkatan kompetensi dilaksanakan dalam rangka meningkatkan efektivitas kerja Dewan Komisaris;
2. Rencana untuk melaksanakan program peningkatan kompetensi harus dimasukkan dalam rencana kerja dan anggaran Dewan Komisaris;
3. Setiap Anggota Dewan Komisaris yang mengikuti program peningkatan kompetensi seperti seminar dan/atau pelatihan diminta untuk menyajikan presentasi kepada anggota Dewan Komisaris lainnya dalam rangka berbagi informasi dan pengetahuan.
4. Anggota Dewan Komisaris yang bersangkutan bertanggung jawab untuk membuat laporan tentang pelaksanaan program peningkatan kompetensi;
5. Laporan tersebut disampaikan kepada Dewan Komisaris.

b. Information regarding the duties, responsibilities, and rights of the Board of Commissioners and the Board of Directors, as well as other matters that are prohibited based on the provisions and applicable laws and regulations;
c. A description of the Company relating to the objectives, characteristics, and scope of activities, financial and operating performance, strategies, short-term and long-term business plans, risks, internal control, and other strategic issues;
d. Information relating to delegated authority, internal and external audits, internal control systems and policies, and the Audit Committee.

4. The orientation program is possibly in the form of presentations, meetings, visits to the Company's facilities, visits to branch offices, reviewing the Company's documents, or other programs deemed appropriate based on the needs.

In 2023, the orientation program was carried out for the new Commissioners, namely Mr. Samuel Ramna dan Mr. Tajudin Noor.

Training and/or Competency Enhancement of the Board of Commissioners

The Board Manual regulates policies regarding competency enhancement programs for the Board of Commissioners as follows:

1. The competency enhancement program is implemented to improve the work effectiveness of the Board of Commissioners;
2. To implement the competency enhancement, the planning program must be included in the work plan and budget of the Board of Commissioners;
3. Each member of the Board of Commissioners who participates in the competency enhancement programs, such as seminars and/or training, is required to provide presentations to other members of the Board of Commissioners in order to share information and knowledge.
4. The member of the Board of Commissioners concerned is responsible for making reports on the implementation of the competency enhancement program;
5. The report is submitted to the Board of Commissioners.

Sepanjang tahun 2023, Dewan Komisaris telah mengikuti sejumlah program peningkatan kompetensi sebagai berikut:

The following are competency enhancement programs attended by Members of the Board of Commissioners in 2023:

Nama Name	Program Peningkatan Kompetensi Competency Enhancement Program		
	Tempat dan Tanggal Date and Place	**Subjek** Subject	**Penyelenggara** Organizer
Dian Masyita	Virtual Zoom/3 Maret 2023 Virtual Zoom/3 March 2023	*Kick Off Meeting* Tantangan dan Peluang Profesi Manajemen Risiko dalam Pencapaian Tujuan Keuangan Berkelanjutan. Kick Off Meeting Challenges and Opportunities for the Risk Management Profession in Achieving Sustainable Financial Goals.	Indonesia Risk Management Professional Association (IRMAPA)
	Virtual Zoom/15 Maret 2023 Virtual Zoom/15 March 2023	Webinar Internasional *Global Turmoil*: *The Unpredictable Landscape.* Global Turmoil International Webinar: The Unpredictable Landscape.	Enterprise Risk Management Academy (ERMA)
	Virtual Zoom/16 Maret 2023 Virtual Zoom/16 March 2023	Webinar *Risk Management* Forum Pertamina *Across the Group 2023.*	Forum Pertamina
	Virtual Zoom/27 September 2023 Virtual Zoom/27 September 2023	*Optimizing Business Continuity Strategy to Achieve Sustainable Objectives.*	Indonesia Risk Management Professional Association (IRMAPA)
	Virtual Zoom/11-14 Oktober 2023 Virtual Zoom/11-14 October 2023	27th *Indonesia Rendezvous 2023.*	Asosiasi Asuransi Umum Indonesia (AAUI) Indonesian General Insurance Association (AAUI)
Amelia Kurniawan[1)]	Virtual Zoom/3 Maret 2023 Virtual Zoom/3 March 2023	*Kick Off Meeting* Tantangan dan Peluang Profesi Manajemen Risiko dalam Pencapaian Tujuan Keuangan Berkelanjutan. Kick Off Meeting Challenges and Opportunities for the Risk Management Profession in Achieving Sustainable Financial Goals.	Indonesia Risk Management Professional Association (IRMAPA)
	Virtual Zoom/15 Maret 2023 Virtual Zoom/15 March 2023	Webinar Internasional *Global Turmoil: The Unpredictable Landscape.* Global Turmoil International Webinar: The Unpredictable Landscape.	Enterprise Risk Management Academy (ERMA)
Bagus Agung Rahadiansyah[2)]	Virtual Zoom/21 Februari 2023 Virtual Zoom/21 February 2023	HR Audit & Menyusun Program Kerja HR sebagai Langkah Pengendalian Risiko Operasional Perusahaan. HR Audit and Developing HR Work Programs as Measures to Control Company Operational Risk.	Widya Dharma Artha
	Virtual Zoom/23-24 Februari 2023 Virtual Zoom/23-24 February 2023	*Simulation Based Workshop of Key Risk Indicators*	Center Risk Management of Studies (CRMS)

Nama Name	Program Peningkatan Kompetensi Competency Enhancement Program		
	Tempat dan Tanggal Date and Place	**Subjek** Subject	**Penyelenggara** Organizer
	Virtual Zoom/3 Maret 2023 Virtual Zoom/3 March 2023	*Kick Off Meeting* Tantangan dan Peluang Profesi Manajemen Risiko dalam Pencapaian Tujuan Keuangan Berkelanjutan. Kick Off Meeting Challenges and Opportunities for the Risk Management Profession in Achieving Sustainable Financial Goals.	Indonesia Risk Management Professional Association (IRMAPA)
	Virtual Zoom/15 Maret 2023 Virtual Zoom/15 March 2023	Webinar Internasional *Global Turmoil: The Unpredictable Landscape.* Global Turmoil International Webinar: The Unpredictable Landscape.	Enterprise Risk Management Academy (ERMA)
	Virtual Zoom/17 Juli 2023 Virtual Zoom/17 July 2023	Penerapan Manajemen Risiko Sudah Efektif. Implementation of Risk Management is Effective.	Widya Dharma Artha
	Virtual Zoom/29 Juli 2023 Virtual Zoom/29 July 2023	*Digital Risk Management*	Widya Dharma Artha
Adi Zakaria Afiff[3)]	Virtual Zoom/3 Maret 2023 Virtual Zoom/3 March 2023	*Kick Off Meeting* Tantangan dan Peluang Profesi Manajemen Risiko dalam Pencapaian Tujuan Keuangan Berkelanjutan. Kick Off Meeting Challenges and Opportunities for the Risk Management Profession in Achieving Sustainable Financial Goals.	Indonesia Risk Management Professional Association (IRMAPA)
Samuel Lie (Samuel Ramna)[4)]	Virtual Zoom/30 Mei 2023 & 2, 9 Juni 2023 Virtual Zoom/30 May 2023 and 2, 9 June 2023	*Inhouse Training* dan Ujian Sertifikasi Manajemen Risiko Kompetensi *Qualified Risk Governance Professional* (QRGP). Inhouse Training and Risk Management Certification Examination Qualified Risk Governance Professional (QRGP) Competency.	Widya Dharma Artha
Poerwo Tjahjono	Virtual Zoom/23-24 Februari 2023 Virtual Zoom/23-24 February 2023	*Simulation Based Workshop of Key Risk Indicators.*	Center Risk Management of Studies (CRMS)
	Virtual Zoom/3 Maret 2023 Virtual Zoom/3 March 2023	*Kick Off Meeting* Tantangan dan Peluang Profesi Manajemen Risiko dalam Pencapaian Tujuan Keuangan Berkelanjutan. Kick Off Meeting Challenges and Opportunities for the Risk Management Profession in Achieving Sustainable Financial Goals.	Indonesia Risk Management Professional Association (IRMAPA)
	Virtual Zoom/6 April 2023 Virtual Zoom/6 April 2023	Webinar Level 7 "Manajemen Risiko Perusahaan Pialang Asuransi". Webinar Level 7 "Risk Management of Insurance Brokerage Companies".	Itikad Academy
	Virtual Zoom/19 Agustus 2023 Virtual Zoom/19 August 2023	AP Analysis IFRS S1 and S2.	Forum Akuntan Manajemen Management Accountants Forum
	Virtual Zoom/14 & 15 September 2023 Virtual Zoom/14 & 15 September 2023	*Refreshment Certified Risko Professional* (CRP) 2023.	IRBA (Indonesia Risk & Business Advisory) Group

Nama Name	Program Peningkatan Kompetensi Competency Enhancement Program		
	Tempat dan Tanggal Date and Place	**Subjek** Subject	**Penyelenggara** Organizer
	Virtual Zoom/27 September 2023 Virtual Zoom/27 September 2023	*Optimizing Business Continuity Strategy to Achieve Sustainable Objectives.*	Indonesia Risk Management Professional Association (IRMAPA)
	Ballroom Puri Agung Hotel Sahid Jaya/19 Oktober 2023 Puri Agung Hotel Sahid Jaya Ballroom/19 October 2023	Mengawal Keberlanjutan dan Pertumbuhan Perseroan melalui Pengawasan dan Pengendalian Risiko. Overseeing the Company's Sustainability and Growth through Supervision and Risk Control.	Ikatan Komite Audit Indonesia (IKAI) Indonesian Audit Committee Association (IKAI)
Tajudin Noor[5)]	Virtual Zoom/22, 24, 30 Mei 2023 Virtual Zoom/22, 24, 30 May 2023	*Inhouse Training* dan Ujian Sertifikasi Manajemen Risiko Kompetensi *Qualified Risk Governance Profesional* (QRGP). Inhouse Training and Risk Management Certification Examination Qualified Risk Governance Professional (QRGP) Competency.	Widya Dharma Artha
	Virtual Zoom/12 Desember 2023 Virtual Zoom/12 December 2023	Sosialisasi POJK Anti Pencucian Uang, Pencegahan Pendanaan Terorisme, dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (APU, PPT, dan PPPSPM). Dissemination of POJK on Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU, PPT, and PPPSPM).	Tugu Institute

[1)] Tidak lagi menjabat sebagai Komisaris sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Efektif menjabat sebagai Komisaris sejak 23 Juni 2023 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).
[3)] Tidak lagi menjabat sebagai Komisaris Independen sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[4)] Efektif menjabat sebagai Komisaris sejak 4 Desember 2023 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).
[5)] Efektif menjabat sebagai Komisaris Independen sejak 18 Januari 2024 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).

[1)] No longer serves as Commissioner since the closing of the Annual GMS on 28 April 2023.
[2)] Effectively serving as Commissioner since 23 June 2023 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).
[3)] No longer serves as Independent Commissioner since the closing of the Annual GMS on 28 April 2023.
[4)] Effectively serving as Commissioner since 4 December 2023 based on the results of Fit and Proper Test from the Financial Services Authority (OJK).
[5)] Effectively serving as Independent Commissioner since 18 January 2024 based on the results of the Fit and Proper Test from the Financial Services Authority (OJK).

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Performance Assessment of the Committee under the Board of Commissioners

Dewan Komisaris membentuk komite sebagai upaya mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya, di antaranya Komite Audit, Komite Pemantau Risiko, dan Komite Nominasi dan Remunerasi, sesuai dengan perkembangan peraturan perundang-undangan yang berlaku dan/atau sesuai dengan kebutuhan Perseroan. Komite yang dibentuk mempunyai tugas membantu Dewan Komisaris dalam memantau, mengevaluasi dan memastikan antara lain namun tidak terbatas pada: efektivitas informasi keuangan, sistem pengendalian internal, penerapan manajemen risiko, pelaksanaan audit internal, pelaksanaan audit eksternal, kepatuhan dan penanganan pengaduan terkait pelaporan keuangan, penerapan prinsip-prinsip tata kelola sesuai peraturan yang berlaku serta fungsi nominasi dan remunerasi bagi Direksi dan Dewan Komisaris (berkoordinasi dengan induk perusahaan). Untuk membantu kelancaran pelaksanaan tugasnya, Dewan Komisaris juga berhak mendapatkan bantuan Sekretaris Dewan Komisaris atas biaya Perseroan.

To support the effectiveness of the implementation of their duties and responsibilities, the Board of Commissioners has formed the Audit Committee, the Risk Monitoring Committee, and the Nomination and Remuneration Committee, in accordance with the development of prevailing legislation and/or according to the needs of the Company. The established committees have duties to assist the Board of Commissioners in monitoring, evaluating, and ensuring among others but not limited to: the effectiveness of financial information, internal control system, implementation of risk management, implementation of internal audit, implementation of external audit, compliance and handling of complaints related to financial reporting, implementation of corporate governance principles in accordance applicable regulations as well as nomination and remuneration function for the Board of Directors and Board of Commissioners (in coordination with the parent company). To help smooth the implementation of their duties, the Board of Commissioners also has the right to receive assistance from the Secretary of the Board of Commissioners at the Company's expense.

Dalam menjalankan fungsi pengawasan, Dewan Komisaris melakukan penilaian kinerja terhadap komite-komite di bawah Dewan Komisaris. Penilaian kinerja ini dilakukan secara berkala dengan melakukan penilaian 360° menggunakan AKHLAK *Behavior Survey* dan *Key Performance Indicator* (KPI) yang antara lain mencakup aspek-aspek perencanaan, pelaksanaan tugas, pelaporan, dan dinamis.

In performing its supervisory function, the Board of Commissioners also conducts performance assessments of the committees under the Board of Commissioners. This performance assessment is carried out periodically by conducting a 360° assessment using the AKHLAK Behavior Survey and Key Performance Indicator (KPI) which include the planning, duty implementation, reporting, and dynamic aspects.

Pelaksanaan Program/Rencana Kerja Komite dilakukan melalui mekanisme rapat komite termasuk dengan mengundang divisi-divisi/satuan kerja terkait serta penelaahan/evaluasi/*review* secara mendalam oleh masing-masing komite di luar forum rapat yang hasilnya disampaikan secara tertulis kepada Dewan Komisaris.

The Committee Programs/Work Plans are carried out through a committee meeting mechanism by inviting related divisions/work units as well as in-depth review/evaluation by each committee outside the meeting forum. The results are submitted in writing to the Board of Commissioners.

Pada tahun 2023, Dewan Komisaris menilai Komite-Komite di bawah Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya dengan baik sesuai dengan Piagam Komite dan peraturan perundang-undangan yang berlaku. Adapun uraian mengenai penilaian masing-masing Komite adalah sebagai berikut:

The Board of Commissioners assesses that the Committees under the Board of Commissioners have performed excellent work in fulfilling the duties and responsibilities in 2023 in accordance with the Committee Charters and the prevailing laws and regulations. The description of the assessment of each Committee is as follows:

No.	Komite dan Fungsi di Bawah Dewan Komisaris Committees and Function under the Board of Commissioners	Hasil Penilaian Kinerja Performance Assessment Result
1.	Komite Audit Audit Committee	Komite Audit telah melakukan telaah atas Laporan Keuangan Perseroan dan Entitas Anak, melakukan pemantauan kinerja keuangan, mengevaluasi perencanaan dan pelaksanaan audit serta memantau tindak lanjut hasil audit, dan merekomendasikan penunjukan Kantor Akuntan Publik untuk melakukan audit atas Laporan Keuangan Perseroan dan Entitas Anak; melakukan penelaahan atas kecukupan usaha manajemen dalam mendesain dan melaksanakan sistem pengendalian internal yang efektif; melakukan koordinasi dengan internal auditor dalam pelaksanaan tugasnya; melakukan pemantauan terhadap efektivitas manajemen dalam upaya penilaian dan pengelolaan risiko serta kepatuhan terhadap peraturan perundang-undangan; melakukan pemantauan terhadap efektivitas mekanisme pengaduan dari pegawai atau pihak ketiga yang dilakukan oleh manajemen; serta menjaga kerahasiaan dokumen, data dan informasi perusahaan. Dalam melaksanakan tugas dan tanggung jawabnya pada 2023, Komite Audit mengadakan 36 (tiga puluh enam) kali rapat termasuk rapat koordinasi dengan Komite Komisaris lainnya, dan rapat dengan manajemen, serta mengikuti pelatihan dan seminar dalam rangka mengembangkan kompetensinya. The Audit Committee has reviewed the Company's and Subsidiaries' Financial Reports, monitored financial performance, evaluated audit planning and implementation, as well as monitored the follow-up to audit results, and recommended the appointment of a Public Accounting Firm to conduct an audit of the Company's and Subsidiaries' Financial Reports; review the adequacy of management's efforts in designing and implementing an effective internal control system; coordinate with internal auditors in carrying out their duties; monitor management effectiveness in assessing and managing risks as well as compliance with statutory regulations; monitor the effectiveness of complaint mechanisms from employees or third parties carried out by management; and maintain the confidentiality of Company documents, data and information. In carrying out its duties and responsibilities in 2023, the Audit Committee held 36 (thirty six) meetings including coordination meetings with other Commissioner's Committees, and meetings with management, as well as attending training and seminars in order to develop its competence.
2.	Komite Pemantau Risiko Risk Monitoring Committee	Komite Pemantau Risiko telah menjalankan tugas untuk membantu Dewan Komisaris dalam mengawasi pelaksanaan manajemen risiko agar sesuai dengan kebijakan Perseroan, antara lain dengan mengawasi agar keberadaan kebijakan manajemen risiko yang disusun oleh Direksi, termasuk toleransi yang diambil telah memadai dan sesuai dengan kebutuhan Perseroan; mengawasi pengelolaan risiko di Perseroan, khususnya usaha dan strategi yang dilakukan Direksi; mengawasi agar pelaporan risiko telah disampaikan kepada Dewan Komisaris sesuai dengan ketentuan dan kebutuhan Dewan Komisaris, memastikan dipatuhinya prinsip GCG dan *Code of Conduct*, mengkaji kinerja direktorat-direktorat, dan membina hubungan profesional dengan Komite lain dan Manajemen. Dalam melaksanakan tugas dan tanggung jawabnya pada 2023, Komite Pemantau Risiko mengadakan 13 (tiga belas) kali rapat termasuk rapat koordinasi dengan Komite Komisaris lainnya, dan rapat dengan manajemen. Program pengembangan Komite Pemantau Risiko dilaksanakan sejalan dengan program strategis Perseroan, melalui seminar, *workshop,* dan pelatihan. The Risk Monitoring Committee has carried out its duties to assist the Board of Commissioners in supervising the implementation of risk management so that it is in accordance with Company policy, including by monitoring the existence of risk management policies prepared by the Board of Directors, including the tolerances taken, are adequate and in accordance with the Company's needs; supervise risk management in the Company, especially the efforts and strategies carried out by the Board of Directors; supervise that risk reporting is submitted to the Board of Commissioners in accordance with the provisions and needs of the Board of Commissioners, ensure compliance with GCG principles and Code of Conduct, review the performance of directorates, and foster professional relationships with other Committees and Management. In carrying out its duties and responsibilities in 2023, the Risk Monitoring Committee held 13 (thirteen) meetings including coordination meetings with other Commissioners Committees, and meetings with management. The Risk Monitoring Committee development program is implemented in line with the Company's strategic program, through seminars, workshops and training.

No.	Komite dan Fungsi di Bawah Dewan Komisaris Committees and Function under the Board of Commissioners	Hasil Penilaian Kinerja Performance Assessment Result
3.	Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	Komite Nominasi dan Remunerasi telah membantu Dewan Komisaris untuk melaksanakan fungsi dan tugasnya terkait Nominasi dan Remunerasi anggota Direksi dan Dewan Komisaris serta nominasi Group Head antara lain melalui pemberian rekomendasi kepada Dewan Komisaris terkait komposisi jabatan anggota Dewan Komisaris dan Direksi, kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi, kebijakan evaluasi kinerja anggota Dewan Komisaris dan Direksi, membantu Dewan Komisaris melakukan penilaian kinerja berdasarkan tolak ukur yang telah ditetapkan dan kesesuaian remunerasi yang diterima, memberikan rekomendasi terkait program pengembangan kompetensi anggota Dewan Komisaris dan Direksi. Komite Nominasi dan Remunerasi memberikan pertimbangan terkait struktur, kebijakan dan besaran Remunerasi. Dalam melaksanakan tugas dan tanggung jawabnya pada 2023, Komite Nominasi dan Remunerasi mengadakan 16 (enam belas) kali rapat. Disamping itu, tugas tambahan yang diberikan kepada anggota Komite juga telah dilaksanakan sesuai dengan arahan dan hasil rapat internal maupun dengan pihak lain yang terkait dalam rangka pencapaian program strategis Perseroan. The Nomination and Remuneration Committee has assisted the Board of Commissioners to carry out its functions and duties regarding the Nomination and Remuneration of members of the Board of Directors and Board of Commissioners as well as the nomination of Group Head level including by providing recommendations to the Board of Commissioners regarding the composition of members of the Board of Commissioners and Board of Directors, policies and criteria required in the Nomination process, performance evaluation policies for members of the Board of Commissioners and Directors, assist the Board of Commissioners in conducting performance assessments based on predetermined benchmarks and suitability of remuneration received, provide recommendations regarding competency development programs for members of the Board of Commissioners and Directors. The Nomination and Remuneration Committee provides considerations related to structure, policies and amount of Remuneration. In carrying out its duties and responsibilities in 2023, the Nomination and Remuneration Committee held 16 (sixteen) meetings. In addition, additional tasks given to Committee members have also been carried out in accordance with the guidance and results of internal meetings and with other related parties in order to achieve the Company's strategic program.
4.	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	Sekretaris Dewan Komisaris telah membantu Dewan Komisaris sebagai koordinator dalam seluruh kegiatan administrasi yang dilaksanakan di Sekretariat Dewan Komisaris; koordinator kegiatan Dewan Komisaris di Perseroan, seperti rapat, pertemuan dan lain-lain; bersama Komite Dewan Komisaris, menyusun Rencana Kegiatan dan Anggaran (RKA) Dewan Komisaris setiap tahun; bersama Komite Dewan Komisaris, melakukan analisis RKAP Perseroan, *Business Plan* Perseroan dan rekomendasinya kepada Dewan Komisaris; membuat notulis dan membuat *summary* pada setiap rapat antara Dewan Komisaris dan Direksi Tugu Insurance; serta tugas-tugas lain yang berhubungan dengan bidang kesekretariatan Dewan Komisaris. The Secretary of the Board of Commissioners has assisted the Board of Commissioners as the coordinator in all administrative activities conducted at the Secretariat of the Board of Commissioners; as a coordinator of the activities of the Board of Commissioners at the Company, such as meetings, gatherings and others; create the Board of Commissioners' Activities and Budget Plan (RKA) annually in collaboration with the Commissioners' Committees; analyze the Company's RKAP, the Company's Business Plan and recommendations to the Board of Commissioners in collaboration with the Commissioners' Committees; make minutes summaries of each meeting between the Board of Commissioners and the Board of Directors of Tugu Insurance; as well as other tasks related to the Board of Commissioners' secretariat.

3.C.

Direksi
Board of Directors

Direksi merupakan Organ Perseroan yang memiliki wewenang dan tanggung jawab penuh dalam pengelolaan Perseroan agar dapat memberikan nilai tambah dan memastikan kesinambungan usaha. Masing-masing anggota Direksi memiliki fokus tugas dan wewenang sesuai dengan yang telah ditentukan pada Anggaran Dasar serta mematuhi peraturan perundang-undangan yang berlaku.

The Board of Directors is the Company's Organ fully authorized and responsible for managing the Company in order to produce added value and ensure business continuity. Each member of the Board of Directors implements his duties and makes decisions in accordance with the segregation of duties and authorities stipulated in the Articles of Association with due observance of prevailing laws and regulations.

Rapat Umum Pemegang Saham (RUPS) memiliki hak tertinggi dalam pengangkatan dan pemberhentian anggota Direksi. Sebagai wujud akuntabilitas, Direksi bertanggung jawab secara penuh atas pelaporan pengelolaan Perseroan pada RUPS dalam rangka menerapkan prinsip-prinsip tata kelola.

The General Meeting of Shareholders (GMS) has the final authority in the appointment and dismissal of members of the Board of Directors. As a realization of accountability, the Board of Directors is fully responsible for the Company's management report submitted to the GMS as an implementation of GCG principles.

Ketentuan Masa Jabatan Direksi
Provisions for Term of Office of the Board of Directors

Berdasarkan ketentuan yang telah ditetapkan dalam RUPS, masa jabatan anggota Direksi yang diangkat oleh RUPS berlaku efektif sejak tanggal diperolehnya penetapan lulus uji kemampuan dan kepatutan OJK dan berakhir pada penutupan RUPS Tahunan ke 3 (tiga) pada akhir 1 (satu) periode masa jabatan, dengan tidak mengurangi hak RUPS tersebut untuk memberhentikan sewaktu-waktu sebelum masa jabatannya berakhir.

As determined in GMS, the term of office of a member of the Board of Directors appointed by GMS is effective from the date that they have passed the OJK's fit and proper test and ends at the close of the 3rd (third) Annual GMS at the end of the 1 (one) period of the said term of office without prejudice to the GMS right to dismiss at any time before their term of office ends.

Masa jabatan anggota Direksi berakhir apabila anggota Direksi tersebut:
1. Mengundurkan diri;
2. Meninggal dunia;
3. Diberhentikan berdasarkan keputusan Rapat Umum Pemegang Saham;
4. Ditaruh di bawah pengampuan berdasarkan suatu putusan pengadilan;
5. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku.

The term of office of a member of the Board of Directors automatically ends, if the member of the Board of Director:
1. Resign;
2. Passed Away;
3. Dismiss based on the resolution of the General Meeting of Shareholders;
4. Be placed under interdiction based on a court resolution;
5. No longer meeting the requirements of the applicable laws.

Komposisi Direksi Tahun 2023
The Board of Directors Composition in 2023

Tugu Insurance menetapkan komposisi Direksi berdasarkan pada kompleksitas bisnis Perseroan dan struktur organisasi sehingga memungkinkan pengambilan putusan yang efektif, tepat dan cepat dalam rangka pencapaian tujuan-tujuan Perseroan. *Board Manual* mengatur bahwa jumlah anggota Direksi sekurang-kurangnya adalah 3 (tiga) orang, dan 1 (satu) di antara anggota Direksi tersebut adalah Presiden Direktur.

Di tahun 2023, komposisi Direksi Tugu Insurance mengalami perubahan sesuai dengan keputusan RUPS Tahunan tanggal 28 April 2023. Informasi lengkap mengenai perubahan komposisi Direksi Tugu Insurance sepanjang tahun 2023 dapat dilihat pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Adapun komposisi Direksi Tugu Insurance per 31 Desember 2023 adalah sebagai berikut:

The composition of Tugu Insurance Board of Directors is adjusted to the size of the Company's business complexity activities and organizational structure to enable effective, precise and fast decision-making in order to achieve the Company's goals. The Board Manual stipulated the number of the Board of Directors members is at least 3 (three) and 1 (one) of the Board of Directors members is the President Director.

In 2023, there were changes in the composition of Tugu Insurance Board of Directors pursuant to the Annual GMS resolution on 28 April 2023. The complete information regarding changes in the composition of the Tugu Insurance Board of Directors throughout 2023 can be seen in the Company Profile Chapter in this Annual Report.

The composition of the Tugu Insurance Board of Directors as of 31 December 2023 is as follows:

Nama Name	Jabatan Position
Tatang Nurhidayat	Presiden Direktur President Director
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Service Director
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director
Sudarlin	Direktur Teknik Technical Director

Buku Panduan Direksi (*Board Manual*)
Board of Directors Guidelines (Board Manual)

Dalam menjalankan tugas dan tanggung jawabnya, Direksi memiliki Pedoman (*Board Manual*) mengacu pada POJK No. 33/2014 yang berisi tentang tugas pokok dan fungsi kerja. Pada tanggal 31 Desember 2021, Dewan Komisaris dan Direksi telah mengesahkan *Board Manual* yang tidak dapat dipisahkan dari Anggaran Dasar Perusahaan dan GCG *Soft Structure* Perseroan. *Board Manual* berlaku bagi pelaksanaan hubungan kerja antar Dewan Komisaris dan Direksi dengan mengacu kepada ketentuan yang terdapat dalam Anggaran Dasar Perseroan, dan/atau ketentuan peraturan perundang-undangan yang berlaku.

In carrying out its duties and responsibilities, the Board of Directors has a Board Manual referring to POJK No. 33/2014 which contains the main duties and work functions. On 31 December 2021, the Board of Commissioners and Board of Directors have ratified the Board Manual which is an integral part of the Company's Articles of Association and GCG Soft Structure. The Board Manual applies to the implementation of working relationships between the Board of Commissioners and the Board of Directors by referring to the provisions contained in the Company's Articles of Association, and/or the provisions of applicable laws and regulations.

Adapun hal-hal yang diatur terkait Direksi dalam *Board Manual*, antara lain:
1. Persyaratan, rangkap jabatan, komposisi, dan masa jabatan Direksi;
2. Tugas, wewenang, kewajiban, dan tanggung jawab Direksi;
3. Rapat Direksi;
4. Waktu kerja Direksi;
5. Komunikasi Direksi;
6. Direksi dalam RUPS;
7. Batasan & wewenang Direksi;
8. Fungsi pendukung; dan
9. Pelaporan dan pertanggungjawaban Direksi.

The Board of Directors matters provided in the Board Manual include, among others,
1. Requirements, concurrent positions, composition, and the term of office of the Board of Directors;
2. The duties, authorities, obligations, and responsibilities of the Board of Directors;
3. Board of Directors meeting;
4. The working hours of the Board of Directors;
5. Board of Directors communication;
6. The Board of Directors in the GMS;
7. Limitation & authorities of the Board of Directors;
8. Supporting functions; and
9. Reporting and accountability of the Board of Directors.

Tugas dan Kewajiban Direksi
The Duties and Obligations of the Board of Directors

Direksi memiliki tugas dan tanggung jawab, sebagai berikut:
1. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan Rapat Umum Pemegang Saham;
2. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perseroan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
3. Menyiapkan pada waktunya Rencana Jangka Panjang Perseroan (RJPP), Rencana Kerja dan Anggaran Perseroan (RKAP), dan perubahannya serta menyampaikannya kepada Dewan Komisaris untuk mendapatkan persetujuan dari Dewan Komisaris;
4. Memberikan penjelasan kepada Dewan Komisaris mengenai RJPP dan RKAP;
5. Membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengurusan Perseroan, serta dokumen keuangan Perseroan sebagaimana dimaksud dalam Undang-undang tentang Dokumen Perusahaan;
6. Menyusun Laporan Keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit;
7. Menyampaikan dan memberikan penjelasan Laporan Tahunan termasuk Laporan Keuangan kepada Rapat Umum Pemegang Saham untuk disetujui dan disahkan;
8. Menyampaikan Neraca, Laporan Laba Rugi dan perubahan Direksi dan Dewan Komisaris yang disahkan oleh Rapat Umum Pemegang Saham kepada Menteri yang membidangi Hukum dan Hak Asasi Manusia sesuai dengan ketentuan peraturan perundang-undangan;

The Board of Directors has duties and obligations as follows:
1. The Board of Directors is assigned to perform all actions related to the management of the Company for the benefit of the Company and in accordance with the aims and objectives of the Company as well as representing the Company both inside and outside the Court of all matters and all events with restrictions as regulated in statutory regulations, Articles of Association and/or General Meeting of Shareholders' Resolutions;
2. Conducting and assuring the implementation of the Company's business and activities in accordance with the aims and objectives as well as its business activities;
3. Preparing the Company's Long-Term Plan, Work Plan and Budget, along with the amendments, and submit it in timely manner to the Board of Commissioners for approval;
4. Providing an explanation to the Board of Commissioners regarding the Company's Long Term Plan and the Company's Work Plan and Budget;
5. Preparing Annual Report as a form of accountability for the management of the Company, as well as the Company's financial documents as referred to in the Law concerning Company Documents;
6. Preparing Financial Statements based on Financial Accounting Standards and submit to the Public Accountant to be audited;
7. Submitting and providing an explanation of the Annual Report including the Financial Statements to the General Meeting of Shareholders for approval;
8. Submitting the Balance Sheet, Income Statement and changes in the Board of Directors and Board of Commissioners which are approved by the General Meeting of Shareholders to the Minister in charge of Law and Human Rights in accordance with the provisions of the legislation;

9. Memelihara dan menyimpan di tempat kedudukan Perseroan: Daftar Pemegang Saham, Daftar Khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perseroan, dan dokumen Perseroan lainnya;
10. Menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan dan berdasarkan prinsip-prinsip pengendalian intern, terutama pemisahan fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;
11. Memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta oleh Dewan Komisaris;
12. Menyiapkan susunan organisasi Perseroan lengkap dengan perincian dan tugasnya;
13. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta anggota Dewan Komisaris;
14. Menyusun dan menetapkan struktur organisasi Perseroan;
15. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh Rapat Umum Pemegang Saham berdasarkan peraturan perundang-undangan;
16. Dalam menjalankan tugas dan tanggung jawab atas pengurusan, Direksi wajib menyelenggarakan RUPS Tahunan dan RUPS Lainnya sebagaimana diatur dalam peraturan perundang-undangan dan anggaran dasar;
17. Direksi wajib membentuk komite, dengan memperhatikan peraturan perundangan yang berlaku;
18. Dalam hal dibentuk komite, Direksi wajib melakukan evaluasi terhadap kinerja komite setiap akhir tahun buku;
19. Direksi bersama dengan Dewan Komisaris wajib menyusun:
    a. Pedoman yang mengikat setiap anggota Direksi dan Dewan Komisaris, sesuai dengan ketentuan peraturan perundangan yang berlaku;
    b. Kode etik yang berlaku bagi seluruh anggota Direksi dan anggota Dewan Komisaris, karyawan/pegawai, serta pendukung organ yang dimiliki Perseroan, sesuai dengan ketentuan peraturan perundangan yang berlaku.
20. Setiap anggota Direksi bertanggung jawab penuh secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Direksi dalam menjalankan tugasnya;

9. Maintaining and keeping the Company's important document of: Register of Shareholders, Special Register, Minutes of General Meeting of Shareholders, Minutes of Meeting of the Board of Commissioners and Minutes of Directors Meeting, Annual Report and financial documents of the Company, and other corporate documents;
10. Arranging the accounting system in accordance with Financial Accounting Standards and based on the principles of internal control, especially the separation of management, recording, storage and supervision functions;
11. Providing periodic reports according to the manner and time in accordance with applicable regulations, as well as other reports whenever requested by the Board of Commissioners;
12. Preparing the Company's organizational structure complete with details and duties;
13. Providing an explanation of every inquiry or requested by members of the Board of Commissioners;
14. Compiling and determining the organizational structure of the Company;
15. Carrying out other obligations in accordance with the provisions stipulated in the Articles of Association and determined by the General Meeting of Shareholders based on statutory regulations;
16. In conducting their duties and responsibilities for the management, the Board of Directors must hold an annual GMS and other GMS as stipulated in the legislation and articles of association;
17. The Board of Directors must form a committee, by taking into account the applicable laws and regulations.
18. If a committee is established, the Board of Directors shall evaluate the performance of the committee at the end of the financial year;
19. The Board of Directors together with the Board of Commissioners must prepare:
    a. Guidelines that bind every member of the Board of Directors and the Board of Commissioners, in accordance with the provisions of the applicable laws and regulations;
    b. Code of conduct that applies to all members of the Board of Directors and members of the Board of Commissioners, employees, and supporting organs owned by the Company, in accordance with the provisions of the applicable laws and regulations.
20. Each member of the Board of Directors is fully and jointly responsible for the Company's losses caused by errors or negligence of the members of the Board of Directors in carrying out their duties;

21. Anggota Direksi tidak dapat dipertanggungjawabkan atas kerugian Perseroan, apabila dapat membuktikan:
    a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
    b. Telah melakukan pengurusan dengan itikad baik, penuh tanggung jawab, dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan;
    c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; dan
    d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.
22. Direksi mewakili Perseroan secara sah dan secara langsung baik didalam maupun di luar pengadilan tentang segala hal dan dalam segala kejadian, mengikat Perseroan dengan pihak lain dan pihak lain dengan Perseroan serta menjalankan segala tindakan, baik yang mengenai kepengurusan maupun kepemilikan, dengan pembatasan;
23. Dalam menjalankan tugas dan tanggung jawab atas pengurusan Perseroan, Direksi wajib menyelenggarakan RUPS Tahunan dan RUPS Lainnya sebagaimana diatur dalam peraturan perundang-undangan dan anggaran dasar;
24. Setiap anggota Direksi wajib melaksanakan tugas dan tanggung jawab dengan itikad baik, penuh tanggung jawab, dan kehati-hatian.

21. Members of the Board of Directors cannot be held responsible for the Company's losses, if they can prove:
    a. The loss is not due to an error or negligence;
    b. Arrangements made with good intention, full responsibility and prudence for the interests and in accordance with the aims and objectives of the Company;
    c. No conflict of interest, either directly or indirectly, with the management actions that result in losses; and
    d. Have taken measurements to prevent such losses arising or continuing.
22. The Board of Directors represent the Company legally and directly both inside and outside of the court of all matters and in all incidents, binding the Company with other parties and other parties with the Company and carrying out all actions, both regarding management and ownership, with restrictions;
23. In carrying out their duties and responsibilities for the management of the Company, the Board of Directors must hold an annual GMS and other GMS as stipulated in the legislation and articles of association;
24. Each member of the Board of Directors must carry out their duties and responsibilities with good intention, full responsibility and prudence.

Wewenang Direksi
The Authorities of the Board of Directors

Direksi memiliki wewenang untuk menetapkan kebijakan kepengurusan Perseroan yang meliputi:
1. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan di dalam dan di luar Pengadilan kepada seorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang pekerja Perseroan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain dan mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan kepada Kepala Cabang atau Kepala Perwakilan di dalam atau di luar negeri;
2. Mengatur ketentuan-ketentuan tentang kepegawaian Perseroan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perseroan berdasarkan peraturan perundang-undangan yang berlaku dan keputusan Rapat Umum Pemegang Saham;
3. Mengangkat dan memberhentikan pekerja Perseroan berdasarkan peraturan kepegawaian Perseroan dan peraturan perundang-undangan yang berlaku;

The Board of Directors is authorized to determine the management policies of the Company, including to:
1. Regulate the delegation of the Board of Directors mandate to represent the Company both inside and outside of the Court to one or several members of the Board of Directors who are specifically appointed for that purpose or to one or several employees of the Company either individually or collectively or to other people and arrange the transfer of power of the Board of Directors to represent the Company to Branch Heads or Heads of Representatives at home or abroad;
2. Regulate the provision regarding the employment of the Company including the determination of salaries, pensions and other income for the employees of the Company based on the prevailing laws and regulations and the resolutions of the General Meeting of Shareholders;
3. Appoint and terminate the Company's employees based on the Company's employment regulations and the prevailing laws and regulations;

4. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perseroan, mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, serta mewakili Perseroan di dalam dan di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan Rapat Umum Pemegang Saham;
5. Presiden Direktur berhak dan berwenang bertindak untuk dan atas nama Direksi serta sah mewakili Perseroan;
6. Dalam hal Presiden Direktur tidak hadir atau berhalangan karena sebab apapun juga, maka Presiden Direktur melakukan penunjukan kepada salah seorang anggota Direksi lainnya untuk dan atas nama Direksi serta sah mewakili Perseroan;
7. Dalam hal Presiden Direktur tidak melakukan penunjukan maka salah seorang Direksi berhak dan berwenang bertindak untuk dan atas nama Direksi serta sah mewakili Perseroan berdasarkan penunjukan dari Rapat Direksi;
8. Anggota Direksi tidak berwenang mewakili Perseroan apabila:
   a. Terjadi perkara di pengadilan antara Perseroan dengan anggota Direksi yang bersangkutan; atau
   b. Anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perseroan.
9. Dalam hal terdapat keadaan sebagaimana dimaksud pada poin 8, yang berhak mewakili Perseroan adalah:
   a. Anggota Direksi lainnya yang tidak mempunyai benturan kepentingan dengan Perseroan;
   b. Dewan Komisaris dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan; atau
   c. Pihak lain yang ditunjuk oleh RUPS dalam hal seluruh anggota Direksi atau Dewan Komisaris mempunyai benturan kepentingan dengan Perseroan.
10. Pembagian tugas dan wewenang setiap anggota Direksi ditetapkan oleh RUPS. Dalam hal RUPS tidak menetapkan, maka pembagian tugas dan wewenang setiap anggota Direksi ditetapkan berdasarkan keputusan Rapat Direksi.

4. Conduct all other actions regarding the management or ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company both inside and outside of the Court regarding all matters and all events with restrictions as regulated in laws and regulations, Articles of Association and/or General Meeting of Shareholders Decisions;
5. President Director has the rights and authorities to act for and on behalf of the Board of Directors, and is legitimate to represent the Company;
6. In the event the President Director is unable to attend, the President Director appoints one of members of the Board of Directors for and on behalf of the Board of Directors who is legitimate to represent the Company;
7. In the event the President Director is unable to make an appointment, one of members of the Board of Directors is authorized and righteous to act for and on behalf of the Board of Directors and legitimate to represent the Company based on the appointment from the Directors Meeting;
8. Members of the Board of Directors are not authorized to represent the Company, if:
   a. There is a dispute in court between the Company and the relevant member of the Board of Directors; or
   b. The member of the Board of Directors concerned has a conflict of interest with the Company.
9. In the event there is a situation as stated in point 8, the following has rights to represent the Company:
   a. Other members of the Board of Directors who do not have a conflict of interest with the Company;
   b. The Board of Commissioners in the event that all members of the Board of Directors have a conflict of interest with the Company; or
   c. Other parties appointed by the GMS if all members of the Board of Directors or Board of Commissioners have a conflict of interest with the Company.
10. The segregation of duties and authorities of each member of the Board of Directors is determined by the GMS. In the event the GMS does not determine, the duties and authorities of each member of the Board of Directors is determined based on the decision of the Board of Directors Meeting.

Wewenang Direksi yang Memerlukan Persetujuan Dewan Komisaris

The Board of Directors' Authorities Requiring the Board of Commissioners' Approval

Dalam melaksanakan tugas serta tanggung jawabnya, Direksi memerlukan persetujuan tertulis dari Dewan Komisaris dengan menaati peraturan perundang-undangan yang berlaku dan anggaran dasar Perseroan. Adapun hal-hal yang perlu mendapat persetujuan, mengenai:

1. Membuka atau menutup kantor cabang, kantor perwakilan atau jaringan kantor lainnya di tempat lain, baik di dalam maupun di luar wilayah Republik Indonesia yang ditetapkan oleh Direksi dengan persetujuan Dewan Komisaris;
2. Saham-saham yang masih dalam simpanan akan dikeluarkan Perseroan dengan persetujuan Rapat Umum Pemegang Saham ("RUPS"). Syarat dan harga tertentu atas saham yang akan dikeluarkan Perseroan ditetapkan oleh Direksi dengan terlebih dahulu mendapat persetujuan tertulis dari Dewan Komisaris;
3. Menyiapkan pada waktunya Rencana Jangka Panjang Perseroan (RJPP), Rencana Kerja dan Anggaran Perseroan (RKAP), dan perubahannya serta menyampaikannya kepada Dewan Komisaris untuk mendapatkan persetujuan dari Dewan Komisaris;
4. Meminjam atau meminjamkan uang atas nama Perseroan (tidak termasuk mengambil uang Perseroan meminjam di Bank), dengan nilai yang telah atau akan ditetapkan oleh Dewan Komisaris;
5. Mengagunkan harta Perseroan dan menjadi penjamin dengan nilai yang melebihi batas yang yang telah atau akan ditetapkan oleh Dewan Komisaris;
6. Melepaskan aktiva tetap berupa tanah dan bangunan;
7. Menghapuskan aktiva tetap selain tanah dan bangunan, yang jumlahnya lebih besar dari 25% (dua puluh lima perseratus) dari nilai seluruh aktiva tetap Perseroan non konsolidasi berdasarkan laporan keuangan audit non konsolidasi pada tahun buku sebelumnya untuk keperluan tahun buku berjalan;
8. Menghapuskan piutang macet dengan nilai yang melebihi batas yang yang telah atau akan ditetapkan oleh Dewan Komisaris;
9. Mendirikan suatu usaha baru atau turut serta pada perusahaan lain, baik di dalam maupun di luar negeri yang tidak dalam rangka penyelamatan piutang sesuai dengan ketentuan yang berlaku;
10. Melikuidasi, menutup, melepaskan sebagian atau seluruh penyertaan pada perusahaan lain baik di dalam maupun di luar negeri;
11. Mengadakan kerja sama dengan badan usaha atau pihak diluar kegiatan usaha operasional Perseroan dalam bentuk kerja sama operasi, kontrak manajemen dan perjanjian-perjanjian lain yang mempunyai sifat yang sama dengan jangka waktu atau nilai yang melebihi dari yang ditetapkan oleh Dewan Komisaris;

In performing its duties and responsibilites, the Board of Directors must first obtain written approval from the Board of Commissioners, with due observance of the prevailing laws and regulations and the articles of association of the Company:

1. To open or close branch offices, representative offices or other office networks in other places, both inside and outside the territory of the Republic of Indonesia as determined by the Board of Directors with the approval of the Board of Commissioners;
2. Shares that are still in portfolio will be issued by the Company with the approval of the General Meeting of Shareholders ("GMS"). Certain terms and prices for shares to be issued by the Company are determined by the Board of Directors with prior written approval from the Board of Commissioners;
3. To prepare in due time the Company's Long-Term Plan, Work Plan and Budget, and amendments thereof and submit them to the Board of Commissioners for approval from the Board of Commissioners;
4. To borrow or lend money on behalf of the Company (excluding taking the Company's money at the Bank), with a value that has been or will be determined by the Board of Commissioners;
5. To pledge the Company's assets and become a guarantor with a value that exceeds the limit that has been or will be determined by the Board of Commissioners;
6. To dispose fixed assets in the form of land and buildings;
7. To write off the fixed assets except land and buildings, whose amount is greater than 25% (twenty-five percent) of the total value of the non-consolidated Company's fixed assets based on the non-consolidated audited financial report for the previous fiscal year for the current fiscal year;
8. To write off bad receivables with a value exceeding the limit that has been set or will be determined by the Board of Commissioners from time to time;
9. To establish a new business or participating in other companies, both at home and abroad, which are not in the framework of salvaging accounts receivable in accordance with the applicable regulations;
10. To liquidate, close, release part or all of the participation in other companies both inside and outside the country;
11. To cooperate with business entities or parties outside the Company's operational business activities in the form of joint operations, management contracts and other agreements of the same nature with a term or value that exceeds the limit stipulated by the Board of Commissioners;

12. Penjualan saham dalam simpanan (saham dalam portepel) pada anak perusahaan Perseroan yang menyebabkan kepemilikan Perseroan pada perusahaan anak Perseroan terdilusi sehingga mengakibatkan Perseroan kehilangan pengendalian terhadap anak Perseroan tersebut;
13. Melakukan tindakan-tindakan yang termasuk dalam transaksi material sebagaimana ditetapkan oleh peraturan perundang-undangan di bidang Pasar Modal dengan nilai tertentu yang ditetapkan oleh Dewan Komisaris, kecuali tindakan tersebut termasuk dalam transaksi material yang dikecualikan oleh Peraturan Perundang-undangan di bidang Pasar Modal;
14. Mengubah struktur organisasi Perseroan di bawah Direksi sampai dengan tingkat *group* (divisi);
15. Penyampaian rencana kerja tahunan oleh Direksi wajib memperoleh persetujuan Dewan Komisaris;
16. Pembagian dividen interim ditetapkan berdasarkan keputusan Rapat Direksi setelah memperoleh persetujuan Dewan Komisaris, dengan memperhatikan proyeksi perolehan laba dan kemampuan keuangan Perseroan.

12. To sell shares in The Company's subsidiaries' shares in portfolio, which causes the Company's ownership in the Company's subsidiaries to be diluted, resulting in the Company losing control of these subsidiaries;
13. To perform actions that are included in material transactions as stipulated in the Capital Market Legislation with a certain value as stipulated by the Board of Commissioners, unless such actions are included in material transactions that are exempted by the Capital Market Legislation;
14. To change the Company's organizational structure under the Board of Directors to the group (division) level;
15. Submission of the annual work plan by the Board of Directors must obtain the approval of the Board of Commissioners;
16. The distribution of interim dividends is determined based on the decision of the Board of Directors' Meeting after obtaining approval from the Board of Commissioners, by taking into account the projected profit and financial capability of the Company.

Pembagian Tugas dan Tanggung Jawab Direksi
Segregation of Duties and Responsibilities of the Board of Directors

Perseroan mengatur pembagian tugas/fungsi dan tanggung jawab masing-masing Direksi sesuai dengan keahlian dan bidangnya secara jelas dan komprehensif. Pembagian tugas dan tanggung jawab masing-masing Direksi bertujuan untuk menjamin pelaksanaan dan kesinambungan pencapaian sasaran Perseroan pada masa mendatang secara lebih efisien dan efektif. Pembagian tugas Direksi diatur berdasarkan Keputusan Sirkuler Direksi (*Board of Directors Resolution*) No. 001/2021 pada tanggal 11 Januari 2021 perihal Pembagian Tugas dan Wewenang Direksi yang berlaku efektif sejak tanggal 13 November 2020 dan mengalami perubahan pada Keputusan Sirkuler Direksi (*Board of Directors Resolution*) No. 004/ BoR/CSG-ATPI/V/2022 pada tanggal 17 Mei 2022 perihal:

- Penggabungan wewenang, tugas, dan tanggung jawab Direktur Pemasaran Asuransi Minyak & Gas dan Direktur Pemasaran Asuransi Non Minyak & Gas sebagaimana tercantum dalam BoR 001/2021 beralih kepada Direktur Pemasaran Asuransi;
- Pembagian wewenang, tugas, dan tanggung jawab Presiden Direktur.

The Company regulates the segregation of duties/functions and responsibilities of each member of the Board of Director according to their expertise in a clear and comprehensive manner. Segregation of duties and responsibilities for each member of the Company's Board of Directors is carried out to ensure the implementation and sustainability of the Company's goal achievement in the future in a more efficient and effective manner. Each member of the Board of Directors is assigned with specific responsibilities following their respective expertise. Duties and responsibilities of each member of the Board of Directors based on Board of Directors Resolution No. 001/2021 dated 11 January 2021 concerning the Segregation of the Board of Directors' Duties and Authorities effective from 13 November 2020 which was amended by the Board of Directors Resolution No. 004/ BoR/CSG-ATPI/V/2022 dated 17 May 2022 concerning:

- The merging of authorities, duties, and responsibilities of Director of Oil & Gas Insurance Marketing and Director of Non-Oil & Gas Insurance Marketing as provided in the BoR 001/2021 to be transferred to Director of Insurance Marketing;
- Segregation of authorities, duties, and responsibilities of President Director.

Adapun pembagian tugas dan wewenang masing-masing Direksi, antara lain:

Thus, the segregation of Duties and Authorities of the Board of Directors is as follows:

Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Duties and Responsibilities
Tatang Nurhidayat	Presiden Direktur President Director	Presiden Direktur memiliki wewenang, tugas, dan tanggung jawab dalam aktivitas Perseroan, termasuk namun tidak terbatas pada: 1. Bertindak untuk dan atas nama Direksi serta mewakili Perseroan. 2. Menyusun kebijakan, rencana dan program kerja Perseroan secara umum dan hal-hal yang bersifat strategis. 3. Membuat dan menyatakan Keputusan Pemegang Saham dalam akta notaris. 4. Menandatangani seluruh dokumen-dokumen Perseroan sesuai dengan ketentuan yang berlaku. 5. Memberikan sebagian kewenangannya dan/atau memberikan kuasa pada pekerja yang berada pada Direktorat di bawahnya. 6. Melakukan hal-hal sebagaimana diatur dalam Anggaran Dasar dan ketentuan yang berlaku. The President Director has the authorities, duties and responsibilities in the Company's activities, including but not limited to: 1. Act for and on behalf of the Board of Directors and represent the Company. 2. Formulate policies, plans and work programs of the Company in general and other strategic matters. 3. Prepare and declare the Shareholders' Resolutions in a notary deed. 4. Sign all Company documents in accordance with applicable regulations. 5. Grant part of their authority and/or give proxy to the employees under the Directorate. 6. Perform tasks as regulated in the Articles of Association and applicable regulations.
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Service Director	Direktur Keuangan dan Layanan Korporat memiliki wewenang, tugas, dan tanggung jawab terkait aktivitas keuangan dan layanan korporat, serta hal-hal yang berada pada Direktorat di bawahnya, termasuk namun tidak terbatas pada: 1. Bertindak untuk dan atas nama Direksi serta mewakili Perseroan terkait aktivitas/kegiatan Keuangan. 2. Menyusun kebijakan, rencana dan program kerja. 3. Membuat dan menandatangani dokumen-dokumen terkait aktivitas keuangan, serta aktivitas yang berada pada Direktorat di bawahnya, seperti: menandatangani dokumen-dokumen Perjanjian terkait fasilitas perbankan, menandatangani akta gadai/fidusia, serta perjanjian terkait aktivitas keuangan lainnya, surat menyurat, memo, serta dokumen lainnya terkait aktivitas keuangan Perseroan. 4. Memberikan sebagian kewenangannya dan/atau memberikan kuasa pada pekerja yang berada pada Direktorat di bawahnya. 5. Melakukan hal-hal sebagaimana diatur dalam Anggaran Dasar dan ketentuan yang berlaku. The Director of Finance and Corporate Services has the authorities, duties and responsibilities related to financial activities and corporate services, as well as matters within the Directorate under it, including but not limited to: 1. Act for and on behalf of the Board of Directors and represent the Company in relation to financial activities. 2. Develop policies, plans and work programs. 3. Prepare and sign documents related to financial activities, as well as activities within the Directorate under it, such as: Sign agreement documents related to banking facilities, sign pawning/fiduciary deeds, as well as agreements related to other financial activities, correspondence, memos, as well as other documents related to the Company's financial activities. 4. Grant part of their authority and/or give proxy to the employees under the Directorate. 5. Perform tasks as regulated in the Articles of Association and applicable regulations.

Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Duties and Responsibilities
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	Direktur Pemasaran Asuransi memiliki wewenang, tugas, dan tanggung jawab terkait aktivitas pemasaran serta hal-hal lainnya yang berada pada Direktorat di bawahnya, termasuk namun tidak terbatas pada: 1. Bertindak untuk dan atas nama Direksi serta mewakili Perseroan terkait aktivitas/kegiatan pemasaran. 2. Menyusun kebijakan, rencana dan program kerja. 3. Membuat dan menandatangani dokumen-dokumen terkait aktivitas pemasaran serta hal-hal lainnya yang berada pada Direktorat di bawahnya, seperti: Perjanjian (termasuk perjanjian Fidusia), dokumen-dokumen tender, surat menyurat, memo, persetujuan terkait aktivitas pemasaran, serta dokumen-dokumen lainnya. 4. Memberikan sebagian kewenangannya dan/atau memberikan kuasa pada pekerja yang berada pada Direktorat di bawahnya. 5. Melakukan hal-hal sebagaimana diatur dalam Anggaran Dasar dan ketentuan yang berlaku. Director of Insurance Marketing has the authorities, duties and responsibilities related to marketing activities as well as other matters within the Directorate under it, including but not limited to: 1. Act for and on behalf of the Board of Directors and representing the Company in relation to the marketing activities. 2. Develop policies, plans and work programs. 3. Prepare and sign documents related to insurance marketing activities, as well as other matters within the Directorate under it, such as: agreements (including Fiduciary Agreements), tender documents, correspondence, memos, aprroval related to marketing activities, as well as other documents. 4. Grant part of their authority and/or give proxy to the employees under the Directorate. 5. Perform tasks as regulated in the Articles of Association and applicable regulations.
Sudarlin	Direktur Teknik Technical Director	Direktur Teknik memiliki wewenang, tugas, dan tanggung jawab terkait aktivitas teknik, serta hal-hal lainnya yang berada pada Direktorat di bawahnya, termasuk namun tidak terbatas pada: 1. Bertindak untuk dan atas nama Direksi serta mewakili Perseroan terkait aktivitas/kegiatan Teknik. 2. Menyusun kebijakan, rencana dan program kerja. 3. Membuat dan menandatangani dokumen-dokumen terkait aktivitas Teknik dan aktivitas yang berada pada Direktorat di bawahnya, seperti: Perjanjian, surat menyurat, memo, dokumen persetujuan, serta dokumen-dokumen lainnya. 4. Memberikan sebagian kewenangannya dan/atau memberikan kuasa pada pekerja yang berada pada Direktorat di bawahnya. 5. Melakukan hal-hal sebagaimana diatur dalam Anggaran Dasar dan ketentuan yang berlaku. The Technical Director has the authorities, duties and responsibilities related to technical activities, as well as other matters within the Directorate under him, including but not limited to: 1. Act for and on behalf of the Board of Directors and representing the Company in relation to technical activities. 2. Develop policies, plans and work programs. 3. Prepare and sign documents related to Technical activities and activities within the Directorate under it, such as: agreements, correspondence, memos, approval documents, and other documents. 4. Grant part of their authority and/or give proxy to the employees under the Directorate. 5. Perform tasks as regulated in the Articles of Association and applicable regulations.

Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Duties and Responsibilities
Edi Yoga Prasetyo	Direksi Kepatuhan dan Manajemen Risiko Compliance & Risk Management Director	Secara umum wewenang, tugas, dan tanggung jawab Direktur Kepatuhan & Manajemen Risiko termasuk namun tidak terbatas pada: 1. Bertindak untuk dan atas nama Direksi serta mewakili Perseroan terkait aktivitas/kegiatan kepatuhan dan manajemen risiko. 2. Menyusun kebijakan, rencana dan program kerja. 3. Membuat dan menandatangani dokumen-dokumen terkait aktivitas kepatuhan dan manajemen risiko, serta hal-hal lainnya yang berada pada Direktorat di bawahnya, seperti: Perjanjian, surat menyurat, memo, serta dokumen-dokumen lainnya. 4. Memberikan sebagian kewenangannya dan/atau memberikan kuasa pada pekerja yang berada pada Direktorat di bawahnya. 5. Melakukan hal-hal sebagaimana diatur dalam Anggaran Dasar dan ketentuan yang berlaku. In general, the authorities, duties and responsibilities of the Director of Compliance & Risk Management include but are not limited to: 1. Act for and on behalf of the Board of Directors and representing the Company in relation to compliance and risk management activities. 2. Formulate policies, plans and work programs. 3. Prepare and sign documents related to compliance and risk management activities, as well as other matters within the Directorate under it, such as: agreements, correspondence, memos and other documents. 4. Grant part of their authority and/or give proxy to the employees under the Directorate. 5. Perform tasks as regulated in the Articles of Association and applicable regulations.

Rapat Tingkat Kehadiran Direksi
The Board of Directors Meeting and Meeting Attendance Rate

Ketentuan Rapat Direksi

Dasar hukum atas pelaksanaan Rapat Direksi, antara lain:

1. *Board Manual* yang mengatur bahwa Rapat Direksi Tugu Insurance diadakan minimal 1 bulan sekali atau dapat diadakan setiap waktu bilamana dipandang perlu oleh seorang atau lebih anggota Direksi atau atas permintaan tertulis dari seorang atau lebih Dewan Komisaris atau atas permintaan tertulis 1 (satu) Pemegang Saham atau lebih yang bersama sama mewakili 1/10 (satu persepuluh) bagian dari jumlah seluruh saham dengan hak suara yang sah;
2. Berdasarkan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan Anggaran Dasar, yaitu bahwa Direksi wajib mengadakan rapat Direksi secara berkala paling kurang 1 (satu) kali dalam setiap bulan, dan rapat Direksi bersama Dewan Komisaris secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan;
3. Berdasarkan POJK No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian yang mewajibkan Direksi perusahaan menyelenggarakan rapat Direksi secara berkala paling sedikit 1 (satu) kali dalam 1 (satu bulan) dan rapat Direksi bersama Dewan Komisaris paling sedikit 4 (empat) kali dalam setahun.

The Board of Directors Meeting Provisions

The legal basis for the implementation of the Board of Directors Meeting, among others:

1. The Board Manual which stipulates that the Tugu Insurance Board of Directors Meeting is held at least once a month or can be held at any time if deemed necessary by one or more members of the Board of Directors or upon a written request from one or more Board of Commissioners or by the written request of 1 (one) Shareholder or more, which together represent 1/10 (one tenth) of the total shares with valid voting rights;
2. POJK No. 33/POJK.04/2014 regarding the Board of Directors and the Board of Commissioners of Issuers or Public Companies and the Articles of Association, which provides that the Board of Directors is required to hold a Board of Directors meeting periodically at least 1 (one) time every month, and a Board of Directors meeting together with the Board of Commissioners periodically at least 1 (one) time in 4 (four) months;
3. POJK No. 73/POJK.05/2016 regarding Good Corporate Governance for Insurance Companies, which requires the company's Board of Directors to hold a Board of Directors meeting periodically at least 1 (one) time in 1 (one month) and Meetings of the Board of Directors with the Board of Commissioners at least 4 (four) times a year.

Pelaksanaan Rapat Direksi dipimpin oleh Presiden Direktur. Dalam hal Presiden Direktur tidak dapat hadir atau berhalangan, hal mana tidak perlu dibuktikan kepada Pihak Ketiga, maka Rapat Direksi akan dipimpin oleh seorang anggota Direksi yang dipilih oleh dan dari antara Direksi yang hadir. Hasil Rapat Direksi wajib dituangkan dalam risalah Rapat Direksi dan didokumentasikan dengan baik. Perbedaan pendapat yang terjadi dalam keputusan Rapat Direksi wajib dicantumkan secara jelas dalam risalah rapat Direksi disertai alasan perbedaan pendapat tersebut.

The Board of Directors meeting is chaired by the President Director. In the event the President Director is unable to attend the meeting, which does not need to be proven to a Third Party, the Board of Directors Meeting shall be chaired by a member of the Board of Directors who is elected by and from among the Directors present. The results of the meeting of the Board of Directors must be stated in the minutes of the meeting of the Board of Directors and properly documented. The dissenting opinion that occurs in the decision-making of the Board of Directors Meeting must be clearly stated in the minutes of the Board of Directors meeting followed by the reasons for the dissenting opinion.

Hingga akhir tahun 2023, Direksi telah melaksanakan Rapat Direksi sebanyak 29 kali dan Rapat Gabungan dengan Dewan Komisaris sebanyak 11 kali. Adapun jumlah Rapat Direksi dan kehadiran masing-masing anggota Direksi dalam Rapat sepanjang tahun 2023 adalah:

In 2023 the Board of Directors has held 29 Board of Directors Meetings and 11 Joint Meetings with the Board of Commissioners. The total of Board of Directors Meetings and attendance at the 2023 Board of Directors Meetings are as follows:

Nama Direksi Name of Board of Directors	**Jumlah Rapat** Total Meetings	**Jumlah Kehadiran** Total Attendance	**Persentase Tingkat Kehadiran** Attendance Rate in %
Tatang Nurhidayat	29	29	100%
Emil Hakim	29	29	100%
Syaiful Azhar[1)]	12	10	83%
Ery Widiatmoko	29	29	100%
Budi P. Amir[2)]	12	12	100%
Sudarlin[3)]	17	16	94%
Edi Yoga Prasetyo[4)]	17	17	100%

[1)] Tidak lagi menjabat sebagai Direktur Teknik sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Tidak lagi menjabat sebagai Direktur Kepatuhan & Manajemen Risiko sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[3)] Efektif menjabat sebagai Direktur Teknik sejak 30 Oktober 2024 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK)
[4)] Efektif menjabat sebagai Direktur Kepatuhan & Manajemen Risiko sejak 18 Januari 2024 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).

[1)] No longer served as Technical Director since the closing of the Annual GMS on 28 April 2023.
[2)] No longer served as the Director of Compliance & Risk Management since the closing of the Annual GMS on 28 April 2023.
[3)] Effectively serving as Technical Director since 30 October 2024 based on the results of the Fit and Proper Assessment of the Financial Services Authority (OJK).
[4)] Effectively serving as Director of Compliance & Risk Management since 18 January 2024 based on the results of the Fit and Proper Assessment of the Financial Services Authority (OJK).

Jumlah Rapat dan Kehadiran Direksi dalam Rapat Dewan Komisaris Mengundang Direksi Tahun 2023

Total Meeting and Attendance of Board of Directors in Joint Meeting with the Board of Commissioners in 2023

Nama Direksi Name of Board of Directors	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Tingkat Kehadiran Attendance Rate in %
Tatang Nurhidayat	11	10	91%
Emil Hakim	11	11	100%
Syaiful Azhar[1)]	4	3	75%
Ery Widiatmoko	11	10	91%
Budi P. Amir[2)]	4	4	100%
Sudarlin[3)]	7	6	86%
Edi Yoga Prasetyo[4)]	7	7	100%

[1)] Tidak lagi menjabat sebagai Direktur Teknik sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Tidak lagi menjabat sebagai Direktur Kepatuhan & Manajemen Risiko sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[3)] Efektif menjabat sebagai Direktur Teknik sejak 30 Oktober 2024 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).
[4)] Efektif menjabat sebagai Direktur Kepatuhan & Manajemen Risiko sejak 18 Januari 2024 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).

[1)] No longer served as Technical Director since the closing of the Annual GMS on 28 April 2023.
[2)] No longer served as Director of Compliance & Risk Management since the closing of the Annual GMS on 28 April 2023.
[3)] Effectively serving as Technical Director since 30 October 2024 based on the results of the Fit and Proper Assessment of the Financial Services Authority (OJK).
[4)] Effectively serving as Director of Compliance & Risk Management since 18 January 2024 based on the results of the Fit and Proper Assessment of the Financial Services Authority (OJK).

Kehadiran Direksi pada RUPS Tahunan

The Board of Directors Attendance in Annual GMS

Nama Direksi Name of Board of Directors	Jabatan Position	Kehadiran pada RUPS Tahunan 28 April 2023 Attendance at Annual GMS on 28 April 2023
Tatang Nurhidayat	Presiden Direktur President Director	Hadir Present
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Service Director	Hadir Present
Syaiful Azhar[1)]	Direktur Teknik Technical Director	Hadir Present
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	Hadir Present
Budi P. Amir[2)]	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Hadir Present
Sudarlin[3)]	Direktur Teknik Technical Director	Tidak Hadir Absent
Edi Yoga Prasetyo[4)]	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Tidak Hadir Absent

[1)] Tidak lagi menjabat sebagai Direktur Teknik sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Tidak lagi menjabat sebagai Direktur Kepatuhan & Manajemen Risiko sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[3)] Efektif menjabat sebagai Direktur Teknik sejak 30 Oktober 2024 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).
[4)] Efektif menjabat sebagai Direktur Kepatuhan & Manajemen Risiko sejak 18 Januari 2024 berdasarkan hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK).

[1)] No longer served as Technical Director since the closing of the Annual GMS on 28 April 2023.
[2)] No longer served as Director of Compliance & Risk Management since the closing of the Annual GMS on 28 April 2023.
[3)] Effectively serving as Technical Director since 30 October 2024 based on the results of the Fit and Proper Assessment of the Financial Services Authority (OJK).
[4)] Effectively serving as Director of Compliance & Risk Management since 18 January 2024 based on the results of the Fit and Proper Assessment of the Financial Services Authority (OJK).

Pelatihan dan/atau Peningkatan Kompetensi Anggota Direksi
Training and/or Competence Improvement of the Board of Directors

Program Pelatihan/Orientasi Anggota Direksi yang Baru Diangkat

Perseroan memiliki program pengenalan/orientasi kepada Direksi yang baru diangkat untuk memberikan pengetahuan mengenai Perseroan. Hal ini bertujuan agar Direksi yang baru diangkat mampu memahami tugas dan tanggung jawab serta proses bisnis Perseroan selain bekerja selaras dengan Organ Perseroan lainnya. Pelaksanaan program orientasi kepada Direksi yang baru diangkat dilaksanakan oleh fungsi Sekretaris Perusahaan.

Di tahun 2023, Perseroan telah melaksanakan program orientasi untuk Anggota Direksi yang baru diangkat dalam RUPST 28 April 2023 yaitu Bapak Sudarlin dan Bapak Edi Yoga Prasetyo yang dilaksanakan pada tanggal 10 Mei 2023.

Peningkatan Kompetensi Anggota Direksi

Tugu Insurance menempatkan anggota Direksi sebagai salah satu aset utama yang memiliki peranan penting bagi Perseroan. Secara konsisten, Perseroan menyelenggarakan program peningkatan kompetensi untuk anggota Direksi agar Direksi dapat memperbaharui informasi tentang perkembangan terkini dari *Core Business* dan peraturan perundang-undangan yang berlaku.

Ketentuan-ketentuan tentang program peningkatan kompetensi bagi Direksi adalah sebagai berikut:
1. Program peningkatan kompetensi dilaksanakan dalam rangka meningkatkan efektivitas kerja Direksi;
2. Rencana untuk melaksanakan program peningkatan kompetensi harus dimasukkan dalam rencana kerja dan anggaran Direksi;
3. Setiap anggota Direksi yang mengikuti program peningkatan kompetensi seperti seminar dan/atau pelatihan diminta untuk menyajikan presentasi kepada anggota Direksi lainnya dalam rangka berbagi informasi dan pengetahuan;
4. Anggota Direksi yang bersangkutan harus membuat laporan tentang pelaksanaan Program Peningkatan Kompetensi dan disampaikan kepada Direksi.

Training/Orientation Program of Newly Appointed Member of Board of Directors

The Company has an orientation program for newly appointed Directors to provide knowledge about the Company, so that they can understand the duties and responsibilities as the Board of Directors and the Company's business processes performed by the Board of Directors, as well as to work in harmony with other organs of the Company. The orientation program for newly appointed Directors is carried out by the Corporate Secretary function.

In 2023, the orientation program was conducted for a member of the Board of Directors appointed in AGMS on 28 April 2023, namely Mr Sudarlin dan Mr. Edi Yoga Prasetyo on 10 May 2023.

Competency Enhancement of the Board of Directors

Tugu Insurance views members of the Board of Directors as one of the main assets with an important role for the Company. Therefore, Tugu Insurance organizes competency enhancement programs for members of the Board of Directors so that the Board of Directors can always update information on the latest developments of the Company's core business and applicable laws and regulations.

The provisions regarding the competency enhancement program for the Board of Directors are as follows:
1. Competency enhancement program is carried out to increase the effectiveness of the work of the Board of Directors;
2. The plan to implement the competency enhancement program must be included in the work plan and budget of the Board of Directors;
3. Each member of the Board of Directors who participates in the competency enhancement program such as seminars and/or training is requested to present a presentation to other members of the Board of Directors in order to share information and knowledge;
4. The member of the Board of Directors concerned must make a report on the implementation of the Competency enhancement Program and submit it to the Board of Directors.

Adapun program peningkatan kompetensi yang diikuti anggota Direksi sepanjang tahun 2023, sebagai berikut:

The following table presents competency enhancement program for Members of the Board of Directors in 2023:

Nama Names	Judul Training Names of Training	Penyelenggara Organizer	Tanggal Date	Tempat Location
Tatang Nurhidayat	9th International Insurance Seminar 2023	AAUI Indonesian General Insurance Association	9 Maret 2023 9 March 2023	Jakarta
	CEO Fellowship	FMII	21-23 Juli 2023 21-23 July 2023	Malaysia
	The 1st Indonesia Insurance Summit	AAMAI Indonesian Association of Insurance Management Experts	23-24 Agustus 2023 23-24 August 2023	Yogyakarta
	Takaful Rendezvous	AASI Indonesian Sharia Insurance Association	26-27 September 2023 26-27 September 2023	Malaysia
	Indonesia Rendezvous	AAUI Indonesian General Insurance Association	11-14 Oktober 2023 11-14 October 2023	Bali
Emil Hakim	Risk Management Forum Pertamina Group 2023	Tugu Institute dan ERM & Legal Group Tugu Institute and ERM & Legal Group	16 Maret 2023 16 March 2023	Jakarta
	Konsinyering & Agent Of Change Consigning & Agent Of Change	ERP	15-26 Mei 2023 15-26 May 2023	Jakarta
	Sewindu Kami Mengabdi, untuk Komunikasi Negeri 8 Years We Serve the Country's Communications	PR Indonesia	21 September 2023 21 September 2023	Jakarta
	Optimizing Business Continuity Strategy to Achieve Sustainable Objectives	ERMA Enterprise Risk Management Academy	27 September 2023 27 September 2023	Online
Ery Widiatmoko	Boost Organization Reputation Through Storytelling	IRMAPA Indonesia Risk Management Professional Association	27 September 2023 27 September 2023	Online
	Protecting Your Organization Reputation During Crisis Through Communication	IRMAPA Indonesia Risk Management Professional Association	29 September 2023 29 September 2023	Online
	The Ultimate Guide for Online Media Monitoring	IRMAPA Indonesia Risk Management Professional Association	3 Oktober 2023 3 October 2023	Online
	Indonesia Rendezvous	AAUI Indonesian General Insurance Association	11-14 Oktober 2023 11-14 October 2023	Bali

Nama Names	Judul Training Names of Training	Penyelenggara Organizer	Tanggal Date	Tempat Location
Sudarlin	tiLearn 039: Treaty Expose 2023	Tugu Institute dan Reinsurance Group Tugu Institute and Reinsurance Group	16 Januari 2023 16 January 2023	Hybrid
	People Management Development Program Batch 4	HR Excellency	22-24 Februari 2023 22-24 February 2023	Jakarta
	Risk Management Forum Pertamina Group 2023	Tugu Institute dan ERM & Legal Group Tugu Institute and ERM & Legal Group	16 Maret 2023 16 March 2023	Jakarta
	Certified Professional in Organization Development (CPOD) Batch 13	Howard Hermes	27-28 Mei 2023 27-28 May 2023	Online
	tiLearn 042: Implementasi SMAP Dalam Menunjang Kegiatan Operasional Perusahaan tiLearn 042: Implementation of SMAP to Support Company Operational Activities	Tugu Institute dan Compliance Tugu Institute and Compliance	8 Juni 2023 8 June 2023	Online
	The 1st Indonesia Insurance Summit	AAMAI Indonesian Association of Insurance Management Experts	23-24 Agustus 2023 23-24 August 2023	Yogyakarta
	Indonesia Rendezvous	AAUI Indonesian General Insurance Association	11-14 Oktober 2023 11-14 October 2023	Bali
Edi Yoga Prasetyo	Manajemen Risiko – QRGP Risk Management - QRGP	WDA-LSP MKS	25-26 Mei 2023 25-26 May 2023	Online
	tiLearn 042: Implementasi SMAP Dalam Menunjang Kegiatan Operasional Perusahaan tiLearn 042: Implementation of SMAP to Support Company Operational Activities	Tugu Institute dan Compliance Tugu Institute and Compliance	8 Juni 2023 8 June 2023	Online
	tiLearn 046: Perlindungan Data Pribadi di Industri Jasa Keuangan Setelah Disahkannya UU PDP tiLearn 046: Protection of Personal Data in the Financial Services Industry After the Passing of the PDP Law	Tugu Institute dan Legal & Compliance Tugu Institute and Legal & Compliance	2 Agustsu 2023 2 August 2023	Online
	Basic Insurance	WDA	25-27 September 2023 25-27 September 2023	Jakarta
	Risk Beyond International Conference on ERM 2023	IRMAPA Indonesia Risk Management Professional Association	6-8 Desember 2023 6-8 December 2023	Bali

Penilaian Kinerja Komite-komite di Bawah Direksi

Performance Assessment of Committee under the Board of Directors

Di tahun 2023, Direksi menilai bahwa Komite Investasi, Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi telah melaksanakan tugas dan tanggung jawab sebaik-baiknya. Hal tersebut didasari oleh penilaian Direksi atas kinerja Komite-komite tersebut dengan menggunakan *Key Performance Indicator* (KPI) yang antara lain mencakup indikator penilaian sebagai berikut :

1. Realisasi jumlah pelaksanaan Rapat Komite dan Rencana Kerja;
2. Penilaian terhadap tingkat kehadiran dan partisipasi dalam Rapat;
3. Penyampaian hasil reviu kepada Direksi;
4. Pembuatan dan penyampaian Laporan Komite yang tepat waktu.

Direksi menilai, Komite Investasi, Komite Manajemen Risiko dan Komite Pengarah Teknnologi Informasi telah memberikan kinerja yang baik dalam pelaksanaan tugas dan tanggung jawab masing-masing pada tahun 2023. Hal ini didasari oleh realisasi pemenuhan tugas masing-masing Komite, kompetensi dan *skill* serta tingkat kehadiran anggota Komite-komite tersebut dalam Rapat Komite. Direksi juga menilai bahwa Komite Investasi, Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi telah bekerja secara efektif dan memberikan kontribusi serta rekomendasi yang mendukung Direksi dalam melaksanakan tugas dan tanggung jawab pengelolaan perusahaan sesuai Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

In 2023, the Board of Directors assessed that the Investment Committee, Risk Management Committee and Information Technology Steering Committee have carried out their duties and responsibilities as well as possible. This is based on the Board of Directors' assessment of the performance of these Committees using Key Performance Indicators (KPI) which include the following assessment indicators:

1. Realization of Total Committee Meetings and Work Plans held;
2. Assessment on attendance rate and participation at the Meetings;
3. Submission of Review Results to the Board of Commissioners;
4. Timely Preparation and Submission of Committee Reports.

The Board of Directors assessed that the Investment Committee, Risk Management Committee and Information Technology Steering Committee have provided good performance in conducting their respective duties and responsibilities in 2023. This is based on the fulfillment of the duties in each Committee, competence and skills as well as the level of attendance members of these Committees at Committee Meetings. The Board of Directors also assessed that the Investment Committee, Risk Management Committee and Information Technology Steering Committee have worked effectively and provided contributions and recommendations that support the Board of Directors in conducting the duties and responsibilities of managing the Company in accordance with the Articles of Association and applicable laws and regulations.

3.D.

Transparansi Informasi tentang Dewan Komisaris dan Direksi

Information Transparency about the Board of Directors and the Board of Commissioners

Penilaian Kinerja Dewan Komisaris

The Board of Commissioners' Performance Assessment

Perseroan melakukan penilaian kinerja Dewan Komisaris melalui *Key Performance Indicators* (KPI) yang disusun secara kolegial. KPI disusun berdasarkan RJPP dan RKAP Perusahaan atas kesepakatan manajemen dengan memperhatikan visi dan misi Perusahaan serta masukan/arahan Pemegang Saham dalam RUPS.

The Company assesses the performance of the Board of Commissioners through Key Performance Indicators (KPI) which are prepared collegally. KPI is prepared based on the Company's RJPP and RKAP based on management agreement by taking into account the Company's vision and mission as well as input/direction from Shareholders at the GMS.

Prosedur Pelaksanaan Penilaian Kinerja Dewan Komisaris

Procedure of the Board of Commissioners' Performance Assessment

Self-assessment oleh Dewan Komisaris Self-assessment by the Board of Commissioners	Evaluasi oleh Pemegang Saham dalam RUPS Evaluated by the Shareholders at GMS

Pemegang Saham dalam Rapat Umum Pemegang Saham berhak melakukan evaluasi atas kinerja Dewan Komisaris setiap tahun. Penilaian Kinerja Dewan Komisaris dilakukan dengan sistem *self-assessment* oleh Dewan Komisaris. Selanjutnya, sistem penilaian kinerja ini akan dievaluasi oleh Pemegang Saham dalam RUPS.

Shareholders have the right to evaluate the performance of the Board of Commissioners every year through the General Meeting of Shareholders. The performance assessment of the Board of Commissioners is carried out with a self-assessment system by the Board of Commissioners. Furthermore, this performance assessment system will be evaluated by the Shareholders in the GMS.

Kriteria Penilaian Kinerja Dewan Komisaris

Board of Commissioners' Performance Assessment Criteria

Secara umum, penilaian kinerja anggota Dewan Komisaris ditentukan berdasarkan tugas dan tanggung jawabnya sebagaimana tercantum dalam peraturan perundang-undangan yang berlaku, Anggaran Dasar Perusahaan, dan amanat pemegang saham.

In general, performance assessment of the Board of Commissioners members is determined by the duties and responsibilities as set forth in the applicable laws and regulations, the Company's Articles of Association, and the Shareholders' mandate.

Penilaian kinerja Dewan Komisaris dilakukan berdasarkan pencapaian *Key Performance Indicators* (KPI) dan memperhatikan AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) *behavior survey*. KPI merupakan ukuran penilaian atas keberhasilan pelaksanaan tugas dan tanggung jawab pengawasan dan pemberian nasihat oleh Dewan Komisaris. Aspek yang dinilai dalam KPI Dewan Komisaris tahun 2023 adalah aspek perencanaan, aspek pelaksanaan tugas, aspek pelaporan, dan aspek dinamis.

Performance assessment of the Board of Commissioners is conducted based on the achievement of Key Performance Indicators (KPI) and taking into account the AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif) behaviour survey. KPI is an assessment measure on the successful implementation of the duties and responsibilities of supervision and advisory by the Board of Commissioners. The aspects assessed in the KPI for the Board of Commissioners in 2023 are the planning aspect, task execution aspect, reporting aspect, and dynamic aspect.

Penilaian Kinerja Masing-masing Anggota Dewan Komisaris

Performance Assessment of Each Member of the Board of Commissioners

Nama Name	Jabatan Position	Pencapaian Kinerja 2023 Achievement in 2023
Dian Masyita	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	• Telah melaksanakan tugas dan tanggung jawab sebagai Presiden Komisaris dan Komisaris Independen sesuai *Board Manual* dan KPI yang telah ditetapkan. • Mempunyai kompetensi yang sesuai dengan bidang tugas dan tanggung jawabnya. • Kehadiran dalam Rapat Dewan Komisaris adalah 100% dan dalam Rapat Dewan Komisaris mengundang Direksi adalah 100%. • Has carried out duties and responsibilities as President Commissioner and Independent Commissioner, in accordance with the Board Manual and KPI that have been determined. • Has competence in accordance with the scope of duties and responsibilities. • Attendance at Board of Commissioners Meetings reached 100% and attendance at Board of Commissioners joint meetings with the Board of Directors was 100%.
Bagus Agung Rahadiansyah	Komisaris Commissioner	• Telah melaksanakan tugas dan tanggung jawab sebagai Komisaris sesuai *Board Manual* dan KPI yang telah ditetapkan. • Mempunyai kompetensi yang sesuai dengan bidang tugas dan tanggung jawabnya. • Kehadiran dalam Rapat Dewan Komisaris adalah 100% dan dalam Rapat Dewan Komisaris Mengundang Direksi adalah 100%. • Has carried out duties and responsibilities as Commissioner, in accordance with the Board Manual and KPI that have been determined. • Has competence in accordance with the scope of duties and responsibilities. • Attendance at Board of Commissioners Meetings reached 100% and attendance at Board of Commissioners Meetings joint meetings with the Board of Directors was 100%.
Samuel Lie (Samuel Ramna)	Komisaris Commissioner	• Telah melaksanakan tugas dan tanggung jawab sebagai Komisaris sesuai *Board Manual* dan KPI yang telah ditetapkan. • Mempunyai kompetensi yang sesuai dengan bidang tugas dan tanggung jawabnya. • Kehadiran dalam Rapat Dewan Komisaris adalah 100% dan dalam Rapat Dewan Komisaris Mengundang Direksi adalah 100%. • Has carried out duties and responsibilities as Commissioner, in accordance with the Board Manual and KPI that have been determined. • Has competence in accordance with the scope of duties and responsibilities. • Attendance at Board of Commissioners Meetings reached 100% and attendance at Board of Commissioners joint meetings with the Board of Directors was 100%.
Poerwo Tjahjono	Komisaris Independen Independent Commissioner	• Telah melaksanakan tugas dan tanggung jawab sebagai Komisaris Independen sesuai *Board Manual* dan KPI yang telah ditetapkan. • Mempunyai kompetensi yang sesuai dengan bidang tugas dan tanggung jawabnya. • Kehadiran dalam Rapat Dewan Komisaris adalah 100% dan dalam Rapat Dewan Komisaris Mengundang Direksi adalah 100%. • Has carried out duties and responsibilities as Independent Commissioner, in accordance with the Board Manual and KPI that have been determined. • Has competence in accordance with the scope of duties and responsibilities. • Attendance at Board of Commissioners Meetings reached 100% and attendance at Board of Commissioners joint meetings with the Board of Directors was 100%.
Tajudin Noor	Komisaris Independen Independent Commissioner	Bapak Tajudin Noor belum efektif menjalankan tugasnya sebagai Komisaris Independen pada tahun 2023. Beliau mendapatkan penetapan hasil penilaian kemampuan dan kepatutan dari Otoritas Jasa Keuangan (OJK) melalui surat keputusan No. KEP-6/D.05/2024 tanggal 18 Januari 2024. Mr. Tajudin Noor has not yet effectively performed his duties as an Independent Commissioner in 2023. He received fit and proper test result from the Financial Services Authority (OJK) through Decree No KEP-6/D.05/2024 dated 18 January 2024.

Pihak yang Melakukan Penilaian Kinerja Dewan Komisaris

Pihak yang melakukan penilaian kinerja Dewan Komisaris adalah Pemegang Saham dalam Rapat Umum Pemegang Saham maupun dalam Rapat Pemegang Saham Pengendali. Penilaian kinerja ini dilakukan berdasarkan hasil *self-assessment* Dewan Komisaris yang disampaikan oleh Dewan Komisaris. Hasil evaluasi kinerja tersebut juga merupakan sarana penilaian serta peningkatan efektivitas Dewan Komisaris.

The Party Conducting the Board of Commissioners' Performance Assessment

The party conducting the Board of Commissioners' performance assessment are the Shareholders at the General Meeting of Shareholders (GMS) and at the Meeting of Controlling Shareholder. This performance assessment is based on the results of the self-assessment of the Board of Commissioners submitted by the Board of Commissioners. The results of the performance evaluation are also a means of evaluating and increasing the effectiveness of the Board of Commissioners.

Penilaian Kinerja Direksi
Assessment of the Board of Directors' Performance

Perseroan melakukan penilaian kinerja Direksi melalui *Key Performance Indicators* (KPI) yang disusun secara kolegial. KPI disusun berdasarkan RJPP dan RKAP Perusahaan atas kesepakatan manajemen dengan memperhatikan visi dan misi Perusahaan serta masukan/arahan Pemegang Saham dalam RUPS. KPI mengukur capaian kinerja dan diturunkan ke setiap Direksi yang menjadi sasaran kinerjanya masing-masing, sehingga diharapkan masing-masing anggota Direksi dapat berkontribusi untuk mencapai kinerja Direksi secara berkesinambungan.

The Company assessed the performance of the Board of Directors through Key Performance Indicators (KPI) which were prepared collegially. KPI are prepared based on the Company's RJPP and RKAP by management agreement with due regard to the Company's vision and mission as well as input/direction from Shareholders in the GMS. KPIs measure performance achievements and are passed down to each member of the Board of Directors as their respective performance targets, so that it is expected that each member of the Board of Directors can contribute to achieving the performance of the Board of Directors on a sustainable basis.

Agar dapat mencapai kinerja yang diinginkan sesuai target, setiap Direksi menentukan strategi-strategi yang akan ditempuh sesuai dengan kondisi perkembangan dan kebutuhan Perseroan. Faktor utama keberhasilan (*Critical Success Factors*) ditentukan pada kondisi Perseroan dari sisi pasar, operasional dan faktor penunjang lainnya.

To achieve these performance targets, each member of the Board of Directors determines the strategies that will be pursued in accordance with the Company's development conditions and needs. The Critical Success Factors (CSF) are determined by considering the Company's condition in terms of market, operations, and other supporting factors.

Prosedur Pelaksanaan Penilaian Kinerja Direksi
Procedure of the Board of Directors' Performance Assessment



1. **Tahap Pertama: Pengukuran dan Pelaporan Kinerja Direksi**
   Direksi melakukan evaluasi terhadap kinerja masing-masing Direktorat dan secara kolegial berdasarkan hasil pencapaian Perusahaan sesuai dengan *timeline* yang ditetapkan, dengan metode yang memenuhi aspek reliabilitas dan validitas. Di samping itu, Perusahaan juga mengukur kinerja Direksi melalui penilaian penerapan tata nilai budaya AKHLAK secara 360 derajat. Hasil ini kemudian dilaporkan kepada Dewan Komisaris dan Pemegang Saham untuk divalidasi dan disetujui;
2. **Tahap Kedua: Evaluasi Penilaian Kinerja Dewan**
   Komisaris memberikan umpan balik setelah melakukan evaluasi terhadap Laporan Pencapaian Kinerja dengan memperhatikan Tata Nilai Budaya AKHLAK dan memberikan pendapat serta saran atas pencapaian kinerja, termasuk di dalamnya rekomendasi Skor atau Nilai Akhir bagi masing-masing Direksi;
3. **Tahap Ketiga: Pengesahan Laporan Pencapaian Kinerja**
   Skor atau Nilai Prestasi Direksi disahkan pada *Performance Review*, setelah sebelumnya dilakukan evaluasi dan klarifikasi oleh Dewan Komisaris dan Pemegang Saham terhadap Laporan pencapaian Kinerja Perusahaan.

Kriteria Kinerja Direksi

Kriteria Kinerja Direksi yang disusun secara kolegial meliputi:

1. Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun berjalan dan garis besar laporan kinerja keuangan, seperti: Laba Bersih, Overhead cost, EBITDA, RBC, COR, dan realisasi investasi (ABI);
2. Pencapaian program kerja Komite-komite dan fungsi-fungsi di bawah Direksi;
3. Pelaksanaan Program Strategic Inisiatives;
4. Implementasi GCG dan HSSE;
5. Ketaatan terhadap peraturan perundang-undangan yang berlaku, Anggaran Dasar, ketentuan RUPS, serta kebijakan Perseroan;
6. Kontribusi dalam melakukan tugas dan tanggung jawab pengurusan Perseroan;
7. Komitmen dalam memajukan kepentingan Perseroan;
8. Tingkat kehadiran dalam Rapat Direksi, Rapat Gabungan Direksi dengan Dewan Komisaris maupun Rapat Direksi dengan Komite dan fungsi-fungsi di bawah Direksi;
9. Optimalisasi pelaksanaan sinergi Pertamina Group.

1. **First Stage: Performance Measurement and Reporting**

   The Board of Directors evaluates the performance of each Directorate and collegially based on the Company's achievements in accordance with the established timeline, with methods that meet the aspects of reliability and validity. In addition, the Company also measures the performance of the Board of Directors through a 360-degree assessment of the implementation of the AKHLAK cultural values. These results are then reported to the Board of Commissioners and Shareholders for validation and approval;
2. **Second Stage: Performance Assessment Evaluation**
   The Board of Commissioners provides feedback after evaluating the Performance Achievement Report by taking into account the AKHLAK Culture Value System and provides opinions and suggestions on performance achievements, including recommendations for the Score or Final Score for each Director;
3. **Third Stage: Enactment of Performance Achievement Report**
   The Directors' Achievement Score or Value is approved at the Performance Review, after evaluation and clarification by the Board of Commissioners and Shareholders of the Company's Performance Achievement Report.

Board of Directors' Performance Criteria

The Board of Directors' Performance Criteria that are collegially determined include:

1. Company Work Plan and Budget (RKAP) for the year and outline of financial performance reports, such as: Net Profit, Overhead cost, EBITDA, RBC, COR, and investment realization (ABI);
2. Achievement of the work program of the Committees and functions under the Board of Directors;
3. Implementation of Initiative Strategic Program;
4. GCG and HSSE implementation;
5. Compliance with the prevailing laws and regulations, the Articles of Association, the provisions of the GMS, as well as the Company's policies;
6. Contribution to performing the duties and responsibilities of the Company's management;
7. Commitment to boosting the Company's interests;
8. Attendance rate at the Board of Directors Meeting, Joint Meeting of the Board of Directors with the Board of Commissioners and the Board of Directors' Meeting with the Committees and functions under the Board of Directors;
9. Optimization of synergy with Pertamina Group.

Kriteria kinerja secara Kolegial tersebut kemudian diturunkan kepada masing-masing individu Direksi. Uraian di bawah ini merupakan fokus utama untuk melakukan penilaian selain dari penilaian yang ditetapkan secara kolegial.

The collegial performance criteria are passed down to each individual member of the Board of Directors. The descriptions below are the main focus for conducting assessments other than those that are collegially determined.

Penilaian Kinerja Masing-masing Anggota Direksi

Performance Assessment of the Board of Directors Members

Informasi mengenai penilaian kinerja masing-masing anggota Direksi hingga akhir tahun 2023 dapat dilihat sebagai berikut:

The following table presents performance assessment of each member of the Board of Directors until the end of 2023:

Nama Name	Jabatan Position	Pencapaian Kinerja 2023 Achievement in 2023
Tatang Nurhidayat	Presiden Direktur President Director.	• Tercapainya kinerja Direksi secara Kolegial. • Terpenuhinya target peringkat internasional A- dari AM Best. • Terpenuhinya pelaksanaan pengendalian internal dan pengelolaan risiko. • Terlaksananya program *strategic initiatives* perusahaan. • Kehadiran dalam Rapat Direksi adalah 100% dan dalam Rapat Dewan Komisaris Mengundang Direksi adalah 91%. • Achieving collegial performance of the Board of Directors. • Fulfillment of international rating target of A- from AM Best. • Fulfillment of implementation of internal control and risk management. • Implementation of the Company's strategic initiatives program. • Attendance at Board of Directors Meetings reached 100% and attendance at Board of Commissioners joint meeting with the Board of Directors was 91%.
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Service Director	• Tercapainya target finansial perusahaan yang ditetapkan sesuai RKAP tahun berjalan. • Terpenuhinya tenggat waktu penyampaian laporan keuangan ke regulator dan Pertamina. • Tercapainya target implementasi ERP *Finance System* dan digitalisasi proses bisnis. • Kehadiran dalam Rapat Direksi adalah 100% dan dalam Rapat Dewan Komisaris Mengundang Direksi adalah 100%. • Achievement of the Company's financial targets set according to the current year's RKAP. • Fulfillment of deadlines for submitting financial reports to regulators and Pertamina. • Achieved the ERP Finance System implementation target and digitalization of business processes. • Attendance at Board of Directors Meetings reached 100% and attendance at Board of Commissioners joint meeting with the Board of Directors was 100%.
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	• Tercapainya target *Gross Written Premium* sesuai yang ditetapkan di RKAP tahun berjalan. • Tercapainya target kepuasan dan indeks loyalitas pelanggan *(customer satisfaction & loyalty index).* • Tercapainya kerja sama strategis pada bisnis asuransi yang baik dan saling menguntungkan. • Kehadiran dalam Rapat Direksi adalah 100% dan dalam Rapat Dewan Komisaris Mengundang Direksi adalah 91%. • Achievement of the Gross Written Premium target as determined in the current year's RKAP. • Achievement of customer satisfaction and loyalty index targets. • Achieving strategic cooperation in the insurance business that is good and mutually beneficial. • Attendance at Board of Directors Meetings reached 100% and attendance at Board of Commissioners joint meeting with the Board of Directors was 91%.

Nama Name	Jabatan Position	Pencapaian Kinerja 2023 Achievement in 2023
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	• Tercapainya penerapan manajemen risiko perusahaan. • Tercapainya target peringkat pengelolaan risiko. • Tercapainya target implementasi GCG. • Tercapainya target pelaporan kepatuhan ke regulator dan Pertamina. • Kehadiran dalam Rapat Direksi adalah 100% dan dalam Rapat Dewan Komisaris Mengundang Direksi adalah 100%. • Achievement of implementation of corporate risk management. • Achievement of risk management rating targets. • Achievement of GCG implementation targets. • Achievement of compliance reporting targets to regulators and Pertamina. • Attendance at Board of Directors Meetings reached 100% and attendance at Board of Commissioners joint meeting with the Board of Directors was 100%.
Sudarlin	Direktur Teknik Technical Director	• Tercapainya target *Surplus Underwriting* sesuai yang ditetapkan di RKAP tahun berjalan. • Tercapainya target pertumbuhan *overseas inward*. • Tercapainya kebijakan yang menjamin terlaksananya pengelolaan portofolio asuransi dengan baik. • Kehadiran dalam Rapat Direksi adalah 94% dan dalam Rapat Dewan Komisaris Mengundang Direksi adalah 86%. • Achievement of the Underwriting Surplus target as determined in the current year's RKAP. • Achievement of overseas inward growth targets. • Achievement of policies that guarantee the implementation of good insurance portfolio management. • Attendance at Board of Directors Meetings reached 94% and attendance at Board of Commissioners joint meeting with the Board of Directors was 86%.

Pihak yang Melakukan Penilaian

Pihak yang melakukan penilaian atas kinerja Direksi adalah Dewan Komisaris dibantu oleh Komite Nominasi dan Remunerasi. Penilaian tersebut dilakukan berdasarkan evaluasi terhadap kinerja masing-masing Direktorat dan secara kolegial berdasarkan hasil pencapaian Perusahaan.

Party Conducting Assessment

The party that assesses the performance of the Board of Directors is the Board of Commissioners assisted by the Nomination and Remuneration Committee. The assessment is carried out based on evaluation on the performance of each Directorate and collegially based on the Company's achievement.

3.E.

Nominasi dan Remunerasi Dewan Komisaris dan Direksi

Nomination and Remuneration of the Board of Commissioners and the Board of Directors

Nominasi Dewan Komisaris

The Nomination of the Board of Commissioners

RUPS memiliki wewenang untuk mengangkat dan memberhentikan anggota Dewan Komisaris dengan memperhatikan visi, misi, dan rencana strategis agar memungkinkan kemudahan dalam pengambilan keputusan yang efektif, cepat, tepat dan independen. Dalam pengangkatan Dewan Komisaris, kandidat Komisaris dapat dinominasikan oleh pemegang saham pengendali. Pembahasan profil dan kualifikasi masing-masing kandidat akan dibahas oleh Komite Nominasi dan Remunerasi dalam rapat nominasi. Kandidat terpilih akan diangkat dengan persetujuan RUPS. Mekanisme nominasi dan pengangkatan Dewan Komisaris dapat diuraikan sebagai berikut.

GMS is fully authorized to appoint and dismiss members of the Board of Commissioners, by considering the Company's vision, mission, and strategic plans to enable effective, fast, precise, and independent decision making. In appointing the Board of Commissioners' member, the candidates may be nominated by the controlling shareholder. The nomination and remuneration committee will discuss the profile and qualifications of each candidate in the nomination meeting. The selected candidate will be appointed with the approval of the GMS. The nomination and appointment mechanism for the Board of Commissioners can be described as follows.



Berdasarkan Peraturan Otoritas Jasa Keuangan No. 27/POJK.03/2016 tanggal 22 Juli 2016 tentang Penilaian Kemampuan dan Kepatutan bagi Pihak Utama Lembaga Jasa Keuangan, calon anggota Dewan Komisaris yang termasuk sebagai Pihak Utama Perseroan yang merupakan Lembaga Jasa Keuangan wajib memperoleh persetujuan dari Otoritas Jasa Keuangan sebelum menjalankan tindakan, tugas dan fungsinya sebagai anggota Dewan Komisaris. Dalam rangka memberikan persetujuan tersebut, OJK melakukan penilaian kemampuan dan kepatutan kepada calon anggota Dewan Komisaris.

In accordance with the Financial Services Authority Regulation No. 27/POJK.03/2016 dated 22 July 2016 concerning Fit and Proper Test for the Main Parties of Financial Services Institutions, candidates for the Board of Commissioners who are included as the Main Parties of the Company, must obtain approval from the Financial Services Authority before performing their actions, duties and functions as a member of the Board of Commissioners. To grant this approval, OJK conducts a fit and proper test for prospective members of the Board of Commissioners.

Anggota Dewan Komisaris yang telah lulus penilaian kemampuan dan kepatutan tanpa catatan dan telah mendapat persetujuan dari Otoritas Jasa Keuangan, mengindikasikan bahwa anggota Dewan Komisaris yang bersangkutan memiliki dan memenuhi persyaratan integritas, kompetensi dan reputasi keuangan yang memadai. Adapun

For the members of the Board of Commissioners who have passed the fit and proper test without any notes, and have received approval from the Financial Services Authority, it is indicated that they have and meet the integrity, competence and adequate financial reputation requirements. The list of members of the Board of Commissioners who have

daftar anggota Dewan Komisaris melakukan penilaian dan kemampuan dan kepatuhan OJK per 31 Desember 2023 adalah sebagai berikut:

conducted OJK's fit and proper test and compliance as of 31 December 2023 is as follows:

Nama Name	Jabatan Position	Keputusan *Fit & Proper* OJK OJK Fit & Proper Decision	Tanggal Efektif Berdasarkan Surat OJK Effective Date Based on OJK Letter
Dian Masyita	Presiden Komisaris & Komisaris Independen President Commissioner and Independent Commissioner	Surat Keputusan OJK No. Kep- 47/ KDK.05/2022 – Lulus OJK Decree No. Kep- 47/ KDK.05/2022 – Pass	11 Oktober 2022 11 October 2022
Bagus Agung Rahadiansyah	Komisaris Commissioner	Surat Keputusan OJK No. Kep – 29/KDK.05/2023 – Lulus OJK Decree No. Kep – 29/ KDK.05/2023 – Pass	23 Juni 2023 23 June 2023
Samuel Lie (Samuel Ramna)	Komisaris Commissioner	Surat Keputusa OJK No. Kep – 41/ Kdk.05/2023 – Lulus OJK Decree No. Kep – 41/ KDK.05/2023 – Pass	4 Desember 2023 4 December 2023
Poerwo Tjahjono	Komisaris Independen Independent Commissioner	Surat Keputusan OJK No. KEP-80/ KDK.05/2020 – Lulus OJK Decree No. KEP-80/ KDK.05/2020 – Pass	10 November 2020 10 November 2020
Tajudin Noor	Komisaris Independen Independent Commissioner	Surat Keputusan OJK No. KEP-6/D.05/2024 – Lulus OJK Decree No. No. KEP-6/D.05/2024 – Pass	18 Januari 2024 18 January 2024

Remunerasi Dewan Komisaris
The Board of Commissioners' Remuneration

Prosedur Pengusulan hingga Penetapan Remunerasi Dewan Komisaris

Secara garis besar, prosedur penetapan remunerasi Dewan Komisaris dilakukan melalui tahapan berikut:

Procedure for Proposing to Determining Remuneration of the Board of Commissioners

In general, the procedure for determining the remuneration of the Board of Commissioners of Tugu Insurance is carried out in stages as shown in the following chart:

Komite Nominasi & Remunerasi menyampaikan rekomendasi mengenai struktur & besaran remunerasi Dewan Komisaris kepada Dewan Komisaris
The Nomination & Remuneration Committee submits recommendations regarding the structure & amount of remuneration of the Board of Commissioners to the Board of Commissioners

Dewan Komisaris menyampaikan usulan struktur & besaran remunerasi Dewan Komisaris kepada pemegang saham dalam RUPS
The Board of Commissioners submits the Proposed Structure & Amount of Remuneration for the Board of Commissioners to Shareholders at the GMS

Struktur & besaran remunerasi Dewan Komisaris diagendakan, dibahas, dan diputuskan dalam RUPS
The structure and amount of remuneration for the Board of Commissioners is scheduled, discussed and decided at the GMS

- Komite Nominasi dan Remunerasi melakukan penyusunan dan evaluasi terhadap struktur, kebijakan dan besaran remunerasi Dewan Komisaris sesuai dengan peraturan perundangan yang berlaku. Struktur Remunerasi tersebut dapat berupa gaji, honorarium, insentif dan/atau tunjangan yang bersifat tetap dan/atau variabel;
- Berdasarkan hasil evaluasi tersebut Komite Nominasi dan Remunerasi akan memberikan rekomendasi kepada Dewan Komisaris mengenai struktur remunerasi, kebijakan remunerasi dan besaran remunerasi Dewan Komisaris;
- Dewan Komisaris akan menyampaikan usulan mengenai honorarium bagi Dewan Komisaris serta tantiem bagi Dewan Komisaris kepada Pemegang Saham untuk mendapat persetujuan RUPS.

Kriteria Penetapan Remunerasi Dewan Komisaris

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris mendapat sejumlah remunerasi dan fasilitas lainnya. Kebijakan pemberian remunerasi dan fasilitas lainnya bagi Dewan Komisaris mengacu kepada keputusan Pemegang Saham sebagaimana ditetapkan dalam Rapat Umum Pemegang Saham dengan memperhatikan hasil kajian yang dilakukan oleh Perusahaan. Kajian tentang struktur dan jumlah remunerasi untuk Dewan Komisaris didasarkan pada:

- Ketentuan dan Perundang-Undangan yang berlaku;
- Ketentuan yang berlaku pada PT Pertamina (Persero) selaku Pemegang Saham Pengendali;
- Kinerja Perseroan;
- Kewajaran dengan Industri Perasuransian;
- Regulasi yang terkait dengan remunerasi lainnya misalnya Upah Minimum dan Undang-Undang Ketenagakerjaan.

Pengkajian ulang atas Kebijakan Remunerasi dilakukan secara berkala termasuk kaji ulang dilakukan untuk remunerasi Dewan Komisaris, Direksi dan Pegawai.

Struktur Remunerasi Dewan Komisaris Tahun 2023

Hasil keputusan RUPS Tahunan tanggal 17 Mei 2022 telah menyetujui untuk memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan Pemegang Saham Perseroan yaitu PT Pertamina (Persero) sebagai Pemegang Saham Pengendali untuk menetapkan Tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2022; serta untuk menetapkan besarnya gaji/honorarium, tunjangan dan fasilitas bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun 2023.

- The Nomination and Remuneration Committee prepares and evaluates the structure, policies and the amount of remuneration for the Board of Commissioners in accordance with applicable laws and regulations. The Remuneration Structure consist of salary, honorarium, incentives and/or benefits that are fixed and/or variable;
- Based on the results of the evaluation, the Nomination and Remuneration Committee will provide recommendations to the Board of Commissioners regarding the remuneration structure, remuneration policy and the amount of remuneration for the Board of Commissioners;
- The Board of Commissioners will submit a proposal regarding honorarium for the Board of Commissioners and bonus for the Board of Commissioners to the Shareholders to get GMS approval.

Criteria for Determining the Board of Commissioners Remuneration

In carrying out their duties and responsibilities, the Board of Commissioners receives some remuneration and other facilities, which refer to the resolutions of the Shareholders as stipulated in the General Meeting of Shareholders by taking into account the results of studies conducted by the Company. The review of the structure and amount of remuneration for the Board of Commissionersis based on:

- Applicable laws and regulation;
- Provisions applicable to PT Pertamina (Persero) as the Controlling Shareholder;
- Company performance;
- Fairness with the Insurance Industry;
- Regulations related to other remuneration, such as the Minimum Wages and the Labor Law.

The review of the Remuneration Policy is done periodically, including a review for the remuneration of the Board of Commissioners, Directors and Employees.

Board of Commissioners Remuneration in 2023

The resolution of the Annual GMS, dated 17 May 2022, has approved to grant power and authority to the Board of Commissioners of the Company with prior approval from the Company's Shareholders, namely PT Pertamina (Persero) to determine Bonus for members of the Board of Directors and the Company's Board of Commissioners for 2022 fiscal year; and to determine the amount of salary/honorarium, allowances and facilities for members of the Board of Directors and Board of Commissioners of the Company for 2023.

Jumlah realisasi remunerasi anggota Dewan Komisaris pada tahun 2023 adalah sebesar Rp9.071.347.272,-.

The realization of remuneration for members of the Board of Commissioners in 2023 is IDR 9,071,347,272.

Nominasi Direksi

RUPS memiliki wewenang penuh untuk mengangkat dan memberhentikan anggota Direksi, yang dilakukan dengan memperhatikan visi, misi, dan rencana strategis Perseroan. Dalam pengangkatan Direksi, usulan pengangkatan anggota Direksi kepada RUPS harus memperhatikan rekomendasi dari Dewan Komisaris atau Komite yang menjalankan fungsi nominasi. Kandidat terpilih akan diangkat dengan persetujuan RUPS. Adapun mekanisme nominasi dan pengangkatan Direksi dapat dilihat sebagai berikut:

The Board of Directors Nomination

GMS has the full authorities to appoint and dismiss the members of the Board of Directors, by considering the Company's vision, mission, and strategic plans. In appointing the Board of Directors, appointment proposal of the members of the Board of Directors to GMS is conducted with recommendation from the Board of Commissioners or Committees that conduct nomination function. Selected candidates will be appointed with approval from the GMS. The mechanism for nomination and appointment of Directors can be seen as follows:



Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 27/POJK.03/2016 tentang Penilaian Kemampuan dan Kepatutan Bagi Pihak Utama Lembaga Jasa Keuangan, pengangkatan anggota Direksi berlaku efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan atas Penilaian Kemampuan dan Kepatutan (*Fit and Proper Test*). Untuk dapat mengikuti proses *Fit and Proper Test*, Perseroan mengajukan permohonan untuk memperoleh persetujuan calon anggota Direksinya kepada Otoritas Jasa Keuangan.

In accordance with Financial Services Authority Regulation No. 27/POJK.03/2016 concerning Fit and Proper Test for the Main Parties of Financial Services Institutions, the appointment of members of the Board of Directors is effective after obtaining approval from the Financial Services Authority for the Fit and Proper Test. To take part in the Fit and Proper Test process, the Company submits an application to obtain the approval of prospective members of the Board of Directors to the Financial Services Authority.

Adapun daftar anggota Direksi melakukan penilaian dan kemampuan dan kepatutan OJK hingga akhir tahun 2023 dapat dilihat sebagai berikut:

The list of members of the Board of Directors conducting OJK fit and proper test until the end of 2023 can be seen as follows:

Nama Name	Jabatan Position	Keputusan *Fit & Proper* OJK OJK Fit & Proper Decision	Tanggal Efektif Berdasarkan Surat OJK Effective Date Based on OJK Letter
Tatang Nurhidayat	Presiden Direktur President Director	Surat Keputusan OJK No. Kep-32/KDK.05/2022 – Lulus OJK Decree No. Kep-32/KDK.05/2022 – Pass	16 Agustus 2022 16 August 2022
Emil Hakim	Direktur Keuangan & Layanan Korporat Director of Finance & Corporate Service	Keputusan OJK No. Kep-48/KDK.05/2021 – Lulus OJK Decree No. Kep-48/KDK.05/2021 – Pass	10 September 2021 10 September 2021

Nama Name	Jabatan Position	Keputusan *Fit & Proper* OJK OJK Fit & Proper Decision	Tanggal Efektif Berdasarkan Surat OJK Effective Date Based on OJK Letter
Ery Widiatmoko	Direktur Pemasaran Asuransi Director of Insurance Marketing	Surat Keputusan OJK No. Kep-59/KDK.05/2020 – Lulus OJK Decree No. Kep-59/KDK.05/2020 – Pass	23 September 2020 23 September 2020
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Director of Compliance & Risk Management	Surat Keputusan OJK No. KEP-5/D.05/2024 – Lulus OJK Decree No. KEP-5/D.05/2024 – Pass	18 Januari 2024 18 January 2024
Sudarlin	Direktur Teknik Technical Director	Surat Keputusan OJK No. KEP-40/D.05/2023 – Lulus OJK Decree No. KEP-40/D.05/2023 – Pass	30 Oktober 2023 30 October 2023

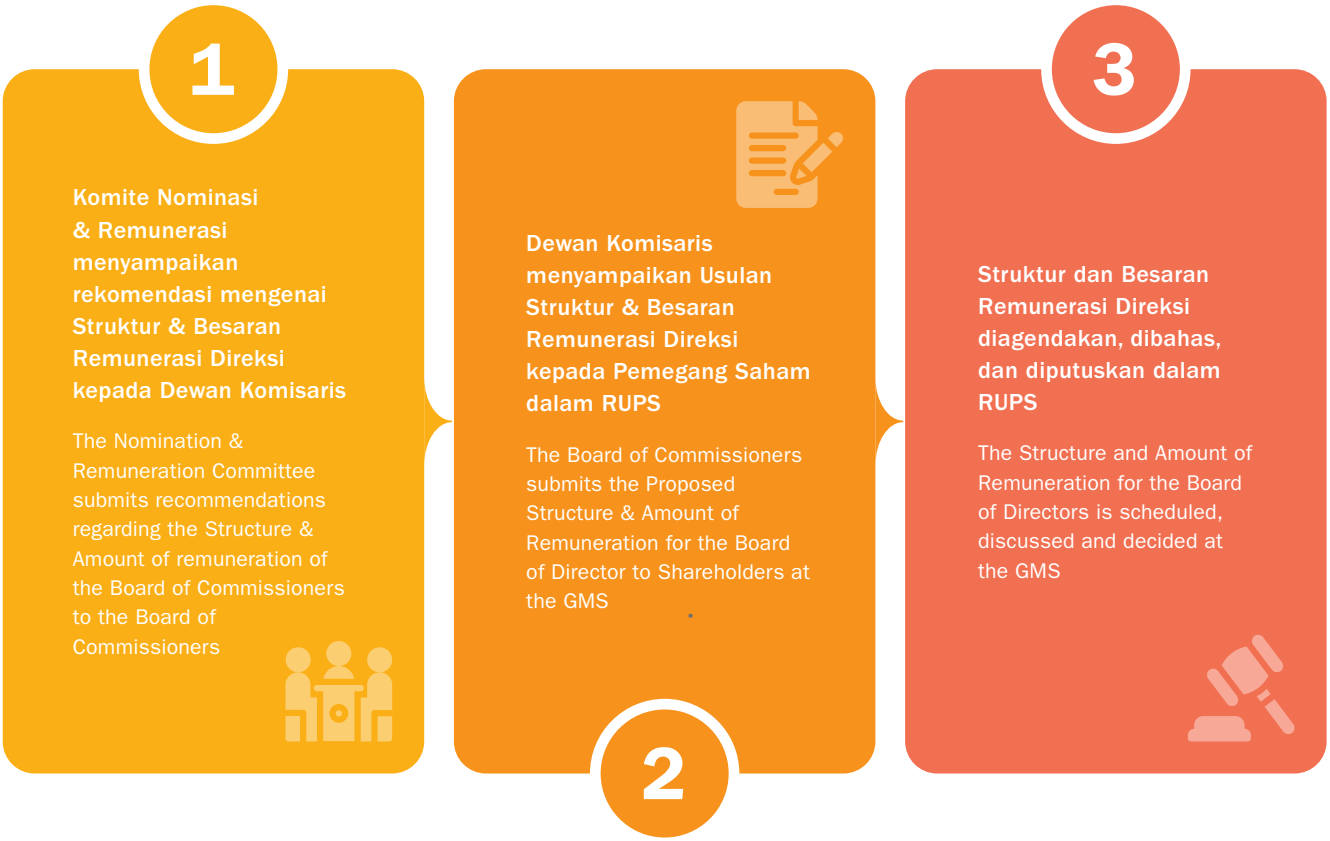
Remunerasi Direksi
The Board of Directors Remuneration

Prosedur Pengusulan hingga Penetapan Direksi

Secara garis besar, prosedur penetapan remunerasi Direksi dilakukan melalui tahapan sebagai berikut:

Procedure for Proposing to Appointing Directors

The procedure for determining the remuneration of Tugu Insurance Board of Directors is carried out in stages as shown in the following chart:



- Komite Nominasi dan Remunerasi melakukan penyusunan dan evaluasi terhadap struktur, kebijakan dan besaran remunerasi Direksi. Struktur Remunerasi tersebut dapat berupa gaji, honorarium, insentif dan/atau tunjangan yang bersifat tetap dan/atau variabel;
- Berdasarkan hasil evaluasi tersebut Komite Nominasi dan Remunerasi akan memberikan rekomendasi kepada Dewan Komisaris mengenai struktur remunerasi, kebijakan remunerasi dan besaran remunerasi Direksi;
- Dewan Komisaris akan menyampaikan usulan mengenai honorarium, gaji bagi serta tantiem Direksi kepada Pemegang Saham untuk mendapat persetujuan RUPS.

- The Nomination and Remuneration Committee prepares and evaluates the structure, policies and amount of remuneration for the Board of Directors. The remuneration structure consists of salary, honorarium, incentives and/or allowances that are fixed and/or variable;
- Based on the results of the evaluation, the Nomination and Remuneration Committee will provide recommendations to the Board of Commissioners regarding the remuneration structure, remuneration policies and the amount of remuneration for the Board of Directors.
- The Board of Commissioners will submit proposals regarding the honorarium, salary and bonus for the Board of Directors to the Shareholders for GMS approval.

Kriteria Penetapan Remunerasi Direksi

Dalam menjalankan tugas dan tanggung jawabnya, Direksi mendapat sejumlah remunerasi dan fasilitas lainnya. Kebijakan pemberian remunerasi dan fasilitas lainnya bagi Direksi mengacu kepada keputusan Pemegang Saham sebagaimana ditetapkan dalam Rapat Umum Pemegang Saham dengan memperhatikan hasil kajian yang dilakukan oleh Perseroan. Kajian tentang struktur dan jumlah remunerasi untuk Direksi didasarkan pada:

- Ketentuan dan Perundang-Undangan yang berlaku;
- Ketentuan yang berlaku pada PT Pertamina (Persero) selaku Pemegang Saham Pengendali;
- Kinerja Perseroan;
- Kewajaran dengan Industri Perasuransian;
- Regulasi yang terkait dengan remunerasi lainnya misalnya Upah Minimum dan Undang-Undang Ketenagakerjaan.

Pengkajian ulang atas Kebijakan Remunerasi dilakukan secara berkala termasuk kaji ulang dilakukan untuk remunerasi Dewan Komisaris, Direksi dan Pegawai.

Criteria for Determining the Board of Directors Remuneration

In carrying out their duties and responsibilities, the Board of Directors receives some remuneration and other facilities. The policy for providing remuneration and other facilities for the Board of Directors refers to the Shareholder's resolution as stipulated in the General Meeting of Shareholders by taking into account the results of the review conducted by the Company. The review of the structure and amount of remuneration for the Board of Directors is based on:

- Applicable laws and regulations;
- Provision applicable to PT Pertamina (Persero) as the Controlling Shareholder;
- Company performance;
- Fairness with the Insurance Industry;
- Regulations related to other remuneration such as Minimum Wages and The Labor Laws.

The review of the Remuneration Policy is done periodically, including a review for the remuneration of the Board of Commissioners, Directors and Employees.

Struktur Remunerasi Direksi Tahun 2023

Hasil keputusan RUPS Tahunan tanggal 17 Mei 2022 telah menyetujui untuk memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan Pemegang Saham Perseroan yaitu PT Pertamina (Persero) sebagai Pemegang Saham Pengendali untuk menetapkan Tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2022; serta untuk menetapkan besarnya gaji/honorarium, tunjangan dan fasilitas bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun 2023.

Jumlah realisasi remunerasi anggota Direksi pada tahun 2023 sebesar Rp38.057.784.084,-.

The Board of Directors Remuneration in 2023

The Resolution of the Annual GMS on 17 May 2022 has approved to grant power and authority to the Company's Board of Commissioners with prior approval from the Company's Shareholders, namely PT Pertamina (Persero) as the Controlling Shareholder to determine Bonus for members of the Board of Directors and The Company's Board of Commissioners for the 2022 fiscal year; and to determine the amount of salary/honorarium, allowances and facilities for members of the Board of Directors and Board of Commissioners of the Company for 2023.

The realization of remuneration for members of the Board of Directors in 2023 is IDR38,057,784,084.

3.F.

Dewan Pengawas Syariah
Sharia Supervisory Board

Dewan Pengawas Syariah (DPS) merupakan bagian dari Organ Perusahaan yang mempunyai tugas dan fungsi pengawasan terhadap penyelenggaraan kegiatan usaha Perusahaan agar sesuai dengan Prinsip Syariah, yaitu prinsip hukum Islam dalam kegiatan perasuransian berdasarkan fatwa yang dikeluarkan oleh lembaga yang memiliki kewenangan dalam penetapan fatwa di bidang syariah sebagaimana dimaksud dalam Undang-Undang No. 40 Tahun 2014 tentang Perasuransian.

Sharia Supervisory Board (SSB) is part of the Company's Organ that has duty and supervisory functions over the business activities management of the Company by the Sharia Principles, namely Islamic laws principles in insurance activities based on a fatwa issued by an institution authorized to determine fatwa in the sharia sector as stipulated in Law No. 40 of 2014 concerning Insurance.

DPS dibentuk berdasarkan Pasal 35 (1) POJK No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian ("POJK No. 73/2016") yang mengatur bahwa Perusahaan Asuransi Syariah, Perusahaan Reasuransi Syariah, dan Perusahaan Asuransi atau Perusahaan Reasuransi yang menyelenggarakan sebagian usahanya berdasarkan Prinsip Syariah wajib memiliki DPS.

Sharia Supervisory Board was formed based on Article 35 (1) POJK No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies ("POJK No. 73/2016") which regulates that Sharia Insurance Companies, Sharia Reinsurance Companies, and Insurance Companies or Reinsurance Companies that operate part of their business based on Sharia Principles are required to have a Sharia Supervisory Board.

Pengangkatan dan Masa Jabatan Anggota Dewan Pengawas Syariah
Appointment and Term of Office of Sharia Supervisory Board Members

Anggota DPS terdiri dari 1 (satu) orang atau lebih ahli syariah yang diangkat oleh RUPS atas rekomendasi Dewan Syariah Nasional (DSN), sebuah badan di bawah Majelis Ulama Indonesia (MUI). Masa jabatan DPS adalah 3 (tiga) tahun setelah penunjukan dalam bentuk akta notaris, namun RUPS memiliki wewenang untuk memberhentikan bila anggota DPS terbukti melanggar ketentuan dalam Anggaran Dasar Perusahaan berikut perubahan-perubahannya.

Sharia Supervisory Board consists of 1 (one) or more sharia experts appointed by the GMS based on the recommendation of the National Sharia Council (DSN), an agency under the Indonesian Ulema Council (MUI). The term of office of Sharia Supervisory Board is 3 (three) years as of the appointment in the form of a notary deed. However, the GMS has the authority to dismiss Sharia Supervisory Board members if they are proven to have violated the provisions in the Company's Articles of Association and its amendments.

Pengangkatan anggota DPS berlaku efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK) atas Penilaian Kemampuan dan Kepatutan sesuai dengan Peraturan Otoritas Jasa Keuangan No. 27/POJK.03/2016 tentang Penilaian Kemampuan dan Kepatutan Bagi Pihak Utama Lembaga Jasa Keuangan, serta memenuhi peraturan perundang-undangan yang berlaku. Untuk dapat mengikuti proses Penilaian Kemampuan dan Kepatutan, Perseroan mengajukan permohonan untuk memperoleh persetujuan calon anggota DPS kepada OJK.

Appointment of Sharia Supervisory Board members takes effect upon approval from OJK on the Fit and Proper Assessment under Financial Services Authority Regulation No. 27/POJK.03/2016 concerning the Fit and Proper Test for Main Parties of Financial Services Institutions, and compliance with applicable laws and regulations. To enroll in the Fit and Proper Assessment process, the Company applies for approval of Sharia Supervisory Board members to the OJK.

Susunan Keanggotaan Dewan Pengawas Syariah
Sharia Supervisory Board Membership Composition

Per 31 Desember 2023, komposisi anggota DPS terdiri dari satu orang ketua dan satu orang anggota:

As of 31 December 2023, the composition of Sharia Supervisory Board members consists of one chairman and one member:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Tanggal Pengangkatan oleh RUPS Appointment date by the GMS	Masa Jabatan Term of Office	Jumlah Periode Menjabat Number of Term of Office Period
Dr. H. Muhammad Maksum, S.H., M.A., MDC	Ketua DPS Sharia Supervisory Board Chairman	KEP-31/NB.22/2017 tanggal 24 Juli 2017 KEP-31/NB.22/2017 dated 24 July 2017	28 April 2023	2023-2026	3 Periode 3 Terms
dr. Siti Hannah, M.K.M.	Anggota DPS Sharia Supervisory Board Member	KEP-11/PD.02/2024 tanggal 17 Januari 2023 KEP-11/PD.02/2024 dated 17 January 2023	28 April 2023	2023-2026	1 Periode 1 Term

Profil DPS
Profile of Sharia Supervisory Board Members



Dr. H. Muhammad Maksum, S.H., M.A., MDC
Ketua DPS | SSB Chairman

Periode Jabatan | Period
2023-2026

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	Temanggung, 15 Juli 1978 Temanggung, 15 July 1978
Usia Age	45 tahun 45 years old
Domisili Domicile	Tangerang Selatan, Banten South Tangerang, Banten

Riwayat Penunjukan Appointment History	• Akta Notaris Vivi Novita Rido, S.H., M.Kn., No. 08 tanggal 09 November 2017. • Akta Notaris Jose Dima Satria, S.H., M.Kn., No. 97 tanggal 16 Desember 2020. • Akta Notaris Jose Dima Satria, S.H., M.Kn., No. 124 tanggal 28 April 2023.	• Notarial Deed of Vivi Novita Rido, S.H., M.Kn., No. 08 dated 09 November 2017. • Notarial Deed of Jose Dima Satria, S.H., M.Kn., No. 97 dated 16 December 2020. • Notarial Deed of Jose Dima Satria, S.H., M.Kn., No. 124 dated 28 April 2023.

Pendidikan dan Pelatihan Education and Training	• Sertifikat Kompetensi Pengawas Syariah dan Ahli Pasar Modal dari BNSP melalui LSP MUI (2022). • Master Hukum Ekonomi di University of Perpignan Via Domitia, Perancis (2015-2016). • Doktor Hukum Ekonomi Islam di Universitas Islam Negeri Syarif Hidayatullah (2013). • Magister Ekonomi Islam di Universitas Islam Negeri Syarif Hidayatullah (2007). • Sarjana Syariah Fakultas Syariah di IAIN (2001).	• Sharia Supervisory and Master of Capital Market Competency Certificate from BNSP through LSP MUI (2022). • Master of Economic Law at the University of Perpignan Via Domitia, France (2015-2016). • Doctor of Islamic Economic Law at Syarif Hidayatullah State Islamic University (2013). • Masters of Islamic Economy at Syarif Hidayatullah State Islamic University (2007). • Bachelor's degree of Sharia Faculty at IAIN (2001).
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Guru Besar dan Dekan Fakultas Syariah dan Hukum di UIN Syarif Hidayatullah (2023-sekarang). • Dewan Pengawas Syariah di Bank DKI UUS (2021-sekarang). • Dewan Pengawas Syariah di Bank Jago (2021-sekarang). • Sekretaris Badan Pengurus Harian DSN-MUI Bidang Perbankan (2020-2025). • Dewan Pengawas Syariah di PT Allianz Global Investment (2018-sekarang). • Dewan Pengawas Syariah di PT Asuransi Tugu Pratama Indonesia Tbk (2017-sekarang). • Asesor Kompetensi Pengawas Syariah Terlisensi dari Badan Nasional Standarisasi Profesi/BNSP (2017-sekarang).	• Professor and Dean in Faculty of Sharia and Law at UIN Syarif Hidayatullah (2023-present). • Sharia Supervisory Board in Bank DKI Sharia Unit (2021-present). • Sharia Supervisory Board in Bank Jago (2021-present). • Secretary of the DSN-MUI Daily Management Board for Banking (2020-2025) • Sharia Supervisory Board in PT Allianz Global Investment (2018-present). • Sharia Supervisory Board in PT Asuransi Tugu Pratama Indonesia Tbk (2017-present). • Competency Assessor for Sharia Supervisory License of BNSP (2017-present)
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/ Controlling Shareholders.
Kepemilikan Saham TUGU TUGU Share Ownership	Tidak memiliki saham TUGU.	Does not own shares in TUGU.



dr. Siti Hannah, M.K.M.

Anggota DPS | SSB member

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	Jakarta, 04 Agustus 1980 Jakarta, 04 August 1980
Usia Age	43 tahun 43 years old
Domisili Domicile	DKI Jakarta

Riwayat Penunjukan Appointment History	Akta Notaris Jose Dima Satria, S.H., Mkn. No. 1 tanggal 1 Februari 2024. Notarial Deed of Jose Dima Satria, S.H., Mkn. No. 1 dated 1 February 2024.	
Pendidikan dan Pelatihan Education and Training	• Pelatihan Calon Asesor Sertifikasi Rumah Sakit Syariah dari DSN-MUI Institute (2022). • Pelatihan Dasar Pengawas Syariah Bidang Asuransi Syariah dari DSN-MUI Institute (2022). • Magister Kesehatan Masyarakat di Universitas Indonesia (2010). • Program Studi Profesi Dokter di Universitas Tarumanegara (2005). • Sarjana Kedokteran di Universitas Tarumanegara (2003).	• Training for Sharia Hospital Certification Assessor Candidates from the DSN-MUI Institute (2022). • Basic Training for Sharia Supervisors in the Sharia Insurance Sector from the DSN-MUI Institute (2022). • Master of Public Health at the University of Indonesia (2010). • Medical Professional Study Program at Tarumanegara University (2005). • Bachelor of Medicine at Tarumanegara University (2003).

Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Anggota Dewan Pengawas Syariah PT. Multiniaga Intermedia Proteksi/MIP (2022). • Bidang Pelayanan Kesehatan, Dinas Kesehatan Provinsi DKI Jakarta (2017-2019). • Dokter Puskesmas Larangan Utara, Dinas Kesehatan Kota Tangerang (2014-2016). • Supervisor Kader Kesehatan Kerja sama PDUI dan BTPN (2013-2014). • Dokter Dialog Interaktif Kerja sama PDUI dan BTPN (2011-2014). • Dokter Layanan Kesehatan Kerja sama PDUI dan BTPN (2011-2014). • Dinas Kesehatan Provinsi Banten (2010-2014). • Dokter PTT Daerah Provinsi Banten (2007-2010). • Ketua Dewan Pengawas Poltekkes Kemenkes Jakarta III (2000-sekarang).	• Member of the Sharia Supervisory Board of PT. Multiniaga Intermedia Proteksi/MIP (2022). • Health Services Sector, DKI Jakarta Provincial Health Service (2017-2019). • North Larangan Community Health Center doctor, Tangerang City Health Service (2014-2016). • Supervisor of PDUI and BTPN Cooperation Health Cadres (2013-2014). • Interactive Dialogue Doctor, a Collaboration between PDUI and BTPN (2011-2014). • PDUI and BTPN Collaboration Health Services Doctor (2011-2014). • Banten Provincial Health Service (2010-2014). • Regional Non-Permanent Doctor in Banten Province (2007-2010). • Chairman of the Supervisory Board of the Ministry of Health Jakarta III Polytechnic (2000-present).
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/ Controlling Shareholders.
Kepemilikan Saham TUGU TUGU Share Ownership	Tidak Memiliki Saham TUGU.	Does not own shares in TUGU.

Tugas Pokok Dewan Pengawas Syariah
Main Duties of Sharia Supervisory Board

DPS memiliki tugas pokok untuk melaksanakan tugas pengawasan dan pemberian nasihat dan saran kepada Direksi agar kegiatan usaha Perseroan sesuai dengan Prinsip Syariah. Pelaksanaan tugas pengawasan dan pemberian nasihat dan saran tersebut dilakukan terhadap:
1. Kegiatan dalam pengelolaan kekayaan dan kewajiban baik dana *tabbaru'*, dana *tanahud*, dana perusahaan, maupun dana investasi peserta;
2. Produk asuransi syariah yang dipasarkan; dan
3. Praktik pemasaran produk asuransi syariah.

Pemberian Nasihat, Saran serta Pengawasan Pemenuhan Prinsip Syariah di Pasar Modal
Tugas pengawasan serta pemberian nasihat dan saran oleh DPS dilakukan melalui Rapat yang diselenggarakan sebagai berikut:
1. Dalam Rapat Rutin, yang diselenggarakan setiap bulan atau minimum 6 (enam) kali dalam satu tahun (sesuai POJK No. 73/POJK.05/2016 tanggal 28 Desember 2016), Tim Syariah akan memberikan informasi terkini kepada DPS mengenai:
   - Pencapaian bisnis dan *review* atas rencana kerja;
   - Tindak lanjut atas notulen Rapat dari periode sebelumnya;
   - Membahas potensi-potensi bisnis yang ditemui dan membahas jika ada hal-hal yang perlu didiskusikan dan dimintakan pendapat dari sudut pandang Syariah.
2. Dalam Rapat *ad hoc*/sewaktu-waktu jika ada keperluan mendesak untuk meminta pandangan dari DPS.

Sharia Supervisory Board has the main duty to carry out supervisory duties and provide advice and suggestions to the Board of Directors thus, the Company's business activities are comply to the Sharia Principles. The supervisory and advisory duties are performed on:
1. Activities in the management of assets and liabilities, both tabbaru' and tanahud funds, company funds, and participant investment funds;
2. Marketed sharia insurance products; and
3. Sharia insurance product marketing practices.

Provision of Advice, Suggestion, and Supervision on Fulfillment of Sharia Principles in Capital Market
Advisory and supervisory duties are carried out by Sharia Supervisory Board through Meetings with details as follows:

1. In Regular Meeting held every month or minimum 6 (six) times in one year (according to POJK No. 73/POJK.05/2016 dated 28 December 2016), Sharia Team provides the latest information to Sharia Supervisory Board regarding:
   - Business achievement and review of work plan;
   - Follow up on minutes of the Meeting from the previous period;
   - Discuss existing business potential and relevant matters that need to be discussed and require opinions from Sharia point of view.
2. In an ad hoc meeting/at any time if there is an urgent need to ask for opinions from Sharia Supervisory Board.

Rapat dan Tingkat Kehadiran Dewan Pengawas Syariah
Sharia Supervisory Board Meeting Frequency

Ketentuan Rapat DPS sebagaimana diatur dalam POJK No. 73/POJK.05/2016 (POJK No. 73/2016) tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian adalah sebagai berikut:

1. DPS wajib menyelenggarakan Rapat DPS secara berkala paling sedikit 6 (enam) kali dalam satu tahun;
2. Hasil Rapat DPS sebagaimana dimaksud pada ayat (1) wajib dituangkan dalam risalah rapat DPS dan didokumentasikan dengan baik;
3. Perbedaan pendapat (*dissenting opinions*) yang terjadi dalam keputusan Rapat DPS wajib dicantumkan secara jelas dalam risalah rapat DPS disertai alasan perbedaan pendapat (*dissenting opinions*) tersebut;
4. Anggota DPS yang hadir maupun yang tidak hadir dalam Rapat DPS berhak menerima salinan risalah Rapat DPS.

The provisions of Sharia Supervisory Board Meetings as stipulated in the POJK No. 73/2016.05/2016 (POJK No. 73/2016) concerning Good Corporate Governance for Insurance Companies are as follow:

1. Sharia Supervisory Board is obliged to hold regular SSB Meetings at least 6 (six) times in a year;
2. The results of Sharia Supervisory Board Meeting as referred to in paragraph (1) must be recorded in the minutes of Sharia Supervisory Board meeting and properly documented;
3. Dissenting opinions expressed in the Sharia Supervisory Board Meeting resolutions must be clearly stated in the minutes of the Sharia Supervisory Board meeting along with the reasons for the dissenting opinions;
4. Members of Sharia Supervisory Board who are present or absent at the Meeting are entitled to receive a copy of the minutes of the Meeting.

Pada tahun 2023, DPS melaksanakan rapat internal sebanyak 9 (sembilan) kali yang secara keseluruhan membahas terkait rapat rutin DPS, penggantian DPS, *update* laporan keuangan, dan update rencana *spin-off*. Jumlah Rapat DPS tersebut telah memenuhi ketentuan POJK No. 73/2016, dengan jumlah rapat dan kehadiran dalam Rapat DPS sebagaimana tabel berikut:

In 2023, Sharia Supervisory Board held 9 (nine) internal meetings, which discussed regular Sharia Supervisory Board Meetings, Sharia Supervisory Board replacement, financial report update, and update on spin-off plan. The total of Sharia Supervisory Board Meetings has complied with the provisions of POJK No. 73/2016, with the number of meetings and attendance at the Meetings as in the following table:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Kehadiran dalam % Attendance in %	Tidak Hadir dengan Surat Kuasa Absence with Power of Attorney
Dr. H. Muhammad Maksum, S.H., M.A., MDC	9	9	100%	-
dr. Siti Hannah, M.K.M.[1)]	4	4	100%	-

[1)] pengangkatan melalui RUPST Perseroan yang diselenggarakan pada tanggal 28 April 2023.
[1)] Appointment through the Company's AGMS held on 28 April 2023.

4. Komite dan Fungsi di Bawah Dewan Komisaris
Committees Under The Board of Commissioners

4.A.
Komite Audit
Audit Committee

Dalam rangka mendukung pelaksanaan tugas Dewan Komisaris, Komite Audit menjalankan tugas dan fungsi pengawasan atas hal-hal yang berhubungan dengan informasi keuangan, sistem pengendalian internal, serta efektivitas pemeriksaan oleh auditor internal dan eksternal dengan melakukan pemantauan dan evaluasi atas perencanaan dan pelaksanaan audit dalam rangka menilai kecukupan pengendalian internal termasuk proses pelaporan keuangan. Pembentukan Komite Audit Tugu Insurance berpedoman kepada Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, dan Peraturan Otoritas Jasa Keuangan No. 73/POJK.05/2016 tentang Penerapan Tata Kelola yang Baik bagi Perusahaan Perasuransian.

To support the implementation of the duties of the Board of Commissioners, the Audit Committee carries out duties and supervisory functions on matters relating to financial information, internal control systems, as well as the effectiveness of audits by internal auditors and external auditors by monitoring and evaluating the planning and implementation of audit to assess the adequacy of internal control, including the financial reporting process. The establishment of Tugu Insurance's Audit Committee is guided by the Financial Services Authority Regulation No. 55/POJK.04/2015 regarding the Establishment and Guidelines for the Work Implementation of the Audit Committee and the Financial Services Authority Regulation No. 73/POJK.05/2016 regarding the Implementation of Good Corporate Governance for Insurance Companies.

Piagam Komite Audit

Piagam Komite Audit adalah tata kerja Komite Audit dalam pelaksanaan fungsinya untuk membantu tugas pengawasan Dewan Komisaris. Dengan adanya piagam tersebut diharapkan tugas dan kewenangan Komite Audit dapat berjalan secara profesional, efisien, efektif, independen, serta bebas dari intervensi.

Piagam Komite Audit disusun berdasarkan peraturan perundang-undangan yang berlaku, dan sebagai salah satu *soft structure* tata kelola Tugu Insurance. Piagam Komite Audit pertama kali disahkan oleh Dewan Komisaris pada 7 Mei 2014, serta dikaji ulang dan dimutakhirkan secara periodik, dengan pemutakhiran terakhir telah disahkan oleh Dewan Komisaris pada 12 November 2021. Dalam Piagam Komite Audit Tugu Insurance diatur tentang pembentukan, organisasi dan masa kerja, tugas, tanggung jawab dan wewenang, tata cara dan prosedur kerja, mekanisme pelaporan serta aspek penanganan pengaduan.

Audit Committee Charter

The Audit Committee Charter is the work procedure of the Audit Committee in performing its functions to assist the supervisory duties of the Board of Commissioners. With this charter, it is expected that the duties and authority of the Audit Committee can be carried out professionally, efficiently, effectively, independently, and free from intervention.

The Audit Committee Charter is one of Tugu Insurance's GCG Soft Structure documents and is arranged based on prevailing laws and regulations. The Charter was first approved by the Board of Commissioners on 7 May 2014 and is reviewed and updated periodically, with the latest update has been approved by the Board of Commissioners on 12 November 2021. The Audit Committee Charter regulates the formation, organization and term of office, duties, responsibilities and authorities, work procedures, reporting mechanisms, and handling of complaints.

Susunan, Dasar Pengangkatan, dan Masa Jabatan Komite Audit
Audit Committee Composition, Appointment and Term of Office

Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris. Masa tugas anggota Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris dan dapat dipilih kembali hanya untuk satu periode berikutnya sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan dengan tidak mengurangi hak Komisaris untuk memberhentikannya sewaktu-waktu.

The Audit Committee's members are appointed and dismissed by the Board of Commissioners' term of office. The Audit Committee members' term of office may not be longer than the Board of Commissioners' term of office and can be reappointed only for one subsequent period as stipulated in the Financial Services Authority Regulations without prejudice to the right of the Board of Commissioners to terminate them at any time.

Komposisi Komite Audit terdiri dari seorang Ketua dan sedikitnya 2 (dua) orang anggota. Ketua Komite Audit adalah Komisaris Independen, sedangkan anggotanya adalah Komisaris dan/atau pihak luar yang independen. Ketua dan Anggota Komite Audit diangkat oleh Dewan Komisaris berdasarkan persyaratan kompetensi dan ketentuan kebutuhan Perseroan dengan mengacu pada peraturan perundang-undangan yang berlaku.

The Audit Committee is composed of a chairman and at least 2 (two) members. The Audit Committee Chairman concurrently serves as an Independent Commissioner, while the members are Commissioners and/or independent external parties. The Chairman and Members of the Audit Committee are appointed by the Board of Commissioners based on the competency requirements and the Company's needs with reference to the prevailing laws and regulations.

Pada tahun 2023, susunan anggota Komite Audit telah disahkan sebagaimana Surat Keputusan Dewan Komisaris No. 03/SKK-ATPI/IX/2021 dan disampaikan kepada Otoritas Jasa Keuangan dengan Surat No. 075/S/CSD-ATPI/IX/2021 tanggal 3 September 2021.

In 2023, the composition of the Audit Committee members has been ratified in accordance with the Board of Commissioners Decree No. 03/SKK-ATPI/IX/2021 and submitted to the Financial Services Authority with Letter No. 075/S/CSD-ATPI/IX/2021 dated 3 September 2021.

Susunan keanggotaan Komite Audit Tugu Insurance per 31 Desember 2023 adalah sebagai berikut:

The membership composition of the Tugu Insurance Audit Committee as of 31 December 2023 is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Period
Poerwo Tjahjono	Ketua Chairman	Surat Keputusan Dewan Komisaris No. 05/SKK-ATPI/XII/2020 tanggal 30 Desember 2020 tentang Perubahan Susunan Anggota Komite Audit PT Asuransi Tugu Pratama Indonesia Tbk. The Board of Commissioners' Decree No. 05/SKK-ATPI/XII/2020 dated 30 December 2020 concerning the Changes in Composition of the Audit Committee Members of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2021 s.d. 31 Desember 2023. 1 January 2021 until 31 December 2023.
Dini Rosdini	Anggota Member	Surat Keputusan Dewan Komisaris No. 05/SKK-ATPI/XII/2020 tanggal 30 Desember 2020 tentang Perubahan Susunan Anggota Komite Audit PT Asuransi Tugu Pratama Indonesia Tbk. The Board of Commissioners' Decree No. 05/SKK-ATPI/XII/2020 dated 30 December 2020 concerning the Changes in Composition of the Audit Committee Members of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2021 s.d. 31 Desember 2023. 1 January 2021 until 31 December 2023.
Eni Pratiwi Herlinawati	Anggota Member		
Saleh Basir	Anggota Member	Surat Keputusan Dewan Komisaris No. 03/SKK-ATPI/IX/2021 tanggal 1 September 2021 tentang Perubahan Susunan Anggota Komite Audit PT Asuransi Tugu Pratama Indonesia Tbk. The Board of Commissioners' Decree No. 03/SKK-ATPI/IX/2021 dated 1 September 2021 concerning the Changes in Composition of the Audit Committee Members of PT Asuransi Tugu Pratama Indonesia Tbk.	1 September 2021 s.d. 31 Desember 2023. 1 September 2021 until 31 December 2023.

Profil Komite Audit
Audit Committee Profile

No	Nama Names	Jabatan Position	
1	Poerwo Tjahjono	Ketua Komite Audit Audit Committee Chairperson	Profil lengkap Bapak Poerwo Tjahjono dapat dilihat pada profile Dewan Komisaris pada Laporan Tahunan ini. The profile of Mr. Poerwo Tjahjono can be found in the Board of Commissioners profile in this Annual Report.



Dini Rosdini
Anggota Komite Audit | Audit Committee Member

Periode Jabatan | Period
1 Januari 2021-31 Desember 2023 | 1 January 2021-31 December 2023

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	Jakarta, 13 April 1977
Usia Age	46 tahun 46 years old
Domisili Domicile	Tangerang Selatan, Banten South Tangerang, Banten

Pendidikan dan Sertifikasi Education and Certification	• Doktor Ilmu Akuntansi di Universitas Indonesia (2009-2015). • Mempunyai Sertifikasi Certified Enterprise Risk Governance (CERG), sertifikasi Qualified Risk Governance Professional (QRGP) sertifikasi Chartered Accountant (CA), sertifikasi Akuntansi Syariah (SAS), Certification in Audit Committee Practices (CACP), Certified Sustainability Reporting Specialist (CSRS), dan Certified Sustainability Reporting Assurer (CSRA).	• Doctoral degree in Accounting, University of Indonesia (2009-2015). • Certified with Certified Enterprise Risk Governance (CERG) Certification, Qualified Risk Governance Professional (QRGP) certification, Chartered Accountant (CA) certification, Sharia Accounting (SAS) certification, Certification in Audit Committee Practices (CACP), Certified Sustainability Reporting Specialist (CSRS), and Certified Sustainability Reporting Assurer (CSRA).
Riwayat Pekerjaan Work Experience	• Anggota Komite Pemantau Risiko Tugu Insurance (2016-2020). • Anggota Komite Audit Tugu Insurance (2014-2016). • Auditor di KAP Sugiono Poulus dan Rekan (2000).	• Member of Tugu Insurance Risk Monitoring Committee (2016-2020). • Member of Tugu Insurance Audit Committee (2014-2016). • Auditor at KAP Sugiono Poulus and Partners (2000).
Rangkap Jabatan Concurrent Position	• Anggota Komite Audit PT Mitrabara Adiperdana Tbk (2018-sekarang). • Dosen di Fakultas Ekonomi dan Bisnis Universitas Padjadjaran (2001-sekarang). • Peneliti dan konsultan pada Pusat Pengembangan Akuntansi Universitas Padjadjaran hingga saat ini yang berfokus pada penyusunan pedoman akuntansi perusahaan-perusahaan berdasarkan Pernyataan Standar Akuntansi Keuangan (PSAK) yang telah konvergensi dengan *International Financial Reporting Standard* (IFRS) (2001-sekarang).	• Member of the Audit Committee of PT Mitrabara Adiperdana Tbk (2018-present). • Lecturer at the Faculty of Economics and Business, Padjadjaran University (2001-present). • Researcher and consultant at the Center for Accounting Development of Padjadjaran University that focuses on the preparation of accounting guidelines for companies based on the Statement of Financial Accounting Standards (PSAK), which has converged with the International Financial Reporting Standard (IFRS) (2001-present).
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/ Controlling Shareholders.



Eni Pratiwi Herlinawati

Anggota Komite Audit | Audit Committee Member

Periode Jabatan | Period
1 Januari 2021-31 Desember 2023 | 1 January 2021-31 December 2023

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	Gunung Kidul, 5 Desember 1964 Gunung Kidul, 5 December 1964
Usia Age	59 tahun 59 years old
Domisili Domicile	Sukmajaya, Depok

Pendidikan dan Sertifikasi Education and Certification	Sarjana Ekonomi Akuntansi di Universitas Gadjah Mada, Yogyakarta (1990).	Bachelor of Accounting from Gadjah Mada University, Yogyakarta (1990).
Riwayat Pekerjaan Work Experience	• VP Portfolio Co. Business Dev. & Portfolio PT Pertamina (Persero) (Agustus 2020-Desember 2020). • VP Subsidiary & JV Management PT Pertamina (Persero) (Juni 2020-Agustus 2020). • Manager Governance & Compliance PT Pertamina (Persero) (2018-2020). • Manager SJV Business Strategy PT Pertamina (Persero) (2017-2018). • Direktur Keuangan PT Pertamedika (2015-2017). • Bekerja di Pertamina (Persero) sejak 29 September 1992-Desember 2020.	• VP of Portfolio Co. Business Dev. & Portfolio of PT Pertamina (Persero) (August 2020-December 2020). • VP of Subsidiary & JV Management of PT Pertamina (Persero) (June 2020-August 2020). • Governance & Compliance Manager of PT Pertamina (Persero) (2018-2020). • SJV Business Strategy Manager of PT Pertamina (Persero) (2017-2018). • Finance Director of PT Pertamedika (2015-2017). • Worked at Pertamina (Persero) since 29 September 1992-December 2020.
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di Tugu Insurance maupun perusahaan/lembaga lain.	Does not have concurrent positions at Tugu Insurance or other companies/institutions.
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/ Controlling Shareholders.



Saleh Basir

Anggota Komite Audit | Audit Committee Member

Periode Jabatan | Period
1 September 2021-31 Desember 2023 | 1 September 2021-31 December 2023

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	Sukoharjo, 27 Oktober 1972 Sukoharjo, 27 October 1972
Usia Age	51 tahun 51 years old
Domisili Domicile	Depok, Jawa Barat Depok, East Java

Pendidikan dan Sertifikasi Education and Certification	• Magister Hukum Bisnis di Universitas Indonesia. • Sarjana Ekonomi di Universitas Indonesia.	• Master of Business Law from the University of Indonesia. • Bachelor of Economics from the University of Indonesia.
Riwayat Pekerjaan Work Experience	• Sekretaris Dewan Komisaris di BPJS Kesehatan (2014-2016). • Anggota Komite Audit di BPJS Kesehatan (2012-2014). • Anggota Komite Audit di PT Pembangunan Jaya Ancol Tbk (2004-2012). • Partner di Jmthouse (2004-2010). • Analis di Divisi Listing Bursa Efek Jakarta (2001-2003). • Senior Auditor di Kantor Akuntan Publik Drs. Syarief Basir, MBA (1998-2001).	• Secretary to the Board of Commissioners at BPJS Kesehatan (2014-2016). • Member of the Audit Committee at BPJS Kesehatan (2012-2014). • Member of the Audit Committee at PT Pembangunan Jaya Ancol Tbk (2004-2012). • Partner at Jmthouse (2004-2010). • Analyst at Jakarta Stock Exchange Listing Division (2001-2003). • Senior Auditor at Public Accounting Firm of Drs. Syarief Basir, MBA (1998-2001).
Rangkap Jabatan Concurrent Position	Partner di Granada Law Firm (2011-sekarang).	Partner at Granada Law Firm (2011-present).
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/ Controlling Shareholders.

Persyaratan dan Kualifikasi Anggota Komite Audit
Terms and Qualifications of Audit Committee Members

Sebagai perusahaan terbuka, Tugu Insurance tunduk kepada POJK No. 55/POJK.04/2015 tanggal 23 Desember 2015 (“POJK No. 55/2015”) tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit. Sesuai POJK No. 55/2015, anggota Komite Audit Tugu Insurance telah mematuhi ketentuan dan memenuhi persyaratan yang berlaku.

As a public company, Tugu Insurance has complied with POJK No. 55/POJK.04/2015 dated 23 December 2015 (“POJK No. 55/2015”) concerning the Establishment and Work Guidelines of the Audit Committee. Pursuant to POJK No. 55/2015, Tugu Insurance Audit Committee members have complied the applicable rules and requirements.

Anggota Komite Audit Perseroan juga telah memenuhi kualifikasi pendidikan dan pengalaman kerja yang relevan yang harus dimiliki oleh anggota Komite Audit perusahaan perasuransian sebagai berikut:

The Company’s Audit Committee members have also fulfilled the educational qualifications and relevant work experience that must be owned by members of an insurance company’s Audit Committee as follows:

Kriteria Criteria	Poerwo Tjahjono	Dini Rosdini	Eni Pratiwi Herlinawati	Saleh Basir
Memiliki integritas yang tinggi, kemampuan, pengetahuan dan pengalaman yang memadai sesuai dengan latar belakang pendidikannya, serta mampu berkomunikasi dengan baik termasuk menyediakan waktu untuk melaksanakan tugasnya. Have high integrity, ability, knowledge, and adequate experience in accordance with their educational background, and be able to communicate well including providing time to carry out their duties.	✓	✓	✓	✓
Memiliki pengetahuan yang cukup untuk membaca dan memahami laporan keuangan. Have sufficient knowledge to read and understand financial statements.	✓	✓	✓	✓
Memahami peraturan perundang-undangan di bidang perasuransian dan peraturan perundang-undangan lain yang relevan. Understand the laws and regulations in insurance and other relevant laws and regulations.	✓	✓	✓	✓
Memiliki pengetahuan yang baik mengenai kondisi keuangan Perusahaan Asuransi serta senantiasa meningkatkan kompetensi melalui pendidikan dan pelatihan. Have good knowledge about the financial condition of the Insurance Company and always improve competence through education and training.	✓	✓	✓	✓

Kriteria Criteria	Poerwo Tjahjono	Dini Rosdini	Eni Pratiwi Herlinawati	Saleh Basir
Memiliki pengetahuan yang baik mengenai kepentingan pemegang polis, tertanggung, peserta, dan/atau pihak yang berhak memperoleh manfaat. Have good knowledge about the interests of policyholders, insured, participants, and/or parties entitled to benefit.	✓	✓	✓	✓
Bertindak objektif yaitu melaksanakan dan melaporkan tugas secara bebas dan independen. Act objectively by carrying out and reporting assignments freely and independently.	✓	✓	✓	✓
Memiliki sikap objektif yang tercermin dalam hasil kerja yang handal, profesional, dapat dipercaya dan bebas pengaruh dari pihak luar. Have an objective attitude, as reflected in the work that is reliable, professional, trustworthy, and free of influence from external parties.	✓	✓	✓	✓
Tidak mempunyai hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris, anggota Dewan Pengawas Syariah, dan/atau pemegang saham Perseroan. Not affiliated with members of the Board of Directors, members of the Board of Commissioners, members of the Sharia Supervisory Board, and/or the Company's shareholders.	✓	✓	✓	✓
Tidak pernah menjadi anggota Direksi, anggota Dewan Komisaris, anggota Dewan Pengawas Syariah atau menduduki jabatan 1 (satu) tingkat di bawah Direksi di Perseroan atau perusahaan lain yang memiliki hubungan afiliasi dengan Perseroan dalam kurun waktu 2 (dua) tahun terakhir. Have never been a member of the Board of Directors, a member of the Board of Commissioners, a member of the Sharia Supervisory Board or occupying 1 (one) level below the Board of Directors in the Company or another company that has an affiliation with the Company in the last 2 (two) years.	✓	✓	✓	✓
Tidak pernah menjadi anggota Direksi, anggota Dewan Komisaris, atau anggota Dewan Pengawas Syariah dari suatu: • Perusahaan Perasuransian yang dikenakan sanksi pembatasan kegiatan usaha dalam jangka waktu 3 (tiga) tahun sebelum pengangkatan; • Perusahaan di bidang jasa keuangan yang dicabut izin usahanya karena melakukan pelanggaran dalam jangka waktu 3 (tiga) tahun sebelum pengangkatan; • Perusahaan di bidang jasa keuangan atau di bidang non jasa keuangan yang dinyatakan pailit dan telah berkekuatan hukum tetap dalam jangka waktu 5 (lima) tahun sebelum pengangkatan; dan/atau • Perusahaan yang mengalami kerugian yang disebabkan kesalahan atau kelalaiannya dalam jangka waktu 5 (lima) tahun sebelum pengangkatan. Have never been a member of the Board of Directors, a member of the Board of Commissioners, or a member of the Sharia Supervisory Board of: • Insurance companies that are subject to the sanctions of business activities limitation within a period of 3 (three) years prior to the appointment; • Companies in the field of financial services whose business licenses have been revoked due to violations within 3 (three) years prior to appointment; • Companies in the field of financial services or in the non-financial services sector that are declared bankrupt and have permanent legal force within a period of 5 (five) years prior to appointment; and/or • Companies that have suffered losses due to errors or omissions within a period of 5 (five) years prior to appointment.	✓	✓	✓	✓
Berdomisili di Indonesia. Domiciled in Indonesia.	✓	✓	✓	✓

Independensi Komite Audit
Independence of Audit Committee

Untuk menjaga independensinya, Komite Audit diketuai oleh Komisaris Independen dengan anggota yang tidak memiliki benturan kepentingan yang mempengaruhi kemandiriannya dalam menjalankan tugas, tidak memiliki hubungan darah dengan sesama anggota Komite Audit, Direksi, dan Pemegang Saham hingga derajat ketiga, baik secara vertikal maupun horizontal atau melalui ikatan perkawinan, serta tidak memiliki hubungan keuangan dengan semua pihak tersebut. Sama halnya, anggota lainnya dari Komite Audit adalah pihak lain di luar Perusahaan yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau pemegang saham pengendali atau hubungan lain yang dapat mempengaruhi kemampuannya untuk bertindak independen.

Independensi anggota Komite Audit dapat dilihat dari tabel berikut ini:

To maintain its independence, the Audit Committee is chaired by an Independent Commissioner and members who have no conflict of interest that affects their independence in carrying out their duties, not a blood related with fellow members of the Audit Committee, the Board of Directors, and Shareholders up to the third degree of consanguinity, both vertically and horizontally or affinity (relationship by marriage), and does not have financial relationship with any of these parties. Likewise, other members of the Audit Committee are external parties outside of the Company with no financial, management, shareholder, and/or family relations with the Board of Commissioners, Directors and/or controlling Shareholders, or other relations that can impact its ability to act independently. The independence of Audit Committee is described in the table below:

The independence of Audit Committee members is described in the following table:

Tabel Hubungan Kekeluargaan dan Hubungan Keuangan Komite Audit
Table of the Audit Committee's Familial and Financial Relationships

Keterangan Description	Hubungan Keluarga Familial Relationship			Hubungan Keuangan Financial Relationship		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders
Poerwo Tjahjono	✕	✕	✕	✕	✕	✕
Dini Rosdini	✕	✕	✕	✕	✕	✕
Eni Pratiwi Herlinawati	✕	✕	✕	✕	✕	✕
Saleh Basir	✕	✕	✕	✕	✕	✕

Tabel Independensi Komite Audit Tugu Insurance
Independence of Tugu Insurance Audit Committee

Aspek Independensi Independence Aspect	Poerwo Tjahjono	Dini Rosdini	Eni Pratiwi Herlinawati	Saleh Basir
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain kepada Emiten atau Perusahaan Publik yang bersangkutan dalam waktu 6 (enam) bulan terakhir. Not a member of a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other parties that provide insurance, non-insurance, appraisal services and/or other consulting services to the Issuer or Public Company concerned within 6 (six) time last month.	✓	✓	✓	✓

Aspek Independensi Independence Aspect	Poerwo Tjahjono	Dini Rosdini	Eni Pratiwi Herlinawati	Saleh Basir
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Emiten atau Perusahaan Publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali Komisaris Independen. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for an Independent Commissioner.	✓	✓	✓	✓
Tidak mempunyai saham langsung maupun tidak langsung pada Emiten atau Perusahaan Publik. Does not have direct or indirect shares in the Issuer or Public Company.	✓	✓	✓	✓
Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Emiten atau Perusahaan Publik. Does not have affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Majority Shareholders of the Issuer or Public Company.	✓	✓	✓	✓
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik. Does not have business relationship, either directly or indirectly, with the business activities of the Issuer or Public Company.	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik, pejabat pemerintah daerah. Does not serve as administrators of political parties, local government officials.	✓	✓	✓	✓

Tugas dan Tanggung Jawab Komite Audit
Duties and Responsibilities of the Audit Committee

Komite Audit bertugas untuk memberikan pendapat atau saran kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris. Komite Audit juga senantiasa mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris, antara lain meliputi:

1. Laporan Keuangan
   - Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan;
   - Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan akuntan publik dan kantor akuntan publik yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa, untuk audit umum atas laporan keuangan Perseroan, mengusulkan biaya jasa audit serta mengawasi pekerjaan audit yang dilakukan, termasuk mengusulkan penghentian akuntan publik dan/atau kantor akuntan publik;
   - Memberikan persetujuan awal (*pre-approval*) jasa non audit yang akan ditugaskan kepada auditor independen;

The Audit Committee has the duty to provide opinions or suggestions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners. The Audit Committee also continuously identifies matters that require the Board of Commissioners' attention and carries out other duties related to the duties of the Board of Commissioners, including:

1. Financial Reports
   - Reviewing the adequacy of financial information issued by the Company to the public and/or authorities, including financial reports, projections, and other reports related to the Company's financial information;
   - Providing a recommendation to the Board of Commissioners in the appointment of public accountant and public accounting firm based on independency, work scope and payment for general audit on Company financial report, proposing audit service fee as well as monitoring the audit work, including proposing termination of employment with a public accountant and/or independent public accounting firm;
   - Providing pre-approval for non-audit services to be assigned to independent auditors;

- Memantau dan memastikan bahwa auditor independen telah melakukan audit atas laporan keuangan sesuai dengan Standar Profesional Akuntan Publik;
- Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya;
- Mengusulkan pemutusan hubungan kerja dengan auditor independen kepada Dewan Komisaris jika:
  - Terdapat indikasi kuat bahwa independensi auditor independen diragukan;
  - Terbukti bahwa auditor independen tidak melakukan audit sesuai dengan Standar Profesional Akuntan Publik setelah mendapat teguran resmi dari Komite Audit.

2. Sistem Pengendalian Internal
   - Melakukan penelaahan atas ketaatan terhadap ketentuan peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan;
   - Melakukan penelaahan atas kecukupan usaha manajemen dalam mendesain dan melaksanakan sistem pengendalian internal yang efektif;
   - Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal; dan
   - Memastikan pengendalian internal dilakukan dengan baik.
3. Koordinasi dengan Internal Audit
   Melakukan koordinasi dengan internal auditor dalam pelaksanaan tugasnya.
4. Manajemen Risiko dan Kepatuhan terhadap Peraturan Perundang-Undangan.
   - Melakukan pemantauan terhadap efektivitas manajemen dalam upaya penilaian dan pengelolaan risiko serta kepatuhan terhadap peraturan perundangan;
   - Melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi, dan berkoordinasi dengan Komite Pemantau Risiko.
5. Pengaduan kepada Perusahaan (*Whistle Blower*).
   - Melakukan pemantauan terhadap efektivitas mekanisme pengaduan dari pegawai atau pihak ketiga yang dilakukan oleh manajemen;
   - Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan.
6. Kerahasiaan Dokumen dan Informasi.
   Menjaga kerahasiaan dokumen, data dan informasi perusahaan.

- Monitoring and ensuring that the independent auditor has conducted an audit of the financial statements in accordance with the Professional Standards of Public Accountant;
- Providing independent opinion, in case of dissenting opinions between management and accountant in terms of services;
- Proposing termination of employment with an independent auditor to the Board of Commissioners if:
  - There are strong indications that the independence of the independent auditor is compromised;
  - It is proven that the independent auditor does not conduct an audit with the Public Accountant Professional Standards after receiving an official warning from the Audit Committee.

2. Internal Control Systems
   - Reviewing the compliance on laws and regulations related to Company activities;
   - Reviewing the adequacy of management's efforts in designing and implementing an effective internal control system;
   - Reviewing the implementation of internal auditor inspection and monitor the follow ups by Board of Directors on internal auditor findings; and
   - Ensuring the internal control is done accordingly.
3. Coordination with Internal Audit
   Coordinating with internal auditors in delivering the duties.
4. Risk Management and Compliance with Legislation.
   - Monitoring the effectiveness of management in the efforts to assess and manage risk and compliance with laws and regulations;
   - Reviewing the implementation on risk management done by the Board of Directors and coordinating with Risk Monitoring Committee.
5. Complaints to the Company (Whistle Blower).
   - Monitoring the effectiveness of complaints mechanisms from employees or third parties carried out by management;
   - Reviewing the complaint process related to accounting and Company financial report.
6. Confidentiality of Documents and Information.
   Maintaining the confidentiality of company documents, data, and information.

Program Pengembangan Kompetensi Komite Audit
Audit Committee Competency Enhancement

Komite Audit telah mengikuti program peningkatan kompetensi sepanjang tahun 2023, antara lain:

The competency enhancement programs participated by the Audit Committee members throughout 2023 are as follows:

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
Poerwo Tjahjono	Informasi peningkatan kompetensi/pelatihan Bapak Poerwo Tjahjono dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Dewan Komisaris pada bab tata kelola ini. Information on competency enhancement/training of Mr. Poerwo Tjahjono can be found in the information on competency enhancement/training for members of the Board of Commissioners in this governance chapter.		
Dini Rosdini	*Simulation Based Workshop of Key Risk Indicators*	23-24 Februari 2023/Virtual Zoom 23-24 February 2023/Virtual Zoom	Center Risk Management of Studies (CRMS)
	Webinar *Risk Management Forum Pertamina Across the Group 2023*	16 Maret 2023/Virtual Zoom 16 March 2023/Virtual Zoom	Forum Pertamina
	Webinar IAI PSAK 117 Kontrak Asuransi IAI PSAK 117 Insurance Contracts Webinar	5-6 April 2023/Virtual Zoom 5-6 April 2023/Virtual Zoom	Ikatan Akuntan Indonesia (IAI) Indonesian Accountants Association (IAI)
	Fraud Investigation	25 Juli 2023/Virtual Zoom 25 July 2023/Virtual Zoom	Association of Certified Fraud Examiners (ACFE)
	GAP Analysis IFRS S1 and S2	19 Agustus 2023/Virtual Zoom 19 August 2023/Virtual Zoom	Forum Akuntan Manajemen Management Accountant Forum
	Optimizing Business Continuity Strategy to Achieve Sustainable Objectives	27 September 2023/Virtual Zoom 27 September 2023/Virtual Zoom	Indonesia Risk Management Professional Association (IRMAPA)
	Mengawal Keberlanjutan dan Pertumbuhan Perseroan melalui Pengawasan dan Pengendalian Risiko Overseeing the Company's Sustainability and Growth through Supervision and Risk Control	19 Oktober 2023/Ballroom Puri Agung Hotel Sahid Jaya 19 October 2023/Ballroom Puri Agung Hotel Sahid Jaya	Ikatan Komite Audit Indonesia (IKAI) Indonesian Audit Committee Association (IKAI)
	Sosialisasi POJK Anti Pencucian Uang, Pencegahan Pendanaan Terorisme, dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (APU, PPT, dan PPPSPM) Dissemination of POJK on Anti-Money Laundering, Counter-Financing of Terorism, and Counter-Proliferation of Weapons of Mass Destruction Financing (AML, CFT, and CPWMDF)	12 Desember 2023/Virtual Zoom 12 December 2023/Virtual Zoom	Tugu Institute

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
Eni Pratiwi Herlinawati	GAP Analysis IFRS S1 and S2	19 Agustus 2023/Virtual Zoom 19 August 2023/Virtual Zoom	Forum Akuntan Manajemen Management Accountant Forum
	Optimizing Business Continuity Strategy to Achieve Sustainable Objectives	27 September 2023/Virtual Zoom 27 September 2023/Virtual Zoom	Indonesia Risk Management Professional Association (IRMAPA)
	Sosialisasi POJK Anti Pencucian Uang, Pencegahan Pendanaan Terorisme, dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (APU, PPT, dan PPPSPM) Dissemination of POJK on Anti-Money Laundering, Counter-Financing of Terorism, and Counter-Proliferation of Weapons of Mass Destruction Financing (AML, CFT, and CPWMDF)	12 Desember 2023/Virtual Zoom 12 December 2023/Virtual Zoom	Tugu Institute
Saleh Basir	Webinar IAI PSAK 117 Kontrak Asuransi IAI PSAK 117 Insurance Contracts Webinar	5-6 April 2023/Virtual Zoom 5-6 April 2023/Virtual Zoom	Ikatan Akuntan Indonesia (IAI) Indonesian Accountants Association (IAI)
	Guardian of The Corporacy: The Role of Internal Audit in Anti Money Laundering Actions dan Oversight & Expectations of Anti Money Laundering Actions	22-23 Juni 2023/Virtual Zoom 22-23 June 2023/Virtual Zoom	Forum Komunikasi Satuan Pengawas Intern (FKSPI) Internal Supervisory Unit Communication Forum (FKSPI)
	Optimizing Business Continuity Strategy to Achieve Sustainable Objectives	27 September 2023/Virtual Zoom 27 September 2023/Virtual Zoom	Indonesia Risk Management Professional Association (IRMAPA)

Rapat dan Tingkat Kehadiran Komite Audit
Audit Committee Meeting and Attendance Rate

Komite Audit menyelenggarakan Rapat Komite Audit secara berkala paling sedikit 1 (satu) kali dalam 3 (tiga) bulan. Rapat tersebut dapat diselenggarakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota. Keputusan rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat.

Di tahun 2023, Komite Audit telah melaksanakan 36 (tiga puluh enam) kali rapat termasuk rapat gabungan antara Komite Audit dengan Komite Pemantau Risiko dan Komite Nominasi dan Remunerasi, dan rapat dengan manajemen, sebagian dari rapat-rapat ini dilakukan secara *online* melalui Microsoft Teams (MTeams).

The Audit Committee organizes Audit Committee meetings periodically at least 1 (one) time in 3 (three) months. The meeting can be held if attended by more than 1/2 (one-half) of the total members. The resolutions of the Audit Committee meetings are taken based on deliberation for consensus.

In 2023, the Audit Committee has held 36 (thirty six) meetings including joint meetings between the Audit Committee and the Risk Monitoring Committee and the Nomination and Remuneration Committee, and meetings with management, some of these meetings were conducted online through Microsoft Teams (MTeams).

Nama Name	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Rate (%)
Poerwo Tjahjono	36	36	100%
Dini Rosdini	36	33	92%
Eni Pratiwi Herlinawati	36	34	94%
Saleh Basir	36	25	69%

Laporan Pelaksanaan Tugas Komite Audit
Report on the Implementation of Audit Committee's Duties

Sepanjang tahun 2023, Komite Audit telah melaksanakan tugasnya dengan rincian sebagai berikut:

1. **Pengawasan terhadap Pengendalian Internal**
   a. Pembahasan RKAP dan KPI Perseroan Tahun 2024
      Komite Audit melakukan pembahasan usulan RKAP dan KPI Perseroan Tahun 2024 bersama dengan Komite lainnya dan dengan pihak manajemen, sebelum dibahas di hadapan Dewan Komisaris untuk disetujui.
   b. Rapat Berkala dengan Auditor Internal
      Telah dilakukan rapat dengan Audit Internal sesuai dengan rencana kerja antara lain terkait dengan hasil audit umum maupun khusus dan rencana kerja tahun berjalan, progres pelaksanaan PKPT (Program Kerja Pemeriksaan Tahunan) 2023, serta persiapan implementasi PSAK 117. Selain itu juga dilakukan rapat dengan manajemen terkait implementasi tata kelola perusahaan yang baik, proses bisnis, dan analisis kinerja bulanan Perseroan.
2. **Pemantauan Tindak Lanjut Temuan Auditor**
   Komite Audit melakukan rapat dengan Audit Internal untuk memonitor tindak lanjut temuan auditor eksternal.
3. **Rekomendasi Penunjukan Auditor Eksternal**
   Sesuai ketentuan OJK, Komite Audit memberikan rekomendasi penunjukan Auditor Eksternal untuk Tahun Buku 2023 dengan memperhatikan hasil evaluasi dan pengawasan terhadap kinerja auditor eksternal.
4. **Kesesuaian Laporan Keuangan dengan Standar Akuntansi yang Berlaku**
   a. Reviu Laporan Manajemen
      Komite Audit melakukan reviu atas Laporan Manajemen mengenai perkembangan kinerja keuangan perusahaan. Hasil reviu disampaikan dalam rapat dengan Dewan Komisaris sebagai masukan bagi Dewan Komisaris dalam melakukan peran pengawasan terhadap Direksi.
   b. Pendalaman Isu Sementara dalam Audit Laporan Keuangan
      Dalam setiap proses audit laporan keuangan, Komite Audit bersama dengan Dewan Komisaris melakukan pemantauan atas proses audit. Komite Audit mengadakan pertemuan dengan auditor eksternal dan memantau hasil temuan audit Laporan

Report on the implementation of Audit Committee's duties in 2023 is as follows:

1. **Supervision of Internal Control**
   a. Discussion of the Company's 2024 RKAP and KPI
      The Audit Committee, alongside other committees and management have discussed the Company's 2024 Work Plan & Budget (RKAP) and KPI proposals, prior to discussed before the Board of Commissioners for approval.
   b. Regular Meetings with Internal Auditors
      Meetings have been held with Internal Audit in accordance with the work plan, including related to the results of general and special audits and work plans for the current year, progress in implementing the 2023 PKPT (Annual Audit Work Program), as well as preparations for the implementation of PSAK 117. In addition, meetings have also been held with management related to implementation of good corporate governance, business processes, and analysis of the Company's monthly performance.
2. **Follow-up Monitoring of Auditor Findings**
   The Audit Committee holds meetings with Internal Audit to monitor the follow-up to the external auditor's findings.
3. **Recommendations for the Appointment of the External Auditor**
   In accordance with OJK regulations, the Audit Committee provides recommendations for the appointment of External Auditor for the 2023 Fiscal Year by considering the results of evaluation and supervision of the external auditor's performance.
4. **Conformity of Financial Reports with Applicable Accounting Standards**
   a. Management Report Review
      The Audit Committee reviews Management Reports regarding developments in the Company's financial performance. The results of the review are presented at a meeting with the Board of Commissioners as input for the Board of Commissioners in carrying out their supervisory role towards the Board of Directors.
   b. In-Depth Study on the Temporary Issues in Financial Report Audits
      In each financial report audit process, the Audit Committee together with the Board of Commissioners

Keuangan. Untuk setiap isu yang muncul dalam audit, anggota Komite Audit melakukan pendalaman atas isu tersebut sesuai dengan Standar Akuntansi yang berlaku dan menelaah dampaknya terhadap laporan keuangan.

c. Melakukan penelaahan informasi yang akan dipublikasikan oleh Perseroan.

5. **Rapat Komite Audit dengan Auditor Eksternal**
Komite Audit bersama dengan Dewan Komisaris telah melakukan rapat koordinasi dengan Auditor Eksternal terkait dengan pelaksanaan dan hasil Audit Laporan Keuangan untuk Tahun Buku 2023. Dari hasil pertemuan ini, Komite Audit juga melakukan pengawasan terhadap tindak lanjut temuan auditor eksternal sebagai bahan evaluasi mengenai efektivitas pengendalian internal perusahaan.

monitors the audit process. The Audit Committee holds meetings with external auditors and monitors the results of the audit of the Financial Statements. For each issue that arises in the audit, members of the Audit Committee conduct an in-depth study of the issue in accordance with applicable Accounting Standards and examine its impact on the financial statements.

c. Reviewing information that will be published by the Company.

5. **Audit Committee Meeting with External Auditor**
The Audit Committee, together with the Board of Commissioners, have held a coordination meeting with the External Auditor's regarding the implementation and results of the Financial Statement Audit for the 2023 Fiscal Year. As the results of this meeting, the Audit Committee also supervised the follow-up to the external auditor's findings as evaluation material concerning the effectiveness of the company's internal controls.

4.B.

Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee

Dalam rangka memenuhi Peraturan OJK No. 34/POJK.04/2014 Tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik ("POJK No. 34/2014"), Tugu Insurance telah mempunyai Komite Nominasi dan Remunerasi yang dibentuk oleh dan bertanggung jawab kepada Dewan Komisaris.

Pursuant to OJK Regulation No. 34/POJK.04/2014 Regarding the Nomination and Remuneration Committee of Issuers or Public Companies ("POJK No. 34/2014"), Tugu Insurance has a Nomination and Remuneration Committee established by and responsible to the Board of Commissioners.

Komite Nominasi dan Remunerasi mempunyai tugas dan tanggung jawab untuk membantu melaksanakan fungsi dan tugas Dewan Komisaris terkait Nominasi dan Remunerasi di tingkat Dewan Komisaris, Direksi, anggota Komite di tingkat Dewan Komisaris dan jabatan hingga dua tingkat di bawah Direksi Perseroan.

The Nomination and Remuneration Committee has the duty and responsibility to help carry out the functions and duties of the Board of Commissioners in relation to the Nomination and Remuneration at the Board of Commissioners, the Board of Directors, Committee members at the Board of Commissioners level and positions up to two levels under the Company's Board of Directors.

Piagam Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Charter

Pelaksanaan tata kerja Komite Nominasi dan Remunerasi tercantum pada Piagam Komite yang secara berkelanjutan disempurnakan dan diperbaharui sesuai perkembangan peraturan perundang-undangan yang berlaku serta kondisi terkini. Piagam Komite Nominasi dan Remunerasi terakhir diperbaharui dan disempurnakan pada 4 Oktober 2022 yang disahkan oleh Dewan Komisaris.

The Nomination and Remuneration Committee delivers its duties and responsibilities by referring to the Nomination and Remuneration Committee Charter, which is continuously refined and updated following the development of the prevailing laws and regulations and current conditions. The Nomination and Remuneration Committee Charter was updated/enhanced and ratified by the Board of Commissioners on 4 October 2022.

Piagam Komite Nominasi dan Remunerasi mengatur tentang pembentukan, organisasi dan masa kerja, tugas, tanggung jawab dan wewenang dari Komite Nominasi dan Remunerasi.

The Nomination and Remuneration Committee Charter regulates the formation, organization and term of office, duties, responsibilities and authorities of the Nomination and Remuneration Committee.

Susunan, Dasar Pengangkatan, dan Masa Jabatan Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Composition, Appointment and Term of Office

Ketentuan atas komposisi dan keanggotaan Komite Nominasi dan Remunerasi, sebagai berikut.

1. Komite Nominasi dan Remunerasi paling kurang terdiri dari 3 (tiga) orang anggota, dengan ketentuan:
   a. 1 (satu) orang ketua merangkap anggota, yang merupakan Komisaris Independen; dan
   b. Anggota lainnya yang dapat berasal dari:
      - Anggota Dewan Komisaris;
      - Pihak yang berasal dari luar Emiten atau Perusahaan Publik yang bersangkutan; atau
      - Pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia.
   c. Anggota Komite Nominasi dan Remunerasi lainnya sebagian besar tidak dapat berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia.
2. Anggota Komite Nominasi dan Remunerasi yang berasal dari luar Emiten atau Perusahaan Publik sebagaimana dimaksud di atas wajib memenuhi syarat:
   a. Tidak mempunyai hubungan Afiliasi dengan Emiten atau Perusahaan Publik, anggota Direksi, anggota Dewan Komisaris, atau Pemegang Saham Utama Emiten atau Perusahaan Publik tersebut;
   b. Memiliki pengalaman terkait Nominasi dan/atau Remunerasi; dan
   c. Tidak merangkap jabatan sebagai anggota komite lainnya yang dimiliki Emiten atau Perusahaan Publik tersebut.

Pada tahun 2023, susunan anggota Komite Nominasi dan Remunerasi telah disahkan sebagaimana Surat Keputusan Dewan Komisaris No. 01/SKK_ATPI/IV/2023 tanggal 28 April 2023.

The composition and membership of the Company Nomination and Remuneration Committee are as follows:

1. The Nomination and Remuneration Committee shall consist of at least 3 (three) members, with the following provision:
   a. 1 (one) chairman concurrently who serves as an Independent Commissioner; and
   b. Other members who are also:
      - Members of the Board of Commissioners;
      - Parties from outside the Issuer or Public Company concerned; or
      - Parties holding managerial positions under the Board of Directors in charge of human resources.
   c. Most of the members of the Nomination and Remuneration Committee may not come from parties holding managerial positions under the Board of Directors in charge of human resources.
2. The members of the Nomination and Remuneration Committee who come from outside the Issuer or Public Company as referred to above must meet the following requirements:
   a. Have no affiliation with the Issuer or Public Company, members of the Board of Directors, members of the Board of Commissioners, or Majority Shareholders of the Issuer or Public Company;
   b. Have experience related to Nomination and/or Remuneration; and
   c. Do not hold concurrent positions as members of other committees owned by the Issuer or Public Company.

In 2023, the composition of the Nomination and Remuneration Committee members has been ratified as stated in the Decree of the Board of Commissioners No. 01/SKK_ATPI/IV/2023 dated 28 April 2023.

Pada tahun 2023, susunan keanggotaan Komite Nominasi dan Remunerasi Tugu Insurance adalah sebagai berikut:

In 2023, the membership composition of the Tugu Insurance's Nomination and Remuneration Committee is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Period
Adi Zakaria Afiff[1)]	Ketua Chairman	Surat Keputusan Dewan Komisaris No. 07/SKK-ATPI/XII/2020 tanggal 30 Desember 2020 tentang Pengangkatan Kembali Komite Nominasi dan Remunerasi PT Asuransi Tugu Pratama Indonesia Tbk. Decree of the Board of Commissioners No. 07/SKK-ATPI/XII/2020 dated 30 December 2020 on the Re-appointment of the Nomination and Remuneration Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2021 s.d. 28 April 2023. 1 January 2021 until 28 April 2023
Dian Masyita[2)]	Ketua Chairman	Surat Keputusan Dewan Komisaris No.01/SKK-ATPI/IV/2023 tanggal 28 April 2023 tentang Perubahan Susunan Anggota Komite Nominasi dan Remunerasi PT Asuransi Tugu Pratama Indonesia Tbk. Decree of the Board of Commissioners No. 01/SKK-ATPI/IV/2023 dated 28 April 2023 on the Changes in Composition of the Nomination and Remuneration Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	28 April 2023 s.d. 31 Desember 2023. 28 April 2023 until 31 December 2023.
Zaäfri Ananto Husodo	Anggota Member	Surat Keputusan Dewan Komisaris No. 07/SKK-ATPI/XII/2020 tanggal 30 Desember 2020 tentang Pengangkatan Kembali Komite Nominasi dan Remunerasi PT Asuransi Tugu Pratama Indonesia Tbk. Decree of the Board of Commissioners No. 07/SKK-ATPI/XII/2020 dated 30 December 2020 on the Re-appointment of the Nomination and Remuneration Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2021 s.d. 31 Desember 2023. 1 January 2021 until 31 December 2023.
Ayu Aprilianti	Anggota Member		
Jusman Hutama	Anggota (Ex Officio) Member (Ex Officio)		

[1)] Tidak lagi menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Efektif menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak 28 April 2023.

[1)] No longer serves as Chair of the Nomination and Remuneration Committee since the closing of the Annual GMS on 28 April 2023.
[2)] Effectively serving as Chair of the Nomination and Remuneration Committee since 28 April 2023.

Profil Komite Nominasi dan Remunerasi Per 31 Desember 2023

Profile of Member of the Nomination and Remuneration Committee as of 31 December 2023

No	Nama Names	Jabatan Position	
1	Dian Masyita	Ketua Komite Nominasi dan Remunerasi Chairperson of Nomination and Remuneration Committee	Profil lengkap Ibu Dian Masyita dapat dilihat pada profile Dewan Komisaris pada Laporan Tahunan ini. The profile of Ms. Dian Masyita can be found in the Board of Commissioners profile in this Annual Report.



Zaäfri Ananto Husodo

Anggota Komite Nominasi dan Remunerasi | Member of Nomination and Remuneration Committee

Periode Jabatan | Period
1 Januari 2021-31 Desember 2023 | 1 January 2023-31 December 2023

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Date and Place of Birth	Malang, 20 Mei 1974 Malang, 20 May 1974
Usia Age	49 tahun 49 years old
Domisili Domicile	DKI Jakarta

Pendidikan dan Sertifikasi Education and Certification	• Doctor (PhD) bidang keuangan dan perbankan dari Australian School of Business, UNSW (2008) dengan spesialisasi risiko dalam sistem keuangan. • Magister Manajemen bidang keuangan dan perbankan dari Universitas Indonesia (2000) dengan spesialisasi diseminasi informasi di pasar modal. • Sarjana Ekonomi bidang sumber daya manusia dari Universitas Sebelas Maret (1997) dengan spesialisasi perencanaan sumber daya manusia pada sektor publik. • Mempunyai Sertifikasi Certified Enterprise Risk Governance (CERG), Sertifikasi Qualified Risk Governance Professional (QRGP).	• PhD in finance and banking from Australia School of Business, UNSW specializing in risk on financial system (2008). • Master of Management from the University of Indonesia in finance and banking specializing in disseminating information in the capital market (2000). • Bachelor of Economics in human resources from Sebelas Maret University (1997) specializing in human resource planning on the public sector • Certified with Enterprise Risk Governance (CERG) Certification, Qualified Risk Governance Professional (QRGP) Certification.
Riwayat Pekerjaan Work Experience	• Menjabat sebagai Dewan Pengawas untuk Nord Anglia Education Jakarta sejak 2013 untuk menjalin dan menjaga hubungan kerja sama dengan institusi di Indonesia, *monitoring* operasional sekolah dari sisi komposisi SDM, kinerja keuangan dan risiko operasional. • Ketua Program Pascasarjana Ilmu Manajemen sejak 2022, mengelola sumber daya manusia dan mahasiswa/i, melakukan manajemen risiko operasional, pengembangan dan pengelolaan kurikulum serta menjalin dan menjaga kerja sama dengan institusi lokal dan internasional. • Sekretaris Progam Studi Pascasarjana Ilmu Manajemen sejak 2018-2022, mengelola operasi internal program studi, manajemen sumber daya manusia interal, mengelola adminstrasi akademik program studi. • Menjadi staf khusus Wakil Rektor II di tahun 2014-2018 dalam bidang analisis keuangan dan proses bisnis Universitas Indonesia. • Research Advisor dalam membangun *research-based policy* sejak 2003 untuk Bank Indonesia, Otoritas Jasa Keuangan, dan Kementerian Keuangan.	• Supervisory Board for Nord Anglia Education Jakarta since 2013, responsible for establishing and maintaining cooperative relationships with institutions in Indonesia, and monitoring school operations in HR composition, financial performance and operational risk. • Program Director of the Postgraduate Program in Management Science since 2022, managing human resources and students, operational risk management, developing and managing curriculum, establishing and maintaining collaboration with local and international institutions. • Secretary of the Postgraduate Study Program in Management Science since 2018-2022, managing the internal operations of the study program, internal human resources management, and study program academic administration. • Special staff of Vice Chancellor II in 2014-2018 in financial analysis and business processes at the University of Indonesia. • Research Advisor for Central Bank of Indonesia, Financial Services Authority and Ministry of Finance since 2003 to assist them in developing research-based policy.

Rangkap Jabatan Concurrent Position	• Dewan Pengawas untuk Nord Anglia Education Jakarta sejak 2013 untuk menjalin dan menjaga hubungan kerja sama dengan institusi di Indonesia, *monitoring* operasional sekolah dari sisi komposisi SDM, kinerja keuangan dan risiko operasional. • Aktif sebagai pengelola program pascasarjana ilmu manajemen sejak 2009 di FEB-UI serta sebagai Dosen dalam bidang keuangan sejak 2000.	• Supervisory Board for Nord Anglia Education Jakarta since 2013 to establish and maintain cooperative relationships with Indonesian institutions, monitoring school operations in terms of HR composition, financial performance and operational risks. • Active as manager of the postgraduate management science program since 2009 at FEB-UI and lecturer in finance since 2000.
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/ Controlling Shareholders



Ayu Aprilianti

Anggota Komite Nominasi dan Remunerasi | Member of Nomination and Remuneration Committee

Periode Jabatan | Period
1 Januari 2021-31 Desember 2023 | 1 January 2023-31 December 2023

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Date and Place of Birth	Jakarta, 10 April 1980
Usia Age	43 tahun 43 years old
Domisili Domicile	DKI Jakarta

Pendidikan dan Sertifikasi Education and Certification	• Sarjana (S1) Psikologi dari Fakultas Psikologi Universitas Indonesia (2004). • Magister Sains Manajemen Sumber Daya Manusia dari Fakultas Psikologi Universitas Indonesia (2007). • Gelar sertifikasi yang dimiliki adalah Certified Competency Developer dan Certified Behavior Analyst, Sertifikasi Certified Enterprise Risk Governance (CERG), Sertifikasi Qualified Risk Governance Professional (QRGP).	• Bachelor of Psychology from the Faculty of Psychology, University of Indonesia (2004). • Master of Science in Human Resource Management from the Faculty of Psychology, University of Indonesia (2007). • Certified with Competency Developer and Certified Behavior Analyst, Certified Enterprise Risk Governance (CERG) Certification, Qualified Risk Governance Professional (QRGP) Certification.
Riwayat Pekerjaan Work Experience	Dosen Fakultas Ekonomi dan Bisnis Universitas Indonesia (FEB UI) dengan kepakaran pada bidang Manajemen Sumber Daya Manusia, Manajemen Stratejik, Struktur dan Proses Organisasi, Perilaku Organisasi serta *Corporate Governance* (2010-sekarang).	Lecturer of the Faculty of Economics and Business, University of Indonesia (FEB UI) specializing in Human Resource Management, Strategic Management, Organizational Structure and Processes, Organizational Behavior and Corporate Governance (2010-present).
Rangkap Jabatan Concurrent Position	Dosen di Fakultas Ekonomi dan Bisnis Universitas Indonesia (FEB UI) dan aktif sebagai peneliti dan melakukan riset yang berkaitan dengan pengelolaan sumber daya manusia, manajemen perubahan dan pengembangan organisasi, manajemen stratejik, inovasi dan *corporate governance* (2010-sekarang).	Lecturer at the Faculty of Economics and Business, University of Indonesia (FEB UI) and researcher in human resource management, change management and organizational development, strategic management, innovation and corporate governance (2010-present).
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/ Controlling Shareholders.



Jusman Hutama

Anggota Komite Nominasi dan Remunerasi | Member of Nomination and Remuneration Committee

Periode Jabatan | Period

1 Januari 2021-31 Desember 2023 | 1 January 2023-31 December 2023

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Date and Place of Birth	Jakarta, 12 Oktober 1977 Jakarta, 12 October 1977
Usia Age	46 tahun 46 years old
Domisili Domicile	DKI Jakarta

Pendidikan dan Pelatihan Education and Training	• Meraih gelar MBA dengan pendalaman Marketing dan Keuangan dari Judd Leighton Business School of Indiana University, Amerika Serikat (2008). • Meraih gelar Bachelor of Business Administration with Honors dengan pendalaman International Business dari Edith Cowan University, Australia sebagai bagian dari Dual-Degree Program dengan Universitas Trisakti (2001). • Meraih gelar Sarjana Ekonomi jurusan Akuntansi dari Universitas Trisakti (2001). • Gelar sertifikasi yang dimiliki adalah Qualified Certified Risk Officer (QCRO), Google Digital Academy, Associate, Life Management Institute (ALMI) dan Certified Professional in Organization Development (CPOD).	• Master of Business Administration in Marketing and Finance from the Judd Leighton Business School of Indiana University, USA (2008). • Bachelor of Business Administration with Honors in International Business from Edith Cowan University, Australia, as part of the Dual-Degree program with Trisakti University (2001). • Bachelor of Economy majoring Accounting from Trisakti University (2001). • Qualified Certified Risk Officer (QCRO), Google Digital Academy certification, and Associate Life Management Institution (ALMI) certification and Certified Professional in Organization Development (CPOD).
Riwayat Pekerjaan Work Experience	Memiliki pengalaman tentang seluruh spektrum pengelolaan Sumber Daya Manusia, Operasional, dan *Affinity Business* pada beberapa perusahaan multinasional dengan jenis industri yang berbeda.	Experienced in all spectrum of Human Resources Management, Operations, and Affinity Business in several multinational companies of different types of industries.
Rangkap Jabatan Concurrent Position	Group Head Human Capital & Services, PT Asuransi Tugu Pratama Indonesia Tbk.	Group Head Human Capital & Services, PT Asuransi Tugu Pratama Indonesia Tbk.
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/ Controlling Shareholders.

Independensi Komite Nominasi dan Remunerasi
Independence of Nomination and Remuneration Committee

Untuk menjaga independensinya, Komite Nominasi dan Remunerasi diketuai oleh Komisaris Independen, yang tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, dan Pemegang Saham Pengendali Perseroan. Di samping itu, anggota Komite Nominasi dan Remunerasi tidak memiliki benturan kepentingan yang mempengaruhi kemandiriannya dalam menjalankan tugas, tidak memiliki hubungan darah dengan sesama anggota Komite Nominasi dan Remunerasi, Direksi, dan Pemegang Saham hingga derajat ketiga, baik secara vertikal maupun horizontal atau melalui ikatan perkawinan, serta tidak memiliki hubungan keuangan dengan semua pihak tersebut.

To uphold its independence, the Nomination and Remuneration Committee is chaired by an Independent Commissioner, who has no affiliation with the Board of Commissioners, Directors, and Controlling Shareholders of the Company. In addition, members of the Nomination and Remuneration Committee do not have conflicts of interest that affect their independence in carrying out their duties, and not a blood related with fellow members of the Nomination and Remuneration Committee, Directors, and Shareholders up to the third degree, either vertically or horizontally or through marriage, and has no financial relationship with any of these parties.

Adapun tabel independensi Komite Nominasi dan Remunerasi Tugu Insurance berdasarkan POJK No. 34/2014 adalah sebagai berikut:

The independence table of the Nomination and Remuneration Committee refers to POJK No. 34/2014 are as follows:

Tabel Hubungan Keluarga dan Hubungan Keuangan Komite Nominasi dan Remunerasi
Table of Familial Relationship and Financial Relationship of the Nomination and Remuneration Committee

Keterangan Description	Hubungan Keluarga Familial Relationship			Hubungan Keuangan Financial Relationship		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders
Adi Zakaria Afiff[1)]	✕	✕	✕	✕	✕	✕
Dian Masyita[2)]	✕	✕	✕	✕	✕	✕
Zaäfri Ananto Husodo	✕	✕	✕	✕	✕	✕
Ayu Aprilianti	✕	✕	✕	✕	✕	✕
Jusman Hutama	✕	✕	✕	✕	✕	✕

[1)] Tidak lagi menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Efektif menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak 28 April 2023.

[1)] No longer serves as Chair of the Nomination and Remuneration Committee since the closing of the Annual GMS on 28 April 2023.
[2)] Effectively serving as Chair of the Nomination and Remuneration Committee since 28 April 2023.

Tabel Independensi Komite Nominasi dan Remunerasi
Table of Independence of the Nomination and Remuneration Committee

Aspek Independensi Independence Aspect	Adi Zakaria Afiff[1)]	Dian Masyita[2)]	Zaäfri Ananto Husodo	Ayu Aprilianti	Jusman Hutama
Tidak mempunyai hubungan Afiliasi dengan Emiten atau Perusahaan Publik, anggota Direksi, anggota Dewan Komisaris, atau Pemegang Saham Utama Emiten atau Perusahaan Publik tersebut Does not have affiliation with the Issuer or Public Company, members of the Board of Directors, members of the Board of Commissioners, or Majority Shareholders of the Issuer or Public Company	✓	✓	✓	✓	✓
Tidak merangkap jabatan sebagai anggota komite lainnya yang dimiliki Emiten atau Perusahaan Publik tersebut. Does not hold concurrent positions as members of other committees owned by the Issuer or Public Company.	✓	✓	✓	✓	✓

[1)] Tidak lagi menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Efektif menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak 28 April 2023.

[1)] No longer serves as Chair of the Nomination and Remuneration Committee since the closing of the Annual GMS on 28 April 2023.
[2)] Effectively serving as Chair of the Nomination and Remuneration Committee since 28 April 2023.

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi
Duties and Responsibilities of the Nomination and Remuneration Committee

Tugas dan tanggung jawab Komite Nominasi dan Remunerasi dalam membantu melaksanakan fungsi dan tugas Dewan Komisaris terkait Nominasi dan Remunerasi adalah sebagai berikut:

1. Terkait dengan fungsi nominasi, yaitu:
   a. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
      - Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris;
      - Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi;
      - Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris.
   b. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi;
   c. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris;
   d. Memberikan usulan/rekomendasi calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham;
   e. Memberikan rekomendasi calon yang memenuhi syarat sebagai Deputy Director dan Group Head kepada Dewan Komisaris untuk dibahas dan diputuskan dalam rapat Dewan Komisaris;
   f. Menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai sistem dan prosedur pemilihan dan/atau penggantian anggota Dewan Komisaris dan Direksi kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham;
   g. Memberikan rekomendasi kepada Dewan Komisaris mengenai pihak independen yang akan menjadi Anggota Komite.
2. Terkait dengan fungsi remunerasi, yaitu:
   a. Melakukan evaluasi terhadap sistem/kebijakan remunerasi bagi Dewan Komisaris, Direksi, Deputy Director, dan Group Head;
   b. Menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi untuk disampaikan kepada Rapat Umum Pemegang Saham;

The Nomination and Remuneration Committee has duties and responsibilities to assist the Board of Commissioners' functions related to Nomination and Remuneration as follows:

1. Related to the nomination function, namely:
   a. Provide recommendations to the Board of Commissioners regarding the following:
      - Composition of the members of the Board of Directors and/or members of the Board of Commissioners;
      - Policies and criteria required in the nomination process;
      - Performance evaluation policies for the Board of Directors and/or the Board of Commissioners members.
   b. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks that have been prepared as evaluation materials;
   c. Provide recommendations to the Board of Commissioners regarding capacity development programs for members of the Board of Directors and/or members of the Board of Commissioners;
   d. Provide proposals/recommendations for candidates who meet the requirements as members of the Board of Directors and/or members of the Board of Commissioners to the Board of Commissioners to be submitted to the General Meeting of Shareholders;
   e. Provide recommendations for candidates who meet the requirements as Deputy Director and Group Head to the Board of Commissioners to be discussed and decided in a meeting of the Board of Commissioners;
   f. Prepare and provide recommendations to the Board of Commissioners regarding systems and procedures for selecting and/or replacing members of the Board of Commissioners and Directors to the Board of Commissioners to be submitted to the General Meeting of Shareholders;
   g. Provide recommendations to the Board of Commissioners regarding independent parties who will become Committee Members.
2. Related to the remuneration function, namely:
   a. Evaluate the remuneration system/policy for the Board of Commissioners, Directors, Deputy Director and Group Head;
   b. Prepare and provide recommendations to the Board of Commissioners regarding the remuneration policy for the Board of Commissioners and the Board of Directors to be submitted to the General Meeting of Shareholders;

c. Menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi Deputy Director, dan Group Head untuk disampaikan kepada Direksi;
d. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris.

3. Melaksanakan tugas lainnya yang diberikan oleh Dewan Komisaris.

c. Prepare and provide recommendations to the Board of Commissioners regarding the remuneration policy for the Deputy Director and Group Head to be submitted to the Board of Directors;
d. Assist the Board of Commissioners in conducting performance appraisals in accordance with the remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners.

3. Deliver other duties assigned by the Board of Commissioners.

Program Pengembangan Kompetensi Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Competency Enhancement Program

Komite Nominasi dan Remunerasi telah mengikuti program peningkatan kompetensi sepanjang tahun 2023, antara lain:

The competency enhancement programs participated in by members of the Nomination and Remuneration Committee throughout 2023 are as follows:

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/Tempat Date/Place	Penyelenggara Organizer
Dian Masyita	Informasi peningkatan kompetensi/pelatihan Ibu Dian Masyita dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Dewan Komisaris pada bab tata kelola ini. Information on competency enhancement/training of Ms. Dian Masyita can be found in the information on competency enhancement/training for members of the Board of Commissioners in this governance chapter.		
Zaäfri Ananto Husodo	*Webinar Risk Management Forum Pertamina Across the Group 2023.*	16 Maret 2023/Virtual Zoom 16 March 2023/Virtual Zoom	Forum Pertamina
	E-learning dan Ujian *Qualified Risk Governance Professional* (QRGP). E-learning and Qualified Risk Governance Professional Exam (QRGP).	24-30 Juli 2023 & 2 Agustus 2023/ Virtual Zoom 24-30 July 2023 & 2 August 2023/ Virtual Zoom	Lembaga Sertifikasi Profesi Mitra Kalyana Sejahtera (LSP MKS) Mitra Kalyana Sejahtera Professional Certification Institute (LSP MKS)
	GAP Analysis IFRS S1 and S2.	19 Agustus 2023/Virtual Zoom 19 August 2023/Virtual Zoom	Forum Akuntan Manajemen Management Accountant Forum
	Optimizing Business Continuity Strategy to Achieve Sustainable Objectives.	27 September 2023/Virtual Zoom	Indonesia Risk Management Professional Association (IRMAPA)
	Sosialisasi POJK Anti Pencucian Uang, Pencegahan Pendanaan Terorisme, dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (APU, PPT, dan PPPSPM). Dissemination of POJK Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU, PPT, and PPPSPM).	12 Desember 2023/Virtual Zoom 12 December 2023/Virtual Zoom	Tugu Institute
Ayu Aprilianti	*E-learning* dan Ujian *Qualified Risk Governance Professional* (QRGP). E-learning and Qualified Risk Governance Professional Exam (QRGP).	25-31 Juli 2023 & 1 Agustus 2023/ Virtual Zoom 25-31 July 2023 & 1 August 2023/ Virtual Zoom	Lembaga Sertifikasi Profesi Mitra Kalyana Sejahtera (LSP MKS) Mitra Kalyana Sejahtera Professional Certification Institute (LSP MKS)

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/Tempat Date/Place	Penyelenggara Organizer
	Optimizing Business Continuity Strategy to Achieve Sustainable Objectives	27 September 2023/Virtual Zoom	Indonesia Risk Management Professional Association (IRMAPA)
	Sosialisasi POJK Anti Pencucian Uang, Pencegahan Pendanaan Terorisme, dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (APU, PPT, dan PPPSPM). Dissemination of POJK Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU, PPT, and PPPSPM).	12 Desember 2023/Virtual Zoom 12 December 2023/Virtual Zoom	Tugu Institute
Jusman Hutama	*Objective Key Result Workshop*	Jakarta, 18 Januari 2023 Jakarta, 18 January 2023	Happy5
	Certified Professional in Organization Development (CPOD)	Jakarta, 28-29 Januari 2023 Jakarta, 28-29 January 2023	AIODP
	tiLearn 040: *COB Marine Hull & Marine Cargo*	Jakarta, 7 Februari 2023 Jakarta, 7 February 2023	Tugu Institute dan Sales & Distribution Group Tugu Institute and Sales & Distribution Group
	CIFO: Hybrid Working as A Trend of Work In The Post-Pandemic World	Jakarta, 1 Maret 2023 Jakarta, 1 March 2023	CIAS - Corporate Innovation Asia
	Tantangan dan Peluang Profesi Manajemen Risiko dalam Pencapaian Tujuan Keuangan Berkelanjutan Challenges and Opportunities for the Risk Management Profession in Achieving Sustainable Financial Goals	Jakarta, 3 Maret 2023 Jakarta, 3 March 2023	IRMAPA
	Training Millenials & Gen Z: Tips & Strategies	Jakarta, 3 Maret 2023 Jakarta, 3 March 2023	MSI Indonesia
	Global Turmoil: The Unpredictable Landscape	Jakarta, 15 Maret 2023 Jakarta, 15 March 2023	IRMAPA
	People-Policy-Technology to Build Employee Experience	Jakarta, 15 April 2023	CMA
	Risk Management Forum Pertamina Group 2023	Jakarta, 16 Maret 2023 Jakarta, 16 March 2023	Tugu Institute dan ERM & Legal Group Tugu Institute and ERM & Legal Group
	tiShare 007: *Selling & Negotiation Skill*	Jakarta, 29 Mei 2023 Jakarta, 29 May 2023	Tugu Institute dan Sales & Negotiation Skills Tugu Institute and Sales & Negotiation Skills

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/Tempat Date/Place	Penyelenggara Organizer
	tiShare 009: Sosialisasi Pengelolaan Talent dan Rencana Suksesi tiShare 009: Dissemination of Talent Management and Succession Planning	Jakarta, 5 Juni 2023 Jakarta, 5 June 2023	Tugu Institute dan Human Capital & Services Tugu Institute and Human Capital & Services
	tiLearn 042: Implementasi SMAP Dalam Menunjang Kegiatan Operasional Perusahaan. tiLearn 042: Implementation of SMAP to Support Company Operational Activities.	Jakarta, 8 Juni 2023 Jakarta, 8 June 2023	Tugu Institute dan Compliance Tugu Institute and Compliance
	Revolutioning HR	Jakarta, 17 Juni 2023 Jakarta, 17 June 2023	MTI Talentstory
	tiLearn 045: Basic Selling Skill	Jakarta, 31 Juli 2023 Jakarta, 31 July 2023	Tugu Institute dan Sales & Distribution Group Tugu Institute and Sales & Distribution Group
	Rancangan Standar Kompetensi Kerja Nasional Indonesia Draft of Indonesian National Work Competency Standards	Yogyakarta, 3 Agustus 2023 Yogyakarta, 3 August 2023	OJK
	Coaching For Empowering Your Team	Jakarta, 23 Agustus 2023 Jakarta, 23 August 2023	IKIGAI
	Masa Depan Asuransi Syariah Pasca POJK No. 11 Tahun 2023 The Future of Sharia Insurance Post POJK No. 11 of 2023	Jakarta, 30 Agustus 2023 Jakarta, 30 August 2023	KARIM
	Konvensi Nasional Rancangan Standar Kompetensi Kerja Nasional Indonesia (RSKKNI) Bidang Perasuransian National Convention on the Draft Indonesian National Work Competency Standards (RSKKNI) in the Insurance Sector	Jakarta, 20 September 2023	OJK
	tilearn 047: *Right Service Experience for The Right Customer*	Jakarta, 23 Oktober 2023 Jakarta, 23 October 2023	Strategic Partnership Group
	tilearn 052: *Keynote Speech* Perlindungan Data Pribadi tilearn 052: Keynote Speech on Personal Data Protection	Jakarta, 16 November 2023	Legal & Compliance Group
	Risk Beyond International Conference on ERM 2023	Jakarta, 7-8 Desember 2023 Jakarta, 7-8 December 2023	IRMAPA

Rapat dan Tingkat Kehadiran Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Meeting & Attendance Rate

Komite Nominasi dan Remunerasi menyelenggarakan rapat secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan mengacu pada POJK No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik. Keputusan rapat Komite Nominasi dan Remunerasi dilakukan berdasarkan musyawarah mufakat. Dalam hal keputusan berdasarkan musyawarah mufakat tidak tercapai, pengambilan keputusan dilakukan berdasarkan suara terbanyak.

In accordance with POJK No.34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies, the Nomination and Remuneration Committee must hold a periodic meeting at least once in four months. Nomination and Remuneration Committee meeting decisions are made based on deliberation to reach a consensus. If a decision based on deliberation and consensus is not reached, the decision is made based on the majority vote.

Per 31 Desember 2023, Komite Nominasi dan Remunerasi telah melaksanakan 16 (enam belas) kali rapat termasuk rapat gabungan antara Komite Nominasi dan Remunerasi dengan Komite Pemantau Risiko dan Komite Audit, dan rapat dengan manajemen. Adapun rincian kehadiran anggota Komite Nominasi dan Remunerasi sebagai berikut:

As of 31 Desember 2023, the Nomination and Remuneration Committee held 16 (sixteen) meetings, including joint meetings between the Nomination and Remuneration Committee with the Risk Monitoring Committee and Audit Committee, and meetings with management. The attendance rate of the Nomination and Remuneration Committee members are as follows:

Nama Name	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Rate
Adi Zakaria Afiff[1)]	4	4	100%
Dian Masyita[2)]	12	11	92%
Zaäfri Ananto Husodo	16	13	81%
Ayu Aprilianti	16	15	94%
Jusman Hutama	16	12	75%

[1)] Tidak lagi menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Efektif menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak 28 April 2023.

[1)] No longer serves as Chair of the Nomination and Remuneration Committee since the closing of the Annual GMS on 28 April 2023.
[2)] Effectively serving as Chair of the Nomination and Remuneration Committee since 28 April 2023.

Laporan Pelaksanaan Tugas Komite Nominasi dan Remunerasi
Report on Implementation of Nomination and Remuneration Committee Duties

Per 31 Desember 2023, Komite Nominasi dan Remunerasi telah melaksanakan tugas antara lain:

1. Komite Nominasi dan Remunerasi telah melakukan evaluasi dan memberikan rekomendasi terkait pergantian Direksi dan Dewan Komisaris yang habis masa tugasnya pada masa RUPST 2023 sesuai dengan ketentuan yang berlaku;
2. Komite Nominasi dan Remunerasi telah melakukan evaluasi dan memberikan rekomendasi terkait penyusunan *Key Performance Indicator* Perusahaan tahun 2023 sesuai dengan ketentuan yang berlaku serta rencana jangka panjang Perusahaan;
3. Komite Nominasi dan Remunerasi telah melakukan evaluasi dan memberikan rekomendasi terhadap Dewan Komisaris terkait usulan tantiem dan penyesuaian remunerasi Direksi dan Dewan Komisaris pada tahun 2022;
4. Komite Nominasi dan Remunerasi telah melakukan tinjauan dan evaluasi terhadap kebijakan remunerasi perusahaan untuk tingkat Group Head di tahun 2023 dan memberikan rekomendasi agar kebijakan tersebut tetap kompetitif secara eksternal, selaras secara internal, memperhatikan aspek-aspek manajemen risiko perusahaan serta memenuhi semua ketentuan yang berlaku;

The following is the report on the implementation of the duties of the Nomination and Remuneration Committee as of 31 December 2023:

1. The Nomination and Remuneration Committee has conducted an evaluation and provided recommendations regarding the replacement of the Board of Directors and Board of Commissioners whose terms of office have expired at the 2023 AGMS in accordance with applicable regulations;
2. The Nomination and Remuneration Committee has evaluated and provided recommendations regarding the preparation of the Company's Key Performance Indicators for 2023 in accordance with applicable regulations and the Company's long-term plans;
3. The Nomination and Remuneration Committee has evaluated and provided recommendations to the Board of Commissioners regarding the proposed tantiem and adjustments to the remuneration of the Board of Directors and Board of Commissioners in 2022;
4. The Nomination and Remuneration Committee has reviewed and evaluated the Company's remuneration policy for Group Head level in 2023 and provided recommendations so that the policy remains externally competitive, internally aligned, pays attention to aspects of Company risk management and meets all applicable regulations;

5. Komite Nominasi dan Remunerasi telah memberikan rekomendasi calon yang memenuhi syarat sebagai SVP dan Group Head kepada Dewan Komisaris sebagai bahan pertimbangan untuk diputuskan dalam rapat Dewan Komisaris;
6. Komite Nominasi dan Remunerasi telah melakukan tinjauan terhadap sistem penilaian kinerja Direksi dan Dewan Komisaris yang berlaku dan memberikan pandangan serta saran-saran terhadap sistem tersebut dengan memperhatikan ketentuan yang berlaku, praktik baik pada perusahaan-perusahaan terkemuka dan pemenuhan terhadap prinsip tata kelola yang baik;
7. Komite Nominasi dan Remunerasi telah memberikan rekomendasi mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris;
8. Komite Nominasi dan Remunerasi telah melakukan kegiatan *monitoring* dan evaluasi terhadap implementasi sistem pengelolaan SDM secara umum dan integrasi antara sistem tersebut dengan sistem-sistem lainnya;
9. Komite Nominasi dan Remunerasi telah melakukan *monitoring* dan evaluasi terhadap program perencanaan suksesi yang menjadi bagian tak terpisahkan dari sistem manajemen talenta yang dikembangkan oleh Perusahaan;
10. Komite Nominasi dan Remunerasi telah melakukan tinjauan terhadap usulan perubahan struktur organisasi dan menyampaikan hasilnya sebagai bahan pertimbangan untuk diputuskan dalam rapat Dewan Komisaris.

5. The Nomination and Remuneration Committee has provided recommendations for candidates who meet the requirements as SVP and Group Head to the Board of Commissioners for consideration to be decided at the Board of Commissioners meeting;
6. The Nomination and Remuneration Committee has conducted a review of the applicable performance appraisal system of the Board of Directors and Board of Commissioners and provided opinions and suggestions on the system taking into account applicable regulations, good practices in leading companies and compliance with the principles of good governance;
7. The Nomination and Remuneration Committee has provided recommendations regarding the capacity development program for members of the Board of Directors and/or members of the Board of Commissioners;
8. The Nomination and Remuneration Committee has carried out monitoring and evaluation activities on the implementation of the HR management system in general and integration between the system and other systems;
9. The Nomination and Remuneration Committee has monitored and evaluated the succession planning program which is an integral part of the talent management system developed by the Company;
10. The Nomination and Remuneration Committee has reviewed the proposed changes to the organizational structure and submitted the results as material for consideration to be decided at the Board of Commissioners meeting.

4.C.

Komite Pemantau Risiko

Risk Monitoring Committee

Dasar pembentukan Komite Pemantau Risiko untuk mendukung efektivitas pelaksanaan tugas dan tanggung jawab, Dewan Komisaris mengacu pada POJK No. 73/POJK.05/2016 Tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian. Komite Pemantau Risiko bertugas membantu Dewan Komisaris dalam memantau pelaksanaan manajemen risiko yang disusun oleh Direksi, menilai toleransi risiko yang dapat diambil oleh perusahaan, serta mengawasi kebijakan atas pengelolaan risiko, khususnya usaha dan strategi yang dilakukan Direksi, mencakup identifikasi, analisis, penilaian dan mitigasi risiko.

In order to support the effectiveness of the implementation of its duties and responsibilities in accordance with POJK No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies, Tugu Insurance Board of Commissioners has established Risk Monitoring Committee. The Risk Monitoring Committee has the duty to assisting the Board of Commissioners in monitoring the implementation of risk management prepared by the Board of Directors, as well as assessing the risk tolerance that can be taken by the Company, and monitoring the risk management policies, specifically the business and strategies undertaken by the Board of Directors, including identification, analysis, assessment and mitigation of risks.

Piagam Komite Pemantau Risiko

Risk Monitoring Committee Charter

Dalam menjalankan fungsinya membantu Dewan Komisaris untuk mewujudkan sistem dan pelaksanaan pengawasan yang kompeten dan independen di Perseroan, Komite Pemantau Risiko berpedoman pada Piagam sebagai Tata Kerja Komite Pemantau Risiko. Piagam Komite Pemantau Risiko merupakan salah satu dokumen *Soft Structure* Tata Kelola Tugu Insurance dan disusun dengan mengacu pada peraturan perundang-undangan yang terkait.

In carrying out its function of assisting the Board of Commissioners to create a competent and independent supervisory system and implementation in the Company, the Risk Monitoring Committee is guided by the Charter as the Working Procedure of the Risk Monitoring Committee. The Risk Monitoring Committee Charter is one of Tugu Insurance's Soft Structure Governance documents and is prepared with reference to related laws and regulations.

Piagam Komite Pemantau Risiko mengatur tentang pembentukan, organisasi dan masa kerja, tugas, tanggung jawab dan wewenang, tata cara dan prosedur kerja serta mekanisme pelaporan Komite Pemantau Risiko. Piagam Komite Pemantau Risiko pertama kali disahkan oleh Dewan Komisaris pada Desember 2012 dengan pemutakhiran terakhir disahkan pada 4 Oktober tahun 2022.

The Risk Monitoring Committee Charter regulates the formation, organization and term of office, duties, responsibilities and authority, work procedures, as well as the reporting mechanism of the Risk Monitoring Committee. The Risk Monitoring Committee Charter was first approved by the Board of Commissioners in December 2012 with the latest update being ratified on 4 October 2022.

Susunan, Dasar Pengangkatan, dan Masa Jabatan

Composition, Basis of Appointment, and Term of Office

Anggota Komite Pemantau Risiko terdiri dari sekurang-kurangnya 3 (tiga) orang yang terdiri atas 1 (satu) orang ketua merangkap sebagai anggota yang merupakan Komisaris Independen, 1 (satu) orang anggota yang memiliki keahlian di bidang manajemen risiko dan/atau aktuaria, dan 1 (satu) orang anggota yang memiliki keahlian di bidang keuangan, ekonomi, dan/atau perasuransian.

Composition of the Risk Monitoring Committee consists of at least 3 (three) members, 1 (one) of which leads the committee while concurrently serving as an Independent Commissioner, 1 (one) member with expertise in risk management and/or actuarial, and 1 (one) member with expertise in finance, economy, and/or insurance.

Susunan keanggotaan Komite Pemantau Risiko Tugu Insurance per 31 Desember 2023 dapat dilihat sebagai berikut:

The following table presents the composition of the Tugu Insurance Risk Monitoring Committee as of 31 December 2023:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Period
Dian Masyita	Ketua Chairman	Surat Keputusan Dewan Komisaris No. 10/SKK-ATPI/XI/2022 tanggal 8 November 2022 tentang Perubahan Susunan Anggota Komite Pemantau Risiko PT Asuransi Tugu Pratama Indonesia Tbk. The Board of Commissioners Decision Letter No. 10/SKK-ATPI/XI/2022 dated 8 November 2022 on the Changes in the Composition of the Risk Monitoring Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	8 November 2022 s.d. 31 Desember 2023. 8 November 2022 until 31 December 2023.
Aria Farah Mita	Anggota Member		1 Januari 2021 s.d. 31 Desember 2023. 1 January 2021 until 31 December 2023.
Igor Manindjo	Anggota Member		

Profil Komite Pemantau Risiko
Risk Monitoring Committee Profile

No	Nama Names	Jabatan Position	
1	Dian Masyita	Ketua Komite Pemantau Risiko Chairperson of Risk Monitoring Committee	Profil lengkap Ibu Dian Masyita dapat dilihat pada profile Dewan Komisaris pada Laporan Tahunan ini. The profile of Ms. Dian Masyita can be found in the Board of Commissioners profile in this Annual Report.



Aria Farah Mita
Anggota Komite Pemantau Risiko | Member of Risk Monitoring Committee

Periode Jabatan | Period
1 Januari 2021-31 Desember 2023 | 1 January 2021-31 Desember 2023

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Date and Place of Birth	Jakarta, 2 Maret 1978 Jakarta, 2 March 1978
Usia Age	45 tahun 45 years old
Domisili Domicile	Depok, Jawa Barat Depok, West Java

Pendidikan dan Pelatihan Education and Training	• Doktor (S3) Akuntansi (2015). • Magister (S2) Sains Manajemen di Universitas Indonesia (2009). • Sarjana (S1) Ekonomi di Universitas Indonesia (1999). • Gelar sertifikasi yang dimiliki adalah Certified Public Accountant (CPA), Chartered Accountant (CA), Certification in Audit Committee Practises (CACP), Qualified Risk Governance Professional (QRGP), dan CERG (Certified in Enterprise Risk Governance).	• Doctoral in Accounting (2015). • Masters in Management Science from the University of Indonesia (2009). • Bachelor in Economics from the University of Indonesia (1999). • Certified with Certified Public Accountant (CPA), Chartered Accountant (CA), Certification in Audit Committee Practices (CACP), Qualified Risk Governance Professional (QRGP), and CERG (Certified in Enterprise Risk Governance).

Riwayat Pekerjaan Work Experience	• Pengurus di organisasi profesi akuntan Institut Akuntan Publik Indonesia (IAPI) dan Ikatan Akuntan Indonesia (IAI) (2020-sekarang). • Auditor di Ernst & Young (1999-2001) dan RSM Indonesia (2010-2011 dan 2016-2020). • Penulis artikel ilmiah, buku dan melakukan riset di bidang standar akuntansi internasional, akuntansi keuangan serta *corporate governance* (2010-sekarang). • Peneliti dan konsultan pada Bank Indonesia, USAID, GIZ dan Pusat Pengembangan Akuntansi, Universitas Indonesia (2010-sekarang). • Anggota Komite Audit di Bank Jabar Banten (2010-2011). • Asisten Direktur Keuangan Universitas Indonesia (2009). • Asesor Corporate Governance Scorecard di Indonesian Institute of Corporate Directorship (IICD) (2008-2011).	• A member of the Indonesian Institute of Certified Public Accountants (IAPI) and the Indonesian Institute of Accountants (IAI) (2020-present). • Served as an auditor at Ernst & Young (1999-2001) and at RSM Indonesia (2016-2020). • Writer of scientific articles, books and conducts research in international accounting standards, financial accounting and corporate governance (2010-present). • Researcher and consultant for Bank Indonesia, USAID, GIZ and Center for Accounting Development, University of Indonesia (2010-present). • A member of the Audit Committee at Bank Jabar Banten (2010-2011). • Assistant Director of Finance at the University of Indonesia (2009). • Corporate Governance Scorecard assessor at the Indonesian Institute of Corporate Directorship (IICD) (2008-2011).
Rangkap Jabatan Concurrent Position	Staf pengajar tetap di Departemen Akuntansi Fakultas Ekonomi dan Bisnis Universitas Indonesia (2001-sekarang).	She is currently serving as a permanent lecturer at the Department of Accounting, Faculty of Economics and Business, University of Indonesia (2001-present).
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors, and Majority/ Controlling Shareholders.



Igor Manindjo

Anggota Komite Pemantau Risiko | Member of Risk Monitoring Committee

Periode Jabatan | Period
1 Januari 2021-31 Desember 2023 | 1 January 2021-31 Desember 2023

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Date and Place of Birth	Jakarta, 2 Januari 1962 Jakarta, 2 January 1962
Usia Age	61 tahun 61 years old
Domisili Domicile	Jakarta Barat West Jakarta

Pendidikan dan Pelatihan Education and Training	• Master of Commerce in Management Planning Control Systems di The University of Wollongong, New South Wales, Australia (1995). • Sekolah Tinggi Akuntansi Negara (1984).	• Master of Commerce in Management Planning Control Systems, The University of Wollongong, New South Wales, Australia (1995). • Indonesian College of Accountancy (1984).
Riwayat Pekerjaan Work Experience	• Anggota Komite Audit di PT Taspen Property (2019-2021). • Komisaris Independen di PT Island Concepts Indonesia Tbk (2014-2017). • Jabatan terakhir sebagai Direktur Akademik di Yayasan Pendidikan Internal Audit (2012-2018). • Anggota Komite Audit di Asabri (2010-2014). • Anggota Komite Audit di PT Perhutani (2004-2008). • Auditor Pemerintah di Badan Pengawasan Keuangan dan Pembangunan BPKP (1984-2003).	• Member of Audit Committee at PT Taspen Property (2019-2021). • Independent Commissioner at PT Island Concepts Indonesia Tbk (2014-2017). • Academic Director at the Internal Audit Education Foundation (2012-2018). • Member of the Audit Committee at Asabri (2012-2018). • Member of the Audit Committee at PT Perhutani (2004-2008). • Government Auditor at the Financial and Development Supervisory Agency BPKP (1984-2003).

Rangkap Jabatan Concurrent Position	• Anggota Komite Audit di PT Jakarta Propertindo (2020-sekarang). • Chief Executive Lembaga Sertifikasi Profesi – Praktik Audit Internal di Yayasan Pendidikan Internal Audit (2018-sekarang).	• Member of the Audit Committee at PT Jakarta Propertindo (2020-present). • Chief Executive of the Professional Certification Institute – Internal Audit Practices at the Internal Audit Education Foundation (2018-present).
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/ Controlling Shareholders.

Independensi Komite Pemantau Risiko
Independence of the Risk Monitoring Committee

Untuk menjaga independensinya, Komite Pemantau Risiko diketuai oleh Dian Masyita sebagai Presiden Komisaris/ Komisaris Independen yang tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, dan Pemegang Saham Utama/Pengendali Perseroan.

Seluruh anggota Komite Pemantau Risiko yang berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Utama/Pengendali atau hubungan dengan Perseroan, yang dapat mempengaruhi kemampuannya bertindak independen.

To maintain its independence, the Risk Monitoring Committee is chaired by Dian Masyita as a President Commissioner/Independent Commissioner who has no affiliation with the Company's Board of Commissioners, Board of Directors, and Principal/Controlling Shareholders.

All members of the Risk Monitoring Committee who come from independent parties have no financial, management, share ownership and/or family relationship with the Board of Commissioners, Board of Directors and/or Majority/ Controlling Shareholders or relationship with the Company, which may affect their ability to act independently.

Tabel Hubungan Keluarga dan Hubungan Keuangan Komite Pemantau Risiko
Table of the Risk Monitoring Committee's Familial and Financial Relationships

Keterangan Description	Hubungan Keluarga Familial Relationship			Hubungan Keuangan Financial Relationship		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemegang Saham Shareholders
Dian Masyita	✕	✕	✕	✕	✕	✕
Aria Farah Mita	✕	✕	✕	✕	✕	✕
Igor Manindjo	✕	✕	✕	✕	✕	✕

Tabel Independensi Komite Pemantau Risiko
Independence of Risk Monitoring Committee Members

Aspek Independensi Independence Aspect	Dian Masyita	Aria Farah Mita	Aria Farah Mita
Tidak memiliki hubungan keuangan dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Pemantau Risiko. Does not have a financial relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Risk Monitoring Committee.	✓	✓	✓
Tidak memiliki hubungan kepengurusan di Tugu Insurance dan perusahaan anak. Does not have a management relationship with Tugu Insurance and its subsidiaries.	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di Tugu Insurance. Does not have a share ownership relationship in Tugu Insurance.	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Pemantau Risiko. Does not have a family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Risk Monitoring Committee.	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik, pejabat pemerintah daerah. Does not serve as a political party administrator, local government official.	✓	✓	✓

Tugas dan Tanggung Jawab Komite Pemantau Risiko
Risk Monitoring Committee Duties and Responsibilities

Komite Pemantau Risiko bertugas untuk membantu Dewan Komisaris dalam memantau pelaksanaan manajemen risiko yang disusun oleh Direksi serta menilai toleransi risiko yang dapat diambil oleh Perusahaan. Tugas dan tanggung jawab Komite Pemantau Risiko Tugu Insurance antara lain meliputi:

1. Pelaksanaan Bidang Pemantauan Risiko.
   a. Manajemen Risiko.
      - Mengawasi agar keberadaan kebijakan manajemen risiko yang disusun oleh Direksi, termasuk toleransi yang diambil telah memadai dan sesuai dengan kebutuhan Perseroan;
      - Mengawasi pengelolaan risiko di Perseroan, khususnya usaha dan strategi yang dilakukan Direksi. Pengawasan tersebut mencakup proses identifikasi, analisis, penilaian dan mitigasi risiko agar dilaksanakan sesuai dengan kebijakan yang berlaku;
      - Mengawasi agar pelaporan risiko telah disampaikan kepada Komisaris sesuai dengan ketentuan dan kebutuhan Komisaris.
   b. Hubungan dengan Komite lain dan Manajemen.
      - Berkoordinasi dengan komite lain dalam tugasnya mengawasi dan mengevaluasi laporan keuangan;
      - Mendapatkan akses informasi yang diperlukan untuk melaksanakan tugasnya dari Manajemen;
      - Berkoordinasi dengan Komite Audit dalam pengawasan manajemen risiko.
2. Menjaga kerahasiaan dokumen, data, dan informasi perusahaan.
3. Melaksanakan *self-assessment* pelaksanaan tugas Komite Pemantau Risiko.

The Risk Monitoring Committee is tasked with assisting the Board of Commissioners in monitoring the implementation of risk management prepared by the Board of Directors and assessing the risk tolerance that can be taken by the Company. The duties and responsibilities of Tugu Insurance Risk Monitoring Committee include the following:

1. Implementation of Risk Monitoring.
   a. Risk management.
      - Oversee that the existence of risk management policies prepared by the Board of Directors, including the tolerances taken are adequate and in accordance with the needs of the Company;
      - Oversee risk management in the Company, particularly the business and strategies undertaken by the Board of Directors. The supervision includes the process of identifying, analyzing, assessing, and mitigating risks to be carried out in accordance with applicable policies;
      - Oversee that risk reports have been submitted to the Commissioners in accordance with the provisions and needs of the Commissioners.
   b. Establish relations with other Committees and the Management.
      - Coordinate with other committees in their duties to supervise and evaluate financial reports;
      - Obtain access to information needed to carry out their duties from Management;
      - Coordinate with the Audit Committee in monitoring risk management.
2. Maintain the confidentiality of the Company's documents, data and information.
3. Carry out self-assessment of the implementation of the Risk Monitoring Committee duties.

Program Pengembangan Kompetensi Komite Pemantau Risiko
Risk Monitoring Committee Competency Enhancement Program

Komite Pemantau Risiko telah mengikuti program peningkatan kompetensi sepanjang tahun 2023, antara lain:

The competency enhancement programs participated by members of the Risk Monitoring Committee throughout 2023 are as follows:

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/Tempat Date/Place	Penyelenggara Organizer
Dian Masyita	Informasi peningkatan kompetensi/pelatihan Ibu Dian Masyita dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Dewan Komisaris pada bab tata kelola ini. Information on competency enhancement/training of Ms. Dian Masyita can be found in the information on competency enhancement/training for members of the Board of Commissioners in this governance chapter.		
Aria Farah Mita	*E-learning* dan Ujian *Qualified Risk Governance Professional* (QRGP). E-learning and Qualified Risk Governance Professional Exam (QRGP).	17-12 Agustus 2023/Virtual Zoom. 17-12 August 2023/Virtual Zoom.	Lembaga Sertifikasi Profesi Mitra Kalyana Sejahtera (LSP MKS). Mitra Kalyana Sejahtera Professional Certification Institute (LSP MKS).
	GAP Analysis IFRS S1 and S2.	19 Agustus 2023/Virtual Zoom. 19 August 2023/Virtual Zoom.	Forum Akuntan Manajemen. Management Accountant Forum.
	Optimizing Business Continuity Strategy to Achieve Sustainable Objectives.	27 September 2023/Virtual Zoom.	Indonesia Risk Management Professional Association (IRMAPA).
	Sosialisasi POJK Anti Pencucian Uang, Pencegahan Pendanaan Terorisme, dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (APU, PPT, dan PPPSPM). Dissemination of POJK Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU, PPT, and PPPSPM).	12 Desember 2023/Virtual Zoom. 12 December 2023/Virtual Zoom.	Tugu Institute.
Igor Manindjo	*Webinar Risk Management Forum Pertamina Across the Group 2023.*	16 Maret 2023/Virtual Zoom. 16 March 2023/Virtual Zoom.	Forum Pertamina.
	Peran Akuntansi Forensik Dalam Audit Investigasi/Audit Forensik. The Role of Forensic Accounting in Investigative Audits/Forensic Audits.	20 Mei 2023/Virtual Zoom. 20 May 2023/Virtual Zoom.	Institut Akuntan Manajemen Indonesia (IAMI). Indonesian Institute of Management Accountants (IAMI).
	GAP Analysis IFRS S1 and S2.	19 Agustus 2023/Virtual Zoom. 19 August 2023/Virtual Zoom.	Forum Akuntan Manajemen. Management Accountant Forum.
	Optimizing Business Continuity Strategy to Achieve Sustainable Objectives.	27 September 2023/Virtual Zoom.	Indonesia Risk Management Professional Association (IRMAPA).
	Mengawal Keberlanjutan dan Pertumbuhan Perseroan melalui Pengawasan dan Pengendalian Risiko. Overseeing the Company's Sustainability and Growth through Supervision and Risk Control.	19 Oktober 2023/Ballroom Puri Agung, Hotel Sahid Jaya. 19 October 2023/Ballroom Puri Agung, Hotel Sahid Jaya.	Ikatan Komite Audit Indonesia (IKAI). Indonesian Audit Committee Association (IKAI).

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/Tempat Date/Place	Penyelenggara Organizer
	Sosialisasi POJK Anti Pencucian Uang, Pencegahan Pendanaan Terorisme, dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (APU, PPT, dan PPPSPM). Dissemination of POJK Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU, PPT, and PPPSPM).	12 Desember 2023/Virtual Zoom. 12 December 2023/Virtual Zoom.	Tugu Institute.

Rapat dan Tingkat Kehadiran Komite Pemantau Risiko
Risk Monitoring Committee Meeting and Attendance Rate

Sepanjang tahun 2023, Komite Pemantau Risiko telah melaksanakan 13 (tiga belas) kali rapat termasuk rapat gabungan antara Komite Pemantau Risiko dengan Komite Nominasi dan Remunerasi dan Komite Audit, dan rapat dengan manajemen, sebagian dari rapat-rapat ini dilakukan secara *online* melalui Microsoft Teams (MTeams).

Throughout 2023, the Risk Monitoring Committee held 13 (thirteen) meetings, including joint meetings with the Risk Monitoring Committee, the Audit Committee, and the Nomination and Remuneration Committee, and meetings with management, some meetings are held online through Microsoft Teams (MTeams).

Nama Name	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Rate
Dian Masyita	13	13	100%
Aria Farah Mita	13	13	100%
Igor Manindjo	13	11	85%

Laporan Pelaksanaan Tugas Komite Pemantau Risiko Tahun 2023
Report on Implementation of Duties of Risk Monitoring Committee in 2023

Per 31 Desember 2023, Komite Pemantau Risiko telah melaksanakan tugas seperti:

1. Melakukan pengawasan atas pelaksanaan *Enterprise Risk Management (ERM)* dengan pemantauan secara rutin dan berkala dengan divisi ERM, termasuk pengawasan terhadap fungsi manajemen risiko terintegrasi dengan anak perusahaan;
2. Melakukan pengawasan atas manajemen risiko kredit atas piutang, dan risiko penurunan nilai investasi dan properti investasi;
3. Melakukan pengawasan atas kebijakan dan pelaksanaan investasi perusahaan, termasuk kebijakan tentang investasi di anak perusahaan;
4. Melakukan pengawasan yang intensif atas risiko-risiko dalam proses bisnis perusahaan, terutama aspek dukungan IT dan progres bisnis ritel;
5. Melakukan pengawasan atas pelaksanaan seluruh aspek kepatuhan Perseroan terhadap regulasi, seperti pemantauan Tata Kelola Terintegrasi, serta kepatuhan atas penyampaian laporan-laporan yang disyaratkan oleh regulator (OJK);

As of 31 December 2023, the Risk Monitoring Committee has carried out its duties as follows:

1. Supervise the implementation of Enterprise Risk Management (ERM) by routinely and periodically monitoring the ERM division, including supervising the integrated risk management function with subsidiaries;
2. Supervise credit risk management of receivables, and the risk of decline in the value of investments and investment properties;
3. Supervise the Company's investment policies and implementation, including policies regarding investment in subsidiaries;
4. Carry out intensive supervision of risks in the Company's business processes, especially aspects of IT support and retail business progress;
5. Supervise the implementation of all aspects of the Company's compliance with regulations, such as monitoring Integrated Governance, as well as compliance with the submission of reports required by the regulator (OJK);

6. Melakukan pengawasan terkait kewajiban Perseroan dalam menyusun Laporan Keberlanjutan yang disyaratkan oleh POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik;
7. Bersama dengan Komite Dewan Komisaris yang lain melakukan pengawasan terhadap kinerja Perseroan secara bulanan;
8. Bersama dengan Komite Dewan Komisaris yang lain mengawasi proses penyusunan RKAP dan RJPP Perseroan;
9. Bersama dengan Komite Audit melakukan pengawasan atas kesiapan perusahaan dalam menerapkan PSAK 117 tentang Kontrak Asuransi yang berdampak signifikan pada Perseroan dan secara luas ke industri asuransi;
10. Melakukan pengembangan kapasitas Komite Pemantau Risiko melalui pelatihan, seminar, dan *sharing session*.

6. Supervise the Company's obligations in compiling a Sustainability Report as required by POJK No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies;
7. Together with other Committees of the Board of Commissioners, supervise the Company's performance on a monthly basis;
8. Together with other Board of Commissioners' Committees, supervise the process of preparing the Company's RKAP and RJPP;
9. Together with the Audit Committee, supervise the Company's readiness to implement PSAK 117 concerning Insurance Contracts which has a significant impact on the Company and broadly to the insurance industry;
10. Develop the capacity of the Risk Monitoring Committee through training, seminars and sharing sessions.

4.D.

Sekretaris Dewan Komisaris

Secretary of The Board of Commissioners

Sekretaris Dewan Komisaris merupakan salah satu organ pendukung yang membantu dan memfasilitasi Dewan Komisaris dalam menjalankan tugas dan fungsi pengawasan khususnya di bidang kesekretariatan dan penghubung Dewan Komisaris dengan pihak lain, termasuk Direksi.

The Secretary of the Board of Commissioners is one of the supporting organs that assists and facilitates the Board of Commissioners in carrying out their supervisory duties and functions, especially in the secretarial and liaising between the Board of Commissioners and other parties, including the Board of Directors.

Profil Sekretaris Dewan Komisaris

Profile of the Secretary of the Board of Commissioners

Per 31 Desember 2023, Sekretaris Dewan Komisaris adalah Ulum Tri Handayani, yang diangkat berdasarkan Surat Keputusan Dewan Komisaris No. 09/SKK-ATPI/XII/2020 tanggal 30 Desember 2020.

The Secretary of the Board of Commissioners as of 31 December 2023 is Ulum Tri Handayani, appointed based on the Board of Commissioners' Decision Letter No. 09/SKK-ATPI/XII/2020 dated 30 December 2020.



Ulum Tri Handayani
Sekretaris Dewan Komisaris | Secretary of The Board of Commissioners

Periode Jabatan | Period
1 Januari 2021-31 Desember 2023 | 1 January 2021-31 Desember 2023

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Date and Place of Birth	Kediri, 28 Januari 1988 Kediri, 28 January 1988
Usia Age	35 tahun 35 years old
Domisili Domicile	Jakarta Barat West Jakarta

Riwayat Penunjukan Appointment History	Surat Keputusan Dewan Komisaris N0. 09/SKK-ATPI/XII/2020 tanggal 30 Desember 2023.	Board of Commissioners Decree N0. 09/SKK-ATPI/XII/2020 dated 30 December 2023.
Pendidikan dan Pelatihan Education and Training	• Master di bidang Ilmu Akuntansi dari Universitas Indonesia, lulus tahun 2015. • Sarjana Ekonomi, Jurusan Akuntansi dari Universitas Brawijaya, lulus tahun 2011.	• Master in Accounting from the University of Indonesia, graduated in 2015. • Bachelor of Economics, majoring in Accounting from Brawijaya University, graduated in 2011.
Riwayat Pekerjaan Work Experience	Accounting Staff, PT Ground Risk Management (2012-2013).	Accounting Staff, PT Ground Risk Management (2012-2013).
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di Tugu Insurance maupun perusahaan/lembaga lain.	Do not hold concurrent positions at Tugu Insurance or other companies/institutions.
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/Controlling Shareholders.

Tugas dan Tanggung Jawab Sekretaris Dewan Komisaris
Secretary of the Board of Commissioners' Duties and Responsibilities

Sekretaris Dewan Komisaris membantu Dewan Komisaris di bidang kegiatan kesekretariatan, meliputi:
1. Pelaksanaan peran sebagai penghubung antara Dewan Komisaris dengan Direksi dan Pemegang Saham;
2. Penyiapan undangan rapat dan penyiapan bahan rapat Dewan Komisaris;
3. Pendokumentasian surat;
4. Penyusunan notulen rapat;
5. Pengumpulan data atau informasi yang relevan dengan pelaksanaan tugas Dewan Komisaris.

The Secretary of the Board of Commissioners assists the Board of Commissioners in secretarial activities, including:
1. Performing the role as a liaison between the Board of Commissioners with the Board of Directors and Shareholders;
2. Preparation of meeting invitations and materials for Board of Commissioners meetings;
3. Documentation of correspondences;
4. Preparation of minutes of meetings;
5. Collection of the data or information relevant to implementing the Board of Commissioners' duties.

Program Pengembangan Kompetensi Sekretaris Dewan Komisaris
Secretary of the Board of Commissioners Competency Enhancement Program

Sekretaris Dewan Komisaris telah mengikuti program peningkatan kompetensi sepanjang tahun 2023, antara lain:

Throughout 2023, the Secretary of the Board of Commissioners participated in the following competence enhancement programs:

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
Ulum Tri Handayani	*Kick Off Meeting* Tantangan dan Peluang Profesi Manajemen Risiko dalam Pencapaian Tujuan Keuangan Berkelanjutan. Kick Off Meeting Challenges and Opportunities for the Risk Management Profession in Achieving Sustainable Financial Goals.	3 Maret 2023/Virtual Zoom. 3 March 2023/Virtual Zoom.	Indonesia Risk Management Professional Association (IRMAPA).
	Certifiaction in Audit Committee Practices.	19-21 September 2023/Ballroom Pullman Hotel Thamrin CBD.	Ikatan Komite Audit Indonesia (IKAI). Indonesian Audit Committee Association (IKAI).
	Mengawal Keberlanjutan dan Pertumbuhan Perseroan melalui Pengawasan dan Pengendalian Risiko. Overseeing the Company's Sustainability and Growth through Supervision and Risk Control.	19 Oktober 2023/Ballroom Puri Agung, Hotel Sahid Jaya. 19 October 2023/Ballroom Puri Agung, Hotel Sahid Jaya.	Ikatan Komite Audit Indonesia (IKAI). Indonesian Audit Committee Association (IKAI).
	Sosialisasi POJK Anti Pencucian Uang, Pencegahan Pendanaan Terorisme, dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (APU, PPT, dan PPPSPM). Dissemination of POJK Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU, PPT, and PPPSPM).	12 Desember 2023/Virtual Zoom. 12 December 2023/Virtual Zoom.	Tugu Institute.

5. Komite dan Fungsi di Bawah Direksi
Committees and Functions Under the Board of Directors

5.A.
Komite Investasi
Investment Committee

Sesuai ketentuan Peraturan OJK No. 73/POJK.05/2016 Tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian, Tugu Insurance sebagai perusahaan perasuransian wajib menyusun kebijakan dan strategi investasi secara tertulis, dimana ketaatan terhadap kebijakan dan strategi investasi tersebut dievaluasi secara berkala, paling sedikit 1 (satu) kali dalam 1 (satu) tahun. Oleh karena itu, Direksi telah membentuk Komite Investasi untuk membantu Direksi dalam merumuskan kebijakan investasi dan memantau pelaksanaan kebijakan investasi yang telah ditetapkan.

In accordance with OJK Regulation No. 73/POJK.05/2016 Concerning Good Corporate Governance for Insurance Companies, Tugu Insurance as an insurance company is obliged to devise written investment policies and strategies. The compliance with these investment policies and strategies is evaluated periodically, at least 1 (one) time a year. Therefore, the Board of Directors has formed an Investment Committee to help the Board devise investment policies and monitor the implementation of investment policies in force.

Susunan Keanggotaan, Dasar Pengangkatan, dan Masa Jabatan
Membership Composition, Basis of Appointment, and Term of Office

Sesuai dengan Ketentuan pada POJK No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian, Komite Investasi paling sedikit terdiri atas:

1. Anggota Direksi yang membawahi fungsi pengelolaan investasi; dan
2. Aktuaris perusahaan atau tenaga ahli perusahaan.

Komite Investasi dibentuk berdasarkan Surat Keputusan Direksi No. 12/SKD/05/LEC-ATPI/VIII/2023 tanggal 6 September 2023 tentang Pembentukan Komite Investasi PT Asuransi Tugu Pratama Indonesia Tbk. Adapun komposisi keanggotaan Komite Investasi per 31 Desember 2023 adalah sebagai berikut:

In accordance with the provisions in POJK No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies, the Investment Committee must consists of at least:

1. Member of the Board of Directors who oversees the investment management function; and
2. Company actuaries or company experts.

The Investment Committee was formed based on Directors' Decree No. 12/SKD/05/LEC-ATPI/VIII/2023 dated 6 September 2023 regarding the Establishment of the Investment Committee of PT Asuransi Tugu Pratama Indonesia Tbk. The composition of the Investment Committee membership as of 31 December 2023 is as follows:

Posisi Position	Nama Name	Jabatan Title	Periode Masa Jabatan Period
Ketua Chairman	Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Efektif sejak 6 September 2023. Effective since 6 September 2023
Anggota Member	Emil Hakim	Direktur Keuangan & Layanan Korporat Finance and Corporate Services Director	
	Sudarlin	Direktur Teknik Technical Director	
	Ismawati	ERM & Policy Group Head	
	M. Ivan Faizal	Aktuaris Perusahaan Corporate Actuaries	
	Kristy Damayanti	SVP Strategic Management & Corporate Development	

Profil Komite Investasi

Profile of Investment Committee Members

No	Nama Name	Jabatan Position	
1	Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Untuk Profil Bapak Edi Yoga Prasetyo dapat dilihat pada profile Direksi pada Laporan Tahunan ini. The profile of Mr. Edi Yoga Prasetyo can be found in the Directors' profile in this Annual Report.
2	Emil Hakim	Direktur Keuangan dan Layanan Korporat Finance and Corporate Services Director	Untuk Profil Bapak Emil Hakim dapat dilihat pada profile Direksi pada Laporan Tahunan ini. The profile of Mr. Emil Hakim can be found in the Directors' profile in this Annual Report.
3	Sudarlin	Direktur Teknik Technical Director	Untuk Profil Bapak Sudarlin dapat dilihat pada profile Direksi pada Laporan Tahunan ini. The profile of Mr. Sudarlin can be found in the Directors' profile in this Annual Report.



Ismawati

Anggota Komite Investasi | Member of Investment Committee

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	Jakarta, 15 April 1975 Jakarta, 15 April 1975
Usia Age	48 tahun 48 years old
Domisili Domicile	DKI Jakarta

Pendidikan dan Pelatihan Education and Training	S1 Fakultas Hukum Universitas Indonesia. Bachelor Degree from Faculty of Law, University of Indonesia.	
Riwayat Pekerjaan Work Experience	• PT Asuransi Tugu Pratama Indonesia Tbk, ERM & Policy Group Head (2018-sekarang). • PT Mandiri AXA General Insurance, Head of Legal & Risk Management (2014-2018). • PT Mandiri AXA General Insurance, Head of Legal, Compliance & Risk Management (2011-2014). • PT Asuransi Samsung Tugu, Head of Legal & Risk Management (2001-2011). • PT AB Sinar Mas Multifinance, Head of Legal (1999-2001).	• PT Asuransi Tugu Pratama Indonesia Tbk, ERM & Policy Group Head (2018-present). • PT Mandiri AXA General Insurance, Head of Legal & Risk Management (2014-2018). • PT Mandiri AXA General Insurance, Head of Legal, Compliance & Risk Management (2011-2014). • PT Asuransi Samsung Tugu, Head of Legal & Risk Management (2001-2011). • PT AB Sinar Mas Multifinance, Head of Legal (1999-2001).
Rangkap Jabatan Concurrent Position	• ERM & Policy Group Head. • Sekretaris Komite Manajemen Risiko. • Anggota Komite Manajemen Risiko PT Tugu Reasuransi Indonesia. • Anggota Komite Pengarah Teknologi Informasi.	• ERM & Policy Group Head. • Secretary of the Risk Management Committee. • Member of the Risk Management Committee of PT Tugu Reasuransi Indonesia. • Member of the Information Technology Steering Committee.
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Directors and Major/Controlling Shareholders.



M. Ivan Faizal

Anggota Komite Investasi | Member of Investment Committee

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	Jakarta, 4 Juni 1980 Jakarta. 4 June 1980
Usia Age	43 Tahun 43 years old
Domisili Domicile	Bekasi

Pendidikan dan Pelatihan Education and Training	• S1 Teknik Industri, Universitas Indonesia (2003). • S2 Manajemen Aktuaria, Universitas Indonesia (2015). • Fellow of The Society of Actuaries of Indonesia (FSAI), Persatuan Aktuaris Indonesia (2020). • Certified Risk Management Professional (CRMP), Lembaga Sertifikasi Manajemen Risiko (2015). • Ajun Ahli Indonesia Asuransi Kerugian (AAAIK) (2005).	• Bachelor's Degree in Industrial Engineering, University of Indonesia (2003). • Master of Actuarial Management, University of Indonesia (2015). • Fellow of The Society of Actuaries of Indonesia (FSAI), Indonesian Actuary Association (2020). • Certified Risk Management Professional (CRMP), Risk Management Certification Institute (2015). • Indonesian Insurance Expert Adjunct in the General Insurance Sector (AAAIK) (2005).
Riwayat Pekerjaan Work Experience	• Appointed Actuary, PT Asuransi Tugu Pratama Indonesia Tbk (2020-sekarang). • Senior Underwriter, PT Asuransi Tugu Pratama Indonesia Tbk (2019-2020). • Underwriter, PT Asuransi Tugu Pratama Indonesia Tbk (2017-2019). • Portfolio Analyst PT Tugu Pratama Indonesia (2016-2017). • Risk Analyst, PT Tugu Pratama Indonesia (2011-2016). • Senior Portfolio Underwriter, PT Tugu Pratama Indonesia (2007-2011). • Junior Portfolio Underwriter, PT Tugu Pratama Indonesia (2005-2007). • Management Trainee, PT Tugu Pratama Indonesia (2004-2005). • Lecturer Assistant, Universitas Indonesia (2002).	• Appointed Actuary, PT Asuransi Tugu Pratama Indonesia Tbk (2020-present). • Senior Underwriter, PT Asuransi Tugu Pratama Indonesia Tbk (2019-2020). • Underwriter, PT Asuransi Tugu Pratama Indonesia Tbk (2017-2019). • Portfolio Analyst PT Tugu Pratama Indonesia (2016-2017). • Risk Analyst, PT Tugu Pratama Indonesia (2011-2016). • Senior Portfolio Underwriter, PT Tugu Pratama Indonesia (2007-2011). • Junior Portfolio Underwriter, PT Tugu Pratama Indonesia (2005-2007). • Management Trainee, PT Tugu Pratama Indonesia (2004-2005). • Lecturer Assistant, University of Indonesia (2002).
Rangkap Jabatan Concurrent Position	Tidak ada.	None.
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Directors and Major/Controlling Shareholders.



Kristy Damayanti

Anggota Komite Investasi | Member of Investment Committee

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	Jakarta, 25 Desember 1978 Jakarta, 25 December 1978
Usia Age	45 Tahun 45 years old
Domisili Domicile	Jakarta Timur East Jakarta

Pendidikan dan Pelatihan Education and Training	• Ahli Manajemen Risiko Asuransi (AMRP) (2022). • Ahli Asuransi Kesehatan (AKK) (2013). • Ahli Asuransi Kerugian (AAIK) (2009). • Master in Finance & Insurance, University of Florence Italy (2006). • Sarjana Pertanian, Institut Pertanian Bogor (2003).	• Insurance Risk Management Expert (AMRP) (2022). • Health Insurance Expert (AKK) (2013). • General Insurance Expert (2009). • Master in Finance & Insurance, University of Florence Italy (2006). • Bachelor of Agriculture, Bogor Agricultural Institute (2003).
Riwayat Pekerjaan Work Experience	• Direktur PT Tugu Pratama Interindo (2023-sekarang). • Senior Vice President (SVP) Strategic Management & Corporate Development, PT Asuransi Tugu Pratama Indonesia Tbk (2023 -sekarang). • Group Head Strategic Planning & Management Accounting, PT Asuransi Tugu Pratama Indonesia Tbk (2016-2023). • Department Head Oganization & Procedure, PT Tugu Pratama Indonesia (2013-2016). • Budget Performance Analyst, PT Tugu Pratama Indonesia (2008-2013). • Investment Officer, PT Tugu Pratama Indonesia (2007-2008). • Secretary of Board Commissioners, PT Tugu Pratama Indonesia (Maret-Desember 2006). • Junior Researcher, Astrea Srl. Italy (Agustus-Desember 2005). • Office Manager, Indonesia–Japan Economic Cooperation Working Team (November 2003-Desember 2004). • Assistant Researcher, Indonesia-Japan Economic Cooperation Working Team (Januari-November 2003).	• Director of PT Tugu Pratama Interindo (2023-present). • Senior Vice President (SVP) of Strategic Management & Corporate Development, PT Asuransi Tugu Pratama Indonesia Tbk (2023-present). • Group Head of Strategic Planning & Management Accounting, PT Asuransi Tugu Pratama Indonesia Tbk (2016-2023). • Department Head of Organization & Procedure, PT Tugu Pratama Indonesia (2013-2016). • Budget Performance Analyst, PT Tugu Pratama Indonesia (2008-2013). • Investment Officer, PT Tugu Pratama Indonesia (2007-2008). • Secretary of Board Commissioners, PT Tugu Pratama Indonesia (March-December 2006). • Junior Researcher, Astrea Srl., Italy (August-December 2005). • Office Manager, Indonesia–Japan Economic Cooperation Working Team (November 2003-December 2004). • Assistant Researcher, Indonesia-Japan Economic Cooperation Working Team (January-November 2003).
Rangkap Jabatan Concurrent Position	• SVP Strategic Management & Corporate Development. • Anggota Komite Manajemen Risiko.	• SVP of Strategic Management & Corporate Development. • Member of the Risk Management Committee.
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/Pengendali.	Has no affiliation with members of the Board of Commissioners, Directors and Major/Controlling Shareholders.

Pernyataan Independensi Komite Investasi
Statement of Investment Committee's Independence

Komite Investasi bertanggung jawab langsung kepada Direksi. Dalam menjalankan fungsinya seluruh anggota Komite Investasi bersifat independen serta patuh dan wajib memenuhi ketentuan hukum serta regulasi yang berlaku.

The Investment Committee reports directly to the Board of Directors. In performing their functions, all members of the Investment Committee are independent and compliant and have to comply to the applicable laws and regulations.

Program Peningkatan Kompetensi Komite Investasi
Investment Committee's Competency Enhancement Program

Komite Investasi telah mengikuti program peningkatan kompetensi sepanjang tahun 2023, antara lain:

Investment Committee members enhanced their competencies in 2023 by participating in the following competency enhancement programs:

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
Edi Yoga Prasetyo	Informasi peningkatan kompetensi/pelatihan Bapak Edi Yoga Prasetyo dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Edi Yoga Prasetyo can be found in the information on increasing the competency enhancement/training of members of the Board of Directors in this governance chapter.		
Emil Hakim	Informasi peningkatan kompetensi/pelatihan Bapak Edi Emil Hakim dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Emil Hakim can be found in the information on increasing the competency enhancement/training of members of the Board of Directors in this governance chapter.		
Sudarlin	Informasi peningkatan kompetensi/pelatihan Bapak Sudarlin dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Sudarlin can be found in the information on increasing the competency enhancement/training of members of the Board of Directors in this governance chapter.		
Kristy Damayanti	tiLearn 039: Treaty Expose 2023	16 Januari 2023 16 January 2023	Tugu Institute x Reinsurance Group
	People Management Development Program Batch 3	Jakarta, 30 Januari-1 Februari 2023 Jakarta, 30 January-1 February 2023	HR Excellency
	tiLearn041; Basic Safety Training 2023	Jakarta, 24 Mei 2023 Jakarta, 24 May 2023	Tugu Institute X HSSE
	tiShare 009 : Sosialisasi Pengelolaan Talent dan Rencana Suksesi tiShare 009: Dissemination of Talent Management and Succession Planning	Jakarta, 5 Juni 2023 Jakarta, 5 June 2023	Tugu Institute X Human Capital & Services
	tiLearn 042: Implementasi SMAP Dalam Menunjang Kegiatan Operasional Perusahaan tiLearn 042: Implementation of SMAP to Support Company Operational Activities	Jakarta, 8 Juni 2023 Jakarta, 8 June 2023	Tugu Institute X Compliance
	Coaching For Empowering Your Team	Jakarta, 13 September 2023	IKIGAI
	tilearn 047 : Right Service Experience for The Right Customer	Jakarta, 23 Oktober 2023 Jakarta, 23 October 2023	Strategic Partnership Group
	CONTRACT LEASE MANAGEMENT	Jakarta, 14 November 2023	ERP Team
	FINANCE & FUND MANAGEMENT	Jakarta, 23 November 2023	ERP Team

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
	tilearn 054 : APU, PPT & PPPSPM di Sektor Jasa Keuangan Berbasis POJK No. 8 Tahun 2023" tilearn 054 : AML, CFT & Proliferation of WMD in the Financial Services Sector Based on POJK No. 8 of 2023"	Jakarta, 12 Desember 2023 Jakarta, 12 December 2023	Legal & Compliance Group
Ismawati	Risk Management Forum Pertamina Group 2023	Jakarta, 16 Maret 2023 Jakarta, 16 March 2023	Tugu Institute X ERM & Legal Group
	tiLearn041; Basic Safety Training 2023	Jakarta, 24 Mei 2023 Jakarta, 24 May 2023	Tugu Institute X HSSE
	tiShare 008 : Sosialisasi Pengelolaan Talent dan Rencana Suksesi tiShare 008: Dissemination of Talent Management and Succession Planning	Jakarta, 29 Mei 2023 Jakarta, 29 May 2023	Tugu Institute X Human Capital & Services
	tiLearn 042: Implementasi SMAP Dalam Menunjang Kegiatan Operasional Perusahaan tiLearn 042: Implementation of SMAP to Support Company Operational Activities	Jakarta, 8 Juni 2023 Jakarta, 8 June 2023	Tugu Institute X Compliance
	tiLearn 046 : Perlindungan Data Pribadi di Industri Jasa Keuangan Setelah Disahkannya UU PDP tiLearn 046: Protection of Personal Data in the Financial Services Industry After the Passing of the PDP Law	Jakarta, 2 Agustus 2023 Jakarta, 2 August 2023	Tugu Institute X Legal & Compliance
	Coaching For Empowering Your Team	Jakarta, 13 September 2023	IKIGAI
	tilearn 047 : Right Service Experience for The Right Customer	Jakarta, 23 Oktober 2023 Jakarta, 23 October 2023	Strategic Partnership Group
	tilearn 053 : Perlindungan Data Pribadi / UU PDP tilearn 053 : Personal Data Protection / PDP Law	Jakarta, 21 November 2023	Legal & Compliance Group
	Risk Beyond International Conference on ERM 2023	Bali, 7-8 Desember 2023 Bali, 7-8 December 2023	IRMAPA
	tilearn 054 : APU, PPT & PPPSPM di Sektor Jasa Keuangan Berbasis POJK No. 8 Tahun 2023" tilearn 054 : AML, CFT & Proliferation of WMD in the Financial Services Sector Based on POJK No. 8 of 2023"	Jakarta, 12 Desember 2023 Jakarta, 12 December 2023	Legal & Compliance Group

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
M. Ivan Faizal	People Management Development Program Batch 3	Jakarta, 30 Januari-1 Februari 2023 Jakarta, 30 January-1 February 2023	HR Excellency
	tiLearn041; Basic Safety Training 2023	Jakarta, 24 Mei 2023 Jakarta, 24 May 2023	Tugu Institute X HSSE
	tiShare 008 : Sosialisasi Pengelolaan Talent dan Rencana Suksesi tiShare 008: Dissemination of Talent Management and Succession Planning	Jakarta, 29 Mei 2023 Jakarta, 29 May 2023	Tugu Institute X Human Capital & Services
	tiLearn 042: Implementasi SMAP Dalam Menunjang Kegiatan Operasional Perusahaan tiLearn 042: Implementation of SMAP to Support Company Operational Activities	Jakarta, 8 Juni 2023 Jakarta, 8 June 2023	Tugu Institute X Compliance
	Actuaries in Challenging Economics	Jakarta, 20-23 Juni 2023 Jakarta, 20-23 June 2023	The Asia – Pacific – PAI - SOA
	Coaching For Empowering Your Team	Jakarta, 23 Agustus 2023 Jakarta, 23 August 2023	IKIGAI
	Indonesian Actuaries Congress 2023 Shaping Future Actuaries	Magelang, 20-25 November 2023	PAI
	AAUI Training Series – Study Biaya Secara Aktuarial (Expense Study) AAUI Training Series – Actuarial Expense Study	Jakarta, 16 Desember 2023 Jakarta, 16 December 2023	AAUI

Tugas dan Tanggung Jawab
Duties and Responsibilities

Komite Investasi Tugu Insurance mengemban tugas, tanggung jawab, dan memiliki wewenang sebagai berikut:
1. Menetapkan sasaran investasi dan tingkat risiko yang dapat diterima atau ditanggung;
2. Menetapkan batasan investasi, kebijakan investasi sesuai dengan aturan, ketentuan Pemerintah dan Undang-Undang yang berlaku;
3. Bersama-sama dengan Investment & Treasury Management Group Head menetapkan kebijakan alokasi portofolio investasi yang diperkirakan akan dapat memenuhi target hasil investasi yang telah ditetapkan;
4. Menetapkan syarat-syarat/kualifikasi yang harus dipenuhi dalam memilih tenaga ahli/manajer investasi dari luar Perusahaan;
5. Menetapkan Institusi tempat penitipan harta (kustodian);
6. Mengawasi kegiatan Investment & Treasury Management Group Head maupun kegiatan Manajer Investasi yang berasal dari luar Perusahaan;
7. Mengembangkan, mengkaji, dan menetapkan kebijakan dan strategi tahunan pengelolaan *Asset Liability Management* (ALMA);

Tugu Insurance's Investment Committee has the following duties, responsibilities, and authorities:
1. Set investment targets and reasonable levels of risk;
2. Determine investment limits, investment policies in accordance with the Government's regulations and prevailing legislation;
3. Working together with the Investment & Financial Risk Management Group Head to set the investment portfolio allocation policy which is expected to meet the predetermined investment return target;
4. Set the requirements/qualifications that must be met in selecting investment experts/managers from outside the Company;
5. Establish the institution for the deposit of assets (custodian);
6. Oversee activities of the Investment & Financial Risk Management Group Head as well as activities of the Investment Manager from outside the Company;
7. Develop, review, and set an annual policy and strategy for Asset Liability Management (ALMA);

8. Melakukan *review* secara periodik posisi likuiditas dalam bentuk aset likuid;
9. Menetapkan rambu-rambu/batas dan petunjuk pengelolaan serta pengendalian risiko yang berdampak pada:
   - Risiko Likuiditas (*Liquidity Management*);
   - Risiko Pasar seperti Risiko Suku Bunga (*Interest Rate Management*);
   - Risiko Nilai Tukar (*Currency Management*).
10. Menyampaikan informasi kepada Direksi mengenai setiap perkembangan ketentuan dan peraturan terkait yang mempengaruhi strategi dan kebijakan ALMA.

8. Periodically review the liquidity position in the form of liquid assets;
9. Determine boundaries and guidelines for management and control of risks that have an impact on:
   - Liquidity Risk (Liquidity Management);
   - Market Risk such as Interest Rate Risk (Interest Rate Management);
   - Exchange Rate Risk (Currency Management).
10. Submit information to the Board of Directors regarding any developments in the relevant rules and regulations that affect ALMA's strategy and policies.

Piagam Komite Investasi
Investment Committee Charter

Dalam menjalankan tugas dan tanggung jawabnya, Komite Investasi telah memiliki pedoman kerja sebagaimana tertuang dalam Piagam Komite Investasi PT Asuransi Tugu Pratama Indonesia Tbk.

In performing its duties and responsibilities, the Investment Committee has a working guideline as stated in the Investment Committee Charter of PT Asuransi Tugu Pratama Indonesia Tbk.

Kebijakan dan Pelaksanaan Rapat
Meeting Policy and Implementation Policy

Komite Investasi wajib melakukan rapat berkala dengan ketentuan sebagai berikut:
1. Komite wajib melakukan rapat Komite paling sedikit 3 (tiga) bulan sekali;
2. Rapat Komite dipimpin oleh Ketua Komite. Dalam hal Ketua Komite berhalangan hadir maka Ketua Komite akan menunjuk salah satu Anggota Komite untuk bertugas sebagai pimpinan rapat;
3. Pembahasan dalam Komite dapat berupa rapat ataupun penandatanganan sirkuler;
4. Rapat dianggap sah dan berwenang mengambil keputusan yang mengikat apabila telah memenuhi kuorum kehadiran anggota;
5. Rapat akan memenuhi kuorum apabila dihadiri oleh 2/3 (dua per tiga) Anggota Komite. Keputusan rapat akan sah apabila disetujui oleh 2/3 (dua per tiga) Anggota Komite yang hadir;
6. Keputusan dapat diambil dengan suara bulat dari Anggota Komite yang hadir atau berdasarkan suara mayoritas (>50%) dari Anggota Komite yang hadir;
7. Dalam hal jumlah suara yang setuju sama dengan jumlah suara yang tidak setuju, maka keputusan Rapat diserahkan kepada pimpinan Rapat;
8. Dalam pelaksanaan rapat Komite, selain dihadiri oleh Anggota Komite, Rapat dapat mengundang pihak-pihak (*invitee*) yang dianggap terkait sesuai dengan agenda yang dibahas;

The Committee must hold regular meetings under the following conditions:
1. The Committee must hold a Committee meeting at least once every 3 (three) months;
2. Committee meetings are led by the Committee Chairman. In the event the Committee Chairman is unable to attend, the Committee Chairman will appoint one of the Committee Members to serve as the meeting chairman;
3. Discussions in the Committee can be in the form of meetings or circular signings;
4. Meetings are considered valid and authorized to make binding decisions if they have fulfilled the quorum of members' attendance;
5. The meeting will fulfill a quorum if attended by 2/3 (two thirds) of the Committee Members. The decision of the meeting will be valid if it is approved by 2/3 (two thirds) of the Committee Members attending;
6. Decisions can be taken by unanimous vote of the Committee Members present or based on a majority vote (>50%) of the Committee Members present;
7. In the event the number of votes that agree is equal to the number of votes that disagree, the decision of the Meeting shall be submitted to the Meeting chairman;
8. In the implementation of the Committee meeting, in addition to being attended by Committee Members, the Meeting may invite parties (invitees) deemed related according to the agenda discussed;

9. Setiap perbedaan pendapat (*dissenting opinion*) dalam rapat harus secara jelas dinyatakan dalam Risalah Rapat beserta alasannya;
10. Anggota Komite yang hadir maupun yang tidak hadir dalam rapat Komite berhak menerima salinan risalah rapat Komite.

Selama tahun 2023, Komite Investasi telah menyelenggarakan 3 (tiga) kali rapat dengan rincian kehadiran sebagai berikut:

9. Any dissenting opinion in the meeting must be clearly stated in the Minutes of the Meeting along with the reasons;
10. Committee members who are present or not present at the Committee meeting are entitled to receive a copy of the minutes of the Committee meeting.

In 2023, the Investment Committee has held 3 (three) meetings with attendance details as follows:

Nama Name	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Rate
Edi Yoga Prasetyo[1)]	2	2	100%
Emil Hakim	3	3	100%
Sudarlin	3	3	100%
Ismawati	3	3	100%
M. Ivan Faizal	3	2	67%
Kristy Damayanti	3	3	100%
Budi P. Amir[2)]	1	1	100%

[1)] Efektif menjabat sebagai Ketua Komite Investasi sejak 28 April 2023.
[2)] Tidak lagi menjabat sebagai Ketua Komite Investasi sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[1)] Effective as Chairman of the Investment Committee since 28 April 2023.
[2)] No longer served as Chairman of the Investment Committee since the closing of the Annual GMS on 28 April 2023.

Laporan Pelaksanaan Tugas Komite Investasi
Investment Committee Duties Implementation Report

Berikut laporan pelaksanaan tugas Komite Investasi di tahun 2023:
1. Melakukan 3 (tiga) kali rapat Komite Investasi;
2. Melakukan *review* dan menetapkan sasaran investasi dan tingkat risiko yang dapat diterima atau ditanggung untuk RKAP 2024;
3. Melakukan *review* dan menetapkan batasan investasi, kebijakan investasi sesuai dengan aturan, Ketentuan Pemerintah dan Undang-Undang yang berlaku serta Pedoman Kebijakan dan Strategi Investasi No. A-001/3400/2023;
4. Bersama-sama dengan Investment Group Head menetapkan kebijakan alokasi portofolio investasi yang diperkirakan akan dapat memenuhi target hasil investasi yang telah ditetapkan untuk tahun 2024;
5. Menerima dan melakukan *review* terhadap laporan berkala yang diterima dari Investment Group berkaitan dengan:
   a. Kinerja Investasi bulanan;
   b. Laporan Asset Liability Management (ALMA);
   c. Laporan Monitoring Bank dan Instrument Pasar Uang;
   d. Laporan Monitoring Limit Penempatan Portfolio Investasi.

The following is a report on the implementation of the Investment Committee's duties in 2023:
1. Conducted 3 (three) Investment Committee meetings;
2. Reviewed and determined investment targets and risk levels that can be accepted or borne for the 2024 RKAP;
3. Reviewed and determined investment limits, investment policies in accordance with applicable regulations, Government Regulations and Laws, as well as Investment Policy and Strategy Guidelines No. A-001/3400/2023;
4. Worked together with the Investment Group Head to determine the investment portfolio allocation policy which is estimated to be able to meet the investment return targets set for 2024;
5. Received and reviewed periodic reports received from the Investment Group relating to:
   a. Monthly Investment Performance;
   b. Asset Liability Management Report (ALMA);
   c. Bank and Money Market Instrument Monitoring Report;
   d. Investment Portfolio Placement Limit Monitoring Report.

5.B.

Komite Manajemen Risiko

Risk Management Committee

Tugu Insurance telah membentuk Komite Manajemen Risiko dengan tujuan untuk membantu Direksi dalam rangka memantau implementasi Manajemen Risiko dan mengantisipasi potensi Risiko yang mungkin terjadi seiring dengan pertumbuhan bisnis Tugu Insurance, memantau perkembangan eksposur risiko, meninjau pelaksanaan serta pengkinian kebijakan, proses dan prosedur Manajemen Risiko yang berkelanjutan.

Dasar Hukum atas terbentuknya Komite Manajemen Risiko, antara lain:

1. Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana diubah sebagian oleh Undang-undang No. 11 Tahun 2020 tentang Cipta Karya;
2. Peraturan Otoritas Jasa Keuangan No. 44/POJK.05/2020 tentang Penerapan Manajemen Risiko Bagi Lembaga Jasa Keuangan Non-Bank;
3. Surat Edaran Otoritas Jasa Keuangan No. 8/SEOJK.05/2021 tentang Penerapan Manajemen Risiko Bagi Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi dan Perusahaan Reasuransi Syariah;
4. *Term of Reference* Komite Manajemen Risiko PT Asuransi Tugu Pratama Indonesia Tbk.

Tugu Insurance has established the Risk Management Committee to support the Board of Directors in monitoring the implementation of Risk Management and anticipate potential risks that may occur in line with Tugu Insurance's business growth, monitor the development of risk exposure, review the ongoing implementation and update of policies, processes, and procedures of Risk Management.

Legal basis:

1. Law No. 40 of 2007 on Limited Liability Companies as partly amended by Law No. 11 of 2020 on Job Creation;
2. Financial Services Authority Regulation No. 44/POJK.05/2020 on the Implementation of Risk Management for Non-Bank Financial Services Institutions;
3. Circular Letter of the Financial Services Authority No. 8/SEOJK.05/2021 on the Implementation of Risk Management for Insurance Companies, Sharia Insurance Companies, Reinsurance Company, and Sharia Reinsurance Company;
4. Terms of Reference of Risk Management Committee of PT Asuransi Tugu Pratama Indonesia Tbk.

Susunan Keanggotaan, Dasar Pengangkatan, dan Masa Jabatan

Membership Composition, Basis of Appointment, and Term of Office

Susunan keanggotaan Komite Manajemen Risiko Tugu Insurance terdiri dari mayoritas anggota Direksi, yang salah satunya merupakan anggota Direksi yang membawahi fungsi Manajemen Risiko dan beberapa Pejabat Eksekutif Perusahaan (satu tingkat di bawah Direksi) yang berhubungan dengan pengelolaan risiko serta pengendalian internal Perusahaan. Anggota komite terdiri dari Anggota Tetap dengan hak suara dan Anggota Tidak Tetap tanpa hak suara dalam pengambilan keputusan.

Komite Manajemen Risiko dibentuk berdasarkan Surat Keputusan Direksi No. 24/SKD/05/ERL-ATPI/XII/2022 tanggal 5 Desember 2022 tentang Perubahan Pembentukan Komite Manajemen Risiko PT Asuransi Tugu Pratama Indonesia Tbk. Adapun komposisi keanggotaan Komite Manajemen Risiko per 31 Desember 2023, antara lain:

Tugu Insurance Risk Management Committee comprises the majority of the Board of Directors members, one of whom is a member of the Board of Directors in charge of the Risk Management function and several Executive Officers of the Company (one level below the Board of Directors) related to the Company's risk management and internal control. Committee members consist of Permanent Members with voting rights and Non-Permanent Members without voting rights in decision making.

The Risk Management Committee was formed based on the Decree of the Board of Directors No. 24/SKD/05/ERL-ATPI/XII/2022 dated 5 December 2022 concerning Changes in the Formation of the Risk Management Committee of PT Asuransi Tugu Pratama Indonesia Tbk. The composition of the Risk Management Committee membership as of 31 December 2023 is as follows:

Posisi Position	Nama Name	Jabatan Title	Masa jabatan Term of Office
Ketua/Anggota Tetap Chairperson/Full-time Member	Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	3 (tiga) tahun dan dapat diangkat kembali dengan tidak mengurangi hak Direksi untuk mengubah susunan Komite Manajemen Risiko sewaktu-waktu. 3 (three) years, and can be reappointed without any prejudice to the Board of Directors authority to change the Risk Management Committee composition at any time
Wakil Ketua/Anggota Tetap Deputy Chairperson/Full-time Member	Emil Hakim	Direktur Keuangan dan Layanan Korporat Finance and Corporate Services Director	
Sekretaris/Anggota Tetap Secretary/Full-time Member	Ismawati	ERM & Policy Group Head ERM	
Anggota Tetap Full-time Member	Sudarlin	Direktur Teknik Technical Director	
	Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	
	Edwar	Pjs. Investment & Treasury Management Group Head Acting Investment & Treasury Management Group Head	
	Kristy Damayanti	SVP Strategic Management & Corporate Development	
	Resti Setia Utari	Internal Audit Group Head	
Anggota Tidak Tetap Non-Permanent Member	Pejabat yang terkait dengan topik yang dibahas dan/atau direkomendasikan dalam Komite Manajemen Risiko, kecuali pengusul untuk transaksi atau hal-hal yang menyimpang dari prosedur normal. The officers who are related to the topic discussed and/or recommended in the Risk Management Committee, except the proposer of the transactions or things deviating from normal procedures.		

Profil Komite Manajemen Risiko
Risk Management Committee Members Profile

No	Nama Names	Jabatan Position	
1	Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Untuk Profil Bapak Edi Yoga Prasetyo dapat dilihat pada profile Direksi pada Laporan Tahunan ini The profile of Mr. Edi Yoga Prasetyo can be found in the Directors' profile in this Annual Report.
2	Emil Hakim	Direktur Keuangan dan Layanan Korporat Finance and Corporate Services Director	Untuk Profil Bapak Emil Hakim dapat dilihat pada profile Direksi pada Laporan Tahunan ini The profile of Mr. Emil Hakim can be found in the Directors' profile in this Annual Report.
3	Sudarlin	Direktur Teknik Technical Director	Untuk Profil Bapak Sudarlin dapat dilihat pada profile Direksi pada Laporan Tahunan ini The profile of Mr. Sudarlin can be found in the Directors' profile in this Annual Report.
4	Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	Untuk Profil Bapak Ery Widiatmoko dapat dilihat pada profile Direksi pada Laporan Tahunan ini The profile of Mr. Ery Widiatmoko can be found in the Directors' profile in this Annual Report.
5	Ismawati	ERM & Policy Group Head	Untuk Profil Ibu Ismawati dapat dilihat pada profile Anggota Komite Investasi pada Laporan Tahunan ini The profile of Ms. Ismawati can be found in the profile of the Investment Committee Members in this Annual Report

No	Nama Names	Jabatan Position	
6	Kristy Damayanti	SVP Strategic Management & Corporate Development	Untuk Profil Ibu Kristy Damayanti dapat dilihat pada profile Anggota Komite Investasi pada Laporan Tahunan ini The profile of Ms. Kristy Damayanti can be found in the profile of the Investment Committee Members in this Annual Report
7	Resti Setia Utari	Internal Audit Group Head	Untuk profil Ibu Resti Setia Utari dapat dilihat pada profile Internal Audit Group Head The profile of Ms. Resti Setia Utari can be found in the profile of the Internal Audit Group Head



Edwar

Anggota Manajemen Risiko | Member of Risk Management Committee

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	Curup, 26 Desember 1979 Curup, 26 December 1979
Usia Age	44 Tahun 44 years old
Domisili Domicile	Depok

Pendidikan dan Pelatihan Education and Training	• Sarjana Ekonomi, Fakultas Ekonomi, Jurusan Ekonomi Studi Pembangunan, Universitas Padjadjaran, (2003). • Ajun Ahli Asuransi Kerugian (AAAIK), (2006). • Certified Financial Analyst (CFA) charter holder, CFA Institute.	• Bachelor of Economics, Faculty of Economics, Department of Economic Development Studies, Padjadjaran University, (2003). • Indonesian Insurance Expert Adjunct in the General Insurance Sector (AAAIK), (2006). • Certified Financial Analyst (CFA) charter holder, CFA Institute.
Riwayat Pekerjaan Work Experience	• Plt. Investment & Treasury Group Head, PT Asuransi Tugu Pratama Indonesia Tbk (2023-sekarang). • Capital Market Dept Head, PT Asuransi Tugu Pratama Indonesia Tbk (2016-2023). • Capital Market Officer, PT Asuransi Tugu Pratama Indonesia Tbk (2011-2016). • Insurance Accounting Staff, PT Asuransi Tugu Pratama Indonesia Tbk (2004-2011). • *Pratama Indonesia Tbk (2004-2011).*	• Acting Investment & Treasury Group Head, PT Asuransi Tugu Pratama Indonesia Tbk (2023-present). • Capital Market Dept Head, PT Asuransi Tugu Pratama Indonesia Tbk (2016-2023). • Capital Market Officer, PT Asuransi Tugu Pratama Indonesia Tbk (2011-2016). • Insurance Accounting Staff, PT Asuransi Tugu
Rangkap Jabatan Concurrent Position	Plt. Investment & Treasury Group Head	Acting Investment & Treasury Group Head
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Directors and Major/Controlling Shareholders.

Pernyataan Independensi Komite Manajemen Risiko
Risk Management Committee Statement of Independence

Semua anggota Komite Manajemen Risiko dalam menjalankan fungsinya patuh dan wajib memenuhi ketentuan hukum serta regulasi yang berlaku terkait dengan pembentukan Komite Manajemen Risiko perusahaan asuransi. Komite Manajemen Risiko memiliki pedoman dalam melaksanakan tugasnya yang dituangkan dalam *Term of Reference* (ToR) Komite Manajemen Risiko PT Asuransi Tugu Pratama Indonesia Tbk yang berlaku.

All members of the Risk Management Committee in performing their functions must comply with prevailing laws and regulations related to the establishment of the Risk Management Committee of insurance companies. The Risk Management Committee has guidelines in conducting their duties, as outlined in the Terms of Reference of the Risk Management Committee of PT Asuransi Tugu Pratama Indonesia Tbk.

Program Peningkatan Kompetensi Komite Manajemen Risiko
Risk Management Committee's Competency Enhancement Program

Komite Manajemen Risiko telah mengikuti program peningkatan kompetensi sepanjang tahun 2023, antara lain:

Members of the Risk Management Committee enhanced their competencies in 2023 by participating in the following competency enhancement programs:

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
Edi Yoga Prasetyo	Informasi peningkatan kompetensi/pelatihan Bapak Edi Yoga Prasetyo dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Edi Yoga Prasetyo can be found in the information on competency enhancement/training for members of the Board of Directors in this governance chapter.		
Emil Hakim	Informasi peningkatan kompetensi/pelatihan Bapak Emil Hakim dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Emil Hakim can be found in the information on competency enhancement/training for members of the Board of Directors in this governance chapter.		
Sudarlin	Informasi peningkatan kompetensi/pelatihan Bapak Sudarlin dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Sudarlin can be found in the information on competency enhancement/training for members of the Board of Directors in this governance chapter.		
Ery Widiatmoko	Informasi peningkatan kompetensi/pelatihan Bapak Ery Widiatmoko dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Ery Widiatmoko can be found in the information on competency enhancement/training for members of the Board of Directors in this governance chapter.		
Ismawati	Informasi peningkatan kompetensi/pelatihan Ibu Ismawati dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Komite Investasi pada bab tata kelola ini. Information on competency enhancement/training of Ms. Ismawati can be found in the information on competency enhancement/training for members of the Investment Committee in this governance chapter.		
Kristy Damayanti	Informasi peningkatan kompetensi/pelatihan Ibu Kristy Damayanti dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Komite Investasi pada bab tata kelola ini. Information on competency enhancement/training of Ms. Kristy Damayanti can be found in the information on competency enhancement/training for members of the Investment Committee in this governance chapter.		

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
Edwar	People Management Development Program Batch 3	Jakarta, 30 Januari-1 Februari 2023 Jakarta, 30 January-1 February 2023	HR Excellency
	tiLearn 041; Basic Safety Training 2023	Jakarta, 24 Mei 2023 Jakarta, 24 May 2023	Tugu Institute X HSSE
	tiShare 008 : Sosialisasi Pengelolaan Talent dan Rencana Suksesi tiShare 008: Dissemination of Talent Management and Succession Planning	Jakarta, 29 Mei 2023 Jakarta, 29 May 2023	Tugu Institute X Human Capital & Services
	QCRO	Jakarta, 20-22 Juni 2023 Jakarta, 20-22 June 2023	WDA
	Coaching For Empowering Your Team	Jakarta, 23 Agustus 2023 Jakarta, 23 August 2023	IKIGAI
	Managing Reinsurance Risk	Jakarta, 30 September 2023	WDA
	tilearn 047 : Right Service Experience for The Right Customer	Jakarta, 23 Oktober 2023 Jakarta, 23 October 2023	Strategic Partnership Group
	tilearn 052 : Keynote Speech Perlindungan Data Pribadi tilearn 052 : Keynote Speech on Personal Data Protection	Jakarta, 16 November 2023	Legal & Compliance Group
	Contract Management & Finance Management	Jakarta, 28 November 2023	ERP Team
Resti Setia Utari	Pelatihan dan Sertifikasi Certified Forensic Auditor (CFrA)-Audit Forensik Certified Forensic Auditor (CFrA) Training and Certification-Forensic Audit	Jakarta, 25-27 Januari 2023 Jakarta, 25-27 January 2023	LPFA
	Risk Management Forum Pertamina Group 2023	Jakarta, 16 Maret 2023 Jakarta, 16 March 2023	Tugu Institute X ERM & Legal Group
	tiLearn 041; Basic Safety Training 2023	Jakarta, 24 Mei 2023 Jakarta, 24 May 2023	Tugu Institute X HSSE
	tiLearn 042: Implementasi SMAP Dalam Menunjang Kegiatan Operasional Perusahaan tiLearn 042: Implementation of SMAP to Support Company Operational Activities	Jakarta, 8 Juni 2023 Jakarta, 8 June 2023	Tugu Institute X Compliance
	Peningkatan Pemahaman Anti Pencucian Uang di Sektor Korporasi Increasing Understanding of Anti-Money Laundering in the Corporate Sector	Solo, 22 Juni 2023 Solo, 22 June 2023	FKSPI
	Anti Fraud Day	Jakarta, 3 Juli 2023 Jakarta, 3 July 2023	GRC Management
	tiLearn 046 : Perlindungan Data Pribadi di Industri Jasa Keuangan Setelah Disahkannya UU PDP tiLearn 046: Protection of Personal Data in the Financial Services Industry After the Passing of the PDP Law	Jakarta, 2 Agustus 2023 Jakarta, 2 August 2023	Tugu Institute X Legal & Compliance
	Coaching For Empowering Your Team	Jakarta, 23 Agustus 2023 Jakarta, 23 August 2023	IKIGAI
	tilearn 047 : Right Service Experience for The Right Customer	Jakarta, 23 Oktober 2023 Jakarta, 23 October 2023	Strategic Partnership Group

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
	tilearn 054 : APU, PPT & PPPSPM di Sektor Jasa Keuangan Berbasis POJK No. 8 Tahun 2023" tilearn 054 : AML, CFT & Proliferation of WMD in the Financial Services Sector Based on POJK No. 8 of 2023"	Jakarta, 12 Desember 2023 Jakarta, 12 December 2023	Legal & Compliance Group
	Navigating Country Risk for Sustainable Growth: Opportunities and Challenges	Jakarta, 14-15 Desember 2023 Jakarta, 14-15 December 2023	LSPMR

Tugas dan Tanggung Jawab Komite Manajemen Risiko
Duties and Responsibilities of Tugu Insurance's Risk Management Committee

Tugu Insurance mengemban tugas dan tanggung jawab sebagai berikut:
1. Melakukan evaluasi dan memberikan rekomendasi kepada Direktur Utama terkait Manajemen Risiko;
2. Penyusunan kebijakan, strategi dan pedoman penerapan Manajemen Risiko serta perubahannya;
3. Penyusunan tingkat Risiko yang akan diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*), kerangka Manajemen Risiko serta rencana kontijensi untuk mengantisipasi terjadinya kondisi tidak normal;
4. Perbaikan atau penyesuaian pelaksanaan Manajemen Risiko berdasarkan hasil evaluasi pelaksanaan Manajemen Risiko antara lain menyempurnakan proses Manajemen Risiko secara berkala maupun bersifat insidentil sebagai akibat dari suatu perubahan kondisi eksternal dan internal Perusahaan yang memengaruhi kecukupan pendanaan, profil Risiko Perusahaan, dan tidak efektifnya penerapan Manajemen Risiko berdasarkan hasil evaluasi;
5. Penetapan hal-hal yang terkait dengan keputusan bisnis yang menyimpang dari prosedur normal.

Komite Manajemen Risiko memiliki wewenang untuk:
1. Mengambil keputusan berkaitan dengan pengelolaan Risiko Perusahaan berdasarkan Sistem Tata Kerja yang berlaku;
2. Memberikan rekomendasi kepada Direktur Utama atas permasalahan yang membutuhkan Persetujuan Direksi dan/atau Dewan Komisaris;
3. Mendapatkan masukan dan atau saran dari pihak luar Perusahaan yang berkaitan dengan tugasnya.

Tugu Insurance's Risk Management Committee has the following duties and responsibilities:
1. Evaluate and provide recommendations to the President Director concerning Risk Management;
2. Formulate policies, strategies and guidelines for the implementation of Risk Management and their amendments;
3. Set the level of risk appetite and risk tolerance, Risk Management framework and contingency plans to anticipate the occurrence of unusual conditions;
4. Make improvements or adjustments to the implementation of Risk Management based on the results of the evaluation of the Risk Management implementation, such as enhancing the Risk Management process periodically or incidentally due to changes in the Company's external and internal conditions that affect the adequacy of funding, the Company's Risk profile, and the ineffectiveness of Risk Management implementation based on the evaluation results;
5. Determine matters related to business decisions that deviate from normal procedures.

The Risk Management Committee has the authority to:
1. Make decisions related to the management of the Company's Risks based on the applicable Work System;
2. Provide recommendations to the President Director on issues that require the approval of the Board of Directors and/or the Board of Commissioners;
3. Obtain input and/or suggestions from outside parties of the Company related to their duties.

Kebijakan dan Pelaksanaan Rapat
Meeting Policy and Implementation Policy

Komite Manajemen Risiko wajib melakukan rapat berkala dengan ketentuan sebagai berikut:

1. Komite wajib melakukan rapat Komite dilaksanakan secara triwulan dalam 1 (satu) tahun;
2. Rapat Komite dipimpin oleh Ketua Komite. Dalam hal Ketua Komite berhalangan hadir maka Ketua Komite akan menunjuk wakil Ketua Komite untuk bertugas sebagai pimpinan rapat;
3. Pembahasan dalam Komite Manajemen Risiko dapat berupa rapat ataupun penandatanganan sirkuler;
4. Tema pembahasan pada Rapat Komite Manajemen Risiko merujuk pada cakupan pembahasan dalam Rapat Komite Manajemen Risiko;
5. Rapat dianggap sah dan berwenang mengambil keputusan yang mengikat apabila telah memenuhi kuorum kehadiran anggota;
6. Rapat akan memenuhi kuorum apabila dihadiri oleh 2/3 (dua per tiga) anggota Komite. Keputusan rapat akan sah apabila disetujui oleh 2/3 (dua per tiga) anggota Komite yang hadir;
7. Keputusan dapat diambil dengan suara bulat dari Anggota tetap Komite yang hadir atau berdasarkan suara mayoritas (>50%) dari Anggota tetap Komite yang hadir;
8. Sekretaris Komite melakukan persiapan rapat, menentukan agenda rapat, dan mereview kesesuaian materi yang akan disampaikan dalam rapat;
9. Dalam hal jumlah suara yang setuju sama dengan jumlah suara yang tidak setuju, maka keputusan Rapat diserahkan kepada pimpinan Rapat;
10. Dalam pelaksanaan rapat Komite, selain dihadiri oleh Anggota Komite, Sekretaris Komite dapat mengundang pihak-pihak (*invitee*) yang dianggap terkait sesuai dengan agenda yang dibahas;
11. Status tindak lanjut rapat sebelumnya disampaikan pada setiap awal Rapat Komite Manajemen Risiko;
12. Setiap perbedaan pendapat (*dissenting opinion*) dalam rapat harus secara jelas dinyatakan dalam Risalah Rapat beserta alasannya;
13. Risalah rapat dibuat oleh Sekretaris Komite dan wajib ditandatangani oleh pimpinan rapat;
14. Anggota Komite yang hadir maupun yang tidak hadir dalam rapat Komite berhak menerima salinan risalah rapat Komite.

The Risk Management Committee must conduct regular meetings with the following stipulations:

1. The Committee is required to hold Committee meetings quarterly in 1 (one) year;
2. The meetings are led by the Committee Chairman. In the event the Committee Chairman is unable to attend, the Committee Chairman will appoint the Committee's Deputy Chairman to be the acting chairman of the meeting;
3. Discussions in the Risk Management Committee can be conducted by means of a meeting or circular signing;
4. The discussion theme at the Risk Management Committee Meeting refers to the meeting's scope of the discussion;
5. Meetings are considered valid and have the authorization to make binding decisions if it is met the quorum of member attendance;
6. Meetings will have a quorum if attended by 2/3 (two-thirds) of the Committee's members. The decision of the meeting will be valid upon the approval by 2/3 (two-thirds) of the Committee's members present at the meeting;
7. Decisions can be made unanimously by the permanent members of the Committee who are present or based on a majority vote (>50%) of the permanent members of the Committee who are present;
8. The Committee Secretary makes preparation for the meeting, determines the meeting agenda, and reviews the suitability of the material to be presented at the meeting;
9. In the event the number of votes that agree is the same as the number of votes that do not agree, then the decision of the Meeting shall be submitted to the chairman of the Meeting;
10. In conducting Committee meetings, apart from being attended by Committee Members, the Committee Secretary may invite parties (invitees) deemed related according to the agenda discussed;
11. The follow-up status of the previous meeting is conveyed at the beginning of each Risk Management Committee meeting;
12. Any dissenting opinion at the meeting must be clearly stated in the Minutes of Meeting along with the reasons;
13. Minutes of meeting are made by the Secretary of the Committee and must be signed by the chairman of the meeting;
14. Committee members who are present or not present at the Committee meeting are entitled to receive a copy of the minutes of the Committee meeting.

Selama tahun 2023, Komite Manajemen Risiko telah menyelenggarakan 4 (empat) kali rapat dengan rincian kehadiran sebagai berikut:

In 2023, the Risk Management Committee has held 4 (four) meetings with attendance details as follows:

No	Nama Names	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate (%)
1	Budi P. Amir[1)]	1	1	100%
2	Emil Hakim	4	4	100%
3	Syaiful Azhar[2)]	1	1	100%
4	Sudarlin[3)]	1	1	100%
5	Ery Widiatmoko	4	4	100%
6	Ismawati	4	4	100%
7	Kristy Damayanti	4	4	100%
8	Resti Setia Utari	4	3	75%
9	Edwar	4	4	100%
10	Tuty Ratnasari[4)]	2	2	100%

[1)] Tidak lagi menjabat sebagai Ketua Komite Manajemen Risiko sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Tidak lagi menjabat sebagai anggota Komite Manajemen Risiko sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[3)] Efektif Menjabat sebagai anggota Komite Manajemen Risiko sejak 30 Oktober 2023.
[4)] Tidak lagi menjabat sebagai anggota Komite Manajemen Risiko sejak 2 Juli 2023.

[1)] No longer served as Chair of the Risk Management Committee since the closing of the Annual GMS on 28 April 2023.
[2)] No longer served as a member of the Risk Management Committee since the closing of the Annual GMS on 28 April 2023.
[3)] Effectively serving as a member of the Risk Management Committee since 30 October 2023.
[4)] No longer served as a member of the Risk Management Committee since 2 July 2023.

Laporan Pelaksanaan Tugas Komite Manajemen Risiko
Report on the Implementation of Risk Management Committee's Duties

Per 31 Desember 2023, Komite Manajemen Risiko telah melaksanakan 4 kali rapat dengan agenda sebagai berikut:

As of 31 December 2023, the Risk Management Committee has held 4 meetings with the following agenda:

No	Hari/Tanggal Day/Date	Agenda	Mekanisme Rapat Meeting Mechanism	Kourum Kehadiran Attendance Quorum
1	Jumat, 31 Maret 2023 Friday, 31 March 2023	• Hasil penilaian Tingkat Kesehatan per 31 Desember 2022. • Usulan laporan pertanggungjawaban Direksi atas Kebijakan Manajemen Risiko semester II-2022. • *Early Warning System* per 28 Februari 2023. • Health Level assessment results as of 31 December 2022. • Proposed accountability report for the Board of Directors regarding the Risk Management Policy for semester II-2022. • Early Warning System as of 28 February 2023.	Rapat Daring Online Meeting	100%
2	Jumat, 23 Juni 2023 Friday, 23 June 2023	• Hasil penilaian Tingkat Kesehatan per 31 Mei 2023. • *Early warning system* per 31 Mei 2023. • Health Level assessment results as of 31 May 2023. • Early Warning System as of 31 May 2023.	Rapat Daring Online Meeting	100%
3	Jumat, 15 September 2023 Friday, 15 September 2023	• Hasil penilaian Tingkat Kesehatan per 30 Juni 2023. • *Early warning system* per 30 Juni 2023. • *Risk Appetite Statement.* • *Risk Register On Going Business.* • Health Level assessment results as of 30 June 2023. • Early Warning System as of 30 June 2023. • Risk Appetite Statement. • Risk Register On Going Business.	Rapat Tatap Muka Offline meeting	86%

No	Hari/Tanggal Day/Date	Agenda	Mekanisme Rapat Meeting Mechanism	Kourum Kehadiran Attendance Quorum
4	Jumat, 15 Desember 2023 Friday, 15 December 2023	• Hasil penilaian Tingkat Kesehatan per 31 Oktober 2023. • *Early warning system* per 31 Oktober 2023. • *Risk Appetite Statement* per 31 Oktober 2023. • *Liquidity Coverage Ratio* (LCR). • Penerapan Peraturan Menteri BUMN No.2 Tahun 2023. • Health Level assessment results as of 31 October 2023. • Early warning system as of 31 October 2023. • Risk Appetite Statement as of 31 October 2023. • Liquidity Coverage Ratio (LCR). • Implementation of SOEs Ministerial Regulation No.2 of 2023.	Rapat Tatap Muka Offline meeting	100%

5.C.

Komite Pengarah Teknologi Informasi

Information Technology Steering Committee

Tugu Insurance telah membentuk Komite Pengarah Teknologi Informasi ("Komite") dengan tujuan untuk membantu Direksi dalam melaksanakan tugas dan tanggung jawab untuk memantau implementasi Manajemen Risiko dan mengantisipasi potensi Risiko yang mungkin terjadi seiring dengan pertumbuhan bisnis Perseroan, memantau perkembangan eksposur risiko, meninjau pelaksanaan serta pengkinian kebijakan, proses dan prosedur Manajemen Risiko yang berkelanjutan.

Tugu Insurance has established Information Technology Steering Committee ("Committee") with the aim to assisting the Board of Directors in carrying out the duties and responsibilities of monitoring the implementation of Risk Management and anticipating potential risks that may occur in line with Tugu Insurance's business growth, monitoring the development of risk exposure, reviewing the ongoing implementation and updating the policies, processes, and procedures of Risk Management.

Susunan Keanggotaan, Dasar Pengangkatan, dan Masa Jabatan

Membership Composition, Basis of Appointment, and Term of Office

Ketentuan atas pengangkatan dan masa jabatan Komite Pengarah Teknologi Informasi sebagai berikut:

1. Anggota Komite diangkat dan diberhentikan oleh Direksi, berdasarkan rekomendasi dari Komite. Komite bersifat independen dan bertanggung jawab langsung kepada Direksi;
2. Masa kerja anggota Komite adalah 3 (tiga) tahun dan dapat diangkat kembali dengan tidak mengurangi hak Direksi untuk mengubah susunan Komite sewaktu-waktu;
3. Komite terdiri atas Ketua Komite merangkap sebagai Anggota Komite;
4. Komite terdiri atas Wakil Ketua Komite merangkap sebagai Anggota Komite;
5. Komite terdiri atas Sekretaris merangkap sebagai Anggota Komite;
6. Anggota Komite terdiri dari Anggota Tetap dengan hak suara dan Anggota tanpa hak suara;
7. Setiap anggota wajib memenuhi ketentuan hukum serta regulasi yang berlaku, dengan komposisi anggota sebagai berikut:
   - Ketua Komite/Anggota Tetap: Direktur Keuangan dan Layanan Korporat;
   - Wakil Ketua/Anggota Tetap: Direktur Kepatuhan & Manajemen Risiko;
   - Sekretaris/Anggota Tetap: Information Technology Group Head;
   - Anggota Tetap:
     - Direktur Pemasaran Asuransi;
     - Direktur Teknik Technical Director;
     - Compliance Group Head;
     - ERM & Legal Group Head;
     - Financial Planning & Evaluation Group Head;
     - Corporate Strategy & Transformation Group Head.

Provisions for the appointment and term of office of the Information Technology Steering Committee are as follows:

1. Committee members are appointed and dismissed by the Board of Directors, based on the recommendation from the Committee. The Committee is independent and responsible directly to the Board of Directors;
2. The term of office for Committee members is 3 (three) years and can be reappointed without prejudice to the Board of Directors' authorities to change the composition of the Committee at any time;
3. The Committee consists of the Committee's Chairman concurrently serves as Committee Member;
4. The Committee consists of the Committee's Deputy Chairman concurrently serves as Member of the Committee;
5. The Committee consists of a Secretary concurrently serves as Committee Member;
6. Committee members consist of Permanent Members with voting rights and Members without voting rights;
7. Each member must comply with applicable laws and regulations, with the composition of members as follows:
   - Committee Chairman/Permanent Member: Finance and Corporate Services Director;
   - Deputy Chairman/Permanent Member: Compliance & Risk Management Director;
   - Secretary/Permanent Member: Information Technology Group Head;
   - Permanent Members:
     - Insurance Marketing Director;
     - Technical Director;
     - Compliance Group Head;
     - ERM & Legal Group Head;
     - Financial Planning & Evaluation Group Head;
     - Corporate Strategy & Transformation Group Head.

- Anggota Tidak Tetap:
  Pejabat tertinggi pada fungsi yang terkait dengan topik yang dibahas dan/atau direkomendasikan dalam Komite Pengarah Teknologi Informasi, kecuali pengusul untuk transaksi atau hal-hal yang menyimpang dari prosedur normal.

- Non-Permanent Members:
  The highest official in the function related to the topic discussed and/or recommended in the Information Technology Steering Committee, except for the proposers of transactions or matters deviating from normal procedures.

Adapun susunan Komite Pengarah Teknologi Informasi per Desember 2023, sebagai berikut:

Composition of Tugu Insurance IT Steering Committee as of December 2023:

Posisi Position	Nama Name	Jabatan Title	Dasar Pengangkatan Basis of Appointment	Masa jabatan Term of Office
Ketua/Anggota Tetap Chairperson/Permanent Member	Emil Hakim	Direktur Keuangan & Layanan Korporat Finance and Corporate Services Director	Komite Pengarah Teknologi Informasi dibentuk berdasarkan Surat Keputusan Direksi No. 19/SKD/05/LEC-ATPI/XI/2023 tanggal 6 November 2023, tentang Perubahan Susunan Pengarah Teknologi Informasi PT Asuransi Tugu Pratama Indonesia Tbk. The Information Technology Steering Committee was formed based on Decree of the Board of Directors No. 19/SKD/05/LEC-ATPI/XI/2023 dated 6 November 2023, concerning Changes in the Composition of Information Technology Directors of PT Asuransi Tugu Pratama Indonesia Tbk.	3 (tiga) tahun dan dapat diangkat kembali dengan tidak mengurangi hak Direksi untuk mengubah susunan Komite Pengarah TI sewaktu-waktu. 3 (three) years, and can be reappointed without any prejudice to the Board of Directors authority to change the composition of IT Steering Committee at any time
Wakil Ketua/Anggota Tetap Deputy Chairperson/Permanent Member	Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director		
Sekretaris/Anggota Tetap Secretary/Permanent Member	Achmad Taufik Firdaus	Information Technology Group Head		
Anggota Tetap Permanent Member	Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director		
	Sudarlin	Direktur Teknik Technical Director		
	Ismawati	ERM & Policy Group Head		
Anggota Tidak Tetap Non-Permanent Member	Pejabat yang terkait dengan topik yang dibahas dan/atau direkomendasikan dalam Komite Pengarah TI, kecuali pengusul untuk transaksi atau hal-hal yang menyimpang dari prosedur normal. The officers who are related to the topic discussed and/or recommended in the IT Steering Committee, except the proposer of the transactions or things deviating from normal procedures.			

Profil Komite Pengarah Teknologi Informasi
Profile of IT Steering Committee Members

No	Nama Names	Jabatan Position	
1	Emil Hakim	Direktur Keuangan dan Layanan Korporat Finance and Corporate Services Director	Untuk Profil Bapak Emil Hakim dapat dilihat pada profile Direksi pada Laporan Tahunan ini. The profile of Mr. Emil Hakim can be found in the Directors' profile in this Annual Report.
2	Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Untuk Profil Bapak Edi Yoga Prasetyo dapat dilihat pada profile Direksi pada Laporan Tahunan ini. The profile of Mr. Edi Yoga Prasetyo can be found in the Directors' profile in this Annual Report.
3	Sudarlin	Direktur Teknik Technical Director	Untuk Profil Bapak Sudarlin dapat dilihat pada profile Direksi pada Laporan Tahunan ini. The profile of Mr. Sudarlin can be found in the Directors' profile in this Annual Report.

No	Nama Names	Jabatan Position	
4	Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	Untuk Profil Bapak Ery Widiatmoko dapat dilihat pada profile Direksi pada Laporan Tahunan ini. The profile of Mr. Ery Widiatmoko can be found in the Directors' profile in this Annual Report.
5	Ismawati	ERM & Policy Group Head	Untuk Profil Ibu Ismawati dapat dilihat pada profile Anggota Komite Investasi pada Laporan Tahunan ini. The profile of Ms. Ismawati can be found in the profile of the Investment Committee Members in this Annual Report.



Achmad Taufik Firdaus

Sekretaris Pengarah Teknologi Informasi | Secretary of IT Steering Committee

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	10 November 1969
Usia Age	54 tahun 54 years old
Domisili Domicile	Jakarta Selatan South Jakarta

Pendidikan dan Pelatihan Education and Training	Sarjana Komputer, STMIK Gunadarma, 1988.	Bachelor of Computers, STMIK Gunadarma, 1988.
Riwayat Pekerjaan Work Experience	• IT Group Head, PT Asuransi Tugu Pratama Indonesia Tbk (2016-sekarang). • Account Director PERTAMINA Business, PT Asuransi Tugu Pratama Indonesia Tbk (2010-2016). • IT Operation Manager, PT Asuransi Tugu Pratama Indonesia Tbk (2003-2010). • Network Operation & Technical Support Supervisor, PT Asuransi Tugu Pratama Indonesia Tbk (1997-2003). • Technicall Staff IT, PT Asuransi Tugu Pratama Indonesia Tbk (1994-1997).	• IT Group Head, PT Asuransi Tugu Pratama Indonesia Tbk (2016-present). • Account Director of PERTAMINA Business, PT Asuransi Tugu Pratama Indonesia Tbk (2010-2016). • IT Operation Manager, PT Asuransi Tugu Pratama Indonesia Tbk (2003-2010). • Network Operation & Technical Support Supervisor, PT Asuransi Tugu Pratama Indonesia Tbk (1997-2003). • IT Technical Staff, PT Asuransi Tugu Pratama Indonesia Tbk (1994-1997).
Rangkap Jabatan Concurrent Position	Information Technology Group Head.	
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham utama/ Pengendali.	Has no affiliation with members of the Board of Commissioners, Directors and Major/Controlling Shareholders.

Program Peningkatan Kompetensi Komite Pengarah Teknologi Informasi
IT Steering Committee's Competency Enhancement Program

Komite Pengarah Teknologi Informasi telah mengikuti program peningkatan kompetensi sepanjang tahun 2023, antara lain:

Members of the IT Steering Committee enhanced their competencies in 2023 by participating in the following competency enhancement programs:

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
Emil Hakim	Informasi peningkatan kompetensi/pelatihan Bapak Emil Hakim dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Emil Hakim can be found in the information on competency enhancement/training of members of the Board of Directors in this governance chapter.		
Edi Yoga Prasetyo	Informasi peningkatan kompetensi/pelatihan Bapak Edi Yoga Prasetyo dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Edi Yoga Prasetyo can be found in the information on competency enhancement/training of members of the Board of Directors in this governance chapter.		
Sudarlin	Informasi peningkatan kompetensi/pelatihan Bapak Sudarlin dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Sudarlin can be found in the information on competency enhancement/training of members of the Board of Directors in this governance chapter.		
Ismawati	Informasi peningkatan kompetensi/pelatihan Ibu Ismawati dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Komite Investasi ada bab tata kelola ini. Information on Ms. Ismawati's competency enhancement/training can be found in the information on competency enhancement/training for Investment Committee members in this governance chapter.		
Achmad Taufik Firdaus	People Management Development Program Batch 4.	Jakarta, 22-24 Februari 2023 Jakarta, 22-24 February 2023	HR Excellency
	Risk Management Forum Pertamina Group 2023.	Jakarta, 16 Maret 2023 Jakarta, 16 March 2023	Tugu Institute X ERM & Legal Group
	Risk Management Strategy in The Hardening Insurance Market.	Jakarta, 18 Maret 2023 Jakarta, 18 March 2023	WDA
	tiShare 008 : Sosialisasi Pengelolaan Talent dan Rencana Suksesi. tiShare 008: Dissemination of Talent Management and Succession Planning.	Jakarta, 29 Mei 2023 Jakarta, 29 May 2023	Tugu Institute X Human Capital & Services
	tiLearn 042: Implementasi SMAP Dalam Menunjang Kegiatan Operasional Perusahaan. tiLearn 042: Implementation of SMAP to Support Company Operational Activities.	Jakarta, 8 Juni 2023 Jakarta, 8 June 2023	Tugu Institute X Compliance
	Coaching For Empowering Your Team.	Jakarta, 30 Agustus 2023 Jakarta, 30 August 2023	IKIGAI
	tilearn 052 : Keynote Speech Perlindungan Data Pribadi. tilearn 052 : Keynote Speech on Personal Data Protection.	Jakarta, 16 November 2023	Legal & Compliance Group
	tilearn 053 : Perlindungan Data Pribadi/UU PDP. tilearn 053 : Personal Data Protection/PDP Law.	Jakarta, 21 November 2023	Legal & Compliance Group
	tilearn 054 : APU, PPT & PPPSPM di Sektor Jasa Keuangan Berbasis POJK No. 8 Tahun 2023. tilearn 054 : AML, CFT & Proliferation of WMD in the Financial Services Sector Based on POJK No. 8 of 2023"	Jakarta, 12 Desember 2023 Jakarta, 12 December 2023	Legal & Compliance Group

Tugas dan Tanggung Jawab
Duties and Responsibilities

Komite Pengarah TI Tugu Insurance mengemban tugas dan tanggung jawab sebagai berikut:
1. Menetapkan rencana pengembangan teknologi informasi dan kebijakan Perusahaan terkait dengan penggunaan teknologi informasi;
2. Perumusan kebijakan dan prosedur teknologi informasi yang utama seperti kebijakan pengamanan teknologi informasi dan manajemen risiko terkait dengan penggunaan teknologi informasi;
3. Kesesuaian proyek teknologi informasi yang disetujui dengan rencana pengembangan teknologi informasi;
4. Kesesuaian antara pelaksanaan proyek teknologi informasi dengan rencana proyek yang disepakati (*project charter*);
5. Kesesuaian penyelenggaraan teknologi informasi sesuai dengan kebutuhan sistem informasi manajemen dan kebutuhan kegiatan usaha Perusahaan;
6. Efektivitas mitigasi risiko atas investasi Perusahaan pada sektor teknologi informasi agar investasi Perusahaan pada sektor teknologi informasi memberikan kontribusi terhadap pencapaian tujuan Perusahaan;
7. Pemantauan atas kinerja teknologi informasi dan upaya peningkatan kinerja teknologi informasi;
8. Upaya penyelesaian berbagai masalah terkait teknologi informasi yang tidak dapat diselesaikan oleh satuan kerja pengguna dan penyelenggara, secara efektif, efisien dan tepat waktu.
9. Kecukupan dan alokasi sumber daya teknologi informasi yang dimiliki oleh Perusahaan.

Tugu Insurance's IT Steering Committee has the following duties and responsibilities:
1. Determining information technology development plans and the Company's policies related to the use of information technology;
2. Formulating key information technology policies and procedures such as information technology security policies and risk management related with the use of information technology;
3. Conformity of the approved information technology projects with information technology development plans;
4. Conformity of the implementation of information technology projects with the agreed project plans (project charters);
5. Conformity of the implementation of information technology in accordance with the needs of management information systems and the needs of the Company's business activities;
6. The effectiveness of risk mitigation on the Company's investment in the information technology sector so that the Company's investment in the information technology sector contributes to the achievement of the Company's goals;
7. Monitoring the information technology performance and efforts to improve information technology performance;
8. Efforts to resolve various problems related to information technology that cannot be resolved by work units of users and administrators in an effective, efficient and timely manner;
9. Adequacy and allocation of information technology resources owned by the Company.

Komite Pengarah TI memiliki pedoman dalam melaksanakan tugasnya yang dituangkan dalam *Term of Reference* (ToR) Komite Pengarah TI PT Asuransi Tugu Pratama Indonesia Tbk.

The IT Steering Committee has guidelines in conducting their duties, as outlined in the Terms of Reference of the IT Steering Committee of PT Asuransi Tugu Pratama Indonesia Tbk.

Kebijakan dan Pelaksanaan Rapat
Meeting Policy and Implementation Policy

Komite Pengarah TI wajib melakukan rapat berkala dengan ketentuan sebagai berikut:
1. Rapat Komite diselenggarakan minimal adalah 4 (empat) kali dalam 1 (satu) tahun atau dapat diselenggarakan setiap saat sesuai dengan kebutuhan;
2. Rapat dipimpin oleh ketua komite. Apabila ketua komite tidak dapat hadir, maka rapat komite akan dipimpin oleh wakil ketua atau ketua pengganti;

The IT Steering Committee must conduct regular meetings with the following stipulations:
1. The Committee meetings are held at least 4 (four) times in a year or can be held at any time as needed;
2. The meeting is chaired by the Committee Chairman. If the Committee Chairman is unable to attend, then the committee meeting will be chaired by the Deputy Chairman or alternate chair;

3. Sekretaris Komite melakukan persiapan rapat, membuat undangan, menentukan agenda rapat, dan mereview kesesuaian materi yang akan disampaikan dalam rapat;
4. Hak suara hanya dimiliki oleh anggota komite yang menjabat sebagai Direktur;
5. Dalam pelaksanaan rapat Komite Pengarah Teknologi Informasi, selain dihadiri oleh Anggota Komite, Sekretaris Komite dapat mengundang pihak-pihak (*invitee*) yang dianggap terkait sesuai dengan agenda yang dibahas;
6. Rapat Komite Pengarah Teknologi Informasi adalah sah dan berhak mengambil keputusan yang mengikat atau dianggap memenuhi kuorum apabila sekurang-kurangnya dihadiri oleh 51% (lima puluh satu perseratus) dari jumlah anggota yang memiliki hak suara, dimana dua di antaranya adalah Direktur yang membawahi Teknologi Informasi dan Direktur yang membawahi fungsi manajemen risiko;
7. Keputusan rapat Komite berdasarkan musyawarah mufakat;
8. Dalam hal tidak terjadi musyawarah mufakat, pengambilan keputusan diambil melalui *voting* berdasarkan dengan hak suara setuju lebih dari ½ (satu per dua) dari total suara dalam rapat;
9. Hasil rapat Komite wajib dituangkan dalam risalah rapat Komite Pengarah Teknologi Informasi dan disampaikan kepada seluruh Direksi serta anggota rapat Komite;
10. Setiap perbedaan pendapat (*dissenting opinion*) dalam rapat harus secara jelas dinyatakan dalam Risalah Rapat beserta alasannya;
11. Anggota Komite yang hadir maupun yang tidak hadir dalam rapat Komite Pengarah Teknologi Informasi berhak menerima salinan risalah rapat Komite.

3. The Committee Secretary prepares for meetings, makes invitations, determines the meeting agenda, and reviews the suitability of the material to be presented at the meeting;
4. Voting rights are only owned by committee members who serve as Directors;
5. In the implementation IT Steering Committee meetings, apart from being attended by Committee Members, the Committee Secretary may invite parties (invitees) deemed related with the agenda discussed;
6. An Information Technology Steering Committee meeting is legal and has the right to make binding decisions or is deemed to meet a quorum if attended by at least 51% (fifty one percent) of the total members with voting rights, of which two are Directors in charge of Information Technology and the Director in charge of the risk management function;
7. Decisions of the Committee meetings are based on consensus deliberation;
8. In the event the consensus deliberation does not occur, decisions are taken by voting based on the agreed voting rights of more than ½ (one-half) of the total votes in the meeting;
9. Results of the Committee meeting must be stipulated in the minutes of the Information Technology Steering Committee meeting and submitted to all Directors and members of the Committee meeting;
10. Any dissenting opinion at the meeting must be clearly stated in the Minutes of Meeting along with the reasons;
11. Committee members who are present and not present the Information Technology Steering Committee meeting are entitled to receive a copy of the minutes of the Committee meeting.

Selama tahun 2023, Komite Pengarah Teknologi Informasi telah menyelenggarakan 2 kali rapat dengan rincian kehadiran sebagai berikut:

In 2023, the IT Steering Committee has held 2 meetings with information on the attendance level of members as follows:

Nama Name	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran (%) Attendance Rate
Emil Hakim	2	2	100%
Edi Yoga Prasetyo	1	1	100%
Sudarlin	1	1	100%
Ery Widiatmoko	2	2	100%
Achmad Taufik Firdaus	2	2	100%
Ismawati	2	2	100%
Budi P. Amir[1)]	1	1	100%
Tuty Ratnasari[2)]	1	1	100%

[1)] Sudah tidak lagi menjabat sebagai anggota Komite Pengarah Teknologi Informasi sejak ditutupnya RUPS Tahunan tanggal 28 April 2023.
[2)] Sudah tidak lagi menjabat sebagai anggota Komite Pengarah Teknologi Informasi sejak 2 Juli 2023.
[1)] No longer served as the member of the Information Technology Steering Committee since the closing of the Annual GMS on 28 April 2023.
[2)] No longer served as the member of the Information Technology Steering Committee as of 2 July 2023.

Laporan Pelaksanaan Tugas Komite Pengarah Teknologi Informasi
Report on the Implementation of Information Technology Steering Committee's Duties

Komite membuat laporan berkala paling sedikit 1 (satu) kali dalam satu tahun mengenai pelaksanaan tugas serta rekomendasi Komite. Laporan komite dibuat oleh Sekretaris Komite dan wajib ditandatangani oleh Ketua Komite. Per 31 Desember 2023, pelaksanaan kinerja Komite Pengarah Teknologi Informasi, antara lain:

1. Mengadakan rapat pada 14 Maret 2023 dengan agenda Implementasi Sertifikasi ISO 27001:2013 (*Information Security Management System*);
2. Mengadakan rapat pada 20 November 2023 dengan agenda pembedahan dan penjelasan progress terkait CSM (*Cyber Security Maturity*) dan BCM (*Business Continuity Management*) tahun 2023

The Committee makes a periodic report at least 1 (once) a year regarding the implementation of the duties and recommendations of the Committee. The Committee report is prepared by the Committee Secretary and must be signed by the Committee Chairman. As of 31 December 2023, the performance of the Information Technology Steering Committee includes:

1. Held a meeting on 14 March 2023 with the agenda of Implementing ISO 27001:2013 Certification (Information Security Management System);
2. Held a meeting on 20 November 2023 with the agenda of discussion and explanation of progress regarding CSM (Cyber Security Maturity) and BCM (Business Continuity Management) in 2023.

5.D.

Sekretaris Perusahaan

Corporate Secretary

Sekretaris Perusahaan Tugu Insurance memiliki fungsi sebagai pihak penghubung yang menjembatani kepentingan antara Perseroan dengan pihak eksternal, terutama dalam menjaga persepsi publik atas citra Perseroan serta melaksanakan keterbukaan informasi. Setiap informasi yang disampaikan oleh Sekretaris Perusahaan kepada masyarakat merupakan informasi resmi dari Perseroan. Selain daripada itu, Sekretaris Perusahaan wajib memastikan pemenuhan kepatuhan perusahaan terhadap peraturan perundang-undangan di bidang pasar modal.

The Corporate Secretary of Tugu Insurance has a function as a liaison party bridging the interests between the Company and external parties, especially in maintaining public perception of the Company's image and implementing information disclosure. Any information submitted by the Corporate Secretary to the public is official information from the Company. In addition, the Corporate Secretary shall ensure the Company's compliance with capital market laws and regulations.

Kedudukan dan Penunjukan Sekretaris Perusahaan

Position and Appointment of Corporate Secretary

Ketentuan mengenai kedudukan dan penunjukan Sekretaris Perusahaan di Tugu Insurance adalah sebagai berikut:

1. Fungsi Sekretaris Perusahaan dapat dilaksanakan oleh orang perseorangan atau unit kerja yang dipimpin oleh satu penanggung jawab;
2. Sekretaris Perusahaan diangkat diberhentikan berdasarkan Keputusan Direksi melalui mekanisme internal Perusahaan dengan persetujuan Dewan Komisaris. Dalam struktur organisasi Perseroan, Sekretaris Perusahaan bertanggung jawab kepada Presiden Direktur;
3. Sekretaris Perusahaan dapat dirangkap oleh seorang anggota Direksi Perseroan, atau Perseroan dapat menetapkan dalam struktur organisasinya salah satu pejabat 1 (satu) level di bawah Direksi sebagai Sekretaris Perusahaan;
4. Sekretaris Perusahaan dilarang merangkap jabatan apapun di perusahaan publik lain;
5. Sekretaris Perusahaan Perseroan memiliki pengetahuan mengenai peraturan yang berkaitan dengan Perseroan, hubungan masyarakat, keterampilan administratif dan pengalaman yang mendukung pelaksanaan tugasnya.

Provisions regarding the position and appointment of the Corporate Secretary at Tugu Insurance are as follows:

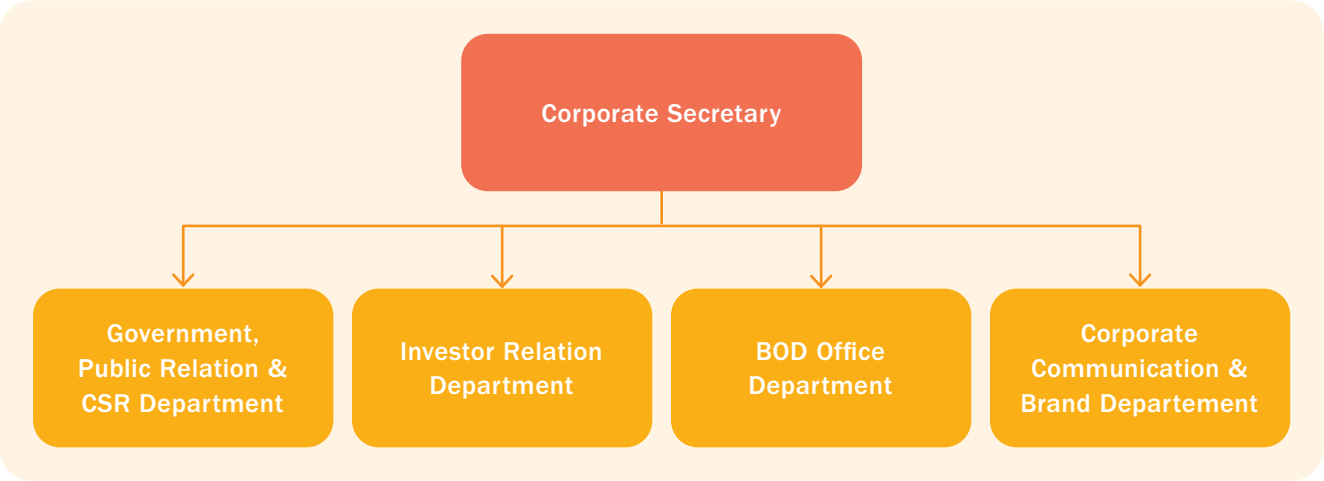
1. The function of the Corporate Secretary can be carried out by an individual or work units led by one person in charge;
2. The Corporate Secretary is appointed and dismissed based on the Decree of the Board of Directors through the Company's internal mechanism with the approval of the Board of Commissioners. In the Company's organizational structure, the Corporate Secretary is accountable to the President Director;
3. The Corporate Secretary can be concurrently held by a member of the Company's Board of Directors, or the Company can establish in its organizational structure one of its officials that is 1 (one) level below the Board of Directors as the Corporate Secretary;
4. The Corporate Secretary is prohibited from holding concurrent positions in other public companies;
5. The Company's Corporate Secretary should have knowledge of regulations that involve the Company, as well as public relations skills, administrative skills and experience that supports the implementation of his/her duties.

Keorganisasian Sekretaris Perusahaan

Organization of Corporate Secretary

Struktur organisasi Corporate Secretary Group Tugu Insurance ditetapkan sesuai Keputusan Direksi No. 169/SKD/04/HCM-OPR/ATPI/2023 tanggal 1 November 2023 tentang Struktur Organisasi PT Asuransi Tugu Pratama Indonesia Tbk.

The organizational structure of the Tugu Insurance Group Corporate Secretary has been formed pursuant to the Decree of the Board of Directors No. 169/SKD/04/HCM-OPR/ATPI/2023 dated 1 November 2023 concerning the Organizational Structure of PT Asuransi Tugu Pratama Indonesia Tbk.



Profil Pejabat Sekretaris Perusahaan
Profile of Corporate Secretary

Berdasarkan Surat yang telah dilaporkan ke OJK dengan No. 295/S/01/PD-ATPI/XI/2023 tanggal 2 November 2023, posisi Sekretaris Perusahaan dijabat oleh Rudy Samudra Kristanto. Profil Sekretaris Perusahaan Tugu Insurance dapat dilihat sebagai berikut:

Based on Letter reported to the OJK No. 295/S/01/PD-ATPI/XI/2023 dated 2 November 2023 the position of Corporate Secretary is held by Rudy Samudra Kristanto. The profile of the Tugu Insurance Company Secretary can be summarized as follows:



Rudy Samudra Kristanto
Sekretaris Perusahaan | Corporate Secretary

Kewarganegaraan Citizenship	Indonesia
Tempat, Tanggal Lahir Birthdate/Place	Cirebon, 9 Juni 1965 Cirebon, 9 June 1965
Usia Age	58 tahun 58 years old
Domisili Domicile	Jakarta

Pendidikan dan Pelatihan Education and Training	• Risk Management Forum Pertamina Group (2023). • People Management Development Program Batch 3 by HR Excellency (2023). • Recognition Current Competency (RCC) QCRO by WDA (2023). • Stakeholder Management Best Practice (2022). • Sarjana Ilmu Sosial dan Ilmu Politik dari Universitas Parahyangan (1989).	• Pertamina Group Risk Management Forum (2023). • People Management Development Program Batch 3 by HR Excellency (2023). • Recognition Current Competency (RCC) QCRO by WDA (2023). • Stakeholder Management Best Practice (2022). • Bachelor of Social and Political Sciences from Parahyangan University (1989).

Riwayat Pekerjaan Work Experience	Menempati posisi strategi di PT Asuransi Tugu Pratama Indonesia, Tbk sejak tahun 1992: • Strategic Business III Group Head (2022-2023). • Direct Group Head (2018-2022). • Account Director (2012-2014).	Held strategic positions at PT Asuransi Tugu Pratama Indonesia, Tbk since 1992: • Strategic Business III Group Head (2022-2023). • Direct Group Head (2018-2022). • Account Director (2012-2014).
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di Tugu Insurance maupun perusahaan/lembaga lain.	Do not hold concurrent positions at Tugu Insurance or other companies/institutions.
Hubungan Afiliasi Affiliation Relation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/Pengendali.	Has no affiliation with members of the Board of Commissioners, Board of Directors and Majority/ Controlling Shareholders.

Tugas dan Tanggung Jawab Sekretaris Perusahaan
Corporate Secretary's Duties and Responsibilities

Dalam menjalankan peranan pentingnya dalam memfasilitasi komunikasi antara organ perusahaan, hubungan antara Perseroan dengan stakeholders, dan kepatuhan terhadap peraturan yang berlaku, Sekretaris Perusahaan mengemban tugas dan tanggung jawab sebagai berikut:

1. Menentukan besaran anggaran operasional Group dan mengawasi penggunaan anggaran tersebut untuk memastikan efektivitas anggaran;
2. Menetapkan sasaran dan target kerja Group serta mengkoordinir dan mengevaluasi implementasinya untuk memastikan pencapaian sasaran dan target kerja Group;
3. Merekomendasikan kebutuhan jumlah SDM untuk memastikan efektivitas pencapaian sasaran dan target kerja Group;
4. Menilai kinerja dan kompetensi bawahan untuk memastikan pencapaian kinerja individu dan pengembangan kompetensi bawahan;
5. Menyetujui/mengevaluasi keterlibatan pihak ketiga dan menunjuk pihak ketiga yang terlibat dalam proses komunikasi Perusahaan dan Tanggung Jawab Sosial Perusahaan (CSR) untuk memastikan efektivitas kerja di Corporate Secretary Group;
6. Mengevaluasi dan merekomendasikan perubahan kebijakan terkait proses komunikasi perusahaan dan Tanggung Jawab Sosial Perusahaan (CSR) untuk meningkatkan efektivitas proses kerja di Corporate Secretary Group;
7. Mengawasi dan mengevaluasi pelaksanaan proses komunikasi perusahaan dan Tanggung Jawab Sosial Perusahaan (CSR) di Corporate Secretary Group untuk meningkatkan efektivitas proses kerja;
8. Mengevaluasi pelaksanaan program kerja yang ada di Corporate Secretary Group untuk mengidentifikasi kesenjangan antara program kerja dengan implementasi;
9. Memastikan implementasi budaya dan nilai-nilai yang telah ditetapkan oleh Perusahaan pada lingkup Corporate Secretary Group;

In carrying out his pivotal role in facilitating communications between the Company's organs, the relationship between the Company and stakeholders, as well as ensuring compliance with applicable regulations, the Corporate Secretary has the following duties and responsibilities:

1. Set the amount of the Group's operational budget and supervise the use of the budget to ensure budget effectiveness;
2. Set the Group's goals and work targets, and coordinate and evaluate their implementation to ensure that the Group's goals are met;
3. Recommend the number of human resources to ensure the effectiveness of the Group's goals and work targets achievement;
4. Assess the performance and competence of subordinates to ensure individual performance achievement and development of their competencies;
5. Approve and evaluate the involvement of third parties and appoint the third parties involved in the Company's communication process, and corporate social responsibility (CSR), so as to ensure work effectiveness at the Corporate Secretary Group;
6. Evaluate and recommend changes to policies related to corporate communication processes, and Corporate Social Responsibility (CSR) to improve the effectiveness of work processes in the Corporate Secretary Group;
7. Oversee and evaluate the implementation of corporate communication processes as well as Corporate Social Responsibility (CSR) at the Corporate Secretary Group, with a view to increasing the effectiveness of work processes;
8. Evaluate the implementation of work programs in the Corporate Secretary Group to identify gaps between work programs and implementation;
9. Ensure the implementation of the culture and values set by the Company within the scope of the Corporate Secretary Group;

10. Mengendalikan dan mengkoordinir seluruh kegiatan komunikasi Perusahaan, hubungan masyarakat dan berperan mendampingi Direksi dan/atau mewakili Perusahaan dalam berkomunikasi dengan pihak lain yang memiliki kepentingan terhadap Perusahaan untuk memberikan pelayanan kepada *stakeholders* atas setiap informasi yang relevan yang dibutuhkan;
11. Melaksanakan proses koordinasi dan menjadi penghubung antara Direksi dengan Dewan Komisaris, Pemegang Saham, masyarakat, media massa untuk menjalin komunikasi yang baik antar *stakeholders*;
12. Mengoordinir penyelenggaraan RUPST, RUPSLB, rapat Dewan Komisaris dan rapat Direksi, serta menghadiri rapat Direksi dan rapat gabungan antara Komisaris dengan Direksi. Sekretaris Perusahaan juga mengkoordinir penyusunan risalah rapat untuk memastikan agenda-agenda rapat di tingkat Pemegang Saham, Komisaris, dan Direksi terlaksana dengan baik;
13. Mengendalikan dan mengoordinir penyusunan Laporan Tahunan Perusahaan (*Annual Report*) dan Laporan Berkelanjutan (*Sustainability Report*), untuk memastikan tersedianya laporan tahunan dan laporan berkelanjutan Perusahaan secara komprehensif, akurat, menarik, tepat waktu dan sesuai dengan persyaratan regulasi;
14. Mengendalikan dan mengevaluasi pelaksanaan program CSR yang bersifat strategis, komprehensif dan berkesinambungan untuk memastikan program CSR terlaksana secara optimal;
15. Mengendalikan dan mengkoordinir kegiatan kesekretariatan perusahaan, penyimpanan dokumen penting, serta pengelolaan dan pemutakhirkan informasi tentang Perseroan yang disampaikan kepada *stakeholders* dalam berbagai media untuk menjamin akurasi dan ketersediaan dokumen penting dan informasi mengenai Perseroan;
16. Sebagai penghubung/mediator antara Direksi dan pegawai dengan Dewan Komisaris, pemegang saham, regulator, asosiasi, masyarakat, media massa dan pihak eksternal lainnya;
17. Mengoordinir kegiatan-kegiatan atas perubahan dan perkembangan peraturan perundang-undangan yang terkait dengan bidang usaha perusahaan dan menganalisis dampaknya terhadap Perusahaan serta menyampaikan hasil kajian kepada Direksi.

10. Control and coordinate all communication activities of the Company, public relations and play a role in accompanying the Board of Directors and/or representing the Company in communicating with other parties having interest in the Company to provide services to stakeholders for any relevant information needed;
11. Carry out the coordination process and become a liaison between the Board of Directors with the Board of Commissioners, Shareholders, the public, and the mass media to establish good communications among stakeholders;
12. Coordinate the holding of the AGMS, EGMS, Board of Commissioners meetings and Board of Directors meetings, as well as attending Board of Directors meetings and joint meetings between the Board of Commissioners and Board of Directors. The Corporate Secretary also coordinates the preparation of minutes of meetings to ensure those meeting agendas at the levels of Shareholders, the Board of Commissioners and the Board of Directors are carried out properly;
13. Control and coordinate the preparation for the Company's Annual Report and Sustainability Report to ensure the availability of the Company's annual report and sustainability report in a comprehensive, accurate, engaging, and timely manner, pursuant to regulatory requirements;
14. Control and evaluate the implementation of CSR programs that are strategic, comprehensive, and sustainable to ensure that CSR programs are optimally implemented;
15. Control and coordinate the Company's secretarial activities, keeping important documents, as well as management and update of information regarding the Company submitted to stakeholders in various media publications, to ensure the accuracy and availability of important documents and information about the Company;
16. Act as a liaison/mediator between the Board of Directors and employees with the Board of Commissioners, shareholders, regulators, associations, the public, the mass media, and other external parties;
17. Coordinate activities regarding changes and developments in laws and regulations related to the Company's line of business and analyzes their impact on the Company and submits the results of the study to the Board of Directors.

Pelatihan Sekretaris Perusahaan
Corporate Secretary's Training

Selama tahun 2023, Sekretaris Perusahaan secara rutin mengikuti berbagai pelatihan, *workshop*, dan seminar yang rinciannya sebagai berikut:

In 2023, the Corporate Secretary regularly attend various training, workshops, and seminars, with the following details:

Nama Name	Kegiatan/Program Activities/Programs	Tanggal/tempat Date/Place	Penyelenggara Organizer
Emil Hakim (menjabat sebagai Corporate Secretary periode 1 Januari 2023-1 November 2023) Emil Hakim (serving as Corporate Secretary for the period of 1 January 2023-1 November 2023)	Informasi peningkatan kompetensi/pelatihan Bapak Emil Hakim dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on competency enhancement/training of Mr. Emil Hakim can be found in the information on competency enhancement/training of members of the Board of Directors in this governance chapter.		
Rudy Samudra (menjabat sebagai Corporate Secretary periode 2 November 2023-31 Desember 2023) Rudy Samudra (serving as Corporate Secretary for the period of 2 November 2023-31 December 2023)	People Management Development Program Batch 3	Jakarta, 30 Januari-1 Februari 2023 Jakarta, 30 January-1 February 2023	Tugu Institute
	Recognition Current Competency	Jakarta, 2 Februari 2023 Jakarta, 2 February 2023	WDA
	Risk Management Forum Pertamina Group 2023	Jakarta, 16 Maret 2023 Jakarta, 16 March 2023	Tugu Institute
	tiLearn 042: Implementasi SMAP Dalam Menunjang Kegiatan Operasional Perusahaan tiLearn 042: Implementation of Anti-bribery Management System to support the Operational Activities of the Company	Online, 8 Juni 2023 Online, 8 June 2023	Tugu Institute X Compliance
	tiLearn 043 : Suretyship	*Hybrid*, 15 Juni 2023 Hybrid, 15 June 2023	Tugu Institute X Bank & Brokers
	tiLearn 046 : Perlindungan Data Pribadi di Industri Jasa Keuangan Setelah Disahkannya UU PDP tiLearn 046 : Personal Data Protection in the Financial Services Industry After the Enactment of the Personal Data Protection Law	*Online*, 2 Agustus 2023 Online, 2 August 2023	Tugu Institute X Legal & Compliance
	Specific Cargo Underwriting for Dry and Bulk Cargoes	Jakarta, 8 Agustus 2023 Jakarta, 8 August 2023	IGNA ASIA
	Coaching For Empowering Your Team	Jakarta, 30 Agustus 2023 Jakarta, 30 August 2023	IKIGAI
	tilearn 047 : Right Service Experience for The Right Customer	Jakarta, 23 Oktober 2023 Jakarta, 23 October 2023	Strategic Partnership Group
	tilearn 054 : APU, PPT & PPPSPM di Sektor Jasa Keuangan Berbasis POJK No. 8 Tahun 2023 tilearn 054 : AML, CFT & Proliferation of WMD in the Financial Services Sector Based on POJK No. 8 of 2023	*Online*, 12 Desember 2023 Online, 12 December 2023	Legal & Compliance Group

Laporan Pelaksanaan Tugas Sekretaris Perusahaan
Report on Implementation of Corporate Secretary Duties

Sekretaris Perusahaan senantiasa menjalankan tugas untuk memfasilitasi komunikasi antara organ perusahaan, hubungan antara Perseroan dengan *stakeholders*, dan kepatuhan terhadap peraturan yang berlaku. Per Desember 2023, pelaksanaan tugas Sekretaris Perusahaan antara lain:

1. **Government, Public Relation & CSR**
   Melakukan kegiatan komunikasi eksternal perusahaan dan penyebaran informasi perusahaan ke berbagai channel media (massa/elektronik/*online*/digital) serta menjalin hubungan harmonis dengan seluruh pemangku kepentingan dan masyarakat umum. Dalam membangun kerjasama yang baik dengan pihak eksternal, Government, Public Relation & CSR Department mempunyai tugas dan tanggung jawab sebagai *Media Relations & Engagement* untuk menjaga hubungan baik antara Tugu Insurance dengan rekan jurnalis/ wartawan media.

   Sepanjang tahun 2023, Government, Public Relation & CSR Department telah melakukan serangkaian kegiatan dalam *media relations & engagement* di antaranya kegiatan silahturahmi dengan wartawan media berupa media *visit online*, media interview serta *media courtesy & gathering* dengan wartawan.

   Government, Public Relation & CSR Department juga melakukan *Media Monitoring & Analysis* untuk memberikan informasi terkait berbagai pemberitaan di media baik itu mengenai Tugu Insurance Bisnis Grup, Regulasi maupun lingkup hal yang berkaitan dengan Perseroan. *Media Monitoring* juga berperan dalam perhitungan PR Value dan *Advertorial Value* di pemberitaan Tugu Insurance yang terpublikasi. Selain itu, Government, Public Relation & CSR Department secara berkala juga menerbitkan *Press Release* dan melaksanakan Publikasi Ringkasan Laporan Keuangan sesuai dengan peraturan dan regulasi yang berlaku.

   Government, Public Relation & CSR Department juga telah melaksanakan kewajiban pelaporan kepada Regulator (Otoritas Jasa Keuangan dan Bursa Efek Indonesia) atas kewajiban pelaporan yang bersifat rutin maupun khusus (*ad hoc*), serta melakukan entry data hingga monitoring di sistem aplikasi/*website* Regulator yaitu SIPO, SIJINGGA, SIPEDULI dan SPE IDXnet.

   Government, Public Relation & CSR Department telah melakukan pelaporan Rencana Aksi Keuangan Berkelanjutan (RAKB) untuk periode 2024 serta melaksanakan kegiatan *Corporate Social Responsibility*

The Corporate Secretary always carries out duties to facilitate communication between company organs, relations between the Company and stakeholders, and compliance with applicable regulations. As of December 2023, the implementation of the duties of the Corporate Secretary includes:

1. **Government, Public Relations & CSR**
   Conducting external Company communication activities and disseminating Company information to various media channels (mass/electronic/online/digital) as well as establishing harmonious relationships with all stakeholders and public. In building good cooperation with external parties, the Government, Public Relations & CSR Department has duties and responsibilities as Media Relations & Engagement to maintain good relations between Tugu Insurance and fellow journalists/ media reporter.

   Throughout 2023, the Government, Public Relations & CSR Department has carried out a series of activities in media relations & engagement, such as gatherings with media journalists in the form of online media visits, and media interviews, as well as conducting media courtesy & gatherings with journalists.

   The Government, Public Relations & CSR Department also performed Media Monitoring & Analysis to provide information related to news in various media publication, either news on Tugu Insurance Business Group, regulations or the scope of matters relating to the Company. Media Monitoring also plays a role in determining PR Value and Advertorial Value in published Tugu Insurance news. Moreover, the Government, Public Relations & CSR Department also periodically publishes Press Releases and Summary on Financial Reports in accordance with applicable rules and regulations.

   The Government, Public Relations & CSR Department has also carried out reporting obligations to the Regulator (Financial Services Authority and Indonesian Stock Exchange) for routine and special (ad hoc) reporting obligations, as well as carrying out data entry and monitoring on the Regulator's application system/website, namely SIPO, SIJINGGA, SIPEDULI and SPE IDXnet.

   The Government, Public Relations & CSR Department has reported the Sustainable Financial Action Plan (RAKB) for the 2024 period and carried out Corporate Social Responsibility activities in the Bakti TUGU series which

dalam rangkaian Bakti TUGU yang terdiri dari 4 (empat) pilar kegiatan yaitu, Bakti untuk Kesehatan dan Keselamatan, Bakti untuk Lingkungan Hidup, Bakti untuk Pendidikan dan Bakti untuk Pemberdayaan Ekonomi.

Pembahasan mengenai kegiatan CSR yang telah dilakukan selama tahun 2023 dipaparkan secara lebih komprehensif dalam Laporan Keberlanjutan (*Sustainability Report*) 2023 Perseroan.

2. **Investor Relations**
Investor Relation Departement merupakan bagian dari Corporate Secretary Group yang secara aktif melakukan pertemuan dengan analis dan korespondensi dengan investor untuk memberikan informasi terkini perihal kondisi dan kinerja Perseroan.

Sepanjang tahun 2023, Investor Relations telah mengkoordinasikan penyelenggaraan Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2022 pada tanggal 28 April 2023, dan *Public Expose* pada 11 Desember 2023 termasuk menyusun Laporan Tahunan 2022 untuk mendapatkan persetujuan dari pemegang saham.

Investor Relations bersama dengan Manajemen Perseroan juga melakukan pertemuan dengan para investor dan analis dari beberapa perusahaan sekuritas guna memberikan informasi terkini kinerja keuangan dan operasional perusahaan.

3. **BOD Office**
BOD Office merupakan fungsi yang mengoordinir seluruh kegiatan Direksi, serta memastikan terpenuhinya pelaporan serta dokumentasi terkait kewajiban Direksi Perseoran sesuai dengan ketentuan dan perundangan yang berlaku.

Pada tahun 2023 BOD Office telah melaksanakan berbagai rangkaian kegiatan diantaranya adalah *Performance Review* (induk) dan *Performance Dialogue* (Anak Perusahaan) untuk pengendalian terhadap kinerja korporat, pelaksanaan kegiatan *retreat* Direksi dalam rangka penyusunan arahan strategi korporat oleh Manajemen, Pelaksanaan *Planning Cycle* untuk penyusunan fungsi yang merupakan turunan dari strategi korporat 2024 yang telah dibuat, serta koordinasi pelaksanaan *Meeting* Direksi secara rutin.

4. **Corporate Communication & Brand**
Corporate Communication & Brand Departemen merupakan bagian dari Corporate Secretary Group, memiliki tanggung jawab dalam melakukan pengelolaan merek melalui berbagai aktivitas untuk meningkatkan

consists of 4 (four) pillars of activities, namely, Bakti for Health and Safety, Bakti for the Environment Life, Bakti for education, and Bakti for economic empowerment.

The discussion regarding CSR activities that have been carried out in 2023 is presented more comprehensively in the Company's 2023 Sustainability Report.

2. **Investor Relations**
The Investor Relations Department is part of the Corporate Secretary Group which actively holds meetings with analysts and corresponds with investors to provide the latest information regarding the Company's condition and performance.

Throughout 2023, Investor Relations has coordinated the holding of the 2022 Annual General Meeting of Shareholders (AGMS) on 28 April 2023, and the Public Expose on 11 December 2023, including preparing the 2022 Annual Report to obtain approval from shareholders.

Together with Company's Management, the Investor Relation also held meetings with investors and analysts from several securities companies to provide the latest information on the Company's financial and operational performance.

3. **BOD Office**
The BOD Office is a function that coordinates all activities of the Board of Directors, as well as ensuring the fulfillment of reporting and documentation related to the obligations of the Company's Board of Directors, in accordance with applicable regulations and laws.

In 2023, the BOD Office has done various series of activities including Performance Review (for parent entity) and Performance Dialogue (for Subsidiaries) to control corporate performance, coordinated the holding of Directors' retreat to preparing corporate strategic directions, coordinated the holding of Planning Cycle for the preparation of functions as aderivative of the 2024 corporate strategy that has been set, as well as coordinating the implementation of regular Board of Directors Meetings.

4. **Corporate Communication & Brand**
Corporate Communication & Brand Department is part of the Corporate Secretary Group, which has the responsibility for managing the brand through various activities to improve the Company's image both internally and externally through communication strategies that

citra perusahaan baik secara internal maupun eksternal melalui strategi komunikasi yang sesuai dengan target segmen produk dan layanan Perusahaan.

Pada tahun 2023, Corporate Communication & Brand Departemen melakukan berbagai kampanye merek ataupun aktivitas promosi melalui kanal media digital yang dimiliki perusahaan (*Website* dan *Sosial Media*) maupun kanal media mainstream lainnya serta aktivasi *offline* kepada eksternal untuk meningkatkan tingkat kesadaran merek perusahaan dan produk.

Selain itu, Corporate Communication & Brand Departemen juga terus memberikan support kepada fungsi internal perusahaan dalam penyediaan *Marketing Kit/Promotional Tools* yang dibutuhkan, serta berkolaborasi dengan fungsi terkait atas berjalannya kampanye di perusahaan terkait internalisasi *Core Value* BUMN dan Pertamina yaitu AKHLAK.

Melanjutkan transformasi merek yang dilakukan 2018 silam, di tahun ini Corporate Communication & Brand Departemen kembali melakukan research terkait *Customer Satisfaction & Loyalty Index* kepada masyarakat umum, *existing customer* serta *business partners*, dengan hasil skor *Customer Satisfaction Index & Loyalty Index* sebesar 4,28. Sedangkan NPS (Net Promoter Score) berhasil didapatkan di angka 58,4% atau 4,59 dari skala 5,00.

Strategi Komunikasi Perusahaan 2024 akan mulai diselaraskan dengan hasil riset lainnya demi mencapai Visi Perusahaan menjadi Asuransi umum nomor satu di Indonesia, yang dapat memberikan inovasi produk terbaik serta layanan prima untuk lebih baik.

are in line with the Company's product and service target segments.

In 2023, the Corporate Communication & Brand Department has carried out various brand campaigns or promotional activities through the Company's digital media channels (Website and Social Media) as well as other mainstream media channels and offline external activations to increase the Company's brand and products awareness.

Futhermore, the Corporate Communication & Brand Departement also continues to support the Company's internal functions in providing the Marketing Kits/ Promotional Tools, as well as collaborating with related functions to run the campaigns in the Company to internalize AKHLAK as the Core Value of SOEs' and Pertamina.

Continuing the brand transformation that has been carried out since 2018, this year, the Corporate Communication & Brand Department returned to conduct another research regarding the Customer Satisfaction & Loyalty Index for the general public, existing customers and business partners, with the Customer Satisfaction Index & Loyalty Index score of 4.28. Meanwhile, the NPS (Net Promoter Score) was recorded at 58.4% or 4.59 on a scale of 5.00.

The 2024 Corporate Communication Strategy will begin to be aligned with other research results in order to achieve the Company's Vision to become the number one general insurance in Indonesia, that provide the best product innovation and excellent service for the better.

Dalam menjalankan kegiatan membangun hubungan dengan Regulator dan memenuhi kewajiban penyampaian informasi kepada Regulator, Sekretaris Perusahaan telah menyampaikan korespondensi kepada OJK dan BEI sepanjang tahun 2023, antara lain sebagai berikut:

In carrying out activities to build relationships with Regulators and fulfill the obligation to submit information to Regulators, the Corporate Secretary has submitted correspondence to the OJK and IDX throughout 2023, including the following:

No.	Nomor Surat Letter Number	Tanggal Date	Kepada To	Perihal Regarding
1	001/S/01/COS-ATPI/I/2023	2 Januari 2023 2 January 2023	OJK Financial Service Authority	Laporan Hutang Valas Periode Desember 2022. Forex Debt Report for December 2022 Period.
2	002/S/01/COS-ATPI/I/2023	5 Januari 2023 5 January 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
3	006/S/01/COS-ATPI/II/2023	3 Februari 2023 3 February 2023	OJK Financial Service Authority	Laporan Bulanan Hutang Valas Periode Januari 2023. Forex Debt Report for January 2023 Period.

No.	Nomor Surat Letter Number	Tanggal Date	Kepada To	Perihal Regarding
4	007/S/01/COS-ATPI/II/2023	6 Februari 2023 6 February 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
5	009/S/01/COS-ATPI/II/2023	8 Februari 2023 8 February 2023	IDX Indonesia Stock Exchange	Laporan Perubahan Kepemilikan Saham. Report on Changes in Share Ownership.
6	011/S/01/COS-ATPI/II/2023	6 Februari 2023 6 February 2023	OJK Financial Service Authority	Keterbukaan Informasi Poin-poin Putusan Pengadilan. Information Disclosure Points of Court Verdict.
7	014/S/01/COS-ATPI/III/2023	6 Maret 2023 6 March 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
8	016/S/01/COS-ATPI/III/2023	6 Maret 2023 6 March 2023	BEI Indonesian Stock Exchange	Laporan Hutang Valas Periode Februari 2023. Forex Debt Report for February 2023 Period.
9	017/S/01/COS-ATPI/III/2023	7 Maret 2023 7 March 2023	OJK Financial Service Authority	Pemberitahuan Pelaksanaan Rapat Umum Pemegang Saham Tahunan PT Asuransi Tugu Pratama Indonesia Tbk ("Perseroan"). Notification of the Annual General Meeting of Shareholders of PT Asuransi Tugu Pratama Indonesia Tbk ("the Company").
10	018/S/01/COS-ATPI/III/2023	13 Maret 2023 13 March 2023	OJK Financial Service Authority	Penyampaian Keterbukaan Informasi Rencana Pemecahan Saham PT Asuransi Tugu Pratama Indonesia Tbk ("Perseroan"). Submission of Information Disclosure on Share Split Plan of PT Asuransi Tugu Pratama Indonesia Tbk ("Company").
11	019/S/01/COS-ATPI/III/2023	14 Maret 2023 14 March 2023	OJK Financial Service Authority	Pemberitahuan Tambahan Mata Acara Rapat Umum Pemegang Saham Tahunan PT Asuransi Tugu Pratama Indonesia Tbk ("Perseroan"). Notice of Additional Agenda for the Annual General Meeting of Shareholders of PT Asuransi Tugu Pratama Indonesia Tbk ("the Company").
12	020/S/01/COS-ATPI/III/2023	14 Maret 2023 14 March 2023	OJK Financial Service Authority	Penyampaian Pengumuman Rapat Umum Pemegang Saham Tahunan PT Asuransi Tugu Pratama Indonesia Tbk ("Perseroan"). Submission of the Announcement of the Annual General Meeting of Shareholders of PT Asuransi Tugu Pratama Indonesia Tbk ("the Company").
13	021/S/01/COS-ATPI/III/2023	15 Maret 2023 15 March 2023	OJK Financial Service Authority	Penyampaian Keterbukaan Informasi Rencana Pemecahan Saham PT Asuransi Tugu Pratama Indonesia Tbk ("Perseroan"). Submission of Information Disclosure on Stock Split Plan of PT Asuransi Tugu Pratama Indonesia Tbk ("Company").
14	022/S/01/COS-ATPI/III/2023	15 Maret 2023 15 March 2023	BEI Indonesian Stock Exchange	Penyampaian Bukti Iklan Pengumuman Rapat Umum Pemegang Saham Tahunan PT Asuransi Tugu Pratama Indonesia Tbk ("Perseroan"). Submission of Proof of Advertisement Announcement of the Annual General Meeting of Shareholders of PT Asuransi Tugu Pratama Indonesia Tbk ("Company").
15	026/S/01/COS-ATPI/III/2023	29 Maret 2023 29 March 2023	OJK Financial Service Authority	Penyampaian Perubahan Tanggal Rapat Umum Pemegang Saham Tahunan PT Asuransi Tugu Pratama Indonesia Tbk (Perseroan). Submission of Changes to the Date of the Annual General Meeting of Shareholders of PT Asuransi Tugu Pratama Indonesia Tbk (Company).
16	030/S/01/COS-ATPI/III/2023	30 Maret 2023 30 March 2023	OJK Financial Service Authority	Penyampaian Bukti Iklan Laporan Keuangan. Submission of Evidence of Financial Report Advertisements.

No.	Nomor Surat Letter Number	Tanggal Date	Kepada To	Perihal Regarding
17	031/S/01/COS-ATPI/III/2023	31 Maret 2023 31 March 2023	OJK Financial Service Authority	Laporan tingkat manfaat. Benefit rate report.
18	032/S/01/COS-ATPI/IV/2023	3 April 2023	OJK Financial Service Authority	Laporan tingkat manfaat. Benefit rate report.
19	037/S/01/COS-ATPI/IV/2023	4 April 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
20	039/S/01/COS-ATPI/IV/2023	5 April 2023	OJK Financial Service Authority	Penyampaian Pemanggilan Rapat Umum Pemegang Saham Tahunan PT Asuransi Tugu Pratama Indonesia Tbk (Perseroan). Submission of Invitation to the Annual General Meeting of Shareholders of PT Asuransi Tugu Pratama Indonesia Tbk (Company).
21	040/S/01/COS-ATPI/IV/2023	5 April 2023	OJK Financial Service Authority	Penyampaian Laporan Tahunan (*Annual Report*) Tahun Buku 2022 PT Asuransi Tugu Pratama Indonesia Tbk (TUGU). Submission of the Annual Report for the 2022 Fiscal Year of PT Asuransi Tugu Pratama Indonesia Tbk (TUGU).
22	041/S/01/COS-ATPI/IV/2023	5 April 2023	OJK Financial Service Authority	Penyampaian Bukti Iklan Pemanggilan Rapat Umum Pemegang Saham Tahunan PT Asuransi Tugu Pratama Indonesia Tbk ("Perseroan"). Submission of Proof of Advertisement of Invitation to the Annual General Meeting of Shareholders of PT Asuransi Tugu Pratama Indonesia Tbk ("Company").
23	042/S/01/COS-ATPI/IV/2023	5 April 2023	OJK Financial Service Authority	Penyampaian Laporan Keberlanjutan (*Sustainability Report*) Tahun Buku 2022. Submission of Sustainability Report for Fiscal Year 2022.
24	043/S/01/COS-ATPI/IV/2023	5 April 2023	OJK Pengawasan Asuransi OJK Insurance Supervision	Penyampaian Laporan Keberlanjutan (*Sustainability Report*) Tahun Buku 2022. Submission of Sustainability Report for Fiscal Year 2022.
25	044/S/01/COS-ATPI/IV/2023	6 April 2023	OJK IKNB	Penyampaian Laporan Tahunan Tahun Buku 2022. Submission of Annual Report for Fiscal Year 2022.
26	046/S/01/COS-ATPI/IV/2023	27 April 2023	OJK IKNB	Penyampaian Informasi dan Bukti Publikasi Iklan Laporan Keuangan Tahunan *Own Operation* (Konvensional & Syariah) PT Asuransi Tugu Pratama Indonesia Tbk per 31 Desember 2020 (Audited) Tahunan. Submission of Information and Proof of Publication of Advertisements of PT Asuransi Tugu Pratama Indonesia Tbk's Own Operation (Conventional & Sharia) Annual Financial Statement as of 31 December 2020 (Audited).
27	047/S/01/COS-ATPI/IV/2023	27 April 2023	OJK Financial Service Authority	Penyampaian Informasi dan Bukti Publikasi Iklan Laporan Keuangan Tahunan *Own Operation* (Konvensional & Syariah) PT Asuransi Tugu Pratama Indonesia Tbk per 31 Desember 2020 (Audited) Tahunan. Submission of Information and Proof of Publication of Advertisements of PT Asuransi Tugu Pratama Indonesia Tbk's Own Operation (Conventional & Sharia) Annual Financial Statement as of 31 December 2020 (Audited).
28	49/S/01/COS-ATPI/V/2023	2 Mei 2023 2 May 2023	OJK Financial Service Authority	Keterbukaan Informasi Perubahan Susunan Dewan Pengawas Syariah. Disclosure of Information on Changes in the Composition of the Sharia Supervisory Board.
29	051/S/01/COS-ATPI/V/2024	2 Mei 2023 2 May 2023	OJK Financial Service Authority	Laporan Hutang Valas Periode April 2023. Forex Debt Report for April 2023 Period.

No.	Nomor Surat Letter Number	Tanggal Date	Kepada To	Perihal Regarding
30	052/S/01/COS-ATPI/V/2023	3 Mei 2023 3 May 2023	OJK Financial Service Authority	Penyampaian Risalah Rapat Umum Pemegang Saham Tahunan. Submission of Minutes of Annual General Meeting of Shareholders.
31	053/S/01/COS-ATPI/V/2023	3 Mei 2023 3 May 2023	OJK Financial Service Authority	Penyampaian Tata Cara dan Pembagian Dividen Tunai. Submission of Procedures and Distribution of Cash Dividends.
32	055/S/01/COS-ATPI/V/2023	4 Mei 2023 4 May 2023	OJK Financial Service Authority	Penyampaian Bukti Publikasi Ringkasan Risalah Rapat Umum Pemegang Saham Tahunan. Submission of Proof of Publication of Summary of Minutes of Annual General Meeting of Shareholders.
33	056/S/01/COS-ATPI/V/2023	4 Mei 2023 4 May 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
34	058/S/01/COS-ATPI/V/2023	10 Mei 2023 10 May 2023	OJK Financial Service Authority	Keterbukaan Informasi Perubahaan Anggaran Dasar Perseroan. Disclosure of Information on Changes to the Company's Articles of Association.
35	059/S/01/COS-ATPI/V/2023	9 Mei 2023 9 May 2023	OJK Financial Service Authority	Penyampaian Berita Acara Rapat Umum Pemegang Saham Tahunan. Submission of Minutes of the Annual General Meeting of Shareholders.
36	060/S/01/COS-ATPI/V/2023	17 Mei 2023 17 May 2023	OJK Financial Service Authority	Keterbukaan Informasi Pelaksaan Aksi Korporasi *Stock Split*. Disclosure of Information on the Implementation of Stock Split Corporate Actions.
37	061/S/01/COS-ATPI/V/2023	16 Mei 2023 16 May 2023	KSEI	Instruksi Pendistribusian Dividen Tunai tahun buku 2022. Cash Dividend Distribution Instructions for the 2022 Fiscal Year.
38	062/S/01/COS-ATPI/V/2023	17 Mei 2023 17 May 2023	KSEI	Informasi nomor rekening PT Asuransi Tugu Pratama Indonesia Tbk. PT Asuransi Tugu Pratama Indonesia Tbk account number information.
39	063/S/01/COS-ATPI/VI/2023	5 Juni 2023 5 June 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
40	065/S/01/COS-ATPI/VI/2023	5 Juni 2023 5 June 2023	OJK Financial Service Authority	Keterbukaan Informasi Perubahan Kepemilikan Saham Direksi. Disclosure of Information on Changes in Directors' Share Ownership.
41	066/S/01/COS-ATPI/VI/2023	6 Juni 2023 6 June 2023	OJK Financial Service Authority	Laporan Hutang Valas Periode Mei 2023. Forex Report for May 2023 Period.
42	067/S/01/COS-ATPI/VII/2023	3 Juli 2023 3 July 2023	OJK Financial Service Authority	Tanggapan atas Penelaahan Laporan Keuangan Tahunan 2022. Responses to the Review of the 2022 Annual Financial Report.
43	068/S/01/COS-ATPI/VII/2023	5 Juli 2023 5 July 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi Efek PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Securities Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
44	070/S/01/COS-ATPI/VII/2023	6 Juli 2023 6 July 2023	OJK Financial Service Authority	Laporan Hutang Valas Periode Juni 2023. Forex Report for June 2023 Period.
45	072/S/01/COS-ATPI/VII/2023	28 Juli 2023 28 July 2023	OJK Financial Service Authority	Penyampaian Bukti Pengumuman Laporan Keuangan Tengah Tahun. Submission of Proof of Announcement of Mid-Year Financial Statement.

No.	Nomor Surat Letter Number	Tanggal Date	Kepada To	Perihal Regarding
46	074/S/01/COS-ATPI/VIII/2023	4 Agustus 2023 4 August 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi Efek PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Securities Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
47	077/S/01/COS-ATPI/IX/2023	4 September 2023	OJK Financial Service Authority	Laporan Hutang Valas Periode Agustus 2023. Forex Report for August 2023 Period.
48	078/S/01/COS-ATPI/IX/2023	5 September 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi Efek PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Securities Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
49	080/S/01/COS-ATPI/X/2023	2 Oktober 2023 2 October 2023	BEI Indonesian Stock Exchange	Tanggapan atas Permintaan Penjelasan Bursa No. S-08251/BEI.PP3/09-2023. Response to Exchange Request for Explanation No. S-08251/BEI.PP3/09-2023.
50	081/S/01/COS-ATPI/X/2023	5 Oktober 2023 5 October 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi Efek PT Asuransi Tugu Pratama Indonesia Tbk - Periode September 2023. Monthly Report on Securities Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk. – September 2023 Period
51	083/S/01/COS-ATPI/X/2023	5 Oktober 2023 5 October 2023	OJK Financial Service Authority	Laporan Hutang Valas Periode September 2023. Forex Debt Report for September 2023 Period.
52	084/S/01/COS-ATPI/X/2024	17 Oktober 2023 17 October 2023	BEI Indonesian Stock Exchange	Tanggapan atas Permintaan Penjelasan Bursa No. S-08803/BEI.PP3/10-2023. Response to Exchange Request for Explanation No. S-08803/BEI.PP3/10-2023.
53	086/S/01/COS-ATPI/X/2023	26 Oktober 2023 26 October 2023	OJK Financial Service Authority	Penyampaian Laporan Keuangan Konsolidasian per 30 September 2023. Submission of Consolidated Financial Statement as of 30 September 2023.
54	090/S/01/COS-ATPI/XI/2023	6 November 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi Efek PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Securities Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
55	092/S/01/COS-ATPI/XI/2023	6 November 2023	OJK Financial Service Authority	Keterbukaan Informasi Penunjukan Bpk. Sudarlin sebagai Direktur Teknik PT Asuransi Tugu Pratama Tbk. Disclosure of Information on the Appointment of Mr. Sudarlin as Director of Technic of PT Asuransi Tugu Pratama Tbk.
56	093/S/01/COS-ATPI/XI/2023	15 November 2023	OJK Financial Service Authority	Keterbukaan Informasi Perubahan Kepemilikan Saham Direksi Disclosure of Information on Changes in Directors' Share Ownership.
57	095/S/01/COS-ATPI/XI/2023	20 November 2023	OJK Financial Service Authority	Keterbukaan Informasi Perubahan Kepemilikan Saham Direksi Disclosure of Information on Changes in Directors' Share Ownership.
58	096/S/01/COS-ATPI/XI/2023	27 November 2023	BEI Indonesian Stock Exchange	Pemberitahuan Rencana *Public Expose* 2023. Notification of 2023 Public Expose Plans.
59	097/S/01/COS-ATPI/XI/2023	28 November 2023	BEI Indonesian Stock Exchange	Pemberitahuan Jadwal Pelaksanaan Pembayaran Dividen Interim 2023. Notification of the 2023 Interim Dividend Payment Implementation Schedule.
60	098/S/01/COS-ATPI/XI/2023	28 November 2023	OJK Financial Service Authority	Laporan Informasi atau Fakta Material Pembagian Dividen Interim 2023. Report on Information or Material Facts for the 2023 Interim Dividend Distribution.
61	100/S/01/COS-ATPI/XII/2023	4 Desember 2023 4 December 2023	OJK Financial Service Authority	Laporan Hutang Valas Periode November 2023. Forex Debt Report for November 2023 Period.

No.	Nomor Surat Letter Number	Tanggal Date	Kepada To	Perihal Regarding
62	101/S/01/COS-ATPI/XII/2023	5 Desember 2023 5 December 2023	BEI Indonesian Stock Exchange	Laporan Bulanan Kegiatan Registrasi Efek PT Asuransi Tugu Pratama Indonesia Tbk. Monthly Report on Securities Registration Activities of PT Asuransi Tugu Pratama Indonesia Tbk.
63	104/S/01/COS-ATPI/XII/2023	6 Desember 2023 6 December 2023	BEI Indonesian Stock Exchange	Penyampaian Materi *Public Expose* 2023. Submission of Public Expose Material 2023.
64	105/S/01/COS-ATPI/XII/2023	7 Desember 2023 7 December 2023	OJK Financial Service Authority	Keterbukaan Informasi Penunjukan Bpk. Samuel Ramna Sebagai Komisaris PT Asuransi Tugu Pratama Tbk. Disclosure of Information on the Appointment of Mr. Samuel Ramna as Commissioner of PT Asuransi Tugu Pratama Tbk.
65	106/S/01/COS-ATPI/XII/2023	13 Desember 2023 13 December 2023	BEI Indonesian Stock Exchange	Penyampaian Hasil *Public Expose* 2023. Submission of 2023 Public Expose Results.
66	107/S/01/COS-ATPI/XII/2023	28 Desember 2023 28 December 2023	OJK Financial Service Authority	Keterbukaan Informasi Perubahan Kepemilikan Saham Direksi. Disclosure of Information on Changes in Directors' Share Ownership.

5.E.

Audit Internal

Internal Audit

Sesuai Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal, Tugu Insurance telah membentuk Internal Audit Group sebagai bagian dari pengendalian internal yang secara garis besar bertujuan membantu Perseroan mencapai tujuannya.

Pursuant to the Financial Services Authority Regulation No. 56/POJK.04/2015 on the Formation and Drafting of the Internal Audit Charter, Tugu Insurance has formed the Internal Audit Group as part of internal control, which in general aims to help the Company achieve its goals.

Internal Audit Group bertugas memberikan keyakinan (*assurance*) dan konsultasi yang bersifat independen dan objektif dalam rangka memberikan nilai tambah bagi Perseroan, melalui pendekatan yang sistematis untuk mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian internal, dan proses tata kelola perusahaan. Internal Audit juga berperan sebagai partner strategis dalam memberikan masukan strategis kepada manajemen. Dalam transformasi peran sebagai partner strategis ini, auditor dituntut untuk dapat memahami pengelolaan risiko dan proses bisnis perusahaan secara terintegrasi (*end-to-end business process*).

The Internal Audit Group is assigned to provide assurance and consulting that is independent and objective to provide added value to the Company, through a systematic approach to evaluate and improve the effectiveness of risk management, internal control, and corporate governance processes. The Internal Audit also acts as a strategic partner in providing strategic input to management. In transforming the role as a strategic partner, auditors are required to be able to understand risk management and company business processes in an integrated manner (end-to-end business process).

Struktur Organisasi dan Kedudukan Internal Audit Group

Organizational Structure and Position of Internal Audit Group

Informasi mengenai kedudukan Internal Audit Group di Tugu Insurance adalah sebagai berikut:

1. Internal Audit Group secara struktural dikepalai oleh Internal Audit Group Head yang ditunjuk dan diberhentikan secara langsung oleh Presiden Direktur setelah disetujui oleh Dewan Komisaris;
2. Presiden Direktur dapat memberhentikan Internal Audit Group Head, setelah mendapat persetujuan Dewan Komisaris, jika Internal Audit Group Head tidak memenuhi persyaratan sebagai Auditor Internal sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 dan/atau gagal atau tidak cakap menjalankan tugas;
3. Internal Audit Group Head bertanggung jawab secara penuh dan langsung kepada Presiden Direktur;
4. Anggota Internal Audit Group bertanggung jawab secara langsung kepada Internal Audit Group Head.

Information regarding the position of the Internal Audit Group at Tugu Insurance is as follows:

1. The Internal Audit Group is structurally headed by the Internal Audit Group Head who is appointed and dismissed directly by the President Director upon the Board of Commissioners' consent;
2. The President Director may dismiss the Internal Audit Group Head upon the Board of Commissioners' consent, if the Internal Audit Group Head does not meet the requirements as an Internal Auditor stipulated in the Financial Services Authority Regulation No. 56/POJK.04/2015 and/or failing or not being able to carry out his/her duties;
3. The Internal Audit Group Head is fully and directly responsible to the President Director;
4. Members of the Internal Audit Group report directly to the Internal Audit Group Head.

Adapun struktur organisasi Internal Audit Group adalah sebagai berikut:

Organizational structure of Internal Audit Group is as follows:
Organizational structure of Internal Audit Group is as follows:



Profil Internal Audit Group Head
Internal Audit Group Head Profile

Berdasarkan Surat Keputusan Direksi No. 016/SKD/01/HCS-RTM/ATPI/II/2022 tanggal 10 Februari 2022, Resti Setia Utari menjabat sebagai Internal Audit Group Head yang efektif menjabat sejak 16 Februari 2022. Pengangkatan Internal Audit Group Head telah disampaikan kepada Otoritas Jasa Keuangan melalui Surat Keputusan Direksi No. 016/SKD/01/HCS-RTM/ATPI/II/2022 tanggal 10 Februari 2022.

Based on the Decree of the Board of Director No. 016/SKD/01/HCS-RTM/ATPI/II/2022 dated 10 February 2022, Resti Setia Utari serves as Internal Audit Group Head, effective since 16 February 2022. The appointment of Internal Audit Group Head has been conveyed to the Financial Services Authority via Decree of the Board of Directors No. 016/SKD/01/HCS-RTM/ATPI/II/2022 dated 10 February 2022.



Resti Setia Utari
Internal Audit Group Head

Periode Jabatan | Period
Sejak 16 Februari 2022–sekarang | Since february 2022–present

Kewarganegaraan Citizenship	Indonesia Indonesian
Tempat, Tanggal Lahir Date and Place of Birth	Jakarta, 1 Maret 1972 Jakarta, 1 March 1972
Usia Age	52 tahun 52 years old
Domisili Domicile	Bekasi, Jawa Barat Bekasi, West Java

Riwayat Penunjukan Appointment History	Menjabat sebagai Internal Audit Group Head berdasarkan Surat Keputusan Direksi No. 016/SKD/01/HCS-RTM/ATPI/II/2022 tanggal 10 Februari 2022.	Served as Group Head Internal Audit based on Decree of the Board of Directors No. 016/SKD/01/HCS-RTM/ATPI/II/2022 dated 10 February 2022.
Pendidikan Education	Magister Management, Universitas Negeri Jakarta (2022).	Master of Management from Universitas Negeri Jakarta (2022).
Riwayat Pekerjaan Work Experience	• Group Head Internal Audit di Perseroan, sebagai tenaga perbantuan dari PT Pertamina (Persero) (2022-sekarang). • Senior Auditor III *Investigation* Audit di PT Pertamina (Persero) (2021-2022). • *Finance & Business Support Internal Audit Manager* di PT Pertamina Drilling Services Indonesia, sebagai tenaga perbantuan dari PT Pertamina (Persero) (2015-2020). • Auditor di PT Pertamina (Persero) (2011-2015). • Auditor at Osman Bing Satrio & Rekan Public Accountant (Deloitte Touche Tohmatsu) (1997-2011).	• Group Head of Internal Audit at the Company, as the assistant staff from PT Pertamina (Persero) (2022-present). • Senior Auditor III Investigation Audit at PT Pertamina (Persero) (2021-2022). • Finance & Business Support Internal Audit Manager at PT Pertamina Drilling Services Indonesia, as the assistant staff from PT Pertamina (Persero) (2015-2020). • Auditor at PT Pertamina (Persero) (2011-2015). • Auditor at Osman Bing Satrio & Rekan Public Accountant (Deloitte Touche Tohmatsu) (1997-2011).
Rangkap Jabatan Concurrent Position	Tidak memiliki rangkap jabatan di Tugu Insurance maupun perusahaan/lembaga lain.	Do not hold concurrent positions at Tugu Insurance or other companies/institutions.

Tugas dan Tanggung Jawab Internal Audit Group
Internal Audit Group Duties and Responsibilities

Internal Audit Group mengemban tugas dan tanggung jawab sebagai berikut:
1. Menyusun dan melaksanakan rencana audit internal tahunan;
2. Mengevaluasi pelaksanaan pengendalian internal dan sistem manajemen sesuai dengan kebijakan Perseroan;
3. Memberikan saran perbaikan dan informasi yang objektif atas kegiatan yang diperiksa pada semua tingkat manajemen;
4. Mempersiapkan dan menyampaikan laporan hasil audit kepada Presiden Direktur dan Dewan Komisaris melalui Komite Audit;
5. Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut secara berkala;
6. Memantau pelaksanaan audit internal di anak perusahaan dalam rangka mewujudkan audit internal terintegrasi;
7. Menyusun dan menyampaikan Laporan Kegiatan Tahunan Fungsi Internal Audit;
8. Melaksanakan koordinasi dengan Komite Audit;
9. Melaksanakan koordinasi dengan Satuan Kerja Manajemen Risiko dan Satuan Kerja Kepatuhan, khususnya dalam hal penerapan sistem pengendalian internal berbasis pertahanan tiga lapis (*three line of defense)*;
10. Melakukan pemeriksaan khusus apabila diperlukan.

The Internal Audit Group has duties and responsibilities as follows:
1. Prepare and implement an annual internal audit plan;
2. Evaluate the implementation of internal control and management systems in accordance with the Company's policies;
3. Provide suggestions for improvements and objective information about the activities examined at all levels of the management;
4. Prepare and submit the audit report to the President Director and the Board of Commissioners through the Audit Committee;
5. Monitor, analyze and report the implementation of suggested improvements periodically;
6. Monitor the implementation of internal audits in subsidiaries to realize an integrated internal audit;
7. Prepare and submit the Annual Activity Report of the Internal Audit Function;
8. Coordinate with the Audit Committee;
9. Coordinate with the Risk Management Unit and the Compliance Unit, particularly in the implementation of an internal control system based on three lines of defense;
10. Conduct special audits if necessary.

Piagam Internal Audit
Internal Audit Charter

Dalam menjalankan tugas dan tanggung jawabnya, Internal Audit Group berpedoman pada Piagam Audit Internal yang pertama kali disahkan oleh Direksi pada 18 Desember 2007 dan dimutakhirkan pada tanggal 7 November 2022. Piagam Audit Internal merupakan tata kerja bagi Internal Audit Group dalam melaksanakan kegiatan audit dan konsultasi dalam pelaksanaan Sistem Pengendalian Internal sebagai bagian dari implementasi Tata Kelola Perusahaan yang Baik. Piagam Audit Internal antara lain memuat tentang struktur dan kedudukan, tugas dan tanggung jawab, persyaratan dan kode etik Auditor Internal, pertanggungjawaban, dan wewenang Internal Audit Group.

The Internal Audit Group in conducting its duties and responsibilities is based on the Internal Audit Charter, which was first approved by the Board of Directors on 18 December 2007 and updated on 7 November 2022. The Internal Audit Charter is a work procedure for the Internal Audit Group in carrying audit and consulting activities in exercising the Internal Control System as part of Good Corporate Governance implementation. The Internal Audit Charter includes, among others, the structure and position, duties and responsibilities, requirements and code of conduct of the Internal Auditor, accountability, and authority of the Internal Audit Group.

Perangkat-Perangkat Kerja Internal Audit
Internal Audit Work Tools

Selain Piagam Audit Internal, Internal Audit Group juga memiliki perangkat-perangkat kerja berikut:
- Kode Etik Audit Internal;
- Pedoman Umum Pemeriksaan;
- Pedoman Pemeriksaan Khusus;
- *International Professional Practices Framework* (IPPF) yang diterbitkan oleh the Institute of Internal Auditors;
- Sertifikasi Profesi.

In addition to the Internal Audit Charter, the Internal Audit Group also has the following work tools:
- Internal Audit Code of Conduct;
- General Audit Guidelines;
- Special Audit Guidelines;
- International Professional Practices Framework (IPPF) issued by the Institute of Internal Auditors;
- Professional Certification.

Jumlah SDM dan Sertifikasi Internal Audit Group
Human Resources and Certifications of Internal Audit Group

Per 31 Desember 2023, jumlah posisi dalam Internal Audit Group terdiri dari 7 orang dengan komposisi sebagai berikut:

As of 31 December 2023, the human resources of the Internal Audit Group consists of 7 persons with the following composition:

No.	Pangkat Position	Jumlah Total
1.	Group Head	1
2.	Department Head	1
3.	Officers	3
4.	Staff	2
Total		**7**

Adapun kualifikasi atau sertifikasi dari anggota Internal Audit Group, antara lain:
1. QIA (*Qualified Internal Auditor*);
2. CRMP (*Certified Risk Management Professional*);
3. CACP (*Certification in Audit Committee Practices*);
4. QCRO (*Qualified Chief Risk Officer*);
5. CRP (*Certified Risk Professional*);
6. AAIK (Ahli Asuransi Indonesia Kerugian);
7. AAAIK (Ajun Ahli Asuransi Indonesia Kerugian).

The following are the qualifications or certifications held by the Internal Audit Group's human resources:
1. QIA (Qualified Internal Auditor);
2. CRMP (Certified Risk Management Professional);
3. CACP (Certification in Audit Committee Practices);
4. QCRO (Qualified Chief Risk Officer);
5. CRP (Certified Risk Professional);
6. AAIK (Indonesia General Insurance Expert);
7. AAAIK (Indonesian Insurance Expert Adjunct in the General Insurance Sector).

Pelatihan Internal Audit Grup
Internal Audit Group Training

Perseroan memberikan kesempatan dan dukungan dana bagi para anggota Internal Audit Group untuk meningkatkan kemampuan dengan mengikuti berbagai pelatihan/pendidikan yang diselenggarakan oleh pihak eksternal. Berikut ini adalah jumlah peserta dan jenis pelatihan yang diikuti oleh anggota Internal Audit Group, di antaranya:

The Company provides opportunities and financial support for members of the Internal Audit Group to improve their capabilities by attending various training/education programs organized by external parties. The following are the number of participants and training attended by members of the Internal Audit Group:

No	Judul Training Training	Tanggal Date	Tempat Venue
1.	Peningkatan Pemahaman Anti Pencucian Uang di Sektor Korporasi Enhanced Understanding of Anti-Money Laundering in the Corporate Sector	22-23 Juni 2023 22-23 June 2023	Solo
2.	IIA Indonesia National Conference	30-31 Agustus 2023 30-31 August 2023	Batam
3.	CIA Review	30 September 2023-27 Januari 2024 30 September 2023-27 January 2024	Online
4.	Seminar Nasional Internal Audit *Trusted Advisor : Navigating The New Frontier* National Internal Audit Seminar Trusted Advisor : Navigating The New Frontier	6-7 Desember 2023 6-7 December 2023	Online
5.	Risk Management Forum Pertamina Group 2023	16 Maret 2023 16 March 2023	Online

Pelaksanaan Rapat Internal Audit dengan Dewan Komisaris, Direksi dan/atau Komite Audit
Meeting Frequency of Internal Audit with the Board of Directors, the Board of Commissioners, and/or the Audit Committee

Nama Name	Jabatan Position	Frekuensi rapat dengan: Frequency of Meeting with:		
		Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Komite Audit Audit Committee
Resti Setia Utari	Internal Audit Group Head	3	6	10

Laporan Pelaksanaan Tugas Internal Audit Group
Report on the Implementation of Internal Audit Group's Duties

Per 31 Desember 2023, Internal Audit telah melaksanakan tugas antara lain:
1. Evaluasi atas *Internal Control* di PT Synergy Risk Management & Consultant (SRMC);
2. Audit atas Pengelolaan *Human Capital;*
3. Evaluasi atas Klaim Kontra Bank Garansi;
4. Audit atas Pengakuan Pendapatan dan Piutang.

As of 31 December 2023, the Internal Audit Group conducted audits of:
1. Evaluation on Internal Control in PT Synergy Risk Management & Consultant (SRMC);
2. Audit on Human Capital Management;
3. Evaluation on Bank Guarantee Counter Claims;
4. Audit on Revenue Recognition and Receivables.

Rekomendasi dan Tindak Lanjut
Recommendations and Follow-Ups

Pelaksanaan audit dan konsultasi Internal Audit di tahun 2023 menghasilkan rekomendasi dan kesepakatan atas tindak lanjut yang telah didiskusikan dengan penanggung jawab setiap fungsi dan dilaporkan kepada Manajemen. Selanjutnya Internal Audit Group melakukan *monitoring* secara berkala terhadap proses perbaikan sesuai dengan jadwal yang telah disepakati oleh fungsi-fungsi terkait.

The implementation of audit and consultation by Internal Audit in 2023 resulted in recommendations and agreements on follow-up actions as discussed with the person in charge of each function and reported to the Management. Furthermore, the Internal Audit Group conducts regular monitoring of the improvement process according to the schedule agreed by the relevant functions.

5.F.

Auditor Eksternal

External Auditor

Sebagai perusahaan terbuka perasuransian yang diatur dan diawasi oleh Otoritas Jasa Keuangan, Tugu Insurance memerlukan auditor eksternal untuk menyusun dan menyajikan informasi keuangan yang berkualitas. Untuk itu, dalam pelaksanaan tugas audit keuangan tahunan, Tugu Insurance menggunakan jasa Kantor Akuntan Publik ("KAP") dan akuntan publik dari pihak eksternal independen untuk mendapatkan kredibilitas penilaian yang dapat dipertanggungjawabkan.

As a public insurance company regulated and supervised by the Financial Services Authority, Tugu Insurance requires an external auditor to compile and present quality financial information. Therefore, in carrying out its annual financial audit duties, Tugu Insurance uses the services of a Public Accountant Firm ("KAP") and public accountants from an independent external party to obtain accountable credibility of the assessment.

Akuntan publik merupakan organ eksternal Perseroan yang berfungsi memberikan opini terkait kesesuaian penyajian laporan keuangan Perseroan terhadap Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia. Keberadaan akuntan publik diatur melalui Peraturan OJK No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.

Public accountants are the Company's external organs that have a function to provide opinions regarding the suitability of the presentation of the Company's financial statements with the Financial Accounting Standards applicable in Indonesia. The existence of a public accountant is regulated through OJK Regulation No. 13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Service Activities.

Penunjukan Kantor Akuntan Publik

Appointment of Public Accountant Firm

Tugu Insurance menetapkan Kantor Akuntan Publik (KAP) melalui RUPS Tahunan berdasarkan rekomendasi dari Dewan Komisaris dan Komite Audit, dengan mengacu pada ketentuan peraturan perundang-undangan yang berlaku di antaranya Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas, Peraturan OJK No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian, dan Peraturan Menteri Keuangan No. 17/PMK 01/2009 Pasal 3 ayat (11) tentang Jasa Akuntan Publik, dan Peraturan OJK No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.

Tugu Insurance appoints a Public Accountant Firm (KAP) through the Annual GMS based on the recommendations of the Board of Commissioners and the Audit Committee, in reference to the provisions of the prevailing laws and regulations including Law No. 40 of 2007 concerning Limited Liability Companies, OJK Regulation No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies, and Regulation of the Minister of Finance No. 17/PMK 01/2009 Article 3 paragraph (11) concerning Public Accountant Services, and OJK Regulation No. 13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accountant Firms in Financial Service Activities.

Keputusan RUPS Tahunan Tahun Buku 2022 telah memberikan pelimpahan kewenangan dan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan KAP dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, termasuk menunjuk KAP pengganti bilamana karena sebab apapun juga berdasarkan ketentuan pasar modal di Indonesia apabila KAP yang ditunjuk tidak dapat melakukan tugasnya, dengan kriteria bahwa KAP tersebut terdaftar di Otoritas Jasa Keuangan, dengan terlebih dahulu mengkomunikasikan kepada Pemegang Saham Pengendali, dalam hal ini PT Pertamina (Persero).

The resolutions of the Annual GMS for the Fiscal Year 2022 have delegated authority and power to the Company's Board of Commissioners to appoint a KAP in conducting an audit of the Company's Financial Statements for the financial year ending on 31 December 2023 along with the amount of its services fee, in accordance with applicable rules and regulations, including appointing a replacement KAP if for any reason based on the provisions of the capital market in Indonesia the appointed KAP is unable to carry out its duties, with the criteria that the KAP is registered on the Financial Services Authority, by informing in advance to the Controlling Shareholder, in this case, PT Pertamina (Persero).

Berdasarkan surat keputusan No. 54/S/KOM-ATPI/VIII/2023 tanggal 15 Agustus 2023, dari Presiden Komisaris kepada Direksi perihal Tindak Lanjut atas Penetapan Kantor Akuntan Publik (KAP) Tahun Buku 2023, Dewan Komisaris memutuskan untuk menetapkan Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan *(Member of the RSM Network)* untuk melakukan Audit Atas Laporan Keuangan Konsolidasian PT Asuransi Tugu Pratama Indonesia Tbk dan Entitas Anak untuk Tahun Buku 2023.

Based on the decree No. 54/S/KOM-ATPI/VIII/2023 dated 15 August 2023, from the President Commissioner to the Board of Directors regarding the Follow-up on the Appointment of the Public Accountant Firm (KAP) for the 2023 Fiscal Year, the Board of Commissioners decided to appoint Public Accountant Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar, and Partners (Member of the RSM Network) to conduct Audit on the Consolidated Financial Statements of PT Asuransi Tugu Pratama Indonesia Tbk and its Subsidiaries for the 2023 Fiscal Year.

Adapun Kantor Akuntan Publik dalam kurun waktu 5 (lima) tahun terakhir sebagai berikut.

The Public Accounting Firm in the last 5 (five) years is as follows.

Tahun Year	**Kantor Akuntan Publik** Public Accountant Firm	**Nama Akuntan** Accountant Name	**Fee Auditor (Tanpa PPN)** Auditor Fee (excluded Tax)	**Opini** Opinion
2023	Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan *(Member of the RSM Network).*	Bimo Iman Santoso	Rp1.480.000.000	Laporan keuangan konsolidasian menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2023, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal 31 Desember 2023, sesuai dengan Standar Akuntansi Keuangan di Indonesia. The Consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of 31 December 2023, and the consolidated financial performance and cash flows for the year ended 31 December 2023, in accordance with Indonesian Financial Accounting Standards.
2022	Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan *(Member of the RSM Network).* Amir Abadi Jusuf, Aryanto, Mawar, and Partner (Member of the RSM Network).	Bimo Iman Santoso	Rp1.520.000.000	Laporan keuangan konsolidasian menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2022, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal 31 Desember 2022, sesuai dengan Standar Akuntansi Keuangan di Indonesia. The Consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of 31 December 2022, and the consolidated financial performance and cash flows for the year ended 31 December 2022, in accordance with Indonesian Financial Accounting Standards.

Tahun Year	Kantor Akuntan Publik Public Accountant Firm	Nama Akuntan Accountant Name	Fee Auditor (Tanpa PPN) Auditor Fee (excluded Tax)	Opini Opinion
2021	KAP Purwantono, Sungkoro & Surja (firma anggota Ernst & Young Global Limited). KAP Purwantono, Sungkoro & Surja (member firm of Ernst &. Young Global Limited).	Muhammad Kurniawan	Rp1.650.000.000	Laporan Konsolidasian menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Asuransi Tugu Pratama Indonesia Tbk dan entitas anaknya, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun buku yang bersangkutan, sesuai dengan Standar Akuntansi Keuangan di Indonesia. The Consolidated Statements present fairly, in all material respects, the consolidated financial position of PT Asuransi Tugu Pratama Indonesia Tbk and its subsidiaries, as well as the consolidated financial performance and cash flows for the fiscal year concerned, in accordance with Indonesian Financial Accounting Standards.
2020	KAP Purwantono, Sungkoro & Surja (firma anggota Ernst & Young Global Limited). KAP Purwantono, Sungkoro & Surja (member firm of Ernst &. Young Global Limited).	Muhammad Kurniawan	Rp1.500.000.000	
2019	KAP Purwantono, Sungkoro & Surja (firma anggota Ernst & Young Global Limited). KAP Purwantono, Sungkoro & Surja (member firm of Ernst &. Young Global Limited).	Muhammad Kurniawan	Rp1.500.000.000	

Lingkup Pekerjaan
Scope of Work

Adapun biaya jasa Kantor Akuntan Publik untuk Tugu Insurance tahun 2023 tersebut meliputi cakupan pekerjaan sebagai berikut:
1. Laporan Keuangan Konvensional;
2. Laporan Keuangan Syariah;
3. *Review* Perhitungan RBC Konvensional;
4. *Review* Perhitungan RBC Syariah.

The services fee of the Public Accountant Firm for Tugu Insurance in 2023 includes the following work coverage:

1. Conventional Financial Statements;
2. Sharia Financial Statements;
3. Review of Conventional RBC Calculation;
4. Review of Sharia RBC Calculation.

5.G.

Sistem Pengendalian Internal

Internal Control System

Sistem Pengendalian Internal menjadi unsur penting dalam pengelolaan dan menjadi dasar bagi kegiatan operasional Perusahaan. Sistem pengendalian internal bertujuan untuk memastikan bahwa setiap pekerjaan yang dilakukan dalam operasi Perusahaan sesuai dengan Standar Operasi Prosedur (SOP) yang berlaku. Sistem pengendalian internal diterapkan Perusahaan secara berkesinambungan dan dirancang untuk dapat memberikan keyakinan yang memadai bahwa kegiatan operasional telah dijalankan sesuai sasaran dan strategi bisnis, dan ketentuan yang berlaku.

The Internal Control System is an important element in the management of the Company and is the basis for the Company's operations. The internal control system aims to ensure that every work carried out in the Company's operations strictly adheres to the applicable Standard Operating Procedures (SOP). The internal control system is a supervisory process mechanism implemented by the Company on an ongoing basis and designed to provide adequate assurance in a way that the operational activities have been conducted in accordance with business objectives and strategies, and applicable regulations.

Organisasi Sistem Pengendalian Internal
Organization of Internal Control System

Pelaksanaan Sistem Pengendalian Internal di Tugu Insurance merupakan tanggung jawab Manajemen dan seluruh karyawan. Agar Sistem Pengendalian dapat terlaksana secara efektif dan efisien, diperlukan dukungan dari Dewan Komisaris, Komite Audit, Direksi, Internal Audit dan seluruh pekerja.

The Implementation of the Internal Control System at Tugu Insurance is the responsibility of the management and all employees. As the Control System to be implemented effectively and efficiently, it needs supports from Board of Commissioners, Audit Committee, Board of Directors, Internal Audit and all employees.

Kerangka Kerja Sistem Pengendalian Internal
Internal Control System Framework

Dalam melaksanakan pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan, Perseroan telah mengembangkan sistem pengendalian internal berbasis pertahanan tiga lapis (*three line of defense*) sebagai berikut:

1. Lapis pertama, merupakan tugas dan tanggung jawab seluruh unit kerja yang menjalankan operasi bisnis. Pengendalian internal yang dilakukan bersifat preventif, dilakukan berdasarkan kebijakan dan prosedur yang berlaku bagi unit kerja yang bersangkutan, termasuk konsultasi dan komunikasi dengan Direksi terkait;
2. Lapis kedua, merupakan tugas dan tanggung jawab unit kerja yang menjalankan fungsi kepatuhan dan fungsi manajemen risiko. Pengendalian yang dilakukan bersifat *detective*, dengan melalui pemantauan kepatuhan terhadap kebijakan dan prosedur serta peraturan perundang-undangan yang berlaku, termasuk pendeteksian kecukupan kebijakan dan prosedur pada seluruh unit kerja;

In carrying out financial and operational control, as well as compliance with laws and regulations, the Company has developed an internal control system based on three lines of defense as follows:

1. The first layer is the duties and responsibilities of all work units that carry out business operations. The internal control conducted is preventive, based on the policies and procedures applicable to the work unit concerned, including consultation and communication with the related Directors;
2. The second layer is the duties and responsibilities of the work unit that carries out the compliance and risk management functions. The control is detective, by monitoring compliance with policies and procedures as well as prevailing laws and regulations, including detection of the adequacy of policies and procedures in all work units;

3. Lapis ketiga, merupakan tugas dan tanggung jawab unit kerja yang menjalankan fungsi audit internal. Pengendalian yang dilakukan bersifat *directive*, yang menghasilkan rekomendasi perbaikan atau penyempurnaan terhadap kelemahan kebijakan dan prosedur berdasarkan hasil pemeriksaan berbasis risiko.

Perseroan menerapkan Sistem Pengendalian Internal mencakup hal-hal berikut:

1. Lingkungan pengendalian internal, yang menunjukkan kondisi lingkungan dalam satu organisasi/perusahaan yang mempengaruhi kesadaran pengendalian dari orang-orang dalam organisasi tersebut. Lingkungan pengendalian ini merupakan landasan bagi komponen pengendalian internal lainnya dan sangat dipengaruhi oleh suasana yang diciptakan oleh Pimpinan Tertinggi Perusahaan (*tone at the top*).

   Dalam rangka penerapan GCG yang baik, integritas, dan nilai-nilai etika Insan Tugu senantiasa diterapkan dalam melakukan kegiatan operasional di Tugu Insurance. Penandatanganan pakta integritas oleh Direksi, Dewan Komisaris dan karyawan, serta kewajiban seluruh pegawai untuk menandatangani komitmen penerapan Pedoman Etika Usaha dan Tata Perilaku (*Code of Conduct*) dan Pedoman Konflik Kepentingan (*Conflict of Interest* atau COI) yang didokumentasikan dalam bentuk formulir, menunjukkan komitmen tinggi Tugu Insurance dalam menciptakan suasana lingkungan kerja yang sehat.

   Pada level manajemen, pengawasan jalannya perusahaan telah dilakukan oleh Komisaris melalui rapat gabungan Dewan Komisaris dan Direksi secara berkala untuk memastikan bahwa manajemen memenuhi tanggung jawabnya. Di sisi lain, Komite Audit yang anggota-anggotanya merupakan pihak independen, selalu aktif melakukan rapat untuk memonitor aktivitas operasional perusahaan.

   Untuk meningkatkan kinerja dan efektivitas koordinasi antara manajemen dengan pekerja, Perseroan telah menerapkan struktur organisasi yang baru sesuai dengan Surat Keputusan Direksi No. 169/SKD/04/HCM-OPR/ATPI/2023 pada tanggal 18 Desember 2023. Garis hubungan wewenang dan pertanggungjawaban yang baru, diharapkan dapat memberikan kontribusi yang lebih baik bagi perencanaan, pelaksanaan dan pengendalian operasional.

3. The third layer is the duties and responsibility of the work unit that carries out the internal audit function. The control is directive, which results in recommendations for improvements or enhancements to weaknesses in policies and procedures based on the results of risk-based audits.

The Internal Control System is implemented in the Company by covering the following:

1. Internal control environment, which indicates environmental conditions in an organization/company that affect the control awareness of the people within the organization. This control environment is the foundation for other components of internal control and is greatly affected by the atmosphere created by the company's top management (tone at the top).

   For the purpose of GCG implementation, the integrity, and ethical values of Tugu Personnel are always applied in the operational activities at Tugu Insurance. The signing of the integrity pact by the Board of Directors, the Board of Commissioners, and employees, as well as the obligation of all employees to sign a commitment to the implementation of the Code of Conduct and Conflict of Interest (COI) documented in a form, shows the strong commitment of Tugu Insurance in creating a healthy work environment.

   At the management level, supervision of the Company's performance has been carried out by the Board of Commissioners through joint meetings of the Board of Commissioners and the Board of Directors on a regular basis to ensure that management fulfils its responsibilities. On the other hand, the Audit Committee, whose members are independent parties, is always active in conducting meetings to monitor the Company's operational activities.

   To improve the performance and effectiveness of coordination between management and employees, the Company has implemented a new organizational structure Pursuant to Board of Directors' Decree No. 169/SKD/04/HCM-OPR/ATPI/2023 dated 18 December 2023. The new line of authority and responsibility relations is expected to contribute better to operational planning, implementation, and control.

2. Penilaian risiko, yang merupakan mekanisme untuk mengidentifikasi, menganalisa dan mengelola berbagai risiko dalam organisasi dalam kaitannya dengan tujuan yang ingin dicapai. Perseroan telah melakukan penilaian risiko pada semua unit kerja, yang dikoordinasikan oleh fungsi *Enterprise Risk Managament (ERM)*. Penilaian ini berguna untuk menetapkan penerimaan risiko (*risk appetite* dan *risk tolerance*) serta pemilihan rencana penanganan risiko. Pengukuran risiko dilakukan berdasarkan dampak dan kecenderungan yang dijabarkan dalam suatu matriks risiko yang menggambarkan tingkat risiko pada masing-masing fungsi.
3. Aktivitas Pengendalian (*control activities*), mencakup kebijakan dan prosedur untuk membantu meyakinkan bahwa semua tindakan dilaksanakan sesuai dengan arahan manajemen secara efektif. Perseroan telah memiliki kebijakan ataupun prosedur dalam mengendalikan kegiatan operasional. Adanya kebijakan seperti pakta integritas, 6C (*Clean, Committed, Capable, Creative, Collaborative, and Customer Focus*) yang diselaraskan dengan *core values* AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif), ataupun prosedur operasional seperti SOP, surat keputusan Direksi atas aturan tambahan yang diperlukan dan penerapan *Internal Control over Financial Reporting* (ICoFR), diharapkan dapat memberikan keyakinan bahwa semua aktivitas kegiatan dilaksanakan sesuai dengan arahan manajemen secara efektif.
4. Informasi dan Komunikasi (*information and communication*), yaitu sistem yang memungkinkan orang-orang dalam organisasi untuk memperoleh dan berbagi informasi yang diperlukan untuk mengelola, melaksanakan dan mengendalikan kegiatan operasional.
5. Perseroan telah memiliki sistem yang dibangun oleh fungsi Informasi dan Teknologi, sehingga dapat memberikan informasi melalui sistem secara cepat dan akurat. Kemudahan dalam akses data-data yang diperlukan memberikan manfaat bagi setiap pengguna informasi untuk dapat menganalisa pertimbangan bisnis secara teknis dan lebih komprehensif.
6. Pemantauan (*monitoring*), yang merupakan proses penilaian terhadap kualitas dan efektivitas dari sistem pengendalian internal, termasuk modifikasi dan penyempurnaannya apabila diperlukan.
7. Perseroan memantau dan menyusun laporan tindak lanjut setiap bulan yang dikirimkan ke PT Pertamina (Persero) sebagai induk perusahaan pada setiap rekomendasi atas temuan yang diungkap oleh auditor baik dari internal auditor maupun eksternal auditor.

2. Risk assessment, which is a mechanism for identifying, analyzing, and managing various risks in the organization, in relation to the aimed objectives. The Company has conducted a risk assessment in all work units, which is coordinated by the Enterprise Risk Management (ERM) function. This assessment is useful for determining risk appetite and risk tolerance as well as selecting a risk management plan. Risk measurement is done based on the impacts and trends described in a risk matrix that describes the level of risk in each function.
3. Control activities, including policies and procedures, to ensure that all actions are effectively performed in accordance with the management's directions. The Company has policies or procedures in controlling operational activities. The policies in force such as the integrity pact, 6C (Clean, Committed, Capable, Creative, Collaborative, and Customer Focus) aligned with the core values of AKHLAK (Thustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative), or operational procedures such as SOPs, the Board of Directors' Decree on additional necessary rules and implementation of Internal Control over Financial Reporting (ICoFR), are expected to provide assurance that all activities are implemented in accordance with the management's directions effectively.
4. Information and communication, which is a system that allows people in the organization to obtain and share the information needed to manage, implement, and control operational activities.
5. The Company has a system built by the Information and Technology function, which able to provide prompt and accurate information through the system. The convenience to access the required data provides benefits for every information user to analyze business considerations technically and comprehensively.
6. Monitoring, which is a process of assessing the quality and effectiveness of the internal control system, including modification and enhancement if necessary.
7. The Company monitors and prepares monthly follow-up reports to PT Pertamina (Persero) as the parent company on each recommendation on the findings disclosed by the auditors, both internal and external auditors.

Pengendalian Keuangan dan Operasional
Financial and Operational Control

Tugu Insurance menerapkan pengendalian keuangan yang komprehensif melalui mekanisme yang jelas serta prosedur dan kebijakan pengelolaan yang ketat, didukung oleh sistem pengelolaan keuangan yang patuh pada Standar Akuntansi Keuangan dan peraturan lain yang relevan.

Tugu Insurance implements comprehensive financial control through clear mechanisms, supported by a financial management system that complies with Financial Accounting Standards and other relevant regulations, as well as strict financial management procedures and policies.

Evaluasi atas Efektivitas Sistem Pengendalian Internal
Evaluation of Internal Control System Effectiveness

Manajemen Perusahaan mendorong dilakukannya evaluasi atas penerapan Sistem Pengendalian Internal secara berkala. Fungsi Internal Audit bertanggung jawab untuk melakukan evaluasi dan penilaian terhadap efektivitas Sistem Pengendalian Internal, serta melakukan pemantauan perbaikan atau tindak lanjut hasil temuan-temuan audit internal pada unit-unit kerja di Tugu Insurance. Tujuan evaluasi ini adalah untuk:

1. Memberikan keyakinan yang memadai kepada Direksi dalam pemberian pernyataan mengenai efektivitas pengendalian internal, untuk selanjutnya memberikan keyakinan yang memadai kepada pemangku kepentingan lainnya bahwa penerapan Sistem Pengendalian Internal Perusahaan telah memadai untuk mencapai tujuan yang diharapkan, yaitu kepatuhan terhadap peraturan dan perundang-undangan yang berlaku, tersedianya informasi keuangan dan manajemen yang akurat, lengkap dan tepat waktu, serta efisien/efektivitas dari kegiatan usaha perusahaan;
2. Memberikan rekomendasi kepada Manajemen menyangkut perbaikan penerapan Sistem Pengendalian Internal Perusahaan.

The Company's management encourages periodic evaluation of the Internal Control System implementation. The Internal Audit is responsible for evaluating and assessing the effectiveness of the Internal Control System as well as monitoring improvements or follow-up to the findings of the internal audit team at various work units at Tugu Insurance. The objectives of this evaluation are to:

1. Provide adequate assurance to the Board of Directors in providing statements regarding the effectiveness of internal control, to further provide adequate assurance to other stakeholders that the implementation of the Company's Internal Control System is sufficient to achieve the expected objectives, namely compliance with applicable laws and regulations, availability of financial and management information in accurate, complete and timely manner, and efficiency/effectiveness of the Company's business activities;
2. Provide recommendations to the Management regarding improvements in the implementation of the Company's Internal Control System.

Pernyataan Direksi atas Kecukupan Sistem Pengendalian Internal
Statement of Board of Directors on Internal Control System Adequacy

Perseroan telah melakukan evaluasi terhadap efektivitas Sistem Pengendalian Internal dengan mempertimbangkan hasil evaluasi dan penilaian dari Internal Audit. Berdasarkan evaluasi yang dilakukan sepanjang tahun 2023, Direksi menilai bahwa Perseroan telah memiliki kecukupan Sistem Pengendalian Internal yang diterapkan di perusahaan.

The Company has evaluated the effectiveness of the Internal Control System by considering the results of the evaluation and assessment from the Internal Audit. Based on the evaluation conducted throughout 2023, the Board of Directors concludes that the Company has implemented a sufficient Internal Control System.

5.H.

Manajemen Risiko

Internal Control System

Manajemen Risiko mempunyai peran penting untuk menjaga keberlangsungan usaha sehingga dapat menghadapi berbagai macam risiko yang perlu dikelola secara terencana, sistematis, dan terstruktur. Manajemen Risiko merupakan suatu budaya dimana proses-proses dan struktur diarahkan untuk mengelola manajemen yang tepat guna terhadap peluang yang potensial dan dampak yang merugikan. Dalam rangka meminimalkan potensi kerugian dan memaksimalkan peluang tercapainya sasaran, Tugu Insurance menerapkan Manajemen Risiko pada aktivitas bisnis dan operasional Perseroan berdasarkan prinsip kehati-hatian dan Tata kelola Perusahaan dan mengelola risiko dengan mekanisme yang sejalan dengan ketentuan yang ditetapkan Regulator.

Guna tercapainya keberhasilan Perseroan, pengelolaan risiko memerlukan kerja sama antar seluruh pihak internal Perseroan. Proses pengelolaan risiko adalah bagian dari pengawasan internal yang melibatkan Dewan Komisaris, Dewan Pengawas Syariah, Direksi, Manajemen Senior dan seluruh lapisan Karyawan.

Risk management has an important role in maintaining the continuity of the Company's business activities so the Company can face various types of risks that need to be managed in a planned, systematic, and structured manner. Risk Management is a culture where processes and structures are directed to manage potential opportunities appropriately and adverse impacts. To minimize the potential losses and maximize the potential for achieving targets, Tugu Insurance implements Risk Management in the Company's business and operational activities based on the principles of prudence and Corporate Governance and manages risks with mechanisms that are in line with the provisions set by the Regulator.

To achieve the Company's success, risk management requires cooperation between all internal parties of the Company. The risk management process is part of internal supervision involving the Board of Commissioners, Sharia Supervisory Board, Board of Directors, Senior Management and all employees.

Dasar Hukum Penerapan Manajemen Risiko

Legal Basis for Risk Management Implementation

Landasan hukum dalam penerapan Manajemen Risiko, antara lain:

1. Peraturan Otoritas Jasa Keuangan No. 69/ POJK.05/2016 tanggal 28 Desember 2016 tentang Penyelenggaraan Usaha Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi dan Perusahaan Reasuransi Syariah;
2. Peraturan Otoritas Jasa Keuangan No. 73/ POJK.05/2016 tanggal 28 Desember 2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian;
3. Peraturan Otoritas Jasa Keuangan No. 44/ POJK.05/2020 tanggal 28 Agustus 2020 tentang Penerapan Manajemen Risiko Bagi Lembaga Jasa Keuangan Non-Bank;
4. Surat Edaran Otoritas Jasa Keuangan No. 8/ SEOJK.05/2021 tanggal 5 Februari 2021 tentang Penerapan Manajemen Risiko Bagi Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, dan Perusahaan Reasuransi Syariah;
5. Peraturan Otoritas Jasa Keuangan No. 28/ POJK.05/2020 tanggal 22 April 2020 tentang Penilaian Tingkat Kesehatan Lembaga Jasa Keuangan Non-Bank;

The legal basis in implementation of risk management are as follows:

1. Financial Services Authority Regulation No. 69/ POJK.05/2016 dated 28 December 2016 concerning Business Conduct of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies and Sharia Reinsurance Companies;
2. Financial Services Authority Regulation No. 73/ POJK.05/2016 dated 28 December 2016 concerning Good Corporate Governance for Insurance Companies;
3. Financial Services Authority Regulation No. 44/ POJK.05/2020 dated 28 August 2020 concerning the Implementation of Risk Management at Non-Bank Financial Service Institutions;
4. Financial Services Authority Circular Letter No. 8/ SEOJK.05/2021 dated 5 February 2021 concerning the Implementation of Risk Management at Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies;
5. Financial Services Authority Regulation No. 28/ POJK.05/2020 dated 22 April 2020 concerning Assessment of the Soundness of Non-Bank Financial Service Institutions;

6. Peraturan Otoritas Jasa Keuangan No. 4/POJK.05/2021 tanggal 9 Maret 2021 tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Lembaga Jasa Keuangan Non-Bank;
7. Surat Edaran Otoritas Jasa Keuangan No. 22/SEOJK.05/2021 tanggal 24 Agustus 2021 tentang Penerapan Manajemen Risiko Dalam Penggunaan Teknologi Informasi Oleh Lembaga Jasa Keuangan Non-Bank;
8. Surat Edaran Otoritas Jasa Keuangan No. 1/SEOJK.05/2021 tanggal 15 Januari 2021 tentang Penilaian Tingkat Kesehatan Perusahaan Asuransi, Perusahaan Asuransi Syariah, dan Perusahaan Reasuransi dan Perusahaan Reasuransi Syariah;
9. Peraturan Otoritas Jasa Keuangan No. 17/POJK.03/2014 tanggal 18 November 2014 tentang Penerapan Manajemen Risiko Terintegrasi Bagi Konglomerasi Keuangan;
10. Surat Edaran Otoritas Jasa Keuangan No. 14/SEOJK.03/2015 tanggal 25 Mei 2015 tentang Penerapan Manajemen Risiko Terintegrasi Bagi Konglomerasi Keuangan.

6. Financial Service Authority Regulation No. 4/POJK.05/2021 dated 9 March 2021 concerning Application of Risk Management in the Use of Information Technology by Non-Bank Financial Services Institutions;
7. Financial Services Authority Circular Letter No. 22/SEOJK.05/2021 dated 24 August 2021 concerning Implementation of Risk Management in the Use of Information Technology by Non-Bank Financial Services Institutions;
8. Financial Services Authority Circular Letter No. 1/SEOJK.05/2021 dated 15 January 2021 concerning Assessment of Soundness Level of Insurance Companies, Sharia Insurance Companies, and Reinsurance Companies and Sharia Reinsurance Companies;
9. Financial Services Authority Regulation No. 17/POJK.03/2014 dated 18 November 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates;
10. Financial Services Authority Circular Letter No. 14/SEOJK.03/2015 dated 25 May 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.

Dalam penerapan Manajemen Risiko Terintegrasi, Perseroan bertindak sebagai Entitas Utama dalam konglomerasi keuangan TUGU Group yang terintegrasi dengan PT Tugu Reasuransi Indonesia sebagai Lembaga Jasa Keuangan Anggota Konglomerasi Keuangan. Sedangkan dalam penerapan Manajemen Risiko Terintegrasi di Group Pertamina, di mana PT Pertamina (Persero) sebagai Entitas Utama, Perseroan adalah merupakan Entitas Anak.

In implementing Integrated Risk Management, the Company acts as the Main Entity in the TUGU Group financial conglomerate, which is integrated with PT Tugu Reasuransi Indonesia as a Financial Services Institution which is a Member of the Financial Conglomerate. In the implementation of integrated Risk Management in Pertamina Group, however, PT Pertamina (Persero) is the Main Entity and the Company is a Subsidiary.

Berdasarkan surat Otoritas Jasa Keuangan No. S-828/NB.21/2022 tanggal 14 Desember 2022 perihal Perubahan Status Konglomerasi Keuangan, bahwa Konglomerasi Keuangan Group Tugu tidak lagi memenuhi kriteria sebagai konglomerasi Keuangan. Dengan demikian efektif per tanggal surat OJK tersebut Penerapan Manajemen Risiko Terintegrasi Konglomerasi Keuangan tidak berlaku bagi Tugu Insurance. Dalam hal pemantauan perkembangan grup Lembaga Jasa Keuangan, Perusahaan ditunjuk sebagai koordinator dari Group Keuangan Tugu.

Based on the Financial Services Authority letter No. S-828/NB.21/2022 dated 14 December 2022 concerning Changes in the Status of the Financial Conglomerate, TUGU Group Financial Conglomerate has no longer met the criteria as a financial conglomerate. Thus, effective as of the date of the OJK letter, the Financial Conglomerate Integrated Risk Management does not apply to Tugu Insurance. In terms of monitoring the development of the Financial Services Institutions group, the Company has been appointed as the coordinator of Tugu Financial Group.

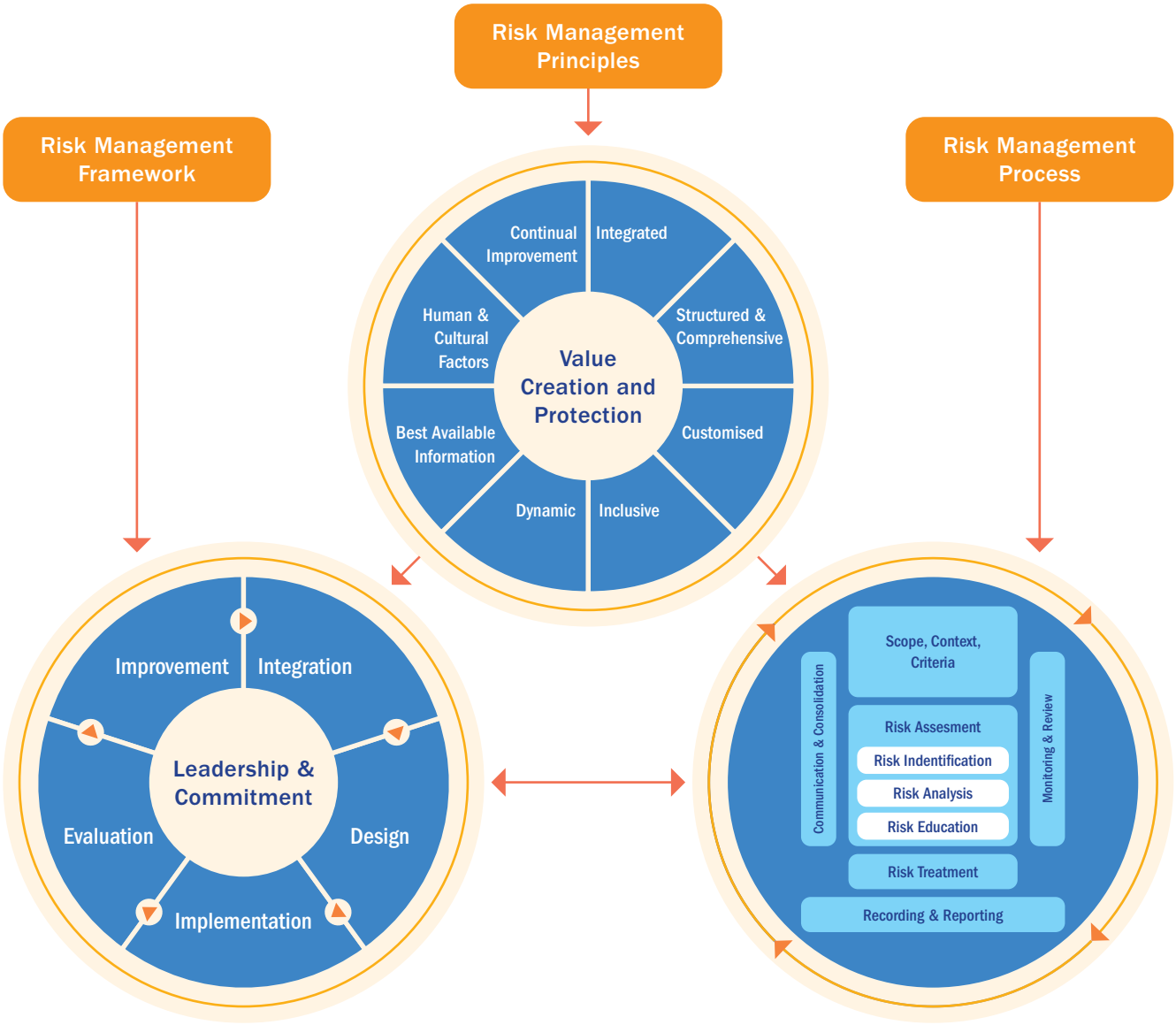
Kerangka Penerapan Manajemen Risiko
Risk Management Implementation Framework

Berdasarkan Kebijakan Umum Manajemen Risiko, Perseroan menerapkan kerangka Manajemen Risiko yang dikembangkan selaras dengan strategi bisnis Perusahaan, struktur organisasi, ketentuan internal, serta ketersediaan infrastruktur Perusahaan. Dalam implementasinya, penerapan Manajemen Risiko mengacu kepada standar

The Company implements its Risk Management framework as stated in the Company's General Risk Management Policy. The Risk Management Framework has been developed in corresponding with the Company's business strategies, organizational structure, internal regulations, and the Company's infrastructure. The implementation of the Risk

SNI ISO 31000:2018 (Manajemen Risiko Berbasis Risiko) yang terdiri dari prinsip, kerangka kerja dan proses Manajemen Risiko.

Management refers to the standard of SNI ISO 31000: 2018 (Risk-Based Risk Management), which consists of the Risk Management's principles, framework, and process.

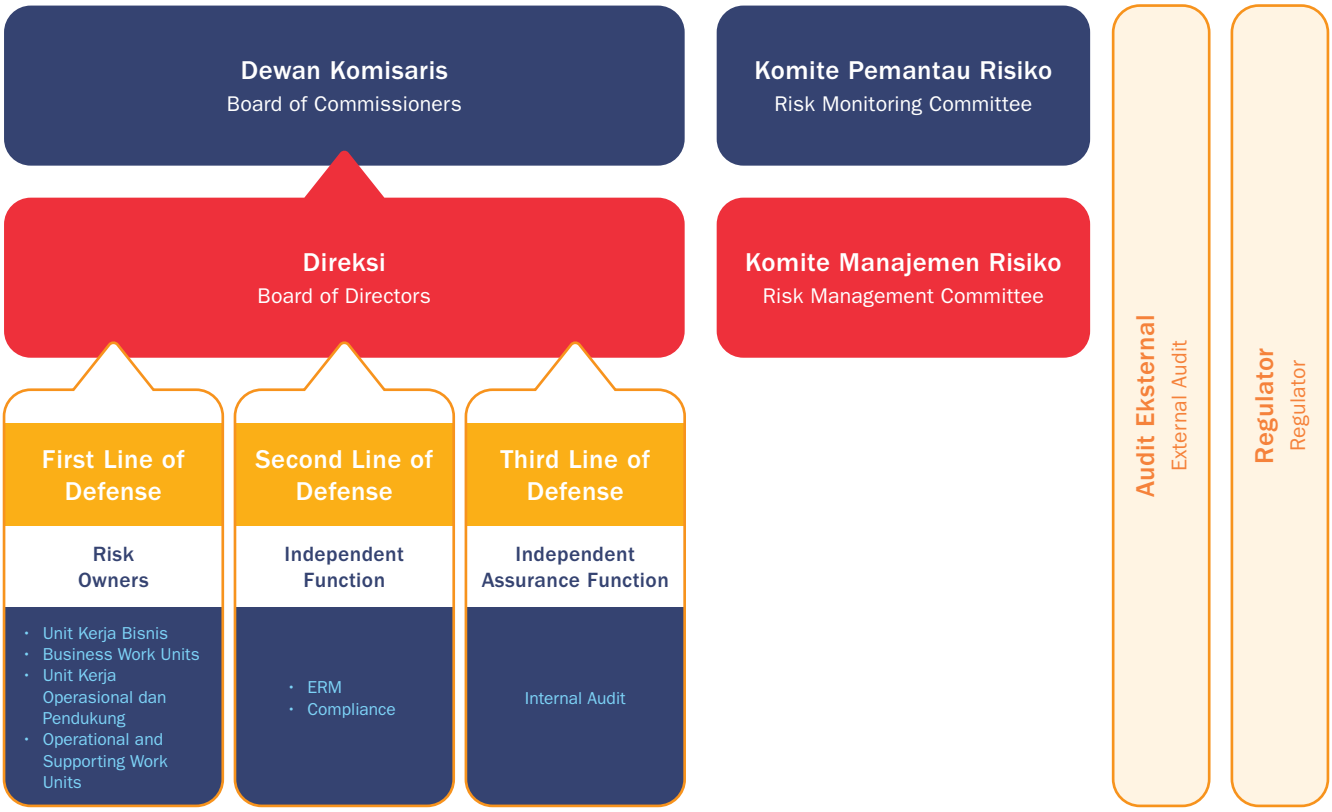


Landasan penerapan Manajemen Risiko adalah kerangka yang menjadi kunci keberhasilan dalam penerapan Manajemen Risiko Perseroan. Manajemen Risiko merupakan bagian dari Tata kelola Perusahaan yang menjadi dasar dalam pengelolaan risiko-risiko di semua tingkatan Perseroan dalam rangka pencapaian dan peningkatan kinerja. Kerangka Manajemen Risiko merupakan pengembangan dari prinsip-prinsip Manajemen Risiko yang memberikan dasar dalam pengelolaan Perseroan yang mencakup seluruh aktivitas usaha Perusahaan. Pelaksanaan proses Manajemen Risiko dimulai dengan melakukan komunikasi dan konsultasi, penetapan konteks, penilaian risiko, identifikasi risiko, perlakuan terhadap risiko, diakhiri dengan pemantauan dan pengkajian terhadap proses pengelolaan risiko.

The Risk Management framework has become the basis for Risk Management implementation at the Company. This is the key to success in implementing the Company's risk management. Risk Management is part of Corporate Governance which is the basis for managing risks at all levels of the Company, with the objective of maintaining and improving performance. The Risk Management Framework is the result of the development of the Risk Management principles. The principles consitute the basis for managing the Company and its business activities. The implementation of the Risk Management process begins with communication and consultation, context setting, risk assessment, risk identification, response to risk, and ends with the monitoring and review of risk management process.

Pelaksanaan Manajemen Risiko di Tugu Insurance melibatkan seluruh unsur dalam organisasi mulai dari manajemen hingga karyawan pelaksana. Seluruh unsur tersebut berperan aktif dalam konteks "Tiga Lini Pertahanan" manajemen risiko.

The implementation of Risk Management at Tugu Insurance involves all elements in the organization, from the management to all levels of employees. All the afore-mentioned elements play an active role in the context of the "Three Lines of Defense" risk management.



Lini-1: *First Line of Defense*

First line of defense atau lini pertahanan pertama berisi unit kerja pemilik risiko yang melaksanakan fungsi bisnis dan unit kerja operasional dan pendukung bisnis. Dalam melaksanakan aktivitas harian, unit kerja tersebut berhadapan langsung dengan berbagai jenis dan kemungkinan risiko. Seluruh fungsi pada lini pertahanan pertama bertanggung jawab dalam mengidentifikasi dan mengelola risiko yang melekat pada setiap produk, kegiatan, proses dan sistem yang dijalankan, serta diharapkan memiliki kesadaran risiko yang tinggi untuk mengelola risiko dengan efektif.

Line-1: First Line of Defense

The first line of defense consists of risk-owning work units that carry out business functions as well as operational and business support work units. In conducting their daily activities, the work units are exposed with various types and possible risks. All functions in the first line of defense are responsible for identifying and managing the risks exposed in each product, activity, process and system, and are expected to have a high-risk awareness to manage risk effectively.

Lini-2: *Second Line of Defense*

Second line of defense atau lini pertahanan kedua terdiri dari unit kerja Manajemen Risiko dan unit kerja Kepatuhan. Unit kerja di lini pertahanan kedua bertanggung jawab atas pengembangan strategi Manajemen Risiko, pemeliharaan dan pengembangan berkelanjutan dari kerangka pengelolaan risiko dan memberikan masukan serta arahan kepada unit kerja bisnis dan unit kerja pendukung mengenai proses pengelolaan risiko, pengukuran risiko dan pelaporan.

Line-2: Second Line of Defense

The second line of defense consists of a Risk Management work unit and a Compliance work unit. The work unit in the second line of defense is responsible for the development of Risk Management strategies, maintenance, and continuous development of the risk management framework. These work units also provide inputs and direction to business work units and supporting work units regarding risk management process, risk measurement and reporting.

Lini-3: *Third Line of Defense*

Third line of defense atau lini pertahanan ketiga adalah unit internal audit. Internal audit berfungsi sebagai unit independen yang bertugas melakukan *risk-based audit* yang memberikan *added value* kepada lini pertahanan pertama dan kedua, untuk memastikan bahwa seluruh elemen Perusahaan telah melaksanakan fungsi dan tanggung jawabnya dengan baik termasuk memastikan kesesuaian dengan kebijakan manajemen Perseroan dan regulasi yang berlaku.

Line-3: Third Line of Defense

The third line of defense is the internal audit unit. The internal audit has the function as an independent unit assigned with conducting a risk-based audit that provides added value to the first and second lines of defense. This is to ensure that all elements of the Company have properly executed their functions and responsibilities, including ensuring compliance with the Company's management policies and prevailing regulations.

Organisasi Manajemen Risiko
Organization of Risk Management

Perseroan telah memberikan tanggung jawab kepada Unit Kerja Manajemen Risiko di bawah Direktur Kepatuhan & Manajemen Risiko sebagai upaya untuk memastikan berjalannya pengelolaan Manajemen Risiko yang terukur dan sesuai dengan ketentuan. Unit Kerja Manajemen Risiko merupakan unit kerja yang independen dari unit bisnis dan unit operasional Perseroan, dan memiliki tanggung jawab utama untuk memastikan proses penerapan manajemen risiko telah berjalan efektif di Perseroan.

Unit Kerja Manajemen Risiko memiliki tugas dan wewenang antara lain:

1. Bertanggung jawab langsung kepada Direktur Kepatuhan & Manajemen Risiko;
2. Melakukan kegiatan-kegiatan, antara lain:
   a. Identifikasi risiko termasuk risiko yang melekat (*inherent risk*) pada kegiatan usaha Perusahaan;
   b. Penyusunan metode pengukuran risiko;
   c. Pemantauan pelaksanaan strategi Manajemen Risiko yang telah disetujui oleh Direksi;
   d. Pemantauan posisi risiko secara keseluruhan (*composite*), per jenis risiko, dan per jenis aktivitas fungsional terhadap toleransi risiko (*risk tolerance*) dan limit yang telah ditetapkan;
   e. Melakukan kaji ulang secara berkala terhadap proses Manajemen Risiko;
   f. Kajian risiko atas pengembangan atau perluasan kegiatan usaha;
   g. Evaluasi terhadap akurasi model *(internal model)* dan validitas data yang digunakan dalam pengukuran risiko;
   h. Memberikan rekomendasi kepada fungsi bisnis dan operasional serta Komite Manajemen Risiko sesuai dengan kewenangannya;
   i. Menyusun dan menyampaikan profil risiko secara berkala kepada Direktur Utama atau Direktur yang membawahi fungsi Manajemen Risiko dan Komite Manajemen Risiko.

The Company given responsibility to the Risk Management Work Unit under the Compliance & Risk Management Director as an effort to ensure that Risk Management is managed in a measurable manner and in accordance with applicable provisions. The Risk Management Work Unit is a work unit that is independent from the Company's business units and operational units, and has main responsibility to ensure that the risk management implementation process works effectively in the Company.

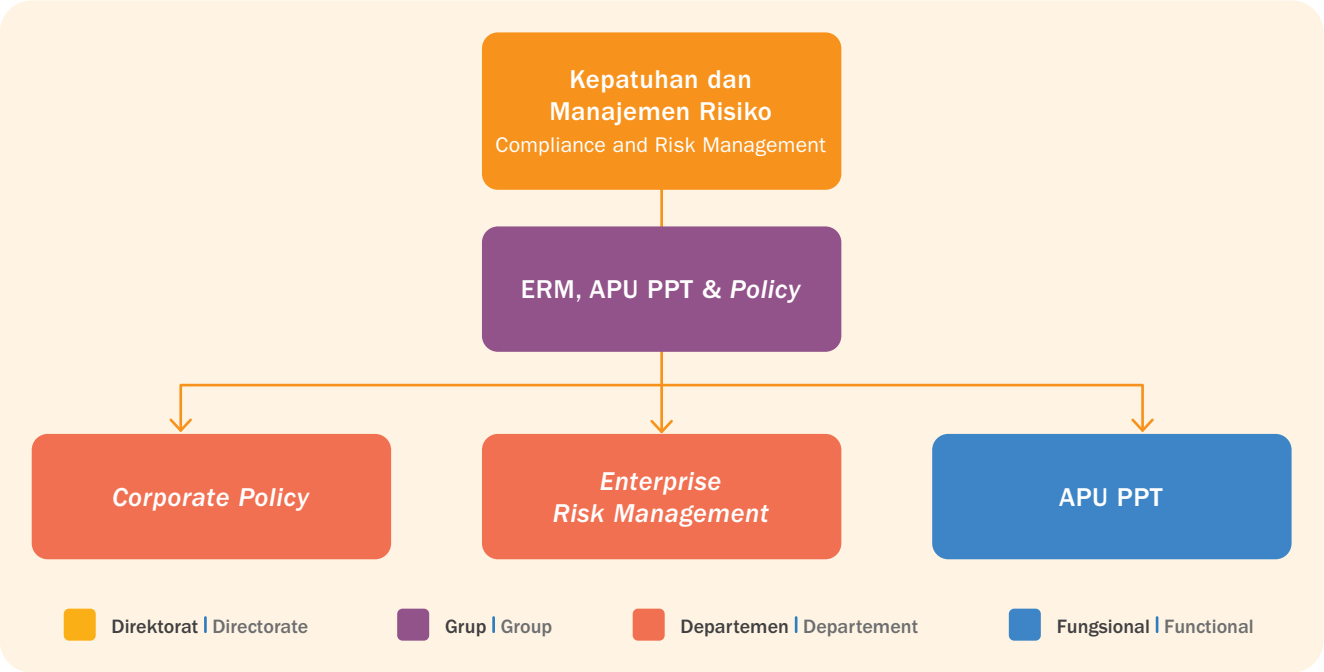
The authorities and responsibilities of the Risk Management Work unit include:

1. Directly responsible to the Compliance & Risk Management Director;
2. Conducting activities such as the followings:
   a. Risk identification, including inherent risks in the Company's business activities;
   b. Preparing risk measurement method;
   c. Monitoring the implementation of Risk Management strategy that has been approved by the Board of Directors;
   d. Monitoring the overall risk position (composite), per type of risk, and per type of functional activity against the risk tolerance and limits that have been set;
   e. Conducting periodic reviews of Risk Management process;
   f. Risk assessment on the development or expansion of business activities;
   g. Evaluation of internal model and validity of data used in risk measurement;
   h. Providing recommendations to business and operational functions as well as the Risk Management Committee in corresponding to their respective authorities;
   i. Preparing and submitting risk profiles regularly to the President Director or the Director in charge of the Risk Management function and the Risk Management Committee.

3. Menyusun dan menyampaikan laporan Manajemen Risiko baik pelaporan internal maupun eksternal yang menjadi kewajiban Perusahaan;
4. Memberikan rekomendasi kepada Satuan Kerja Bisnis/ Operasional dan Komite Manajemen Risiko sesuai kewenangan yang dimiliki;
5. Memberikan masukan kepada Direksi dalam penyusunan Kebijakan Manajemen Risiko Perusahaan;
6. Mengembangkan budaya sadar risiko (*risk awareness*) di seluruh unit kerja Perusahaan;
7. Berkoordinasi dengan Satuan Kerja Kepatuhan dan Satuan Kerja Audit Internal dalam rangka pelaksanaan *three lines of defense*.

3. Preparing and submitting Risk Management reports, both internal and external reports that have become the Company's obligations;
4. Providing recommendations to the Business/Operational Work Unit and the Risk Management Committee according to their respective authorities;
5. Providing input to the Board of Directors in the preparation of the Company's Risk Management Policy;
6. Developing risk awareness culture in all work units of the Company;
7. Coordinating with the Compliance Unit and the Internal Audit Unit in the context of implementing the three lines of defense.

Struktur Organisasi Unit Kerja Manajemen Risiko
Organizational Structure of Risk Management Work Unit



Penerapan Manajemen Risiko
Risk Management Implementation

Cakupan Penerapan Manajemen Risiko Tugu Insurance meliputi:
1. Pengawasan aktif Direksi, Dewan Komisaris, dan Dewan Pengawas Syariah. Ketiganya bertanggung jawab atas efektivitas penerapan Manajemen Risiko di Perseroan. Oleh karena itu, Direksi, Dewan Komisaris dan Dewan Pengawas Syariah diharuskan untuk:
   a. Memahami jenis risiko dan tingkat risiko yang melekat pada kegiatan usaha Perseroan;
   b. Memberikan arahan yang jelas dalam penerapan Manajemen Risiko;

The scope of Tugu Insurance's Risk Management implementation includes:
1. Active supervision of the Board of Directors, the Board of Commissioners, and Sharia Supervisory Board. All the three Boards are responsible for the effectiveness of Risk Management implementation in the Company. Therefore, the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board are required to:
   a. Understand the types of risks and the level of risks inherent in the Company's business activities;
   b. Provide clear directions in the implementation of Risk Management;

c. Melakukan pengawasan dan mitigasi risiko secara aktif;
d. Mengembangkan budaya Manajemen Risiko Perseroan;
e. Memastikan struktur organisasi yang memadai beserta tugas dan tanggung jawab masing-masing, untuk mendukung penerapan Manajemen Risiko yang efektif;
f. Memastikan kecukupan kuantitas dan kualitas sumber daya manusia untuk penerapan Manajemen Risiko secara efektif.

Dalam pelaksanaannya, penerapan Manajemen Risiko, pengawasan aktif oleh Direksi, Dewan Komisaris dan Dewan Pengawas Syariah dilaksanakan melalui:

a. Pelaksanaan rapat Komite Pemantau Risiko secara berkala.
b. Pelaksanaan rapat Komite Manajemen Risiko secara berkala;
c. Pelaksanaan Rapat Dewan Pengawas Syariah secara berkala dan mengawasi pemenuhan prinsip syariah atas produk, aktivitas unit usaha Syariah Perusahaan agar sesuai dengan fatwa Dewan Syariah Nasional-Majelis Ulama Indonesia;
d. Menetapkan, *monitoring* dan *review* atas pelaksanaan mitigasi *Top Risk Register on Going Business* Perseroan secara berkala;
e. *Monitoring* dan *review* atas *Early Warning System/Key Risk Indicator* Perseroan secara berkala;
f. Pelaporan hasil *assessment* profil risiko terintegrasi yang disampaikan secara berkala;
g. Pelaporan hasil *self assessment* Tingkat Kesehatan Perseroan (tata kelola yang baik, profil risiko, rentabilitas dan permodalan) secara tahunan;
h. Meningkatkan *awareness* dengan pembuatan *flyer* Manajemen Risiko;
i. Mengadakan pertemuan antara Unit Kerja Manajemen Risiko dengan Komite Pemantau Risiko;
j. Mengikutsertakan pegawai dalam *training*, seminar, *workshop*, maupun sertifikasi profesi.

2. Kecukupan kebijakan, prosedur dan penetapan limit risiko. Penerapan Manajemen Risiko yang efektif harus didukung dengan kerangka yang mencakup kebijakan dan prosedur Manajemen Risiko serta limit risiko yang ditetapkan secara jelas sejalan dengan visi, misi dan strategi bisnis Perseroan. Penyusunan kebijakan dan prosedur Manajemen Risiko tersebut dilakukan dengan memperhatikan antara lain karakteristik dan kompleksitas kegiatan bisnis, tingkat risiko yang akan

c. Provide active risk monitoring and mitigation;
d. Develop the Company's Risk Management culture;
e. Ensure adequate organizational structure along with respective duties and responsibilities to support an effective implementation of Risk Management;
f. Ensure the adequacy of the quantity and quality of human resources for the effective implementation of risk management.

In practice, the implementation of Risk Management, active supervision by the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board is realized through:

a. Implementation of routine Risk Monitoring Committee meetings;
b. Implementation of routine Risk Management Committee meetings;
c. Conduct regular Sharia Supervisory Board meetings and oversee the compliance with sharia principles for products, activities of the Company's Sharia business unit that comply with the fatwa of the National Sharia Council-Indonesian Ulema Council;
d. Establishment, monitoring, and review of the mitigation of the Company's Top Risk Register on Going Business on a regular basis;
e. Monitoring and review of the Company's Early Warning System/Key Risk Indicators on regular basis;
f. Reporting of the results of the integrated risk profile assessment that is submitted periodically;
g. Reporting of the results of the Company's Soundness Level self-assessment (good corporate governance, risk profile, profitability, and capital) on an annual basis;
h. Enhancement of awareness by creating Risk Management flyers;
i. Organizing meetings between the Risk Management Unit and the Risk Monitoring Committee;
j. Involvement of employees in training sessions, seminars, workshops, as well as professional certifications.

2. Adequacy of policies, procedures, and determination of risk limits. The implementation of effective Risk Management must be supported by a framework that includes Risk Management policies and procedures as well as risk limits that are clearly defined in line with the Company's vision, mission and business strategy. Risk Management policies and procedures are formulated by considering the characteristics and complexity of business activities, the level of risk appetite and

diambil dan toleransi risiko, profil risiko serta ketentuan regulator yang berlaku. Kecukupan kebijakan, prosedur dan penetapan limit risiko ditentukan melalui:

a. Perseroan memiliki Pedoman Manajemen Risiko yang mencakup prinsip Manajemen Risiko, kerangka Manajemen Risiko, penerapan Manajemen Risiko, wewenang dan tanggung jawab, dan kebijakan Manajemen Risiko;
b. Menetapkan dan melakukan kaji ulang *Risk Appetite Statement* serta pelaporan *Key Risk Indicator/Early Warning System* Perseroan setiap bulannya untuk mengelola risiko agar tetap berada dalam batasan toleransi risiko (*risk tolerance*), dan memberikan keyakinan yang memadai dalam rangka pencapaian tujuan dan sasaran Perseroan. Perseroan secara berkelanjutan melengkapi, menyempurnakan, dan mengkinikan kebijakan dan prosedur Manajemen Risiko agar sesuai dengan perkembangan usaha dan ketentuan Regulator.

3. Kecukupan proses identifikasi, pengukuran, pengendalian dan pemantauan risiko serta Sistem Informasi Manajemen Risiko. Arsitektur proses Manajemen Risiko Perseroan menggunakan SNI ISO 31000:2018 (penerapan manajemen risiko berbasis risiko) mulai dari prinsip yang digunakan, *framework* dan standar proses Manajemen Risiko. Penerapan dilakukan dengan menggunakan *tools* yang telah dibentuk oleh unit kerja Manajemen Risiko yang terdiri dari *risk register on going business* dan *monitoring* pelaksanaan mitigasi *risk register*, matriks yang digunakan sebagai alat untuk melakukan pengukuran/penilaian risiko, *level of guidance* untuk mengelola risiko. Penilaian dilakukan oleh seluruh unit kerja Perseroan (*risk owner*).

   Pelaksanaan proses Manajemen Risiko Perseroan dilakukan sebagai berikut:

   a. Identifikasi Risiko
      1) Identifikasi risiko yang melekat pada kegiatan unit kerja dilakukan oleh masing-masing pemilik risiko (*risk owner*) berkoordinasi dengan masing-masing *risk champion* dari masing-masing unit kerja dengan tujuan untuk mendorong unit kerja mengidentifikasi risiko yang melekat pada fungsi masing-masing dan melakukan mitigasi atas risiko yang dihadapinya;
      2) Menggunakan metode yang dapat berlaku untuk seluruh aktivitas Perseroan;
      3) Hasil profil risiko dari setiap fungsi/unit kerja didokumentasikan sebagai *risk register.*

risk tolerance, risk profile and applicable regulatory provisions. Adequacy of policies, procedures and determination of risk limits is defined through:

a. The Company's Risk Management Manual, which includes the Risk Management principle, Risk Management framework, Risk Management application as well as Risk Management authorities, responsibilities, and policies;
b. Determination and review of the Company's monthly Risk Appetite Statement as well as the Company's monthly Key Risk Indicator/Early Warning System reporting to manage risks to remains within risk tolerance limits, and provide adequate assurance towards achieving the Company's goals and objectives. The Company continuously complete, enhance, and update its Risk Management policies and procedures, in line with business developments and the provisions of the Regulator.

3. Adequacy of risk identification, measurement, risk control and monitoring as well as a Risk Management Information System. The Company's Risk Management process architecture refers to SNI ISO 31000:2018 (risk-based implementation of Risk Management), starting from the principles used, framework, to Risk Management process standards. The implementation is carried out using the tools formed by the Risk Management work unit, which consists of a risk register on going business and monitoring of the mitigation of risk register, a matrix used as a tool to measure/assess risk, level of guidance to manage risk. The assessment is conducted by all work units of the Company (as risk owners).

   The Company's Risk Management process is conducted as follows:

   a. Risk Identification
      1) Identification of risks inherent in work unit activities is conducted by each risk owner in coordination with each risk champion from each work unit with the aim of encouraging work units to identify risks inherent in their respective functions and mitigate the risks they face;
      2) Applying methods which can be used for all activities in the Company;
      3) Results of the risk profile of each function/work unit are documented as a risk register.

b. Pengukuran Risiko
   1) Sistem pengukuran risiko digunakan untuk mengukur *exposure* risiko Perseroan sebagai acuan untuk melakukan pengendalian. Pengukuran risiko dilakukan secara berkala terhadap aktivitas bisnis dan operasional Perseroan;
   2) Setiap fungsi/unit kerja melakukan pengukuran setiap risiko di dalam *risk register on going business* baik yang bersifat kuantitatif maupun kualitatif dengan mengacu pada kecenderungan yang terjadi di masa lalu dan estimasi potensi kerugian Perusahaan serta asumsi yang sesuai untuk mendukung akurasi dan kewajaran.
c. Pengendalian Risiko.
   Pengendalian risiko dilakukan oleh Perseroan antara lain dengan cara mekanisme lindung nilai, dan metode mitigasi risiko.
d. Pemantauan Risiko.
   1) Perseroan melakukan pemantauan terhadap besarnya *exposure* risiko, toleransi risiko dan hasil *stress testing* secara berkala dan berkesinambungan dengan membandingkan risiko yang muncul dengan limit risiko yang telah ditetapkan.
   2) Pemantauan pelaksanaan mitigasi *Risk Register* setiap fungsi/unit kerja disajikan dalam laporan berkala setiap bulannya disertai dengan *evidence* pelaksanaan mitigasi.
e. Sistem Informasi Manajemen Risiko.
   Sistem Informasi Manajemen Risiko Perseroan harus dapat memastikan tersedianya informasi yang akurat, lengkap, informatif, tepat waktu dan dapat diandalkan agar dapat digunakan Direksi, Dewan Komisaris dan satuan kerja yang terkait dalam penerapan Manajemen Risiko untuk menilai, memantau, dan memitigasi risiko yang dihadapi Perseroan baik risiko keseluruhan/komposit maupun per risiko dan/atau dalam rangka proses pengambilan keputusan oleh Direksi.

   Dalam hal pengembangan infrastruktur sistem informasi manajemen risiko, Perseroan telah memiliki Sistem Informasi Manajemen Risiko berbasis Aplikasi web.

   Adapun aplikasi tersebut adalah *Tugu Enterprise Risk Management System (T-ERMS)* yang merupakan sebuah sistem untuk mendukung kegiatan administratif pengelolaan risiko mulai dari proses identifikasi risiko, analisis risiko, *monitoring* risiko sampai dengan penyampaian laporan risiko yang dapat dilakukan secara mudah dan cepat.

b. Risk Measurement
   1) The risk measurement system is used to measure the Company's risk exposure as a reference for controlling. Risk measurement is done periodically on the Company's business and operational activities;
   2) Each function/work unit measures each risk in the risk register on going business both quantitatively and qualitatively with reference to past trends and estimates of the Company's potential losses and appropriate assumptions to support accuracy and fairness.
c. Risk control
   The Company carries out the Risk control, among others by hedging mechanisms and risk mitigation methods.
d. Risk Monitoring
   1) The Company monitors the level of risk exposure, risk tolerance and the results of stress testing on a regular and continuous basis, by comparing the risks that arise with the risk limits that have been set;
   2) Monitoring the implementation of Risk Register mitigation for each function/work unit is presented in monthly periodic reports and accompanied by evidence of mitigation implementation.
e. Risk Management Information System
   The Company's Risk Management Information System must be able to ensure the availability of accurate, complete, informative, timely and reliable information. As a result, it can be useful for the Board of Directors, Board of Commissioners, and related work units in the implementation of Risk Management to assess, monitor, and mitigate the risks faced by the Company both overall/composite risk and per risk within the framework of the decision-making process by the Board of Directors.

   In terms of risk management information system infrastructure development, the Company has a web-based Risk Management Information System.

   The application is known as Tugu Enterprise Risk Management System (T-ERMS) which is a system to support risk management administrative activities from risk identification, risk analysis, risk monitoring to risk report submission that can be executed easily and quickly.

T-ERMS dibangun pada periode bulan Agustus 2021 dan diselesaikan pada bulan Desember 2023 yang terdiri dari 2 (dua) modul antara lain:

1) Modul Tingkat Kesehatan Perusahaan Perseroan dengan model penilaian *Risk Based Nonbank Rating (RBNBR).*
2) Modul manajemen risiko operasional.

Perseroan telah memiliki Sistem Informasi Manajemen Risiko yang antara lain diwujudkan dalam bentuk penyampaian laporan sebagai berikut:

1) Pelaporan hasil penilaian sendiri profil risiko terintegrasi konglomerasi keuangan secara berkala;
2) Pelaporan Tingkat Kesehatan Perseroan berbasis Risiko;
3) Pelaporan *monitoring* pelaksanaan mitigasi *Top Risk Register on going business*;
4) Pelaporan Pemantauan *Risk Appetite Statement, Early Warning System (Key Risk Indicator*);
5) *Review* limit risiko (*rule rating*) dalam penilaian profil faktor tingkat Kesehatan, yang mencakup Profil Risiko, Rentabilitas dan permodalan.
6) Pencatatan dan pemutakhiran *database* untuk potensial dan aktual kerugian Perusahaan;
7) Uji pegendalian internal terhadap mitigasi risiko yang telah direncanakan;
8) Rencana tindak lanjut manajemen.

4. Sistem Pengendalian Internal yang menyeluruh.
Terselenggaranya sistem pengendalian internal Perseroan yang handal dan efektif menjadi tanggung jawab dari seluruh satuan kerja operasional dan satuan kerja pendukung serta satuan kerja audit internal. Perseroan menerapkan konsep *three lines of defenses* dalam dalam pengelolaan risiko. Pengelolaan risiko dilakukan oleh semua lini organisasi, dan dilakukan pengawasan (*oversight*) oleh Dewan Komisaris dan Direksi. Sebagai *risk owner*, seluruh unit bisnis dan unit pendukung berfungsi sebagai *first line of defense* yang mengelola risiko terkait unit kerjanya. Sementara itu, satuan kerja Manajemen Risiko dan satuan kerja Kepatuhan berfungsi sebagai *second line of defense* yang memantau penerapan kebijakan dan panduan Manajemen Risiko secara korporasi. Sedangkan satuan kerja Audit Internal sebagai *third line of defense* bertugas memberikan jaminan independensi terhadap penerapan Manajemen Risiko di Perseroan.

T-ERMS was built in August 2021 and completed in December 2023 and consists of 2 (two) modules, such as:

1) Soundness Level Module of the Company with Risk Based Nonbank Rating (RBNBR) assessment model.
2) Operational risk management module.

The Company has a Risk Management Information System which is manifested in the form of submission of reports as follows:

1) Reporting the results of self-assessment of the financial conglomerate's integrated risk profile on a regular basis;
2) Risk-based reporting of the Company's Soundness Level;
3) Reporting on monitoring implementation of Top Risk Register mitigation on going business;
4) Risk Appetite Statement Monitoring Reporting, Early Warning System (Key Risk Indicator);
5) Review the risk limit (rule rating) in assessing the Soundness level factor profile, which includes Risk Profile, Profitability and capital;
6) Record and update database for potential and actual Company losses;
7) Test of internal control on planned risk mitigation.
8) Management follow-up plan.

4. Comprehensive Internal Control System.
The implementation of the Company's reliable and effective internal control system is the responsibility of all operational work units and supporting work units as well as the internal audit work unit. The Company applies the three lines of defenses concept in risk management. Risk management is carried out by all lines of the organization, and oversight is carried out by the Board of Commissioners and Directors. As a risk owner, all business units and support units function as the first line of defense to manage risks related to their work units. Meanwhile, the Risk Management work unit and Compliance work unit function as a second line of defense that monitors the implementation of corporate Risk Management policies and guidelines. Meanwhile, the Internal Audit work unit as the third line of defense is tasked with providing independence assurance regarding the implementation of Risk Management in the Company.

Perseroan melaksanakan sistem pengendalian internal dalam penerapan Manajemen Risiko dengan menerapkan *Internal Control over Financial Reporting* (ICoFR) yang merupakan *Risk Control Self Assessment* (RCSA) pada proses pelaporan keuangan untuk dapat mencegah dan mendeteksi salah saji material secara tepat waktu.

The Company implements an internal control system in the Risk Management implementation by applying Internal Control over Financial Reporting (ICoFR) which is a Risk Control Self Assessment (RCSA) in the financial reporting process to prevent and detect material misstatements in a timely manner.

Upaya Peningkatan Budaya Risiko
Efforts to Improve Risk Culture

Perseroan menilai bahwa memerlukan landasan inti yang kuat dalam penerapan Manajemen Risiko yang efektif guna menanamkan prinsip kehati-hatian dan nilai-nilai penting suatu risiko kepada seluruh karyawan. Unit Kerja Manajemen Risiko secara proaktif berusaha untuk meningkatkan kemampuan Manajemen Risiko di Perseroan melalui pemberian dukungan dan kontribusi penuh dalam pelaksanaan Manajemen Risiko, mengembangkan budaya sadar risiko (*corporate risk culture*) ke seluruh proses Perseroan dengan menitikberatkan konsep risiko sebagai tanggung jawab setiap orang (*everybody is risk manager*).

The Company considers it is requires a solid foundation to implementing effective risk management, in order to adopt the precautionary principle and the important values of risk in all employees. The Risk Management Unit proactively makes efforts to improve the Company's Risk Management functions by providing full support and contribution in the implementation of Risk Management, developing corporate risk culture awareness throughout the Company's processes by emphasizing the concept of everybody is risk manager.

Satuan Kerja Manajemen Risiko (SKMR) melakukan penanaman budaya sadar risiko melalui kegiatan sepanjang tahun 2023 meliputi:
1. Pelatihan dan sosialisasi manajemen risiko.
2. *Coaching clinic* dan asistensi *risk register*.
3. *Flyer dan banner.*
4. *Display tv* di area kantor.
5. Penyebaran *e-mail* kepada seluruh karyawan.
6. Forum komunikasi manajemen risiko.

The Risk Management Work Unit (SKMR) instilled a risk-concious culture through activities throughout 2023 including:
1. Risk management training and dissemination.
2. Coaching clinic and risk register assistance.
3. Flyers and banners.
4. TV display in the office area.
5. Distributing e-mail to all employees.
6. Risk management communication forum.

Efektivitas Penerapan Manajemen Risiko
Effectiveness of Risk Management Implementation

Implementasi Manajemen Risiko di Tugu Insurance dilakukan berdasarkan Peraturan Otoritas Jasa Keuangan No. 44/POJK.05/2020 tentang Penerapan Manajemen Risiko bagi Lembaga Jasa Keuangan Non-Bank dengan metode penilaian sendiri dengan menggunakan model *Risk Based Nonbank Rating* (RBNBR). Evaluasi Perseroan atas efektivitas sistem manajemen risiko meliputi:
1. Kebijakan dan prosedur yang digunakan untuk menilai risiko;
2. Perkembangan eksposur risiko yang dihadapi oleh Perseroan;
3. Kecukupan kebijakan, prosedur dan penetapan limit risiko;
4. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko;
5. Efektivitas sistem pengendalian internal yang menyeluruh.

Implementation Tugu Insurance implements the Risk Management pursuant to the Financial Services Authority Regulation No. 44/POJK.05/2020 concerning the Implementation of Risk Management for Non-Bank Financial Services Institutions using the Self Assessment method. The Company's evaluation of the effectiveness of the risk management system includes:
1. Policies and procedures in assessing risks;
2. Development of risk exposure faced by the Company;
3. Adequate policies, procedures, and risk limit determination;
4. Adequacy of risk identification, measurement, monitoring and control processes;
5. Effectiveness of a comprehensive internal control system.

Evaluasi atas efektivitas Manajemen Risiko dilakukan juga melalui laporan berkala yang dikirimkan kepada Dewan Komisaris, Dewan Pengawas Syariah dan Direksi dalam Laporan Profil Risiko dan Laporan Tingkat Kesehatan Perseroan.

Evaluation of the effectiveness of Risk Management is also done through periodic reports sent to the Board of Commissioners, the Sharia Supervisory Board and the Board of Directors in the Risk Profile Report and the Company's Sound Level Report.

Jenis Risiko Perseroan dan Pengelolaannya
Types of the Company's Risks and Their Management

Peraturan Otoritas Jasa Keuangan No. 44/POJK.05/2020 tentang Penerapan Manajemen Risiko Bagi Lembaga Jasa Keuangan Non-Bank, mewajibkan Perseroan menerapkan Manajemen Risiko untuk jenis risiko sebagai berikut:

a. Risiko Strategis;
b. Risiko Operasional;
c. Risiko Asuransi;
d. Risiko Kredit;
e. Risiko Pasar;
f. Risiko Likuiditas;
g. Risiko Hukum;
h. Risiko Kepatuhan;
i. Risiko Reputasi.

1. **Risiko Strategi** adalah risiko akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan suatu keputusan strategis serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Dalam pengelolaan Risiko Strategi, Perseroan antara lain:
   a. Menyusun dan menetapkan strategi bisnis tahunan yang dituangkan dalam Rencana Kerja Anggaran Perusahaan (RKAP);
   b. Menyusun dan menetapkan strategi bisnis jangka menengah/panjang yang dituangkan dalam Rencana Jangka Panjang Perusahaan (RJPP);
   c. Melakukan *monitoring* dan evaluasi pelaksanaan strategi bisnis tahunan melalui pelaporan realisasi RKAP secara rutin/berkala;
   d. Memantau pencapaian target bisnis dan mengevaluasi permasalahan dan kelemahan yang ditemukan serta menetapkan langkah-langkah perbaikan yang diperlukan.

2. **Risiko Operasional** adalah risiko akibat ketidakcukupan dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem, dan/atau adanya kejadian eksternal yang memengaruhi operasional Perseroan. Dalam pengelolaan Risiko Operasional, Perseroan antara lain:
   a. Menetapkan struktur organisasi dan pemenuhan kebutuhan SDM secara efektif dan efisien;
   b. Menyusun dan menetapkan Sistem Tata Kerja (STK) di masing-masing fungsi/unit kerja;

Pursuant to Financial Services Authority Regulation No. 44/POJK.05/2020 concerning Application of Risk Management for Non-Bank Financial Services Institutions, the Company is required to apply Risk Management for the following types of risk:

a. Strategic Risk;
b. Operational Risk;
c. Insurance Risk;
d. Credit Risk;
e. Market Risk;
f. Liquidity Risk;
g. Legal Risk;
h. Compliance Risk;
i. Reputational Risk.

1. **Strategic Risk** is the risk due to inaccuracy in making and/or implementing a strategic decision and failure to anticipate changes in the business environment. The following are conducted by the Company in managing Strategic Risk:
   a. Developing and determining the annual business strategy as outlined in the Company's Budget and Plan (RKAP);
   b. Developing and defining the medium-term and long-term business strategy as outlined in the Company's Long-Term Plan (RJPP);
   c. Monitoring and evaluating the implementation of the annual business strategy through periodic reporting of the RKAP implementation;
   d. Monitoring the achievement of business targets, evaluating the problems and weaknesses found, and determining the necessary corrective measures.

2. **Operational Risk** is the risk due to inadequate and/or malfunctioning internal processes, human error, system failure, and/or external events that have the impact on the Company's operations. In managing Operational Risk, the Company does the following:
   a. Establishing organizational structure and meeting HR needs effectively and efficiently;
   b. Developing and establishing a Work System in each function/work unit;

c. Menetapkan *Code of Conduct* sebagai pedoman pelaksanaan etika kerja dan etika bisnis bagi pekerja Perseroan;
d. Menetapkan kebijakan larangan pemberian/penerimaan gratifikasi yang didukung dengan *Whistleblowing System*;
e. Melakukan perawatan infrastruktur sistem Teknologi Informasi secara rutin/berkala.

3. **Risiko Asuransi** adalah risiko kegagalan perusahaan asuransi, perusahaan reasuransi, perusahaan asuransi syariah, dan perusahaan reasuransi syariah untuk memenuhi kewajiban kepada pemegang polis, tertanggung, atau peserta sebagai akibat dari ketidakcukupan proses seleksi risiko (*underwriting*), penetapan premi atau kontribusi, penggunaan reasuransi, dan/atau penanganan klaim. Secara berkala Perseroan melakukan identifikasi dan pengukuran profil Risiko Asuransi yang telah ditetapkan. Pengelolaan Risiko Asuransi antara lain dilakukan dengan:
   a. Pembentukan *treaty* otomatis dengan mengacu kepada:
      1) Strategi bisnis Perseroan;
      2) Peraturan Otoritas Jasa Keuangan No. 14/POJK.05/2015 tentang Retensi Sendiri dan Dukungan Reasuransi Dalam Negeri;
      3) Surat Edaran Otoritas Jasa Keuangan No. 31/SEOJK.05/2015 tentang Batas Retensi Sendiri, Besar Dukungan Reasuransi, dan Laporan Program Reasuransi/Retrosesi.
   b. Penyusunan dan penetapan kebijakan *underwriting*, kewenangan *underwriting*, dan kewenangan klaim dengan mengacu kepada kebijakan internal Perseroan dan ketentuan peraturan dan perundangan terkait;
   c. Penyusunan dan penetapan proses penanganan klaim berdasarkan *Service Level Agreement* (SLA).

4. **Risiko Kredit** adalah risiko akibat kegagalan pihak lain dalam memenuhi kewajiban kepada Perseroan. Pengelolaan Risiko Kredit oleh Perseroan antara lain dilakukan dengan:
   a. Implementasi strategi dukungan reasuransi;
   b. Penentuan peringkat perusahaan reasuransi;
   c. Penyusunan kebijakan investasi;
   d. Pemantauan alokasi aset investasi dan pemenuhan terhadap batasan investasi yang diperkenankan;
   e. Identifikasi risiko dan mitigasi terhadap risiko kredit, khususnya terkait kolektabilitas premi, dan risiko *counterparty*.

c. Determining the Code of Conduct as a guideline for implementing work and business ethics for the Company's employees;
d. Issuing a policy of prohibition of giving and receiving gratuities, with the support of the Whistleblowing System;
e. Performing routine maintenance of Information Technology system infrastructure.

3. **Insurance Risk** is the risk of failure of an insurance company, reinsurance company, sharia insurance company, and sharia reinsurance company in fulfilling their obligations to policyholders, the insured, or participants due to the inadequacy of the risk selection process (underwriting), determination of premiums or contributions, use of reinsurance, and/or claims handling. The Company periodically identifies and measures the Insurance Risk profile that has been determined. The Company manages Insurance Risk by conducting the following:
   a. Automatic treaty formation with reference to:
      1) Company's business strategy;
      2) The Financial Services Authority Regulation No. 14/POJK.05/2015 concerning Self Retention and Domestic Reinsurance Support;
      3) Financial Services Authority Circular No. 31/SEOJK.05/2015 concerning Self Retention Limit, Reinsurance Support Amount, and Reinsurance/Retrocession Program Report.
   b. Formulation and determination of underwriting policy, underwriting authority, and claim authority in accordance with the Company's internal policies and the provisions of related laws and regulations;
   c. Formulation and determination of claims handling process in accordance with Service Level Agreement (SLA).

4. **Credit Risk** is the risk occurring due to the failure of other parties in fulfilling their obligations to the Company. The Company manages its Credit Risk by conducting the following:
   a. Implementation of reinsurance support strategy;
   b. Rating of reinsurance companies;
   c. Investment policy formulation;
   d. Monitoring of investment asset allocation and compliance with permitted investment limits;
   e. Identification and mitigation of credit risk, especially related to premium collectability and counterparty risk.

5. **Risiko Pasar** adalah risiko pada posisi aset, liabilitas, ekuitas, dan/atau rekening administratif termasuk transaksi *derivatif* akibat perubahan secara keseluruhan dari kondisi pasar. Pengelolaan Risiko Pasar oleh Perseroan antara lain dilakukan dengan:
   a. Implementasi *Asset Liability Management* (ALMA);
   b. Penetapan limit risiko pasar yang mengacu pada ketentuan internal dan peraturan perundang-undangan yang berlaku.

6. **Risiko Likuiditas** adalah risiko akibat ketidakmampuan Perseroan untuk memenuhi liabilitas yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid yang dapat dengan mudah dikonversi menjadi kas, tanpa mengganggu aktivitas dan kondisi keuangan Perseroan. Pengelolaan Risiko Likuiditas oleh Perseroan antara lain dilakukan dengan:
   a. Menetapkan limit-limit yang mengacu pada ketentuan internal dan peraturan perundang-undangan yang berlaku;
   b. Melakukan *stress testing* solvabilitas untuk mengetahui dampak perubahan faktor pasar maupun faktor internal pada kondisi ekstrim (krisis) terhadap kondisi likuiditas;
   c. Memonitor indikator-indikator eksternal di antaranya, suku bunga Rupiah, nilai tukar USD/IDR, Indeks Harga Saham Gabungan (IHSG), serta informasi pasar terkini. *Monitoring* ini bertujuan untuk meningkatkan kewaspadaan terhadap kondisi ekonomi yang kurang stabil, baik karena kondisi krisis global maupun karena berbagai isu di dalam negeri;
   d. Melakukan pemantauan tingkat pembayaran klaim (*loss ratio*) secara berkala;
   e. Melakukan pemantauan solvabilitas Perseroan secara berkala.

7. **Risiko Hukum** adalah risiko yang timbul akibat tuntutan hukum dan/atau kelemahan aspek hukum. Pengelolaan Risiko Hukum oleh Perseroan antara lain dilakukan dengan:
   a. Melakukan identifikasi pengukuran, pengendalian dan pemantauan terhadap aktivitas Perseroan, salah satunya adalah aktivitas pemasaran khususnya kerja sama dengan pihak ketiga;
   b. Melakukan *review* terhadap *policy wording* produk baru yang akan didaftarkan kepada regulator;
   c. Melaksanakan legal forum untuk membahas hal-hal terkait dengan risiko hukum dan melaksanakan *sharing session* terhadap isu-isu penting yang dihadapi.

5. **Market Risk** is the risk in the position of assets, liabilities, equity, and/or off-balance sheet including derivative transactions due to changes in overall market conditions. The Company carries out its Market Risk Management, among others, by:
   a. Implementation of Asset Liability Management (ALMA);
   b. Determination of market risk limits by referring to internal provisions as well as applicable laws and regulations.

6. **Liquidity Risk** is the risk due to the Company's inability to meet maturing liabilities from cash flow funding sources and/or from liquid assets that can be easily converted into cash, without disturbing the Company's activities and financial condition. The Company manages its Liquidity Risk by, among others:
   a. Establishing limits that refer to internal provisions and applicable laws and regulations;
   b. Conducting solvability stress testing to determine the impact of changes in market factors and internal factors in extreme conditions (crises) to liquidity condition;
   c. Monitoring external indicators including Rupiah interest rate, USD/IDR exchange rate, Composite Stock Price Index (JCI), as well as the latest market updates. The monitoring activity aims to increase awareness of unfavorable economic conditions, both on global crisis conditions and various domestic issues;
   d. Monitoring the payment claim rate (loss ratio) on a regular basis;
   e. Conducting regular monitoring of the Company's solvency.

7. **Legal Risk** is the risk that arises because of lawsuits and/or weaknesses in legal aspects. The Company carries out its Legal Risk Management, among others, by:
   a. Identifying the measurement, control and monitoring of the Company's activities, one of which is marketing activities especially partnership with third parties;
   b. Reviewing policy of new products to be registered with the regulator;
   c. Implementing legal forum to discuss matters related to legal risks and conduct sharing sessions on related important issues.

8. **Risiko Kepatuhan** adalah risiko akibat Perseroan tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku bagi Perseroan. Pengelolaan Risiko Kepatuhan oleh Perseroan antara lain dilakukan dengan:
   a. *Monitoring* terkait pemenuhan kewajiban Perseroan atas regulasi baru. Satuan kerja kepatuhan melaksanakan *prudential meeting*, me-*monitor action plan* yang perlu dilakukan, dan me-*reminder* kewajiban regulasi kepada unit kerja terkait;
   b. Program Uji Kepatuhan. Program ini merupakan program dalam rangka meningkatkan *awareness risk owner* terhadap risiko kepatuhan dan regulasi yang berlaku (sesuai tugas dan tanggung jawabnya);
   c. Sebagai upaya meningkatkan pemahaman terkait pengelolaan risiko kepatuhan, Perseroan bekerjasama dengan pihak ketiga untuk menyelenggarakan *training* antara lain mengenai anti pencucian uang dan gratifikasi.

9. **Risiko Reputasi** adalah risiko akibat menurunnya tingkat kepercayaan pemangku kepentingan yang bersumber dari persepsi negatif terhadap Perseroan. Pengelolaan Risiko Reputasi oleh Perseroan antara lain dilakukan dengan:
   a. Meningkatkan *brand image* & pengakuan melalui *re-branding* dan *campaign*;
   b. Tersedianya saluran resmi untuk menerima keluhan dan pertanyaan dari nasabah yaitu melalui Tugu Insurance Assistant (Call TIA) 1500458;
   c. *Monitoring* dan evaluasi atas berbagai pemberitaan baik di media cetak, *online*, elektronik maupun media sosial secara periodik untuk mengukur efektivitas aktivitas publikasi dan komunikasi Perseroan.

8. **Compliance Risk** is the risk that occurs because the Company does not comply with and/or does not implement the laws and regulations that apply to the Company. The Company carries out its Compliance Risk Management, among others, by:
   a. Monitoring matters related to the fulfillment of the Company's obligations under the new regulations. Compliance work unit conducts prudential meetings, monitors action plans, and acts as reminder of regulatory obligations to related work units;
   b. Compliance Test Program. This is a program in to increase awareness of risk owners of compliance risks and applicable regulations (according to their duties and responsibilities);
   c. As an effort to increase an understanding related to compliance risk management, the Company collaborates with third parties to organize training sessions, such as regarding anti-money laundering and gratuities.

9. **Reputational Risk** is the risk that occurs due to a decrease in the level of stakeholder trust that arises from negative perceptions of the Company. The Company carries out its Reputational Risk Management, among others, by:
   a. Re-branding and campaigns to improve brand image & recognition;
   b. Official channel available to receive complaints and questions from customers, namely Tugu Insurance Assistant (Call TIA) 1500458;
   c. Monitoring and evaluating various reports in print, online, electronic, and social media periodically to measure the effectiveness of the Company's publications and communications activities.

Penilaian Tingkat Kesehatan Perseroan
Company Soundness Level Assessment

Berdasarkan Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 01/SEOJK.05/2021 mencerminkan kondisi Perusahaan yang secara umum sehat, sehingga dinilai mampu menghadapi pengaruh negatif yang signifikan dari perubahan kondisi bisnis dan faktor eksternal lain.

Hal ini tercermin dari peringkat faktor penilaian Tingkat Kesehatan Lembaga Jasa Keuangan Non-Bank sebagaimana dimaksud dalam SEOJK No. 1/SEOJK.05/2021 yang mencakup 4 (empat) faktor penilaian yaitu:
- Tata Kelola Perusahaan yang Baik;
- Profil Risiko;
- Rentabilitas;
- Permodalan.

Based on the Financial Services Authority Circular Letter (SEOJK) No. 01/SEOJK.05/2021 this reflects the condition of the Company is generally sound, so it is considered capable of facing significant negative influences from changes in business conditions and other external factors.

This is reflected in the rating of the Soundness Rating Factor of Non-Bank Financial Services Institutions as referred to SEOJK No. 1/SEOJK.05/2021 requires 4 (four) assessment factors, namely:
- Good Corporate Governance;
- Risk Profile;
- Profitability;
- Capital.

Di tahun 2023, Perseroan mengukur Peringkat Komposit Tingkat Kesehatan Perusahaan Asuransi secara mandiri (*self-assessment*) dengan hasil kesehatan Perseroan berada di Peringkat Komposit 2 (dua). Hal tersebut mencerminkan bahwa kondisi Perusahaan yang secara umum sehat, sehingga dinilai mampu menghadapi pengaruh negatif yang signifikan dari perubahan kondisi bisnis dan faktor eksternal lain tercermin dari peringkat faktor-faktor penilaian antara lain Penerapan Tata Kelola Perusahaan yang Baik bagi Perusahaan, Profil Risiko, Rentabilitas dan Permodalan yang secara umum baik.

In 2023, the Company measured the Composite Rating of the Soundness Level of Insurance Companies independently (self-assessment) which showed that the Company's soundness was at Composite Rank 2 (two). This reflects that the Company's condition is generally sound, and therefore is considered capable of facing significant negative impact from changing business conditions and other external factors as reflected in the rating of assessment factors including the Implementation of Good Corporate Governance for Companies, Risk Profile, Profitability and generally good Capital.

No.	Faktor Penilaian Assessment Factor	Peringkat Rank	Definisi Peringkat Ranking Definition
1.	Tata kelola perusahaan yang baik bagi Perusahaan Good Corporate Governance for the Company	2	2
2.	Profil Risiko Risk Profile	2	2
3.	Rentabilitas Profitability	2	2
4.	Permodalan Capital	1	1
Peringkat Komposit Tingkat Kesehatan Composite Rating of Soundness Level		**2**	**2**

Penilaian Tingkat Kesehatan Perseroan Konsolidasi
Consolidated Assessment of the Soundness Level of the Company

Tugu Insurance merupakan entitas induk dari konsolidasi keuangan TUGU Group dan penerapan Manajemen Risiko terintegrasi. Oleh karenanya, Perseroan diwajibkan untuk menyusun dan melaporkan Tingkat Kesehatan secara Konsolidasi sesuai dengan SEOJK No 1/SEOJK.05/2021 tentang Peniliaian Tingkat Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi Syariah. Penilaian dilakukan menggunakan metode penilaian sendiri dengan menggunakan model *Risk Based Nonbank Rating (RBNBR)* dengan melakukan penilaian tingkat kesehatan yang wajib dikelola dalam Manajemen Risiko konsolidasi. Hasil *self-assessment* tingkat Kesehatan konsolidasi keuangan Tugu Insurance merupakan gabungan dari *self-assessment* anggota konsolidasi keuangan dari Perseroan, anak Perusahaan dan cucu Perusahaan.

Tugu Insurance is the parent entity of the TUGU Group financial consolidation and implementation of integrated Risk Management. Therefore, the Company is required to compile and report a Consolidated Soundness Level in accordance with SEOJK No 1/SEOJK.05/2021 concerning the Level Assessment of Insurance Companies, Sharia Insurance Companies, Sharia Reinsurance Companies. The assessment is conducted using a self-assessment method using the Risk Based Non-Bank Rating (RBNBR) model by assessing the soundness level that must be managed in consolidated Risk Management. The results of Tugu Insurance's financial consolidation soundness level self-assessment are a combination of self-assessment of financial consolidation members of the Company, subsidiaries and sub-subsidiaries of the Company.

Peringkat Komposit Tingkat Kesehatan Perseroan periode 31 Desember 2023 secara penilaian konsolidasi dengan Anak Perusahaan/Cucu Perusahaan dan Afiliasi berada pada Peringkat 2 (dua). Berdasarkan SEOJK No. 1/SEOJK.05/2021 hal ini mencerminkan kondisi Perusahaan yang secara umum sehat, sehingga dinilai mampu menghadapi pengaruh negatif yang signifikan dari perubahan kondisi bisnis dan faktor eksternal lain tercermin dari

The Composite Rating of the Company's Soundness Level for the period 31 December 2023 in a consolidated assessment with Subsidiaries/Sub-Subsidiaries and Affiliates is at Rank 2 (two). Based on SEOJK No. 1/SEOJK.05/2021, this reflects The Company's condition is generally sound, so that it is considered capable of facing significant negative impact from changes in business conditions and other external factors, reflected in the ranking of assessment factors,

peringkat faktor-faktor penilaian antara lain Penerapan Tata Kelola Perusahaan yang Baik bagi Perusahaan, Profil Risiko, Rentabilitas dan Permodalan yang secara umum sangat baik.

including the Implementation of Good Corporate Governance for the Company, Risk Profile, Profitability and generally very good capital.

No.	Faktor Penilaian Assessment Factor	Peringkat Rank	Definisi Peringkat Ranking Definition
1.	Tata kelola perusahaan yang baik bagi Perusahaan Good Corporate Governance for the Company	2	2
2.	Profil Risiko Risk Profile	2	2
3.	Rentabilitas Profitability	2	2
4.	Permodalan Capital	2	1
Peringkat Komposit Tingkat Kesehatan Composite Rating of Soundness Level		**2**	**2**

Penilaian Peringkat Profil Risiko Perseroan Individual
Individual Company Risk Profile Rating Assessment

Peringkat Komposit Profil Risiko Perseroan secara individual periode 31 Desember 2023 yang dinilai adalah Peringkat 2 (dua). Peringkat Risiko *Inheren* periode 31 Desember 2023 tergolong Peringkat 2 (Sedang Rendah), sementara Kualitas Penerapan Manajemen Risiko (KPMR) periode 31 Desember 2023 tergolong Peringkat 2 (Agak Kuat), yang berarti kemungkinan kerugian yang dihadapi selama periode waktu tertentu di masa datang untuk Tingkat Risiko *Inheren* tergolong Rendah, serta Kualitas Penerapan Manajemen Risiko (KPMR) memadai meskipun terdapat beberapa kelemahan minor yang dapat diselesaikan pada aktivitas bisnis normal.

The Composite Rating of the Company's individual Risk Profile for the period 31 December 2023 assessed is Rank 2 (two). The Inherent Risk Rating for the period 31 December 2023 is classified as Rank 2 (Low to Moderate), while the Quality of Risk Management Implementation (KPMR) for the period 31 December 2023 is classified as Rank 2 (Satisfactory), which means the possibility of losses faced during a certain period of time in the future for the Inherent Risk Level is classified as Low, and the Quality of Risk Management Implementation (KPMR) is adequate even though there are several minor weaknesses that can be resolved during normal business activities.

Jenis Risiko Type of Risk	Tingkat Risiko Inheren Level of Inherent Risk	Tingkat Kualitas Penerapan Manajemen Risiko Level of Risk Management Implementation Quality	Peringkat Tingkat Risiko Risk Rank
Risiko Strategis Strategic Risk	2	2	2
Risiko Operasional Operational Risk	2	2	2
Risiko Asuransi Insurance Risk	2	2	2
Risiko Kredit Credit Risk	2	2	2
Risiko Pasar Market Risk	2	2	2
Risiko Likuiditas Liquidity Risk	1	2	1
Risiko Hukum Legal Risk	2	2	2

Jenis Risiko Type of Risk	Tingkat Risiko Inheren Level of Inherent Risk	Tingkat Kualitas Penerapan Manajemen Risiko Level of Risk Management Implementation Quality	Peringkat Tingkat Risiko Risk Rank
Risiko Kepatuhan Compliance Risk	1	2	1
Risiko Reputasi Reputation Risk	2	2	2
Peringkat Komposit Composite Rating	2	2	2

Pernyataan atas Kecukupan Sistem Manajemen Risiko
Statement on Risk Management System Adequacy

Berdasarkan hasil evaluasi yang dilakukan, Komite Audit menyimpulkan bahwa penerapan Sistem Manajemen Risiko di Perseroan sudah cukup memadai untuk menjaga Perseroan dari potensi kerugian yang ditimbulkan oleh kegiatan usaha Perseroan serta untuk membantu Perseroan dalam mencapai sasaran yang ditetapkan.

Based on the results of the evaluation, the Audit Committee concluded that the implementation of the Risk Management System in the Company is sufficient to prevent the Company from potential losses incurred by the Company's business activities and to assist the Company in achieving the targets set.



5.I.

Tata Kelola Teknologi Informasi

Information Technology Governance

Teknologi Informasi (TI) merupakan salah satu aspek penting dalam mendukung inovasi digital Tugu Insurance. Penerapan TI menjadi bentuk wujud nyata Perseroan dalam upaya adaptasi terhadap perkembangan bisnis serta menghadirkan layanan berkualitas dan menyediakan kemudahan akses daring secara cepat, kapan saja, dan dimana saja.

Perkembangan dunia TI yang semakin pesat mendorong Perseroan untuk terus berupaya mengembangkan penerapan TI, sehingga diharapkan Perseroan dapat memperkuat posisi dalam menghadapi persaingan usaha yang semakin kompetitif dengan mengintegrasikan seluruh bisnis yang ada khususnya dalam bidang usaha perasuransian.

Information Technology (IT) is an important aspect in supporting Tugu Insurance's digital innovation. The application of IT is a concrete form of the Company's efforts to adapt to business developments as well as deliver quality services and provide easy online access quickly, anytime and anywhere.

The rapid development of the IT world encourages the Company to continuously developing the implementation of IT, which is expected to strengthen the Company's position in dealing with increasingly competitive business competition by integrating all existing businesses, especially in the insurance business.

Visi dan Misi Tata Kelola Teknologi Informasi

Vision and Mission of Information Technology Governance

Mewujudkan peran IT sebagai *enabler* dalam menunjang pencapaian visi Perusahaan.

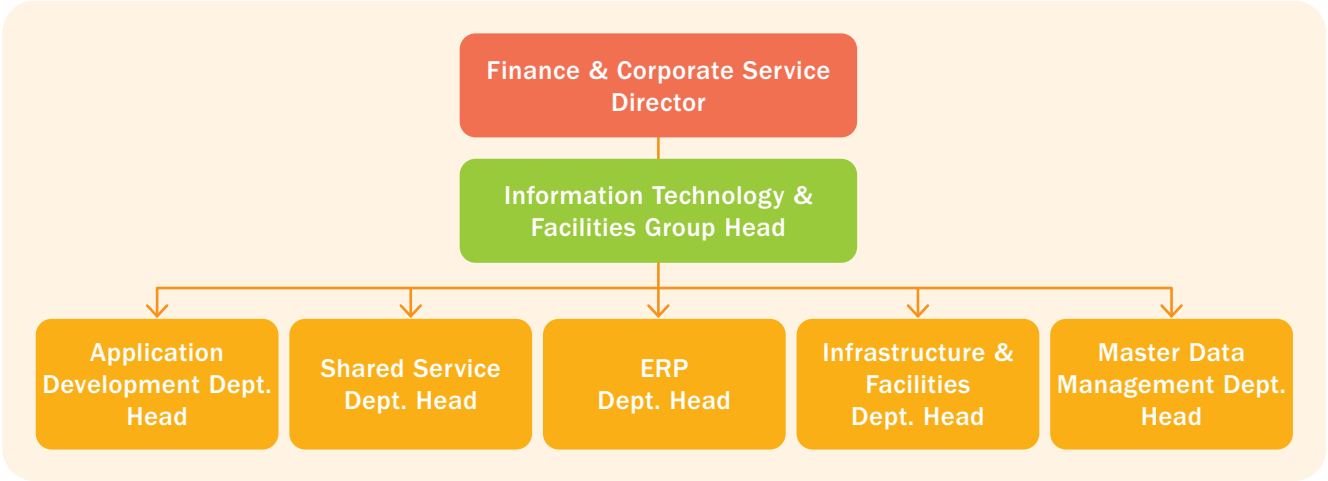
Realizing IT's role as enabler in supporting the Company's vision.

Struktur Pengelola Teknologi Informasi

Information Technology Management Structure

Teknologi Informasi di Tugu Insurance dikelola oleh Direktur Keuangan dan Layanan Korporat Bapak Emil Hakim dengan struktur organisasi sebagai berikut:

Information Technology at Tugu Insurance is managed by the Finance & Corporate Services Director Mr. Emil Hakim with the following organizational structure:



ITF Group dipimpin oleh Pjs Arga Fajar Syah selaku ITF Group Head dan bertanggung jawab langsung kepada Direktur Keuangan dan Layanan Korporat.

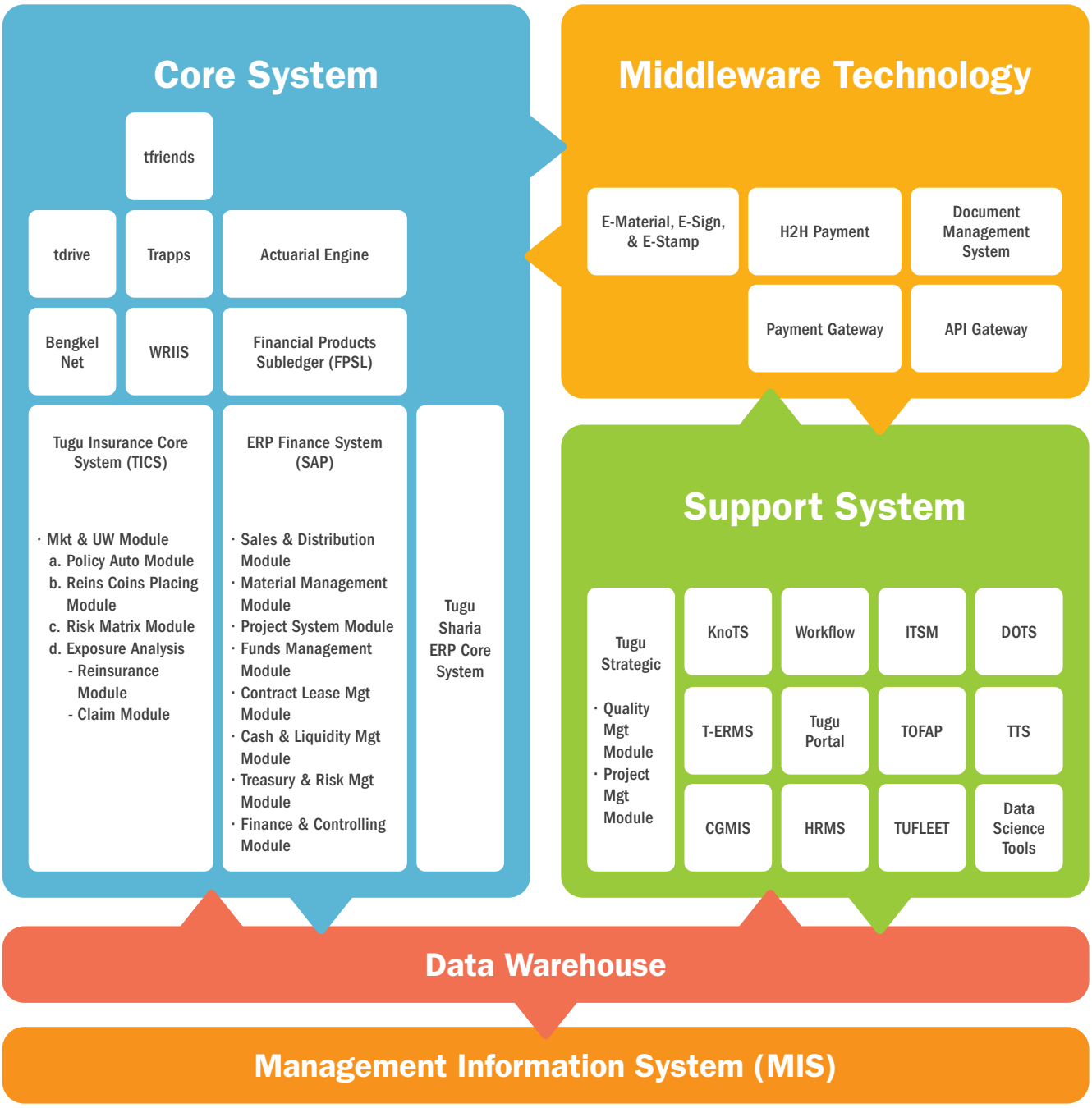
The ITF Group is led by Arga Fajar Syah who serves as (acting) ITF Group Head and reports directly to the Director of Corporate Finance and Service.

Dukungan Tugu Insurance Solutions (TIS) dalam Aktivitas Bisnis

Tugu Information Solution (TIS) Support in Tugu Insurance's Business Activities

Tugu Insurance telah memiliki Tugu Insurance Solution (TIS), yakni Sistem Manajemen Informasi Enterprise Resource Planning (ERP) yang mengintegrasikan seluruh proses bisnis dalam Perseroan baik Bisnis Korporasi maupun Bisnis Ritel.

Tugu Insurance already utilizes Tugu Insurance Solution (TIS), an Enterprise Resource Planning (ERP) Information Management System that integrates all Corporate Business and Retail Business processes in the Company.



Mitigasi Disrupsi Teknologi Informasi
Information Technology Disruption Mitigation

Inisiatif Strategi | Strategic Initiatives

[S1-01] [01-T1]	Optimalisasi KPTI (Komite Pengarah Teknologi Informasi) Optimization of KPTI (Information Technology Steering Committee)	1
[S1-02] [S2-T2]	Menguatkan Tim IT System Analyst dalam komunikasi kebutuhan pengguna (GH & DH) khususnya terkait digitalisasi; Pemberdayaan *counterpart (super user)* Strengthening the IT System Analyst Team in communicating user needs (GH & DH), especially related to digitization; Empowerment of counterparts (super users)	2
[W3-W4]	Meningkatkan kualitas personil IT dengan pelatihan/sertifikasi kompetensi baik *hardskill* spesifik IT maupun *softskill* dan *mindset* Improving the quality of IT personnel with competency training/certification both IT specific hard skills, soft skills, and mindset	1
[S2-T1]	Menjaga kualitas layanan IT dengan menerapkan *service level management*; Melakukan survei kepuasan pengguna Maintaining the quality of IT services by implementing service level management; Conducting user satisfaction surveys	1 2 3
[S2-02]	Melanjutkan *roadmap* digitalisasi proses bisnis dan mendorong kapabilitas *cost-benefit analysis* (CBA) pada salah satu fungsi di level Perusahaan Continuing the business digitalization process roadmap and encourage cost-benefit analysis (CBA) capability in one of the functions at the Company level	1 2 3
[W2-T2]	Menyusun, memformalkan, dan melaksanakan dokumentasi tata kelola IT (pedoman, SOP/TKO, standar/TKK) baik aplikasi, data, maupun infrastruktur IT Developing, formalizing, and implementing IT governance documentation (guidelines, SOP/TKO, standards/TKK) for applications, data, and IT infrastructure	1
[S3-T2] [S3-W2] [01-W4]	Menugaskan peran tata kelola IT secara definitif untuk memastikan kesesuaian IT *roadmap,* pelaksanaan SITAP, dan kepatuhan pada aturan/regulasi terkait IT Assigning a definitive IT governance role to ensure compliance with IT roadmap, SITAP implementation, and compliance with IT-related rules/regulations	1
[W1-T3] [W3-T3] [03-T5]	Melaksanakan pengamanan IT (*hardening,* VAPT, WAF, SMKI), termasuk optimalisasi *Security Operation Center* dengan *knowledge transfer* ke internal Implementing IT security (hardening, VAPT, WAF, SMKI), including optimization of Security Operation Center with internal knowledge transfer	1 2 3
[S3-T5]	Mengelola risiko penggunaan IT sesuai aturan/regulasi, termasuk risiko ketergantungan dengan pihak eksternal Managing the risk of using IT in accordance with rules/regulations, including the risk *of dependence on external parties*	1 2 3

1 Tata kelola | Governance
2 Aplikasi | Application
3 Infra | Infrastructure

Cyber Security (Keamanan Dunia Maya)
Cyber Security

Cyber Security, atau keamanan dunia maya, mengacu pada praktik dan teknologi yang dirancang untuk melindungi sistem komputer, perangkat, jaringan, dan data dari serangan, kerusakan, atau akses yang tidak sah. Tujuannya adalah untuk mencegah, mendeteksi, dan merespons ancaman *cyber* yang dapat mengganggu integritas, kerahasiaan, dan ketersediaan informasi penting.

Praktik keamanan dunia maya tidak hanya dilakukan oleh individu, tetapi juga oleh perusahaan dan instansi lainnya. Tindakan ini bertujuan untuk melindungi pusat data dan infrastruktur komputer lainnya dari akses yang tidak sah. Strategi keamanan dunia maya yang efektif dapat memberikan lapisan perlindungan yang kuat terhadap serangan yang berusaha untuk mengakses, mengubah, menghapus, atau memeras sistem dan data sensitif dari pengguna. Keamanan dunia maya juga memiliki peran penting dalam mencegah serangan yang bertujuan untuk mengganggu atau bahkan menghentikan operasi sistem dan perangkat.

Ada berbagai jenis keamanan dunia maya yang berfokus pada perlindungan aspek-aspek spesifik dari sistem dan data, diantaranya:

1. Keamanan Jaringan: Melindungi infrastruktur jaringan dari serangan dan ancaman. Ini mencakup konfigurasi *firewall*, deteksi intrusi, enkripsi data, dan manajemen akses.
2. Keamanan Perangkat Lunak: Fokus pada perlindungan aplikasi dan sistem operasi dari serangan perangkat lunak berbahaya seperti *virus*, *worm*, *trojan*, dan *ransomware*. Ini melibatkan pembaruan perangkat lunak yang teratur, pemindaian malware, dan penerapan kebijakan keamanan.
3. Keamanan Perangkat Keras: Mengamankan perangkat keras komputer seperti *server*, *router*, dan perangkat penyimpanan dari akses yang tidak sah dan kerusakan fisik. Ini melibatkan penggunaan teknologi seperti enkripsi disk dan kontrol akses fisik.
4. Keamanan Data: Melindungi data sensitif dari akses yang tidak sah, pencurian, atau penghapusan tidak sah. Ini melibatkan enkripsi data, manajemen hak akses, dan pemulihan data.
5. Keamanan Identitas: Fokus pada perlindungan identitas pengguna dari pencurian dan penggunaan tidak sah. Ini mencakup penggunaan otentikasi multi-faktor, manajemen identitas, dan pemantauan aktivitas pengguna.
6. Keamanan Aplikasi Web: Melindungi aplikasi web dari berbagai serangan seperti SQL *injection*, *cross-site scripting* (XSS), dan *cross-site request forgery* (CSRF). Ini melibatkan pengembangan kode yang aman, pemindaian keamanan aplikasi, dan konfigurasi server yang tepat.

Cyber Security, refers to practices and technologies designed to protect computer systems, devices, networks, and data from cyber attack, damage, or unauthorized access. The aim is to prevent, detect and respond to cyber threats that could compromise the integrity, confidentiality and availability of critical information.

Cyber security practices are not limited to be implemented by individuals only, but also by companies and other agencies. This action aims to protect data centers and other computer infrastructure from unauthorized access. An effective cyber security strategy can provide a solid layer of protection against attacks that attempt to get access, modify, remove or extort system and sensitive data from the users. Cyber Security is also crucial in preventing attacks that try to interfere with or even stop devices and systems from operating.

There are various types of cyber security that focus on protecting specific aspects of systems and data, including:

1. Network Security: Protecting network infrastructure from cyber attacks and threats. This includes firewall configuration, intrusion detection, data encryption, and access management.
2. Software Security: Focus on protecting applications and operating systems from malicious software attacks such as viruses, worms, trojans and ransomware. This involves regular software updates, malware scanning, and implementing security policies.
3. Hardware Security: Securing computer hardware such as servers, routers, and storage devices from unauthorized access and physical damage. This involves the use of technologies such as disk encryption and physical access controls.
4. Data Security: Protects sensitive data from unauthorized access, theft or unauthorized data deletion. This involves data encryption, access management, and data recovery.
5. Identity Security: Focus on protecting user identity from theft and unauthorized use. This includes the use of multi-factor authentication, identity management, and monitoring user activity.
6. Web Application Security: Protects web applications from various attacks such as SQL injection, cross-site scripting (XSS), and cross-site request forgery (CSRF). This involves developing secure code, application scanning, and proper server configuration.

7. Keamanan *Cloud*: Fokus pada perlindungan data dan aplikasi yang disimpan di lingkungan *cloud*. Ini melibatkan penggunaan enkripsi data, manajemen identitas, dan kontrol akses yang ketat.
8. Keamanan *Mobile*: Mengamankan perangkat mobile dan aplikasi dari serangan seperti *malware*, serangan jaringan, dan pencurian data. Ini melibatkan penggunaan perangkat lunak keamanan mobile, enkripsi data, dan manajemen hak akses.
9. Keamanan *Endpoint*: Melindungi perangkat akhir seperti komputer pribadi, laptop, dan *smartphone* dari serangan dan ancaman. Ini melibatkan penggunaan perangkat lunak keamanan *endpoint*, deteksi ancaman lanjutan, dan manajemen perangkat.

Adapun beberapa ancaman keamanan dunia maya yang umum terjadi, diantaranya:

1. *Malware*: Termasuk *virus*, *worm*, *trojan*, *ransomware*, dan *spyware* yang dapat merusak sistem, mencuri data, atau memeras uang dari korban.
2. Serangan *Phishing*: Upaya untuk memperoleh informasi sensitif seperti kata sandi dan informasi keuangan dengan menyamar sebagai entitas tepercaya melalui email, pesan teks, atau media sosial.
3. Serangan DDoS: Serangan yang bertujuan untuk membuat layanan online tidak tersedia dengan mengirimkan lalu lintas internet yang sangat besar ke server atau jaringan.
4. Serangan *Man-in-the-Middle* (MitM): Penyerang mencuri atau memanipulasi komunikasi antara dua pihak yang seharusnya aman, seperti pengguna dan server.
5. Serangan *Ransomware*: Perangkat lunak berbahaya yang mengenkripsi data korban dan meminta pembayaran tebusan untuk mendapatkan kunci dekripsi.
6. Pengintaian dan Pencurian Data: Penyerang mencari informasi rahasia, properti intelektual, atau data pribadi untuk keuntungan finansial atau politik.
7. Serangan *Insider*: Ancaman dari dalam organisasi, seperti pegawai yang tidak jujur atau mantan pegawai yang memiliki akses ke sistem.

Keamanan dunia maya adalah aspek penting dalam dunia digital yang terus berkembang. Melindungi sistem dan data dari ancaman *cyber* membutuhkan kombinasi strategi teknis, kebijakan, dan kesadaran pengguna yang kuat. Dengan pemahaman yang baik tentang ruang lingkup keamanan dunia maya dan ancaman yang mungkin terjadi, organisasi dapat mengembangkan strategi yang efektif untuk mengurangi risiko dan melindungi aset digital mereka.

7. Cloud Security: Focus on protecting data and applications stored in the cloud environment. This involves the use of data encryption, identity management, and strict access controls.
8. Mobile Security: Secures mobile devices and applications from attacks such as malware, network attacks, and data theft. This involves the use of mobile security software, data encryption, and access management.
9. Endpoint Security: Protects endpoint devices such as personal computers, laptops and smartphones from attacks and threats. This involves the use of endpoint security software, advanced threat detection, and device management.

There are several common cyber security threats, including:

1. Malware: Including viruses, worms, trojans, ransomware, and spyware that can damage systems, steal data, or extort money from victims.
2. Phishing Attack: Attempts to obtain sensitive information such as passwords and financial information by impersonating a trusted entity via email, text message, or social media.
3. DDoS Attack: The attack that aims to make online services unavailable by sending huge amounts of internet traffic to a server or network.
4. Man-in-the-Middle (MitM) attack: The attacker steals or manipulates communications between two supposedly secure parties, such as a user and a server.
5. Ransomware Attack: Malicious software that encrypts the victim's data and demands a ransom payment to obtain the decryption key.
6. Espionage and Data Theft: Attackers seek confidential information, intellectual property, or personal data for financial or political gain.
7. Insider Threats: Threats from within the organization, such as dishonest employees or former employees who have access to the system.

Cyber Security is an important aspect in the digital world that is continously evolving. Protecting systems and data from cyber threats requires a strong combination of technical strategy, policy, and user awareness. By having a good understanding of the scope of cyber security and possible threats, organizations can develop effective strategies to reduce risks and protect their digital assets.

Disaster Recovery (Pemulihan Bencana)
Disaster Recovery

Terjadinya bencana yang sering tidak dapat diprediksi mendorong perusahaan untuk selalu siap dalam menghadapi kemungkinan terburuk pada masa mendatang. *Disaster Recovery* (DR) adalah konsep yang bertujuan untuk melindungi semua sistem, aplikasi, dan perangkat IT dari berbagai jenis bencana yang mungkin terjadi di masa mendatang. Tujuan utama dari *disaster recovery* adalah untuk mengambil langkah-langkah pencegahan terhadap kemungkinan kejadian yang tidak terduga di masa depan.

Disaster which are often unpredictable encourages the Company to always be prepared to face the worst possibility in the future. Disaster Recovery (DR) is a concept that aims to protect all IT systems, applications and devices from various types of disasters that may occur in the future. The main goal of disaster recovery is to take preventive steps against unexpected events in the future.

Beberapa bencana atau kondisi yang dapat menyebabkan perusahaan harus melakukan *Disaster Recovery* diantaranya:
1. Bencana Alam: Termasuk gempa bumi, banjir, badai, tornado, kebakaran hutan, dan tanah longsor. Bencana alam seringkali dapat mengakibatkan kerusakan fisik pada infrastruktur IT dan pusat data perusahaan.
2. Kegagalan Perangkat Keras: Kegagalan perangkat keras seperti server utama, penyimpanan data, atau perangkat jaringan dapat mengganggu operasi bisnis. Ini bisa disebabkan oleh kegagalan komponen fisik, *overheat*, atau kegagalan listrik.
3. Serangan *Cyber*: Serangan *malware*, *ransomware*, serangan DDoS, atau serangan *hacking* lainnya dapat menyebabkan kerusakan pada sistem IT, pencurian data, atau gangguan layanan yang signifikan.
4. Kegagalan Perangkat Lunak: Kegagalan sistem operasi, *database*, atau aplikasi bisnis kritis dapat mengganggu operasi normal perusahaan dan menyebabkan kehilangan data atau produktivitas.
5. Kegagalan Jaringan: Gangguan atau kegagalan jaringan yang luas dapat menghentikan komunikasi antara sistem, pengguna, atau layanan eksternal, mengganggu aliran informasi dan proses bisnis.
6. Kerusakan Fisik pada Infrastruktur IT: Kerusakan fisik akibat kebakaran, banjir, atau kecelakaan lainnya dapat menyebabkan kerusakan pada perangkat keras, pusat data, atau fasilitas IT lainnya.
7. Bencana Kesehatan atau Pandemi: Kejadian seperti pandemi penyakit menular atau bencana kesehatan dapat memaksa perusahaan untuk mengubah model operasi mereka atau menghadapi ketersediaan sumber daya manusia yang terbatas, memerlukan rencana pemulihan yang cepat dan adaptif.

The following are some conditions or disasters that may require a company to implement Disaster Recovery:
1. Natural Disasters: Earthquakes, floods, storms, tornadoes, forest fires, and landslides. Natural disasters can often result in physical damage to a company's IT infrastructure and data centers.
2. Hardware Failure: Failure of hardware such as a primary server, data storage, or network device can disrupt business operations. This can be caused by physical component failure, overheating, or electrical failure.
3. Cyber Attacks: Malware attacks, ransomware, DDoS attacks, or other hacking attacks can cause damage to IT systems, data theft, or other significant service disruptions.
4. Software Failure: Failure of an operating system, database, or critical business application can disrupt a company's normal operations and cause loss of data or productivity.
5. Network Failure: Widespread network disruption or failure can stop communications between systems, users, or external services, disrupting the flow of information and business processes.
6. Physical Damage to IT Infrastructure: Physical damage resulting from fire, flood, or other accidents can cause damage to hardware, data centers, or other IT facilities.
7. Health Disasters or Pandemics: Events such as infectious disease pandemics or health disasters may force companies to change their operating models or given limited human resource availability, requiring rapid and adaptive recovery plans.

Terdapat langkah-langkah dalam *Disaster Recovery* yang perlu dilakukan oleh perusahaan, diantaranya:
1. Perencanaan *Disaster Recovery*
   a. Identifikasi Risiko: Perusahaan harus mengidentifikasi potensi bencana atau insiden yang dapat mempengaruhi operasi IT, seperti bencana alam, serangan *cyber*, kegagalan perangkat keras, dan lainnya.

These are steps in Disaster Recovery that need to be carried out by companies, including:
1. Disaster Recovery Planning
   a. Risk Identification: Companies must identify potential disasters or incidents that could affect IT operations, such as natural disasters, cyber-attacks, hardware failures, and others.

b. Evaluasi Dampak: Memahami dampak potensial dari bencana atau insiden terhadap sistem IT, termasuk waktu pemulihan yang diharapkan dan kerugian finansial yang mungkin timbul.
c. Penetapan Tujuan Pemulihan: Menetapkan tingkat layanan yang diperlukan dan target pemulihan waktu (RTO) serta pemulihan titik (RPO) untuk sistem dan data kritis.
d. Pengembangan Rencana DR: Membuat rencana detail yang mencakup langkah-langkah pemulihan, peran dan tanggung jawab personel, serta alat dan sumber daya yang dibutuhkan.

2. Implementasi dan Pengujian
   a. Infrastruktur Pemulihan: Membangun infrastruktur DR yang sesuai dengan kebutuhan perusahaan, seperti pusat data cadangan, sistem cadangan, dan solusi *backup data*.
   b. Pengujian Rencana: Melakukan pengujian reguler terhadap rencana DR untuk memastikan keefektifan dan kesiapan sistem dan personel dalam menghadapi bencana. Ini termasuk pengujian skenario bencana, simulasi pemulihan, dan latihan respons darurat.
3. Pelaksanaan dan Pemulihan
   a. Aktivasi Rencana DR: Jika terjadi bencana atau insiden, perusahaan harus segera mengaktifkan rencana DR sesuai dengan prosedur yang telah ditetapkan.
   b. Pemulihan Sistem dan Data: Memulihkan sistem IT dan data penting sesuai dengan RTO dan RPO yang telah ditetapkan dalam rencana DR.
   c. Pemantauan dan Evaluasi: Memantau proses pemulihan, mengevaluasi kinerja sistem, dan menyesuaikan strategi pemulihan jika diperlukan.

Agar *Disaster Recovery* dapat dijalankan dengan baik dan tepat, perusahaan perlu melakukan persiapan, diantaranya:

1. Rencana Pemulihan Bencana yang Komprehensif: Perusahaan harus memiliki rencana DR yang terperinci dan terstruktur dengan baik, yang mencakup langkah-langkah pemulihan untuk berbagai jenis bencana atau insiden.
2. Infrastruktur Cadangan: Membangun infrastruktur cadangan yang memadai, termasuk pusat data cadangan, sistem replikasi, dan solusi backup yang dapat diandalkan.
3. Pengelolaan Data yang Efektif: Melakukan backup data secara teratur dan menyimpan salinan cadangan di lokasi yang aman dan terpisah dari pusat data utama.
4. Pelatihan dan Kesadaran Personel: Melatih personel tentang prosedur pemulihan dan memberikan kesadaran tentang pentingnya *Disaster Recovery* dalam menjaga kelangsungan bisnis.

b. Impact Evaluation: Understand the potential impact of a disaster or incident on IT systems, including expected recovery time and possible financial losses.
c. Recovery Objective Setting: Establish required service levels and Recovery Time Objective (RTO) and Recovery Point Objective (RPO) targets for critical systems and data.
d. Disaster Recovery Plan Development: Create a detailed plan that includes recovery steps, personnel roles and responsibilities, and required tools and resources.

2. Implementation and Testing
   a. Recovery Infrastructure: Build a Disaster Recovery infrastructure that fits the company's needs, such as backup data centers, backup systems, and backup data solutions.
   b. Plan Testing: Conduct regular testing of the Disaster Recovery plan to ensure the effectiveness and readiness of systems and personnel to deal with disasters. This includes disaster scenario testing, recovery simulations, and emergency response drills.

3. Implementation and Recovery
   a. Disaster Recovery Plan Activation: If a disaster or incident occurs, the company must immediately activate the Disaster Recovery plan according to procedures.
   b. System and Data Recovery: Recover IT systems and critical data in accordance with the RTO and RPO set in the Disaster Recovery plan.
   c. Monitoring and Evaluation: Monitor the recovery process, evaluate system performance, and adjust the recovery strategy if necessary.

For the Disaster Recovery to be executed properly and precisely, companies need to make preparations, which include:

1. Comprehensive Disaster Recovery Plan: Companies should have a detailed and well-structured Disaster Recovery plan, which includes recovery measures for various types of disasters or incidents.
2. Backup Infrastructure: Prepare an adequate backup infrastructure, including a data backup center, replication system, and reliable backup solutions.
3. Effective Data Management: Perform regular data backups and store backup copies in a secure location separated from the main data center.
4. Personnel Training and Awareness: Training personnel on recovery procedures and provide awareness on the importance of Disaster Recovery in maintaining business continuity.

5. Pengujian dan Revisi Teratur: Melakukan pengujian berkala terhadap rencana DR dan melakukan revisi jika ada perubahan dalam infrastruktur IT atau lingkungan bisnis.

Dengan mempersiapkan dan melaksanakan rencana pemulihan bencana dengan baik, perusahaan dapat meminimalkan dampak dari insiden yang tidak terduga dan memastikan kelangsungan operasional yang berkelanjutan dalam lingkungan IT yang semakin kompleks dan rentan terhadap risiko.

5. Regular Testing and Revision: Conduct regular testing of the Disaster Recovery plan and make revisions if there are changes in the IT infrastructure or business environment.

By preparing and executing disaster recovery plans appropriately, companies can minimize the impact of any unforeseen incidents and ensure continuous operational sustainability in an increasingly complex and risk-prone IT environment.

Roadmap Teknologi Informasi
Information Technology Road Map

Dalam penyusunan Rencana Jangka Panjang Perusahaan (RJPP), Perseroan berkontribusi secara mendalam dengan mempertimbangkan hasil analisis SWOT (*Strength, Weakness, Opportunity and Threat*). Penerapan TI merupakan salah satu dari 8 (delapan) pilar Program Kerja yang ditetapkan untuk memperkuat fondasi pengembangan bisnis Perseroan dalam rangka menjalankan kebijakan strategis dalam Rencana Jangka Panjang Perusahaan (RJPP) 2019-2026.

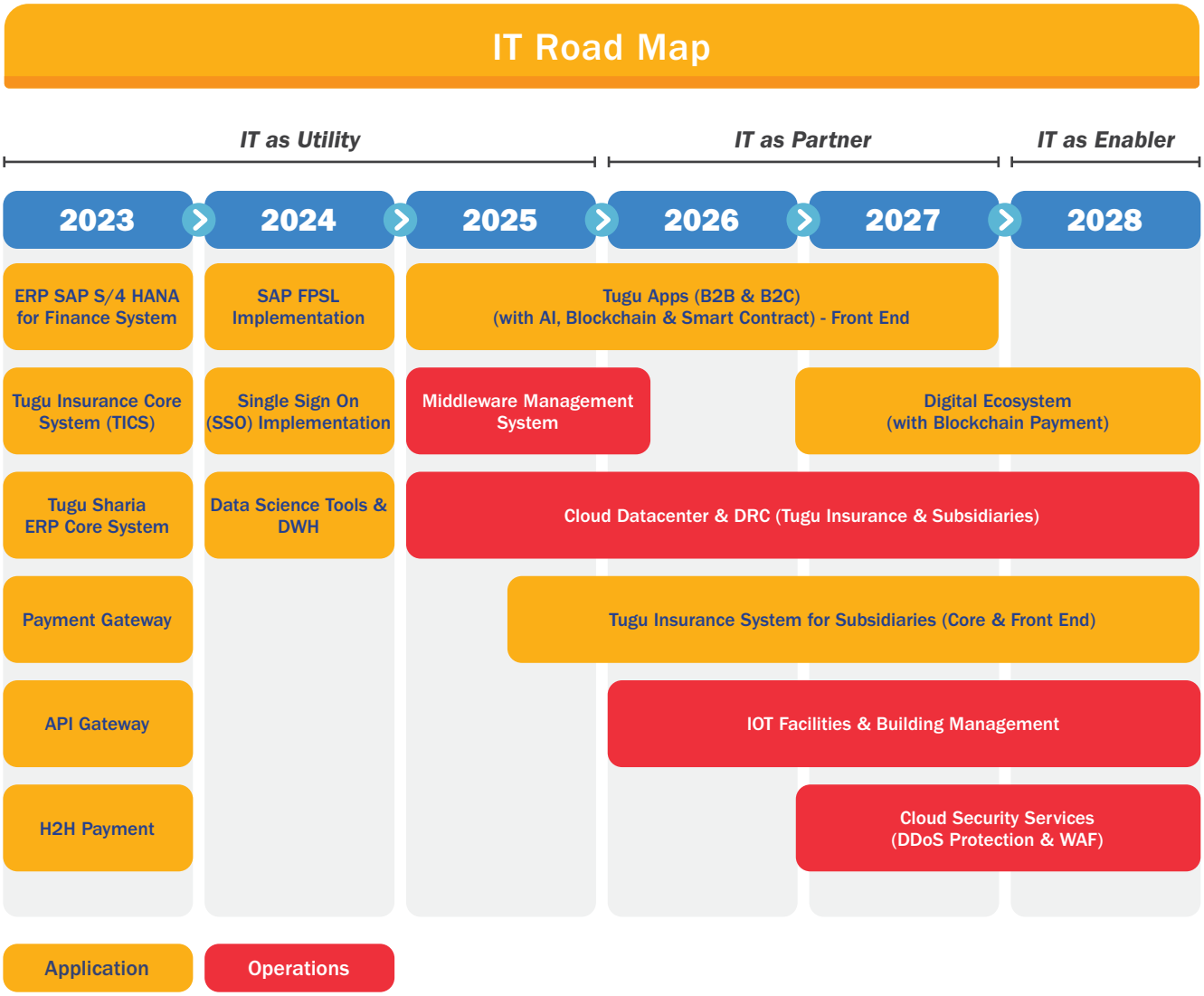
Saat ini, Tugu Insurance sedang melakukan pengembangan TI yang dituangkan dalam *Technology Architecture Planning* (SITAP) dan disahkan melalui Surat Keputusan Direksi (SKD) No. 086/SKD/ELG-ATPI/XII/2018. Berdasarkan SITAP, rencana pengembangan Tugu Insurance dalam 5 (lima) tahun terakhir mengenai pengembangan TI, antara lain:
1. Penyempurnaan Tata Kelola TI dan Sistem TI;
2. Penyediaan aplikasi baru untuk dukungan proses bisnis dan pengimplementasian *big data*;
3. Penyediaan *Advance Predictive Analytic* sebagai upaya dalam memberikan *value* dari memaksimalkan pemanfaatan layanan TI;
4. Pelaksanaan realisasi *Internet of Things* (IoT) untuk memperkaya data eksternal;
5. Penstabilan sistem TI secara berkesinambungan.

In the preparation of the Company's Long-Term Plan (RJPP), the Company comprehensively contributes by considering the results of the SWOT (Strength, Weakness, Opportunity and Threat) analysis. IT implementation is one of the 8 (eight) pillars of the Work Program set to strengthen the foundation of the Company's business development in order to implement the strategic policies in the Company's Long Term Plan (RJPP) 2019-2026.

Currently, Tugu Insurance is developing IT as outlined in Technology Architecture Planning (SITAP) and authorized through Board of Directors' Decree (SKD) No. 086/SKD/ELG-ATPI/XII/2018. Based on SITAP, Tugu Insurance's development plan in the last 5 (five) years regarding IT development, including:
1. Improvement of IT Governance and IT Systems;
2. Provision of new applications to support business processes and implement big data;
3. Provision of Advance Predictive Analytics as an effort to provide value from maximizing the use of IT services;
4. Implementation of Internet of Things (IoT) to enrich external data;
5. Continuous stabilization of IT system.

Adapun *roadmap* pengembangan TI sebagaimana tertuang dalam SITAP yang diperbaharui secara berkala adalah sebagai berikut:

The following table elaborates on the IT Development Road Map as contained in the regularly-updated SITAP:



Pencapaian Teknologi Informasi Tahun 2023
Information Technology Achievements in 2023

Sepanjang tahun 2023, Perseroan telah melakukan berbagai kinerja mengenai Teknologi Informasi, antara lain:
- *ERP SAP S/4 HANA for Finance System*;
- *Tugu Insurance Core System* (TICS)
- *Tugu Sharia ERP Core System*;
- *Payment Gateway*;
- *API Gateway*;
- *Host-to-host Payment*;
- *DOTS*;
- *Tugu Ticketing System*.

Throughout 2023, the Company has carried out various performances regarding Information Technology, including:
- ERP SAP S/4 HANA for Finance System;
- Tugu Insurance Core System (TICS);
- Tugu Sharia ERP Core System;
- Payment Gateway;
- API Gateway;
- Host-to-host Payment;
- DOTS;
- Tugu Ticketing System.

Rencana Kerja Teknologi Informasi Tahun 2024
Information Technology 2024 Work Plan

Seiring dengan kebijakan strategis Perseroan yang tercantum dalam RJPP, Tugu Insurance menyusun rencana kerja Teknologi Informasi untuk tahun 2024, antara lain:

1. ERP
   - Fase stabilisasi SAP & TICS.
   - Penyempurnaan SAP & TICS untuk automisasi.
2. *Shared Service*
   - Dukungan operasional (*Single Point of Contact*) (Integrasi ERP (Tugu & AP), Infra, & SF).
   - Penyempurnaan SOP dengan SLA & servis katalog layanan TI.
3. Master Data Management Dept.
   - *E-Filing* (*Document Centralization*).
4. Infrastructure & Facilities Dept.
   - Pembenahan *Data center Network* (*Topology* & *Regulation*).
5. Pengembangan Aplikasi
   - *Smoothing* TICS.

In line with the Company's strategic policies stated in the RJPP, Tugu Insurance has devised Information Technology Work Plan 2024 as follows:

1. ERP
   - Stabilizing Phase of SAP & TICS.
   - SAP & TICS enhancement for automation.
2. Shared Service
   - Operational Support (Single Point of Contact) (Integrating ERP (Tugu & AP), Infra, & SF).
   - SOP enhancement with SLA & IT service catalog.
3. Master Data Management Dept.
   - E-Filing (Document Centralization).
4. Infrastructure & Facilities Dept.
   - Data center Network improvement (Topology & Regulation).
5. Application Development
   - Smoothing TICS.

6. Perkara Hukum yang Dihadapi Perseroan, Entitas Anak, Anggota Dewan Komisaris dan Anggota Direksi yang Menjabat

Legal Cases Faced By the Company, Subsidiaries, Members of the Board of Commissioners and the Board of Directors

Per 31 Desember 2023, Anggota Direksi dan Anggota Dewan Komisaris Perseroan tidak terlibat dalam kasus hukum apapun dan/atau tidak sedang dalam proses beracara pada lembaga pengadilan maupun *arbitrase* yang dapat memiliki dampak signifikan atau memberikan risiko untuk Perseroan.

As of 31 December 2023, Members of the Board of Directors and Members of the Board of Commissioners of the Company were not involved in any legal cases and/or were not in the process of litigation in courts or arbitrations that could have a significant impact or pose a risk to the Company.

Perseroan pada 2023 menghadapi sejumlah perkara hukum yang masih dalam proses penyelesaian dengan rincian sebagai berikut:

In 2023, the Company faced a number of legal cases that are still in the process of being resolved with the following details:

No.	Pokok Perkara Case	Deskripsi Description	Status Penyelesaian Settlement Status	Pengaruh terhadap Kondisi Perusahaan Potential Impact
1.	Final Appeal No. 11 of 2022 (Civil), on Appeal from CACV No. 548 of 2018) antara PT Asuransi Tugu Pratama Indonesia Tbk melawan Citibank Hongkong. Final Appeals No. 11 of 2022 (Civil), on Appeal from CACV No. 548 of 2018) between PT Asuransi Tugu Pratama Indonesia Tbk and Citibank Hong Kong.	Sengketa atas transaksi pemindahbukuan dan penutupan rekening. Disputes over book-entry and closing account transactions.	Sudah diputus oleh *Final Appeal Court* Hong Kong dan berkekuatan hukum tetap. Dalam hal ini perkara dimenangkan oleh Tugu The Judgement was released by Hong Kong Court of Final Appeal, it has been final and binding and Tugu won the legal case.	Meningkatkan laba konsolidasian Perseroan secara signifikan. This case has significantly increased the consolidated profit of the Company.
2.	Perkara No. 338/Pdt.G/ 2022/PN.Jkt.Tim antara PT Asuransi Tugu Pratama Indonesia Tbk melawan PT Jasa Angkasa Semesta Tbk, PT Transnusa Aviation Mandiri, Perusahaan Umum Lembaga Penyelenggaraan Pelayanan Navigasi Penerbangan Indonesia dan PT Angkasa Pura II (Persero). Case No. 338/Pdt.G/ 2022/ PN.Jkt.Tim between PT Asuransi Tugu Pratama Indonesia Tbk and PT Jasa Angkasa Semesta Tbk, PT Transnusa Aviation Mandiri, the Indonesian Aviation Navigation Service Provider Public Company and PT Angkasa Pura II (Persero).	Gugatan Hak atas Subrogasi, PT Asuransi Tugu Pratama Indonesia Tbk terhadap Tergugat (PT Jasa Angkasa Semesta Tbk, PT Transnusa Aviation Mandiri) dan Turut Tergugat (Perusahaan Umum Lembaga Penyelenggaraan Pelayanan Navigasi Penerbangan Indonesia dan PT Angkasa Pura II Persero). Right to Subrogation Lawsuit, PT Asuransi Tugu Pratama Indonesia Tbk against the Defendant (PT Jasa Angkasa Semesta Tbk, PT Transnusa Aviation Mandiri) and Co-Defendant (Perusahaan Umum Lembaga Penyelenggaraan Pelayanan Navigasi Penerbangan Indonesia and PT Angkasa Pura II Persero).	Pengadilan Tinggi Jakarta. Jakarta High Court.	Tidak berpengaruh terhadap laba/rugi konsolidasian Perseroan. This case has no impact on the consolidated profit/loss of the Company.

No.	Pokok Perkara Case	Deskripsi Description	Status Penyelesaian Settlement Status	Pengaruh terhadap Kondisi Perusahaan Potential Impact
3.	Perkara No. 510/Pdt.G/2021/PN.Jkt.Tim. antara PT Asuransi Tugu Pratama Indonesia Tbk melawan PT Ganesa Dirgantara. Case No. 510/Pdt.G/2021/PN.Jkt.Tim. between PT Asuransi Tugu Pratama Indonesia Tbk and PT Ganesa Dirgantara.	Gugatan Hak atas Subrogasi, PT Asuransi Tugu Pratama Indonesia Tbk terhadap Tergugat (PT Ganesa Dirgantara). Right to Subrogation lawsuit, PT Asuransi Tugu Pratama Indonesia Tbk against the Defendant.	Pengadilan Negeri Jakarta Timur. East Jakarta District Court.	Tidak berpengaruh terhadap laba/rugi konsolidasian Perseroan. This case has no impact on the consolidated profit/loss of the Company.
4.	Perkara No. 533/PDT/2023/PT DKI. Antara PT Asuransi Tugu Pratama Indonesia Tbk melawan Ika Iswari. Case No. 533/PDT/2023/PT DKI. between PT Asuransi Tugu Pratama Indonesia Tbk and Ika Iswari.	Gugatan ganti rugi dari Penggugat (Ika Iswari). Claim for compensation from the Plaintiff (Ika Iswari).	Pengadilan Tinggi Jakarta. Jakarta High Court.	Tidak berpengaruh terhadap laba/rugi konsolidasian Perseroan. This case has no impact on the consolidated profit/loss of the Company.

Perkara Hukum yang Dihadapi Entitas Anak
Legal Cases Againts the Subsidiaries

Sepanjang tahun 2023, terdapat Entitas Anak menghadapi perkara hukum yang masih dalam proses penyelesaian.

Throughout 2023, the Company's Subsidiary is facing a legal case that are still in the process of being resolved.

No.	Pokok Perkara Case	Deskripsi Description	Status Penyelesaian Settlement Status	Pengaruh terhadap Kondisi Perusahaan Potential Impact
1.	No. Perkara: 128/PDT.G/2019/PN.JKT.PST antara PT Tugu Reasuransi Indonesia dengan PT MNC Sekuritas. No. Case: 128/PDT.G/2019/PN.JKT.PST between PT Tugu Reasuransi Indonesia and PT MNC Sekuritas.	Gugatan Perbuatan Melawan Hukum dari Penggugat (PT Tugu Reasuransi Indonesia) terhadap (PT MNC Sekuritas). Lawsuit for unlawful acts from the Plaintiff (PT Tugu Reasuransi Indonesia) against (PT MNC Sekuritas).	Pengadilan Negeri Jakarta Pusat.* Central Jakarta District Court.*	Tidak Berpengaruh terhadap laba/rugi konsolidasian Perseroan. This case has no impact on the consolidated profit/loss of the Company.

* Permohonan Peninjauan Kembali oleh PT MNC Sekuritas atas Putusan Mahkamah Agung No. 895 K/PDT/2022 tanggal 6 April 2022 terkait Putusan Sela Pengadilan Negeri Jakarta Pusat.
* Appeal for Judicial Review by PT MNC Sekuritas regarding Supreme Court Decision No. 895 K/PDT/2022 dated 6 April 2022 regarding the Interlocutory Decision of the Central Jakarta District Court.

7. Sanksi Administratif Terhadap Perseroan, Anggota Dewan Komisaris dan Anggota Direksi yang Menjabat

Administrative Sanctions Imposed on the Company, Members of the Board of Commissioners and Members of the Board of Directors

Hingga akhir tahun 2023, tidak terdapat sanksi administratif yang dikenakan pada Dewan Komisaris dan/atau Direksi yang sedang menjabat oleh Otoritas Jasa Keuangan (OJK) atau pihak berwenang lainnya.

As of the end of 2023, there were no administrative sanctions imposed on the current Board of Commissioners and/or Directors by the Financial Services Authority (OJK) or other authorities.

Akses Data dan Informasi Perusahaan
Access to Company's Data and Information

Tugu Insurance senantiasa berkomitmen memberikan kemudahan terhadap akses informasi kepada seluruh pemangku kepentingan sebagai bagian penting dalam penerapan prinsip keterbukaan informasi. Perseroan membuka seluas-luasnya akses informasi baik kepada konsumen maupun pihak-pihak lain yang berkepentingan sesuai porsinya. Pemangku kepentingan dapat mengakses informasi terkait Perseroan antara lain melalui:

To ease the information access to all stakeholders as an important part of implementing the information transparency principle, the Company provides the widest access to information both for customers and other related parties according to their needs. Stakeholders can access information related to the Company, among others, through:

1. **Situs Web Perseroan**
   Tugu Insurance memiliki situs web dengan alamat www.tugu.com yang menyampaikan semua informasi yang terus diperbaharui secara berkala. Situs web tersebut menjadi sarana keterbukaan informasi yang dapat dijangkau secara bebas dan terbuka.

   Dalam situs web ini, Perseroan menyediakan beragam data yang dapat memberikan informasi kepada pemegang saham dan pemangku kepentingan atas kemajuan dan perkembangan Perseroan serta informasi mengenai profil, produk, informasi pelaksanaan GCG dan tanggung jawab sosial Perseroan, dan lain-lain. Untuk memperluas cakupan khalayak terkait informasi yang ingin disampaikan oleh Perseroan, situs web Perseroan disajikan dalam 2 (dua) versi bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris.

2. **Media Cetak dan Elektronik**
   Perseroan melakukan komunikasi eksternal dan penyebaran informasinya kepada pihak eksternal dengan menggunakan media cetak dan elektronik. Penyampaian informasi dengan media tersebut dapat berupa iklan di media cetak, baik majalah dan koran, serta publikasi pada media online.

1. **Company Website**
   Tugu Insurance has a website at www.tugu.com that provides all information that is updated regularly. This website serves as a platform for information disclosure that is accessible freely and openly.

   On this website, the Company provides various data that give information to shareholders and stakeholders on the progress and development of the Company as well as information on the profile, products, information on GCG implementation, corporate social responsibility, and others. To increase the audience's access to the information, the Company's website is available in 2 (two) languages: Bahasa Indonesia and English.

2. **Print and Electronic Media**
   The Company conduct external communication and distributes its information to external parties using print and electronic media. The distribution of information with these media may include advertisements in print media, both magazines and newspapers, as well as publications on online media.

3. **Jejaring Sosial Perseroan**
   Tugu Insurance senantiasa memerhatikan dan menganalisis perkembangan komunikasi *digital* khususnya melalui media sosial sebagai fasilitas untuk komunikasi interaksi dengan seluruh pemangku kepentingan. Untuk itu, Perseroan membuka kanal komunikasi daring melalui:
   - FB/Fanpage: @tuguinsurance
   - Twitter: @tuguinsurance
   - Instagram: @tuguinsurance
   - LinkedIn: PT Asuransi Tugu Pratama Indonesia Tbk
   - Youtube: Tugu Insurance

4. **Siaran Pers**
   Melalui Departemen Government, Public Relations & CSR, Tugu Insurance juga secara rutin menerbitkan siaran pers dalam menyebarkan informasi-informasi terkini mengenai Perseroan. Sepanjang tahun 2023, Government, Public Relations & CSR Departemen telah menerbitkan sebanyak 55 siaran pers.

3. **Company Social Media**
   Tugu Insurance is concerned with the development of digital communications especially through social media as media for communication with all stakeholders. Therefore, Tugu Insurance has online communication channels through:
   - FB/Fanpage: @tuguinsurance
   - Twitter: @tuguinsurance
   - Instagram: @tuguinsurance
   - LinkedIn: PT Asuransi Tugu Pratama Indonesia Tbk
   - Youtube: Tugu Insurance

4. **Press Release**
   Through the Government, Public Relations & CSR Department, Tugu Insurance also regularly issues press releases to disseminate the latest information about the Company. Throughout 2023, the Government, Public Relations & CSR Department has issued 55 press releases.

8. Kode Etik
Code of Conduct

Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct* atau CoC)
Systematic Guideline of Business Ethics and Code of Conduct or CoC

Kode etik merupakan pedoman yang berlaku mengikat yang berisi etika bisnis, etika kerja dan nilai-nilai yang harus diimplementasikan oleh seluruh insan perusahaan. Tugu Insurance memiliki Kode Etik sebagai pedoman perilaku yang menjadi acuan bagi organ perusahaan dan pegawai dalam menerapkan nilai-nilai perusahaan, yang jika diterapkan secara berkelanjutan akan menjadi budaya perusahaan.

Kode Etik Tugu Insurance tertuang dalam Pedoman Sistematika Etika Usaha dan Tata Perilaku yang disahkan berdasarkan Surat Keputusan Direksi (SKD) PT Tugu Pratama Indonesia No. 03/SKD/CSG-TPI/I/2009 tanggal 15 Januari 2009, dan telah dimutakhirkan dengan Pedoman No. A-003/9100/2017 Revisi Ke-1 Tanggal 5 Desember 2017 yang diberlakukan dengan SKD No. 007/SKD/CSG/TPI/ II/2018 Tanggal 7 Februari 2018 dan telah dilakukan revitalisasi melalui Pedoman No. A-003/6500/2021 Revisi Ke-2 tanggal 25 Agustus 2021 yang diberlakukan dengan SKD No. 67/SKD/06/ERL-ATPI/IX/2021 tanggal 28 September 2021 tentang Perubahan Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct* atau CoC) PT Asuransi Tugu Pratama Indonesia Tbk Pembaharuan atas pedoman ini sebagai upaya menyelaraskan dengan perkembangan perusahaan dan ketentuan yang berlaku.

Kode etik merupakan salah satu dokumen *Soft Structure* GCG Tugu Insurance yang menjadi acuan perilaku Insan Tugu. CoC wajib diterapkan oleh seluruh Insan Perseroan yang meliputi Dewan Komisaris beserta perangkatnya, Dewan Pengawas Syariah, Direksi dan Pekerja Tugu Insurance dalam mengelola Perseroan guna mencapai visi, misi dan tujuan Perseroan.

A code of conduct is a binding guideline that contains business ethics, work ethics, and values that must be implemented by all company personnel. In Tugu Insurance, the Code of Conduct serves as a behavioral guideline for the company's organs and employees in implementing the company values. If applied continuously, it will become the company culture.

Tugu Insurance's Code of Conduct is contained in the Systematic Guideline for Business Ethics and Code of Conduct which was ratified based on PT Tugu Pratama Indonesia's Decree of the Board of Directors (SKD) No. 03/SKD/CSG-TPI/I/2009 dated 15 January 2009, and has been updated with Guideline No. A-003/9100/2017 of 1st Revision Dated 5 December 2017, which was enforced by SKD No. 007/SKD/CSG/TPI/II/2018 dated 7 February 2018, and has been revitalized through Guideline No. A-003/6500/2021 of 2nd Revision dated 25 August 2021, which was enforced by SKD No. 67/SKD/06/ERL-ATPI/IX/2021 dated 28 September 2021 regarding Changes in the Systematic Guideline for Business Ethics and Code of Conduct (CoC) of PT Asuransi Tugu Pratama Indonesia Tbk Revision to this guideline was made with a view to align with the Company's developments and applicable regulations.

The Code of Conduct is one of Tugu Insurance's GCG Soft Structure documents and becomes a behavioral guideline for all Tugu Personnel. COC must be implemented by all Tugu Personnel including the Board of Commissioners and its organs, the Sharia Supervisory Board, the Board of Directors, and Tugu Insurance Employees in managing the Company to achieve the Company's vision, mission, and goals.

Dalam pelaksanaan perwujudan komitmen penerapan Kode Etik ini, Insan Tugu diwajibkan untuk menandatangani pernyataan kepatuhan dan integritas terhadap CoC. Pedoman Sistematika Etika Usaha dan Tata Perilaku Tugu Insurance memiliki maksud dan tujuan sebagai berikut:

1. Mengidentifikasikan nilai dan standar etika selaras dengan visi dan misi Perseroan;
2. Menjabarkan *core value* AKHLAK sebagai landasan etika yang wajib diimplementasikan oleh Insan Tugu dalam melaksanakan tugas;
3. Menjadi acuan perilaku Insan Tugu dalam melaksanakan tugas dan tanggung jawab masing-masing dan berinteraksi dengan para pemangku kepentingan;
4. Menjelaskan secara rinci standar etika agar Insan Tugu dapat menilai bentuk kegiatan yang diinginkan dan membantu memberikan pertimbangan jika menemui keraguan dalam bertindak.

In the commitment to implementing this Code of Conduct, Tugu Personnel are required to sign a statement of compliance and integrity with the CoC. Tugu Insurance Business Ethics and Code of Conduct Systematic Guidelines have the following purposes and objectives:

1. Identifying ethical values and standards in line with the Company's vision and mission;
2. Outlining the AKHLAK Values as the ethical foundation that must be followed by Tugu Personnel in carrying out their duties;
3. Becoming a behavioral guideline for Tugu Personnel in carrying out their respective duties and responsibilities and interacting with the stakeholders;
4. Explaining in detail the ethical standards so that Tugu Personnel can assess the preferred form of activity and help provide consideration if they experience doubts in their actions.

Pokok-Pokok Kode Etik
Principles of Code of Conduct

Pokok-pokok Kode Etik Tugu Insurance sebagaimana termuat dalam Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct* atau CoC) adalah sebagai berikut:

Standar Etika Usaha
- Etika Perusahaan dengan Pekerja;
- Etika Perusahaan dengan Pelanggan;
- Etika Perusahaan dengan Pesaing;
- Etika Perusahaan dengan Anak Perusahaan;
- Etika Perusahaan dengan Mitra Kerja;
- Etika Perusahaan dengan Pemerintah/Regulator;
- Etika Perusahaan dengan Masyarakat;
- Etika Perusahaan dengan Pemegang Saham;
- Etika Perusahaan dengan Tertanggung;
- Etika Perusahaan dengan Perusahaan Reasuransi;
- Etika Perusahaan dengan Agen;
- Etika Perusahaan dengan Penyedia Barang/Jasa/Pemasok;
- Etika Perusahaan dengan Media Massa;
- Etika Perusahaan dengan Organisasi Profesi dan Industri;
- Integritas Laporan Keuangan;
- Persaingan Usaha yang Sehat.

Standar Tata Perilaku
- Etika Kerja Insan Tugu;
- Kerahasiaan Data dan Informasi;
- Aset/Harta Perusahaan;
- Perjalanan Dinas;
- Keamanan, Keselamatan, Kesehatan Kerja (K3) dan Lingkungan;
- Data dan Pelaporan;
- Benturan Kepentingan dan Penyalahgunaan Jabatan;

The points of Tugu Insurance Code of Conduct as provided in the Systematic Guidelines for Business Ethics and Code of Conduct (Code of Conduct or CoC) are as follows:

Business Ethics Standards which include:
- Company and Workers Ethics;
- Company and Customers Ethics;
- Company and Competitors Ethics;
- Company and Subsidiaries Ethics;
- Company and Counterparts Ethics;
- Company and Government/Regulator Ethics;
- Company and the Society Ethics;
- Company and Shareholders Ethics;
- Company and Insured Ethics;
- Company and Reinsurance Ethics;
- Company and Agent Ethics;
- Company and Suppliers Ethics;
- Company and Mass Media Ethics;
- Company and Professional and Industry Organization Ethics;
- Integrity of Financial Statement;
- Healthy Business Competition Standards.

Code of Conduct
- Collaboration among Employees Ethics;
- Data and Information Confidentiality;
- Corporate Assets/Properties;
- Business Trips;
- Occupational, Health and Safety (OHS);
- Data and Reporting;
- Conflict of Interest and Abuse of Power;
- Gifts/Souvenirs/Entertainment (Gratification);

- Hadiah/Cinderamata/Entertainment (Gratifikasi);
- Penyelenggaraan Jamuan Bisnis;
- Pelanggaran atas Peraturan Perundangan dan Ketentuan Perusahaan;
- Aktivitas Politik;
- Tindak Pidana Pencucian Uang;
- Informasi Transaksi Orang Dalam *(Insider Trading)*.

- Business Dinner;
- Violations of Company Regulations and Provisions;
- Political Activities;
- Money Laundering;
- Insider Trading.

Sosialisasi dan Internalisasi
Dissemination and Internalization

Fungsi *Compliance* bekerja sama dengan fungsi SDM bertanggung jawab atas pelaksanaan sosialisasi dan internalisasi Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct*) kepada Insan Tugu. Kegiatan sosialisasi dilakukan melalui *email blast*, dalam bentuk *flyer* dan komik bertemakan implementasi CoC, portal internal, pengenalan kepada pegawai baru dan penandatanganan Pakta Integritas yang dilakukan oleh Dewan Komisaris, Dewan Pengawas Syariah, Direksi dan pekerja tetap.

The Compliance function, in collaboration with the HR function, is responsible for implementing the dissemination and internalization of the Systematic Guidelines for Business Ethics and Code of Conduct to Tugu Personnel. Dissemination activities are carried out via email blast, in the form of flyers and comics with the theme of CoC implementation, internal portal, introduction to new employees and signing of the Integrity Pact implemented by the Board of Commissioners, Sharia Supervisory Board, Directors and permanent employees.

Setiap Insan Tugu dapat meminta penjelasan atau menyampaikan pertanyaan terkait dengan Etika Usaha dan Tata Perilaku kepada atasan langsung, fungsi Compliance, atau fungsi SDM, apabila membutuhkan penjelasan lebih lanjut terkait dengan etika perilaku yang berkaitan dengan pelaksanaan tugas dan tanggung jawabnya.

Every Tugu Personnel can ask for an explanation or submit questions related to Business Ethics and Code of Conduct to their direct supervisor, Compliance function, or HR function, if they require further explanation concerning ethical behavior related to the implementation of their duties and responsibilities.

Komitmen untuk Melaksanakan Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct*)
Commitment to Implementing Systematic Guideline of Business Ethics and Code of Conduct

Perseroan mendorong setiap Insan Tugu melakukan deklarasi komitmen untuk melaksanakan Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct*). Pernyataan komitmen Dewan Komisaris dan Direksi didokumentasikan dalam bentuk Pakta Integritas yang ditandatangani oleh jajaran Dewan Komisaris dan Direksi Tugu Insurance. Pernyataan komitmen Pekerja dalam melaksanakan pedoman CoC dilakukan melalui sistem yang dibangun untuk kebutuhan Compliance Group yaitu *Compliance Online System* (COS) dan dilaksanakan setiap tahun.

The Company encourages every Tugu Personnel to declare a commitment to implement the Systematic Guidelines for Business Ethics and Code of Conduct. The commitment is documented in the form of Integrity Pact signed by the Board of Commissioners and the Board of Directors of Tugu Insurance. Employees' commitment statement in implementing the Code of Conduct guidelines is completed through a system built for Compliance Group requirement, namely Compliance Online System (COS). This activity is carried out annually.

Penegakan Etika Usaha dan Tata Perilaku (*Code of Conduct*)
Enforcement of Business Ethics and Code of Conduct

Setiap Insan Tugu harus melaporkan setiap fakta penyimpangan Etika Usaha dan Tata Perilaku (*Code of Conduct*) kepada atasannya atau Tim Penanganan Pelaporan Pelanggaran dengan identitas pelapor dilindungi. Tim Penanganan Pelaporan Pelanggaran menindaklanjuti setiap laporan dan menyampaikan hasil kajiannya kepada Direksi sesuai dengan lingkup tanggung jawabnya. Direksi memutuskan pemberian tindakan pembinaan, sanksi disiplin dan/atau tindakan perbaikan serta pencegahan yang harus dilaksanakan oleh atasan langsung di lingkungan masing-masing. Bentuk sanksi yang diberikan sesuai dengan peraturan/ketentuan yang berlaku.

Every Tugu Insurance's Personnel must report any fact of violations of the Business Ethics and Code of Conduct to their supervisors or the Whistleblowing Team, and the reporter's identity is protected. The Whistleblowing Team follows up every report and submits the results of its studies to the Board of Directors according to their scope of responsibilities. The Board of Directors decides to provide coaching actions, disciplinary sanctions and/or corrective and preventive actions that must be carried out by direct supervisors in their respective work area. The sanctions enforced is in accordance with the applicable rules/ regulations.

Insan Tugu yang melakukan penyimpangan Etika Usaha dan Tata Perilaku (*Code of Conduct*) memiliki hak untuk memberikan penjelasan di hadapan atasan langsung sebelum diberikan tindakan pembinaan atau hukuman disiplin. Pelaksanaan tindakan pembinaan, hukuman disiplin dan/atau tindakan perbaikan serta pencegahan dilakukan oleh atasan langsung dan dapat melalui bantuan fungsi SDM.

Tugu Personnel who commit violations of the Business Ethics and Code of Conduct have the right to present an explanation in front of their direct supervisor before being given any coaching or disclipinary action. The implementation of coaching, disciplinary action and/or corrective and preventive actions are conducted by direct supervisor through the assistance of the HR function.

Sanksi terhadap Pelanggaran
Sanction for Violation

Setiap terjadinya pelanggaran terhadap kode etik akan mendapatkan sanksi sesuai dengan peraturan dan ketentuan yang berlaku baik di internal Perusahaan maupun perundang-undangan yang berlaku. Selama tahun 2023, tidak terdapat pelanggaran terhadap kode etik yang terjadi di lingkungan perseroan.

Every violation will result in sanctions in accordance with applicable rules and regulations both internally within the Company and prevailing laws and regulations. In 2023, there were no violations of the code of conduct that occurred within the Company.

9. Pemberian Kompensasi Jangka Panjang Berbasis Kinerja Kepada Direksi dan Karyawan dalam Bentuk *Management Stock Option Plan* (MESOP)

Provision of Performance-Based Long-Term Compensation to the Board of Directors and Employees in Form of Management Stock Option Plan (MESOP)

Tugu Insurance memiliki kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada Direksi dan Karyawan dalam bentuk Program Kepemilikan Saham oleh Karyawan dan/atau Manajemen. Program Kepemilikan Saham telah disetujui Rapat Umum Pemegang Saham Tahun 2018 yang dituangkan dalam Akta No. 23 tanggal 28 Februari 2018 Pernyataan Keputusan Para Pemegang Saham. Dari RUPS tersebut, Pemegang Saham menyetujui penerbitan hak opsi melalui *Program Management and Employee Stock Option Plan* (MESOP) untuk membeli saham baru Perseroan sebanyak 88.888.800 (delapan puluh delapan juta delapan ratus delapan puluh delapan ribu delapan ratus) saham.

Tugu Insurance has a long-term performance-based compensation policy for Directors and Employees in the form of a Share Ownership Program by Employees and/or Management. This program was approved by the General Meeting of Shareholders in 2018, which was stated in Deed No. 23 Statement of Shareholders' Decision dated 28 February 2018, in which the shareholders agreed to issue option rights through the Management and Employee Stock Option Plan (MESOP) Program to purchase new shares of the Company for a maximum of 88,888,800 (eighty-eight million eight hundred eighty-eight thousand eight hundred) shares.

Program MESOP bertujuan untuk menetapkan kebijakan remunerasi yang bersifat tetap dan bersifat variabel yang memperhatikan kinerja dan risiko dan melakukan penetapan metode pengukurannya sesuai skala dan kompleksitas kegiatan usaha Perseroan. Selain itu, Program MESOP juga ditujukan sebagai bentuk penghargaan atas pencapaian kinerja di masa yang akan datang.

The MESOP program aims to establish a fixed and variable remuneration policy by considering the performance and risks and determining the measurement method according to the scale and complexity of the Company's business activities. In addition, the MESOP Program is also intended as a reward for future performance achievements.

Pada 15 November 2018, Perseroan menerbitkan program MESOP sekaligus memberikan saham kepada karyawan sejumlah 9.314.300 saham dalam 3 (tiga) tahap sebagai berikut:

On 15 November 2018, the Company issued an MESOP program while providing shares to employees totaling 9,314,300 shares in 3 (three) stages as follows:

Tahap I (15 November 2018) sebanyak 2.392.200 saham
Phase I (15 November 2018) of 2,392,200 shares

Keterangan *Description*	Tahun 2019 2019	Tahun 2020 2020	Tahun 2021 2021
Periode Pelaksanaan Implementation Period	30 hari Bursa sejak tanggal 28 November 2019 30 Exchange days since 28 November 2019	30 hari Bursa sejak tanggal 1 November 2020 30 Exchange days since 1 November 2020	30 hari Bursa sejak tanggal 15 September 2021 30 Exchange days since 15 September 2021
Harga Pelaksanaan Execution Price	Rp3.465 per saham IDR3,465 per share		

Tahap II (28 Mei 2019) sebanyak 3.596.600 saham
Phase II (28 May 2019) of 3,596,600 shares

Keterangan Description	Tahun 2020 2020	Tahun 2021 2021	Tahun 2022 2022
Periode Pelaksanaan Implementation Period	30 hari Bursa sejak tanggal 1 November 2020 30 Exchange days since 1 November 2020	30 hari Bursa sejak tanggal 15 September 2021 30 Exchange days since 15 September 2021	30 hari Bursa sejak tanggal 28 Mei 2022 30 Exchange days since 28 May 2022
Harga Pelaksanaan Execution Price	Rp2.743 per saham IDR2,743 per share		

Tahap III (28 Mei 2020) sebanyak 3.325.500 saham
Phase III (28 May 2020) of 3,325,500 shares

Keterangan Description	Tahun 2021 2021	Tahun 2022 2022	Tahun 2023 2023
Periode Pelaksanaan Implementation Period	30 hari Bursa sejak tanggal 15 September 2021 30 Exchange days since 15 September 2021	30 hari Bursa sejak tanggal 15 September 2022 30 Exchange days since 15 September 2022	30 hari Bursa sejak tanggal 28 Mei 2023 30 Exchange days since 28 May 2023
Harga Pelaksanaan Execution Price	Rp2.842 per saham IDR2,842 per share		

Pihak yang memenuhi syarat untuk menerima MESOP adalah Direksi, Dewan Komisaris (kecuali Komisaris Independen) dan karyawan tetap yang mengacu pada masa kerja, penilaian kinerja, kelompok jabatan, dan jabatan.

The parties who are eligible to receive the MESOP are the Board of Directors, the Board of Commissioners (except for the Independent Commissioner) and permanent employees with reference to tenure, performance appraisal, group of positions and positions.

Pada tanggal 20 September 2022, telah diterbitkan sebanyak 10.000 saham baru yang merupakan hasil pelaksanaan opsi program MESOP tahap 3 yang mana program ini telah mendapatkan persetujuan dari Rapat Umum Pemegang Saham pada tanggal 28 Februari 2018. Dengan adanya pelaksanaan dari opsi program MESOP ini maka terdapat perubahan jumlah saham yang beredar dari yang semula 1.777.777.800 saham menjadi 1.777.787.800 saham.

On 20 September 2022, the Company issued 10,000 new shares resulted from the implementation of the MESOP Phase 3's option program. This program was already approved by the General Meeting of Shareholders dated 28 February 2018. With the implementation of the MESOP's option program, there was a change in the number of outstanding shares from 1,777,777,800 shares to 1,777,787,800 shares.

Distribusi MESOP Tugu Insurance memiliki masa berlaku sejak tanggal pendistribusian sampai dengan 28 Mei 2023. Setelah itu, seluruh hak opsi yang tidak digunakan menjadi gugur.

Tugu Insurance's MESOP distribution has a validity period from the distribution date until 28 May 2023. After that, all unused option rights expire.

10. Kebijakan Pengungkapan Informasi Mengenai Kepemilikan Saham Anggota Direksi dan Dewan Komisaris

Information Disclosure Policy on Share Ownership of the Board of Directors and the Board of Commissioners

Kebijakan atas pengungkapan kepemilikan saham Perseroan mengacu pada Peraturan Otoritas Jasa Keuangan No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka. Anggota Direksi dan Dewan Komisaris memiliki kewajiban menyampaikan informasi kepada Perseroan mengenai kepemilikan dan setiap perubahan kepemilikan saham. Penyampaian informasi tersebut dilakukan paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perseroan.

Di sisi lain, Anggota Dewan Komisaris dan Direksi juga wajib melaporkan kepada OJK atas kepemilikan atau setiap perubahan kepemilikan atas saham Perseroan melalui mekanisme pelaporan sendiri atau dengan memberikan surat kuasa tertulis kepada pihak lain, dimana jangka waktu pelaporannya diatur sebagai berikut:

1. Pelaporan Sendiri
   Setiap anggota Direksi dan Dewan Komisaris wajib melaporkan kepada OJK paling lambat 10 (sepuluh) hari sejak terjadinya kepemilikan atau setiap perubahan kepemilikannya atas saham Perseroan;
2. Pelaporan melalui Kuasa
   Dalam hal pelaporan dilakukan melalui Kuasa, maka kewajiban laporan kepemilikan atau setiap perubahan kepemilikan saham anggota Direksi dan Dewan Komisaris kepada OJK wajib dilakukan paling lambat 5 (lima) hari sejak terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perseroan yang dimilikinya.

The Company's share ownership disclosure policy refers to the Financial Services Authority Regulation No. 11/POJK.04/2017 on Reporting Ownership or Any Change in Share Ownership of Public Companies. Members of the Board of Directors and Board of Commissioners have an obligation to submit information to the Company regarding ownership and any changes in share ownership. The submission of such information shall be made no later than 3 (three) business days after the occurrence of ownership or any change in ownership of the Company's shares.

On the other hand, Members of the Board of Commissioners and the Board of Directors are also required to report to OJK regarding the ownership or any changes in ownership of the Company's shares through a self-reporting mechanism or by providing written power of attorney to other parties, where the reporting period is regulated as follows:

1. Self Reporting
   Each member of the Board of Directors and the Board of Commissioners must report to OJK no later than 10 (ten) days from the occurrence of ownership or any change in ownership of the Company's shares;
2. Reporting by Proxy
   In the event the reporting is done through a Proxy, the obligation to report ownership or any change in share ownership of members of the Board of Directors and the Board of Commissioners to OJK must be done no later than 5 (five) days from the occurrence of their share ownership or any change in their share ownership in the Company.

Berikut ini adalah pelaporan transaksi pembelian dan/atau penjualan saham yang dilakukan oleh Direksi Perseroan sepanjang tahun 2023:

The following is a report on the share purchase and/or sale transactions conducted by the Company's Board of Directors in 2023:

Nama Name	Transaksi Transaction	Jumlah Saham Sebelum Transaksi Total Shares Before Transaction	Jumlah Pembelian/ Penjualan Total Buy/Sell	Harga Saham Share Price	Jumlah Saham Setelah Transaksi Total Shares After Transaction	Tanggal Transaksi Transaction Date	Tujuan Transaksi Purpose of Transaction	Pelaporan ke OJK Reporting to OJK
Emil Hakim	Pembelian Purchase	51.000 saham* 51.000 shares*	10.000 saham* 10.000 shares*	Rp. 1.790,-	61.000 saham* 61.000 shares*	7 Februari 2023 7 February 2023	Investasi Investment	8 Februari 2023 8 February 2023
	Penjualan Sales	61.000 saham* 61.000 shares*	10.000 saham* 10.000 shares*	Rp. 1.790,-	51.000 saham* 51.000 shares*	8 Februari 2023 8 February 2023	Divestasi Divestment	
Tatang Nurhidayat	Pembelian Purchase	58.000 saham 58.000 shares	20.000 saham 20.000 shares	Rp1.130,-	78.000 saham 78.000 shares	6 November 2023 6 November 2023	Investasi Investment	13 November 2023 13 November 2023
		78.000 saham 78.000 shares	12.200 saham 12.200 shares	Rp1.122,-	90.200 saham 90.200 shares	7 November 2023 7 November 2023		
		90.200 saham 90.200 shares	2.000 saham 2.000 shares	Rp1.100,-	92.200 saham 92.200 shares	8 November 2023 8 November 2023		
		92.200 saham 92.000 shares	8.500 saham 8.500 shares	Rp1.105,-	100.700 saham 100.700 shares	9 November 2023 9 November 2023		
		100.700 saham 100.700 shares	7.700 saham 7.700 shares	Rp1.098,-	108.400 saham 108.400 shares	10 November 2023 10 November 2023		15 November 2023 15 November 2023
		108.400 saham 108.400 shares	21.500 saham 21.500 shares	Rp995,-	129.900 saham 129.900 shares	19 Desember 2023 19 December 2023		27 Desember 2023 27 December 2023
		129.900 saham 129.900 shares	2.100 saham 2.100 shares	Rp1.010,-	132.000 saham 132.000 shares	22 Desember 2023 22 December 2023		

*Sebelum Stock Split 1:2
*Before the stock split 1:2

Secara rutin, Perseroan juga menyampaikan laporan bulanan registrasi kepemilikan saham yang didalamnya memuat jumlah saham yang dimiliki Dewan Komisaris dan Direksi. Penyampaian laporan tersebut diatur dalam Surat Keputusan Direksi PT Bursa Efek Indonesia No. Kep-00066/BEI/09-2022 tanggal 30 September 2022 perihal Perubahan Peraturan No. I-E Tentang Kewajiban Penyampaian Informasi

The Company also regularly submits a monthly report on the share ownership registration which also includes the number of shares owned by each member of the Company's Board of Directors and Board of Commissioners as stipulated in PT Bursa Efek Indonesia's Decree of the Board of Directors No. Kep-00066/BEI/09-2022 dated 30 September 2022, concerning the Obligation to Submit Information.

11. Sistem Pelaporan Pelanggaran (*Whistleblowing System*)

Whistleblowing System

Dalam rangka meningkatkan ketaatan pada peraturan dan mendorong tumbuhnya budaya beretika tinggi dalam melaksanakan kegiatan yang berhubungan dengan pihak internal maupun eksternal, Perseroan telah mempunyai Sistem Pelaporan Pelanggaran (*Whistleblowing System*/WBS) sebagai sarana pelaporan jika terjadi hal-hal yang melanggar peraturan perundang-undangan yang berlaku dan *Code of Conduct* di lingkungan Perseroan.

To increase compliance with regulations and encourage a high ethical culture in carrying out activities related to internal and external parties, the Company enforces a Whistleblowing System (WBS) as a means of reporting the occurrence of violations of the prevailing legislation and the Code of Conduct in the Company.

WBS merupakan salah satu bentuk komitmen Tugu Insurance dalam mendukung penerapan GCG yang baik dan praktik bisnis yang berintegritas. WBS bertujuan untuk menciptakan lingkungan kerja yang nyaman, dengan mengelola pengaduan atau pengungkapan kejadian yang dapat mengakibatkan kerugian keuangan dan non-keuangan, termasuk penurunan citra Perseroan. Setiap Insan Tugu dan pihak eksternal dapat berperan serta membantu upaya pencegahan terhadap terjadinya pelanggaran peraturan perundang-undangan yang berlaku maupun *Code of Conduct* Tugu Insurance.

WBS is a form of Tugu Insurance's commitment to supporting the GCG implementation and business practices with integrity. WBS aims to create a comfortable work environment by managing complaints or disclosing incidents that may result in financial and non-financial losses, including a decline in the Company's image. Every Tugu Personnel and external parties can play a role in helping prevent violations of the applicable laws and regulations as well as violations of Tugu Insurance's Code of Conduct.

Pedoman *Whistleblowing System* (WBS)

Whistleblowing Guideline

Sebagai dasar atau pedoman pelaksanaan dalam menangani pelaporan pelanggaran dari *stakeholders* untuk menjamin terselenggaranya mekanisme pelaporan pelanggaran yang efektif dalam jangka waktu yang efektif oleh *stakeholders*, Perseroan telah memiliki Pedoman *Whistleblowing System* (WBS) yang diberlakukan melalui penerbitan Surat Keputusan Direksi No. 06/SKD/06/ERL-ATPI/II/2022 tanggal 21 Februari 2022. Pedoman WBS merupakan panduan pelaporan yang mengatur tindakan yang dapat dikategorikan sebagai pelanggaran, pengelolaan mekanisme pelaporan, tata cara dan syarat-syarat pelaporan, mekanisme tindak lanjut pelaporan, evaluasi atas tindak lanjut pelaporan, perlindungan jaminan pelapor dan terlapor, serta publikasi maupun sosialisasi perihal WBS.

As a basis or implementation guideline in dealing with reporting violations from stakeholders to ensure the implementation of an effective violation reporting mechanism within an effective period by stakeholders, the Company has a Whistleblowing System (WBS) Guideline which is enforced through the issuance of the Board of Directors' Decree No. 06/SKD/06/ERL-ATPI/II/2022 dated 21 February 2022. The WBS Guidelines regulate actions that can be categorized as violations, management of reporting mechanisms, reporting procedures and requirements, reporting follow-up mechanisms, evaluation of follow-up reporting, protection guarantee for the whistleblower and the reported party(ies), as well as publication and socialization regarding WBS.

Pedoman WBS Tugu Insurance disusun dengan memperhatikan ketentuan dalam:

- Undang-Undang Republik Indonesia No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi sebagaimana yang telah diubah dengan Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi;

Tugu Insurance WBS Guidelines have been prepared by considering the following provisions:

- Law of the Republic of Indonesia No. 31 of 1999 concerning the Eradication of Corruption Crimes as amended by Law No. 20 of 2001 concerning Amendments to Law No. 31 of 1999 concerning the Eradication of Criminal Acts of Corruption;

- Undang-Undang Republik Indonesia No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi;
- Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas;
- Undang-Undang Republik Indonesia No. 40 Tahun 2014 tentang Perasuransian;
- Peraturan Otoritas Jasa Keuangan No. 44/POJK.05/2020 tentang Penerapan Manajemen Risiko bagi Lembaga Jasa Keuangan Non Bank;
- Peraturan Otoritas Jasa Keuangan No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian sebagaimana telah diubah dengan Peraturan Otoritas Jasa Keuangan No. 43/POJK.05/2019 tentang Perubahan atas Peraturan Otoritas Jasa Keuangan No. 73/POJK.05/2016 Tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian;
- Peraturan Otoritas Jasa Keuangan No. 69/POJK.05/2016 tentang Penyelenggaraan Usaha Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, Perusahaan Reasuransi Syariah sebagaimana telah diubah dengan Peraturan Otoritas Jasa Keuangan No. 38/POJK.05/2020 tentang Perubahan atas Peraturan Otoritas Jasa Keuangan No. 69/POJK.05/2016 tentang Penyelenggaraan Usaha Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, Perusahaan Reasuransi Syariah;
- Surat Edaran Otoritas Jasa Keuangan No. 46/SEOJK.05/2017 tentang Pengendalian *Fraud*, Penetapan Strategi *Anti Fraud* dan Laporan Strategi *Anti Fraud* bagi Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, Perusahaan Reasuransi Syariah atau Unit Syariah;
- Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*) tahun 2008 oleh Komite Nasional Kebijakan Governance (KNKG) beserta perubahannya;
- Perjanjian Kerja Bersama (PKB) Tugu Insurance;
- Pedoman Strategi *Anti Fraud* Tugu Insurance;
- Pedoman Tata Kelola Perusahaan Tugu Insurance;
- Pedoman Pengendalian Gratifikasi PT Asuransi Tugu Pratama Indonesia Tbk;
- Pedoman *Conflict of Interest* Tugu Insurance;
- Pedoman Sistem Manajemen Anti Penyuapan (SMAP) Tugu Insurance;
- Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct*) Tugu Insurance.

- Law of the Republic of Indonesia No. 30 of 2002 concerning the Eradication of Criminal Acts of Corruption;
- Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies;
- Law of the Republic of Indonesia No. 40 of 2014 concerning Insurance;
- Financial Services Authority Regulation No. 44/POJK.05/2020 concerning the Implementation of Risk Management for Non-Bank Financial Services Institutions;
- Financial Services Authority Regulation No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies as amended by Financial Services Authority Regulation No. 43/POJK.05/2019 concerning Amendments to Financial Services Authority Regulation No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies;
- Financial Services Authority Regulation No. 69/POJK.05/2016 concerning Business Conduct of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, Sharia Reinsurance Companies as amended by Financial Services Authority Regulation No. 38/POJK.05/2020 concerning Amendments to Financial Services Authority Regulation No. 69/POJK.05/2016 concerning Business Conduct of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, Sharia Reinsurance Companies;
- Financial Services Authority Circular Letter No. 46/SEOJK.05/2017 concerning Control Fraud, Determination of Anti-Fraud Strategy and Anti-Fraud Strategy Report for Insurance Companies, Sharia Insurance Companies Reinsurance Companies, Reinsurance Sharia Companies or Sharia Unit;
- Whistleblowing System Guidelines 2008 by National Committee on Governance Policy (KNKG) and its amendments;
- Tugu Insurance Collective Labor Agreement;
- Tugu Insurance Anti Fraud Strategy Guidelines;
- Tugu Insurance Good Corporate Governance Guidelines;
- Tugu Insurance Gratification Control Guidelines;
- Tugu Insurance Conflict of Interest Guidelines;
- Tugu Insurance Anti-Bribery Management System (SMAP) Guidelines;
- Tugu Insurance's Systematic Guidelines for Business Ethics and Code of Conduct.

Ruang Lingkup Pengaduan Pelanggaran Melalui Sistem Pelaporan Pelanggaran
Scope of Violations Reporting through the Whistleblowing System

Perseroan akan menindaklanjuti setiap pelaporan pelanggaran yang dilaporkan melalui mekanisme WBS dan telah memenuhi unsur pelanggaran berupa:
- Korupsi;
- Suap;
- Gratifikasi;
- Benturan Kepentingan;
- Pencurian;
- Kecurangan (*Fraud*);
- Perbuatan Melanggar Hukum;
- Pelanggaran peraturan dan kebijakan Perusahaan;
- Pelanggaran Kode Etik dan berpotensi melanggar prinsip-prinsip GCG;
- Perbuatan yang membahayakan keselamatan dan kesehatan kerja atau membahayakan keamanan Perusahaan serta merugikan Perusahaan.

The Company will follow up any violation reported through the WBS mechanism and has fulfilled the violation elements in the form of:
- Corruption;
- Bribery;
- Gratuities;
- Conflicts of Interest;
- Theft;
- Fraud;
- Violation of the Law;
- Violation of Company regulations and policies;
- Violation of the Code of Conduct and potentially violating GCG principles;
- Any action that may jeopardize occupational safety and health or endanger the security of the Company and is detrimental to the Company.

Mekanisme *Whistleblowing System* (WBS) Tugu Insurance
Tugu Insurance Whistleblowing System (WBS) Mechanism

Pelaporan melalui email clean1@tugu.com dan clean2@tugu.com atau surat ke Direksi/Dewan Komisaris.

Reporting via email through clean1@tugu.com and clean2@tugu.com, or letter addressed to the Board of Directors/Board of Commissioners.

Tim penanganan Pelaporan Pelanggaran menelaah laporan yang masuk.

The Whistleblowing handling team reviews the incoming reports

Apabila hasil penelaahan menunjukan adanya indikasi pelanggaran, pelaporan disampaikan ke Direksi/Dewan Komisaris.

If the review results in an indication of violation, the report is submitted to the Board of Directors/ Board of Commissioners.

Direksi/Dewan Komisaris menindaklanjuti pelaporan pelanggaran yang memerlukan pendalaman lebih lanjut melalui Komite Audit untuk dilakukan audit khusus/investigasi.

Follow-up on violations reporting that required deeper investigation by the Board of Directors/ Board of Commissioners through special audits/ investigations carried out by the Audit Committee.

Perlindungan bagi Pelapor
Protection for the Whistleblower

Perseroan akan merahasiakan identitas Pelapor, sebagai bagian dari upaya dalam memberikan perlindungan bagi Pelapor dari tindakan yang merugikan Pelapor, serta untuk mendorong keberanian melaporkan pelanggaran. Perseroan juga akan mengupayakan perlindungan hukum kepada Pelapor sesuai ketentuan yang diatur dalam peraturan perundang-undangan.

The Company would keep confidential the identity of the Whistleblower, as part of efforts to protect the Whistleblower from detrimental actions, as well as to build up the courage to report violations. The Company will strive to provide the legal protection for the Whistleblower in accordance with the provisions stipulated in the laws and regulations.

Pihak yang Mengelola Pengaduan
Party Handling Complaint

Pihak yang mengelola pengaduan Laporan Pelanggaran dalam Sistem WBS Tugu Insurance adalah Tim Penanganan Pelaporan Pelanggaran, yang bertanggung jawab antara lain untuk mengelola dan menindaklanjuti laporan tindakan pelanggaran yang dilakukan oleh Insan Tugu. Ketua Tim Penanganan Pelaporan Pelanggaran adalah Internal Audit Group Head.

The party responsible for managing the Violation Report in Tugu Insurance's WBS System is Violation Reporting Handling Team, whose responsibilities include managing and following up reports on the violations committed by Tugu Personnel. The chairman of Violation Reporting Handling Team is Internal Audit Group Head.

Sanksi/Tindak Lanjut atas Pengaduan
Sanction/Follow Up on the Report

Perseroan memberikan sanksi sesuai ketentuan yang berlaku di Perseroan atas pelanggaran yang terbukti, sehingga dapat memberikan efek jera bagi pelaku pelanggaran maupun pihak lain yang memiliki niat melakukan pelanggaran. Hingga akhir tahun 2023, tidak ada sanksi yang diberikan Perusahaan kepada pekerja yang terjadi atas pelanggaran *(fraud)*.

For proven violations, the Company imposes sanctions in accordance with the applicable provisions in the Company to provide a deterrent effect for violators and other parties who intend to commit a violation. Until the end of 2023, there were no sanctions imposed by the Company on employees for violations (fraud).

Realisasi Pelaporan Pelanggaran Melalui WBS Tahun 2023
Realization of Violation Reporting Through WBS in 2023

Sepanjang tahun 2023, tidak terdapat pengaduan/laporan yang diterima melalui WBS pelaporan terkait pelanggaran di Perseroan baik dari kalangan internal maupun eksternal. Namun demikian, segenap Insan Tugu senantiasa menjadikan WBS sebagai salah satu fungsi kontrol dan mitigasi terhadap risiko dan potensi pelanggaran.

Throughout 2023 there was no report/complaint related to violations received through WBS in the Company from both internal and external parties. However, all Tugu Personnel always make WBS as one of the control and mitigation functions against risks and potential violations.

12. Kebijakan Anti Korupsi
Anti Corruption Policy

Seluruh insan Perseroan senantiasa berperan aktif dalam pencegahan dan upaya pemberantasan praktik Korupsi, Kolusi, dan Nepotisme (KKN) dan Gratifikasi. Tugu Insurance berkomitmen secara penuh dalam mendukung upaya tersebut didukung oleh berbagai realisasi program. Bentuk komitmen nyata Perseroan direalisasikan melalui penyempurnaan sistem dan prosedur pengadaan barang dan jasa, perbaikan kebijakan operasional, penerapan sistem pelaporan pelanggaran (*whistleblowing system*), dan penolakan praktik gratifikasi.

Dalam kegiatan sehari-hari, seluruh pegawai Tugu Insurance wajib mengimplementasikan nilai-nilai perusahaan di antaranya Amanah (*Clean*) yaitu bekerja dengan integritas, mengedepankan kode etik perusahaan dan bisnis. Usaha preventif juga dilakukan melalui pemuatan pengumuman penolakan praktik gratifikasi di *website* perusahaan saat menjelang hari besar perayaan agama.

Komitmen dan kebijakan Anti-Korupsi Tugu Insurance telah diatur dalam Panduan Umum Tata kelola Perusahaan sebagai berikut:
- Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct* atau CoC);
- Pedoman *Whistleblowing System* (WBS);
- Pedoman Konflik Kepentingan (*Conflict of Interest* atau CoI);
- Pedoman Gratifikasi;
- Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN);
- Pedoman Pengadaan Barang dan Jasa;
- Pedoman Sistem Manajemen Anti Penyuapan (SMAP) – ISO 37001:2016.

Berdasarkan kebijakan-kebijakan tersebut, Perseroan terus melakukan penyempurnaan dan evaluasi efektivitas setiap tahun. Dalam menjalankan tugas dan tanggung jawabnya, seluruh insan Perseroan wajib mematuhi dan memahami setiap ketentuan mengenai tindak pidana korupsi yang tertuang dalam Pedoman Umum Tata kelola. Adapun uraian mengenai program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (*kickbacks*), *fraud*, suap dan/atau gratifikasi di Perseroan adalah sebagai berikut.

All Company personnel play an active role in preventing and eradicating the Corruption, Collusion and Nepotism (KKN), as well as Gratification practices. Tugu Insurance is highly committed to supporting this movement through the realization of various programs. These commitment is realized through the enhancement of the goods and services procurement system and procedure, improvement of operational policies, the implementation of the whistleblowing system, and refusal of gratification practices.

In day-to-day activities, all Tugu Insurance employees are required to implement the company's values including Amanah (Clean), which is to work with integrity, prioritizing the company's code of conduct and business. Preventive actions are also carried out through posting announcements of refusal to the gratification practices on the company's website ahead of religious celebrations.

Tugu Insurance's Anti-Corruption policy and commitment have been stipulated in the Company's GCG General Guidelines as follows:
- The Systematic Guidelines for Business Ethics and Code of Conduct;
- Whistleblowing System Guideline;
- Conflict of Interest (CoI) Guideline;
- Gratification Guideline;
- Report of State Administrators' Assests (LHKPN) Guideline;
- Goods and Services Procurement Guidelines;
- Anti-Bribery Management System (SMAP) Guidelines – ISO 37001:2016.

Based on these policies, the Company continuously improving and evaluating its effectiveness annually. In conducting their duties, every Tugu Personnel must obey and understand every provision regarding corruption as stated in the GCG General Guidelines. The following are the programs and procedures carried out to overcome the practice of corruption, kickbacks, fraud, bribery and/or gratuities in the Company.

12.A.

Gratifikasi

Gratuities

Gratifikasi adalah pemberian dan/atau penerimaan dan/atau permintaan dalam arti luas, yakni meliputi hadiah/cinderamata dan hiburan (*entertainment*) kepada Insan Tugu baik yang diterima di dalam negeri maupun di luar negeri dan yang dilakukan dengan menggunakan sarana elektronik dan/atau tanpa melalui sarana elektronik. Gratifikasi adalah salah satu pelanggaran yang sering tidak terhindarkan dan menjadi perhatian Perseroan mengingat sifatnya yang mengarah pada tindak pidana suap dan/atau tindak pidana korupsi. Hadiah/cinderamata adalah setiap pemberian dan/atau penerimaan dalam arti luas, kepada Insan Tugu.

Gratuities are gifts and/or receipts in a broad context, which includes gifts/souvenirs and entertainment to Tugu Personnel, both domestically and abroad using electronic and/or without electronic facilities. Gratuities are often unavoidable and is become one of the Company's concerns given its nature that leads to bribery and/or corruption. Gifts/souvenirs are any gifts and/or receipts in broader context presented to Tugu Personnel.

Hiburan (*entertainment*) adalah segala sesuatu baik yang berbentuk kata-kata, tempat, benda, dan perilaku yang menurut pemikiran logika yang wajar bersifat menghibur dan menyenangkan hati, yang dinikmati bersama-sama dengan Pemberi, termasuk tapi tidak terbatas pada musik, film, opera, drama, permainan, olahraga, dan wisata.

Entertainment includes various things, such as words, places, objects, and behaviors that according to reasonable logic is consider entertaining and pleasing, which are shared with the Giver, including but not limited to music, film, opera, drama, game, sports, and tourism.

Pedoman Gratifikasi

Gratification Guideline

Pedoman Gratifikasi dianggap penting untuk menghindari terjadinya pelanggaran dan peluang terjadinya tindak pidana suap. Dalam rangka mendukung upaya pencegahan, Perseroan telah menerbitkan Pedoman Gratifikasi yang ditetapkan pada 1 Juli 2014 dengan Surat Keputusan Direksi No. 018/SKD/TPI/VII/2014, yang telah disempurnakan dan dimutakhirkan dengan Pedoman No. A-008/9100/2017 Revisi Ke-1 tanggal 5 Desember 2017, yang diberlakukan melalui SKD No. 011/SKD/CSG/TPI/II/2018 tanggal 7 Februari 2018 mengenai Pedoman Gratifikasi PT Tugu Pratama Indonesia dan telah dilakukan revitalisasi melalui SKD No. 65/SKD/06/ERL-ATPI/VIII/2021 ditetapkan tanggal 31 Agustus 2021 mengenai Pedoman Pengendalian Gratifikasi No. A-001/6500/2021 Revisi ke-2 tertanggal 28 Juli 2021.

Tugu Insurance considers that there is a need for clear guidelines for all Tugu Personnel in terms of refusing and/or accepting and/or giving gratuities to prevent the occurrence of gratification and opportunities for bribery to occur. Therefore, the Company has issued Gratification Guideline, which was stipulated on 1 July 2014 pursuant to the Decree of the Board of Directors No. 018/SKD/TPI/VII/2014, which has been enhanced and updated with Guideline No. A-008/9100/2017 1st Revision dated 5 December 2017, enforced by Board of Directors' Decree No. 011/SKD/CSG/TPI/II/2018 dated 7 February 2018 regarding Gratification Guideline of PT Tugu Pratama Indonesia and has been revitalized through Board of Directors' Decree No. 65/SKD/06/ERL-ATPI/VIII/2021 on 31 August 2021 regarding Guideline for Gratification Control No. A-001/6500/2021 2nd Revision dated 28 July 2021.

Ruang lingkup Pedoman Gratifikasi ini adalah mengenai hal-hal yang terkait dengan kebijakan gratifikasi, antara lain dalam hal penolakan, penerimaan, pemberian hadiah/cinderamata dan hiburan (*entertainment*), prinsip dasar, ketentuan perundang-undangan yang mengatur, klasifikasi tindakan gratifikasi serta batasan penerimaan, pemberian dan pemberian atas permintaan dari pihak ketiga. Pedoman gratifikasi bertujuan untuk membentuk lingkungan organisasi

The scope of this Gratification Guideline includes matters related to the gratification policy, among others in the terms of refusal, acceptance, giving gifts/souvenirs and entertainment, basic principles, statutory provisions that regulate, classification of gratification acts and limits on acceptance, giving and giving by request of third parties. The objectives of this Guideline is to establish an organizational environment that is aware and controlled in

yang sadar dan terkendali dalam penanganan praktik gratifikasi untuk mewujudkan prinsip keterbukaan dan akuntabilitas dalam menjalankan kegiatan operasional dan bisnis sehari-hari serta mengatur prinsip kehati-hatian terkait dengan benturan kepentingan maupun mekanisme pelaporan di lingkungan Perseroan. Pedoman ini dapat digunakan sebagai acuan seluruh Insan Tugu, Anak Perusahaan serta Afiliasi.

handling gratification practices to realize the principles of openness and accountability in carrying out daily operation and business activities and to regulate the precautionary principle related to conflicts of interest and reporting mechanisms within the Company. This guideline applies internally to Tugu Personnel and can be used as a reference for Subsidiaries and Affiliates.

Secara berkala, Pedoman Gratifikasi disempurnakan dan dievaluasi penerapannya sesuai dengan perkembangan model bisnis Perseroan. Pedoman ini juga terus disosialisasikan dan diimplementasikan di bawah tanggung jawab fungsi Compliance. Tujuan dari penerapan Pedoman Gratifikasi di antaranya:

1. Memberikan pemahaman dan kepatuhan kepada seluruh Insan Tugu terhadap ketentuan Gratifikasi;
2. Memberikan arah dan acuan bagi Insan Tugu mengenai pentingnya kepatuhan melaporkan gratifikasi untuk perlindungan dirinya sendiri maupun keluarganya dari peluang dikenakannya tuduhan tindak pidana suap.
3. Sebagai pedoman bagi Insan Tugu untuk memahami, mencegah dan menanggulangi Gratifikasi di Perusahaan;
4. Sebagai pedoman bagi Insan Tugu dalam mengambil sikap yang tegas terhadap Gratifikasi di Perusahaan untuk mewujudkan pengelolaan Perusahaan yang baik;
5. Mewujudkan pengelolaan Perseroan yang bebas dari segala bentuk Korupsi, Kolusi, dan Nepotisme (“KKN”);
6. Membentuk lingkungan organisasi yang sadar dan terkendali dalam penanganan praktik gratifikasi sehingga prinsip keterbukaan dan akuntabilitas dalam menjalankan kegiatan operasional dan bisnis sehari-hari semakin terimplementasi dengan baik.

Periodically, the Gratification Guidelines are refined and evaluated for implementation in accordance with the development of the Company's business model. This guideline also continuously socialized and implemented under the responsibility of the Compliance function. The objectives of the implementation of the Gratification Guidelines include:

1. Provide understanding and compliance for Tugu Personnel with Gratuity provisions;
2. Provide direction and reference for Tugu Personnel regarding the importance of complying with gratuity reporting to protect themselves and their families from the possibility of bribery accusation.
3. As a guideline for Tugu Personnel to understand, prevent and deal with Gratification in the Company;
4. As a guideline for Tugu Personnel in taking a firm stance against Gratification in the to realize good Company management;
5. Embody the management of the Company that is free from all forms of Corruption, Collusion, and Nepotism (“KKN”);
6. Establish a conscious and controlled organizational environment in handling gratification practices so that the principles of transparency and accountability in carrying out daily operational and business activities are increasingly well implemented.

Larangan dalam Pedoman Gratifikasi
Prohibition in Gratuities Guideline

Penerimaan Gratifikasi oleh Insan Tugu

Seluruh Insan Tugu dan/atau anggota keluarga intinya dilarang menerima hadiah/cinderamata dan/atau hiburan (*Entertainment*) baik secara langsung maupun tidak langsung, baik atas inisiatif sendiri maupun orang lain dari setiap pihak yang memiliki hubungan bisnis atau pesaing Perusahaan yang bertujuan untuk mendapatkan infromasi atau sesuatu hal yang tidak dibenarkan oleh ketentuan peraturan perundang-undangan yang berlaku, atau mempengaruhi pihak dimaksud untuk melakukan dan/atau tidak melakukan sesuatu hal yang berkaitan dengan wewenang/jabatannya.

Receiving Gratuities by Tugu Personnel

All Tugu Personnel and/or their immediate family members are prohibited from receiving gifts/souvenirs and/or entertainment, either directly or indirectly, either on their own or other people's initiative from any party that has a business relationship or competitor of the Company with the aim of obtaining information or anything that is not justified by the provisions of the applicable laws and regulations, or influencing the party in question to do and/or not do something related to their authority/position.

Bentuk-bentuk penerimaan Gratifikasi yang dilarang dan wajib dilaporkan antara lain:

1. Bertentangan dan melebihi batasan bentuk-bentuk Gratifikasi yang diperbolehkan dan tidak wajib dilaporkan.
2. Gratifikasi yang dianggap suap merupakan Gratifikasi yang diberikan dari pihak yang memiliki benturan kepentingan dan dilarang oleh aturan yang berlaku.

Contoh Gratifikasi yang dianggap suap antara lain:

a. Pemberian hadiah/cinderamata dan/atau hiburan (*Entertainment*) sebagai tanda terima kasih yang diterima Insan Tugu dari pihak ketiga terkait dengan proses pengadaan barang dan jasa dan/atau sehubungan telah terpilihnya atau telah selesainya suatu pekerjaan dan/atau kegiatan lainnya dalam rangka pelaksanaan tugas dan jabatan Insan Tugu yang bersangkutan;
b. Pemberian hadiah/cinderamata dan/atau hiburan (*Entertainment*) yang diterima Insan Tugu atas kerjasama/perjanjian kerja sama dari pihak ketiga;
c. Pemberian hadiah/cinderamata dan/atau hiburan (*Entertainment*) sebagai tanda terima kasih yang diterima Insan Tugu dari pihak ketiga terkait dengan proses pemeriksaan kelayakan pekerjaan dan/atau proses persetujuan/pemantauan/pengawasan atas suatu pekerjaan;
d. Pemberian hadiah/cinderamata dan/atau hiburan (Entertainment) yang diterima Insan Tugu dari pihak ketiga sehubungan dengan kenaikan pangkat dan/atau jabatan baru Insan Tugu;
e. Pemberian dalam bentuk pinjaman bank atau lembaga keuangan lainnya yang diterima karena jabatan dan/atau kewenangan Insan Tugu dan tidak berlaku umum;
f. Kesempatan atau keuntungan termasuk jumlah/persentase bunga khusus atau diskon komersial yang diterima karena jabatan dan/atau kewenangan Insan Tugu dan tidak berlaku umum;
g. Pemberian hadiah/cinderamata dan/atau hiburan (*Entertainment*) dari sesama Insan Tugu, dalam pelaksanaan tugas termasuk namun tidak terbatas pada kegiatan pemeriksaan, audit, penilaian, *appraisal* dan *assessment*;
h. Pemberian dalam bentuk fasilitas transportasi, akomodasi, uang dan/atau setara uang sehubungan dengan pelaksanaan tugas dan kewajiban Insan Tugu yang bersangkutan dari perusahaan pihak ketiga, yang dilakukan melalui undangan dari pihak ketiga tersebut;
i. Pemberian hadiah/cinderamata dan/atau hiburan (*Entertainment*) yang dilakukan terkait dengan pelaksanaan tugas dan kewajiban Insan Tugu di perusahaan pihak ketiga yang tidak relevan/tidak berhubungan dengan maksud penugasannya;

Gratuities that are prohibited and must be reported include:

1. Contrary to and exceeding the limits of the forms of Gratification that are allowed and not required to be reported.
2. Gratuities that are considered bribes are Gratuities given from parties that have a conflict of interest and are prohibited by applicable regulations.

Examples of Gratuities that are considered bribes include:

a. Gifts/souvenirs and/or entertainment as a token of appreciation received by Tugu Personnel from third parties related to the process of procurement of goods and services and/or in connection with the selection or completion of a job and/or other activities in the context of performing the duties and positions of the Tugu Personnel concerned;
b. Gifts/souvenirs and/or entertainment received by Tugu Personnel for cooperation/cooperation agreements from third parties;
c. Gifts/souvenirs and/or entertainment as a token of appreciation received by Tugu Personnel from third parties related to work feasibility check process and/or approval/monitoring/supervising of a job process;
d. Gifts/souvenirs and/or entertainment received by Tugu Personnel from third parties in connection with the promotion and/or new positions of Tugu Personnel;
e. Gifts in the form of bank loans or other financial institutions received due to the position and/or authority of Tugu Personnel and not generally applicable;
f. Opportunities or benefits including the amount/percentage of special interest or commercial discounts received due to the position and/or authority of Tugu Personnel and not generally applicable;
g. Gifts/souvenirs and/or entertainment from fellow Tugu Personnel, in performing their tasks including but not limited to inspection, audit, valuation, appraisal and assessment activities;
h. Gifts in the form of transportation facilities, accommodation, money and/or money equivalents in connection with the implementation of the duties and obligations of the Tugu Personnel concerned from third party companies, which are carried out through invitations from these third parties;
i. Gifts/souvenirs and/or entertainment in connection with the implementation of duties and obligations of Tugu Personnel in third party companies that are irrelevant/unrelated to the purpose of the assignment;

j. Potongan harga khusus (diskon) pada saat Insan Tugu membeli barang dari pihak ketiga.

Pemberian Gratifikasi

Insan Tugu dan/atau keluarga inti dilarang memberikan sesuatu dalam bentuk apapun kepada sesama Insan Tugu dan/atau Pihak Ketiga yang merupakan aset/harta/fasilitas milik Perusahaan tanpa terdokumentasi dan tidak dapat dipertanggung jawabkan.

Pengecualian dalam Penerimaan dan Pemberian Gratifikasi

Terdapat beberapa bentuk penerimaan dan pemberian Gratifikasi yang tidak terkait dengan jabatan dan tidak berlawanan dengan kewajiban atau tugas Insan Tugu, sehingga Gratifikasi tersebut tidak wajib dilaporkan. Bentuk-bentuk Gratifikasi yang diperbolehkan dan tidak wajib dilaporkan sebagai berikut:

a. Pemberian dalam keluarga yaitu kakek/nenek, bapak/ibu/mertua, suami/istri, anak/menantu, anak angkat/wali yang sah, cucu, besan, paman/bibi, kakak/adik/ipar, sepupu dan keponakan, sepanjang tidak terdapat konflik kepentingan;
b. Keuntungan atau bunga dari penempatan dana, investasi atau kepemilikan saham pribadi yang berlaku umum;
c. Manfaat dari koperasi, organisasi kepegawaian atau organisasi yang sejenis berdasarkan keanggotaan yang berlaku umum;
d. Perangkat atau perlengkapan yang diberikan kepada peserta dalam kegiatan kedinasan seperti seminar, *workshop*, konferensi, pelatihan, atau kegiatan sejenis, yang berlaku umum;
e. Hadiah tidak dalam bentuk uang atau alat tukar lainnya, yang dimaksudkan sebagai alat promosi atau sosialisasi yang menggunakan logo atau pesan sosialisasi, sepanjang tidak memiliki konflik kepentingan dan berlaku umum;
f. Hadiah, apresiasi atau penghargaan dari kejuaraan, perlombaan atau kompetisi yang diikuti dengan biaya sendiri dan tidak terkait dengan kedinasan;
g. Penghargaan baik berupa uang atau barang yang ada kaitannya dengan peningkatan prestasi kerja yang diberikan oleh pemerintah sesuai dengan peraturan perundang-undangan yang berlaku;
h. Hadiah langsung/undian, diskon/rabat, *voucher, point rewards*, atau suvenir yang berlaku umum dan tidak terkait kedinasan;
i. Kompensasi atau honor atas profesi diluar kegiatan kedinasan yang tidak terkait dengan tugas dan kewajiban,

j. Special discounts when Tugu Personnel buy goods from third parties.

Giving Gratuities

Tugu Personnel and/or immediate family are prohibited from giving gift in any form to fellow Tugu Personnel and/or Third Parties which considered as assets/facilities belonging to the Company without documentation and cannot be accounted for.

Exception in Receiving and Giving Gratuities

There are several forms of receiving and giving of Gratuities that are not related to the position and are not contrary to the obligations or duties of Tugu Personnel, and thus, the Gratuities are not required to be reported. The forms of Gratification that are allowed and not required to be reported are as follows:

a. Gifts within the family, namely grandparents, fathers/mothers/parents-in-law, husbands/wives, children/children-in-law, adopted children/legal guardians, grandchildren, in-laws, uncles/aunts, brothers/sisters/nieces, cousins and nephews, as long as there is no conflict of interest;
b. Profit or interest from the placement of funds, investment or ownership of personal shares that are generally applicable;
c. Benefits from cooperatives, employment organizations or similar organizations based on generally applicable membership;
d. Equipment or supplies provided to participants in official activities such as seminars, workshops, conferences, training, or similar activities that generally applicable;
e. Gifts that are not in the form of money or other means of exchange, which are intended as promotional or socialization tools that use logos or socialization messages, as long as they do not have a conflict of interest and are generally applicable;
f. Prizes, appreciation or awards from championships, races or competitions that are participated in at their own expense and are not related to the office;
g. Awards in the form of money or goods related to improving work performance given by the government in accordance with applicable laws and regulations;
h. Direct gifts/draws, discounts/rebates, vouchers, point rewards, or souvenirs that are generally applicable and not related to the office;
i. Compensation or honorarium for professions beyond official activities that are not related to duties and

sepanjang tidak terdapat konflik kepentingan dan tidak melanggar peraturan/kode etik pegawai/pejabat yang bersangkutan;

j. Kompensasi yang diterima terkait kegiatan kedinasan seperti honorarium, transportasi, akomodasi dan pembiayaan yang telah ditetapkan dalam standar biaya yang berlaku di instansi penerima Gratifikasi sepanjang tidak terdapat pembiayaan ganda, tidak terdapat konflik benturan kepentingan, dan tidak melanggar ketentuan yang berlaku di instansi penerima;

k. Karangan bunga sebagai ucapan yang diberikan dalam acara seperti pertunangan, pernikahan, kelahiran, kematian, akikah, baptis, khitanan, potong gigi, atau upacara adat/agama lainnya, pisah sambut, pensiun, promosi jabatan;

l. Pemberian terkait dengan pertunangan, pernikahan, kelahiran, akikah, baptis, khitanan, potong gigi, atau upacara adat/agama lainnya dengan batasan nilai sebesar Rp1.000.000,00 (satu juta rupiah) setiap pemberi;

m. Pemberian terkait dengan musibah atau bencana yang dialami oleh diri penerima Gratifikasi, suami, istri, anak, bapak, ibu, mertua, dan/atau menantu penerima Gratifikasi sepanjang tidak terdapat konflik kepentingan, dan memenuhi kewajaran atau kepatutan;

n. Pemberian sesama rekan kerja dalam rangka pisah sambut, pensiun, mutasi jabatan, atau ulang tahun yang tidak dalam bentuk uang atau alat tukar lainnya paling banyak senilai Rp300.000,00 (tiga ratus ribu rupiah) setiap pemberian per orang, dengan total pemberian tidak melebihi Rp1.000.000,00 (satu juta rupiah) dalam 1 (satu) tahun dari pemberi yang sama, sepanjang tidak terdapat konflik kepentingan;

o. pemberian sesama rekan kerja yang tidak dalam bentuk uang atau alat tukar lainnya, dan tidak terkait kedinasan paling banyak senilai Rp200.000,00 (dua ratus ribu rupiah) setiap pemberian per orang, dengan total pemberian tidak melebihi Rp1.000.000,00 (satu juta rupiah) dalam 1 (satu) tahun dari pemberi yang sama;

p. pemberian berupa hidangan atau sajian yang berlaku umum;

q. pemberian cendera mata/plakat kepada instansi dalam rangka hubungan kedinasan dan kenegaraan, baik di dalam negeri maupun luar negeri sepanjang tidak diberikan untuk individu pegawai negeri

obligations, as long as there is no conflict of interest and does not violate the regulations/code of ethics of the employee/official concerned;

j. Compensation received related to official activities such as honorarium, transportation, accommodation, and financing that has been determined in the applicable cost standards in the recipient agency of the Gratification as long as there is no double financing, no conflict of interest, and does not violate the applicable provisions in the recipient agency;

k. Bouquets of flowers as greetings given in events such as engagement, marriage, birth, death, aqiqah, baptism, circumcision, tooth cutting, or other traditional/religious ceremonies, farewell, retirement, promotion;

l. Gifts related to engagement, marriage, birth, aqiqah, baptism, circumcision, tooth cutting, or other traditional/religious ceremonies with a value limit of IDR1,000,000.00 (one million rupiah) per giver;

m. Gifts related to calamities or disasters experienced by the recipient of the Gratification, husband, wife, child, father, mother, father-in-law, and/or son-in-law of the recipient of the Gratification as long as there is no conflict of interest, as well as fair and proper;

n. Gifts from fellow coworkers in the context of welcome or farewells, retirements, job transfers, or birthdays that are not in the form of money or other means of exchange at a maximum of IDR300,000.00 (three hundred thousand rupiah) per gift per person, with a total gift not exceeding IDR1,000,000.00 (one million rupiah) in 1 (one) year from the same giver, as long as there is no conflict of interest;

o. Gifts from fellow coworkers that are not in the form of money or other means of exchange, and are not related to the office at a maximum of IDR200,000.00 (two hundred thousand rupiah) per gift per person, with a total gift not exceeding IDR1,000,000.00 (one million rupiah) in 1 (one) year from the same giver;

p. Gifts in the form of feast or dishes that are generally accepted;

q. Gifts of souvenirs/plaques to agencies in the context of official and state relations, both domestically and abroad as long as they are not given to individual civil servants or state administrators.

Penerimaan Gratifikasi yang telah diputuskan milik Perseroan memiliki alternatif pemanfaatan yaitu:
1. Dikembalikan kepada Pemberi Gratifikasi;
2. Disumbangkan kepada Yayasan Sosial atau Lembaga Sosial lainnya;
3. Dimanfaatkan oleh Perusahaan untuk kegiatan operasional, untuk perpustakaan atau untuk barang display hasil pelaporan Gratifikasi;
4. Diserahkan kepada Insan Tugu/Unit Kerja untuk dimanfaatkan sebagai penunjang kinerja;
5. Lainnya yang ditentukan oleh Direksi.

Pedoman Gratifikasi ini berlaku mengikat bagi seluruh Insan Tugu dengan kewajiban pelaporan mengikat kepada Wajib Lapor Gratifikasi. Pelanggaran terhadap Pedoman Gratifikasi akan dikenakan sanksi yang berlaku di Perseroan dan berpotensi dikenakan tindak pidana sesuai dengan peraturan perundang-undangan yang berlaku.

Received Gratuities that have been decided to belong to the Company have alternative utilization, namely:
1. Returned to the Giver of Gratification;
2. Donated to a Social Foundation or other Social Institution;
3. Utilized by the Company for operational activities, for libraries or for display items of the Gratification reporting products;
4. Handed over to Tugu Personnel/Work Units to be utilized as performance support;
5. Others as determined by the Board of Directors.

The Gratification Guideline is binding all Tugu Personnel with binding reporting obligations to the Person Obliged to Report Gratification. Violation of the Gratification Guideline will be subject to sanctions that apply in the Company and have the potential to be subject to criminal acts in accordance with the applicable laws and regulations.

Pemberian Gratifikasi atas Permintaan Pihak Ketiga

Seluruh Insan Tugu dan/atau anggota keluarga inti dilarang memberi Gratifikasi kepada Pihak Ketiga, baik secara langsung maupun tidak langsung, yang dilakukan karena adanya permintaan dari Pihak Ketiga tersebut.

Batasan Atas Pemberian Gratifikasi yang Berdasarkan Permintaan Pihak Ketiga

1. Insan Tugu apabila diminta untuk memberikan hadiah/cinderamata dan hiburan (*entertainment*) hendaknya menolak secara sopan dan santun dengan memberikan penjelasan mengenai kebijakan dan aturan terkait Gratifikasi yang berlaku di Perusahaan kepada Penerima tersebut. Pemberian penjelasan ini dapat disampaikan dengan bantuan dari UPG Tugu Insurance sekaligus juga merupakan salah satu bentuk sosialisasi atas kebijakan Gratifikasi tersebut;
2. Apabila permintaan dimaksud mengarah kepada pemerasan dan/atau pemaksaan yang dapat mempengaruhi kelancaran proses operasional dan bisnis Perusahaan, khususnya Wajib Lapor Gratifikasi yang bersangkutan wajib segera melaporkannya kepada Atasan Langsung lalu dapat mengisi melalui aplikasi dalam Compliance Online System dan/atau melalui sarana elektronik (*e-mail*) kepada UPG Tugu Insurance;
3. Atasan Langsung Insan Tugu yang bersangkutan agar segera mengkoordinasikan permasalahan tersebut dengan pimpinan tertinggi untuk mendapatkan keputusan mengenai tindakan yang akan diambil untuk menindaklanjuti permintaan tersebut. Apabila menghadapi keraguan dalam pengambilan keputusan, maka pimpinan tertinggi melaporkan hal tersebut kepada pimpinan yang lebih tinggi diatasnya dengan tembusan kepada fungsi Compliance.

Giving Gratification at the Request of a Third Party

All Tugu Personnel and/or immediate family members are prohibited from giving Gratification to Third Parties, either directly or indirectly, requested by the parties concerned.

Limitations on the Gifting of Gratuities Based on Third Party Requests

1. If Tugu Personnel being asked to give gifts/souvenirs and entertainment should refuse politely by providing an explanation of the Gratuities policy and regulation applied in the Company to the recipient. This explanation can be conveyed with the assistance of UPG Tugu Insurance which also become a socialization on Gratification policy;
2. If the request leads to extortion and/or coercion that can affect the Company's operational and business processes, in particular the Person Obliged to Report Gratuities must immediately report it to the Direct Supervisor and then can fill in through the application in the Compliance Online System and/or through electronic mail (e-mail) to the Tugu Insurance UPG;
3. The Direct Supervisor of the Tugu Personnel concerned should immediately coordinate the issue with top management to make a decision on the action taken to follow up the request. If there is any doubt in decision-making, the top management should reports the issue to the management above them, with copies to the Compliance function.

12.B.

Kebijakan Pengadaan Barang dan Jasa

Goods and Services Procurement Policy

Tugu Insurance melaksanakan proses pengadaan barang dan jasa bagi penyedia barang dan jasa yang memenuhi persyaratan. Proses pengadaan dilakukan melalui persaingan yang sehat dan wajar di antara penyedia barang dan jasa serta memenuhi syarat tertentu berdasarkan ketentuan dan prosedur yang jelas dan transparan. Penerapan manajemen proses pengadaan berdasarkan 9 prinsip utama, meliputi: Efektif, Ekonomis, Transparan, Bertanggung Jawab, Efisien, Kompetitif, Adil, Kehati-hatian, dan Kemandirian.

Pedoman Pengadaan Produk dan Jasa

Dalam rangka menciptakan iklim persaingan yang sehat, tertib, dan terkendali, Tugu Insurance juga telah memiliki Pedoman Pengadaan Barang dan Jasa yang berisi kebijakan umum terkait proses pengadaan barang dan jasa dimana pengadaan barang dan jasa di masing-masing unit dilakukan oleh Fungsi Pengadaan atau tim tender secara efektif, efisien, dan ekonomis. Kebijakan tersebut juga dalam rangka mempercepat proses pengambilan keputusan dan meningkatkan profesionalisme, kemandirian, dan tanggung jawab para perencana, pelaksana serta pengawas pengadaan barang dan jasa.

Tugu Insurance has conducted goods and services procurement process that fulfill the requirements. The procurement process is carried out through fair competition among goods/service suppliers and fulfills certain conditions based on clear and transparent terms and procedures. The implementation of procurement process management is based on 9 main principles, including: Effective, Economical, Transparent, Responsible, Efficient, Competitive, Fair, Prudent, and Independent.

Guideline for Goods and Services Procurement

To create a fair, orderly, and controlled climate of competition, Tugu Insurance also has Goods and Services Procurement Guidelines that contain general policies related to the procurement process of goods and services where the procurement of goods and services in each unit is conducted by the Procurement Function or auction committee in an effective, efficient, and economical manner. The policy is also intended to speeding up the decision-making process and improving the professionalism, independence and responsibility of the planners, executors, and supervisors of the procurement of goods and services.

Etika Pengadaan Barang dan Jasa

Segenap elemen yang terlibat dalam pengadaan barang dan jasa harus senantiasa mematuhi rambu-rambu yang telah ditentukan Perseroan dan mematuhi etika pengadaan barang dan jasa sebagai berikut:

- Melaksanakan secara tertib, penuh rasa tanggung jawab, demi kelancaran dan ketepatan tercapainya tujuan pengadaan barang dan jasa;
- Bekerja secara profesional dengan menjunjung tinggi kejujuran, kemandirian, dan menjaga informasi yang bersifat rahasia;
- Tidak saling mempengaruhi baik langsung maupun tidak langsung, yang mengakibatkan persaingan yang tidak sehat, penurunan kualitas proses pengadaan dan hasil pekerjaan;
- Bertanggung jawab terhadap segala keputusan yang ditetapkan sesuai dengan kewenangannya;
- Mencegah terjadinya pertentangan kepentingan (*conflict of interest*) pihak-pihak yang terlibat langsung maupun tidak langsung dalam proses pengadaan barang dan jasa;
- Mencegah terjadinya kebocoran keuangan dan kerugian Perusahaan;
- Tidak menyalahgunakan wewenang dan melakukan kegiatan bersama dengan tujuan untuk keuntungan pribadi, golongan atau pihak lain yang secara langsung atau tidak langsung merugikan Perusahaan.

Ethics of Goods and Services Procurement

All elements involved in the procurement of goods and services must always comply with the guidelines set by the Company and comply with the ethics of the procurement of goods and services as follows:

- Implement in an orderly manner and full of sense of responsibility, to ensure the ease and accuracy in achieving the objectives of goods and services procurement;
- Work professionally while upholding the principles of honesty, independence, and maintaining confidential information;
- Do not influence each other either directly or indirectly, which caused an unfair competition, decrease in the quality of the procurement process and work results;
- Be responsible for all decisions made based on the authority;
- Prevent any conflict of interests from the parties involved directly or indirectly in the procurement process.
- Prevent the Company from financial leakage or loss;
- Do not abuse the authority nor conduct any action collectively with the aim of personal, group or other parties' benefits that directly or indirectly harm the Company.

12.C.

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

Report of State Official Assets (LHKPN)

Prinsip Dasar LHKPN

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) merupakan daftar seluruh harta kekayaan Penyelenggara Negara yang dituangkan dalam formulir LHKPN yang ditetapkan oleh KPK sebagaimana yang diatur dalam Peraturan Komisi Pemberantasan Korupsi (“KPK”) No. 2 Tahun 2020 tentang Perubahan atas Peraturan KPK No. 7 Tahun 2016 tentang Tata Cara Pendaftaran, Pemeriksaan dan Pengumuman Laporan Harta Kekayaan Penyelenggara Negara. Di samping itu, Undang-Undang No. 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme (“UU No 28/1999”), mengamanatkan bahwa setiap Penyelenggara Negara wajib melaporkan dan mengumumkan Harta Kekayaannya sebelum dan setelah memangku jabatannya.

Berdasarkan Undang-undang No. 28/1999, Penyelenggara Negara adalah Pejabat Negara yang menjalankan fungsi eksekutif, legislatif, atau yudikatif, dan pejabat lain yang fungsi dan tugas pokoknya berkaitan dengan penyelenggaraan negara sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Pemeriksaan LHKPN yang disampaikan kepada KPK bertujuan untuk mewujudkan Penyelenggara Negara yang menaati asas-asas umum penyelenggara negara yang bebas dari praktik korupsi, kolusi, dan nepotisme, serta perbuatan tercela lainnya. Setiap Penyelenggara Negara dituntut untuk melaporkan kekayaannya melalui formulir LHKPN yang telah disediakan KPK untuk diisi secara jujur, benar, dan lengkap, agar KPK dapat menganalisis, mengevaluasi, serta menilai atas seluruh jumlah, jenis dan nilai harta kekayaan yang dilaporkan, secara benar, cepat, tepat, akurat dan bertanggung jawab.

Berdasarkan Surat Edaran KPK No. SE-08/01/10/2016 tentang Petunjuk Teknis Penyampaian dan Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara setelah diberlakukannya Peraturan KPK No. 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara, penyampaian LHKPN terhitung sejak tanggal 1 Januari 2017 dilaksanakan secara elektronik melalui aplikasi e-LHKPN.

Basic Principles of LHKPN

Report of State Official Assets (LHKPN) is a list of all the assets of the State Officials as outlined in the LHKPN form determined by the Corruption Eradication Commission ("KPK") as regulated in the KPK Regulation No. 2 of 2020 concerning Amendments to the Corruption Eradication Commission Regulation No. 7 of 2016 concerning Procedures for Registration, Examination, and Announcement of the Report of State Official Assets. In addition, Law No. 28 of 1999 concerning State Administrators Who are Clean and Free from Corruption, Collusion and Nepotism (“Law No. 28/1999”), mandates that each State Officials are required to report and announce their Assets before and after taking office.

Based on Law No. 28/1999, State Officers are State Officials who carry out executive, legislative, or judicial functions, and other officials whose main functions and duties are related to the administration of the state in accordance with the provisions of prevailing laws and regulations. LHKPN examination submitted to the KPK aims to realize the State Officers who adhere to the general principles of state management that are free from corruption, collusion, and nepotism, as well as other misconduct. Each State Official is required to report their wealth through the LHKPN form provided by KPK to be filled fairly, correctly, and completely, so that the KPK can analyze, evaluate, and assess the entire amount, type, and value of the reported assets, correctly, quickly, precisely, accurately and responsibly.

Based on the KPK Circular Letter No. SE-08/01/10/2016 concerning Technical Guidelines for Submitting and Managing the Report of State Officials Assests after the enactment of KPK Regulation No. 07 of 2016 regarding Registration Procedures, Announcement, and Examination of State Officials Assets, the submission of LHKPN as of 1 January 2017 is done electronically through the e-LHKPN application.

Dasar Hukum Penerapan LHKPN di Tugu Insurance

Penerapan LHKPN di Tugu Insurance dilaksanakan dengan mengacu pada beberapa dasar hukum dan peraturan sebagai landasan cara pandang penerapan LHKPN di lingkungan Perusahaan. Dasar hukum tersebut antara lain adalah:

- Undang-Undang No. 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme;
- Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi sebagaimana telah diubah dengan Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi;
- Undang-Undang No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi sebagaimana terakhir kali diubah dengan Undang-Undang No. 19 Tahun 2019 tentang Perubahan Kedua atas Undang-Undang No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi;
- Peraturan KPK No. 7 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara sebagaimana telah diubah dengan Peraturan KPK No. 2 Tahun 2020 tentang Perubahan atas Peraturan KPK No. 7 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara;
- Surat Keputusan Pertamina No. Kpts-03/C000000/2021-S0 tanggal 1 Februari 2021 tentang Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di PT Pertamina (Persero) dan Anak Perusahaan;
- Surat Keputusan Direksi No. 59/SKD/06/ERL-ATPI/VI/2021 tentang Wajib Lapor atas Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) PT Asuransi Tugu Pratama Indonesia Tbk;
- Perjanjian Kerja Bersama (PKB) PT Asuransi Tugu Pratama Indonesia Tbk.

Legal Basis for the Implementation of LHKPN in Tugu Insurance

The implementation of LHKPN at Tugu Insurance is performed by referring to several laws and regulations as the basis for the perspective of LHKPN implementation within the Company. The legal basis include:

- Law No. 28 of 1999 concerning State Officials that are Clean and Free from Corruption, Collusion, and Nepotism;
- Law No. 31 of 1999 concerning the Eradication of Criminal Acts of Corruption as amended by Law No. 20 of 2001 concerning Amendments to Law No. 31 of 1999 concerning the Eradication of Criminal Acts of Corruption;
- Law No. 30 of 2002 concerning the Corruption Eradication Commission as last amended by Law No. 19 of 2019 concerning the Second Amendment to Law No. 30 of 2002 concerning the Corruption Eradication Commission;
- KPK Regulation No. 7 of 2016 concerning Procedures for Registration, Announcement and Examination of State Officials' Assets as amended by KPK Regulation No. 2 of 2020 concerning Amendments to KPK Regulation No. 7 of 2016 concerning Procedures for Registration, Announcement and Examination of State Officials' Assets;
- Pertamina's Decree No. Kpts-03/C000000/2021-S0 dated 1 February 2021 regarding the Obligation to Submit Report of State Official Assets (LHKPN) at PT Pertamina (Persero) and its Subsidiaries;
- Decree of the Board of Directors No. 59/SKD/06/ERL-ATPI/VI/2021 concerning Compulsory Reporting on the Report of State Official Assets (LHKPN) of PT Asuransi Tugu Pratama Indonesia Tbk;
- Collective Labor Agreement (PKB) of PT Asuransi Tugu Pratama Indonesia Tbk.

Pedoman LHKPN

Tugu Insurance telah memiliki Pedoman Kewajiban Melaporkan Harta Kekayaan Penyelenggara Negara (Pedoman LHKPN) yang bertujuan untuk memberikan acuan bagi Insan Tugu mengenai pelaksanaan Pendaftaran, Pengumuman dan Pemeriksaan LHKPN secara elektronik (e-LHKPN). Pedoman LHKPN yang saat ini berlaku adalah pedoman yang disahkan melalui Surat Keputusan Direksi (SKD) No. 12/SKD/CSG/TPI/II/2018 Tanggal 7 Februari 2018 dan telah dilakukan revitalisasi melalui SKD No. 68/SKD/06/ERL-ATPI/IX/2021 ditetapkan tanggal 28

LHKPN Guideline

Tugu Insurance has a Guideline on the Obligation to Report of State Officials' Assets (LKHPN Guidelines) aimed at providing a reference for Tugu Personnel on the implementation of Electronic LHKPN Registration, Announcement and Examination (e-LHKPN). The LHKPN guidelines currently in effect are the guidelines ratified through the Decree of the Board of Directors (SKD) No. 12/SKD/CSG/TPI/II/2018 dated 7 February 2018 which has been revitalized through SKD No. 68/SKD/06/ERL-ATPI/IX/2021 on 28 September 2021 for the enforcement of

September 2021 untuk pemberlakuan Pedoman Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) No. A-004/6500/2021 revisi ke-1 (Pedoman LHKPN). Pedoman LHKPN antara lain mengatur tentang pejabat yang wajib lapor LHKPN, waktu dan tata cara penyampaian LHKPN, dan mekanisme penyampaian e-LHKPN, serta sanksi.

Penerapan LHKPN di Tugu Insurance

Unit pengelola pelaksanaan LHKPN di lingkup Perusahaan dilakukan oleh fungsi *Compliance*. Adapun pejabat yang wajib lapor LHKPN adalah:
1. Dewan Komisaris;
2. Dewan Pengawas Syariah;
3. Direksi;
4. *Corporate Secretary/Deputy Director/Chief/* jabatan setingkat;
5. *Group Head*;
6. *Department Head*;
7. Manager/jabatan setingkat;
8. Kepala Kantor Cabang sesuai dengan Surat Keputusan Direksi yang berlaku.

Waktu dan tata cara penyampaian LHKPN:
1. Pejabat Wajib Lapor menyampaikan LHKPN kepada KPK yaitu pada saat:
   - Pengangkatan pertama kali;
   - Pengangkatan kembali;
   - Berakhirnya masa jabatan dan pensiun.
2. Penyampaian LHKPN tersebut dilakukan paling lambat 3 (tiga) bulan terhitung sejak saat pengangkatan pertama/ pengangkatan kembali/berakhirnya masa jabatan;
3. Penyampaian LHKPN selama Wajib Lapor menjabat dilakukan secara periodik setiap 1 (satu) tahun sekali atas harta kekayaan yang diperoleh sejak tanggal 1 Januari sampai dengan tanggal 31 Desember yang disampaikan dalam jangka waktu paling lambat tanggal 31 Maret tahun berikutnya.

Sanksi

Dalam hal Penyelenggara Negara tidak melaporkan e-LHKPN atau tidak memenuhi kewajibannya terkait penyampaian LHKPN, maka Perseroan dapat memberikan sanksi kepada Penyelenggara Negara sesuai dengan ketentuan yang berlaku di Perseroan.

Guideline for Submission of the Report of State Officials Assets (LHKPN) No. A-004/6500/2021 1st revision (LHKPN Guidelines). The LKHPN Guideline regulates, among others, officials who are required to report LKHPN, the time and procedure for submitting LKHPN, and the mechanism for delivering e-LHKPN, as well as sanctions.

Implementation of LHKPN in Tugu Insurance

The management unit of LHKPN implementation within the Company is conducted by the Compliance function. The officials who are obliged to report LHKPN are:
1. Board of Commissioners;
2. Sharia Supervisory Board;
3. Board of Directors;
4. Corporate Secretary/Deputy Director/Chief/equivalent position;
5. Group Head;
6. Department Head;
7. Manager/equivalent position;
8. Branch Office Head according to the applicable Board of Directors Decision Letter.

The time and procedure for submitting LHKPN:
1. Officials must report LHKPN to KPK upon:
   - First appointment;
   - Reappointment;
   - Expiry of term of office and retirement.
2. Submission of the LHKPN shall be made no later than 3 (three) months from the time of the first appointment/ reappointment/end of office term;
3. Submission of LHKPN during the serving time of the Person Obliged to Report is held periodically every year on the assets acquired from 1 January to 31 December which is submitted no later than 31 March of the following year.

Sanction

In the event the State Officials does not report the e-LHKPN or does not fulfill its obligations related to the LHKPN submission, the Company may impose sanctions on the State Officials in accordance with the applicable regulation in the Company.

12.D.

Pelatihan/Sosialisasi Antikorupsi kepada Karyawan

Training/Socialization of Anti-Corruption to Employees

Tugu Insurance melaksanakan sosialisasi dan internalisasi komitmen anti korupsi untuk seluruh karyawan di setiap jenjang organisasi. Kegiatan sosialisasi dan internalisasi anti korupsi ini dilakukan melalui tatap muka, *email blast*, akses melalui portal GCG, *broadcast message* melalui *Whatsapp Compliance* kepada Insan Tugu, dan sosialisasi melalui media *online* seperti *Zoom Meeting* serta *Microsoft Teams ("MTeams")* dengan beberapa kegiatan sebagai berikut:

1. Pelatihan/Sosialisasi Efektivitas Pengendalian & Penerapan Anti *Fraud* pada Industri Asuransi di Era Digitalisasi yang diselenggarakan oleh fungsi *Compliance* bersama dengan fungsi Internal Audit;
2. Pelatihan/Sosialisasi Dukungan Regulasi Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU PPT) dalam Tindak Kejahatan *Cybercrime* dan Implementasi *Know Your Customer (KYC)* pada Perusahaan Asuransi yang diselenggarakan oleh fungsi *Compliance*;
3. Pelatihan/Sosialisasi Pengendalian Gratifikasi dan Pencegahan Korupsi yang diselenggarakan oleh fungsi *Compliance*.

Insan Tugu juga menerapkan media sosialisasi lainnya, seperti pemasangan *banner-banner* terkait antikorupsi (*do and don't Code of Conduct*, Gratifikasi, dan *Whistleblowing System*) pada tempat-tempat yang strategis dilalui oleh Insan Tugu. Pemasangan *banner* terkait anti korupsi ini selain dilakukan di kantor pusat juga di kantor cabang dan *Point of Sales Service* (PoSS) Tugu Insurance. Usaha preventif juga dilanjutkan melalui pemuatan pengumuman penolakan praktik gratifikasi di *website* perusahaan saat menjelang hari besar perayaan agama.

Tugu Insurance organizes socialization and internalization of the Anti-Corruption Commitment for all employees at every level of the organization. Anti-Corruption socialization and internalization activities are done through face-to-face, email blasts, access through the GCG portal, broadcast messages via Whatsapp Compliance to Tugu Personnel, and socialization through online media such as Zoom Meetings and Microsoft Teams ("MTeams") with several activities as follows:

1. Training/Socialization on the Effectiveness of Anti-Fraud Control & Implementation in the Insurance Industry in the Digitalization Era organized by the Compliance function together with the Internal Audit;
2. Training/Socialization of Anti-Money Laundering and Combating the Financing of Terrorism (AML CFT) in Cybercrime and Implementation of Know Your Customer (KYC) in Insurance Companies organized by the Compliance function;
3. Training/Socialization of Gratification Control and Corruption Prevention organized by the Compliance function.

In addition, Tugu Personnel also implement other forms of socialization, such as the installation of anti-corruption banners (do and don't Code of Conduct, Gratification, and Whistleblowing System) in strategic places traversed by Tugu Personnel. The installation of banners related to anti-corruption is not only carried out at the head office but also at branch offices and Tugu Insurance's Point of Sales Service (POSS). The Company also continues posting announcements on the rejection of the gratification practice on the Company's website prior to religious holidays.

13. Kesesuaian Penerapan Tata kelola Tugu Insurance Terhadap Pedoman Tata Kelola Perusahaan Terbuka

Conformity of Tugu Insurance GCG Implementation with the Governance Guidelines for Public Companies

Sebagai Perusahaan Terbuka, Tugu Insurance berkomitmen menerapkan Pedoman Tata Kelola Perusahaan Terbuka yang mencakup 5 (lima) aspek, 8 (delapan) prinsip tata kelola perusahaan yang baik, serta 25 (dua puluh lima) rekomendasi penerapan aspek dan prinsip tata kelola perusahaan yang baik, sebagaimana yang diatur dalam Peraturan OJK No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Surat Edaran OJK No. 32/ SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.

Penerapan Pedoman Tata Kelola Perusahaan Terbuka di lingkup Perseroan pada tahun 2023, sebagai berikut:

Tugu Insurance as a Public Company is committed to implementing the Governance Guidelines for Public Company which comprise 5 (five) aspects, 8 (eight) principles of good corporate governance, and 25 (twenty-five) recommendations for the implementation of aspects and principles of good corporate governance, as stipulated in OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Governance Guidelines for Public Companies and OJK Circular Letter No. 32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies.

Implementation of the Governance Guidelines for Public Companies at Tugu Insurance in 2023 is as follows:

Aspek I. Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-hak Pemegang Saham
Aspect I. Relationship of Publicly Listed Company with Shareholders in Guaranteeing Shareholders Rights.

Prinsip Principle	Rekomendasi Recommendation	Pemenuhan: Terpenuhi atau Jelaskan Compliance: Comply or Explain
Prinsip 1 Meningkatkan Nilai Penyelenggaraan RUPS. **Principle 1** Increase the Value of GMS Holding.	1.1. Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (*voting*) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. Public Company has technical procedures for open or close voting that promote independence and the interests of shareholders.	MEMENUHI Perseroan telah memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham dan dibacakan kepada pemegang saham pada tata tertib RUPS. COMPLY The Company has technical methods or procedures for voting, both open or close voting which prioritize independence and the interests of shareholders and are read out to shareholders in the GMS rules.
	1.2. Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPST. All members of the Board of Directors and Board of Commissioners of Public Company attend the AGMS.	MEMENUHI, Seluruh anggota Direksi dan anggota Dewan Komisaris Tugu Insurance hadir dalam RUPST. COMPLY, All members of the Board of Directors and members of the Board of Commissioners of Tugu Insurance were present at the AGMS.
	1.3. Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. Summary minutes of the AGMS are available on the website of the Public Company for at least 1 (one) year.	MEMENUHI Tugu Insurance telah menyediakan Ringkasan Risalah RUPS dalam Situs Perusahaan www.tugu.com. COMPLY, Tugu Insurance has provided a summary of the GMS Minutes on the Company Website at www.tugu.com.

Prinsip Principle	Rekomendasi Recommendation	Pemenuhan: Terpenuhi atau Jelaskan Compliance: Comply or Explain
Prinsip 2 Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. **Principle 2** Increase the Quality of Public Company's Communications with Shareholders or Investors.	2.1. Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. Public Company has a communication policy with shareholders or investors.	MEMENUHI, Perseroan telah memiliki kebijakan komunikasi dengan pemegang saham atau investor. COMPLY, The Company has a communication policy with shareholders or investors.
	2.2. Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs Web. Public Company discloses the communication policy with shareholders or investors on the Website.	MEMENUHI Kebijakan komunikasi dengan pemegang saham atau investor Perseroan dapat diakses pada *website* Perusahaan www.tugu.com. COMPLY, The Company's communication policy with shareholders or investor can be accessed on the Company's website at www.tugu.com

Aspek II. Fungsi dan Peran Dewan Komisaris
Aspect II. Function and Role of the Board of Commissioners

Prinsip Principle	Rekomendasi Recommendation	Pemenuhan: Terpenuhi atau Jelaskan Compliance: Comply or Explain
Prinsip 3 Memperkuat Keanggotaan dan Komposisi Dewan Komisaris. **Principle 3** Strengthen Membership and Composition of the Board of Commissioners.	3.1. Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. Determination of the number of the Board of Commissioners members has considered the Public Company's condition.	MEMENUHI, Selain mengacu kepada Peraturan Otoritas Jasa Keuangan (POJK) mengenai Tata Kelola Perusahaan Perasuransian, penentuan jumlah anggota Dewan Komisaris telah mempertimbangkan kondisi Perusahaan Terbuka dan mengacu pada POJK 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. COMPLY, In addition to referring to the Financial Services Authority Regulation (POJK) regarding Insurance Company Governance, in determining the number of members of the Board of Commissioners has taken into account the conditions of the Public Company and refers to POJK 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies.
	3.2. Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Determination of the Board of Commissioners Composition has considered the diversity of skills, knowledge and experience required.	MEMENUHI, Komposisi Anggota Dewan Komisaris telah memenuhi kebutuhan Perseroan, masing-masing anggota Komisaris memiliki pendidikan, pengalaman, dan kompetensi yang sesuai dengan kebutuhan Perseroan sebagaimana yang telah diungkapkan pada Laporan Tahunan ini. COMPLY, The composition of the Board of Commissioners has complied with the needs of the Company, each member of the Board of Commissioners has education, experience, and competence in accordance with the needs of the Company as disclosed in this Annual Report.

Prinsip Principle	Rekomendasi Recommendation	Pemenuhan: Terpenuhi atau Jelaskan Compliance: Comply or Explain
Prinsip 4 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. **Principle 4** Enhance the Quality of the Board of Commissioners Duties and Responsibilities Implementation.	4.1. Dewan Komisaris mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris. Board of Commissioners has self-assessment policy to assess their performance.	MEMENUHI, Perseroan telah mempunyai Kebijakan penilaian sendiri untuk Dewan Komisaris sebagaimana disepakati dalam *Key Performance Indicator (KPI)* Dewan Komisaris. COMPLY, The Company has its own assessment policy for the Board of Commissioners, as agreed in the Key Performance Indicator (KPI) of the Board of Commissioners.
	a. Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. Self-assessment to assess the performance of the Board of Commissioners is disclosed in the Annual Report of the Public Company.	MEMENUHI, Kebijakan penilaian sendiri (*Self- Assessment*) untuk menilai kinerja Dewan Komisaris telah diungkapkan dalam Laporan Tahunan ini. COMPLY, The Self-Assessment policy for assessing the performance of the Board of Commissioners has been disclosed in this Annual Report.
	b. Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. Board of Commissioners has a policy on the resignation of Board of Commissioners members when engaged in financial crime.	MEMENUHI Kebijakan ini telah diatur dalam ketentuan Anggaran Dasar Perusahaan, dan *Board Manual* BAB 3 Dewan Komisaris Huruf C tentang Masa Jabatan, Pengangkatan, dan Pemberhentian Dewan Komisaris Angka 2) Pemberhentian Komisaris Poin f) Anggota Dewan Komisaris wajib mengundurkan diri apabila sudah ditetapkan berstatus terpidana oleh pihak yang berwenang dalam Kejahatan Keuangan seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta Tindakan Pidana Pencucian Uang sebagaimana dimaksud dalam Undang-Undang Nomor: 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang. COMPLY, This policy has been regulated in the provisions of the Company's Articles of Association, and the Board Manual CHAPTER 3 Board of Commissioners Letter C concerning Term of Office, Appointment and Dismissal of the Board of Commissioners Number 2) Dismissal of Commissioners Point f) Members of the Board of Commissioners must resign if they have been determined to have convict status by the party who has authority in Financial Crimes such as manipulation and various forms of embezzlement in financial services activities as well as Money Laundering Crimes as intended in Law Number: 8 of 2010 concerning Prevention and Eradication of Money Laundering Crimes.
	c. Dewan Komisaris atau Komite yang menjalankan fungsi Remunerasi dan Nominasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. Board of Commissioners or the Committee carrying out Remuneration and Nomination function formulates succession policy in the Nomination of Board of Directors members.	MEMENUHI, Telah disusun kebijakan suksesi dalam desain *talent pool management system* untuk mencapai keberlanjutan proses nominasi anggota Direksi. COMPLY, A succession policy has been prepared in the design of the talent pool management system to achieve continuity in the nomination process for members of the Board of Directors.

Aspek III. Fungsi dan Peran Direksi
Aspect III. Function and Role of the Board of Directors

Prinsip Principle	Rekomendasi Recommendation	Pemenuhan: Terpenuhi atau Jelaskan Compliance: Comply or Explain
Prinsip 5 Memperkuat Keanggotaan dan Komposisi Direksi. **Principle 5** Strengthening the Membership and Composition of the Board of Directors.	5.1. Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan. Determination of the number of the Board of Directors members has considered Public Company's condition and effectiveness in decision making.	MEMENUHI Penentuan jumlah anggota Direksi telah mempertimbangkan kondisi Perusahaan dan mengacu pada POJK No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian sebagaimana telah diubah dengan POJK No. 43/POJK.05/2019 tentang Perubahan atas POJK No. 73/POJK.05/2016 Tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian dan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. COMPLY, Determination of the number of members of the Board of Directors has taken into account the condition of the Company and refers to POJK No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies as amended by POJK No. 43/POJK.05/2019 concerning Amendments to POJK No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies and POJK no. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies.
	a. Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Determination of the composition of Board of Directors members has considered the diversity of skills, knowledge, and experience needed.	MEMENUHI, Komposisi Anggota Direksi telah memenuhi kebutuhan Perseroan, masing-masing anggota Direksi memiliki pendidikan, pengalaman, dan kompetensi yang sesuai dengan kebutuhan Perseroan sebagaimana yang telah diungkapkan pada Laporan Tahunan ini. COMPLY, The composition of the members of the Board of Directors has complied with the needs of the Company, each member of the Board of Directors has education, experience and competence in accordance with the needs of the Company as disclosed in this Annual Report.
	b. Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Board of Directors Member in charge of accounting or finance has expertise and/or knowledge in accounting.	MEMENUHI Bapak Emil Hakim sebagai Direktur Keuangan dan Layanan Korporat yang membawahi bidang akuntansi atau keuangan memiliki latar belakang pendidikan, pengalaman pekerjaan, dan keahlian dan/atau pengetahuan di bidang akuntansi. Beliau meraih gelar Sarjana Ekonomi Akuntansi dari Universitas Sriwijaya, dan gelar *Master of Applied Finance* dari Australian National University. Profil Bapak Emil Hakim dapat dilihat lebih lanjut pada Bab Profil Perusahaan. COMPLY, Mr. Emil Hakim as Finance and Corporate Services Director in charge of accounting or finance has educational background, work experience, and expertise and/or knowledge in accounting. He holds a Bachelor of Accounting degree from Sriwijaya University, and a Master of Applied Finance degree from the Australian National University. Mr. Emil Hakim's profile can be found in the Company Profile chapter.

Prinsip Principle	Rekomendasi Recommendation	Pemenuhan: Terpenuhi atau Jelaskan Compliance: Comply or Explain
Prinsip 6 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. **Principle 6** Enhance the Quality of the Board of Directors Duties and Responsibilities Implementation.	6.1. Direksi mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi. Board of Directors has self-assessment policy to assess their performance.	MEMENUHI Perseroan telah mempunyai Kebijakan penilaian sendiri untuk Direksi. COMPLY, The Company has its self-assessment policy for the Board of Directors.
	6.2. Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka. Self-assessment policy to assess the Board of Directors performance is disclosed through annual report of Public Company.	MEMENUHI Kebijakan *Self-Assessment* atas kinerja Direksi telah diungkapkan pada bagian Penilaian Kinerja Direksi dalam Bab Tata Kelola Laporan Tahunan ini. COMPLY The Self-Assessment Policy on Board of Directors' performance has been disclosed in the Board of Directors' Performance Assessment section in the Governance Chapter of this Annual Report.
	6.3. Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. Board of Directors has a policy regarding resignation of the Board of Directors members when engaged in financial crime.	MEMENUHI Telah diatur dalam Board Manual. COMPLY, It has been regulated in the Board Manual.

Aspek IV: Partisipasi Pemangku Kepentingan
Aspect IV: Stakeholders' Participation

Prinsip Principle	Rekomendasi Recommendation	Pemenuhan: Terpenuhi atau Jelaskan Compliance: Comply or Explain
Prinsip 7 Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. **Principle 7** Improve Corporate Governance Aspect through Stakeholders' participation.	7.1. Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*. Public Company has a policy to prevent insider trading.	MEMENUHI, Perseroan telah memiliki kebijakan untuk mencegah terjadinya *insider trading*, sebagaimana diatur dalam Pedoman Kebijakan Transaksi Bagi Orang Dalam No. A-001/6500/2023, serta Pedoman Konflik Kepentingan (*Conflict of Interest*) Tugu Insurance yang melarang Insan Tugu untuk memanfaatkan informasi rahasia dan data bisnis perusahaan untuk kepentingan di luar perusahaan. COMPLY The Company has a policy to prevent insider trading, as regulated in the Transaction Policy Guidelines for Insiders No. A-001/6500/2023, as well as the Tugu Insurance Conflict of Interest Guidelines which prohibit Tugu Personnel from using confidential information and Company business data for interests outside the Company.

Prinsip Principle	Rekomendasi Recommendation	Pemenuhan: Terpenuhi atau Jelaskan Compliance: Comply or Explain
	7.2. Perusahaan Terbuka memiliki kebijakan antikorupsi dan anti *fraud*. Public Company has anti-corruption and anti-fraud policy.	MEMENUHI, Perseroan telah memiliki kebijakan anti korupsi dan *anti-fraud* sebagaimana diatur dalam Pedoman Pengendalian Gratifikasi, Pedoman Tata Kelola Perusahaan, Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct*), Pedoman Konflik Kepentingan (*Conflict of Interest*), Pedoman Strategi *Anti-Fraud*, dan Pedoman Sistem Manajemen Anti Penyuapan (SMAP) yang diberlakukan bagi seluruh Insan Perseroan. COMPLY, The Company has anti-corruption and anti-fraud policies as regulated in the Gratification Control Guidelines, Corporate Governance Guidelines, Systematic Guidelines for Business Ethics and Code of Conduct, Conflict of Interest Guidelines, Anti-Fraud Strategy Guidelines, and Anti-Bribery Management System (SMAP) Guidelines which applicable to all Company Personnel.
	7.3. Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. Public Company has a policy of vendor selection and enhancement of suppliers or vendors' capabilities.	MEMENUHI, Kebijakan Perseroan tentang seleksi dan peningkatan kemampuan pemasok atau vendor telah diatur di dalam Pedoman Pengadaan Barang dan Jasa No. A-001/3701/2019. COMPLY, The Company's policy regarding the selection and enhancement of supplier or vendor capabilities has been regulated in the Goods and Services Procurement Guidelines No. A-001/3701/2019.
	7.4. Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. Public Company has a policy on the fulfillment of the rights of creditors.	JELASKAN, Perseroan tidak memiliki pinjaman/kreditur dalam artian Bank atau Lembaga Keuangan lainnya. EXPLAIN, The Company does not have loans/creditors in the context of banks or other financial institutions.
	7.5. Perusahaan Terbuka memiliki kebijakan sistem *whistleblowing*. Public Company has a whistleblowing system policy.	MEMENUHI, Perseroan telah mempunyai Pedoman *Whistleblowing System* (WBS) sebagaimana diungkapkan dalam Bab Tata Kelola Laporan Tahunan ini. COMPLY, The Company has Whistleblowing System (WBS) Guidelines as disclosed in the Governance Chapter of this Annual Report.

Prinsip Principle	Rekomendasi Recommendation	Pemenuhan: Terpenuhi atau Jelaskan Compliance: Comply or Explain
	7.6. Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. Public Company has a policy to give long-term incentives to the Board of Directors and employees.	MEMENUHI. Tugu Insurance telah mempunyai kebijakan pemberian insentif jangka panjang kepada Direksi dan Karyawan dalam bentuk Program Kepemilikan Saham oleh Karyawan dan/atau Manajemen (ESOP/MSOP), sebagaimana telah dijabarkan dalam Laporan Tahunan ini. Selain itu, Tugu Insurance juga memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan Tugu Insurance dalam bentuk: tantiem tahunan dan asuransi purna jabatan bagi Direksi dan uang pesangon berdasarkan PKB yang berlaku bagi karyawan. COMPLY, Tugu Insurance has a policy of providing long-term incentives to Board of Directors and Employees in the form of an Employee and/or Management Share Ownership Program (ESOP/MSOP), as described in this Annual Report. Additionally, Tugu Insurance also has a policy of providing long-term incentives to the Board of Directors and employees of Tugu Insurance in the form of: annual bonuses and post-service insurance for Directors and severance pay based on the Collective Employment Agreement that applies to employees.

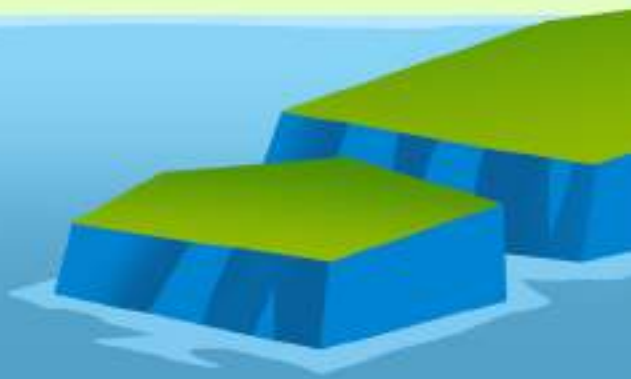
Aspek V. Keterbukaan Informasi
Aspect V. Information Disclosure

Prinsip Principle	Rekomendasi Recommendation	Pemenuhan: Terpenuhi atau Jelaskan Compliance: Comply or Explain
Prinsip 8 Meningkatkan Pelaksanaan Keterbukaan Informasi. **Principle 8** Improve the Implementation of Information Disclosure	8.1. Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi. Public Company utilizes the information technology more widely in addition to the website as a media for information disclosure.	MEMENUHI, Perseroan senantiasa berupaya untuk selalu meningkatkan kualitas keterbukaan informasi kepada *Stakeholders* melalui media teknologi informasi, selain website Perseroan, yaitu melalui media sosial Perusahaan seperti *Instagram*, *Facebook*, *Twitter*, *Youtube*, dan *TikTok*. COMPLY, The Company always strives to improve the quality of information disclosure to Stakeholders through information technology media, apart from the Company's website, namely through the Company's social media such as Instagram, Facebook, Twitter, YouTube and TikTok.
	8.2. Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali. Public Company's Annual Report discloses the ultimate beneficial owner in Shareholding of Public Company's shares at least 5% (five percent), an addition to the disclosure of the ultimate beneficial owner in Public Company's share ownership through majority and controlling shareholders.	MEMENUHI. Perseroan telah mengungkapkan informasi mengenai pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perseroan melalui pemegang saham utama dan pengendali. COMPLY, The Company has disclosed information regarding the ultimate beneficial owner in Public Company share ownership of at least 5% (five percent), in addition to disclosing the ultimate beneficial owner in the Company's share ownership through the majority and controlling shareholders.

06

Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility





Tata Kelola Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility Governance

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) pada Badan Usaha Milik Negara (BUMN) merupakan komitmen Perseroan terhadap pembangunan berkelanjutan. Pelaksanaan program TJSL bertujuan agar Tugu Insurance dapat memberikan manfaat ekonomi, sosial, lingkungan, hukum, maupun tata kelola korporat yang lebih terintegrasi, terarah, terukur dampaknya, serta dapat dipertanggungjawabkan dan merupakan bagian dari pendekatan bisnis Perseroan.

The Corporate Social Responsibility (CSR) Program for State-Owned Enterprises (SOEs) is the Company's commitment to sustainable development. The implementation of the CSR program aims to enable Tugu Insurance to provide economic, social, environmental, legal, and corporate governance benefits that are more integrated, targeted, with measurable impact, as well as being accountable and are part of the Company's business approach.

Tugu Insurance selaku bagian dari Anak BUMN berkomitmen untuk berperilaku transparan, etis, dan berkontribusi terhadap pembangunan ekonomi yang berkelanjutan sehingga seluruh kegiatan usaha Perseroan dapat memberikan dampak positif bagi para pemangku kepentingan dan mengembangkan bisnis sesuai dengan berpegang prinsip-prinsip berkelanjutan. Program TJSL Perseroan senantiasa mendukung pengembangan masyarakat dan pembangunan berwawasan lingkungan berkelanjutan yang menyentuh 3 (tiga) aspek, yakni ekonomi, sosial, dan lingkungan secara konsisten dan berkesinambungan.

Tugu Insurance as a Subsidiary of an SOE is committed to implementing transparent, ethical behavior, and contributing to sustainable economic development so that all of the Company's business activities are able to provide positive impact on stakeholders and develop business in line with sustainable principles. The Company’s CSR program always supports community development and sustainable environmentally-oriented development which addresses 3 (three) aspects, namely economic, social, and environmental consistently and sustainably.

Sebagai bagian dari BUMN, Tugu Insurance berkomitmen untuk memenuhi peraturan yang berlaku, termasuk Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN) yang mengatur kewajiban perusahaan untuk melakukan penyisihan dan penggunaan laba untuk mendorong kegiatan dan pertumbuhan ekonomi kerakyatan dan menciptakan pemerataan pembangunan melalui perluasan lapangan kerja, kesempatan berusaha dan pemberdayaan masyarakat. Untuk itu, dengan berpedoman pada Peraturan Menteri Badan Usaha Milik Negara No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, Perseroan berkomitmen untuk memenuhi kewajiban tersebut.

As part of SOEs, Tugu Insurance is committed to comply with applicable regulations, including Law No. 19 of 2003 concerning State-Owned Enterprises (SOEs), which regulates the obligations of companies to allocate and use the Company’s profits to encourage community economic activities and growth, also create equitable development through expanding employment opportunities, business opportunities and community empowerment. Thus, guided by the Minister of State-Owned Enterprises Regulation No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises, the Company is committed to fulfilling these obligations.

Aturan-aturan tersebut mengatur bahwa program TJSL dilakukan secara sistematis dan terpadu untuk menjamin pelaksanaan dan pencapaian keberhasilan program TJSL sesuai dengan prioritas dan/atau pencapaian dari tujuan program TJSL yang berpedoman pada rencana kerja. Peraturan ini juga menyebutkan dalam pelaksanaan TJSL dapat dilakukan dalam bentuk pembiayaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) dan bantuan Program Non-PUMK dengan tahapan meliputi perencanaan, pelaksanaan, pengawasan dan pelaporan.

These regulations stipulate that the CSR program must be implemented systematically and integrated in order to guarantee that the priorities and/or program objectives, which are directed by the work plan, are met. According to this rule, CSR can also be implemented through funding for the Micro and Small Enterprise Funding (PUMK) Program and support for the Non-PUMK Program, which has phases that include planning, carrying out, overseeing, and reporting.



Landasan Hukum TJSL Perseroan
Legal Basis for Company's CSR

Pelaksanaan program TJSL di lingkungan Tugu Insurance senantiasa mengacu pada peraturan-peraturan, seperti:
1. Undang-Undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Undang-Undang RI No. 19 Tahun 2003 tentang BUMN;
3. Undang-Undang RI No. 8 Tahun 1999 tentang Perlindungan Konsumen;
4. Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas;
5. Peraturan Otoritas Jasa Keuangan No. 1/POJK.07/2013 tentang Perlindungan Konsumen Sektor Jasa Keuangan.

Peraturan Menteri Badan Usaha Milik Negara No. PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Menteri Badan Usaha Milik Negara Republik No. PER-06/MBU/09/2022.

The implementation of the CSR program within Tugu Insurance always refers to regulations, such as:
1. Republic of Indonesia Law No. 40 of 2007 concerning Limited Liability Companies;
2. Republic of Indonesia Law No. 19 of 2003 concerning SOEs;
3. Republic of Indonesia Law No. 8 of 1999 concerning Consumer Protection;
4. Government Regulation No. 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies;
5. Financial Services Authority Regulation No. 1/POJK.07/2013 concerning Consumer Protection in the Financial Services Sector.

Regulation of the Minister of State-Owned Enterprises No. PER-05/MBU/04/2021 concerning the Social and Environmental Responsibility Program for State-Owned Enterprises as amended by Regulation of the Minister of State-Owned Enterprises of the Republic No. PER-06/MBU/09/2022.

Visi dan Misi Tanggung Jawab Sosial Perusahaan
Corporate Social Responsibility Vision and Mission



Menjadi Perusahaan Asuransi Umum yang memiliki kepedulian sosial tinggi terhadap masyarakat dan lingkungan dalam upaya menunjang pertumbuhan ekonomi nasional berkelanjutan.

Become a General Insurance Company with high social awareness towards the community and the environment in an effort to support sustainable national economic growth.

VISI
VISION



MISI
MISSIONS

1. Melaksanakan komitmen korporat atas *Corporate Social Responsibility* (CSR)/ Tanggung Jawab Sosial dan Lingkungan yang akan memberikan nilai tambah kepada semua pemangku kepentingan (*Stakeholders*) untuk mendukung pertumbuhan perusahaan secara berkesinambungan;
2. Melaksanakan tanggung jawab korporat dan kepedulian sosial serta lingkungan untuk sebuah peran serta aktif dalam pembangunan masyarakat Indonesia yang berkelanjutan;
3. Membangun hubungan yang harmonis dan kondusif dengan semua pemangku kepentingan (*stakeholders*) untuk mendukung pencapaian tujuan korporasi terutama dalam membangun citra dan reputasi korporasi.

1. Implement corporate commitment to Corporate Social Responsibility (CSR)/Social and Environmental Responsibility which will provide added value to all stakeholders to support Company's sustainable growth;
2. Carry out corporate responsibility as well as social and environmental concerns for active participation in sustainable Indonesian development;
3. Build a harmonious and conducive relationship with all stakeholders to support the achievement of corporate goals, especially in building corporate image and reputation.

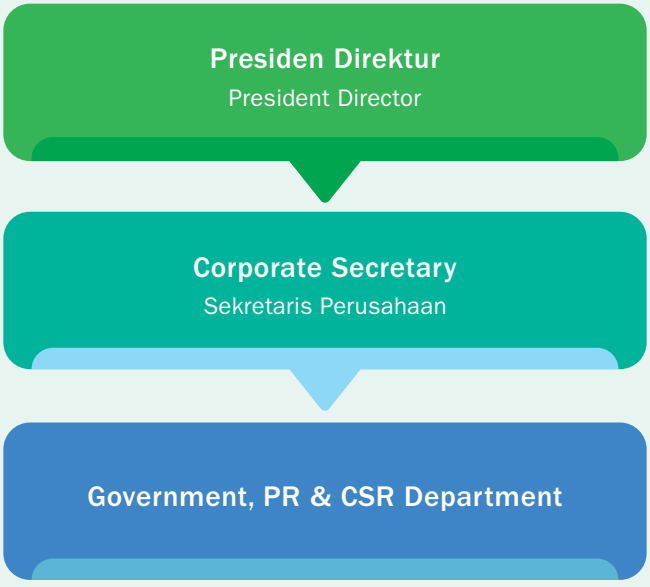


Struktur Organisasi TJSL Perseroan

The Company's CSR Organizational Structure

Guna memastikan seluruh program TJSL dapat berjalan dengan lancar sesuai dengan aspek ekonomi, lingkungan, dan sosial, Perseroan membentuk *Corporate Secretary Group,* namun untuk kegiatan program kerja TJSL dalam pelaksanaan utamanya berada di bawah fungsi *Government, PR & CSR* Departemen. Struktur organisasi TJSL Perseroan ditetapkan berdasarkan pada SKD No. 169/SKD/04/HCM-OPR/ATPI/2023 Adapun struktur organisasi TJSL dapat dilihat sebagai berikut:

To ensure that all CSR programs are smoothly implemented in accordance with economic, environmental, and social aspects, the Company established the Corporate Secretary Group, however for CSR work program activities implementation is primarily under the function of the Government, PR & CSR Department. The Company's CSR organizational structure is established based on the Decree of the Board of Directors No. 169/SKD/04/HCM-OPR/ATPI/2023. The CSR organizational structure is as follows:



Implementasi TJSL Perseroan
CSR Implementation in the Company

Tanggung Jawab Sosial Terkait Perlindungan Konsumen

Sebagaimana diatur dalam Peraturan OJK No. 6/POJK.07/2022 tentang Perlindungan Konsumen Sektor Jasa Keuangan serta Pedoman Pengaduan Konsumen Tugu Insurance No. A-001/9A10/2018 rev-0, Tugu Insurance telah memiliki program yang terkait dengan berbagai aktivitas maupun penyediaan materi informasi mengenai seluruh produk dan layanan yang dimiliki secara terperinci.

Komitmen Perseroan untuk memberikan layanan yang terbaik dan bermanfaat bagi setiap pemangku kepentingan atau konsumen diwujudkan melalui sikap dan respon yang profesionalisme dari Perseroan dan segenap jajaran dalam melayani konsumen. Perseroan juga menjamin kualitas pelayanan kepada setiap konsumen dengan sigap, responsif dan terpercaya.

Disamping itu, Perseroan juga mempunyai Pedoman Sistematika Etika Usaha dan Tata Perilaku *(Code of Conduct* atau CoC) yang antara lain mengatur tentang Etika Perseroan dengan Pelanggan, yaitu:
1. Memberikan pelayanan terbaik bagi pelanggan;
2. Memberikan informasi maupun iklan/promosi secara sehat, fair, jujur, dan tidak menyesatkan, serta diterima oleh norma masyarakat;
3. Memelihara reputasi atau kepercayaan pelanggan serta menjaga informasi/kerahasiaan pelanggan.

Tugu Insurance senantiasa berupaya menyelesaikan seluruh keluhan pelanggan dan berkomitmen untuk memperbaiki kualitas layanan. Oleh karenanya, Perseroan menyediakan sarana bagi para pelanggan untuk dapat menyampaikan pengaduan, termasuk saran dan kritik mengenai produk dan layanan serta tentang hal-hal lain yang berkaitan dengan Perseroan.

Untuk menangani keluhan dan pertanyaan dari konsumen mengenai produk dan jasa Tugu Insurance, Perseroan menyediakan sarana melalui:
- Call TIA *(Tugu Insurance Assistance)* Pelayanan Konsumen tersedia 24H/7D melalui "Call TIA" 1500 458 untuk melayani kebutuhan informasi produk, layanan polis asuransi, lapor klaim, hingga bantuan darurat di jalan raya.
- Whatsapp: 081197900100
- Email: calltia@tugu.com

Social Responsibility in Customer Protection

As regulated in OJK Regulation No. 6/POJK.07/2022 concerning Consumer Protection in the Financial Services Sector and Guidelines for Consumer Complaints of Tugu Insurance No. A-001/9A10/2018 rev-0, Tugu Insurance has program related to various activities and provision of information materials regarding all products and services provided in details.

The Company's commitment to providing the best service and benefit for every stakeholder or consumer is demonstrated through the professional attitude and professionalism of the Company, and all levels in serving consumers. The Company also guarantees swift, responsive, and trustworthy quality service to every consumer.

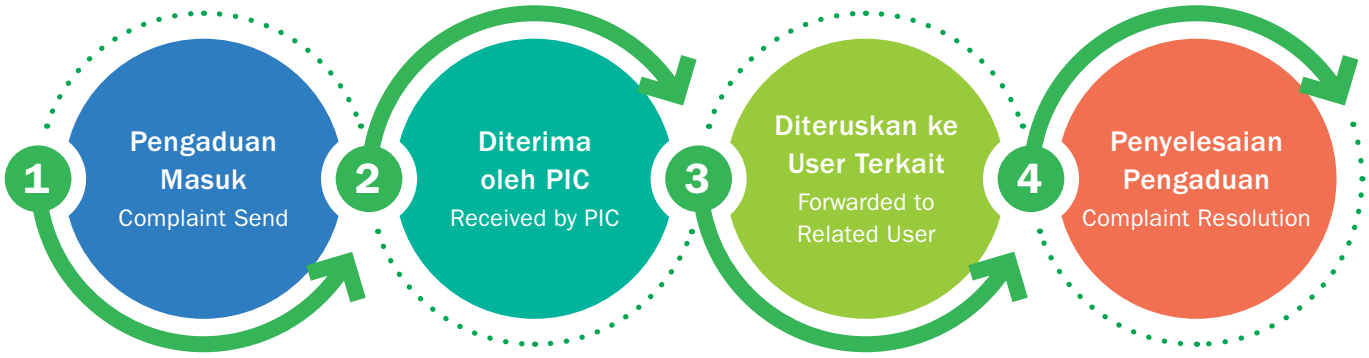
Additionally, the Company also has a Systematic Code of Business Ethics and Code of Conduct (or CoC) which, among other regulates the Company's Ethics with Customers, namely:
1. Provide the best service for customers;
2. Provide information and advertisements/promotions in a healthy, fair, honest and non-misleading manner, and acceptable to the societal norms;
3. Maintain customer reputation or trust and protect customer information/confidentiality.

Tugu Insurance always tries to resolve all customer complaints and is committed to improving service quality. Therefore, the Company provides facilities for customers to submit complaints, including suggestions and criticism on products and services as well as other issues related to the Company.

To handle complaints and questions from consumers regarding Tugu Insurance products and services, the Company provides services access through:
- Call TIA (Tugu Insurance Assistance) Consumer Service is available 24H/7D via "Call TIA" 1500 458 to serve inquiries about product information, insurance policy services, claim reports, and emergency assistance on the road.
- WhatsApp: 08119790010
- Email: calltia@tugu.com

Melalui sejumlah media penyampaian informasi yang tersedia, pengaduan yang masuk akan diteruskan kepada *user* bersangkutan atau pihak terkait melalui petugas yang ditetapkan untuk menangani melalui surat elektronik (*email*). Kemudian *user* atau pihak terkait akan melakukan tindakan lebih lanjut atas pengaduan tersebut. Tahapan dari fase penerimaan pengaduan hingga fase penyelesaian pengaduan adalah sebagai berikut:

Through several existing media information, the complaints will be forwarded to the user concerned or related parties through the person-in-charge (PIC) to be followed up by electronic mail (email). Then, the user or related party will take further action on the complaint. The stages from the complaint received to the complaint resolution are as follows:



Dengan adanya fasilitas tersebut Perseroan dapat memperoleh informasi dari konsumen mengenai keluhan, pertanyaan, saran/masukan dan tingkat kepuasan terhadap layanan yang diberikan oleh Perseroan.

With this facility, the Company can obtain information from the customers regarding complaints, questions, suggestions/feedback and satisfaction level on the services provided by the Company.

Program Peningkatan Layanan Kepada Konsumen

Consumer Service Improvement Program

- Pengendalian Kualitas Produk/Jasa.
  Dalam menjalankan kegiatan usahanya, Perseroan selalu mengutamakan kualitas produk atau layanan dan kepuasan konsumen atau nasabah. Tugu Insurance berkomitmen untuk meningkatkan dan menjaga kualitas produk dan jasa yang bersinggungan langsung dengan konsumen atau nasabah melalui kemudahan dalam menemukan lokasi, keramahan petugas, kesigapan petugas dalam pelayanan, kenyamanan di kantor layanan, kesesuaian harga dengan produk yang ditawarkan, hingga program promosi yang informatif.

  Perseroan menempatkan konsumen atau nasabah sebagai mitra bisnis yang akan membantu pencapaian kinerja usaha. Kebijakan yang dijalankan Perseroan menjamin hubungan kerja sama secara berkelanjutan dengan konsumen atau nasabah yang dilakukan secara transparan dan profesional dalam rangka memenuhi kepuasan konsumen atau pelanggan dengan terus meningkatkan kualitas produk dan layanan.

- Product/Service Quality Control.
  In carrying out its business activities, the Company always prioritizes product or service quality and consumer or customer satisfaction. Tugu Insurance is committed to improving and maintaining products and services quality that have direct contact with consumers or customers through convenience locations, friendly staff, prompt service, comfort in service offices, suitability of prices with the products offered, and informative promotional programs.

  The Company considers consumers or customers as business partners who will contribute to achieving the business performance. The policy implemented by the Company guarantees a sustainable cooperative relationship with consumers or customers which is carried out transparently and professionally to fulfill consumer or customer satisfaction by continuously improving the products and services quality.

- Kejelasan Informasi Produk.
  Tugu Insurance menyediakan berbagai informasi material yang diperlukan secara transparan, terbuka, akurat dan tepat waktu, sebagai dasar pengambilan keputusan bagi konsumen untuk menggunakan produk atau jasa Perseroan. Kegiatan komunikasi pemasaran juga menjadi salah satu upaya untuk melindungi hak konsumen atau nasabah untuk memperoleh informasi yang akurat, jelas, dan dapat dipercaya. Perseroan menyadari, komunikasi yang berjalan secara efektif dan selaras dengan layanan yang sesuai dengan harapan konsumen, dapat menciptakan loyalitas dan hubungan bisnis jangka panjang. Perseroan menyediakan berbagai sarana komunikasi yang memadai, agar kualitas produk dan layanan Tugu Insurance senantiasa dapat memenuhi harapan konsumen atau nasabah, salah satunya melalui *website* Perusahaan.

Biaya yang Dikeluarkan untuk Perlindungan Konsumen

Adapun biaya yang dikeluarkan untuk merealisasikan tanggung jawab sosial Perseroan di bidang perlindungan pelanggan tahun 2023 adalah sebesar Rp1.152.543.320,- yang merupakan biaya untuk layanan *call center*.

Bersatu Aksi Kepedulian Tugu Insurance (Bakti TUGU)

Kegiatan TJSL Perseroan terbagi menjadi program Bakti TUGU yang berfokus kepada 4 Pilar antara lain:

1. Bakti TUGU Pilar Lingkungan Hidup.
   Kegiatan Bakti TUGU di tahun 2023 yang berhubungan pilar Lingkungan Hidup antara lain:
   - Penanaman 250 bibit pohon *mangrove* dan pembangunan infrastruktur *boardwalk* sepanjang 20 meter di Muara Angke, PIK, Jakarta Utara dalam kegiatan Mangrove Jakarta dengan menggunakan anggaran akrual 2022.
   - Penanaman 350 bibit *mangrove* dalam kegiatan *BAF Eco Move*.
   - Penanaman 2000 bibit pohon produktif di Semarang, Jawa Tengah dalam kegiatan Nandur Pohon Sareng Tugu.
2. Bakti TUGU Pilar Pendidikan dan Literasi Keuangan.
   Kegiatan Bakti TUGU di tahun 2023 yang berhubungan pilar Pendidikan dan Literasi Keuangan antara lain:
   - Renovasi TPQ Al-Kusuf dan Sarana Prasarana Masjid Raya Al-Kusuf Duren Sawit, Jakarta.
   - Pembangunan ruang kelas SMP Pondok Pesantren Tahfidz Madinatur Rahma.
   - *Coaching clinic* dan edukasi sepak bola.
   - Program beasiswa dan literasi keuangan bersama Karya Salemba Empat.

- Clarity of Product Information.
  Tugu Insurance provides various necessary material information in a transparent, open, accurate, and timely manner, as a basis for customers' decision-making to use the Company's products or services. Marketing communication activities are also an effort to protect the rights of consumers or customers to obtain accurate, clear, and reliable information. The Company realizes that effective communication and alignment with the services that match consumer expectations can create loyalty and long-term business relationships. The Company provides various adequate communication facilities so that the quality of Tugu Insurance products and services can always meet consumer or customer expectations, where the Company's website is one of the ways.

Costs Incurred for Customer Protection

The cost incurred to accomplish the Company's social responsibility in the customer protection field in 2023 is IDR1,152,543,320, which is the cost for call center services.

Bersatu Aksi Kepedulian Tugu Insurance (Bakti TUGU)

The Company's corporate social responsibility initiatives are categorized into Bakti Tugu projects, which center in 4 main pillars:

1. Bakti TUGU for Environmental Pillar.
   Bakti TUGU activities in 2023 related to the Environment pillar include:
   - Planting 250 mangrove tree seedlings and building 20 meters of boardwalk infrastructure in Muara Angke, PIK, North Jakarta as a part of Jakarta Mangrove activity using the 2022 accrual budget.
   - Planting 350 mangrove seedlings as a part of the BAF Eco Move activity.
   - Planting 2,000 productive tree seedlings in Semarang, Central Java as a part of the Nandur Pohon Sareng Tugu activity.
2. Bakti TUGU for Education and Financial Literacy Pillars.
   Bakti TUGU activities in 2023 related to the Education and Financial Literacy pillars include:
   - Renovation of TPQ Al-Kusuf and Infrastructure Facilities of Masjid Raya Al-Kusuf Duren Sawit, Jakarta.
   - Construction of junior high school classrooms at Madinatur Rahma Tahfidz Islamic Boarding School.
   - Coaching clinic and soccer education.
   - Scholarship and financial literacy program with Karya Salemba Empat.

- Bantuan pendidikan dan literasi keuangan bersama Jelajah Pewarta Foto Ekonomi (JPEK).
- Bantuan program pembangunan masjid dan sarana pendidikan TPQ Masjid DKM At-Taqwa Erfina Kencana Regency, Cibinong – Bogor.
- Program Beasiswa Mahasiswa untuk Bekerja dan Belajar.
- *Training & Certification* untuk karyawan.

3. Bakti TUGU Pilar Kesehatan dan Keselamatan.
   Kegiatan Bakti TUGU di tahun 2023 yang berhubungan pilar Kesehatan dan Keselamatan antara lain:
   - Pancawarsa Alanbikers.com.
   - Bantuan akomodasi medis dan kebutuhan nutrisi anak penderita kanker.
   - Pembangunan fasilitas air bersih di Desa Sukamanah, Sumedang.
   - Sosialisasi mudik dalam kegiatan Mudik Bareng Sehat dan Selamat.
   - Webinar kesehatan dengan judul "Puasa Sehat Produktif Dunia Akhirat bersama BPJS Kesehatan".
   - *Ambulance* Gratis (wilayah Jabodetabek).
   - Donor Darah.
   - Vaksin *booster* ke-2.
4. Bakti TUGU Pilar Pemberdayaan Masyarakat.
   Kegiatan Bakti TUGU di tahun 2023 yang berhubungan pilar Pemberdayaan Masyarakat antara lain:
   - Pembuatan rumah pasca gempa di Cianjur.
   - Pemberdayaan kelompok tani di Semarang, Jawa Tengah dalam kegiatan Nandur Pohon Sareng Tugu.

- Educational donations and financial literacy with Jelajah Pewarta Foto Ekonomi (JPEK).
- Donation for mosque construction program and educational facilities for TPQ Masjid DKM At-Taqwa Erfina Kencana Regency, Cibinong - Bogor.
- Student Scholarship Program for Work and Study.
- Training & Certification for employees.

3. Bakti TUGU for Health and Safety Pillars.
   Bakti TUGU activities in 2023 related to the Health and Safety pillar include:
   - Fifth anniversary of Alanbikers.com.
   - Donation for medical accommodation and nutritional needs of children with cancer.
   - Construction of clean water facilities in Sukamanah Village, Sumedang.
   - Socialization of homecoming for the Healthy and Safe Homecoming program.
   - Health webinar with the theme "Healthy Fasting and be Productive in This World and the Hereafter with BPJS Kesehatan".
   - Free Ambulance (Jabodetabek area).
   - Blood Donation.
   - 2nd booster vaccine.
4. Bakti TUGU for Community Empowerment Pillar.
   Bakti TUGU activities in 2023 related to the Community Empowerment pillar include:
   - Post-earthquake house construction in Cianjur.
   - The Nandur Pohon Sareng Tugu activity in Semarang, Central Java to empower farmers in the region.

Biaya yang dikeluarkan untuk mendukung implementasi kegiatan TJSL melalui rangkaian program Bakti TUGU di tahun 2023.

Costs incurred to support the implementation of CSR activities through a series of Bakti TUGU programs in 2023.

No	Kegiatan Bakti TUGU Bakti TUGU Activities	Biaya (Rp) Costs (IDR)
1	Pemberdayaan Masyarakat Community Empowerment	254.072.000
2	Pendidikan & Literasi Keuangan Education & Financial Literacy	2.838.568.731
3	Kesehatan & Keselamatan Health & Safety	460.478.021
4	Lingkungan Hidup Environtment	100.500.000
	Total Biaya **Total Costs**	**3.653.618.752**

Selain itu, Perseroan turut berkontribusi dalam program terkait *Social Charity* terutamanya di bidang Keagamaan dan Pengembangan Seni Budaya. Selama tahun 2023, total biaya yang dikeluarkan untuk kegiatan *Social Charity* di bidang Keagamaan dan Pengembangan Seni Budaya adalah sebesar Rp241.720.450,-.

In addition, the Company also contributes to programs related to Social Charity, especially for Religion, Arts and Culture Development. Throughout 2023, the total costs spent on Social Charity activities for Religion and Cultural Arts Development amounted to IDR241,720,450.

Adapun realisasi penyaluran dana untuk seluruh kegiatan terkait TJSL 2023 yag mengedepankan dukungan terhadap TBP adalah melalui fungsi *Government*, PR & CSR sebesar Rp962,86 juta, realisasi penyaluran dana melalui fungsi Human Capital Management sebesar Rp2,93 miliar dan Realisasi penyaluran dana melalui fungsi *Compliance* & *Quality Assurance* sebesar Rp131,95 juta, sehingga total realisasi dana yang dikeluarkan oleh Perseroan adalah sebesar Rp4,03 miliar, dimana uraian atas hal ini di tuangkan dalam Laporan Keberlanjutan 2023.

Di tahun 2023, Perseroan belum memiliki sertifikasi yang berkaitan dengan lingkungan hidup. Namun Perseroan menjadi *leader* konsorsium asuransi penyingkiran kerangka kapal termasuk tanggung jawab polusi di laut. Hal ini sebagai salah satu komitmen Perseroan untuk terus berpartisipasi aktif dalam mendukung pelestarian lingkungan.

The realization of the distribution of funds for all activities related to 2023 TJSL which prioritizes support for SDGs is through the Government, PR & CSR function of IDR962.86 million, the realization of the distribution of funds through the Human Capital Management function of IDR2.93 billion and the realization of the distribution of funds through the Compliance & Quality Assurance function of IDR131.95 million, in total, the Company spent IDR4.03 billion for CSR activities, with a detailed explanation in the 2023 Sustainability Report.

In 2023, the Company did not have certification related to the environment. However, the Company has become the leader of the insurance consortium for the evacuation of shipwrecks including marine pollution liability. This is one of the Company's commitments to continue to actively participate in supporting environmental conservation.

Pemenuhan Surat Edaran Otoritas Jasa Keuangan Nomor 16/SEOJK.04/2021

Fulfillment of Financial Services Authority Circular Letter Number 16/SEOJK.04/2021

Sebagai bentuk pemenuhan kepatuhan Perseroan terhadap Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik, Tugu Insurance telah menyusun Laporan Keberlanjutan Tahun 2023 yang disajikan secara terpisah dari Laporan Tahunan ini. Laporan Keberlanjutan ini merupakan laporan berkala yang mengungkapkan Tanggung Jawab Sosial dan Lingkungan Perseroan yang disusun dengan mengacu pada Surat Edaran Otoritas Jasa Keuangan No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

To comply with the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuer, and Public Companies, Tugu Insurance has also prepared a 2023 Sustainability Report which is presented separately from this Annual Report. This Sustainability Report is a periodic report that discloses the Company's Social and Environmental Responsibility which is prepared in accordance with the Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies.



07

Laporan Keuangan

Audited Report



Checklist AR 2023 dengan SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara

Checklist of AR 2023 with SK-16/S.MBU/2012 on Indicators/Parameters of Assessment and evaluation of Good Corporate Governance Implementation on State Owned Enterprises

Penjelasan Kriteria Definition of Criteria	Checklist
Laporan Tahunan memenuhi ketentuan umum penyajian Laporan Tahunan. **Annual Report fulfills the general provision of Annual Report presentation.**	
Faktor-faktor yang Diuji Kesesuaian Penerapannya: Factors Tested for Compliance of Implementation:	
(1) Ketentuan umum. General Provision.	
a. Laporan Tahunan disajikan dalam Bahasa Indonesia dan Bahasa Inggris secara berdampingan. Annual Report shall be presented in Indonesian and English side by side.	✓
b. Laporan Tahunan dicetak pada kertas yang berwarna terang agar mudah dibaca dan jelas. Annual Report shall be printed on bright colored paper to make it easy and clear to read	✓
c. Laporan tahunan mencantumkan identitas perusahaan dengan jelas, yakni terdapat tahun Laporan Tahunan dan identitas perusahaan berupa nama perusahaan (bukan nama Group) di halaman depan (sampul), di samping (yang dicetak dengan huruf yang jelas, mudah terbaca), halaman belakang (sampul) dan identitas perusahaan di setiap halaman. Annual Report shall clearly presents the Company identity in which it includes the year of Annual Report and the identity of the Company along with its name (not group name) on the cover page (cover), on the side (printed in clear font to make it easy to read), at the back page (cover) and contains Company identity on each page.	✓
(2) Laporan Tahunan disajikan dalam website Perusahaan dan dapat diunduh. Yang dimaksud dengan website Perusahaan adalah website yang dimiliki sendiri atau oleh induk , bukan website pihak lain (contoh: tercantum di website Kementerian Negara perusahaan atau website BEI). The Annual Report shall be presented and can be downloaded on the Company's website. The Company's website is a website owned by itself or by its parent entity, not the website of another party (for example: listed on the website of the Ministry of State of the company or the IDX website).	✓
Laporan Tahunan memuat mengenai Ikhtisar Data Keuangan Penting. **The Annual Report contains Overview of Important Financial Data**	
Faktor-faktor yang Diuji Kesesuaian Penerapannya: Factors Tested for Compliance of Implementation:	
(1) Perusahaan menyajikan infonmasi keuangan (laporan posisi keuangan, laporan laba rugi komprehensif, rasio-rasio keuangan secara umum dan yang relevan dengan industri perusahaan) dalam bentuk perbandingan selama 5 (lima) tahun buku. The Company shall present financial information (statement of financial position, comprehensive income statement, general financial ratios and those relevant to the Company's industry) in comparative form for 5 (five) fiscal years.	20-25
(2) Laporan Tahunan wajib memuat informasi harga Saham tertinggi, terendah, dan penutupan, serta jumlah Saham yang diperdagangkan (dicatatkan) untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir Uika ada). Harga Saham sebelum perubahan penmodalan terakhir wajib disesuaikan dalam hal te adi antara lain karena pemecahan Saham, dividen Saham, dan Saham bonus dslsm bentuk grafik dan label (NA jika listed company hanya menerbitkan obligasi atau non listed company). The Annual Report shall contain information on the highest, lowest, and closing share prices, as well as the number of shares traded (listed) for each quarter in the last 2 (two) fiscal years of existence. The share price before the last capital change must be adjusted in the following cases, among others, due to stock splits, stock dividends and bonus shares, etc. in the form of graphs and labels (NA if the listed company only issues bonds or is a non-listed company).	26-27

Penjelasan Kriteria Definition of Criteria		Checklist
(3)	Laporan Tahunan wajib memuat infonmasi jumlah obligasi atau obligasi konvertibel yang diterbitkan yang masih beredar, tingkat bunga, dan tanggal jatuh tempo dalam 2 (dua) tahun buku terakhir: (1) Jumlah obligasi/obligasi konversi yang beredar; (2) Tingkat bunga; (3) Tanggal jatuh tempo; (4) Peringkat obligasi (NA jika tidak menerbitkan obligasi/non listed company). The Annual Report shall contain information on the number of bonds or convertible bonds issued which are still outstanding, interest rates, and maturity dates in the last 2 (two) fiscal years: (1) Number of bonds/convertible bonds outstanding; (2) Interest rate; (3) Due date; (4) Bond rating (NA if not issuing bonds/non-listed company).	29
Laporan Tahunan memuat Laporan Dewan Komisaris/Dewan Pengawas dan Laporan Direksi. **The Annual Report contains the Board of Commissioners/Supervisory Board Report and the Board of Directors' Report.**		
Faktor-faktor yang Diuji Kesesuaian Penerapannya: Factors Tested for Compliance of Implementation:		38-46
(1)	Laporan Dewan Komisaris/Dewan Pengawas memuat hal-hal: The Board of Commissioners/Supervisory Board report contains the following matters:	
	a. Penilaian kinerja direksi mengenai pengelolaan perusahaan; Assessment of the board of directors' performance regarding company management;	
	b. Pandangan alas prospek usaha perusahaan yang disusun oleh direksi; Outlook of the company's business prospects prepared by the board of directors;	
	c. Komite-komite yang berada dibawah pengawasan Dewan Komisaris/Dewan Pengawas; Committees under the supervision of the Board of Commissioners/Supervisory Board;	
	d. Perubahan komposisi dewan komisaris/Dewan Pengawas Uika ada). Changes in the composition of the board of commissioners/supervisory board (if any).	
(2)	Laporan Direksi memuat hal-hal: The Directors' Report contains the following matters:	47-57
	a. Kinerja perusahaan mencakup antara lain kebijakan strategis, perbandingan antara hasil yang dicapai dengan yang ditargetkan, dan kendala-kendala yang dihadapi perusahaan; Company performance includes strategic policies, a comparison between the results achieved and those targeted, and the obstacles faced by the Company;	
	b. Prospek usaha; Business prospects;	
	c. Penerapan Tata Kelola Perusahaan yang Baik yang telah dilaksanakan oleh perusahaan; Implementation of Good Corporate Governance by the Company;	
	d. Perubahan komposisi direksi (Jika ada). Changes in the composition of the board of directors (if any).	
(3)	Tanda tangan anggota direksi dan anggota dewan komisaris/dewan pengawas memuat hal-hal: The signatures of members of the board of directors and members of the board of commissioners/supervisory board contain the following:	58-59
	a. Tanda tangan dituangkan pada lembaran tersendiri; The signature is written on a separate sheet;	
	b. Pernyataan bahwa direksi dan dewan komisaris/dewan pengawas bertanggung jawab penuh alas kebenaran isi laporan tahunan; A statement that the directors and board of commissioners/supervisory board are fully responsible for the accuracy of the contents of the annual report;	
	c. Ditandatangani seluruh anggota dewan komisaris/dewan pengawas dan anggota direksi dengan menyebutkan nama dan jabatannya; Signed by all members of the board of commissioners/supervisory board and members of the board of directors by stating their names and positions;	
	d. Penjelasan tertulis dalam surat tersendiri dari ybs dalam hal terdapat anggota dewan komisaris/dewan pengawas atau direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan. Written explanation in a separate letter from the person concerned in case there is member(s) of the board of commissioners/supervisory board or board of directors who do not sign the annual report, or written explanation in a separate letter from other members in case there is no written explanation from the person concerned.	
	Laporan tahunan ditandatangani oleh semua anggota Direksi dan semua anggota dewan komisaris/dewan pengawas yang menjabat pada tahun buku yang bersangkutan dan disediakan di kantor Perseroan sejak tanggal panggilan RUPS untuk dapat diperiksa oleh pemegang Saham. The annual report is signed by all members of the board of directors and all members of the board of commissioners/ supervisory board who served in the relevant fiscal year and is provided at the Company's office from the date of the summons to the GMS for inspection by Shareholders.	

Penjelasan Kriteria Definition of Criteria		Checklist
Laporan Tahunan memuat profil perusahaan secara lengkap **The Annual Report contains a complete company profile**		
Faktor-faktor yang Diuji Kesesuaian Penerapannya: Factors Tested for Compliance of Implementation:		
(1)	Nama dan alamat perusahaan, antara lain mencakup informasi tentang nama dan alamat, kode pas, no. Telp & atau no. Fax, email, dan website. Company name and address, including information about name and address, pass code, telephone & fax numbers, email, and website.	62
(2)	Riwayat singkat perusahaan mencakup antara lain: tanggal/tahun pendirian, nama dan perubahan nama perusahaan jika ada. A brief company history includes: date/year of establishment, name and changes to the Company name, if any.	63-65
(3)	Bidang usaha meliputi jenis produk dan atau jasa yang dihasilkan. The line of business includes the types of products and/or services given.	74-83
(4)	Struktur Organisasi dalam bentuk bagan, meliputi nama dan jabatan. Organizational structure in chart form, including names and positions.	88-89
(5)	Visi dan Misi Perusahaan yang mencakup: (a) Penjelasan tentang visi perusahaan; (b) Penjelasan tentang misi perusahaan. Company Vision and Mission which includes: (a) Explanation of the Company vision; (b) Explanation of the Company mission.	70
(6)	Nama, jabatan, dan riwayat hidup singkat anggota Dewan Komisaris/Dewan Pengawas (umur, pendidikan dan pengalaman kerja). Names, positions and brief biographies of members of the Board of Commissioners/Supervisory Board (age, education and work experience).	90-103
(7)	Nama, jabatan, dan riwayat hidup singkat anggota direksi (umur, pendidikan, dan pengalaman kerja). Names, positions and brief biographies of members of the board of directors (age, education and work experience).	104-117
(8)	Jumlah Karyawan (komparatif 2 tahun) dan deskripsi pengembangan kompetensinya (misal: aspek pendidikan dan pelatihan karyawan). Informasi paling sedikit memuat antara lain: Number of employees (comparative 2 years) and description of competency development (eg: aspects of employee education and training). Information that at least includes:	118-128
	a. Jumlah karyawan untuk masing-masing level organisasi; Number of employees for each organizational level;	
	b. Jumlah karyawan untuk masing-masing tingkat pendidikan; Number of employees for each education level;	
	C. Pelatihan karyawan yang telah dan akan dilakukan; Employee training that has been and will be carried out;	
	d. Adanya persamaan kesempatan kepada seluruh karyawan; There is equality of opportunity for all employees;	
	e. Biaya yang telah dikeluarkan. Cost expenditure	
(9)	Komposisi Pemegang Saham mencakup antara lain: Shareholder composition includes:	129-132
	a. Nama pemegang Saham yang memiliki 5% atau lebih Saham; Name of Shareholder who owns 5% or more of the Shares;	
	b. Direktur dan komisaris yang memiliki Saham (Direksi dan Dewan Komisaris/Dewan Pengawas wajib melaporkan kepada perusahaan mengenai kepemilikan Sahamnya dan/atau keluarganya pada perusahaan yang bersangkutan dan perusahaan lain, termasuk setiap perubahannya); Directors and commissioners who own shares (Directors and Board of Commissioners/Supervisory Board are required to report to the Company regarding their and/or family's share ownership in the Company concerned and other companies, including any changes thereto);	
	c. Pemegang Saham masyarakat dengan kepemilikan Saham masing- masing kurang dari 5%. Public shareholders with individual share ownership of less than 5%.	

	Penjelasan Kriteria Definition of Criteria	Checklist
(10)	Daftar Anak Perusahaan dan atau Perusahaan Asosiasi antara lain memuat informasi: The List of Subsidiaries and/or Associated Companies includes, among other things, information:	134-136
	a. Nama Anak Perusahaan/Perusahaan Asosiasi; Name of Subsidiary/Associated Company;	
	b. % Kepemilikan Saham; Shareholding Percentage;	
	c. Keterangan tentang bidang usaha anak perusahaan atau perusahaan asosiasi; Information about the line of business of the subsidiary or associated company;	
	d. Keterangan status operasi perusahaan anak atau perusahaan asosiasi (telah beroperasi atau belum beroperasi). Information on the operational status of subsidiary companies or associated companies (already operating or not yet operating).	
	Catatan: Note:	
	• Bila perusahaan tidak mempunyai anak perusahaan tetapi mempunyai perusahaan asosiasi tetap diberlakukan kriteria penilaian diatas. If the company does not have subsidiaries but has associated companies, the above assessment criteria still apply.	
	• Tentang ada/tidaknya perusahaan anak dan perusahaan asosiasi dapat dipastikan di catatan atas laporan keuangan bagian investasi jangka panjang atau dengan diketahui pada judul laporan keuangan (konsolidasi atau tidak). The presence or absence of subsidiaries and associated companies can be confirmed in the notes to the financial statements under long-term investments or by noting the title of the financial statements (consolidated or not).	
(11)	Kronologis pencatatan Saham, antara lain memuat informasi: The chronology of Share listing includes, among other things, information:	134-136
	a. Kronologis pencatatan Saham; Chronology of Share listing;	
	b. Jenis tindakan perusahaan (corporate action) yang menyebabkan perubahan jumlah Saham; Type of corporate action that causes changes in the number of shares;	
	C. Perubahan jumlah Saham dari awal pencatatan sampai dengan akhir tahun buku; Changes in the number of Shares from the beginning of registration to the end of the fiscal year;	
	d. Nama bursa dimana Saham perusahaan dicatatkan (NA bagi listed company yang hanya menerbitkan obligasi atau non listed company). Name of the exchange in which the Company's shares are listed (NA for listed companies that only issue bonds or non-listed companies).	
(12)	Kronologis pencatatan Efek lainnya mencakup antara lain: The chronology of other Securities recording includes:	134-136
	a. Kronologis pencatatan efek lainnya; Chronology of recording of other securities;	
	b. Jenis tindakan perusahaan (corporate action) yang menyebabkan perubahan jumlah efek lainnya; Type of corporate action that causes changes in the number of other securities;	
	C. Perubahan jumlah efek lannya dari awal pencatatan sampai dengan akhir tahun buku; Changes in the number of other securities from the beginning of recording until the end of the fiscal year;	
	d. Nama Bursa dimana efek lainnya perusahaan dicatatkan; Name of the exchange in which the Company's other securities are listed;	
	e. Peringkat efek (NA listed company yang hanya menerbitkan Saham atau non listed company). Securities rating (NA listed company that only issues shares or non-listed company).	

	Penjelasan Kriteria Definition of Criteria	Checklist
(13)	Nama dan alamat lembaga dan atau profesi penunjang pasar modal memuat antara lain: The name and address of the capital market supporting institution and/or profession includes, among other things:	139
	a. Nama dan alamat BAE; *Names and addresses Securities Administration Bureau;*	
	b. Nama dan alamat Kantor Akuntan Publik; Name and address of the Public Accounting Firm;	
	c. Nama dan alamat perusahaan pemeringkat efek. Name and address of securities rating company.	
	Catalan: Note:	
	• Untuk perusahaan yg hanya menerbitkan Saham, dianggap lengkap jika kriteria a & b terpenuhi For companies that only issue shares, it is considered complete if criteria a & b are fulfilled	
	• untuk perusahaan yg hanya menerbitkan obligasi, dianggap lengkap jika kriteria b & c terpenuhi; For companies that only issue bonds, it is considered complete if criteria b & c are fulfilled;	
	• Untuk perusahaan yag menerbitkan Saham & obligasi, dianggap lengkap jika semua kriteria terpenuhi For companies that issue shares and bonds, it is considered complete if all criteria are fulfilled	
(14)	Akuntan Perseroan memuat antara lain: The Company's Accountant includes, among other things:	138
	a. Berapa periode audit akuntan publik telah mengaudit laporan keuangan perusahaan; How many audit periods have public accountants audited the Company's financial statements;	
	b. Berapa periode audit kantor akuntan publik telah mengaudit laporan keuangan perusahaan; (3) Besarnya fee audit; (4) Jasa lain yang diberikan akuntan selain jasa financial audit. How many audit periods has the public accounting firm audited the Company's financial statements; (3) The amount of the audit fee; (4) Other services provided by accountants apart from financial audit services.	
(15)	Penghargaan dan sertifikasi yang diterima perusahaan baik yang berskala nasional maupun internasional memuat antara lain: Awards and certifications received by companies, both national and international, include:	6-17
	a. Masa berlaku Valid date	
	b. Nama penghargaan/sertifikasi (berskala nasional dan intemasional); Name of award/certification (national and international scale);	
	C. Tahun perolehan; Awarding year	
	d. Badan pemberi penghargaan/sertifikasi; Awardee/Certificators	
(16)	Nama dan alamat anak perusahaan dan atau kantor cabang atau kantor perwakilan Uika ada). Name and address of subsidiaries and/or branch offices or representative offices (if any).	84-86
Laporan Tahunan memuat bagian tersendiri mengenai Analisa dan Pembahasan Manajamen atas Kinerja Perusahaan. The Annual Report contains a separate section regarding Management Analysis and Discussion of Company Performance.		
Faktor-faktor yang Diuji Kesesuaian Penerapannya: Factors Tested for Compliance of Implementation:		
(1)	Tinjauan operasi per segmen usaha, memuat uraian mengenai: (1) produksi; (2) penjualan/ pendapatan usaha; (3) profitabilitas; (4) Peningkatan/ penurunan kapasitas produksi untuk masing-masing segmen usaha (NA untuk perusahaan yang tidak mempunyai segmen). Review of operations per business segment, containing descriptions of: (1) production; (2) sales/business income; (3) profitability; (4) Increase/decrease in production capacity for each business segment (NA for companies that do not have segments).	159-163
(2)	Uraian atas Kinerja Keuangan Perusahaan yakni analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya {dalam bentuk narasi dan tabel) , antara lain mengenai: (1) aktiva lancar, aktiva tidak lancar, dan jumlah aktiva; (2) kewajiban lancar, kewajiban tidak lancar, dan jumlah kewajiban; (3) penjualan/pendapatan usaha; (4) beban usaha; (5) laba/rugi bersih. Description of the Company's Financial Performance, namely an analysis of financial performance which includes a comparison between the financial performance of the year in question and the previous year (in the form of narratives and tables), including regarding: (1) current assets, non-current assets and total assets; (2) current liabilities, non-current liabilities, and total liabilities; (3) sales/business income; (4) operating expenses; (5) net profit/loss.	164-175

	Penjelasan Kriteria Definition of Criteria	Checklist
(3)	Bahasan dan analisis tentang kemampuan membayar hutang dan tingkat kolektibilitas piutang Perusahaan antara lain memuat penjelasan tentang: (1) kemampuan membayar hutang; (2) tingkat kolektibilitas piutang. The discussion and analysis regarding solvency and the level of collectability of the Company's receivables includes, among other things, explanations about: (1) solvency; (2) level of collectability of receivables.	176-178
(4)	Bahasan tentang struktur modal (capital structure), kebijakan manajemen atas struktur modal (capital structure policies), dan tingkat likuiditas perusahaan (liquidity) antara lain penjelasan atas: (1) struktur modal (capital structure); (2) kebijakan manajemen atas struktur modal (capital structure policies); (3) tingkat likuiditas perusahaan (liquidity). Discussions about capital structure, management policies on capital structure and the level of company liquidity include explanations of: (1) capital structure; (2) management policies on capital structure (capital structure policies); (3) the level of company liquidity (liquidity).	179-180
(5)	Bahasan mengenai ikatan yang material untuk investasi barang modal memuat antara lain penjelasan tentang: (1) tujuan dari ikatan tersebut; (2) sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut: (3) mata uang yang menjadi denominasi; (4) langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait. The discussion regarding material bonds for investment in capital goods includes, among other things, an explanation of: (1) the purpose of the bond; (2) the source of funds expected to fulfil the obligations: (3) the currency in which they are denominated; (4) the Company's planned steps to hedge the risks of the related foreign currency positions.	180
(6)	Bahasan dan analisis tentang informasi keuangan yang telah dilaporkan yang mengandung kejadian yang sifatnya luar biasa dan jarang terjadi. Discussion and analysis of reported financial information that contains extraordinary and rare events.	188
(7)	Uraian tentang komponen-komponen substansial dari pendapatan dan beban lainnya, untuk dapat mengetahui hasil usaha perusahaan. A description of the substantial components of income and other expenses, to be able to determine the Company's business results.	164-175
(8)	Jika laporan keuangan mengungkapkan peningkatan atau penurunan yang material dari penjualan atau pendapatan bersih, maka wajib disertai dengan bahasan tentang sejauh mana perubahan tersebut dapat dikaitkan antara lain dengan, jumlah barang atau jasa yang dijual, dan atau adanya produk atau jasa baru. If the financial report reveals a material increase or decrease in sales or net income, it must be accompanied by a discussion of the extent to which the change can be related, among other things, to the number of goods or services sold, and/or the existence of new products or services.	164-175
(9)	Bahasan tentang dampak perubahan harga terhadap penjualan atau pendapatan bersih perusahaan serta laba operasi perusahaan selama 2 {dua) tahun atau sejak perusahaan memulai usahanya, jika baru memulai usahanya kurang dari 2 (dua) tahun. Discussion of the impact of price changes on the Company's sales or net income as well as the Company's operating profit for 2 (two) years or since the Company started its business, if it has only started its business for less than 2 (two) years.	189
(10)	Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan, termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang. Material information and facts that occur after the date of the accountant's report, including their impact on future business performance and risks.	181
(11)	Uraian tentang prospek usaha perusahaan sehubungan dengan industri, ekonomi secara umum dan pasar intemasional serta dapat disertai data pendukung kuantitatif jika ada sumber data yang layak dipercaya. A description of the company's business prospects in relation to industry, the general economy and international markets and can be accompanied by quantitative supporting data if there is a reliable data source.	182-183
(12)	Uraian tentang aspek pemasaran atas produk dan jasa perusahaan, antara lain meliputi pangsa pasar. Description of the marketing aspects of the company's products and services, including market share.	185
(13)	Pemyataan mengenai kebijakan dividen dan tanggal serta jumlah dividen kas per Saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir, memuat uraian mengenai: (1) besarnya deviden untuk masing-masing tahun; (2) besarnya Payout Ratio. Statement regarding dividend policy and the date and amount of cash dividends per share and the amount of annual dividends declared or paid during the last 2 (two) fiscal years, containing a description of: (1) the amount of dividends for each year; (2) the amount of the Payout Ratio.	186
(14)	Realisasi penggunaan dana hasil penawaran umum, memuat uraian mengenai: (1) total perolehan dana; (2) rencana penggunaan dana; (3) rincian penggunaan dana; (4) saldo; (5) perubahan penggunaan dana Qika ada)–(NA untuk non listed company). The realization of the use of funds from the public offering includes a description of: (1) total fund acquisition; (2) plan for use of funds; (3) details of use of funds; (4) balance; (5) changes in the use of funds (if any) (NA for non-listed companies).	187-188

	Penjelasan Kriteria Definition of Criteria	Checklist
(15)	Informasi material, antara lain mengenai investasi, ekspansi, divestasi, akuisisi, restrukturisasi hutang/modal, transaksi yang mengandung benturan kepentingan dan sifat transaksi dengan pihak afiliasi. Material information, including regarding investment, expansion, divestment, acquisition, debt/capital restructuring, transactions containing conflicts of interest and the nature of transactions with affiliated parties.	189-195
(16)	Uraian mengenai perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap perusahaan dan dampaknya terhadap laporan keuangan. Description of changes in laws and regulations that have a significant impact on the company and their impact on financial statements.	196
(17)	Uraian mengenai perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan. Description of changes in accounting policies, reasons and impact on financial statements.	196-197
Laporan Tahunan memuat pengungkapan praktik Tata Kelola Perusahaan yang Baik. The Annual Report contains disclosures of Good Corporate Governance practices.		
Faktor-faktor yang Diuji Kesesuaian Penerapannya: Factors Tested for Compliance of Implementation:		
(1)	Uraian Dewan Komisaris/Dewan Pengawas memuat antara lain: (1). Uraian pelaksanaan tugas Dewan Komisaris/Dewan Pengawas; (2) Pengungkapan prosedur penetapan dan besarnya remunerasi anggota Dewan Komisaris/Dewan Pengawas; (3) Frekuensi pertemuan; (4)Tingkat kehadiran Dewan Komisaris/Dewan Pengawas dalam pertemuan. The description of the Board of Commissioners/Supervisory Board includes: (1). Description of the implementation of the duties of the Board of Commissioners/Supervisory Board; (2) Disclosure of procedures for determining and amount of remuneration for members of the Board of Commissioners/Supervisory Board; (3) Frequency of meetings; (4) The level of attendance of the Board of Commissioners/Supervisory Board at meetings.	232-246 (Dekom) 276-280 (DPS)
(2)	Uraian Direksi memuat antara lain: (1) Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi; (2) Pengungkapan prosedur penetapan dan besarnya remunerasi anggota direksi, yang meliputi gaji, fasilitas, dan/atau tunjangan lain yang diterima dari perusahaan yang bersangkutan dan anak perusahaan/perusahaan patungan perusahaan yang bersangkutan; (3) Frekuensi pertemuan; (4) tingkat kehadiran anggota direksi dalam pertemuan; (5) Program pelatihan dalam rangka meningkatkan kompetensi direksi. The description of the Board of Directors includes, among other things: (1) The scope of work and responsibilities of each member of the Board of Directors; (2) Disclosure of procedures for determining and the amount of remuneration for members of the board of directors, which includes salaries, facilities and/or other benefits received from the company concerned and the subsidiary/joint company of the company concerned; (3) Frequency of meetings; (4) the level of attendance of members of the board of directors at meetings; (5) Training program in order to improve the competency of directors.	247-263
(3)	Komite Audit mencakup antara lain: (1) Nama, jabatan, dan riwayat hidup singkat anggota komite audit; (2) Uraian tugas dan tanggung jawab; (3) Frekuensi pertemuan dan tingkat kehadiran komite audit; (4) Laporan singkat pelaksanaan kegiatan komite audit; (5) Independensi anggota komite audit The Audit Committee includes, among other things: (1) Names, positions and brief biographies of audit committee members; (2) Description of duties and responsibilities; (3) Frequency of audit committee meetings and attendance level; (4) Brief report on the implementation of audit committee activities; (5) Independence of audit committee members	281-293
(4)	Komite nominasi dan remunerasi mencakup antara lain: (1) Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan remunerasi; (2) Independensi anggota komite nominasi dan remunerasi; (3) Uraian tugas dan tanggung jawab; (4) Uraian pelaksanaan kegiatan komite nominasi dan remunerasi; (5) Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan remunerasi. The nomination and remuneration committee includes, among other things: (1) Names, positions and brief biographies of members of the nomination and remuneration committee; (2) Independence of nomination and remuneration committee members; (3) Description of duties and responsibilities; (4) Description of the activities of the nomination and remuneration committee; (5) Frequency of meetings and level of attendance of the nomination and remuneration committee.	294-306
(5)	Komite manajemen risiko mencakup antara lain: (1) Nama, jabatan, dan riwayat hidup singkat anggota komite pemantauan risiko; (2) Independensi anggota komite pemantauan risiko; (3) Uraian tugas dan tanggung jawab; (4) Uraian pelaksanaan kegiatan komite pemantauan risiko; (5) Frekuensi pertemuan dan tingkat kehadiran komite pemantauan risiko. The risk management committee includes, among other things: (1) Names, positions and brief biographies of members of the risk monitoring committee; (2) Independence of risk monitoring committee members; (3) Description of duties and responsibilities; (4) Description of the implementation of the risk monitoring committee activities; (5) Frequency of meetings and level of attendance of the risk monitoring committee.	307-314

	Penjelasan Kriteria Definition of Criteria	Checklist
(6)	Uraian tugas dan Fungsi Sekretaris Perusahaan mencakup antara lain: (1) Nama dan riwayat jabatan singkat sekretaris perusahaan; (2) Uraian pelaksanaan tugas sekretaris perusahaan. The description of the duties and functions of the Corporate Secretary includes: (1) Name and brief position history of the company secretary; (2) Description of the implementation of the duties of the company secretary.	343-355
(7)	Uraian mengenai pelaksanaan pengawasan dan pengendalian intern (internal audit and control) Description of the implementation of internal supervision and control (internal audit and control)	365-368
(8)	Uraian tentang Unit Audit internal mencakup antara lain: (1) Informasi tentang keberadaan Unit Audit Internal; (2) Penjelasan tentang Piagam Audit Internal; (3) Penjelasan mengenai tugas dan tanggung jawab Unit Audit Internal; (4) Uraian pelaksanaan kegiatan Unit Audit Internal; (5) Nama dan riwayat hidup singkat kepala Unit Audit Internal. The description of the Internal Audit Unit includes: (1) Information about the existence of the Internal Audit Unit; (2) Explanation of the Internal Audit Charter; (3) Explanation of the duties and responsibilities of the Internal Audit Unit; (4) Description of the implementation of Internal Audit Unit activities; (5) Name and brief curriculum vitae of the head of the Internal Audit Unit.	354-362
(9)	Uraian mengenai manajemen risiko perusahaan mencakup antara lain: (1) Penjelasan mengenai risiko-risiko yang dihadapi perusahaan (misalnya risiko yang disebabkan oleh fluktuasi kurs atau suku bunga, persaingan usaha, pasokan bahan baku, ketentuan negara lain atau peraturan internasional, dan kebijakan pemerintah); (2) Upaya untuk mengelola risiko tersebut. A description of the company's risk management includes: (1) An explanation of the risks faced by the company (for example, risks caused by exchange rate or interest rate fluctuations, business competition, supply of raw materials, provisions of other countries or international regulations, and government policies) ; (2) Efforts to manage these risks.	369-386
(10)	Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai komitmen perusahaan terhadap perlindungan konsumen mencakup antara lain informasi tentang: (1) Pembentukan Pusat Pengaduan Konsumen; (2) Program peningkatan layanan kepada konsumen; (3) Biaya yang telah dikeluarkan. A description of the activities and costs incurred in relation to corporate social responsibility, especially regarding the company's commitment to consumer protection, includes, among other things, information about: (1) Establishment of a Consumer Complaints Center; (2) Service improvement program for consumers; (3) Costs that have been incurred.	440-444
(11)	Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawabsosial perusahaan terutama mengenai "community development program" yang telah dilakukan, rnencakup antara lain informasi tentang: (1) Mitra Usaha binaan Perusahaan; (2) Program pengembangan pendidikan; (3) Program perbaikan kesehatan; (4) Program pengembangan seni budaya; (5) Biaya yang telah dikeluarkan. Description of activities and costs incurred in relation to corporate social responsibility, especially regarding the "community development program" that has been carried out, includes, among other things, information about: (1) Business Partners fostered by the Company; (2) Educational development program; (3) Health improvement program; (4) Arts and culture development program; (5) Costs that have been incurred.	442-444
(12)	Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama aktivitas lingkungan, mencakup antara lain informasi tentang (1) Aktivitas pelestarian lingkungan (2) Aktivitas pengelolaan lingkungan; (3) sertifikasi alas pengelolaan lingkungan; (4) Biaya yang telah dikeluarkan. Description of activities and costs incurred in relation to corporate social responsibility, especially environmental activities, includes, among other things, information about (1) Environmental preservation activities (2) Environmental management activities; (3) environmental management certification; (4) Costs that have been incurred.	442-444
(13)	Perkara penting yang sedang dihadapi oleh perusahaan, Direksi dan anggota Dewan Komisaris/Dewan Pengawas yang sedang menjabat dan klaim material yang diajukan oleh dan/atau terhadap perusahaan, dan perkara yang ada di badan peradilan atau badan arbitrase yang melibatkan perusahaan, mencakup antara lain: (1) pokok perkara/gugatan; (2) kasus posisi; (2) status penyelesaian perkara/gugatan; (4) pengaruhnya terhadap kondisi keuangan perusahaan. Important cases currently being faced by the company, the Board of Directors and current members of the Board of Commissioners/Supervisory Board and material claims submitted by and/or against the company, and cases before the judiciary or arbitration Board of Directorsies involving the company, include: (1) main case/lawsuit; (2) positional cases; (2) case/lawsuit settlement status; (4) its effect on the company's financial condition.	397-398
(14)	Akses informasi dan data perusahaan, yaitu uraian mengenai tersedianya akses inforrnasi dan data perusahaan kepada publik, misalnya melalui website, media massa, mailing list, bulletin dsb. Access to company information and data, namely a description of the availability of access to company information and data to the public, for example through websites, mass media, mailing lists, bulletins, etc.	399-400
(15)	Etika Perusahaan memuat uraian antara lain: (1) Keberadaan Pedoman Perilaku; (2) Isi Pedoman Perilaku; (3) penyebaran Pedoman Perilaku kepada karyawan dan upaya penegakannya; (4) pernyataan mengenai budaya perusahaan (corporate culture) yang dimiliki perusahaan. Company Ethics includes a description of, among other things: (1) Existence of a Code of Conduct; (2) contents of the Code of Conduct; (3) dissemination of the Code of Conduct to employees and efforts to enforce it; (4) a statement regarding the Company's corporate culture.	401-404

Penjelasan Kriteria Definition of Criteria		Checklist
Laporan Tahunan memuat bagian tersendiri mengenai Laporan Keuangan. **The Annual Report contains a separate section regarding Financial Statement.**		
Faktor-faktor yang Diuji Kesesuaian Penerapannya: Factors Tested for Compliance of Implementation:		
(1)	Surat Pernyataan Direksi tentang Tanggung Jawab Direksi atas Laporan Keuangan sesuai dengan peraturan Bapepam. Board of Directors' Statement Letter regarding Board of Directors' Responsibility for Financial Statement in accordance with Bapepam regulations.	✓
(2)	Opini akuntan alas laporan keuangan adalah wajar tanpa pengecualian (WTP). The accountant's opinion on the basis of the financial statements is unqualified (WTP).	✓
(3)	Deskripsi Auditor Independen di Opini antara lain: (1) Nama & tanda tangan; (2) Tanggal Laporan Audit; (3) No. ijin KAP Oika ada). Description of the Independent Auditor in the Opinion includes: (1) Name & signature; (2) Audit Report Date; (3) KAP's Number permit (if available).	✓
(4)	Laporan keuangan yang lengkap, yaitu: neraca, laporan laba rugi, laporan perubahan ekuitas, laporan arus kas, dan catatan alas laporan keuangan serta disajikan untuk jangka waktu 2 (dua) tahun terakhir atau sejak usaha dimulai bagi perusahaan yang memulai usahanya kurang dari 2 (dua) tahun buku. Complete financial statements, namely: balance sheet, profit, and loss report, change in equity report, cash flow report, and notes to the financial statements and presented for the last 2 (two) years or since the business started for companies that started their business less than 2 (two) fiscal year.	✓
(5)	Penyajian laporan keuangan sesuai ketentuan Pedoman Penyajian Laporan Keuangan yang diterbitkan Bapepam & LK dan/atau institusi yang berwenang. Presentation of financial reports in accordance with the provisions of the Guidelines for Presenting Financial Reports issued by Bapepam & Financial Institutions and/or authorized institutions.	✓

Checklist AR 2023 dengan Surat Edaran Otoritas Jasa Keuangan Nomor 16/SEOJK.04/2021 Tentang Bentuk Dan Isi Laporan Tahunan Emiten Atau Perusahaan Publik

Checklist of AR 2023 with OJK's Circular Letter Number 16/SEOJK.04/2021 on the Form and Content of Annual report of the Issuers and Public Company

No.	Keterangan Description	Checklist AR AR Checklists
A	**Ikhtisar Data Keuangan Penting** **Ikhtisar data keuangan penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:** **Overview of Important Financial Data** **The summary of important financial data contains financial information presented in comparative form for 3 (three) fiscal years or since starting its business if the Issuer or Public Company has carried out its business activities for less than 3 (three) years, containing at least:**	20-25
1	pendapatan/penjualan Revenue/sales	
2	laba bruto Gross profit	
3	laba (rugi) Profit (loss)	
4	jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali The amount of profit (loss) attributable to the owners of the parent entity and non-controlling interests	
5	total laba (rugi) komprehensif Total comprehensive profit (loss)	
6	jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali The amount of comprehensive profit (loss) attributable to the owners of the parent entity and non-controlling interests	
7	laba (rugi) per saham Profit (loss) per share	
8	jumlah asset Total assets	
9	jumlah liabilitas Total liabilities	
10	jumlah ekuitas Total equity	
11	rasio laba (rugi) terhadap jumlah asset Ratio of profit (loss) on total assets	
12	rasio laba (rugi) terhadap ekuitas Ratio of profit (loss) on Equity	
13	rasio laba (rugi) terhadap pendapatan/penjualan Rasio of profit (loss) on Revenue/Sales	
14	rasio lancer Current rasio	
15	rasio liabilitas terhadap ekuitas Rasio of liabilities on equity	

No.	Keterangan Description	Checklist AR AR Checklists
16	rasio liabilitas terhadap jumlah asset Rasio of liabilities on total assets	
17	informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya Information and other financial ratios that are relevant to the Issuer or Public Company and the type of industry	
B	**Informasi Saham** **Informasi saham bagi Perusahaan Terbuka paling sedikit memuat:** **Share Information:** **Share information for Public Company must at least contains:**	
1	saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat: Shares that have been issued for each quarter, presented in comparative form for the last 2 (two) fiscal years, contain at least:	26-27
	a. jumlah saham yang beredar; Total sahres outstanding	
	b. kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan Market capitalization is based on the price on the stock exchange where the shares are listed	
	c. harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan The highest, lowest and closing stock prices are based on the price on the stock exchange where the shares are listed	
	d. volume perdagangan pada bursa efek tempat saham dicatatkan Informasi dalam huruf b, huruf c dan huruf d hanya diungkapkan jika sahamnya tercatat di bursa efek Trading volume on the stock exchange where the shares are listed Information in letters b, c and d is only disclosed if the shares are listed on the stock exchange	
2	Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai: In the event of a corporate action that causes changes in shares, such as stock split, reverse stock, share dividends, bonus shares, changes in the nominal value of shares, issuance of convertible securities, as well as additions and reductions in capital, stock information as referred to in number 1) is added with an explanation of at least:	28
	a. tanggal pelaksanaan aksi korporasi date of implementation of the corporate action	
	b. rasio pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham ratio of stock splits, reverse stock, stock dividends, bonus shares, number of convertible securities issued, and changes in nominal value of shares	
	c. jumlah saham beredar sebelum dan sesudah aksi korporasi number of shares outstanding before and after the corporate action	
	d. jumlah efek konversi yang dilaksanakan (jika ada) number of conversion effects implemented (if any)	
	e. harga saham sebelum dan sesudah aksi korporasi share prices before and after corporate actions	
3	dalam hal terjadi penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tersebut In the event of a temporary suspension of share trading and/or delisting of share listing in the fiscal year, the reasons for the temporary suspension of share trading (suspension) and/or delisting of share (delisting) are explained.	28
4	dalam hal penghentian sementara perdagangan saham (*suspension*) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (*delisting*) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tersebut In the event that the temporary suspension of share trading (suspension) as referred to in number 3) and/or the process of delisting of share (delisting) is still ongoing until the end of the Annual Report period, the actions taken to resolve the temporary suspension of share trading (suspension) and/or delisting are explained.	28

No.	Keterangan Description	Checklist AR AR Checklists
C	**Laporan Direksi** **Laporan Direksi paling sedikit memuat uraian singkat mengenai:** **Board of Directors report** **The Board of Directors report must at least contains a brief descriptions of:**	47-57
1	kinerja Emiten atau Perusahaan Publik, paling sedikit memuat: the performance of the Issuer or Public Company, at least includes:	47-52
	a. strategi dan kebijakan strategis Emiten atau Perusahaan Publik strategy and strategic policies of the Issuer or Public Company	
	b. peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik the role of the Board of Directors in formulating the strategy and strategic policies of the Issuer or Public Company	
	c. proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik the process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy	
	d. perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik comparison between the results achieved and those targeted by the Issuer or Public Company	
	e. kendala yang dihadapi Emiten atau Perusahaan Publik obstacles faced by Issuers or Public Companies	
2	gambaran tentang prospek usaha Emiten atau Perusahaan Publik an overview of the business prospects of the Issuer or Public Company	52-53
3	penerapan tata kelola Emiten atau Perusahaan Publik implementation of governance for Issuers or Public Companies	53-54
D	**Laporan Dewan Komisaris** **Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai:** **Board of Commissioners report** **The Board of Commissioners report must at least contains a brief descriptions of:**	38-46
1	penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi assessment of the performance of the Board of Directors regarding the management of the Issuer or Public Company, including supervision of the Board of Commissioners in the formulation and implementation of the Issuer or Public Company strategy carried out by the Board of Directors	40
2	pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi views on the business prospects of the Issuer or Public Company prepared by the Board of Directors	42
3	pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik views on the implementation of governance of Issuers or Public Companies	43
E	**Profil Emiten atau Perusahaan Publik** **Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi:** **Profile of Issuers or Public Company**	
1	nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku the name of the Issuer or Public Company including if there is a name change, the reason for the change, and the effective date of the name change in the fiscal year	62-65
2	akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi: Access to Issuers or Public Companies including branch offices or representative offices that enable the public to obtain information regarding Issuers or Public Companies, including:	62
	a. Alamat Address	
	b. nomor telepon Telephone number	
	c. alamat surat elektronik email address	
	d. alamat situs web Website	
3	riwayat singkat Emiten atau Perusahaan Publik brief history of the Issuer or Public Company	63-65

No.	Keterangan Description	Checklist AR AR Checklists
4	visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan (*corporate culture*) atau nilai-nilai Perusahaan the vision and mission of the Issuer or Public Company as well as corporate culture or company values	70
5	kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan business activities according to the latest articles of association, business activities carried out in the fiscal year, as well as the types of goods and/or services produced	74-83
6	wilayah operasional Emiten atau Perusahaan Publik wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional Perusahaan The operational area of an Issuer or Public Company. The operational area is the area or region where operational activities are carried out or the scope of the Company's operational activities	84-86
7	struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan Organizational structure of the Issuer or Public Company in chart form, at least up to a structure 1 (one) level below the Board of Directors including committees below the Board of Directors (if any) and committees below the Board of Commissioners, accompanied by names and positions	88-89
8	daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan membership list of industry associations both on a national and international scale related to the implementation of sustainable finance	87
9	profil Direksi, paling sedikit memuat: Profile of the Board of Directors, whic must at least contains:	104-117
	a. nama dan jabatan yang sesuai dengan tugas dan tanggung jawab names and positions which are in accordance to duties and responsibilities	
	b. foto terbaru Newest photograph	
	c. usia Age	
	d. kewarganegaraan Nationality	
	e. riwayat pendidikan dan/atau sertifikasi Educational background and/or certification	
	f. riwayat jabatan, meliputi informasi: Positional history, which must include:	
	dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned	
	rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut holding multiple positions, either as a member of the Board of Directors, member of the Board of Commissioners, and/or member of a committee as well as other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not hold concurrent positions, this will be disclosed	
	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik work experience and time period both inside and outside the Issuer or Public Company	
	g. hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut Affiliate relationships with other members of the Board of Directors, members of the Board of Commissioners, major shareholders and controllers, both directly and indirectly, up to individual owners, including the names of affiliated parties. In the event that a member of the Board of Directors does not have an affiliate relationship, the Issuer or Public Company shall disclose this	
	h. perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut changes in the composition of members of the Board of Directors and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this will be disclosed	

No.	Keterangan Description	Checklist AR AR Checklists
10	profil Dewan Komisaris, paling sedikit memuat: Profile of the Board of Commissioners, which must at least contains:	90-103
	a. nama dan jabatan Names and positions	
	b. foto terbaru Newest photograph	
	c. usia Age	
	d. kewarganegaraan Nationality	
	e. riwayat pendidikan dan/atau sertifikasi educational background and/or certification	
	f. riwayat jabatan, meliputi informasi: Positional history, which must include:	
	dasar hukum pengangkatan sebagai anggota Dewan Komisaris legal basis for appointment as a member of the Board of Commissioners	
	dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned	
	rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut holding multiple positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member as well as other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Commissioners does not hold concurrent positions, this matter shall be disclosed	
	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik work experience and time period both inside and outside the Issuer or Public Company	
	g. hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut Affiliate relationships with other members of the Board of Commissioners, major shareholders and controllers, both directly and indirectly, down to individual owners, including the names of affiliated parties. In the event that members of the Board of Commissioners do not have an affiliate relationship, the Issuer or Public Company shall disclose this	
	h. pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode statement of independence of the independent commissioner if the independent commissioner has served more than 2 (two) terms	
	i. perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut changes in the composition of members of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter will be disclosed	
11	dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya If there is a change in the composition of members of the Board of Directors and/or members of the Board of Commissioners that occurs after the fiscal year ends up to the deadline for submission of the Annual Report, the composition included in the Annual Report is the latest and previous composition of members of the Board of Directors and/or Board of Commissioners.	

No.	Keterangan Description	Checklist AR AR Checklists
12	jumlah karyawan menurut: Total employee based on:	118-120
	jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku gender, position, age, education level, and employment status (permanent/contract) in the fiscal year	
13	nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai: name of shareholder and percentage of ownership at the beginning and end of the fiscal year, consisting of information regarding:	129-132
	a. pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik shareholders who own 5% (five percent) or more shares of an Issuer or Public Company	
	b. anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut members of the Board of Directors and members of the Board of Commissioners who own shares in Issuers or Public Companies. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, this will be disclosed	
	c. kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik. community shareholder group, namely a group of shareholders who each own less than 5% (five percent) of the shares of an Issuer or Public Company. informasi di atas dapat disajikan dalam bentuk table such information can be presented in the form of table	
14	persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut. percentage of indirect ownership of shares of an Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the fiscal year, including information regarding shareholders registered in the shareholder register for indirect ownership interests of members of the Board of Directors and members of the Board of Commissioners in the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, then this matter shall be disclosed.	129-130
15	jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi: number of shareholders and percentage of ownership as of the end of the fiscal year based on classification:	131
	a. kepemilikan institusi local local institutional ownership	
	b. kepemilikan institusi asing foreign institutional ownership	
	c. kepemilikan individu local local individual ownership	
	d. kepemilikan individu asing foreign individual ownership	
16	informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan information regarding the main and controlling shareholders of the Issuer or Public Company, both directly and indirectly, down to individual owners, presented in the form of a scheme or chart	131-132

No.	Keterangan Description	Checklist AR AR Checklists
17	nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut. name of subsidiary, associated company, joint venture company where the Issuer or Public Company has joint control of the entity (if any), along with the percentage of share ownership, line of business, total assets, and operating status of the subsidiary, associated company, joint venture company For subsidiary entities, information regarding the address of the subsidiary entity is added.	134-136
18	kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada) chronology of share listing, number of shares, nominal value and offering price from the beginning of the listing to the end of the fiscal year as well as the name of the stock exchange where the shares of the Issuer or Public Company are listed, including stock splits, reverse stock mergers, stock dividends, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of additions and reductions in capital (if any)	137
19	informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat: information on recording securities other than securities as referred to in number 18), which have not yet matured in the fiscal year at least contains:	138
	a. nama efek name of securities	
	b. tahun penerbitan date of issuance	
	c. tingkat suku bunga/imbal hasil interest rate/ yield	
	d. tanggal jatuh tempo due date	
	e. nilai penawaran offer value	
	f. peringkat efek (jika ada) securities rating (if any)	
20	informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi: Information on the use of public accountant (AP) and public accounting firms (KAP) services and their networks/ associations/alliances, which includes:	138
	a. nama dan Alamat names and address	
	b. periode penugasan assignment period	
	c. informasi jasa audit dan/atau non audit yang diberikan information on audit and/or non-audit services provided	
	d. biaya jasa (*fee*) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku audit fees and/or non-audit for each assignment given in the fiscal year	
	e. dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut in the case of public accountant or public accounting firm as well as their networks/associations/alliances that is appointed to provide audit services, the information is disclosed Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel. Information disclosure on public accountant or public accounting firm as well as their networks/associations/ alliances can be presented in the form of table	

No.	Keterangan Description	Checklist AR AR Checklists
21	nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP. Names and address of the capital market institutions and/or professions, in addition to public accountant or public accounting firm	139
F	**Analisis dan Pembahasan Manajemen** **Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:** **Management Analysis and Discussion** **Management analysis and discussion includes analysis and discussion of financial reports and other important information with an emphasis on material changes that occur during the fiscal year, which at least contains:**	
1	tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: operational review per business segments, in accordance with the types of industries of the issuers or public companies, which must at least contain:	159-163
	a. produksi, yang meliputi proses, kapasitas, dan perkembangannya production, which includes its process, capacities, and its development	
	b. pendapatan/penjualan revenue/sales	
	c. profitabilitas profitability	
2	kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai: comprehensive financial performance which includes a comparison of financial performance in the last 2 (two) fiscal years, an explanation of the causes of changes, and the impact of these changes, which must at least contain:	164-175
	a. aset lancar, aset tidak lancar, dan total asset current assets, non-current assets, and total assets	
	b. liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas short and long term liabilities, as well as total liabilities	
	c. ekuitas equity	
	d. pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif revenue/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss)	
	e. arus kas cash flow	
3	kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan ability to pay debts or obligations by presenting relevant ratio calculations	176-177
4	tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan receivable collectivity rate of the issuers or public companies by presenting relevant ratio calculations	178
5	struktur modal (*capital structure*) dan kebijakan manajemen atas struktur modal (*capital structure*) tersebut disertai dasar penentuan kebijakan dimaksud capital structure and management policy on the capital structure accompanied by the basis for determining the policy in question	179-180
6	bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit memuat: discussion on material bonds for capital goods investment, which at least must include:	180
	a. tujuan dari ikatan tersebut purpose of the bond	
	b. sumber dana yang diharapkan untuk memenuhi ikatan tersebut the source of funding to fulfil the bond	
	c. mata uang yang menjadi denominasi denominating currency	
	d. langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait planned steps by the issuers or public companies to protect the risks from relevant currency positions	

No.	Keterangan Description	Checklist AR AR Checklists
7	bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat: discussion regarding investment in capital goods realized in the last fiscal year, which must at least contain:	181
	a. jenis investasi barang modal types of capital good investment	
	b. tujuan investasi barang modal purpose of capital good investment	
	c. nilai investasi barang modal yang dikeluarkan distributed value of capital good investment	
8	informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada) material facts and information that happened after the date of accounting report (if any)	181
9	prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya The business prospects of the Issuer or Public Company are linked to industrial conditions, general economy and international markets accompanied by quantitative supporting data from reliable data sources	182-183
10	perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai: comparison between target/projection at the beginning of fiscal year with the realization, regarding:	184
	a. pendapatan/penjualan revenue/sales	
	b. laba (rugi) profit (loss)	
	c. struktur modal (capital structure) capital structure	
	d. hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik other matters deemed important to the issuers or public companies	
11	target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai: target/projection which the issuers or the public companies try to achieve in the next 1 (one) year, regarding:	184
	a. pendapatan/penjualan revenue/sales	
	b. laba (rugi) profit (loss)	
	c. laba (rugi) profit (loss)	
	d. kebijakan dividen dividend policy	
	e. hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik other important matters deemed necessary by the issuers or public companies	
12	aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar marketing aspects on goods and/or services of the issuers or public companies, which must at least contain marketing strategy and target market	185
13	uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit: description on dividend policy for the last 2 (two) fiscal years, which must at least contain:	186
	a. kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih dividend policy, which must at least contain information on the percentage of the number of dividends distributed on net profit	
	b. tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas date of payment of cash dividend and/or date of non-cash dividend distribution	
	c. jumlah dividen per saham (kas dan/atau non kas) number of dividend per share (cash and/or non-cash)	
	d. jumlah dividen per tahun yang dibayar number of dividends per year paid pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut. Information disclosure can be presented in the form of a table. In the event that the issuers or public companies has not distributed dividends in the last 2 (two) years, this matter will also be disclosed.	

No.	Keterangan Description	Checklist AR AR Checklists
14	realisasi penggunaan dana hasil penawaran umum, dengan ketentuan: realization of IPO fund usage, with the following considerations:	187-188
	a. dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil penawaran umum secara kumulatif sampai dengan akhir tahun buku In the event that during the fiscal year the issuers have obligation to submit realization report of the fund usage, then the realization of the fund usage gained from IPO is disclosed cumulatively until the end of the fiscal year	
	b. dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka Emiten menjelaskan perubahan tersebut in the event that there were changes in the fund usage as regulated in OJK Regulation on reports on the realization of IPO fund usage, then the issuers shall disclose that changes	
15	informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat: material information (if any), which contain investment, divestment, business mergers/consolidations, acquisitions, debt/capital restructuring, material transactions, affiliate transactions, and conflict of interest transactions, which occur in the fiscal year, which contain at least:	189-195
	a. tanggal, nilai, dan objek transaksi date, value, and objects of transaction	
	b. nama pihak yang melakukan transaksi name of parties conducting transaction	
	c. sifat hubungan afiliasi (jika ada) nature of the affiliated relationship (if any)	
	d. penjelasan mengenai kewajaran transaksi explanation on the fairness of trnsaction	
	e. pemenuhan ketentuan terkait fulfilment of related regulations	
	f. dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi: in the event that there is affiliated relationship, in addition to disclosing information, as mentioned in letter a) to letter e), the issuers or public companies also disclosed the following information:	
	pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*armslength principle*) statement of the Board of Directors that states that the transaction has gone through proper procedures to ensure that the affiliated transaction has been carried out in accordance with prevailing business practice, which was conducted by fulfilling the principles of fair transaction (armslength principle)	
	peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*armslength principle*) the role of Board of Commissioners and audit committee in conducting appropriate procedures to ensure that the affiliated transaction has been carried out in accordance with prevailing business practice, which was conducted by fulfilling the principles of fair transaction (armslength principle)	
	g. untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan for affiliated or material transactions which are the business activities done in order to generate business income and are carried out routinely, repeatedly and/or continuously, an explanation is added which states that the affiliated transactions or material transactions are business activities carried out to generate business income and routinely, repeatedly, and/or continuously Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut. In the event that the affiliated or material transaction in question has been disclosed in the annual financial statement, information on the reference to the disclosure is added to the annual financial statement.	

No.	Keterangan Description	Checklist AR AR Checklists
	h. untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut for disclosure of affiliated and/or conflict of interest transactions as a result of the implementation of affiliated and/or conflict of interest transactions approved by independent shareholders, information regarding the date of the GMS which approved the affiliated and/or conflict of interest transaction is added.	
	i. dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut If there were no affiliated and/or conflict of interest transactions, such matters will also be disclosed	
16	perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada) changes in legal provisions that has a significant impact on the issuers or public companies, and its impact on the financial statement (if any)	196
17	perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada). Changes in accounting policies, the reasons, and its impact on the financial statement (if any)	196-197
G	**Tata Kelola Emiten atau Perusahaan Publik** **Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:** **Governance of Issuers or Public Companies** **The governance of an Issuer or Public Company must at least contain a brief description of:**	
1	RUPS, paling sedikit memuat: AGM, must at least contain:	211-231
	a. informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi: information on AGM resolution on the fiscal year and 1 (one) year prior to the fiscal year, which must at least contain:	213-223
	keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku resolution of the AGM on the fiscal year and 1 (one) year prior to the fiscal year which are realized on the fiscal year	224-231
	keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan resolution of the AGM on the fiscal year and 1 (one) year prior to the fiscal year which are not realized on the fiscal year and the reasonings	224-231
	b. dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut in the event that the issuers and public companies make use of independent parties in the conduction of AGM to vote, that will also be disclosed	213
2	Direksi, paling sedikit memuat: Board of Directors, which must at least contain:	247-263
	a. tugas dan tanggung jawab masing-masing anggota Direksi duties and responsibilities of each member of the Board of Directors Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel. Information on the duties and responsibilities of each member of the Board of Directors is described and can be presented in the form of a table.	249-257
	b. pernyataan bahwa Direksi memiliki pedoman atau piagam (*charter*) Direksi statement that the Board of Directors is equipped with a guidance or a charter	248
	c. kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS policies and implementation on the frequency of the Board of Directors's meetings, the Board of Directors's and Board of Commissioners's meetings, and the level of attendance of the member of the Board of Directors in such meeting, including attendance in the GMS Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel. Information on the level of attendance of members of the Board of Directors at Board of Directors's meetings, meetings between the Board of Directors and the Board of Commissioners, or the GMS can be presented in the form of a table.	257-259

No.	Keterangan Description	Checklist AR AR Checklists
	d. pelatihan dan/atau peningkatan kompetensi anggota Direksi: training and/or competency development of the member of the Board of Directors	260-262
	kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada) policy on training and/or competency development of the member of the Board of Directors, including orientation program for the member of the Board of Directors who was newly appointed (id any)	
	pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada) training and/or competency development of the member of the Board of Directors in the fiscal year (if any)	
	e. penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat: the Board of Directors's assessment on the committee's performance which supports the implementation of the Board of Directors's duties on the fiscal year, which must contain at least:	263
	prosedur penilaian kinerja procedures of performance assessment	
	kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat criteria used, such as performance achievement in the fiscal year, the competence, and the attendance in the meeting	
	f. dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut. If the issuers or public companies do not have committee which supports implementation of the Board of Directors's duties, then that will also be disclosed.	-
3	Dewan Komisaris, paling sedikit memuat: The Board of Commissioners, which must contain at least:	232-246
	a. tugas dan tanggung jawab Dewan Komisaris duties and responsibilities of each member of the Board of Commissioners	234-236
	b. pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (*charter*) Dewan Komisaris statement that the Board of Commissioners is equipped with a guidelines or charters	233
	c. kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS policies and implementation on the frequency of the Board of Commissioners's meetings, the Board of Directors's and Board of Commissioners's meetings, and the level of attendance of the member of the Board of Commissioners in such meeting, including attendance in the GMS Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel. Information on the level of attendance of members of the Board of Commissioners at Board of Commissioners's meetings, meetings between the Board of Directors and the Board of Commissioners, or the GMS can be presented in the form of a table.	237-239
	d. pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris: training and/or competency development of the member of the Board of Commissioners:	239-243
	kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada) policy on training and/or competency development of the member of the Board of Directors, including orientation program for the member of the Board of Directors who was newly appointed (if any)	
	pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada) training and/or competency development of the member of the Board of Commissioners in the fiscal year (if any)	
	e. penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat: the assessment on the Board of Directors's and Board of Commissioners's performance as well as the members of the Board of Directors's and Board of Commissioners's performance, which must contain at least:	264-269
	prosedur pelaksanaan penilaian kinerja procedures of performance assessment	
	kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat criteria used, such as performance achievement in the fiscal year, the competence, and the attendance in the meeting	
	pihak yang melakukan penilaian parties conducting the assessment	

No.	Keterangan Description	Checklist AR AR Checklists
	f. penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi: the Board of Commissioners's assessment on the committee's performance which supports the implementation of the Board of Commissioners's duties on the fiscal year, which must contain at least:	244-246
	prosedur penilaian kinerja procedures of performance assessment	
	kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat criteria used, such as performance achievement in the fiscal year, the competence, and the attendance in the meeting	
4	nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat: nomination and remuneration of the Board of Directors and Board of Commissioners, which must contain at least:	270-275
	a. prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris nomination procedure, which includes brief explanation on the policies and processes of nomination of the members of the Board of Directors and/or the members of Board of Commissioners	271
	b. prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain: the procedures and implementation of the Board of Directors's and Board of Commissioners's remuneration, which must include:	273
	prosedur penetapan remunerasi Direksi dan Dewan Komisaris procedures for determining the remuneration of the Board of Directors and Board of Commissioners	271, 273
	struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya remuneration structure of the Board of Directors and Board of Commissioners such as the salary, allowance, bonus, and others	272, 273
	besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris Pengungkapan informasi dapat disajikan dalam bentuk tabel. Disclosure of information of the remuneration of each member of the Board of Directors and each member of the Board of Commissioners is presented in the form of a table.	N/A
5	dewan pengawas syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat: sharia supervisory board, for issuers or public companies that conduct business based of sharia principles as stated in the article of association, which must contain at least:	276-280
	a. nama name	
	b. dasar hukum pengangkatan dewan pengawas syariah legal basis of appointment of the sharia supervisory board	
	c. periode penugasan dewan pengawas syariah assignment period of sharia supervisory board	
	d. tugas dan tanggung jawab dewan pengawas syariah duties and responsibilities of the sharia supervisory board	
	e. frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik the frequency and method of providing advice and suggestions, as well as the fulfilment of sharia principles in the capital market on issuers and public companies	
6	komite audit, paling sedikit memuat: audit committee, which must contain at least	281-293

No.	Keterangan Description	Checklist AR AR Checklists
	a. nama dan jabatannya dalam keanggotaan komite name and positions in the committee membership	283- 285
	b. usia age	
	c. kewarganegaraan nationality	
	d. riwayat Pendidikan educational background	
	e. riwayat jabatan, meliputi informasi: position history, which includes this information:	
	dasar hukum penunjukan sebagai anggota komite legal basis of appointment as a committee member	
	rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada) concurrent position, whether as a member of the Board of Commissioners, member of the Board of Directors, and/or member of committee, or other position (if any)	
	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik working experience and its period in the issuers or public companies	
	f. periode dan masa jabatan anggota komite audit period and tenure of the position of the audit committee	282
	g. pernyataan independensi komite audit statement of independence of the audit committee	287-288
	h. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada) training and/or competency development that has been participated in the fiscal year (if any)	290-291
	i. kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut the policies and frequency of the audit committee meetings and th audit committee's member's level of attendance in the meetings	291-292
	j. pelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) komite audit implementation of the audit committee's activities in the fiscal year, in accordance to the statement in the audit committee's guidelines or charter	292-293
7	komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat: nomination and remuneration committee and function on the issuers or public companies, which must at least contain:	294-306
	a. nama dan jabatannya dalam keanggotaan komite names and positions in the committee membership	296-299
	b. usia age	
	c. kewarganegaraan nationality	
	d. riwayat Pendidikan educational background	
	e. riwayat jabatan, meliputi informasi: positional history, which include this information:	
	dasar hukum penunjukan sebagai anggota komite legal basis of appointment as a committee member	
	rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada) concurrent position, whether as a member of the Board of Commissioners, member of the Board of Directors, and/or member of committee, or other position (if any)	
	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik working experience and its period in the issuers or public companies	
	f. periode dan masa jabatan anggota komite period and tenure of the position of the committee	296

No.	Keterangan Description	Checklist AR AR Checklists
	g. pernyataan independensi komite statement of independence of the committee	299-300
	h. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada) training and/or competency development that has been participated in the fiscal year (if any)	302-304
	i. uraian tugas dan tanggung jawab description of duties and responsibilities	301-302
	j. pernyataan bahwa telah memiliki pedoman atau piagam (charter) statement that it has guidelines or charters	294
	k. kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut policies and implementation of the meeting frequency and the member's level of attendance in that meeting	304-305
	l. uraian singkat pelaksanaan kegiatan pada tahun buku brief explanation of the implementation of activities in the fiscal year	305-306
	m. dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan: if the nomination and remuneration committee was not established, issuers or public companies need to disclose that information as mentioned in the letter i) until letter l), and it must contain:	-
	alasan tidak dibentuknya komite the reason for not establishing the committee	-
	pihak yang melaksanakan fungsi nominasi dan remunerasi party/ies implementing the nomination and remuneration functions	-
8	komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat: other committees owned by the issuers or public companies in supporting the functions and duites of the Board of Directors (if any) and/or committees owned by the issuers or public companies in supporting the functions and duites of the Board of Commissioners, which must at least include:	307-314 (Komite Pemantau Risiko)
	a. nama dan jabatannya dalam keanggotaan komite names and positions in the committee membership	308-310
	b. usia age	
	c. kewarganegaraan nationality	
	d. riwayat Pendidikan educational background	
	e. riwayat jabatan, meliputi informasi: positional history, which include this information:	
	dasar hukum penunjukan sebagai anggota komite legal basis of appointment as a committee member	
	rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada) concurrent position, whether as a member of the Board of Commissioners, member of the Board of Directors, and/or member of committee, or other position (if any)	
	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik working experience and its period in the issuers or public companies	
	f. periode dan masa jabatan anggota komite period and tenure of the position of the committee	308
	g. pernyataan independensi komite statement of independence of the committee	310-311
	h. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada) training and/or competency development that has been participated in the fiscal year (if any)	312-313
	i. uraian tugas dan tanggung jawab description of duties and responsibilities	311
	j. pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) komite statement that it has committee guidelines or charters	307
	k. kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut policies and implementation of the meeting frequency and the member's level of attendance in that meeting	313

No.	Keterangan Description	Checklist AR AR Checklists
	l. uraian singkat pelaksanaan kegiatan komite pada tahun buku brief explanation of the implementation of activities in the fiscal year	313-314
9	sekretaris perusahaan, paling sedikit memuat: corporate secretary, which must at least include:	343-355
	a. nama name	344-345
	b. domisili domicile	
	c. riwayat jabatan, meliputi: positional history, which must at least include:	
	dasar hukum penunjukan sebagai sekretaris Perusahaan legal basis of appointment as a corporate secretary	
	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik working experience and its period in the issuers or public companies	
	d. riwayat Pendidikan educational background	
	e. pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku training and/or competency development that has been participated in the fiscal year (if any)	347
	f. uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku brief explanation of the duties of corporate secretary in the fiscal year	348-355
10	unit audit internal, paling sedikit memuat: internal audit unit, which must at least include:	356-364
	a. nama kepala unit audit internal name of the head of internal audit unit	
	b. riwayat jabatan, meliputi: positional history, which must at least include:	357-358
	dasar hukum penunjukan sebagai kepala unit audit internal legal basis of appointment as a head of internal audit unit	
	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik working experience and its period in the issuers or public companies	
	c. kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada) qualification and certification as an internat audit (if any)	359-360
	d. pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku training and/or competency development that has been participated in the fiscal year	360
	e. struktur dan kedudukan unit audit internal structure and position of internal audit unit	356-357
	f. uraian tugas dan tanggung jawab description of duties and responsibilities	358
	g. pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) unit audit internal statement that it has internal audit unit guidelines or charters	359
	h. uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit brief explanation of the implementation of activities of the internal audit unit including its policies and frequency of meeting with the Board of Directors, Board of Commissioners, and/or audit committee	361
11	uraian mengenai sistem pengendalian internal (*internal control*) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: description of the internal control unit implemented by issuers or publiccompanies, which must at least include:	365-368
	a. pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya financial and operational control, as well as its compliance to the regulation	368
	b. tinjauan atas efektivitas sistem pengendalian internal review on the effectiveness of internal control	368
	c. pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal the statement of the Board of Directors and/or Board of Commissioners on the sufficiency of internal control system	368

No.	Keterangan Description	Checklist AR AR Checklists
12	sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: risk management system implemented by issuers or publiccompanies, which must at least include:	369-386
	a. gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik general description on the risk management system of the issuers or public companies	369-378
	b. jenis risiko dan cara pengelolaannya typs of risks and its management	380-383
	c. tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik review on the effectiveness of the risk management system of the issuers or public companies	379
	d. pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko statement of the Board of Directors and/or Board of Commissioners or audit committee on the sufficiency of the risk management system	386
13	perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat: legal issues that have a material impact to the issuers or public companies, subsidiaries, the members of Board of Directors and Board of Commissioners (if any), which must at least include:	397-398
	a. pokok perkara/gugatan the case of lawsuit	
	b. status penyelesaian perkara/gugatan the state of case/lawsuit settlement	
	c. pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik its impact on the condition of the issuers or public companies	
14	informasi tentang sanksi administratif/sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada) information on the administrative sanctions/sanctions imposed to the issuers or public companies, as well as the member of the Board of Commissioners and Board of Directors, by the financial service authority and other authorities in the fiscal year (if any)	399
15	informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi: information on the Code of Conduct of the issuers or public companies, which include:	401-404
	a. pokok-pokok kode etik the basic of Code of Conduct	402
	b. bentuk sosialisasi kode etik dan upaya penegakannya Its dissemination and enforcement	403
	c. pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik statement that the code of conduct is in effect for the members of the Board of Directors, Board of Commissioners, and all the employees of the issuers or public companies	403
16	uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP) dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (*management stock ownership program*/MSOP) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program*/ESOP), informasi yang diungkapkan paling sedikit memuat: A brief description of the policy of providing long-term, performance-based compensation to management and/or employees owned by the issuer or public companies (if any), including in the form of a management stock ownership program (MSOP) and/or employee stock ownership program (ESOP) in providing compensation in the form of a stock ownership program by management (management stock ownership program/MSOP) and/or an employee stock ownership program (ESOP), the information disclosed must contain at least:	405-406

No.	Keterangan Description	Checklist AR AR Checklists
	a. jumlah saham dan/atau opsi the number of stock and/or options	
	b. jangka waktu pelaksanaan the period of implementation	
	c. persyaratan karyawan dan/atau manajemen yang berhak requirements of eligible employees and/or management	
	d. harga pelaksanaan atau penentuan harga pelaksanaan the price of implementation or the decision of price of implementation	
17	uraian singkat mengenai kebijakan pengungkapan informasi mengenai: brief description on the policy to disclose information on:	407
	a. kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka share ownership by the members of Board of Directors and Board of Commissioners must be disclosed at the latest 3 (three) working days after the ownership or in any changes of ownership of the share of the public companies	408
	b. pelaksanaan atas kebijakan dimaksud implementation of the policies	408
18	uraian mengenai sistem pelaporan pelanggaran (*whistleblowing system*) di Emiten atau Perusahaan Publik, paling sedikit memuat: brief explanation on the whistleblowing system on the issuers or public companies, which must contain at least:	409-412
	a. cara penyampaian laporan pelanggaran whistleblowing delivery methods	
	b. perlindungan bagi pelapor protection for the whistleblower	
	c. penanganan pengaduan complaint handling	
	d. pihak yang mengelola pengaduan parties handling the complaint	
	e. hasil dari penanganan pengaduan, paling sedikit: the results of the complaint handling, which must include at least:	
	jumlah pengaduan yang masuk dan diproses dalam tahun buku number of complaints entering the system and processed in the fiscal year	
	tindak lanjut pengaduan follow up on the complaint dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (whistleblowing system), maka diungkapkan mengenai hal tersebut. If the Issuers or Public Companies do not have whistleblowing system, it needs to be disclosed.	
19	uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat: description on the anti-corruption policies in the issuers or public companies, which must at least include:	413
	a. program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (kickbacks), fraud, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik programs and procedures implemented in handling corruption, kickbacks, fraud, bribes and/or gratuituies in the issuers or public companies	
	b. pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik training/dissemination of anti-corruption to the employees of the issuers or public companies Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud. If the issuers of public companies do not have an anti-corruption policy, the reasons behind it needs to be disclosed.	

No.	Keterangan Description	Checklist AR AR Checklists
20	penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi: implementation of limited liabilities governance guidelines for the issuers that issues equity-based securities or public companies, which must include:	426-432
	a. pernyataan mengenai rekomendasi yang telah dilaksanakan statement of recommendation that has been implemented	
	b. penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada). Explanation on the recommendation that has not been implemented, with the reasonings and implementation alternatives (if any) pengungkapan informasi dapat disajikan dalam bentuk tabel. Information disclosure is presented in the form of a table.	
H	**Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik** **Social and environmental responsibilities of the issuers or public companies**	
1	Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik yang merupakan Laporan Keberlanjutan (Sustainability Report) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Social and Environmental Responsibility of Issuers or Public Companies that are Sustainability Reports as referred to in the Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.	436-444
I	**Laporan Keuangan Tahunan yang Telah Diaudit** **Audited Annual Financial Report**	477
J	**Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan** **Statement Letter of the Board of Directors and the Board of Commissioners Members regarding Responsibility for the Annual Report**	58-59

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PT ASURANSI TUGU PRATAMA INDONESIA TBK
DAN ENTITAS ANAK

Laporan Keuangan Konsolidasian
Untuk Tahun-Tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022

PT ASURANSI TUGU PRATAMA INDONESIA TBK
AND ITS SUBSIDIARIES

Consolidated Financial Statements
For the Years Ended
December 31, 2023 and 2022

Daftar Isi | **Halaman/ *Page*** | ***Table of Contents***

Surat Pernyataan Direksi		***Directors' Statement Letter***
Laporan Auditor Independen		***Independent Auditor's Report***
Laporan Keuangan Konsolidasian Untuk Tahun-Tahun yang Berakhir Pada Tanggal 31 Desember 2023 dan 2022		***Consolidated Financial Statements For the Years Ended December 31, 2023 and 2022***
Laporan Posisi Keuangan Konsolidasian	1	*Consolidated Statements of Financial Position*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	3	*Consolidated Statements of Profit or Loss and Other Comprehensive Income*
Laporan Perubahan Ekuitas Konsolidasian	5	*Consolidated Statements of Changes in Equity*
Laporan Arus Kas Konsolidasian	6	*Consolidated Statements of Cash Flows*
Catatan Atas Laporan Keuangan Konsolidasian	7	*Notes to the Consolidated Financial Statements*
Informasi Tambahan		***Additional Information***
Laporan Posisi Keuangan (Entitas Induk)	I	*Statements of Financial Position (Parent Entity)*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain (Entitas Induk)	II	*Statements of Profit or Loss and Other Comprehensive Income (Parent Entity)*
Laporan Perubahan Ekuitas (Entitas Induk)	III	*Statements of Changes in Equity (Parent Entity)*
Laporan Arus Kas (Entitas Induk)	IV	*Statements of Cash Flows (Parent Entity)*
Catatan atas Investasi pada Entitas Anak (Entitas Induk)	V	*Notes on Investments in Subsidiaries (Parent Entity)*

SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN
TANGGAL 31 DESEMBER 2023
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT
PT ASURANSI TUGU PRATAMA INDONESIA TBK
DAN ENTITAS ANAKNYA

BOARD OF DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR
THE FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2023
AND FOR THE YEAR THEN ENDED
PT ASURANSI TUGU PRATAMA INDONESIA TBK
AND ITS SUBSIDIARIES

Kami, yang bertanda tangan dibawah ini :

We, the undersigned below :

1. Nama	Tatang Nurhidayat	*Name*
Alamat kantor	Wisma Tugu 1, Jl. H.R. Rasuna Said Kav. C 8-9 Jakarta 12920	*Office address*
Alamat domisili atau sesuai KTP	Erfina Kencana Regency Golf Cluster No. 09 RT:005/010, Nanggewer Mekar-Cibinong, Jawa Barat	*Domicile address or address according to ID*
Nomor telepon	081932125300	*Telephone number*
Jabatan	Presiden Direktur / *President Director*	*Title*
2. Nama	Emil Hakim	*Name*
Alamat kantor	Wisma Tugu 1, Jl. H.R. Rasuna Said Kav. C 8-9 Jakarta 12920	*Office address*
Alamat domisili atau sesuai KTP	Komplek Pondok Kelapa Indah Blok A1 No. 2, Pondok Kelapa Duren Sawit, Jakarta 13450	*Domicile address or address according to ID*
Nomor telepon	08122669808	*Telephone number*
Jabatan	Direktur Keuangan & Layanan Korporat / *Financial & Corporate Service Director*	*Title*

menyatakan bahwa :

declare that :

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Asuransi Tugu Pratama Indonesia Tbk;
2. Laporan keuangan PT Asuransi Tugu Pratama Indonesia Tbk telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan PT Asuransi Tugu Pratama Indonesia Tbk telah dimuat secara lengkap dan benar; dan
   b. Laporan keuangan PT Asuransi Tugu Pratama Indonesia Tbk tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Asuransi Tugu Pratama Indonesia Tbk.

1. *We are responsible for the preparation and presentation of the financial statements of PT Asuransi Tugu Pratama Indonesia Tbk;*
2. *The financial statements of PT Asuransi Tugu Pratama Indonesia Tbk have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. a. *All information in the financial statements of PT Asuransi Tugu Pratama Indonesia Tbk have been fully disclosed in a complete and truthful manner; and*
   b. *The financial statements of PT Asuransi Tugu Pratama Indonesia Tbk do not contain any incorrect information or material fact, nor do they omit any information or material fact;*
4. *We are responsible for the internal control system of PT Asuransi Tugu Pratama Indonesia Tbk.*

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is made truthfully.

Jakarta, 22 Maret 2024 / *Jakarta March 22, 2024*

Tatang Nurhidayat
Presiden Direktur /
President Director

Emil Hakim
Direktur Keuangan & Layanan Korporat /
Financial & Corporate Service Director

RSM

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Registered Public Accountants

RSM Indonesia
Plaza ASIA, Level 10
Jl. Jend. Sudirman Kav. 59
Jakarta 12190 Indonesia

T +62 215140 1340
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www.rsm.id

Nomor/*Number* : **00229/2.1030/AU.1/08/1298-2/1/III/2024**

Laporan Auditor Independen/
Independent Auditor's Report

Pemegang Saham, Dewan Komisaris dan Direksi/
The Shareholders, Board of Commissioners and Directors

PT Asuransi Tugu Pratama Indonesia Tbk

Opini
Kami telah mengaudit laporan keuangan konsolidasian PT Asuransi Tugu Pratama Indonesia Tbk dan entitas anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2023, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2023, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini
Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opinion
We have audited the consolidated financial statements of PT Asuransi Tugu Pratama Indonesia Tbk and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as of December 31, 2023 and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of material accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2023, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion
We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan is a member of the RSM network. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

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Registered at the Indonesia Financial Services Authority (OJK)

Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Key Audit Matter

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Penilaian atas liabilitas asuransi

Liabilitas asuransi yaitu cadangan klaim (termasuk klaim yang sudah terjadi namun belum dilaporkan (IBNR) dan cadangan premi. Pada tanggal 31 Desember 2023, liabilitas asuransi signifikan terhadap jumlah liabilitas Grup. Jumlah liabilitas asuransi adalah sebesar Rp11.147.535.021.310, seperti yang dijelaskan dalam catatan 16 pada laporan keuangan konsolidasian, penentuan cadangan melibatkan pertimbangan yang signifikan atas hasil di masa depan yang tidak pasti terkait dengan pembayaran kerugian dan perubahan eksposur risiko bisnis, termasuk penyelesaian penuh atas kewajiban pemegang polis jangka panjang. Grup menggunakan beberapa model penilaian untuk mendukung perhitungan atas liabilitas asuransi. Kompleksitas model dapat menimbulkan kesalahan sebagai akibat dari data yang tidak memadai/tidak lengkap, metode dan asumsi yang tidak tepat atau desain atau penerapan model.

Valuation of insurance liabilities

Insurance liabilities include outstanding claims reserve (including incurred but not reported reserve (IBNR)) and premium reserves. As of December 31, 2023, the insurance liabilities are significant to the Group's total liabilities. Total amount of insurance liabilities is Rp11,147,535,021,310 as disclosed in note 16 to the consolidated financial statements, the determination of these reserves involves significant judgment over uncertain future outcomes related to loss payments and changing risk exposure of the businesses, including ultimate full settlement of long term policyholder liabilities. The Group uses several valuation models to support the calculations of the insurance liabilities. The complexity of the models may give rise to errors as a result of inadequate/incomplete data, inappropriate methods and assumptions, or the design or application of the models.

Asumsi-asumsi yang digunakan dalam perhitungan liabilitas asuransi ditentukan berdasarkan asumsi-asumsi aktuaria yang ditetapkan oleh Grup termasuk hasil investasi, tingkat diskonto, biaya dan inflasi. Asumsi-asumsi ini ditentukan berdasarkan pengalaman aktual dan studi pengalaman Grup.

The assumptions used to calculate the insurance liabilities are determined using actuarial assumptions set by the Group, including the investment return, discount rate, expense and inflation rates. These are determined based on the Group's actual experience and its experience study.

Karena ketidakpastian estimasi yang signifikan terkait dengan penilaian liabilitas asuransi, hal ini dianggap sebagai hal audit utama.

Due to the significance of estimation uncertainty associated with valuation of insurance liabilities, this is considered a key audit matter.

Bagaimana audit kami merespons Hal Audit Utama

How our audit addressed the Key Audit Matter

Kami memahami dan telah mengevaluasi penilaian atas liabilitas asuransi, dimana kami telah melibatkan pakar aktuaria kami dan melakukan pengujian substantif. Kami melakukan prosedur-prosedur audit berikut untuk merespons Hal Audit Utama ini:

We understood and evaluated the valuation of insurance liabilities, in which we involved our actuarial expert and performed substantive testing. We have performed the following audit procedures to address this Key Audit Matter:

- Memperoleh pemahaman tentang pengendalian internal yang relevan dengan audit untuk merancang prosedur audit yang tepat sesuai dengan keadaan dan kondisi, tetapi bukan untuk tujuan menyatakan opini atas keefektifan pengendalian internal Grup.

- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi serta pengungkapan terkait yang dibuat oleh manajemen.
- Kami memeriksa dan menguji metodologi dan asumsi atas liabilitas kontrak asuransi termasuk konsistensi penerapan asumsi dalam perhitungan, seperti: tingkat diskonto, inflasi dan alokasi biaya.
- Secara sampel, kami melakukan perhitungan matematis ulang secara independen atas *Gross Premium Reserve* ("GPV") dan aset reasuransi pada tanggal 31 Desember 2023 sesuai dengan PSAK 62, "Kontrak Asuransi" ("PSAK 62").
- Kami melakukan pemeriksaan atas perhitungan matematis, berdasarkan sampel, atas nilai cadangan kotor dan bersih terhadap klaim yang telah terjadi namun belum dilaporkan (IBNR) dan metodologi yang digunakan pada tanggal 31 Desember 2023 sesuai dengan PSAK 62.
- Kami melakukan perhitungan matematis ulang secara independen atas Pengujian Kecukupan Liabilitias (*Liability Adequacy Testing*) sesuai dengan PSAK 62 dan melakukan pemeriksaan terhadap kecukupan cadangan teknis pada tanggal 31 Desember 2023.
- Kami melakukan pemeriksaan atas kelengkapan dan akurasi data yang digunakan untuk menghitung cadangan teknis dengan melakukan rekonsiliasi antara laporan aktuaria dengan angka dalam dokumen pendukung pada tanggal 31 Desember 2023.

- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *We examined and tested the methodology and assumptions used in determining the insurance contract liability, including the consistency of application of assumptions in calculations, such as: discount rates, inflation and cost allocation.*
- *On a sample basis, we performed independent mathematical recalculation of the Gross Premium Reserve ("GPV") and reinsurance assets as of December 31, 2023 based on PSAK 62, "Insurance Contract" ("PSAK 62").*
- *We checked mathematical calculation, on a sample basis, on the gross and net adequacy of incurred but not reported ("IBNR") reserves and the IBNR methodology used as of December 31, 2023 based on PSAK 62.*
- *We performed independent mathematical recalculation of Liability Adequacy Testing ("LAT") on PSAK 62 and examined the adequacy of technical reserves as of December 31, 2023.*
- *We checked the completeness and accuracy of the data used to calculate the technical reserve balance by reconciling the actuarial reports to the amounts in the supporting documents as of December 31, 2023.*

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak termasuk laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan tahun 2023 diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Other Information

Management is responsible for the other information. The other information comprises the information contained in the annual report, but does not include the consolidated financial statements and our auditor's report thereon. The 2023 annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Ketika kami membaca laporan tahunan tahun 2023, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat yang akan dilakukan berdasakan peraturan dan perundang-undangan yang berlaku.

When we read the 2023 annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk Memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Sebagai bagian dan suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta Memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We Also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*
- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

- Memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Bimo Iman Santoso
Nomor Izin Akuntan Publik: AP.1298/
Public Accountant License Number: AP.1298

Jakarta, 22 Maret 2024/*March 22, 2024*

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PT ASURANSI TUGU PRATAMA INDONESIA TBK DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
December 31, 2023 and 2022
(Expressed in thousands of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023 Rp	2022 Rp	
ASET				***ASSETS***
Kas dan bank	4,39	537,857,224	608,986,099	*Cash on hand and in banks*
Investasi				*Investments*
Deposito berjangka	5a,39	3,080,099,520	1,836,714,472	*Time deposits*
Efek-efek	5b,39	6,071,399,365	4,996,347,104	*Marketable securities*
Penyertaan langsung	5c	36,254,223	35,168,056	*Direct participation*
Investasi pada entitas asosiasi	5d	166,639,022	162,313,843	*Investment in associates*
Properti investasi	5f	2,317,627,368	2,292,877,995	*Investment properties*
Piutang premi dan sesi, neto	6,39	1,859,030,780	2,075,334,496	*Premium and cession receivables, net*
Piutang koasuransi, neto	7,39	422,878,924	128,981,110	*Coinsurance receivables, net*
Piutang reasuransi dan retrosesi, neto	8,39	655,594,034	387,892,121	*Reinsurance and retrocession receivables, net*
Piutang lain-lain	13	266,796,478	214,226,869	*Other receivables*
Aset tetap, neto	10	1,614,302,861	1,443,394,444	*Fixed assets, net*
Aset tak berwujud, neto	12	113,420,431	35,568,701	*Intangible assets, net*
Aset hak guna, neto	11a	10,357,593	8,540,167	*Right use of assets, net*
Aset reasuransi	16	7,262,059,610	6,660,510,096	*Reinsurance assets*
Biaya dibayar di muka dan uang muka		32,437,029	36,654,655	*Prepaid expenses and advances*
Tagihan kelebihan pembayaran pajak	19a	--	661,001	*Claims for tax refund*
Pajak dibayar di muka	19b	35,238,365	46,731,686	*Prepaid taxes*
Aset pajak tangguhan	19f	281,650,749	244,381,919	*Deferred tax assets*
Aset lain-lain	9	374,299,039	366,020,634	*Other assets*
JUMLAH ASET		**25,137,942,615**	**21,581,305,468**	***TOTAL ASSETS***
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
Utang reasuransi dan retrosesi	17,39	1,891,733,387	1,461,086,212	*Reinsurance and retrocession payables*
Utang komisi	18,39	43,569,121	32,859,510	*Commissions payables*
Utang klaim	14,39	313,786,300	129,055,750	*Claims payables*
Utang koasuransi	15,39	73,562,226	46,887,949	*Coinsurance payables*
Pinjaman diterima	23,39	296,149,553	121,346,712	*Borrowings*
Utang pembiayaan konsumen dan sewa pembiayaan	24,39	45,513,893	68,616,376	*Consumer finance and leases payables*
Liabilitas sewa	11b	6,194,693	2,917,784	*Lease liabilities*
Beban akrual	20	290,477,838	137,516,459	*Accrued expenses*
Tagihan kekurangan pembayaran pajak	19c	3,256,171	--	*Tax underpayment bill*
Utang pajak	19d	180,342,673	64,785,768	*Taxes payables*
Utang lain-lain	21	270,437,331	263,685,403	*Other payables*
Liabilitas asuransi	16,39	11,147,535,021	9,797,252,044	*Insurance liabilities*
Liabilitas imbalan kerja	22	295,526,175	283,197,201	*Employee benefits liabilities*
JUMLAH LIABILITAS		**14,858,084,382**	**12,409,207,168**	***TOTAL LIABILITIES***

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes form an integral part of these consolidated financial statement as a whole

PT ASURANSI TUGU PRATAMA INDONESIA TBK DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
December 31, 2023 and 2022
(Expressed in thousands of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023 Rp	2022 Rp	
EKUITAS				***EQUITY***
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk:				*Equity attributable to equity owner's holders of the parent:*
Modal saham - nilai nominal Rp50 (nilai penuh) per saham Modal dasar - 6.400.000.000 saham Modal ditempatkan dan disetor penuh - 3.555.575.600 saham dengan jumlah nilai nominal seluruhnya sebesar Rp177.778.780.000 (nilai penuh) per 31 Desember 2023				*Share capital - par value Rp50 (full amount) per share Authorized - 6,400,000,000 shares Issued and fully paid - 3,555,575,600 shares with a total nominal value Rp177,778,780,000 (full amount) as of December 31, 2023*
Modal saham - nilai nominal Rp100 (nilai penuh) per saham Modal dasar - 6.400.000.000 saham Modal ditempatkan dan disetor penuh - 1.777.787.800 saham dengan jumlah nilai nominal seluruhnya sebesar Rp177.778.780.000 (nilai penuh) tahun 2022	25	177,778,780	177,778,780	*Share capital Rp100 (full amount) per share Authorized - 6,400,000,000 shares Issued and fully paid - 1,777,787,800 shares with a total nominal value Rp177,778,780,000 (full amount) year 2022*
Tambahan modal disetor	27	625,460,209	625,460,209	*Additional paid in capital*
Selisih kurs penjabaran laporan keuangan		(37,679,259)	(32,181,241)	*Translation adjustments*
Selisih transaksi antara pemegang saham entitas anak		105,555,883	105,555,883	*Difference in transaction between shareholders of a subsidiary*
Keuntungan yang belum direalisasi atas efek - efek yang tersedia untuk dijual, neto	5e	8,409,087	(26,735,318)	*Unrealized gains on available-for-sale marketable securities, net*
Surplus revaluasi aset tetap	10	2,027,351,117	2,013,558,080	*Fixed assets revaluation surplus*
Saldo laba				*Retained earnings*
Ditentukan penggunaannya		413,313,271	413,313,271	*Appropriated*
Belum ditentukan penggunaannya		6,262,074,018	5,162,579,761	*Unappropriated*
Sub-jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk		9,582,263,106	8,439,329,425	*Equity attributable to equity owners holders of the parent*
Kepentingan non-pengendali	29	697,595,127	732,768,875	*Non-controlling interest*
JUMLAH EKUITAS		**10,279,858,233**	**9,172,098,300**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**25,137,942,615**	**21,581,305,468**	***TOTAL LIABILITIES AND EQUITY***

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes form an integral part of these consolidated financial statement as a whole

PT ASURANSI TUGU PRATAMA INDONESIA TBK DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun-Tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Years Ended
December 31, 2023 and 2022
(Expressed in thousands of Rupiah,
unless otherwise stated)

	Catatan/ *Notes*	2023 Rp	2022 Rp	
PENDAPATAN ASURANSI DAN REASURANSI				***INSURANCE AND REINSURANCE REVENUES***
Pendapatan *underwriting*				*Underwriting revenues*
Pendapatan premi				*Premium income*
Premi bruto	30	7,709,524,068	6,705,580,219	*Gross premium*
Premi reasuransi dan retrosesi	30	(4,368,028,394)	(3,518,922,914)	*Reinsurance and retrocession premium*
Perubahan premi yang belum merupakan pendapatan dan liabilitas manfaat polis masa depan	30	(711,844,970)	(74,292,747)	*Changes in unearned premium reserves and liabilities for future policy benefits*
Perubahan aset reasuransi atas premi yang belum merupakan pendapatan dan liabilitas manfaat polis masa depan	30	450,280,969	(267,439,418)	*Changes in reinsurance assets of unearned premium reserves and liabilities for future policy benefits*
Pendapatan premi, neto		3,079,931,673	2,844,925,140	*Premium income, net*
Beban komisi, neto	31	(470,367,564)	(502,133,301)	*Commission expense, net*
Jumlah pendapatan *underwriting*		2,609,564,109	2,342,791,839	*Total underwriting revenues*
Pendapatan investasi	33	579,830,038	352,391,330	*Investment income*
Pendapatan usaha lainnya	34	402,090,598	398,710,042	*Other operating revenues*
JUMLAH PENDAPATAN		**3,591,484,745**	**3,093,893,211**	***TOTAL REVENUES***
BEBAN				***EXPENSES***
Beban klaim				*Claim expenses*
Klaim bruto	32	(2,785,386,889)	(2,284,625,795)	*Gross claims*
Klaim reasuransi dan retrosesi	32	1,361,523,348	972,264,314	*Reinsurance and retrocession claims*
Perubahan estimasi liabilitas klaim	32	(638,438,007)	(1,162,635,982)	*Changes in estimated claims liabilities*
Perubahan aset reasuransi atas estimasi liabilitas klaim	32	151,268,545	802,649,320	*Changes in reinsurance assets for estimated liabilities claims*
Jumlah beban klaim neto		(1,911,033,003)	(1,672,348,143)	*Total net claim expenses*
Beban usaha	35	(812,220,956)	(771,135,847)	*Operating expenses*
Beban usaha lainnya	36	(298,263,982)	(258,769,400)	*Other operating expenses*
Pendapatan (beban) lain-lain, neto	37	1,054,600,500	108,509,604	*Other income (expenses), net*
JUMLAH BEBAN		**(1,966,917,441)**	**(2,593,743,786)**	***TOTAL EXPENSES***
Laba sebelum bagian laba bersih entitas asosiasi dan beban pajak final dan pajak penghasilan		1,624,567,304	500,149,425	*Income before share in associates' net income and final tax and income tax expenses*
Bagian laba bersih entitas asosiasi	5d	7,763,237	17,047,789	*Share in associates net income*
Laba sebelum beban pajak final dan pajak penghasilan		1,632,330,541	517,197,214	*Income before final tax and income tax expenses*
Beban pajak final	19e	(52,159,894)	(30,496,363)	*Final tax expense*
Laba sebelum beban pajak penghasilan		1,580,170,647	486,700,851	*Income before income tax expenses*
Beban pajak penghasilan	19e	(278,069,378)	(91,595,511)	*Income tax expense*
LABA TAHUN BERJALAN		**1,302,101,269**	**395,105,340**	***INCOME FOR THE YEAR***

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes form an integral part of these consolidated financial statement as a whole

	Catatan/ *Notes*	2023 Rp	2022 Rp	
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos yang tidak akan direklasifikasi ke laba rugi:				*Items that will not be reclassified to profit or loss:*
Pengukuran kembali atas liabilitas imbalan kerja		8,044,434	27,611,470	*Remeasurement of employee benefits liability*
Surplus revaluasi aset tetap	10	13,793,037	124,229,175	*Fixed assets revaluation surplus*
Pajak penghasilan terkait pos yang tidak akan direklasifikasi ke laba rugi		(1,231,666)	(6,900,436)	*Income tax related to items that will not be reclassified to profit or loss*
Pos yang akan direklasifikasi ke laba rugi:				*Items that will be reclassified to profit or loss:*
Keuntungan yang belum direalisasi atas efek-efek tersedia untuk dijual	5e	39,420,023	(65,685,228)	*Unrealized gains on available-for-sale marketable securities*
Selisih kurs penjabaran laporan keuangan		(5,498,190)	28,090,757	*Translation adjustments*
Pajak penghasilan terkait pos yang akan direklasifikasi ke laba rugi		(4,506,593)	24,007,996	*Income tax related to items that will be reclassified to profit or loss*
Jumlah penghasilan komprehensif lain setelah pajak		50,021,045	131,353,734	*Total other comprehensive income after tax*
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		**1,352,122,314**	**526,459,074**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
Laba tahun berjalan yang dapat diatribusikan kepada:				*Income for the year attributable to:*
Pemilik entitas induk		1,322,393,811	347,150,768	*Equity owners of the parent entity*
Kepentingan non-pengendali		(20,292,542)	47,954,572	*Non-controlling interest*
Jumlah		1,302,101,269	395,105,340	*Total*
Jumlah penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada:				*Total comprehensive income for the year attributable to:*
Pemilik entitas induk		1,372,504,501	482,800,353	*Equity owners of the parent entity*
Kepentingan non-pengendali		(20,382,187)	43,658,721	*Non-controlling interest*
Jumlah		1,352,122,314	526,459,074	*Total*
LABA PER SAHAM YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (nilai penuh)		**372**	**195**	***EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY OWNERS OF THE PARENT ENTITY (full amount)***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
DAN ENTITAS ANAK
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun-Tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS CHANGES IN OF EQUITY
For the Years Ended
December 31, 2023 and 2022
(Expressed in thousands of Rupiah,
unless otherwise stated)

	Catatan/ *Notes*	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid in capital*	Selisih transaksi antara pemegang saham entitas anak/ *Difference in transactions between shareholders of a subsidiary*	Selisih kurs penjabaran laporan keuangan/ *Translation adjustments*	Keuntungan/ (kerugian) yang belum direalisasi atas efek-efek tersedia untuk dijual, neto/ *Unrealized gain/ (loss) on available - for-sale marketable securities, net*	Surplus revaluasi aset tetap/ *Fixed assets revaluation surplus*	Saldo laba/*Retained earnings*		Ekuitas yang dapat diatribusikan kepada pemilik entitas induk/ *Equity attributable to equity holders of the parent*	Kepentingan non pengendali/ *Non-controlling interest*	Jumlah ekuitas/ *Total equity*	
								Ditentukan penggunaannya/ *Appropriated*	Belum Ditentukan penggunaannya/ *Unappropriated*)*				
Saldo per 31 Desember 2021		**177,777,780**	**625,432,789**	**105,555,883**	**(60,271,161)**	**10,066,729**	**1,888,997,593**	**413,313,271**	**4,934,450,781**	**8,095,323,665**	**694,407,751**	**8,789,731,416**	***Balance as of December 31 2021***
Dividen kas	26	--	--	--	--	--	--	--	(126,592,141)	(126,592,141)	(5,297,597)	(131,889,738)	*Cash dividends*
Laba tahun berjalan		--	--	--	--	--	--	--	347,150,768	347,150,768	47,954,572	395,105,340	*Income for the year*
Management Employee Stock Option Plan	27,28	1,000	27,420	--	--	--	--	--	--	28,420	--	28,420	*Management Employee Stock Option Plan*
Pengukuran kembali liabilitas imbalan kerja setelah pajak		--	--	--	--	--	--	--	19,801,225	19,801,225	909,809	20,711,034	*Remeasurement of employee benefits liabilities after tax*
Selisih kurs penjabaran laporan keuangan		--	--	--	28,089,920	--	--	--	--	28,089,920	837	28,090,757	*Translation adjustments*
Keuntungan yang belum direalisasi atas efek-efek tersedia untuk dijual neto setelah pajak	5e	--	--	--	--	(36,802,047)	--	--	--	(36,802,047)	(4,875,185)	(41,677,232)	*Unrealized gain on available-for-sale marketable securities net after tax*
Reklasifikasi dana Tabarru'	21	--	--	--	--	--	--	--	(12,230,872)	(12,230,872)	--	(12,230,872)	*Reclassification Tabarru' fund*
Surplus revaluasi aset tetap	10	--	--	--	--	--	124,560,487	--	--	124,560,487	(331,312)	124,229,175	*Fixed assets revaluation surplus*
Saldo per 31 Desember 2022		**177,778,780**	**625,460,209**	**105,555,883**	**(32,181,241)**	**(26,735,318)**	**2,013,558,080**	**413,313,271**	**5,162,579,761**	**8,439,329,425**	**732,768,875**	**9,172,098,300**	***Balance as of December 31 2022***
Tambahan modal disetor		--	--	--	--	--	--	--	--	--	187,198,292	187,198,292	*Additional paid in capital*
Dividen saham	26	--	--	--	--	--	--	--	--	--	(187,198,292)	(187,198,292)	*Shares dividends*
Dividen kas	26	--	--	--	--	--	--	--	(229,570,820)	(229,570,820)	(14,791,561)	(244,362,381)	*Cash dividends*
Laba tahun berjalan		--	--	--	--	--	--	--	1,322,393,811	1,322,393,811	(20,292,542)	1,302,101,269	*Income for the year*
Pengukuran kembali liabilitas imbalan kerja setelah pajak		--	--	--	--	--	--	--	6,671,266	6,671,266	141,502	6,812,768	*Remeasurement of employee benefits liabilities after tax*
Selisih kurs penjabaran laporan keuangan		--	--	--	(5,498,018)	--	--	--	--	(5,498,018)	(172)	(5,498,190)	*Translation adjustments*
Keuntungan yang belum direalisasi atas efek-efek tersedia untuk dijual neto setelah pajak	5e	--	--	--	--	35,144,405	--	--	--	35,144,405	(230,975)	34,913,430	*Unrealized gain on available-for-sale marketable securities net after tax*
Surplus revaluasi aset tetap	10	--	--	--	--	--	13,793,037	--	--	13,793,037	--	13,793,037	*Fixed assets revaluation surplus*
Saldo per 31 Desember 2023		**177,778,780**	**625,460,209**	**105,555,883**	**(37,679,259)**	**8,409,087**	**2,027,351,117**	**413,313,271**	**6,262,074,018**	**9,582,263,106**	**697,595,127**	**10,279,858,233**	***Balance as of December 31 2023***

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

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PT ASURANSI TUGU PRATAMA INDONESIA TBK DAN ENTITAS ANAK
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun-Tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
For the Years Ended December 31, 2023 and 2022
(Expressed in thousands of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023 Rp	2022 Rp	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari tertanggung, reasuradur, dan pelanggan		8,499,827,503	7,996,568,249	*Cash receipts from insured, reinsurers, and customers*
Pembayaran kas kepada tertanggung, reasuradur, pemasok, dan karyawan		(7,303,259,682)	(7,084,256,370)	*Cash paid to insured, reinsurers, suppliers, and employees*
Pembayaran pajak penghasilan		(198,596,293)	(56,870,078)	*Income tax paid*
Penerimaan klaim atas pengembalian pajak		18,328,138	472,610	*Cash receipts from claim for tax refund*
Penerimaan atas litigasi		1,112,349,363	--	*Cash receipts from litigation*
Arus kas neto yang diperoleh dari aktivitas operasi		**2,128,649,029**	**855,914,411**	***Net cash flows provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan bunga		446,797,913	174,303,943	*Interest received*
Penerimaan dividen		43,395,981	9,591,362	*Dividends received*
Penempatan investasi, neto		(2,216,923,649)	(577,603,205)	*Proceeds from Placement of investments, net*
Perolehan aset tetap	10	(368,082,172)	(263,733,826)	*Acquisitions of fixed assets*
Hasil penjualan aset tetap	10	21,331	10,187	*Proceeds from sale of fixed assets*
Perolehan properti investasi		(111,869)	--	*Acquisitions of investment property*
Arus kas neto digunakan untuk aktivitas investasi		**(2,094,902,465)**	**(657,431,539)**	***Net cash flows used for investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Tambahan modal disetor	28	--	28,420	*Additional paid in capital*
Pembayaran dividen	26	(244,362,381)	(131,889,738)	*Dividends paid*
Pembayaran pinjaman diterima	23	(71,485,703)	(24,791,064)	*Payment of borrowings*
Pencairan pinjaman diterima	23	246,288,544	102,811,711	*Proceeds of borrowings receiving*
Pembayaran utang sewa pembiayaan konsumen dan sewa pembiayaan	24	(23,102,483)	(90,339,269)	*Payment of consumer finance and lease payable*
Pembayaran bunga sewa pembiayaan	24	(5,278,681)	(8,933,293)	*Payment of lease payable interest*
Pembayaran liabilitas sewa	11	(3,440,371)	(4,807,958)	*Payment of lease liabilities*
Arus kas neto yang digunakan untuk aktivitas pendanaan		**(101,381,075)**	**(157,921,191)**	***Net cash flows used in financing activities***
KENAIKAN (PENURUNAN) NETO KAS DAN BANK		**(67,634,511)**	**40,561,681**	***NET INCREASE (DECREASE) IN CASH AND BANKS***
PENYESUAIAN ATAS SELISIH KURS		**(3,494,364)**	**22,432,743**	***ADJUSTMENT OF FOREIGN EXCHANGES DIFFERENCE***
KAS DAN BANK AWAL TAHUN	4	**608,986,099**	**545,991,675**	***CASH AND BANKS AT BEGINNING OF YEAR***
KAS DAN BANK AKHIR TAHUN	4	**537,857,224**	**608,986,099**	***CASH AND BANKS AT END OF YEAR***

* Lihat Catatan 40 untuk pengungkapan informasi tambahan arus kas.

** See Note 40 for the additional cash flows information.*

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes form an integral part of these consolidated financial statement as a whole

1. Umum / *1. General*

1.a. Pendirian Perseroan / *Establishment of the Company*

PT Asuransi Tugu Pratama Indonesia Tbk ("Perseroan") didirikan berdasarkan Akta Notaris No. 9 tanggal 25 November 1981 dari Tan Thong Kie, S.H. Akta pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. Y.A5/177/20 tanggal 15 Maret 1982 serta diumumkan dalam Tambahan No. 845 dari Berita Negara Republik Indonesia No. 54 tanggal 6 Juli 1982. Anggaran dasar Perseroan telah mengalami beberapa kali perubahan, terakhir dengan Akta Notaris No. 47 tanggal 10 Mei 2021 dari Notaris Jose Dima Satria, S.H., M.Kn. tentang Pernyataan Keputusan Rapat Perubahan Anggaran Dasar PT Tugu Pratama Indonesia. Perubahan Anggaran Dasar tersebut telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0032939.AH.01.02 tanggal 9 Juni 2021.

PT Asuransi Tugu Pratama Indonesia Tbk ("the Company") was established based on Notarial Deed No. 9 dated November 25, 1981 of Notary Tan Thong Kie, S.H. The deed of establishment was approved by the Minister of Justice of the Republic of Indonesia in his Decision Letter No.Y.A5/177/20 dated March 15, 1982 and was published in Supplement No. 845 to the State Gazette of the Republic of Indonesia No. 54 dated July 6, 1982. The Company's Articles of Association have been amended several times, most recently by Notarial Deed No. 47 of Jose Dima Satria, S.H., M.Kn. dated May 10, 2021 regarding the Statement of Meeting Change in Articles of PT Tugu Pratama Indonesia. This change was approved by the Minister of Law and Human Rights of Republic of Indonesia in his Decision Letter No. AHU-0032939.AH.01.02 dated June 9, 2021.

Anggaran Dasar Perseroan telah disesuaikan dengan ketentuan Undang-Undang No. 40 Tahun 2007 mengenai Perseroan Terbatas (UU PT) yang dituangkan dalam Akta Notaris No. 27 tanggal 25 Juni 2008 dari Lenny Janis Ishak, S.H. Perubahan tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-51110.AH.01.02.Tahun 2008 tanggal 14 Agustus 2008 serta diumumkan dalam Berita Negara Republik Indonesia No. 95 tanggal 25 November 2008, Tambahan No. 25141.

The Company's Articles of Association have conformed with Law No. 40 Year 2007 on Limited Liability Company (UU PT) based on Notarial Deed No. 27 dated June 25, 2008 of Lenny Janis Ishak, S.H. This change was approved by the Minister of Justice and Human Rights of the Republic of Indonesia in his decision letter No. AHU- 51110.AH.01.02. Year 2008 dated August 14, 2008 and was published in the Supplement No. 25141 to State Gazette of Republic of Indonesia No. 95 dated November 25, 2008.

Kantor pusat Perseroan berkedudukan di Gedung Wisma Tugu I, Jalan Rasuna Said Kav C 8-9, Jakarta 12920, dengan 33 kantor di luar kantor pusat yang tersebar di kota-kota besar di Indonesia seperti Surabaya, Bandung, Semarang, Jogjakarta, Denpasar, Medan, Palembang, Pekanbaru, Padang, Balikpapan, Pontianak, Bandar Lampung, Makassar, Manado, Palu, dan kota-kota lainnya.

The Company's head office is located at Wisma Tugu I Building, Jalan Rasuna Said Kav C 8-9, Jakarta 12920, with 33 offices outside the head office spread across major cities in Indonesia such as Surabaya, Bandung, Semarang, Jogjakarta, Denpasar, Medan, Palembang, Pekanbaru, Padang, Balikpapan, Pontianak, Bandar Lampung, Makassar, Manado, Palu, and other cities.

Sesuai dengan pasal 3 Anggaran Dasar Perseroan, ruang lingkup kegiatan Perseroan adalah dalam bidang industri asuransi umum, reasuransi, dan bisnis

In accordance with article 3 of the Company's Articles of Association, the Company is engaged in general insurance, reinsurance and sharia business. The Company obtained

syariah. Perseroan memperoleh izin usaha dari Kementerian Keuangan Republik Indonesia melalui Direktorat Jenderal Moneter Dalam Negeri dengan Surat Keputusan No. Kep-5572/MD/1981 tanggal 9 Desember 1981 dan Kep-8014/MD/1986 tanggal 8 Desember 1986.

Perseroan memperoleh izin pembukaan divisi yang beroperasi dengan prinsip syariah berdasarkan Surat Rekomendasi No.U-044/DSN-MUI/III/2005 tanggal 20 Maret 2005 dari Dewan Syariah Nasional Majelis Ulama Indonesia dan Surat Keputusan Menteri Keuangan Republik Indonesia No. KEP-108/KM.05/2005 tanggal 18 April 2005.

its business license from the Ministry of Finance of the Republic of Indonesia through the Directorate General of Domestic Monetary Affairs in its Decision Letter No. Kep-5572/MD/1981 dated December 9, 1981 and Kep-8014/MD/1986 dated December 8, 1986.

The Company has obtained a license to open a division that would operate in accordance with sharia principles based on letter of recommendation from Dewan Sharia Nasional - Majelis Ulama Indonesia No. U-044/DSN-MUI/III/2005 dated March 20, 2005 and Decision Letter of the Minister of Finance of Republic of Indonesia No. KEP-108/KM.05/2005 dated April 18, 2005.

1.b. Manajemen kunci dan informasi lainnya

Berdasarkan Akta Notaris No. 124 tanggal 23 April 2023 dan telah memperoleh persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.09-0114441 tanggal 5 Mei 2023 dan Akta Notaris No. 132 tanggal 24 Agustus 2022 dan telah memperoleh persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.09-0047451 tanggal 24 Agustus 2022. Susunan Dewan Komisaris, Direksi, Komite Audit, dan Dewan Pengawas Syariah Perseroan pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

1.b. Key management and other information

Based on Notarial Deed No. 124 dated April 23, 2023 and was approved by the Minister of Law and Human Rights of Republic of Indonesia in his Decision Letter No. AHU-AH.01.09-0114441 dated May 5, 2023 and Notarial Deed No. 132 dated August 24, 2022 and was approved by the Minister of Law and Human Rights of Republic of Indonesia in his Decision Letter No. AHU-AH.01.09-0047451 dated August 24, 2022. The Company's Board of Commissioners and Directors, Audit Committee, and Sharia Supervisory Board as of December 31, 2023 and 2022, are as follows:

	2023	2022	
Dewan Komisaris :			***Board of Commissioners :***
Presiden Komisaris	Dian Masyita *	Dian Masyita *	*President Commissioner*
Komisaris Independen	Poerwo Tjahjono	Poerwo Tjahjono	*Independent Commissioner*
Komisaris Independen	Tajudin Noor**	Adi Zakaria Afiff	*Independent Commissioner*
Komisaris	Samuel Lie (Samuel Ramna)	Amelia Kurniawan	*Commissioner*
Komisaris	Bagus Agung Rahadiansyah***	Bagus Agung Rahadiansyah**	*Commissioner*
Direksi :			***Board of Directors :***
Presiden Direktur	Tatang Nurhidayat	Tatang Nurhidayat	*President Director*
Direktur	Emil Hakim	Emil Hakim	*Director*
Direktur	Sudarlin	Syaiful Azhar	*Director*
Direktur	Ery Widiatmoko	Ery Widiatmoko	*Director*
Direktur	Edi Yoga Prasetyo**	Budi P. Amir	*Director*
Komite Audit :			***Audit Committee :***
Ketua	Poerwo Tjahjono	Poerwo Tjahjono	*Chairman*
Anggota	Dini Rosdini	Dini Rosdini	*Member*
Anggota	Eni Pratiwi Herlinawati	Eni Pratiwi Herlinawati	*Member*
Anggota	Saleh Basir	Saleh Basir	*Member*
Dewan Pengawas Syariah :			***Sharia Supervisory Board :***
Ketua	Muhammad Maksum	Jafril Khalil	*Chairman*
Anggota	Siti Hannah	Muhammad Maksum	*Member*

* Merangkap sebagai komisaris independen

** Menunggu hasil uji kemampuan dan kepatutan OJK

*** Telah Lulus uji kemampuan dan kepatutan OJK 23 Juni 2023

* *Currently as independent commissioner*

** *Waiting for the results of the OJK fit and proper test*

*** *Passed fit and proper test OJK on June, 23 2023*

Manajemen kunci Perseroan terdiri dari Dewan Komisaris dan Direksi.

The Company's key management personnel consist of the Boards of Commissioners and Directors.

Jumlah kompensasi yang berupa imbalan kerja jangka pendek dan panjang untuk Dewan Komisaris dan Direksi sebagai personil manajemen kunci Perseroan adalah sebagai berikut:

The total compensation in the form of short-term and long-term employee benefits received by the Board of Commissioners and the Board of Directors as the Company's key management personnel are as follows:

	2023 Rp	2022 Rp	
Dewan Komisaris :			*Board of Commissioners :*
Imbalan kerja jangka pendek	9,071,347	9,401,743	*Short-term benefits*
Imbalan kerja jangka panjang	572,218	987,197	*Long-term benefits*
Sub jumlah	9,643,565	10,388,940	*Sub total*
Direksi :			***Board of Directors :***
Imbalan kerja jangka pendek	38,057,784	35,012,304	*Short-term benefits*
Imbalan kerja jangka panjang	2,184,217	2,098,391	*Long-term benefits*
Sub jumlah	40,242,001	37,110,695	*Sub total*
Jumlah	**49,885,566**	**47,499,635**	***Total***

Total karyawan Perseroan pada tanggal 31 Desember 2023 dan 2022 masing-masing adalah 357 dan 355 orang (tidak diaudit).

The Company had total number of employees as of December 31, 2023 and 2022 is 357 and 355, respectively (unaudited).

1.c. Penawaran umum saham

Saham Perseroan ditawarkan perdana kepada masyarakat dan dicatatkan di Bursa Efek Indonesia pada tanggal 28 Mei 2018. Penawaran perdana saham Perseroan tersebut sejumlah 177.777.800 saham dengan nilai nominal Rp100 per saham dan harga saham perdana Rp3.850 per saham, telah dinyatakan efektif untuk dicatatkan pada tanggal 17 Mei 2018 oleh Otoritas Jasa Keuangan (OJK) dengan suratnya No. S-50/D.04/2018.

1.c. Public offering of shares

The Company's shares of stock were initially offered to the public and listed on the Indonesia Stock Exchange on May 28, 2018. The Company's initial public offering of 177,777,800 shares with a par value of Rp100 per share and offering price of Rp3,850 per share, was approved for listing on May 17, 2018 by the Financial Services Authority (OJK) in its letter No. S-50/D.04/2018.

1.d. Struktur perseroan dan entitas anak

Laporan keuangan konsolidasian mencakup akun-akun Perseroan dan Entitas Anak (selanjutnya disebut "Grup"), dimana Perseroan memiliki, baik secara langsung maupun tidak langsung, lebih dari 50% saham pada entitas anak, yang terdiri dari:

1.d. Corporate structure and subsidiaries

The consolidated financial statements include the accounts of the Company and subsidiaries (here in after collectively referred to as "the Group"), where the Company has direct or indirect ownership interests of more than 50% in the voting shares of the subsidiaries, consisting of:

Entitas anak/*Subsidiaries*	Tahun beroperasi secara komersial/ *Commencement of commercial operation*	Domisili/ *Domicile*	Jenis usaha/ *Nature of business*	Persentase kepemilikan/ *Percentage of ownership* 2023	2022	Jumlah aset sebelum eliminasi/ *Total assets before elimination* 2023	2022
PT Tugu Pratama Interindo (TPInt)	29 April 1994/ *April 29, 1994*	Jakarta	Investasi saham/ *Investment in shares of stock*	99.99%	99.99%	3,992,978,986	3,914,076,193
PT Pratama Mitra Sejati (PMS)*)	15 Januari 1990/ *January* 15, 1990	Jakarta	Real estate, persewaan, pengembangan dan jasa servis real estate, perdagangan/ *Real estate, rental, real estate and services development, trading*	99.99%	99.99%	2,475,050,589	2,233,741,431
TRB (London) Limited (TRB)*)	16 Februari 1987/ *February 16, 1987*	London	Broker dan konsultan reasuransi/ *Brokerage and reinsurance consultancy*	100.00%	100.00%	692,537	750,207
Tugu Insurance Company Limited (TIC)**)	15 Desember 1965/ *December 15, 1965*	Hong Kong	Asuransi kerugian/ *General insurance*	100.00%	100.00%	2,546,789,784	2,604,916,346
PT Synergy Risk Management Consultants*)	23 Januari 1995/ *January 23, 1995*	Jakarta	Manajemen risiko, surveyor dan penilai/ *Risk management, surveyor and valuation*	99.90%	99.90%	62,352,335	56,277,980
PT Tugu Reasuransi Indonesia (TRI)*)	2 April 1987/ *April 2, 1987*	Jakarta	Reasuransi/ *Reinsurance*	50.74%	50.74%	5,901,020,745	5,208,481,687
YHT & Company Limited, Guernsey (YHT)	23 Desember 1986/ *December 23, 1986*	Guernsey	Broker dan konsultan reasuransi/ *Brokerage and reinsurance consultancy*	99.86%	99.86%	--	--
Reksa dana GAP Dana Kombinasi***)	20 April 2015/ *April 20, 2015*	Jakarta	Investasi reksadana/ *Investment in mutual fund*	100.00%	100.00%	55,077,828	54,812,090
Reksa dana Terproteksi Insight Terproteksi 2***)	30 September 2013/ *September 30, 2013*	Jakarta	Investasi reksadana/ *Investment in mutual fund*	100.00%	100.00%	90,184,540	89,923,160
Reksa dana Trimegah Dana Obligasi Nusantara	7 April 2020/ *April 7, 2020*	Jakarta	Investasi reksadana/ *Investment in mutual fund*	100.00%	100.00%	--	105,916,326
Reksa dana Pendapatan Tetap BNI-AM Prioritas Optima	15 April 2020/ *April 15, 2020*	Jakarta	Investasi reksadana/ *Investment in mutual fund*	100.00%	100.00%	--	179,605,347
Reksa dana Bahana Pratama Pendapatan Tetap	20 Januari 2021/ *January 20, 2021*	Jakarta	Investasi reksadana/ *Investment in mutual fund*	100.00%	100.00%	--	56,550,687

*) Pemilikan tidak langsung melalui entitas anak, TPInt
**) Pemilikan tidak langsung melalui entitas anak, TPInt, sebesar 72,5% dan pemilikan langsung sebesar 27,5%
***) Pemilikan tidak langsung melalui entitas anak, TRI

*) *Indirect ownership through subsidiary, TPInt*
**) *Indirect ownership through subsidiary,TPInt and direct ownership of 27,5%*
***) *Indirect ownership through subsidiary, TRI*

Sesuai dengan Surat Keputusan Direktur Keuangan Pertamina No. 330/H0000/2000 tanggal 7 Juli 2000 kepada Perseroan, TRB tidak lagi melakukan aktivitas normal usaha.

According to decision letter of Finance Director of Pertamina No. 330/H0000/2000 dated July 7, 2000 to the Company, TRB was no longer doing normal business activities.

1.e. Penyusunan dan penyelesaian laporan keuangan konsolidasian

Laporan keuangan konsolidasian Grup disusun dan diotorisasi untuk diterbitkan oleh Direksi pada tanggal 22 Maret 2024.

1.e. Preparation and completion of the consolidated financial statements

The consolidated financial statements of the Group were prepared and authorized for issuance by the Directors on March 22, 2024.

2. Ikhtisar Kebijakan Akuntansi Material

2. Summary Of Material Accounting Policies

2.a. Pernyataan kepatuhan dan dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK"), yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia, serta Peraturan No. VIII.G.7

2.a. Statement of compliance and basis for preparation of the consolidated financial statements

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards ("IFAS"), which comprise the Statements of Financial Accounting Standards ("SFAS") and Interpretations to Financial Accounting Standards ("IFAS") issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants, and Rule

Lampiran Keputusan Ketua BAPEPAM-LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 yang terdapat di dalam Peraturan dan Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh Badan Pengawas Pasar Modal dan Lembaga Keuangan ("BAPEPAM-LK"), yang fungsinya dialihkan kepada Otoritas Jasa Keuangan ("OJK") sejak tanggal 1 Januari 2013.

No. VIII.G.7 Attachment of Chairman of BAPEPAM-LK's sDecision No. KEP-347/BL/2012 dated June 25, 2012 on the Regulations and the Guidelines on Financial Statement Presentation and Disclosures issued by Capital Market and Financial Institution Supervisory Agency ("BAPEPAM-LK"), which function has been transferred to Financial Service Authority ("OJK") starting on January 1, 2013.

Laporan keuangan konsolidasian disusun berdasarkan harga perolehan, kecuali untuk beberapa akun tertentu yang disajikan berdasarkan penilaian lain seperti dijelaskan dalam kebijakan akuntansi masing-masing akun yang bersangkutan. Laporan keuangan konsolidasian disusun berdasarkan akuntansi berbasis akrual, kecuali laporan arus kas konsolidasian.

The consolidated financial statements have been prepared under the historical cost convention except for certain accounts which are presented on the basis of other measurements, as stated in the respective accounting policies of the relevant accounts. The consolidated financial statements are prepared under the accrual basis of accounting, except for the consolidated statement of cash flows.

Laporan arus kas konsolidasian disusun menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi, dan pendanaan.

The consolidated statement of cash flows are prepared using the direct method with cash flows classified into operating, investing, and financing activities.

Seluruh angka dalam laporan keuangan konsolidasian ini, disajikan dalam ribuan Rupiah, kecuali dinyatakan lain.

Figures in the consolidated financial statements are expressed in thousand Rupiah, unless otherwise stated.

Pos-pos dalam Penghasilan Komprehensif Lain ("PKL") disajikan terpisah antara akun-akun yang akan direklasifikasikan ke laba rugi dan akun-akun yang tidak akan direklasifikasikan ke laba rugi.

The items under Other Comprehensive Income ("OCI") are presented separately between items to be reclassified to profit or loss and items not to be reclassified to profit or loss.

Kebijakan akuntansi signifikan telah diterapkan secara konsisten dalam penyusunan laporan keuangan konsolidasian terhadap seluruh tahun yang disajikan, kecuali jika dinyatakan lain.

The accounting policies were consistently applied in the preparation of the consolidated financial statements to all years presented, unless otherwise stated.

2.b. Prinsip konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perseroan dan entitas anaknya seperti yang disebutkan pada Catatan 1d yang dimiliki oleh Perseroan dengan kepemilikan kontrol.

2.b. Principles of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries mentioned in Note 1c in which the Company has control.

Seluruh transaksi, saldo dan keuntungan atau kerugian (termasuk keuntungan atau kerugian yang belum direalisasi) antar entitas dalam Perseroan dieliminasi.

All intercompany transactions, balances and gains or losses (including unrealized gains or losses) between the entities in the Company are eliminated.

Laporan keuangan konsolidasian disusun dengan menggunakan kebijakan akuntansi yang sama untuk peristiwa dan transaksi

The consolidated financial statements are prepared using uniform accounting policies for transactions and events in similar

sejenis dalam kondisi yang sama. Apabila laporan keuangan entitas anak menggunakan kebijakan akuntansi yang berbeda dari kebijakan akuntansi yang digunakan dalam laporan keuangan konsolidasian, maka dilakukan penyesuaian yang diperlukan terhadap laporan keuangan entitas anak tersebut.

circumstances. If the subsidiaries' financial statements use different accounting policies different from those adopted in the consolidated financial statements, appropriate adjustments are made to the subsidiaries' financial statements.

Entitas Anak dikonsolidasikan secara penuh sejak tanggal akuisisi, yaitu tanggal Perseroan memeroleh pengendalian, sampai dengan tanggal entitas induk kehilangan pengendalian. Pengendalian dianggap ada ketika Perseroan memiliki, secara langsung atau tidak langsung melalui entitas anak, lebih dari setengah hak suara entitas.

Subsidiaries are fully consolidated from the date of acquisition, being the date on which the Company obtained control, and continue to be consolidated until the date such control ceases. Control is presumed to exist if the Company owns, directly or indirectly through a subsidiary, more than half of the voting rights of an entity.

Pengendalian diperoleh ketika Perseroan terekspos, atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Secara khusus, Perseroan mengendalikan *investee* jika, dan hanya jika, Perseroan memiliki seluruh hal berikut ini:

i. kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi entitas induk kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*;
ii. eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*; dan
iii. kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil.

Control is achieved when the Company is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Company controls an investee if, and only if, the Company has all of the following:

i. power over the investee, which is existing rights that give the parent current ability to direct the relevant activities of the investee;
ii. exposure, or rights, to variable returns from its involvement with the investee; and
iii. the ability to use its power over the investee to affect its returns.

Umumnya, ada dugaan bahwa mayoritas hak suara menghasilkan pengendalian. Untuk mendukung anggapan ini dan bila entitas induk memiliki kurang dari mayoritas hak suara atau hak serupa dari *investee*, entitas induk mempertimbangkan semua fakta dan keadaan yang relevan dalam menilai apakah entitas induk memiliki kuasa atas *investee*, termasuk:

i. pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*;
ii. hak yang timbul atas pengaturan kontraktual lain; dan
iii. hak suara dan hak suara potensial yang dimiliki entitas induk.

Generally, there is a presumption that majority of voting rights results in control. To support this presumption and when the parent has less than a majority of the voting or similar rights of an investee, the parent considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

i. the contractual arrangement with the other vote holders of the investee;
ii. rights arising from other contractual arrangements;, and
iii. the parent's voting rights and potential voting rights.

Dalam hal pengendalian terhadap entitas anak dimulai atau diakhiri dalam suatu periode berjalan, maka hasil usaha entitas anak yang diperhitungkan ke dalam laporan keuangan konsolidasian hanya sebatas hasil pada saat pengendalian tersebut mulai diperoleh atau hingga saat pengendalian itu berakhir.

Where a subsidiary, if any, either began or ceased to be controlled during the period, the result of operations of that subsidiary is included in the consolidated financial statements only from the date that the control has commenced or up to the date that the control has ceased.

Seluruh laba rugi dan setiap komponen penghasilan komprehensif lain diatribusikan kepada pemilik entitas induk dan pada kepentingan nonpengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit.

Profit or loss and each component of other comprehensive income are attributed to the equity holders of the parent of the Company and to the non-controlling interests ("NCI"), even if this results in the NCI having a deficit balance.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas. Bila kehilangan pengendalian atas suatu entitas anak, maka Perseroan menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas, serta KNP dan komponen lain dari ekuitas terkait, dan selisihnya diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted as an equity transaction. If the Company loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, NCI and other components of equity, while the difference is recognized in the profit or loss. Any investment retained is recognized at fair value.

Investasi pada reksadana

Grup mempunyai investasi di entitas bertujuan khusus yaitu reksadana. Kepemilikan Grup dapat berfluktuasi dari hari ke hari sesuai dengan partisipasi Grup di entitas tersebut.

Investments in mutual funds

The Group has invested in a number of special purpose entities such as mutual funds. The Group's percentage of ownership may fluctuate from day to day according to the Group's participation in the mutual funds.

Grup mengonsolidasikan reksadana di mana Grup memiliki unit penyertaan lebih dari 50% dari unit penyertaan yang diterbitkan serta mempunyai pengendalian secara langsung atau tidak langsung terhadap reksadana tersebut.

The Group consolidates mutual fundswhich the group owns more than 50% of total fund units issued and has direct or indirect control over the respective mutual funds.

Pada tanggal pelaporan, Grup menyajikan reksadana yang dikonsolidasikan berdasarkan *underlying assets* atas reksadana yang dimiliki Grup.

As of the reporting date, the Group presents the consolidated mutual funds based on the mutual funds' underlying assets directly held by the Group.

2.c. Kombinasi bisnis

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari sebuah akuisisi diukur pada nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, pihak pengakuisisi mengukur KNP pada entitas yang diakuisisi baik pada nilai wajar ataupun pada proporsi kepemilikan KNP

2.c. Business combination

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any NCI in the acquiree. For each business combination, the acquirer measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs

atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan disertakan dalam beban-beban administrasi.

incurred are directly expensed and included in administrative expenses.

Ketika melakukan akuisisi atas sebuah bisnis, Grup mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi, dan kondisi terkait lain yang ada pada tanggal akuisisi.

When the Group acquires a business, it classifies and determines the financial assets acquired and liabilities assumed based on the contractual terms, economic circumstances, and pertinent conditions as at the acquisition date.

Dalam suatu kombinasi bisnis yang dilakukan secara bertahap, pihak pengakuisisi mengukur kembali kepentingan ekuitas yang dimiliki sebelumnya pada pihak yang diakuisisi pada nilai wajar tanggal akuisisi dan mengakui keuntungan atau kerugian yang dihasilkan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

In the business combination which is achieved in stages, the acquirer remeasures the previously held equity interest at the acquisition date fair value and recognizes gain or loss which is generated in consolidated statements of profit or loss and other comprehensive income.

Pada tanggal akuisisi, *goodwill* awalnya diukur pada harga perolehan yang merupakan selisih lebih nilai agregat dari imbalan yang dialihkan dan jumlah setiap KNP atas selisih jumlah dari aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih. Jika imbalan tersebut kurang dari nilai wajar aset neto entitas anak yang diakuisisi, selisih tersebut diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai keuntungan dari pembelian dengan diskon setelah sebelumnya manajemen menilai kembali identifikasi dan nilai wajar dari aset yang diperoleh dan liabilitas yang diambil alih.

At acquisition date, goodwill is initially measured at cost that is being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in the consolidated statements of profit or loss and other comprehensive income as gain on bargain purchase after previously assessing the identification and fair value measurement of the acquired assets and the assumed liabilities.

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai. Untuk tujuan uji penurunan nilai, goodwill yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi dialokasikan kepada setiap Unit Penghasil Kas ("UPK") dari Grup yang diharapkan akan bermanfaat dari sinergi kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditetapkan atas UPK tersebut.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill which is acquired in a business combination, from the acquisition date, allocated to each of the Group's Cash-Generating Units ("CGU") that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those CGUs.

Jika *goodwill* telah dialokasikan pada suatu UPK dan operasi tertentu atas UPK tersebut dihentikan, maka *goodwill* yang diasosiasikan dengan operasi yang dihentikan tersebut termasuk dalam jumlah tercatat operasi tersebut ketika menentukan

Where goodwill forms part of a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill

keuntungan atau kerugian dari pelepasan. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dihentikan dan porsi UPK yang ditahan.

2.d. Pernyataan dan Interpretasi Standar Akuntansi Baru dan Revisi yang Berlaku Efektif pada Tahun Berjalan

Berikut amendemen dan penyesuaian atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2023, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Pengungkapan Kebijakan Akuntansi;
- Amendemen PSAK 16: Aset Tetap tentang Hasil Sebelum Penggunaan yang Diintensikan;
- Amendemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan tentang Definisi Estimasi Akuntansi;
- Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tangguhan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal; dan
- Revisi PSAK 107: Akuntansi Ijarah.

Implementasi standar-standar tersebut tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

2.e. Penjabaran mata uang asing

Mata uang pelaporan

Laporan keuangan konsolidasian disajikan dalam Rupiah.

Transaksi dan saldo

Transaksi dalam mata uang lain dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi atau penilaian. Keuntungan atau kerugian dari selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang lain dan dari penjabaran aset dan liabilitas moneter dalam mata uang lain diakui di dalam laba rugi konsolidasian.

Untuk tujuan penyajian laporan keuangan konsolidasian, aset dan liabilitas entitas anak yang tidak disajikan dalam Rupiah pada tanggal pelaporan dijabarkan menjadi Rupiah dengan menggunakan kurs yang berlaku pada tanggal tersebut, sedangkan pendapatan dan beban dijabarkan dengan

disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

2.d. New and Revised Statements and Interpretation of Financial Accounting Standards Effective in the Current Year

The following are amendment and improvements to standards which effective for periods beginning on or after January 1, 2023, with early adoption is permitted, are as follows:

- *Amendments PSAK 1: Presentation of Financial Statements regarding Disclosure of Accounting Policies;*
- *Amendment PSAK 16: Property, Plant and Equipment regarding Proceeds before Intended Use;*
- *Amendments PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors regarding Definition of Accounting Estimates;*
- *Amendments PSAK 46: Income Tax regarding Deferred Tax related to Assets and Liabilities arising from a Single Transaction; and*
- *Revised PSAK 107: Accounting for Ijara.*

The implementation of the above standards had no significant effect on the amounts reported for the current period or prior financial year.

2.e. Foreign currency translation

Reporting currency

The consolidated financial statements are presented in Indonesian Rupiah.

Transactions and balances

Other currencies transactions are translated into Indonesian Rupiah using the exchange rates prevailing at the dates of the transactions or valuation where items are remeasured. Exchange gains or losses resulting from the settlement of such transactions in other currencies and from the translation of monetary assets and liabilities denominated in other currencies are recognized in consolidated profit or loss.

For consolidation purposes, assets and liabilities of subsidiaries who's reported not using Rupiah at reporting date are translated into Rupiah using the exchange rates prevailing at that date, while revenues and expenses are translated at the average exchange rates for the year. The resulting

menggunakan kurs rata-rata untuk tahun yang bersangkutan. Selisih kurs yang terjadi disajikan sebagai bagian dari ekuitas pada akun "Selisih Kurs Penjabaran Laporan Keuangan". Kurs nilai tukar yang digunakan adalah kurs tengah Bank Indonesia.

translation adjustments are shown as part of equity under the "Translation Adjustments" account. The exchange rate used are the Bank Indonesia middle rates.

	2023 Rp	2022 Rp	
1 Dolar Amerika Serikat (USD)	15,416	15,731	*1 United Stated Dollar (USD)*
1 Dolar Hong Kong (HKD)	1,973	2,019	*1 Hong Kong Dollar (HKD)*
1 Poundsterling Inggris (GBP)	19,760	18,926	*1 Great British Pounds (GBP)*
100 Yen Jepang (JPY)	10,955	11,757	*100 Japan Yen (JPY)*
1 Euro (EUR)	17,140	16,713	*1 Euro (EUR)*
1 Chinese Yuan (CNY)	2,170	2,257	*1 Chinese Yuan (CNY)*
1 Korean Won (KRW)	12	12	*1 Korean Won (KRW)*
1 Singapore Dollar (SGD)	11,712	11,659	*1 Singapore Dollar (SGD)*
1 Indian Rupee (INR)	185	188	*1 Indian Rupee (INR)*

2.f. Instrumen keuangan

I. Aset keuangan

Grup mengklasifikasikan aset keuangannya dalam kategori aset keuangan yang diukur pada nilai wajar melalui laba rugi, pinjaman yang diberikan dan piutang, aset keuangan yang dimiliki hingga jatuh tempo, dan aset keuangan tersedia untuk dijual. Klasifikasi ini tergantung dari tujuan perolehan aset keuangan tersebut. Manajemen menentukan klasifikasi aset keuangan tersebut pada saat awal pengakuannya.

Aset keuangan diakui apabila Grup memiliki hak kontraktual untuk menerima kas atau aset keuangan lainnya dari entitas lain. Seluruh pembelian atau penjualan aset keuangan secara reguler diakui dengan menggunakan akuntansi tanggal transaksi yaitu tanggal di mana Grup berketetapan untuk membeli atau menjual suatu aset keuangan.

Aset keuangan yang diukur pada nilai wajar melalui laba rugi

Aset keuangan diklasifikasikan dalam kelompok nilai wajar melalui laba rugi jika diperoleh atau dimiliki terutama untuk tujuan dijual atau dibeli kembali dalam waktu dekat atau jika merupakan bagian dari portofolio instrumen keuangan tertentu yang dikelola bersama dan terdapat bukti mengenai pola ambil untung dalam jangka pendek (*short-term profit taking*) yang terkini.

2.f. Financial instruments

I. Financial assets

The Group classifies its financial assets in the following categories of financial assets at fair value through profit or loss, loans and receivables, held-to-maturity financial assets, and available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

Financial assets are recognized when the Group has a contractual right to receive cash or other financial assets from other entities. All purchases or sales of financial assets in regular way are recognized using trade date accounting. Trade date is the date when the Group has a commitment to purchase or sell a financial asset.

Financial assets at fair value through profit or loss

A financial asset is classified as fair value through profit or loss if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit taking.

Instrumen keuangan yang dikelompokkan ke dalam kategori ini diakui pada nilai wajarnya pada saat pengakuan awal; biaya transaksi (jika ada) diakui secara langsung ke dalam laba rugi konsolidasian. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar dan penjualan instrumen keuangan ini diakui di dalam akun "Pendapatan Investasi" dalam laba rugi konsolidasian dan dicatat masing-masing sebagai Keuntungan/ (kerugian) yang belum direalisasi dari perubahan nilai wajar efek dan "Keuntungan/(kerugian) pelepasan investasi".

Financial instruments included in this category are recognized initially at fair value; transaction costs (if any) are taken directly to the consolidated profit or loss. Gains or losses arising from changes in fair value and sales of these financial instruments are included directly in the account "Investment Income" in the consolidated profit or loss and are reported respectively as Unrealized gain/(loss) on changes in fair value of marketable securities and "Gains/(losses) on disposal of investments".

Pendapatan bunga dari aset keuangan dalam klasifikasi ini diakui di laba rugi konsolidasian sebagai "Pendapatan investasi". Pendapatan investasi diakui dengan basis akrual. Keuntungan/(kerugian) selisih kurs atas investasi dilaporkan sebagai bagian dari pendapatan investasi.

Interest income on financial instruments in this category are recognized in the consolidated profit or loss as "Investment income". Investment income is recognized on accrual basis. Foreign exchange gains/(losses) on investments are also reported as part of in investment income.

Aset keuangan tersedia untuk dijual
Aset keuangan dalam kelompok tersedia untuk dijual adalah aset keuangan non-derivatif yang ditetapkan untuk dimiliki untuk jangka waktu yang tidak dibatasi dimana akan dijual dalam rangka pemenuhan likuiditas atau perubahan suku bunga, valuta asing, atau yang tidak diklasifikasikan sebagai pinjaman yang diberikan atau piutang, dimiliki hingga jatuh tempo atau aset keuangan yang diukur pada nilai wajar melalui laba rugi.

Available-for-sale financial assets
Available-for-sale financial assets are non-derivative financial assets that are intended to be held for an indefinite period of time, which may be sold in response to the need for liquidity or in response to changes in interest rates, foreign exchange rates, or those that are not classified as loans and receivables, held-to-maturity financial assets or financial assets at fair value through profit or loss.

Pada saat pengakuan awalnya, aset keuangan tersedia untuk dijual diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada nilai wajarnya di mana keuntungan atau kerugian diakui pada penghasilan komprehensif lain (yang merupakan bagian dari ekuitas), kecuali untuk kerugian penurunan nilai dan keuntungan kerugian selisih kurs, hingga aset keuangan dihentikan pengakuannya. Jika aset keuangan tersedia untuk dijual mengalami penurunan nilai, akumulasi laba atau rugi yang sebelumnya diakui di ekuitas, diakui pada laba rugi konsolidasian.

Available-for-sale financial assets are initially recognized at fair value, plus transaction costs, and measured subsequently at fair value with gains and losses being recognized in other comprehensive income (as part of equity), except for impairment losses and foreign exchange gains and losses, until the financial assets is derecognized. If an available-for-sale financial asset is determined to be impaired, the cumulative gain or loss previously recognized in equity is recognized in the consolidated profit or loss.

Pendapatan bunga dihitung menggunakan metode suku bunga efektif dan keuntungan atau kerugian yang timbul dari investasi tersedia untuk dijual akibat perubahan nilai tukar diakui pada laba rugi konsolidasian.

Interest income is calculated using the effective interest method and foreign exchange gains or losses of available-for-sale investments are recognized in the consolidated profit or loss.

Pinjaman yang diberikan dan piutang
Pinjaman yang diberikan dan piutang adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan tidak mempunyai kuotasi di pasar aktif, kecuali:
- yang dimaksudkan oleh Grup untuk dijual dalam waktu dekat, yang diklasifikasikan dalam kelompok diperdagangkan, serta yang pada saat pengakuan awal ditetapkan sebagai diukur pada nilai wajar melalui laba rugi;
- yang pada saat pengakuan awal ditetapkan dalam kelompok tersedia untuk dijual; dan
- dalam hal Grup mungkin tidak akan memperoleh kembali investasi awal secara substansial kecuali yang disebabkan oleh penurunan kualitas pinjaman yang diberikan dan piutang.

Loans and receivables
Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, other than:

- *those that the Group intends to sell immediately or in the short term, which are classified as held for trading, and those that the entity upon initial recognition designates as at fair value through profit or loss;*
- *those that upon initial recognition designates as available-for-sale; and*
- *those for which the Group may not recover substantially all of its initial investment, other than the deterioration of loans and receivables.*

Pada saat pengakuan awal, pinjaman yang diberikan dan piutang diakui pada nilai wajarnya ditambah biaya transaksi (jika ada) dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Pendapatan bunga dari aset keuangan yang diklasifikasi sebagai pinjaman yang diberikan dan piutang (deposito berjangka) dicatat di dalam pendapatan investasi.

Loans and receivables are initially recognized at fair value plus transaction costs (if any) and subsequently measured at amortized cost using the effective interest rate method. Interest income on financial assets classified as loans and receivables (time deposits) is included in the investment income.

Pengakuan
Grup menggunakan akuntansi tanggal perdagangan untuk kontrak reguler ketika mencatat transaksi aset keuangan.

Recognition
The Group uses trade date accounting for regular way contracts when recording financial assets transactions.

Penurunan nilai dari aset keuangan
Pada setiap tanggal pelaporan keuangan, Grup mengevaluasi apakah terdapat bukti yang objektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai. Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian penurunan nilai telah terjadi, jika dan hanya jika, terdapat bukti yang

Impairment of financial assets
The Group assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial assets or a group of financial assets is impaired and impairment losses are incurred if and only if there is objective evidence of impairment as a result of one or more events that occurred after the initial

objektif mengenai penurunan nilai tersebut sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset tersebut (peristiwa yang merugikan), dan peristiwa yang merugikan tersebut berdampak pada estimasi arus kas masa depan atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara andal.

recognition of the asset (a loss event) and that loss event has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Kesulitan keuangan yang dialami debitur, kemungkinan debitur akan bangkrut, atau kegagalan atau penundaan pembayaran angsuran dapat dipertimbangkan sebagai indikasi adanya penurunan nilai atas piutang tersebut. Grup pertama kali menentukan apakah terdapat bukti objektif penurunan nilai secara individual atas piutang yang diberikan. Penyisihan kerugian penurunan nilai atas piutang yang diberikan yang mengalami penurunan nilai dihitung secara individual.

Significant financial difficulties of the debtors, probability that the debtors will enter into bankruptcy and default, or delinquency in payments can be considered as indicators that the receivable is impaired. The Group first assesses whether objective evidence of impairment exists individually for receivables. Allowance for impairment losses on impaired receivable are assessed individually.

Dalam hal terjadi penurunan nilai, kerugian penurunan nilai dilaporkan sebagai pengurang dari nilai tercatat dari aset keuangan dalam kelompok pinjaman yang diberikan dan piutang, dan diakui di dalam laba rugi konsolidasian sebagai "Penyisihan kerugian penurunan nilai".

In case of impairment, the impairment of loss is reported as a deduction from the carrying value of the financial assets classified as loans and receivables and recognized in the consolidated profit or loss as "Allowance for impairment losses".

II. Liabilitas keuangan

Grup mengklasifikasikan liabilitas keuangan hanya dalam satu kategori, yaitu liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi, dikarenakan Grup tidak memiliki liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

II. Financial liabilities

The Group classified its financial liabilities only in one category, which is financial liabilities measured at amortized cost, as the Group does not have financial liabilities classified as fair value through profit or loss.

<u>Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi</u>

Pada saat pengakuan awal, liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi diukur pada nilai wajar dikurangi biaya transaksi (jika ada).

<u>*Financial liabilities at amortized cost*</u>

Financial liabilities at amortized cost are initially recognized at fair value less transactions cost (if any).

Setelah pengakuan awal, Grup mengukur seluruh liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

After initial recognition, the Group measures all financial liabilities at amortized cost using effective interest rate method.

III. Penghentian pengakuan

Penghentian pengakuan aset keuangan dilakukan ketika hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir, atau ketika aset keuangan tersebut telah ditransfer dan secara substansial seluruh risiko dan manfaat atas kepemilikan aset tersebut telah ditransfer (jika secara substansial seluruh risiko dan manfaat tidak ditransfer, maka Grup melakukan evaluasi untuk memastikan keterlibatan berkelanjutan atas kendali yang masih dimiliki tidak mencegah penghentian pengakuan). Liabilitas keuangan dihentikan pengakuannya ketika liabilitas telah dilepaskan atau dibatalkan atau kedaluwarsa.

III. Derecognition

Financial assets are derecognized when the contractual rights to receive the cash flows from these assets have ceased to exist or the assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (if substantially all the risks and rewards have not been transferred, then the Group tests control to ensure that continuing involvement on the basis of any retained powers of control does not prevent derecognition). Financial liabilities are derecognized when they have been redeemed or expired.

IV. Klasifikasi instrumen keuangan

Grup mengklasifikasikan instrumen keuangan ke dalam klasifikasi tertentu yang mencerminkan sifat dari informasi dan mempertimbangkan karakteristik dari instrumen keuangan tersebut. Klasifikasi ini dapat dilihat pada tabel berikut:

IV. Classification of financial instrument

The Group classifies the financial instruments into classes that reflect the nature of information and take into account the characteristic of those financial instruments. The classification can be seen in the table below:

Kategori yang didefinisikan oleh PSAK 55 (Revisi 2014)/ *Category as defined by PSAK 55 (Revised 2014)*		**Golongan (ditentukan oleh Grup)/ *Class (as determined by the Group)***	**Sub-golongan/ *Sub-classes***
Aset keuangan/ *Financial assets*	Aset keuangan yang diukur pada nilai wajar melalui laba rugi/ *Financial assets at fair value through profit or loss*	Efek-efek/ *Marketable securities*	Saham/*Shares* Obligasi/*Bonds* Reksadana/*Mutual funds*
	Aset keuangan yang tersedia untuk dijual/ *Available-for-sale Financial assets*	Efek-efek/ *Marketable securities*	Saham/ *Shares* Obligasi/ *Bonds* Reksadana/ *Mutual funds*
		Penyertaan langsung/ *Direct participations*	
		Investasi pada entitas asosiasi/ *Investment in associates*	
	Pinjaman yang diberikan dan piutang/ *Loans and receivables*	Kas dan bank/ *Cash on hand and in banks*	
		Deposito berjangka/*Time deposits*	
		Piutang premi dan sesi/ *Premium and cession receivables*	
		Piutang koasuransi/ *Coinsurance receivables*	
		Piutang reasuransi dan retrosesi/ *Reinsurance and retrocession receivables*	
		Piutang lain-lain/ *Other receivables*	
		Biaya dibayar di muka dan uang muka/ *Prepaid expenses and advances*	
		Aset lain-lain/ *Other assets*	Uang jaminan/ *Refundable Deposits*
Liabilitas keuangan/ *Financial liabilities*	Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi/ *Financial liabilities at amortized cost*	Utang reasuransi dan retrosesi/ *Reinsurance and retrocession* payables	
		Utang komisi/ *Commissions payables*	
		Utang koasuransi/ *Coinsurance payables*	
		Utang klaim/ *Claims payables*	
		Utang lain-lain/ *Other payables*	
		Pinjaman diterima/ *Borrowings*	
		Utang pembiayaan konsumen dan sewa pembiayaan/ *Consumer finance and leases payables*	
		Beban akrual/ *Accrued expenses*	

V. Saling hapus instrumen keuangan

Aset keuangan dan liabilitas keuangan saling hapus disajikan dalam laporan posisi keuangan konsolidasian jika memiliki hak yang berkekuatan hukum

V. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount presented in the consolidation statement of financial position when there is a legally

untuk melakukan saling hapus buku atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

enforceable right to offset the recognized amounts and settle the liability simultaneously.

Hak yang berkekuatan hukum berarti:
a. tidak terdapat kontinjensi di masa yang akan datang; dan
b. yang berkekuatan hukum pada kondisi-kondisi berikut ini:
   i. kegiatan bisnis normal;
   ii. kondisi kegagalan usaha; dan
   iii. kondisi gagal bayar atau bangkrut.

This means that the right to set off:
a. must not be contingent on future event; and
b. must be legally enforceable in all of the following circumstances:
   i. the normal course of the business;
   ii. the event of default; and
   iii. the event of insolvency or bankruptcy.

VI. Pengukuran nilai wajar

Nilai wajar untuk instrumen keuangan yang diperdagangkan di pasar yang aktif ditentukan berdasarkan kuotasi pasar aktif dari sumber yang handal pada tanggal laporan posisi keuangan konsolidasian. Kuotasi pasar aktif ini termasuk yang berasal dari harga kuotasi broker dari IBPA, *Bloomberg,* dan *Reuters*.

VI. Fair value measurement

The fair value of financial instruments traded in active markets is determined based on quoted market prices at the consolidated statement of financial position date from credible sources. This includes broker's quoted price from IBPA, Bloomberg, and Reuters.

Instrumen keuangan dianggap memiliki kuotasi pasar aktif, jika harga kuotasi tersedia sewaktu-waktu dan dapat diperoleh secara rutin dari bursa, pedagang efek (*dealer*), perantara efek (*broker*), kelompok industri, badan pengawas (*pricing service or regulatory agency*), dan harga tersebut mencerminkan transaksi pasar yang aktual dan rutin dalam suatu transaksi yang wajar.

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

Jika kriteria di atas tidak terpenuhi, maka pasar aktif dinyatakan tidak tersedia. Indikasi-indikasi dari pasar tidak aktif adalah terdapat selisih yang besar antara harga penawaran dan permintaan atau kenaikan signifikan dalam selisih harga penawaran dan permintaan atau hanya terdapat beberapa transaksi terkini.

If the criterias above are not met, the market is regarded as being inactive. Indications of inactive market are when there is a wide bid-offer spread or significant increase in the bid-offer spread or there are few recent transactions.

Untuk instrumen keuangan yang tidak mempunyai kuotasi harga pasar, estimasi yang wajar ditetapkan dengan mengacu pada nilai pasar terkini instrumen keuangan lain yang secara substansi memiliki karakteristik yang sama atau dihitung berdasarkan

For financial instruments with no quoted market price, a reasonable estimate of the fair value is determined by reference to the current market value of another instrument which substantially have the same characteristic or calculated based on the expected cash flows discounted by

ekspektasi arus kas yang didiskonto dengan tingkat suku bunga pasar yang relevan.

Grup menyajikan nilai wajar atas instrumen keuangan berdasarkan hierarki nilai wajar sebagai berikut:
- Tingkat 1 - nilai wajar berdasarkan harga kuotasian (tidak disesuaikan) dalam pasar aktif;
- Tingkat 2 - nilai wajar yang menggunakan input selain harga kuotasian yang termasuk dalam Tingkat 1 yang dapat diobservasi, baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya diperoleh dari harga); dan
- Tingkat 3 - nilai wajar yang menggunakan input yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat di-observasi).

Investasi reksadana dinyatakan pada nilai pasar berdasarkan nilai aset neto pada tanggal laporan posisi keuangan konsolidasian.

VII. Biaya perolehan yang diamortisasi dari instrumen keuangan
Biaya perolehan yang diamortisasi diukur dengan menggunakan metode suku bunga efektif dikurangi penyisihan kerugian penurunan nilai dan pembayaran atau pengurangan pokok. Perhitungan ini mencakup seluruh premi atau diskonto pada saat akuisisi dan mencakup biaya transaksi serta komisi yang merupakan bagian tak terpisahkan dari suku bunga efektif.

2.g. Kas dan bank
Kas dan bank mencakup kas dan kas di bank, yang tidak dibatasi penggunaannya dan tidak digunakan sebagai jaminan atas pinjaman.

2.h. Investasi
Deposito berjangka
Deposito berjangka dicatat sebesar nilai nominal.

Efek-efek
Efek-efek terdiri dari obligasi, saham, dan reksadana. Efek-efek diklasifikasikan atas dasar tujuan investasi atau intensi dari manajemen. Lihat Catatan 2f untuk perlakuan akuntansi aset keuangan.

relevant market rates.

The Group presents the fair value of financial instruments based on the following fair value hierarchy:
- *Level 1 - the fair value is based on quoted prices (unadjusted) in active markets;*
- *Level 2 - the fair value uses inputs other than quoted prices included within Level 1 that are observable, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and*
- *Level 3 - the fair value uses inputs that are not based on observable market data (unobservable inputs).*

Investment in mutual funds are stated at market value in accordance with its net assets value at the consolidated statement of financial position date.

VII. Amortized cost of financial instruments
Amortized cost is computed using the effective interest rate method less any allowance for impairment and principal repayment or reduction. The calculation takes into account any premium or discount on acquisition and includes transaction costs and fees that are an integral part of the effective interest rate.

2.g. Cash on hand and in banks
Cash and banks include cash on hand and cash in banks, which are not restricted and pledged as collateral for any borrowing.

2.h. Investments
Time deposits
Time deposits are stated at nominal value.

Marketable securities
Marketable securities consist of bonds, shares and mutual funds. Marketable securities are classified based on the management's purpose or intention of maintaining such instruments. Refer to Note 2f for the accounting policy of financial assets.

Unit penyertaan reksadana disajikan sebesar nilai asset neto. Keuntungan/kerugian belum direalisasi akibat kenaikan/penurunan nilai aset neto unit penyertaan reksadana disajikan dalam laba rugi konsolidasian tahun berjalan untuk reksadana yang termasuk dalam klasifikasi aset keuangan yang diukur pada nilai wajar melalui laba rugi, dan dalam penghasilan komprehensif lain (yang merupakan bagian dari ekuitas) untuk reksadana yang termasuk dalam klasifikasi aset keuangan yang tersedia untuk dijual.

Investments in mutual fund units are stated at net asset value. Unrealized gain/loss due to increase/decrease in net asset of mutual fund is reflected in the consolidated profit or loss for the year for mutual fund classified as financial assets at fair value through profit or loss, and in the other comprehensive income (as part of equity) for mutual fund classified as available-for-sale financial assets.

Grup memiliki investasi pada saham yang diklasifikasikan sebagai aset keuangan tersedia untuk dijual. Investasi ini dicatat sebesar harga perolehan karena kisaran estimasi yang signifikan atas nilai wajar yang realistis dan probabilitas berbagai estimasi tidak dapat dinilai secara handal mengakibatkan tidak memungkinkan bagi Grup untuk melakukan pengukuran investasi pada saham pada nilai wajarnya.

The Group has investment in shares which is classified as available-for-sale financial assets. This investment is recorded at cost because of the significant estimation range of the realistic fair value and the probability of various estimation could not be assessed reliably and therefore the Group is unable to measure the investment in shares at its fair value.

Bila terjadi penurunan nilai yang bersifat permanen, nilai tercatatnya dikurangi untuk mengakui penurunan tersebut yang ditentukan untuk setiap investasi secara individu dan kerugiannya dibebankan pada laba rugi konsolidasian tahun berjalan.

The carrying amount of the investments is written down to recognize a permanent decline in value of the individual investments. Any such write-down is charged directly to the current year's consolidated profit or loss.

Dividen kas yang diterima atas investasi penyertaan saham diakui sebagai "Pendapatan investasi".

Cash dividend received from investment in shares is recognized as "Investment income".

Lihat Catatan 2f untuk perlakuan akuntansi aset keuangan.

Refer to Note 2f for the accounting policy of financial assets.

Penyertaan langsung
Penyertaan saham merupakan investasi jangka panjang pada perusahaan non-publik yang terdaftar.

Direct participations
Investment in shares represents long-term investment in non-publicly-listed companies.

2.i. Properti investasi
Properti investasi adalah properti (tanah atau bangunan atau bagian dari suatu bangunan atau keduanya) yang dimiliki untuk menghasilkan sewa atau untuk kenaikan nilai atau keduanya dan tidak untuk digunakan dalam penyediaan jasa atau untuk tujuan administratif.

2.i. Investment properties
Investment properties are properties (land or a building or part of a building or both) held to earn rentals or for capital appreciation or both, rather than for use in providing service or for administrative purpose.

Properti investasi dicatat sebesar nilai wajarnya, yang mencerminkan nilai pasar yang ditentukan setiap tahun oleh penilai independen. Nilai wajar didasarkan pada harga pasar aktif, yang apabila diperlukan

Investment property is carried at fair value, representing open market value determined annually by an independent appraiser. Fair value is based on active market prices, adjusted, if necessary, for any difference in the

dilakukan penyesuaian atas perbedaan sifat, lokasi atau kondisi dari investasi tersebut. Jika informasi tidak tersedia, Grup menggunakan metode penilaian alternatif seperti harga pasar terkini atau proyeksi arus kas. Penilaian ini ditinjau ulang setiap tahun oleh penilai independen.

nature, location or condition of the specific asset. If the information is not available, the Group uses alternative valuation methods such as recent prices on less active markets or discounted cash flow projections. These valuations are reviewed annually by independent appraiser.

Perubahan dalam nilai wajar dicatat dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai bagian dari pendapatan investasi.

Changes in fair values are recorded in the consolidated statements of profit or loss and other comprehensive income as part of investment income.

Properti investasi dihentikan pengakuannya pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Laba atau rugi yang timbul dari penghentian atau pelepasan properti investasi diakui dalam laba rugi konsolidasian dalam tahun terjadinya penghentian atau pelepasan tersebut.

An investment property should be derecognized on disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Gains or losses arising from the retirement or disposal of investment property is credited or charged to the consolidated profit or loss in the year the asset is derecognized.

2.j. Investasi pada entitas asosiasi

Entitas asosiasi adalah entitas dimana Grup memiliki kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional *investee,* tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut (pengaruh signifikan).

2.j. *Investments in associates*

Associates are entities which the Group has the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies (significant influence).

Investasi pada entitas asosiasi dicatat dengan menggunakan metode ekuitas. Dalam metode ekuitas, pengakuan awal investasi diakui sebesar biaya perolehan, dan jumlah tercatat ditambah atau dikurang untuk mengakui bagian atas laba rugi *investee* setelah tanggal perolehan. Bagian atas laba rugi *investee* diakui dalam laba rugi. Penerimaan distribusi dari *investee* mengurangi nilai tercatat investasi. Penyesuaian terhadap jumlah tercatat tersebut juga mungkin dibutuhkan untuk perubahan dalam proporsi bagian investor atas *investee* yang timbul dari penghasilan komprehensif lain, termasuk perubahan yang timbul dari revaluasi aset tetap dan selisih penjabaran valuta asing. Bagian investor atas perubahan tersebut diakui dalam penghasilan komprehensif lain.

Investment in associates accounted for using the equity method. Under the equity method, the investment in an associate is initially recognised at cost and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition. The investor's share of the profit or loss of the investee is recognised in profit or loss. Distributions received from an investee reduce the carrying amount of the investment. Adjustments to the carrying amount may also be necessary for changes in the investor's proportionate interest in the investee arising from changes in the investee's other comprehensive income, including those arising from the revaluation of property, plant and equipment and from foreign exchange translation differences. The investor's share of those changes is recognized in other comprehensive income.

Grup menghentikan penggunaan metode ekuitas sejak tanggal ketika investasinya

The Group discontinue the use of the equity method from the date when its investment

berhenti menjadi investasi pada entitas asosiasi sebagai berikut:

a. jika investasi menjadi entitas anak;
b. jika sisa kepentingan dalam entitas asosiasi merupakan aset keuangan, maka Grup mengukur sisa kepentingan tersebut pada nilai wajar; atau
c. ketika Grup menghentikan penggunaan metode ekuitas, Grup mencatat seluruh jumlah yang sebelumnya telah diakui dalam penghasilan komprehensif lain yang terkait dengan investasi tersebut menggunakan dasar perlakuan yang sama dengan yang disyaratkan jika *investee* telah melepaskan secara langsung aset dan liabilitas terkait.

ceases to be an associate as follows:

a. if the investment becomes a subsidiary;
b. If the retained interest in the former associate is a financial asset, the Group measure the retained interest at fair value; or
c. when the Group discontinue the use ot the equity method, the Group account for all amounts previously recognized in other comprehensive income in relation to that investment on the same basis as would have been required if the investee had directly disposed of the related assets or liabilities.

2.k. Aset tetap

Seluruh aset tetap awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan supaya aset tersebut siap digunakan sesuai dengan maksud Manajemen.

ISAK 25 menetapkan bahwa biaya pengurusan legal hak atas tanah dalam bentuk Hak Guna Usaha (“HGU”), Hak Guna Bangunan (“HGB”) dan Hak Pakai (“HP”) ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan tanah pada akun “Aset Tetap” dan tidak diamortisasi. Sementara biaya pengurusan atas perpanjangan atau pembaruan legal hak atas tanah dalam bentuk HGU, HGB, dan HP diakui sebagai bagian dari beban ditangguhkan pada laporan posisi keuangan konsolidasian dan diamortisasi sepanjang mana yang lebih pendek antara umur hukum hak dan umur ekonomis tanah.

Setelah pengakuan awal, aset tetap, kecuali tanah dan bangunan, dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

Tanah dan bangunan dinyatakan berdasarkan nilai revaluasi yang merupakan nilai wajar pada tanggal revaluasi dikurangi akumulasi penyusutan, kecuali tanah yang tidak disusutkan, dan akumulasi rugi penurunan nilai yang terjadi setelah tanggal revaluasi. Revaluasi dilakukan dengan keteraturan yang memadai untuk memastikan bahwa jumlah tercatat tidak

2.k. Fixed assets

All fixed assets are initially recognized at cost, which comprises its purchase price and any costs directly attributable in bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by Management.

ISAK 25 prescribes that the legal cost of land rights in the form of Business Usage Rights (“Hak Guna Usaha” or “HGU”), Building Usage Right (Hak Guna Bangunan or “HGB”) and Usage Rights (“Hak Pakai” or “HP”) when the land was acquired initially are recognized as part of the cost of the land under the “Fixed Assets” account and not amortized. Meanwhile, the extension or the legal renewal costs of land rights in the form of HGU, HGB, and HP were recognized as part of deferred charges in the consolidated statements of financial position and were amortized over the shorter of the rights’ legal life and land’s economic life.

Subsequent to initial recognition, fixed assets, except land and buildings, are carried at cost less any subsequent accumulated depreciation and impairment losses.

Land and buildings are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation, except land which is not depreciated, and subsequent accumulated impairment losses. Revaluation is made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at

berbeda secara material dari jumlah yang ditentukan dengan menggunakan nilai wajar pada tanggal pelaporan.

the reporting date.

Kenaikan revaluasi yang berasal dari revaluasi tanah dan bangunan langsung dikreditkan ke surplus revaluasi pada penghasilan komprehensif lain, kecuali bila sebelumnya terdapat penurunan revaluasi atas aset yang sama pernah diakui dalam laporan laba rugi, dalam hal ini kenaikan revaluasi hingga sebesar penurunan nilai aset akibat revaluasi tersebut, dikreditkan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Any revaluation increases arising on the revaluation of such land and buildings is credited to the revaluation surplus in other comprehensive income, except to the extent that it reverses a revaluation decrease, for the same asset which was previously recognized in profit or loss, in which case the increase is credited to consolidated statement of profit or loss and other comprehensive income to the extent of the decrease previously charged.

Penurunan jumlah tercatat yang berasal dari revaluasi tanah dan bangunan dibebankan dalam laporan laba rugi apabila penurunan tersebut melebihi saldo surplus revaluasi aset yang bersangkutan, jika ada.

A decrease in carrying amount arising on the revaluation of such land and buildings is charged to profit or loss to the extent that it exceeds the balance, if any, held in the properties' revaluation reserve relating to a previous revaluation of such land and buildings.

Surplus revaluasi tanah dan bangunan yang telah disajikan dalam ekuitas dipindahkan langsung ke saldo laba pada saat aset tersebut dihentikan pengakuannya.

The revaluation surplus included in properties' revaluation reserve in respect of land and buildings is directly transferred to retained earnings when the asset is derecognized.

Penyusutan terhadap aset tetap dihitung dengan menggunakan metode garis lurus (*straight-line method*) dan metode saldo menurun ganda (*double declining balance method)*, berdasarkan taksiran masa manfaat ekonomis aset tetap yang bersangkutan, sebagai berikut:

Fixed assets are depreciated from the month the assets are placed in service on a straight-line method and double declining balance method over their estimated useful lives, as follows:

	Tahun/*Years*	
Gedung kantor	10 - 20	*Office buildings*
Kendaraan bermotor	4 - 8	*Motor vehicles*
Meubel dan perabot kantor	4 - 8	*Office furniture and fixtures office*
Mesin dan peralatan kantor	4 - 8	*Office and equipment*
Peralatan komputer	4 - 8	*Computer equipment*

Masa manfaat ekonomis, nilai residu dan metode penyusutan ditelaah setiap akhir tahun dan pengaruh dari setiap perubahan estimasi tersebut berlaku prospektif.

The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

Biaya perbaikan dan pemeliharaan dibebankan ke laba rugi konsolidasian di periode yang sama pada saat terjadinya. Pengeluaran yang memperpanjang masa manfaat aset atau yang memberikan manfaat ekonomis dikapitalisasi dan disusutkan.

Repair and maintenance expenses are charged to the consolidated profit or loss during the financial period in which they are incurred. Expenditure which extends the useful lives of the assets or provides further economic benefits are capitalized and depreciated.

Apabila aset tetap dihentikan penggunaannya atau dijual, harga perolehan dan akumulasi depresiasi yang terkait dengan aset tetap tersebut dihentikan pengakuannya dari laporan keuangan konsolidasian dan keuntungan atau kerugian yang dihasilkan diakui dalam laba rugi konsolidasian.

When fixed assets are retired or otherwise disposed of, their costs and the related accumulated depreciation are eliminated from the consolidated financial statements and any resulting gain or losses are recognized in the consolidated profit or loss.

Apabila nilai tercatat aset tetap lebih besar dari nilai yang dapat diperoleh kembali, aset diturunkan menjadi sebesar nilai yang dapat diperoleh kembali, dengan menggunakan nilai tertinggi antara harga jual neto dengan nilai pakai.

When the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount, which is determined based on the higher of net selling price or value in use.

Akumulasi biaya konstruksi aset tetap dikapitalisasi sebagai aset dalam penyelesaian. Biaya tersebut direklasifikasi ke akun aset tetap pada saat proses konstruksi selesai. Penyusutan mulai dibebankan pada tanggal yang sama.

The accumulated costs of the construction of fixed assets are capitalized as construction in progress. These costs are reclassified to the fixed assets accounts when the construction is complete. Depreciation is charged from such date.

Aset sewa pembiayaan disusutkan berdasarkan taksiran masa manfaat ekonomis yang sama dengan aset yang dimiliki sendiri atau disusutkan selama jangka waktu yang lebih pendek antara periode masa sewa dan umur manfaatnya.

Assets held under finance lease are depreciated over their expected useful lives on the same basis as owned assets or where shorter, the term of the relevant lease.

2.l. Biaya dibayar di muka

Biaya dibayar di muka diamortisasi dan dibebankan selama masa manfaatnya dengan menggunakan metode garis lurus.

2.l. Prepaid expenses

Prepaid expenses are amortized and charged as expense over the periods of benefits using the straight-line method.

2.m. Kelompok lepasan

Kelompok lepasan yang diklasifikasikan sebagai dimiliki untuk dijual diukur pada nilai yang lebih rendah antara nilai tercatat dan nilai wajar setelah dikurangi biaya untuk menjual.

2.m. Disposal groups

Disposal groups classified as held-for-sale are measured at the lower of their carrying amount and fair value less costs to sell.

Kelompok lepasan diklasifikasikan sebagai dimiliki untuk dijual jika nilai tercatatnya akan dipulihkan terutama melalui transaksi penjualan daripada melalui pemakaian berlanjut.

Disposal groups are classified as held-for-sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use.

Suatu komponen dari Grup diklasifikasikan sebagai "operasi yang dihentikan" ketika kriteria untuk mengklasifikasikan sebagai dimiliki untuk dijual telah terpenuhi atau telah dilepaskan dan komponen tersebut mewakili lini usaha atau area geografis operasi utama yang terpisah atau bagian dari rencana tunggal terkoordinasi untuk melepaskan lini usaha atau area geografis operasi utama yang terpisah.

A component of the Group is classified as a "discontinued operation" when the criteria to be classified as held-for-sale have been met or it has been disposed of and such a component represents a separate major line of business or geographical area of operations or is part of a single coordinated plan to dispose of a separate major line of business or geographical area of operations.

Hasil dari operasi yang dihentikan disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai akun "Rugi periode berjalan dari operasi yang dihentikan".

The results of discontinuing operations are presented in the consolidated statements of profit or loss and other comprehensive income as "Loss for the period from discontinued operations".

2.n. Penurunan nilai atas aset non-keuangan

Pada setiap akhir tahun pelaporan, Grup menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian penurunan nilai aset (yaitu aset takberwujud dengan umur manfaat tidak terbatas, aset takberwujud yang belum dapat digunakan, atau *goodwill* yang diperoleh dalam suatu kombinasi bisnis) diperlukan, maka Grup membuat estimasi formal jumlah terpulihkan aset tersebut.

2.n. Impairment on non-financial assets

The Group assesses at end of each annual reporting year whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset (i.e. an intangible asset with an indefinite useful life, an intangible asset not yet available for use, or goodwill acquired in a business combination) is required, the Group makes an estimate of the asset's recoverable amount.

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau unit penghasil kas dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain.

An asset's recoverable amount is the higher of an asset's or cash generating unit (CGU)'s fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets.

Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar nilai terpulihkannya. Rugi penurunan nilai diakui pada laba rugi sebagai "Rugi penurunan nilai".

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment losses are recognized in the profit or loss as "Impairment losses".

Kerugian penurunan nilai yang telah diakui dalam periode sebelumnya untuk aset selain *goodwill* dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui.

A previously recognized impairment loss for an asset other than goodwill is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized.

Dalam hal ini, jumlah tercatat aset dinaikkan ke jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat, neto setelah penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada periode sebelumnya. Pembalikan rugi penurunan nilai diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Setelah pembalikan tersebut, penyusutan yang dibebankan disesuaikan di periode

If that is the case, the carrying amount of the asset is increased to its recoverable amount. The reversal is limited so that the carrying amount of the assets does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Reversal of an impairment loss is recognized in the consolidated statement of profit or loss and other comprehensive income. After such a reversal, the depreciation charge is adjusted in future periods to allocate the asset's revised

mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai residu, dengan dasar yang sistematis selama sisa umur manfaatnya.

carrying amount, less any residual value, on a systematic basis over its remaining useful life.

2.o. Kontrak asuransi

Kontrak asuransi adalah kontrak yang diterbitkan oleh perusahaan asuransi dimana pada saat penerbitan polis perusahaan asuransi menerima risiko asuransi yang signifikan dari pemegang polis.

Risiko asuransi adalah kemungkinan untuk membayar manfaat yang signifikan kepada pemegang polis apabila suatu kejadian yang diasuransikan terjadi dibandingkan dengan manfaat minimum yang akan dibayarkan apabila risiko yang diasuransikan tidak terjadi. Skenario-skenario yang diperhatikan adalah skenario yang mengandung unsur komersial.

Grup mendefinisikan risiko asuransi yang signifikan sebagai kemungkinan Grup menyetujui untuk mengkompensasi pemegang polis jika kejadian masa depan tertentu yang tidak pasti (kejadian yang diasuransikan) berdampak merugikan pemegang polis.

Ketika sebuah kontrak telah diklasifikasi sebagai kontrak asuransi, reklasifikasi terhadap kontrak tersebut tidak dapat dilakukan kecuali ketentuan perjanjian kemudian diamendemen.

Kontrak asuransi diklasifikasikan sebagai berikut:

- Kontrak asuransi jangka pendek
  Kontrak asuransi jangka pendek adalah kontrak asuransi yang hanya memberikan proteksi asuransi tanpa ada komponen deposit untuk jangka waktu sama dengan atau kurang dari dua belas bulan.
- Kontrak asuransi jangka panjang
  Kontrak asuransi jangka panjang adalah kontrak asuransi yang hanya memberikan proteksi asuransi tanpa ada komponen deposit untuk jangka waktu lebih dari dua belas bulan.

  i. Pengakuan pendapatan *underwriting*
  Pendapatan *underwriting* diakui sejak berlakunya polis.

  Premi dari kontrak asuransi dan reasuransi diakui sebagai pendapatan selama periode polis (kontrak)

2.o. Insurance contracts

Insurance contract is a contract issued by an insurance company which accepts significant insurance risk from the policyholder upon the issuance of the policy.

Significant insurance risk is the possibility of paying significantly more benefit to the policyholder upon the occurrence of insured event compared to the minimum benefit payable in a scenario where the insured event does not occur. Scenarios considered are those with commercial substance.

The Group defines significant insurance risk as the possibility of the Group agrees to compensate policyholders of the contract for the specified uncertain future events that adversely affect the policyholder.

Once a contract has been classified as an insurance, no reclassification is subsequently performed unless the terms of the agreement are later amended.

Insurance contract is classified as follows:

- *Short-term insurance contract*
  Short-term insurance contract is insurance contract that only provides insurance protection without deposit component for period of or less than twelve months.

- *Long-term insurance contract*
  Long-term insurance contract is insurance contract that only provides insurance protection without deposit component for period of more than twelve months.

  i. Underwriting income recognition
  Underwriting income is recognized upon inception of the policy.

  Premium from insurance and reinsurance contracts are recognized as income during the period of policies

berdasarkan proporsi jumlah proteksi yang diberikan. Premi dari polis bersama diakui sebesar pangsa premi Grup.

(contracts) in proportion to the insurance coverage provided. Premium from coinsurance policy is recognized based on the Group's proportion to the the insurance coverage received.

Premi reasuransi adalah bagian dari premi bruto yang menjadi hak reasuradur berdasarkan perjanjian (kontrak) reasuransi. Premi reasuransi diakui selama periode kontrak reasuransi secara proporsional dengan proteksi diperoleh.

Reinsurance premium is part of gross premium which is the right of reinsurers based on reinsurance agreement (contract). Reinsurance premium is recognized during the period of reinsurance contracts in proportion to the insurance coverage received.

Premi yang belum merupakan pendapatan merupakan bagian dari premi yang berkaitan dengan persyaratan belum berakhirnya cakupan perlindungan.

The unearned premium reserves represent the portion of the premium written relating to the unexpired terms of coverage protection.

Grup mengakui cadangan atas premi jangka pendek yang belum merupakan pendapatan dengan menggunakan metode harian.

The Group recognized short-term unearned premium reserves using daily method.

Grup juga mengakui cadangan atas premi jangka panjang yang belum merupakan pendapatan yang dihitung dengan menggunakan metode nilai kini arus kas masa depan (arus kas diskonto).

The Group also recognized long-term unearned premium reserves which were calculated based on present value of future cash flow method (discounted cash flow).

Entitas anak Perseroan menghitung liabilitas manfaat polis masa depan dengan menggunakan metode *Gross Premium Reserve* yang mencerminkan nilai kini estimasi pembayaran seluruh manfaat yang diperjanjikan termasuk seluruh opsi yang disediakan, nilai kini estimasi seluruh biaya yang dikeluarkan dan juga mempertimbangkan penerimaan premi di masa depan.

Subsidiary of the company calculates the liabilities for future policy benefits using Gross Premium Reserve method that reflect the present value of estimated payments throughout the guaranteed benefits including all the embedded options available, the estimated present value of all handling costs incurred and also considering the future premium receipt.

(Kenaikan)/penurunan atas premi yang belum merupakan pendapatan adalah selisih antara premi belum merupakan pendapatan periode berjalan dan periode lalu dan diakui secara neto pada laba rugi konsolidasian.

(Increase)/decrease in unearned premium reserves represents the difference between the balance of unearned premium reserves for the current and prior periods and is recognized in net in the consolidated profit or loss.

Porsi aset reasuransi dari premi yang belum diterima merupakan pendapatan diakui bersamaan pada

The portion of reinsurance asset from unearned premium reserves is recognized simultaneously when the

saat timbulnya cadangan atas premi yang belum merupakan pendapatan.

Porsi aset reasuransi dari premi yang belum diterima merupakan pendapatan diukur berdasarkan kontrak reasuransi terkait konsisten dengan metode pengukuran cadangan atas premi yang belum merupakan pendapatan.

Penyajian pendapatan premi neto dalam laba rugi konsolidasian menunjukkan jumlah premi bruto, premi reasuransi dan retrosesi, dan (kenaikan)/penurunan cadangan atas premi yang belum merupakan pendapatan. Premi reasuransi dan retrosesi disajikan sebagai pengurang premi bruto.

unearned premium reserves arisen.

The portion of reinsurance asset from unearned premium reserves is measured in accordance with the reinsurance contracts, consistent with the unearned premium reserves method.

Net premium income in the consolidated profit or loss represents gross premium, reinsurance and retrocession premium and (increase)/ decrease in unearned premium reserves. Reinsurance and retrocession premium is presented as deduction from gross premium.

ii. Reasuransi
Grup mereasuransikan sebagian risiko atas akseptasi pertanggungan kepada perusahaan asuransi lain dan perusahaan reasuransi.

Jumlah premi dibayar atau bagian premi atas transaksi reasuransi dan retrosesi prospektif diakui sebagai premi reasuransi selama periode kontrak reasuransi dan retrosesi secara proporsional dengan proteksi yang diberikan. Pembayaran atau liabilitas atas transaksi reasuransi dan retrosesi retrospektif diakui sebagai piutang reasuransi sebesar liabilitas yang dicatat sehubungan kontrak reasuransi dan retrosesi tersebut.

Grup mempunyai kontrak reasuransi dan retrosesi proporsional dan non-proporsional dengan perusahaan asuransi dan reasuransi di dalam maupun di luar negeri. Tujuan reasuransi ini adalah untuk membagi risiko yang melebihi kapasitas retensi Grup. Premi reasuransi dan retrosesi, klaim reasuransi dan retrosesi, dan diskon reasuransi dan retrosesi dikurangkan dari premi bruto, klaim bruto, dan komisi bruto.

ii. Reinsurance
The Group reinsures part of its total accepted risk with other insurance and reinsurance companies.

Premium paid or share in premium on prospective reinsurance and retrocession contracts are recognized over the period of the reinsurance and retrocession contracts based on the coverage provided. Premium payments or liabilities on retrospective reinsurance and retrocession contracts are recognized as reinsurance receivables in amount equivalent to the recorded liability for the reinsurance and retrocession contracts.

The Group has proportional and non-proportional reinsurance and retrocession contracts with domestic and overseas insurance and reinsurance companies. The objective of the reinsurance is to ceded the risk exceeding the Group's retention capacity. Reinsurance and retrocession premium, reinsurance and retrocession claims, and reinsurance and retrocession discounts are deducted from the gross written premium, gross claims, and gross commissions.

Grup mereasuransikan sebagian porsi risikonya kepada perusahaan reasuradur. Jumlah premi yang dibayar atau porsi premi atas transaksi reasuransi prospektif diakui sesuai dengan proporsi jumlah proteksi reasuransi yang diterima.

Aset reasuransi termasuk saldo yang diharapkan dibayarkan oleh perusahaan reasuransi untuk *ceded* estimasi klaim reasuransi, dan *ceded* premi belum merupakan pendapatan. Jumlah manfaat yang ditanggung oleh reasuradur diperkirakan secara konsisten sesuai dengan liabilitas yang terkait dengan polis reasuransi.

Jika aset reasuransi mengalami penurunan nilai, Grup mengurangi nilai tercatat dan mengakui kerugian penurunan nilai tersebut dalam laba rugi konsolidasian. Aset reasuransi mengalami penurunan nilai jika ada bukti objektif, sebagai akibat dari suatu peristiwa yang terjadi setelah pengakuan awal aset reasuransi, bahwa Grup tidak dapat menerima seluruh jumlah karena di bawah syarat-syarat kontrak, dan dampak pada jumlah yang akan diterima dari reasuradur dapat diukur secara andal.

Grup menyajikan aset reasuransi secara terpisah sebagai aset atas premi belum merupakan pendapatan dan estimasi liabilitas klaim.

iii. Biaya akuisisi
Biaya akuisisi merupakan beban yang terjadi untuk mendapatkan premi asuransi, seperti komisi yang dibayarkan kepada pialang asuransi, agen dan entitas asuransi lain. Biaya akuisisi ini ditangguhkan dan diamortisasi sesuai dengan metode perhitungan cadangan atas premi.

iv. Klaim
Klaim meliputi klaim disetujui (*settled claims*), klaim dalam proses penyelesaian, termasuk estimasi atas klaim yang telah terjadi namun belum dilaporkan (IBNR) dan beban penyelesaian klaim. Klaim tersebut diakui sebagai beban pada saat timbulnya liabilitas untuk memenuhi

The Group reinsures a portion of its risk with reinsurance companies. The amount of premium paid or portion of premium from prospective reinsurance transactions is recognized over the reinsurance contract in proportion with the protection received.

Reinsurance assets include balances expected to be recovered from reinsurance companies for ceded estimated reinsurance claims and ceded unearned premium. Amounts recoverable from reinsurers are estimated in a manner consistent with the liability associated with the reinsured policy.

If a reinsurance asset is impaired, the Group reduces the carrying amount accordingly and recognizes that impairment losses in the consolidated profit or loss. A reinsurance asset is impaired if there is objective evidence, as a result of an event that occurred after initial recognition of the reinsurance asset, that the Group may not receive all amounts due to it under the terms of the contract, and the impact on the amounts that the Group will receive from the reinsurers can be reliably measured.

The Group presents separately reinsurance assets of unearned premium and estimates claim liabilities.

iii. Acquisition costs
Acquisition costs represent costs incurred to obtain premium income, such as commission paid to insurance brokers, agencies and other insurance companies. This acquisition cost is deferred and amortized in accordance with calculation method of premium reserves.

iv. Claims
Claims consist of settled claims, outstanding claims, including claims incurred but not yet reported (IBNR) and claim settlement expenses. Claims are recognized as expenses when incurred. Reinsurance claims received from reinsurance companies are recognized as deduction from

klaim. Bagian klaim yang diperoleh dari reasuradur diakui dan dicatat sebagai pengurang beban klaim pada periode yang sama dengan periode pengakuan beban klaim. Hak subrogasi diakui sebagai pengurang beban klaim pada saat realisasi.

claim expenses in the same period as the recognition of claim expenses. Subrogation rights are recognized as deduction from claim expenses upon realization.

Penyajian beban klaim dalam laba rugi konsolidasian menunjukkan jumlah klaim bruto, klaim reasuransi, dan (kenaikan)/penurunan estimasi klaim retensi sendiri. Klaim reasuransi disajikan sebagai pengurang klaim bruto.

Claim expenses in the consolidated profit or loss represent gross claims, reinsurance claims and (increase)/ decrease in estimated own retention claims. Reinsurance claims are presented as deduction from gross claims.

Cadangan atas estimasi klaim bruto dibuat berdasarkan taksiran beban klaim yang akan dibayar sesuai dengan klaim yang diterima Grup sampai dengan tanggal laporan. Pemulihan klaim dari reasuradur untuk cadangan atas estimasi klaim bruto dicatat sebagai estimasi klaim reasuransi pada aset reasuransi.

A provision for estimated gross claims is made for the full estimated costs of claims to be paid in respect of claims notified to the Group until the date of the reporting period. Reinsurance recoveries of the provision for estimated gross claims is recorded as estimated reinsurance claims in reinsurance assets.

Grup menetapkan cadangan berdasarkan lini usaha. Ada dua kategori cadangan: cadangan untuk klaim yang sudah dilaporkan dan cadangan untuk klaim yang sudah terjadi tetapi belum dilaporkan (IBNR).

The Group establishes its reserves by line of business. There are two categories of reserve: reserves for reported losses and reserves for incurred but not reported (IBNR) losses.

Cadangan Grup untuk klaim yang sudah dilaporkan adalah berdasarkan pada estimasi pembayaran di masa mendatang untuk menyelesaikan klaim yang sudah dilaporkan. Grup membuat estimasi tersebut berdasarkan pada fakta-fakta yang tersedia pada saat cadangan ditetapkan.

The Group's reserves for reported losses are based on estimates of future payments to settle reported claims. The Group bases such estimates on the facts available at the time the reserves are established.

Perubahan jumlah estimasi klaim, sebagai akibat proses penelaahan lebih lanjut dan perbedaan antara jumlah estimasi klaim yang dibayarkan, diakui dalam laba rugi konsolidasian pada tahun terjadinya perubahan.

Changes in the amount of estimated total claim liabilities as a result of further review, and differences between estimated claims and claims paid, are recognized in the consolidated profit or loss in the years when the changes occur.

v. Pengujian kecukupan liabilitas
Pengujian kecukupan liabilitas dilakukan pada tanggal pelaporan untuk kontrak secara individual ataupun per kelompok produk, ditentukan sesuai dengan cara Grup

v. Liability adequacy test
Liability adequacy testing is performed at reporting date for contract individually or class of products determined in accordance with the Group acquiring, servicing, and

memperoleh, memelihara, dan mengukur profitabilitas dari kontrak asuransi tersebut.

Grup menilai liabilitas asuransi pada setiap akhir periode pelaporan untuk meyakinkan apakah liabilitas asuransi yang dicatat cukup untuk menutup kerugian yang diperkirakan pada akhir periode pelaporan, dengan menggunakan estimasi kini atas arus kas masa depan berdasarkan kontrak asuransi.

Jika penilaian tersebut menunjukan kekurangan antara nilai tercatat liabilitas asuransi (dikurangi dengan biaya akuisisi tangguhan terkait) dibandingkan dengan estimasi arus kas masa depan, maka seluruh kekurangan tersebut dicatat dalam laba rugi konsolidasian.

Pada tanggal pelaporan, keseluruhan jumlah aset dan liabilitas asuransi yang dicatat telah diestimasi dan Manajemen meyakini bahwa jumlah tersebut telah memadai.

measuring the profitability of its insurance contracts.

The Group measures the insurance liabilities at the end of reporting period to ensure whether the insurance liabilities recorded are sufficient to cover expected losses at the end of the reporting period, by using present value of future cash flow based on insurance contracts.

If the valuation showed deficiency between insurance liabilities recorded (deducted with respective deferred acquisition cost) with estimation of future cash flow, the deficiency will be recorded to consolidated profit or loss.

As at reporting date, all insurance assets and liabilities have been estimated and Management believes that the amount recorded are adequate.

2.p. Dividen

Pembagian dividen kepada pemegang saham diakui sebagai liabilitas dalam laporan keuangan konsolidasian Grup dalam tahun dimana pembagian dividen tersebut diumumkan.

2.p. Dividends

Dividend distribution to the shareholders is recognized as a liability in the Group's consolidated financial statements in the year in which the dividends are declared.

2.q. Aset takberwujud

Aset takberwujud terdiri dari beban perpanjangan Hak Guna Tanah dan Bangunan dan perangkat lunak sistem komputer.

Beban yang terjadi sehubungan dengan pengurusan legal hak atas tanah ditangguhkan dan diamortisasi dengan metode garis lurus. Manajemen mengestimasi masa manfaat ekonomis aset takberwujud antara 1 (satu) sampai dengan 4 (empat) tahun. Perubahan tingkat pemakaian dan perkembangan teknologi dapat memengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya amortisasi masa depan mungkin direvisi.

2.q. Intangible assets

Intangible assets consist of cost related to renewal of land and building use rights and computer system softwares.

Charges occurred in respect of land rights are deferred and amortized using straight line method. Management properly estimates the useful lives of these intangible assets to be within 1 (one) to 4 (four) years. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future amortization charges could be revised.

2.r. Pengakuan pendapatan dan beban

Pendapatan jasa diakui pada saat jasa diberikan kepada langganan.

2.r. Revenue and expense recognition

Revenue from services is recognized when the service is delivered.

Pembayaran sewa dan jasa pemeliharaan yang diterima di muka disajikan sebagai pendapatan diterima di muka pada utang lain-lain (liabilitas) dalam laporan posisi keuangan konsolidasian yang diakui sebagai pendapatan secara proporsional sesuai dengan periode perjanjian sewa dan jasa pemeliharaan. Pendapatan dan beban lainnya diakui pada saat terjadinya, menggunakan dasar akrual.

Payment for rental and services charge received upfront are presented in other payables (liabilities) in the consolidated statement of financial position as deferred revenue and recognized as revenue proportionally according to the rental and service period in the rental agreement. Other income and expense are recognized as incurred an accrual basis.

2.s. Sewa

Suatu perjanjian, yang meliputi suatu transaksi atau serangkaian transaksi, merupakan perjanjian sewa atau mengandung sewa jika Grup menentukan bahwa perjanjian tersebut memberikan hak untuk menggunakan suatu aset atau sekelompok aset selama periode tertentu dengan imbalan suatu atau serangkaian pembayaran.

2.s. Leases

An arrangement, comprising a transaction or a series of transactions, is or contains a lease if the Group determines that the arrangement conveys a right to use a specific asset or assets for an agreed period of time in return for a payment or a series of payments.

Grup sebagai *lessor*

Pertimbangan tersebut dibuat berdasarkan hasil evaluasi terhadap substansi perjanjian terlepas dari bentuk formal dari perjanjian sewa tersebut.

The Group as lessor

Such a determination is made based on an evaluation of the substance of the arrangement regardless of whether the arrangement takes the legal form of a lease.

Sewa di mana Grup tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan suatu aset diklasifikasikan sebagai sewa operasi. Pendapatan sewa yang timbul dicatat dengan metode garis lurus selama masa sewa dan dimasukkan dalam pendapatan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian karena sifat operasinya. Biaya perolehan langsung awal yang timbul dalam negosiasi dan pengaturan sewa operasi ditambahkan ke nilai tercatat aset sewaan dan diakui selama masa sewa atas dasar yang sama dengan pendapatan sewa. Sewa kontinjensi diakui sebagai pendapatan pada periode perolehannya.

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the consolidated statement of profit or loss and other comprehensive income due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as rental income. Contingent rents are recognized as revenue in the period in which they are earned.

Grup sebagai *lessee*/ penyewa

Aset pada sewa pembiayaan dicatat pada awal masa sewa sebesar nilai wajar aset sewaan Grup yang ditentukan pada awal kontrak atau, jika lebih rendah, sebesar nilai kini dari pembayaran sewa minimum. Liabilitas kepada *lessor* disajikan di dalam laporan posisi keuangan sebagai bagian dari utang pembiayaan konsumen dan sewa pembiayaan.

The Group as lessee

Assets held under finance leases are initially recognised as assets of the Group at their fair value at the inception of the lease or, if lower, at the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as part of consumer finance and leases payable.

Pada tanggal permulaan kontrak, Grup menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

At the inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup mempertimbangkan apakah:

- Grup memiliki hak untuk mendapatkan secara subtansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan
- Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian. Grup memiliki hak ini ketika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang penentuan bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:
  1. Grup memiliki hak untuk mengoperasikan aset; atau
  2. Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

To assess whether a contract conveys the right to control the use of an identified asset, the Group considers whether:

- *The Group has the right to obtain substantially all the economic benefits from use of the asset throughout the period of use; and*
- *The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are the most relevant to changing the determination of how and for what purpose the asset is used and:*
  1. *The Group has the right to operate the asset; or*
  2. *The Group has designed the asset in a way that predetermines how and for what purpose it will be used.*

Pada tanggal insepsi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen non sewa.

At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone prices and the aggregate stand-alone price of the non-lease components.

Pada tanggal permulaan sewa, Grup mengakui aset hak guna dan liabilitas sewa. Aset hak guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

Aset hak guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak guna atau akhir masa sewa.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using the incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa.

Lease payments included in the measurement of the lease liability comprise fixed payments, including in-substance fixed payments less any lease incentive receivable.

Setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa.

Each lease payment is allocated between finance charges and reduction of the lease liability so as to achieve a constant rate on the finance balance outstanding.

2.t. Pinjaman diterima

Pinjaman yang diterima pada awalnya diakui sebesar nilai wajar setelah dikurangi biaya-biaya transaksi (jika ada) yang dapat diatribusikan secara langsung. Pinjaman yang diterima selanjutnya dicatat menggunakan biaya perolehan diamortisasi, selisih antara jumlah yang diterima (neto setelah dikurangi biaya-biaya transaksi) dan nilai penyelesaian pinjaman yang diterima tersebut diakui dalam laba rugi konsolidasian sepanjang masa pinjaman dengan menggunakan metode bunga efektif. Pinjaman yang diterima diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi. Lihat Catatan 2f untuk perlakuan akuntansi aset keuangan.

2.t. Borrowings

Borrowings are recognized initially at fair value, net of directly attributable transaction costs (if any). Borrowings are subsequently stated at amortized cost, any difference between the proceeds (net of transaction costs) and the redemption value is recognized in the consolidated profit or loss over the period of the borrowings using the effective interest method. Borrowings are classified as financial liabilities at amortized cost. Refer to Note 2f for the accounting policy for the accounting policy of financial assets.

2.u. Imbalan kerja

i. Imbalan kerja jangka pendek
Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan.

ii. Imbalan pensiun dan pasca kerja lainnya

2.u. Employee benefits

i. Short-term employee benefits
Short-term employee benefits are recognized when they accrue to the employees.

ii. Pension and other post employment benefits

Imbalan pensiun dan imbalan jangka panjang lainnya dihitung berdasarkan peraturan Perseroan dan tiap-tiap entitas anak. Kecuali TIC, TRB, dan YHT, imbalan pensiun dan imbalan jangka panjang lainnya juga mengacu kepada Undang-Undang No. 6 tahun 2023 tentang Cipta Kerja. Grup juga mencatat penyisihan manfaat tambahan selain program dana pensiun tersebut di atas untuk memenuhi dan menutup imbalan minimum yang harus dibayarkan kepada karyawan-karyawan kontrak sesuai dengan Undang-Undang No. 6 tahun 2023 tentang Cipta Kerja.

Pension and other post employment benefits are calculated in accordance with the Company and each of subsidiaries' regulation. Except for TIC, TRB and YHT, the pension and other post employment benefits also referred to No.6 of 2023 concerning Job Creation. The Group also provides additional provisions on top of the benefit provided under the above-mentioned defined contribution pension program in order to meet and cover the minimum benefits required to be paid to the contract employees with law No.6 of 2023 concerning Job Creation.

Grup memiliki program pensiun dan pasca kerja dalam bentuk imbalan pasti dan iuran pasti.

The Group has pension and other post employment benefits in the form of defined benefit and defined contribution plans.

Program imbalan pasti merupakan program pensiun yang menetapkan jumlah imbalan pensiun yang akan diterima oleh karyawan pada saat pensiun, yang biasanya tergantung pada satu faktor atau lebih seperti umur, masa kerja dan jumlah kompensasi.

Defined benefit plan is a pension plan that defines an amount of pension that will be received by the employee on becoming entitled to a pension, which usually depends on one or more factors such as age, years of service and compensation.

Program iuran pasti merupakan program pensiun dimana Grup membayar sejumlah iuran tertentu kepada entitas yang terpisah dan Grup tidak memiliki liabilitas hukum atau konstruktif untuk membayar kontribusi lebih lanjut.

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity and the Group has no legal or constructive obligation to pay further contributions.

Kecuali TIC, TRB, dan YHT, Grup diwajibkan menyediakan jumlah minimum imbalan pensiun berdasarkan UUCK. Secara substansi program pensiun dalam UUCK merupakan program imbalan pasti karena undang-undang telah menetapkan formula dalam menentukan jumlah minimum imbalan. Jika porsi program imbalan pensiun yang didanai oleh karyawan lebih rendah dari imbalan yang diwajibkan menurut undang-undang, Grup akan membentuk penyisihan untuk menutupi kekurangan tersebut.

Except for TIC, TRB, and YHT, the Group is required to provide a minimum amount of pension benefits in accordance with UUCK. Since the Law sets the formula for determining the minimum amount of benefits, in substance pension plans under UUCK represent defined benefit plans. If the employee funded portion of the pension plan benefit is less than the benefit as required by the law, the Group will provide provision for such shortage.

Sehubungan dengan program pensiun imbalan pasti, liabilitas diakui pada laporan posisi keuangan konsolidasian sebesar nilai kini liabilitas imbalan pasti pada akhir periode pelaporan, dikurangi dengan nilai wajar aset program.

The liability recognized in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period, less the fair value of plan assets.

Liabilitas imbalan pasti dihitung setiap tahun oleh aktuaris yang independen dengan menggunakan metode *projected unit credit*. Nilai kini liabilitas ditentukan dengan mendiskontokan arus kas keluar yang diestimasi dengan menggunakan tingkat bunga Obligasi Pemerintah yang didenominasikan dalam mata uang dimana imbalan akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu liabilitas pensiun.

The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

Aset program adalah aset yang dimiliki oleh dana imbalan kerja jangka panjang. Aset program tersebut dimiliki oleh entitas hukum terpisah dan didirikan semata-mata untuk membayar atau mendanai imbalan kerja dan tidak boleh dipakai untuk menyelesaikan liabilitas kepada kreditur Grup dan tidak dapat dibayarkan kepada Grup. Nilai wajar ditentukan berdasarkan informasi harga pasar.

Plan assets are assets that are held by a long-term employee benefit fund. Plan assets are held by a separate legal entity and exist solely to pay or fund employee benefits and are not available to the creditors of the Group, nor can they be paid to the Group. Fair value is determined based on market price information.

Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian pengalaman dan perubahan asumsi aktuarial dibebankan atau dikreditkan pada penghasilan komprehensif lain dan disajikan pada bagian ekuitas.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income and is presented in the equity section.

Biaya jasa lalu diakui segera dalam laba rugi konsolidasian.

Past-service costs are recognized immediately in the consolidated profit or loss.

Biaya imbalan pasca kerja yang diakui selama tahun berjalan terdiri dari biaya jasa dalam laba rugi, bunga neto atas liabilitas imbalan pasti neto dalam laba rugi, dan pengukuran kembali liabilitas imbalan pasti neto dalam penghasilan komprehensif lain.

The post-employment benefits expense recognized during the current year consists of service cost in profit or loss, net interest on the net defined benefit liability in profit or loss and remeasurement of the net defined benefit liabilities in other comprehensive income.

Bunga neto atas liabilitas imbalan pasti neto merupakan komponen pendapatan bunga dari aset program, biaya bunga atas liabilitas imbalan pasti dan bunga atas dampak batas atas dari aset.

Net interest on the net defined benefit liabilities is the interest income component of plan assets, interest expense of defined benefit obligation and interest on the effect of asset ceiling.

Pengukuran kembali liabilitas imbalan pasti neto terdiri atas:
- keuntungan dan kerugian aktuarial;
- imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas imbalan pasti neto; dan

Remeasurements of the net defined benefit liability consists of:
- actuarial gains and losses;
- return on plan assets, excluding amount included in net interest on the net defined benefit liability; and

- setiap perubahan dampak batas atas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas imbalan pasti neto.

iii. Liabilitas jangka panjang lainnya
Beberapa entitas di dalam Grup memberikan imbalan jangka panjang lainnya dalam bentuk cuti berimbalan jangka panjang dan penghargaan *jubilee*.

Liabilitas jangka panjang lainnya dihitung oleh aktuaris independen dengan menggunakan metode *projected unit credit* dan didiskontokan ke nilai kini.

2.v. Perpajakan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laba rugi konsolidasian, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

Pajak penghasilan tangguhan diakui untuk semua perbedaan temporer antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan. Pajak penghasilan tangguhan ditentukan dengan menggunakan tarif pajak yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan dan diharapkan diterapkan ketika aset pajak penghasilan tangguhan direalisasi atau utang pajak penghasilan tangguhan diselesaikan.

Aset pajak penghasilan tangguhan diakui hanya jika besar kemungkinan jumlah penghasilan kena pajak di masa depan akan memadai untuk dikompensasi dengan perbedaan temporer yang masih dapat dimanfaatkan.

Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan liabilitas pajak penghasilan tangguhan dikenakan oleh otoritas perpajakan yang sama, baik atas entitas kena pajak yang sama ataupun berbeda dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara neto.

- *any changes in effect of the asset ceiling, excluding amount including in net interest on the net defined benefit liability.*

iii. Other long-terms obligations
Some entities within the Group provide other long-term employee benefits including long-service leave and jubilee awards.

Other long-term obligation is calculated annualy by independent actuary using the projected unit credit method and discounted to present value.

2.v. Taxation

The tax expense comprises current and deferred tax. Tax is recognized in the consolidated profit or loss, except to the extent that it relates to items recognized directly in equity. In this case, the tax is also recognized in other comprehensive income or directly in equity.

Deferred income tax is recognized on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is determined using tax rates that have been enacted or substantially enacted as of reporting period and is expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred income tax assets are recognized only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Koreksi atas utang pajak diakui pada saat Surat Ketetapan Pajak diterima, atau apabila diajukan keberatan dan/atau banding, maka koreksi diakui pada saat keputusan atas keberatan dan/atau banding tersebut diterima.

Correction to taxation obligations are recorded when a tax assessment is received or, if appealed against, when the result of the appeal is determined.

Manajemen juga dapat membentuk pencadangan terhadap utang pajak di masa depan sebesar jumlah yang diestimasikan akan dibayarkan ke kantor pajak jika berdasarkan evaluasi pada tanggal laporan posisi keuangan konsolidasian terdapat risiko pajak yang *probable.* Asumsi dan estimasi yang digunakan dalam perhitungan pembentukan cadangan tersebut memiliki unsur ketidakpastian.

Management provides provision for future tax liability at the amount that will be payable to the tax office on probable tax exposure, based on assessment as of the date of consolidated statement of financial position. Assumption and estimation used in the provisioning calculation may involve element of uncertainty.

Peraturan perpajakan di Indonesia mengatur beberapa jenis penghasilan dikenakan pajak yang bersifat final. Pajak final yang dikenakan atas nilai bruto transaksi tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Tax regulation in Indonesia determined that certain taxable income is subject to final tax. Final tax applied to the gross value of transactions is applied even when the parties carrying the transaction are recognizing losses.

Pajak final tersebut tidak termasuk dalam lingkup yang diatur oleh PSAK 46. Oleh karena itu, Grup memutuskan untuk menyajikan beban pajak final sehubungan dengan pendapatan bunga sebagai pos tersendiri.

Such final tax is not governed by PSAK 46. Therefore, the Group presented all of the final tax arising from interest income as a separate line item.

2.w. Akuntansi transaksi syariah

Perseroan menggunakan PSAK 108 "Akuntansi untuk Transaksi Asuransi Syariah" untuk mencatat transaksi asuransi syariahnya termasuk dana peserta. Dana peserta merupakan dana *Tabarru'* dan dana syirkah temporer. Pada tanggal 31 Desember 2023 dan 2022, Grup tidak memiliki dana syirkah temporer.

2.w. Accounting for sharia transactions

The Company uses PSAK 108 "Accounting for Sharia Insurance Transactions" to record its sharia insurance transactions including participants' fund. Participants' fund represents Tabarru' fund and temporary syirkah funds. As of December 31, 2023 and 2022, the Company does not have temporary syirkah funds.

Kontribusi peserta untuk produk asuransi syariah diakui sebagai pendapatan dana *Tabarru'* sesuai jangka waktu akad yang mendasarinya. Dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, bagian kontribusi untuk *ujroh* (*fee*) sebagai pengelola disajikan oleh Perseroan sebagai bagian dari akun "Beban usaha lainnya".

Participant's contribution for sharia insurance product is recognized as Tabarru' fund income based on the underlying term of the contract. In the consolidated statement profit or loss and other comprehensive income, contribution part for ujroh (fee) as operator is shown as part of "Other operating expenses".

Surplus yang dapat didistribusikan akan ditetapkan berdasarkan kecukupan kontribusi yang diterima dan hasil investasi yang terkait cukup untuk menutup beban

The distributable surplus will be determined based on whether the contribution received and its related investment return are sufficient to cover for the expenses on claims paid and

atas pembayaran klaim dan pembentukan cadangan. Setiap kelebihan, setelah dikurangkan dengan porsi untuk membayar pinjaman kepada Perseroan atau *qardh*, jika ada, akan dibagikan kepada peserta, Perseroan, dan dana *Tabarru'* sesuai dengan akad kontrak asuransi.

reserve set up. Any excess, after deducting the portion to repay the loan or qardh from the Company, if any, will be distributed to the policyholders, to the Company, and to the Tabarru' fund in accordance with insurance contract.

Ketika dana *Tabarru'* tidak mencukupi untuk menutup klaim yang telah terjadi, Perseroan akan memberikan *qardh* (pinjaman tidak berbunga) untuk menyelesaikannya. Pada saat dana *Tabarru'* memiliki surplus *underwriting*, maka *qardh* akan dibayarkan terlebih dahulu sebelum Perseroan menyatakan pembagian surplus yang dapat didistribusikan.

When the Tabarru' fund is insufficient to cover all claims incurred, the Company will settle under qardh (non-bearing interest loans). The qardh is to be repaid first when Tabarru' fund have an underwriting surplus before the Company declares the distributable surplus.

Dalam laporan posisi keuangan konsolidasian, Perseroan menyajikan dana *Tabarru'* sebagai bagian dari akun "Utang lain-lain".

In the consolidated statement of financial position, the Company presents Tabarru' fund as part of "Other payables".

Penyisihan teknis diakui pada saat akhir periode pelaporan sebagai beban dalam laporan surplus dan defisit *underwriting* dana *Tabarru'.*

Technical reserve is recognized as expense at the end of the reporting period in the statement of underwriting surplus and deficit of Tabarru' fund.

Investasi pada sukuk

Pengakuan dan pengukuran

Sebelum pengakuan awal, Grup menentukan klasifikasi investasi pada sukuk berdasarkan tujuan investasi Grup.

Investments in sukuk

Recognition and measurement

Prior to initial recognition, the Group determines the classification of investments in sukuk based on the investment objectives of the Group.

Grup menentukan klasifikasi investasi pada sukuk berdasarkan:

The Group determines the classification of investments in sukuk by:

- Biaya perolehan
  Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya.

  Biaya perolehan sukuk termasuk biaya transaksi dan selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba.

- *Acquisition cost*
  The investments held within a business model whose primary purpose is to obtain contractual cash flows and there is a contractual requirement to determine a specific date for the payment of principal and or result.

  Sukuk acquisition cost including transaction cost and the difference betwen the acquisition cost and nominal value is amortized straight-line basis over the term sukuk and recognized in earnings.

- Diukur pada nilai wajar melalui penghasilan komprehensif lain
  Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan terutamauntuk memperoleh arus kas kontraktual dan melakukan penjualan

- *Measured at fair value through other comprehensive income*
  The investment is held within a business model whose primary purpose is to obtain contractual require cash flow and selling sukuk, there is a contractual requirement

sukuk, terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya.

Biaya perolehan sukuk termasuk biaya transaksi dan selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba.

Keuntungan atau kerugian dari perubahan nilai wajar diakui dalam penghasilan komprehensif lain setelah memperhitungkan saldo selisih biaya perolehan dan nilai nominal yang belum diamortisasi dan saldo akumulasi keuntungan atau kerugian nilai wajar yang telah diakui dalam penghasilan komprehensif lain sebelumnya. Ketika investasi sukuk dihentikan pengakuannya, akumulasi keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke laba rugi.

to determine a certain date for payment of principal and or the result.

The cost securities include transaction cost and the difference between the acquisition cost and nominal value is amortized stright-line basis over the term sukuk and recognized in earnings.

Gains or losses from changes in fair value recognized in other comprehensive income after taking into account the differences between the cost and the balance of the nominal value and the unamortized balance of accumulated profit or loss of fair value has been recognized in previous other comprehensive income. When the sukuk investments are derecognized, the cumulative gain or loss previously recognized in other comprehensive income is reclassified to profit or loss.

- Diukur pada nilai wajar melalui laba rugi

  Biaya perolehan sukuk tidak termasuk biaya transaksi, dan selisih antara nilai wajar dan jumlah tercatat diakui dalam laba rugi.

- *Measured at fair value through profit or loss*
  Sukuk acquisition cost excluding transaction cost, and the difference between the fair value and the carriying amount is recognized in profit or loss.

Grup mengklasifikasikan investasi sukuk sebagai surat berharga yang diukur pada biaya perolehan pada tanggal implementasi.

The Group classified investments in sukuk as at cost securities at the date of the implementation.

Penyajian
Pendapatan investasi dan beban amortisasi disajikan secara neto dalam laba rugi konsolidasian.

Presentation
Investment income and amortization expense are presented in net amount in the consolidated profit or loss.

Reklasifikasi
Grup tidak dapat mengubah klasifikasi investasi, kecuali terdapat perubahan tujuan model usaha.

Model usaha yang bertujuan untuk memperoleh arus kas kontraktual didasarkan pada tujuan investasi yang ditentukan oleh Grup. Arus kas kontraktual yang dimaksud adalah arus kas bagi hasil dan pokok dari Sukuk *Mudharabah* atau arus kas imbalan (*consideration/ujrah)* dari Sukuk *Ijarah*. Setelah pengakuan awal, jika arus kas aktual berbeda dengan tujuan investasi yang telah ditetapkan, maka Grup menelaah kembali konsistensi tujuan investasinya.

Reclassification
The Group cannot change investment classification unless there is a change in the business model's purpose.

Business model that is intended to collect contractual cash flow is based on the investment purpose set by the Group. The underlying contractual cash flow is the cash flow from revenue sharing and principal of Sukuk Mudharabah or benefit cash flow (consideration/ujrah) from Sukuk Ijara. After initial recognition, if the actual cash flow differs from the investment purpose initially set by the Group, then the Group reconsiders the consequences of the revised investment purpose.

2.x. Persediaan

Persediaan mencakup kendaraan bermotor yang tersedia untuk dijual, perlengkapan kantor, dan suku cadang. Kendaraan bermotor yang tersedia untuk dijual merupakan kendaraan bekas sewa yang dapat dijual dengan segera, dan penjualannya harus sangat mungkin terjadi. Kendaraan bermotor yang memenuhi kriteria dimiliki untuk dijual diukur pada nilai yang lebih rendah antara nilai tercatat dan nilai realisasi neto. Pada saat pengakuan, kendaraan tidak disusutkan lagi.

Persediaan disajikan sebagai bagian dari "Aset lain-lain" dalam laporan posisi keuangan konsolidasian.

2.x. Inventories

Inventories include held-for-sale motor vehicles, office supplies and spare parts. Held-for-sale motor vehicles are used rental vehicles which can be sold immediately, and the sales should be highly probable. Motor vehicles which fulfill the criteria of held-for-sale, are measured at lower carrying amount and net realizable value. At the point of recognition, the vehicle is no longer depreciated.

Inventory is presented as part of "Other assets" in the consolidated statement of financial position.

2.y. Biaya emisi penerbitan saham

Biaya-biaya emisi yang terjadi sehubungan dengan penawaran saham kepada masyarakat dikurangkan langsung dari hasil emisi dan disajikan sebagai pengurang pada akun Tambahan Modal Disetor, sebagai bagian dari Ekuitas pada laporan posisi keuangan konsolidasian.

2.y. *Issuance cost on shares issued*

Issuance costs related to offering of shares to the public are deducted directly from the proceeds and presented as a deduction on Additional Paid in Capital account, as part of Equity in the consolidated statement of financial position.

2.z. Opsi saham

Perusahaan memberikan opsi saham kepada Direksi dan Komisaris selain komisaris independen dan karyawan kunci dalam Program *Management and Employee Stock Option Plan* (*MESOP*).

Jumlah biaya kompensasi saham dihitung pada tanggal diberikannya opsi saham dengan menggunakan nilai wajar dari opsi saham tersebut dan diakui pada akun "Gaji, Upah dan Kesejahteraan Karyawan" selama periode opsi saham berdasarkan program hak bertingkat (*graded vesting scheme*). Akumulasi biaya kompensasi saham diakui pada akun "Opsi Saham" dan disajikan sebagai bagian dari akun Tambahan Modal Disetor pada bagian Ekuitas.

Nilai wajar dari opsi saham ditentukan berdasarkan hasil penilaian aktuaris independen dengan menggunakan metode *Black-Scholes.*

2.z. Share options

The Company granted share options to the Boards of Directors and Commissioners other than independent commissioner and key employees via the Management and Employee Stock Option Plan (MESOP).

The compensation cost of the option is calculated at the grant date of the option using the fair value and is recorded under the account "Salaries, Wages and Employee Benefits" during the vesting period based on the graded vesting scheme. The accumulation of the compensation cost of the option is recognized in "Share Options" account and is presented as part of Additional Paid in Capital in the Equity section.

The fair value of the share option is computed based on the calculation of an independent actuary using the Black-Scholes method.

2.aa. Transaksi dengan pihak-pihak berelasi

Grup memiliki transaksi dengan pihak berelasi, sebagaimana didefinisikan pada PSAK 7 "Pengungkapan Pihak-Pihak Berelasi".

2.aa. Transactions with related parties

The Group has transactions with related parties, as defined on PSAK 7 "Related Party Disclosures".

Pihak berelasi adalah orang atau entitas yang terkait dengan entitas yang menyiapkan laporan keuangannya (dalam pernyataan ini dirujuk sebagai "entitas pelapor"):

a. Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
   i. memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
   ii. memiliki pengaruh signifikan atas entitas pelapor; atau
   iii. merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan sesama entitas anak saling berelasi dengan entitas lainnya);
   ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, di mana entitas lain tersebut adalah anggotanya);
   iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
   v. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
   vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
   vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau merupakan personil manajemen

A related party is a person or an entity that is related to the reporting entity (referred to in this statement as "reporting entity"):

a. A person or a close member of that person's family is related to a reporting entity if that person:
   i. has control or joint control over the reporting entity;
   ii. has significant influence over the reporting entity; or
   iii. is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

b. An entity is related to the reporting entity if it meets one of the following:
   i. The entity and the reporting entity are members of the same group (meaning parent entity, subsidiary entity, and fellow subsidiaries is related to each other);
   ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
   iii. Both entities are joint ventures of the same third party;
   iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
   v. The entity is a post-employment defined benefit plan for the benefit of employees of either the reporting entity, for entity or an entity related to the reporting entity;
   vi. The entity is controlled or jointly controlled by a person identified in (a);
   vii. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent

kunci entitas (atau entitas induk dari entitas); atau

viii. Entitas, atau anggota dari kelompok di mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Transaksi pihak berelasi adalah suatu pengalihan sumber daya, jasa atau kewajiban antara entitas pelapor dengan pihak-pihak berelasi, terlepas apakah ada harga yang dibebankan

Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan 39 atas laporan keuangan.

Transaksi dengan pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Pemegang saham utama Grup adalah PT Pertamina (Persero) yang berada di bawah pengendalian Pemerintah Republik Indonesia, dengan demikian semua instansi pemerintah, BUMN, BUMD, dan entitas lain dimana Pemerintah memiliki pengendalian atau pengaruh signifikan, baik secara langsung maupun tidak langsung, merupakan pihak berelasi dengan Grup.

2.ab. Informasi segmen

Grup menyajikan informasi segmen sesuai PSAK 5, "Segmen Operasi" yang menyajikan informasi yang lebih rinci untuk pelaporan segmen usaha dan segmen geografis.

Grup mengelompokkan kegiatan usahanya ke dalam asuransi dan reasuransi, sewa, dan bisnis terkait, dan lain-lain.

Informasi keuangan atas tiap kegiatan usaha dimanfaatkan oleh Manajemen untuk mengevaluasi kinerja setiap segmen dan menentukan alokasi sumber daya.

Pendapatan, beban, hasil, aset, dan liabilitas segmen termasuk item-item yang dapat diatribusikan langsung kepada suatu segmen serta hal-hal yang dapat dialokasikan dengan dasar yang sesuai kepada segmen tersebut. Segmen

of the entity); or

viii. The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

A related party transaction is a transfer of reasourcea, services or obligations between a reporting entity and a related party, regardless of whether a prices is charge.

All significant transactions and balances with related parties are disclosed in the note 39 to the financial statements.

Transactions with related parties is based on the terms accepted by both parties, which may not be the same as other transactions conducted by parties who are not related.

The Group's main shareholders are PT Pertamina (Persero) which is controlled by the Indonesian Government, hence all the government agencies, BUMN, BUMD and other entities where the Government has control or significant influence, either directly or indirectly, are related parties of the Group.

2.ab. *Segments information*

The Group presents segment information following PSAK 5, "Operating Segment", which provides a more detailed guidance for identifying reportable business segments and geographical segments.

The Group classifies its line of business into insurance and reinsurance, rental and related business, and others.

The financial information based on such lines of business is used by Management in evaluating the performance of each segment and determining the allocation of resources.

Segment revenue, expenses, results, assets, and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis to that segment. They are determined before the balances and transactions within Group are

ditentukan sebelum saldo dan transaksi antar Grup, dieliminasi sebagai bagian dari proses konsolidasi.

eliminated.

Dalam hal ini, informasi keuangan atas pelaporan segmen disajikan berdasarkan segmen usaha, karena risiko dan imbalan dipengaruhi secara dominan oleh jenis-jenis jasa yang disediakan oleh Grup. Pelaporan segmen kedua ditentukan berdasarkan pada lokasi geografis.

In this regard, the primary financial information on segment reporting is presented based on such business segments, since the risks and rates of return are affected predominantly by the types of services provided by the Group. The secondary segment reporting is based on the geographical location.

2.ac. Laba per saham

Laba per saham dihitung dengan membagi laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham biasa yang beredar pada tahun yang bersangkutan.

Laba per saham dilusian dihitung setelah melakukan penyesuaian yang diperlukan terhadap jumlah rata-rata tertimbang saham biasa yang beredar dengan asumsi bahwa semua opsi saham dilaksanakan pada saat penerbitan.

2.ac. Earnings per share

Basic earnings per share amounts are computed by dividing the income for the year attributable to owners of the parent entity by the weighted average number of ordinary shares outstanding during the year.

Diluted earnings per share is computed after making necessary adjustments to the weighted-average number of ordinary shares outstanding assuming the full exercise of employee stock option at time of issuance.

2.ad. Provisi

Provisi diakui jika Grup memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) sebagai akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika tidak lagi terdapat kemungkinan arus keluar sumber daya yang mengandung manfaat ekonomi untuk menyelesaikan kewajiban tersebut, provisi dibatalkan.

2.ad. Provisions

Provisions are recognized when the Group have a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

2.ae. Kontinjensi

Liabilitas kontinjensi diungkapkan, kecuali jika arus keluar sumber daya yang mengandung manfaat ekonomi kemungkinannya kecil (*remote).* Aset kontinjensi tidak diakui dalam laporan keuangan konsolidasian, tetapi diungkapkan jika terdapat kemungkinan besar (*probable*) arus masuk manfaat ekonomi.

2.ae. Contingencies

Unless the possibilty of an outflow of resources embodying economic benefits is remote, contingent liabilities are disclosed. Contingent assets are not recognized in the consolidated financial statements but disclosed when an inflow of economic benefits is probable.

3. Sumber Estimasi Dan Ketidakpastian

Penyusunan laporan keuangan konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang memengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir tahun pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam tahun pelaporan berikutnya.

3.a. Pertimbangan

Pertimbangan berikut ini dibuat oleh Manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian:

Klasifikasi produk
Berdasarkan PSAK 62, "Kontrak Asuransi", Grup harus mengklasifikasi kontraknya menjadi kontrak asuransi atau kontrak investasi. Manajemen telah menganalisis dan menyimpulkan bahwa seluruh kontrak yang diterbitkan oleh Grup adalah kontrak asuransi.

Klasifikasi aset dan liabilitas keuangan
Grup menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan bila definisi yang ditetapkan PSAK 55 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup seperti diungkapkan pada Catatan 2f.

Pajak penghasilan
Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal. Grup mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan.

Pertimbangan signifikan juga dilakukan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan waktu dan tingkat keuntungan masa depan dan strategi perencanaan pajak.

3. Source Of Estimation And Uncertainty

The preparation of the Group is consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting year. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset and liability affected in future years.

3.a. Judgments

The following judgments are made by Management in the process of applying the Group accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements:

Product classifications
Based on PSAK 62, "Insurance Contract", Group should classify its contracts into insurance contract or investment contract. Management had assessed and concluded that all the contracts issued by the Group are insurance contracts.

Classification of financial assets and liabilities
The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in PSAK 55. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group reffered to accounting policies disclosed in Note 2f.

Income tax
Significant judgment is involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognizes liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due.

Significant judgment is also involved to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

Penentuan mata uang fungsional
Mata uang fungsional dari Grup adalah mata uang dari lingkungan ekonomi primer dimana entitas beroperasi. Mata uang tersebut adalah mata uang yang memengaruhi pendapatan dan beban dari jasa yang diberikan.

Determination of functional currency
The functional currency of the Group is the currency of the primary economic environment in which each entity operates. It is the currency that mainly influences the revenue and cost of rendering services.

3.b. Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada akhir tahun pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya diungkapkan di bawah ini.

Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

3.b. Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at end of reporting year that has a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed below.

The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Penyisihan kerugian penurunan nilai
Grup meninjau kembali piutang premi dan sesi, piutang reasuransi dan retrosesi dan aset keuangan lainnya yang dimiliki pada setiap tanggal pelaporan untuk menilai apakah penurunan nilai harus diakui dalam laba rugi konsolidasian. Secara khusus, justifikasi manajemen diperlukan dalam mengestimasi jumlah dan waktu arus kas di masa mendatang ketika menentukan penurunan nilai. Dalam estimasi arus kas ini, Grup membuat justifikasi tentang situasi keuangan tertanggung atau entitas asuransi. Estimasi-estimasi ini didasarkan pada asumsi-asumsi tentang sejumlah faktor dan hasil aktual mungkin berbeda, seperti yang tercermin dalam perubahan penyisihan kerugian penurunan nilai tersebut di masa datang.

Allowance for impairment losses
The Group reviews premium and cession receivables, retrocession receivables, reinsurance receivable and other financial assets at each reporting date to assess whether impairment should be recognized in the consolidated profit or loss. In particular, justification by management is required to estimate the amount and timing of future cash flows when determining impairment. In the estimation of cash flows, the Group makes the justification of the insurer's financial situation. These estimates are based on assumptions about a number of factors and actual results may differ, as reflected in changes in the provision for impairment in the future.

Aset reasuransi
Aset yang timbul dari kontrak reasuransi dan retrosesi juga dihitung dengan menggunakan metode di atas. Selain itu, pemulihan aset ini dinilai secara periodik untuk memastikan bahwa jumlahnya mencerminkan jumlah yang pada akhirnya akan diterima, mempertimbangkan faktor-faktor seperti *counterparty* dan risiko kredit. Penurunan nilai diakui di mana terdapat

Reinsurance assets
Assets arising from reinsurance and retrocession contracts are also computed using the methods above. In addition, the recoverability of these assets is assessed on a periodic basis to ensure that the balance is reflective of the amounts that will ultimately be received, taking into consideration factors such as counterparty and credit risk. Impairment is recognized when there is

bukti objektif bahwa Grup tidak dapat menerima jumlah yang terutang untuk itu dan jumlah ini dapat diukur secara andal.

objective evidence that the Group may not receive amounts due to it and these amounts can be reliably measured.

Konsolidasian reksadana
Grup mengonsolidasikan investasi dalam reksadananya ketika mempunyai pengendalian. Pertimbangan signifikan digunakan untuk menentukan apakah Grup mempunyai pengendalian atas reksadana tersebut atau tidak.

Consolidated mutual funds
Mutual funds investments in which the Group has a controling interest are consolidated. Significant judgement is involved in determining whether or not the Group has control over the mutual funds.

Penyusutan aset tetap
Aset tetap, kecuali tanah, disusutkan dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap, kecuali tanah, antara 4 sampai dengan 20 tahun. Perubahan tingkat pemakaian dan perkembangan teknologi dapat memengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi.

Depreciation of fixed assets
The fixed assets, except land, are depreciated on a straight-line method over their estimated useful lives. Management properly estimates the useful lives of these fixed assets except land, to be within 4 to 20 years. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

Estimasi klaim
Perseroan dan entitas anak (TIC dan TRI) wajib membentuk cadangan untuk pembayaran klaim yang timbul. Cadangan ini merupakan biaya yang diharapkan untuk menyelesaikan klaim yang telah terjadi, tetapi masih dalam proses pada tanggal laporan posisi keuangan konsolidasian. Grup menetapkan cadangan berdasarkan jenis produk, jenis dan periode penjaminan dan tahun kejadian. Ada dua kategori cadangan: cadangan untuk klaim yang sudah dilaporkan dan cadangan untuk klaim yang sudah terjadi tetapi belum dilaporkan ("IBNR").

Estimated claims
The Company and subsidiaries (TIC and TRI) are required to establish reserves for payment of claim that arise. These reserves represent the expected ultimate cost to settle claims occurring prior to, but still outstanding as at the consolidated statement of financial position date. The Group establishes its reserves by product line, type and extent of coverage and year of occurrence. There are two categories of reserve: reserves for reported losses and reserves for incurred but not reported ("IBNR") losses.

Cadangan Grup untuk klaim yang sudah dilaporkan adalah berdasarkan pada estimasi pembayaran di masa mendatang untuk menyelesaikan klaim yang sudah dilaporkan. Grup membuat estimasi tersebut berdasarkan pada fakta-fakta yang tersedia pada saat cadangan ditetapkan.

The Group reserves for reported losses are based on estimates of future payments to settle reported claims. The Group bases such estimates on the facts available at the time the reserves are established.

Cadangan untuk klaim yang terjadi tetapi belum dilaporkan (IBNR) dihitung menggunakan metode teknis asuransi dengan menggunakan asumsi aktuaria.

The provision for incurred but not reported (IBNR) is calculated using insurance technical method based on actuarial assumptions.

Pengujian kecukupan liabilitas
Pengujian kecukupan liabilitas asuransi yang meliputi reviu atas cadangan premi dan cadangan klaim telah dilakukan dengan menggunakan perhitungan teknik aktuarial dimana digunakan asumsi dan estimasi aktuarial masa depan.

Berdasarkan hasil tes kecukupan liabilitas pada tanggal pelaporan, liabilitas yang dicatat oleh Grup telah memadai. Oleh karena itu, tidak terdapat kekurangan liabilitas asuransi yang dibebankan ke laba rugi konsolidasian tahun berjalan.

Liabilitas imbalan kerja
Nilai kini liabilitas imbalan kerja tergantung pada sejumlah faktor yang ditentukan dengan menggunakan asumsi aktuarial. Asumsi yang digunakan dalam menentukan biaya neto untuk pensiun termasuk tingkat pengembalian jangka panjang yang diharapkan atas aset program, tingkat diskonto yang relevan, tingkat kenaikan gaji, tingkat kematian, tingkat pengunduran diri dan lain-lain. Setiap perubahan dalam asumsi ini akan berdampak pada nilai tercatat liabilitas imbalan kerja.

Asumsi tingkat pengembalian yang diharapkan atas aset program ditentukan secara seragam, dengan mempertimbangkan pengembalian historis jangka panjang, alokasi aset dan perkiraan masa depan atas pengembalian investasi jangka panjang.

Nilai wajar instrumen keuangan
Grup mengungkapkan aset dan liabilitas keuangan tertentu pada nilai wajar, yang mengharuskan penggunaan estimasi akuntansi. Sementara komponen signifikan atas pengukuran nilai wajar ditentukan menggunakan bukti objektif yang dapat diverifikasi, jumlah perubahan nilai wajar dapat berbeda bila Grup menggunakan metodologi penilaian yang berbeda.

Penurunan nilai aset non-keuangan
Dalam mengidentifikasi terdapat atau tidaknya penurunan nilai aset, Grup mempertimbangkan hal-hal berikut ini:
i. terdapat bukti mengenai keusangan atau kerusakan fisik aset;
ii. telah atau akan terjadi perubahan signifikan yang bersifat merugikan sehubungan dengan cara penggunaan aset;

Liability adequacy testing
The liability adequacy testing consists of review on premium reserve and claim reserve has been perform using actuary technical method which is using the future actuarial assumptions and estimations.

Based on liability adequacy testing at the reporting date, the Group's liabilities are adequate. Therefore, no insurance liability deficiency to be charged into the current year's consolidated profit or loss.

Employee benefits liabilities
The present value of the employee benefits obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost for pensions include the expected long-term rate of return on the relevant plan assets, the discount rate future salary increases, mortality rate, resignation rate and others. Any changes in these assumptions will impact the carrying amount of employee benefits obligation.

The expected return on plan assets assumption is determined on a uniform basis, taking into consideration long-term historical returns, asset allocation and future estimates of long-term investment returns.

Fair value of financial instruments
The Group discloses certain financial assets and liabilities at their fair values, which requires the use of accounting estimates. While significant components of fair value measurement were determined using verifiable objective evidences, the amount of changes in fair values would differ if the Group utilized different valuation methodology.

Impairment in value of non-financial assets
In identifying whether there is an impairment over asset or not, the Group considers the following matters:
i. there is evidence of obsolescence or physical damage to assets;
ii. has or will occur detrimental to significant changes with respect to how the assets used;

iii. terdapat bukti bahwa kinerja ekonomi aset tidak memenuhi harapan atau lebih buruk dari yang diharapkan; dan

iv. arus kas aktual secara material lebih kecil dari arus kas estimasi, sebelum diperhitungkan diskonto.

iii. there is evidence that the economic performance of the asset does not meet expectations or worse than expected; and

iv. actual cash flow is materially smaller than the estimated cash flow, before discount taken into account.

Sewa

Berdasarkan penelaahan yang dilakukan oleh Perseroan atas perjanjian-perjanjian yang ada, transaksi sewa tersebut diklasifikasikan sebagai sewa operasi dan sewa pembiayaan.

Leases

Based on the review performed by the Company for the existing agreements, accordingly, the rent transactions were classified as operating lease and finance lease.

Sewa - Klasifikasi sewa properti – Kelompok Usaha sebagai *lessor*

Grup telah menandatangani sewa properti komersial atas portofolio properti investasinya. Grup telah menentukan, berdasarkan evaluasi terhadap syarat dan ketentuan pengaturan, seperti masa sewa yang bukan merupakan bagian utama dari kehidupan ekonomi dari properti komersial dan nilai sekarang dari pembayaran sewa minimum yang tidak berjumlah secara substansial seluruhnya dari nilai wajar properti komersial, bahwa ia memiliki secara substansial semua risiko dan manfaat yang terkait dengan kepemilikan properti tersebut dan mencatat kontrak sebagai sewa operasi.

Leases - Property lease classification – Group as lessor

The Group has entered into commercial property leases on its investment property portfolio. The Group has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a major part of the economic life of the commercial property and the present value of the minimum lease payments not amounting to substantially all of the fair value of the commercial property, that it retains substantially all the risks and rewards incidental to ownership of these properties and accounts for the contracts as operating leases.

Sewa - Memperkirakan suku bunga pinjaman tambahan

Grup tidak dapat langsung menentukan tingkat bunga implisit dalam sewa, oleh karena itu, Grup menggunakan suku bunga pinjaman tambahan (IBR) untuk mengukur liabilitas sewa. IBR adalah tingkat bunga yang harus dibayar oleh Grup untuk meminjam dengan syarat yang sama, dan dengan jaminan serupa, dana yang diperlukan untuk memperoleh aset dengan nilai yang sama dengan aset hak guna dalam lingkup ekonomi yang serupa.

Leases - Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Oleh karena itu, IBR mencerminkan apa yang 'harus dibayar' oleh Grup, yang memerlukan estimasi ketika tidak tersedianya tingkat suku bunga yang dapat diobservasi (seperti untuk entitas-entitas anak yang tidak mengadakan transaksi pembiayaan) atau ketika perlu disesuaikan untuk mencerminkan syarat dan ketentuan dari sewa (misalnya, ketika sewa tidak dalam mata uang fungsional entitas anak). Grup mengestimasi IBR menggunakan input

The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain

yang dapat diamati (seperti tingkat suku bunga pasar) jika tersedia dan diperlukan untuk membuat estimasi spesifik entitas tertentu (seperti peringkat kredit entitas anak yang berdiri sendiri).

entity-specific estimates (such as the subsidiary's stand-alone credit rating).

4. Kas dan Bank / *4. Cash On Hand and In Banks*

	2023 Rp	2022 Rp	
Kas			***Cash on hand***
Rupiah	64,922	62,387	*Rupiah*
Dolar Hongkong	61,315	72,866	*Hongkong Dollar*
Jumlah kas	**126,237**	**135,253**	***Total cash on hand***
Bank			***Cash in banks***
Pihak berelasi (Catatan 39)	**303,107,902**	**534,690,138**	***Related parties (Note 39)***
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Citibank NA	15,762,333	12,486,792	*Citibank NA*
PT Bank Central Asia Tbk	10,281,169	1,965,460	*PT Bank Central Asia Tbk*
PT Bank Muamalat Indonesia Tbk	4,509,387	2,305,159	*PT Bank Muamalat Indonesia Tbk*
PT Bank Maybank Indonesia Tbk	2,326,378	2,354,476	*PT Bank Maybank Indonesia Tbk*
PT Bank KB Bukopin Tbk	1,333,688	4,424,206	*PT Bank KB Bukopin Tbk*
PT IBK Indonesia Tbk	524,474	--	*PT Bank IBK Tbk*
PT Bank BCA Syariah	170,789	--	*PT Bank BCA Syariah*
PT Bank CIMB Niaga Tbk	168,207	117,880	*PT Bank CIMB Niaga Tbk*
PT Bank Mega Syariah	119,411	135,390	*PT Bank Mega Syariah*
PT Bank Permata Tbk	77,327	77,045	*PT Bank Permata Tbk*
Dolar Amerika Serikat			*United States Dollar*
Citibank NA	97,072,348	4,063,064	*Citibank NA*
PT Bank Mega Tbk	64,815,002	26,631	*PT Bank Mega Tbk*
PT Bank Sinarmas Tbk	15,063,826	2,625,306	*PT Bank Sinarmas Tbk*
Dah Sing Bank Ltd	14,940,964	25,842,399	*Dah Sing Bank Ltd*
Lloyds Bank	4,263,630	14,486,049	*Lloyds Bank*
PT Bank CIMB Niaga Tbk	100,536	104,849	*PT Bank CIMB Niaga Tbk*
Poundsterling Inggris			*Great Britain Poundsterling*
Lloyds Bank	692,537	750,207	*Lloyds Bank*
Yen Jepang			*Japanese Yen*
Citibank NA	1,754,613	1,763,935	*Citibank NA*
Dolar Singapura			*Singapore Dollar*
Citibank NA	73,256	72,927	*Citibank NA*
Euro			*Euro*
Citibank NA	573,210	558,933	*Citibank NA*
Sub-jumlah	**234,623,085**	**74,160,708**	***Sub-total***
Jumlah bank	**537,730,987**	**608,850,846**	***Total cash in bank***
Jumlah kas dan bank	**537,857,224**	**608,986,099**	***Total cash on hand and in bank***

Saldo kas dan bank pada 31 Desember 2023 dan 2022, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp32.717.537 dan Rp34.566.866 (Catatan 44).

As of December 31, 2023 and 2022, cash on hand and in bank in Sharia Business Unit amounted to Rp32,717,537 and Rp34,566,866, respectively (Note 44).

Lihat Catatan 39 untuk rincian saldo dan transaksi pihak berelasi.

Refer to Note 39 for details of related parties balances and transactions.

5. Investasi / *5. Investments*

a. Deposito berjangka / *a. Time deposits*

	2023 Rp	2022 Rp	
Pihak berelasi (Catatan 39)	**2,548,909,034**	**1,565,826,313**	***Related parties (Note 39)***
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
PT Bank Mega Tbk	155,250,000	45,445,000	*PT Bank Mega Tbk*
PT Bank Mega Syariah	16,000,000	11,000,000	*PT Bank Mega Syariah*
PT Bank KB Bukopin Tbk	10,500,000	7,500,000	*PT Bank KB Bukopin Tbk*
PT Bank CIMB Niaga Tbk	5,600,000	2,925,000	*PT Bank CIMB Niaga Tbk*
PT Bank Danamon Indonesia Tbk	5,000,000	2,000,000	*PT Bank Danamon Indonesia Tbk*
PT Bank Panin Dubai Syariah Tbk	3,500,000	3,500,000	*PT Bank Panin Dubai Syariah Tbk*
PT Bank BTPN Syariah Tbk	3,000,000	3,000,000	*PT Bank BTPN Syariah Tbk*
PT Bank Permata Tbk	2,000,000	--	*PT Bank Permata Tbk*
PT Bank Maybank Indonesia Tbk	1,500,000	1,500,000	*PT Bank Maybank Indonesia Tbk*
PT Bank BCA Syariah	1,000,000	--	*PT Bank BCA Syariah*
PT Bank KB Bukopin Syariah	--	5,500,000	*PT Bank KB Bukopin Syariah*
Dolar Amerika Serikat			*United States Dollar*
Dah Sing Bank Ltd	112,961,539	87,661,521	*Dah Sing Bank Ltd*
PT Bank Permata Tbk	63,205,600	--	*PT Bank Permata Tbk*
PT Bank Mega Tbk	46,248,000	53,092,125	*PT Bank Mega Tbk*
Dolar Singapura			*Singapore Dollar*
PT Bank Danamon Indonesia Tbk	1,178,431	1,170,799	*PT Bank Danamon Indonesia Tbk*
Dolar Hongkong			*Hongkong Dollar*
Dah Sing Bank Ltd	84,685,946	26,630,819	*Dah Sing Bank Ltd*
Poundsterling Inggris			*Great Britain Poundsterling*
Dah Sing Bank Ltd	19,560,970	19,962,895	*Dah Sing Bank Ltd*
Jumlah pihak ketiga	**531,190,486**	**270,888,159**	***Total third parties***
Jumlah deposito berjangka	**3,080,099,520**	**1,836,714,472**	***Total time deposit***

	2023 %	2022 %	
Tingkat suku bunga per tahun:			*Interest rate per annum:*
Rupiah	2.00% - 7.67%	1.95% - 5.90%	*Rupiah*
Dolar Amerika Serikat	0.75% - 5.8%	0.20% - 3.00%	*US Dollar*
Dolar Singapura	0.25% - 1.25%	0.25% - 0.50%	*Singapore Dollar*
Hongkong Dollar	2.98%-4.60%	0.85%	*Hongkong Dollar*

Jumlah deposito berjangka pada 31 Desember 2023 dan 2022, di Unit Bisnis Syariah adalah sebesar Rp43.239.400 dan Rp39.826.025 (Catatan 44).

Time deposits as of December 31, 2023 and 2022 in Sharia Business Unit amounted to Rp43,239,400 and Rp39,826,025, respectively (Note 44).

Pada tanggal 31 Desember 2023, termasuk dalam deposito berjangka adalah dana jaminan yang dimiliki oleh unit bisnis syariah sebesar Rp5.000.000 (2022: Rp5.000.000).

As of December 31, 2023, included in time deposits are statutory funds of sharia business unit amounting to Rp5,000,000 (2022: Rp5,000,000).

b. Efek-efek / *b. Marketable securities*

	2023 Rp	2022 Rp	
Pihak berelasi (catatan 39)			***Related parties (note 39)***
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Saham	50,545,416	50,034,412	*Shares*
Obligasi	--	345,053,504	*Bonds*
Reksadana	119,623,737	41,557,904	*Mutual funds*
	170,169,153	436,645,820	
Tersedia untuk dijual			***Available-for-sale***
Saham	76,168,130	95,331,079	*Shares*
Obligasi	4,547,337,890	3,163,988,470	*Bonds*
Reksadana	304,864,746	233,211,805	*Mutual funds*
	4,928,370,766	3,492,531,354	
Sub-jumlah - pihak berelasi	**5,098,539,919**	**3,929,177,174**	***Sub total - related parties***
Pihak ketiga			***Third parties***
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Saham	85,758,146	107,992,898	*Shares*
Reksadana	143,072,853	160,729,795	*Mutual funds*
	228,830,999	268,722,693	
Tersedia untuk dijual			***Available-for-sale***
Saham	56,202,265	83,152,561	*Shares*
Obligasi	230,386,856	198,600,029	*Bonds*
Reksadana	457,439,326	516,694,647	*Mutual funds*
	744,028,447	798,447,237	
Sub-jumlah - pihak ketiga	**972,859,446**	**1,067,169,930**	***Sub-total - third parties***
Jumlah efek-efek	**6,071,399,365**	**4,996,347,104**	***Total marketable securities***

i. Saham / *i. Shares*

Saham yang dimiliki adalah saham perusahaan-perusahaan yang tercatat di pasar modal, dengan rincian sebagai berikut:

The shares are listed in the capital market, with details as follows:

	31 Desember/*December 31, 2023*			
	Jumlah Saham/ *Number of Shares*	Biaya Perolehan/ *Cost*	Nilai Wajar/ *Fair Value*	
Nilai wajar melalui laba rugi				***Fair value through profit or loss***
Pihak berelasi (catatan 39)			**50,545,416**	***Related parties (note 39)***
Pihak ketiga				***Third parties***
Rupiah				*Rupiah*
PT Bank Central Asia Tbk	1,253,100	8,582,138	11,779,137	*PT Bank Central Asia Tbk*
PT Astra International Tbk	944,900	6,641,733	5,338,685	*PT Astra International Tbk*
PT Ciputra Development Tbk	2,272,600	3,227,067	2,658,942	*PT Ciputra Development Tbk*
PT Kalbe Farma Tbk	1,219,200	2,025,593	1,962,912	*PT Kalbe Farma Tbk*
PT Summarecon Agung Tbk	2,819,500	4,422,511	1,621,213	*PT Summarecon Agung Tbk*
PT Total Bangun Persada Tbk	3,911,100	3,317,130	1,470,574	*PT Total Bangun Persada Tbk*
PT Barito Pacific Tbk	1,098,724	1,099,688	1,461,303	*PT Barito Pacific Tbk*
PT Sumber Alfaria Trijaya Tbk	475,100	1,408,038	1,392,043	*PT Sumber Alfaria Trijaya Tbk*
PT Merdeka Copper Gold Tbk	489,099	1,586,893	1,320,567	*PT Merdeka Copper Gold Tbk*
PT Adaro Energy Indonesia Tbk	553,500	1,629,672	1,317,330	*PT Adaro Energy Indonesia Tbk*
PT Charoen Pokphand Indonesia Tbk	260,600	1,531,491	1,309,515	*PT Charoen Pokphand Indonesia Tbk*
PT Bumi Serpong Damai Tbk	995,600	2,060,846	1,075,248	*PT Bumi Serpong Damai Tbk*
PT United Tractors Tbk	39,700	1,069,972	898,213	*PT United Tractors Tbk*
PT Matahari Department Store Tbk	358,300	5,277,128	716,600	*PT Matahari Department Store Tbk*
PT Sarana Menara Nusantara Tbk	650,000	732,973	643,500	*PT Sarana Menara Nusantara Tbk*
PT Unilever Indonesia Tbk	72,800	583,836	256,984	*PT Unilever Indonesia Tbk*
PT International Nickel Indonesia Tbk	52,300	366,081	225,413	*PT International Nickel Indonesia Tbk*
PT Indofood Sukses Makmur Tbk	25,000	195,567	161,250	*PT Indofood Sukses Makmur Tbk*

	31 Desember/*December 31, 2023*			
	Jumlah Saham/ ***Number of Shares***	**Biaya Perolehan/** ***Cost***	**Nilai Wajar/** ***Fair Value***	
PT Bakrieland Development Tbk	4,444,400	399,996	155,554	*PT Bakrieland Development Tbk*
PT Matahari Putra Prima Tbk	1,676,600	3,956,428	108,979	*PT Matahari Putra Prima Tbk*
PT Astra Agro Lestari Tbk	99	1,131	695	*PT Astra Agro Lestari Tbk*
PT Truba Alam Manunggal Engineering Tbk	410,500	411	411	*PT Truba Alam Manunggal Engineering Tbk*
PT Sitara Propertindo Tbk	50	6	--	*PT Sitara Propertindo Tbk*
Dolar Hongkong				*Hongkong Dollar*
A I A	110,000	10,687,834	14,772,072	*A I A*
Power Assets Holdings Ltd	83,000	7,961,314	7,411,690	*Power Assets Holdings Ltd*
Bank Of China Ltd - H Shares	1,050,000	7,523,449	6,174,846	*Bank Of China Ltd - H Shares*
China Life Insurance Co Ltd	250,000	11,383,026	4,992,765	*China Life Insurance Co Ltd*
China Construction Bank Corporation	450,000	6,527,865	4,129,391	*China Construction Bank Corporation*
Regal Real Estate Investment Trust	2,765,000	13,128,878	3,328,477	*Regal Real Estate Investment Trust*
Link Real Estate Investment Trust	33,000	4,934,815	2,855,644	*Link Real Estate Investment Trust*
Agricultural Bank Of China Ltd	300,000	1,907,346	1,782,003	*Agricultural Bank Of China Ltd*
Hong Kong Exchanges and Clearing Ltd	3,000	2,928,104	1,586,634	*Hong Kong Exchanges and Clearing Ltd*
MTR Corporation Ltd	26,000	2,381,287	1,554,664	*MTR Corporation Ltd*
New World Development Co Ltd	54,139	4,502,104	1,294,892	*New World Development Co Ltd*
Sub-jumlah			**85,758,146**	***Sub-total***
Jumlah nilai wajar melalui laba rugi			**136,303,562**	***Total fair value through profit or loss***
Tersedia untuk dijual				***Available-for-sale***
Pihak berelasi (catatan 39)			**76,168,130**	***Related parties (note 39)***
Pihak ketiga				***Third parties***
Rupiah				*Rupiah*
PT United Tractors Tbk	312,200	9,240,243	7,063,525	*PT United Tractors Tbk*
PT Indofood Sukses Makmur Tbk	1,020,300	7,191,901	6,580,935	*PT Indofood Sukses Makmur Tbk*
PT Unilever Indonesia Tbk	1,720,600	8,237,601	6,073,718	*PT Unilever Indonesia Tbk*
PT Indofood CBP Sukses Makmur Tbk	539,900	4,689,714	4,947,143	*PT Indofood CBP Sukses Makmur Tbk*
PT Gudang Garam Tbk	216,000	6,253,736	4,390,201	*PT Gudang Garam Tbk*
PT Bank Central Asia Tbk	458,200	3,522,896	4,307,080	*PT Bank Central Asia Tbk*
PT Sarana Menara Nusantara Tbk	4,244,300	4,805,228	4,201,857	*PT Sarana Menara Nusantara Tbk*
PT Charoen Pokphand Tbk	683,800	4,337,928	3,436,095	*PT Charoen Pokphand Tbk*
PT HM Sampoerna Tbk	2,981,900	3,071,397	2,668,801	*PT HM Sampoerna Tbk*
PT Astra International Tbk	286,400	1,807,754	1,618,160	*PT Astra International Tbk*
PT Astra Argo Lestari Tbk	200,111	1,608,558	1,405,780	*PT Astra Argo Lestari Tbk*
PT Bumi Serpong Damai Tbk	1,233,000	1,456,531	1,331,640	*PT Bumi Serpong Damai Tbk*
PT Kalbe Farma Tbk	753,600	1,438,922	1,213,296	*PT Kalbe Farma Tbk*
PT XL Axiata Tbk	475,900	1,364,609	951,800	*PT XL Axiata Tbk*
PT Merdeka Copper Gold Tbk	313,400	1,364,809	846,180	*PT Merdeka Copper Gold Tbk*
PT PP London Sumatra Indonesia Tbk	857,400	994,052	763,086	*PT PP London Sumatra Indonesia Tbk*
PT Barito Pacific Tbk	562,357	581,246	747,935	*PT Barito Pacific Tbk*
PT Elang Mahkota Teknologi Tbk	1,036,400	1,618,563	611,476	*PT Elang Mahkota Teknologi Tbk*
PT Adaro Energy Tbk	251,200	629,810	597,856	*PT Adaro Energy Tbk*
PT AKR Corporindo Tbk	400,000	540,000	590,000	*PT AKR Corporindo Tbk*
PT Tower Bersama Infrastructure Tbk	272,900	711,885	570,361	*PT Tower Bersama Infrastructure Tbk*
PT Vale Indonesia Tbk	111,400	732,631	480,134	*PT Vale Indonesia Tbk*
PT Matahari Department Store Tbk	223,600	597,012	447,200	*PT Matahari Department Store Tbk*
PT Indo Tambangraya Megah Tbk	12,200	290,970	312,930	*PT Indo Tambangraya Megah Tbk*
PT Sri Rejeki Isman Tbk	900,000	45,000	45,000	*PT Sri Rejeki Isman Tbk*
PT Medco Energi Internasional Tbk	66	39	76	*PT Medco Energi Internasional Tbk*
Sub-jumlah			**56,202,265**	***Sub-total***
Jumlah tersedia untuk dijual			**132,370,395**	***Total Available-for-sale***
Jumlah saham			**268,673,957**	***Total shares***

	31 Desember/*December 31, 2022*			
	Jumlah Saham/ ***Number of Shares***	**Biaya Perolehan/** ***Cost***	**Nilai Wajar/** ***Fair Value***	
Nilai wajar melalui laba rugi				***Fair value through profit or loss***
Pihak berelasi (catatan 39)			**50,034,412**	***Related parties (note 39)***
Pihak ketiga				***Third parties***
Rupiah				*Rupiah*
PT Bank Central Asia Tbk	1,282,500	8,119,071	10,965,373	*PT Bank Central Asia Tbk*
PT Adaro Energy Indonesia Tbk	1,025,400	2,579,383	3,947,790	*PT Adaro Energy Indonesia Tbk*
PT Merdeka Copper Gold Tbk	862,999	2,611,184	3,555,556	*PT Merdeka Copper Gold Tbk*
PT Astra International Tbk	578,800	4,257,593	3,299,160	*PT Astra International Tbk*
PT Kalbe Farma Tbk	1,219,200	2,025,593	2,548,128	*PT Kalbe Farma Tbk*
PT Ciputra Development Tbk	2,272,600	3,227,067	2,136,244	*PT Ciputra Development Tbk*
PT Summarecon Agung Tbk	2,819,532	4,422,520	1,705,817	*PT Summarecon Agung Tbk*
PT Matahari Department Store Tbk	358,300	5,277,128	1,701,925	*PT Matahari Department Store Tbk*
PT Total Bangun Persada Tbk	3,911,100	3,317,130	1,181,152	*PT Total Bangun Persada Tbk*
PT Vale Indonesia Tbk	151,800	1,006,919	1,077,780	*PT Vale Indonesia Tbk*
PT Harum Energy Tbk	590,600	1,108,538	956,772	*PT Harum Energy Tbk*

	31 Desember/*December 31, 2022*			
	Jumlah Saham/ ***Number of Shares***	**Biaya Perolehan/** ***Cost***	**Nilai Wajar/** ***Fair Value***	
PT Bumi Serpong Damai Tbk	995,600	2,060,846	915,952	*PT Bumi Serpong Damai Tbk*
PT Sarana Menara Nusantara Tbk	650,000	732,973	715,000	*PT Sarana Menara Nusantara Tbk*
PT Indofood CBP Sukses Makmur Tbk	69,900	685,203	699,000	*PT Indofood CBP Sukses Makmur Tbk*
PT United Tractors Tbk	21,000	446,681	547,575	*PT United Tractors Tbk*
PT Charoen Pokphand Indonesia Tbk	95,100	647,838	537,315	*PT Charoen Pokphand Indonesia Tbk*
PT Bukalapakcom Tbk	1,915,700	1,020,949	501,913	*PT Bukalapakcom Tbk*
PT Bank Jago Tbk	130,300	1,407,413	484,709	*PT Bank Jago Tbk*
PT Tower Bersama Infrastructure Tbk	208,500	616,842	479,550	*PT Tower Bersama Infrastructure Tbk*
PT Barito Pacific Tbk	482,824	533,822	364,532	*PT Barito Pacific Tbk*
PT Unilever Indonesia Tbk	72,800	583,836	342,160	*PT Unilever Indonesia Tbk*
PT Bakrieland Development Tbk	4,444,400	399,996	222,220	*PT Bakrieland Development Tbk*
PT Matahari Putra Prima Tbk	1,676,600	3,956,428	214,605	*PT Matahari Putra Prima Tbk*
PT Indofood Sukses Makmur Tbk	25,000	195,567	168,125	*PT Indofood Sukses Makmur Tbk*
PT Astra Agro Lestari Tbk	99	1,131	794	*PT Astra Agro Lestari Tbk*
PT Indah Kiat Pulp & Paper Tbk	86	310	750	*PT Indah Kiat Pulp & Paper Tbk*
PT Truba Alam Manunggal Engineering Tbk	410,500	411	411	*PT Truba Alam Manunggal Engineering Tbk*
PT Sitara Propertindo Tbk	50	6	3	*PT Sitara Propertindo Tbk*
Dolar Hongkong				*Hongkong Dollar*
A I A	110,000	10,906,222	19,262,531	*A I A*
Regal Real Estate Investment Trust	2,765,000	13,397,145	7,809,516	*Regal Real Estate Investment Trust*
Power Assets Holdings Ltd	83,000	8,123,990	7,158,387	*Power Assets Holdings Ltd*
China Life Insurance Co Ltd	250,000	11,615,619	6,758,429	*China Life Insurance Co Ltd*
Bank Of China Ltd - H Shares	1,050,000	7,677,178	6,016,011	*Bank Of China Ltd - H Shares*
Manulife Financial Corporation	18,700	4,383,972	5,228,845	*Manulife Financial Corporation*
China Construction Bank Corporation	450,000	6,661,251	4,439,380	*China Construction Bank Corporation*
Link Real Estate Investment Trust	33,000	5,035,649	3,814,780	*Link Real Estate Investment Trust*
New World Development Co Ltd	54,139	4,594,096	2,402,890	*New World Development Co Ltd*
MTR Corporation Ltd	26,000	2,429,944	2,168,951	*MTR Corporation Ltd*
Hong Kong Exchanges and Clearing Ltd	3,000	2,987,934	2,040,844	*Hong Kong Exchanges and Clearing Ltd*
Agricultural Bank Of China Ltd	300,000	1,946,319	1,622,023	*Agricultural Bank Of China Ltd*
Sub-jumlah			**107,992,898**	***Sub-total***
Jumlah nilai wajar melalui laba rugi			**158,027,310**	***Total fair value through profit or loss***
Tersedia untuk dijual				***Available-for-sale***
Pihak berelasi (catatan 39)			**95,331,079**	***Related parties (note 39)***
Pihak ketiga				***Third parties***
Rupiah				*Rupiah*
PT Astra International Tbk	3,462,700	21,586,620	19,737,390	*PT Astra International Tbk*
PT United Tractors Tbk	312,200	9,240,243	8,140,615	*PT United Tractors Tbk*
PT Indofood Sukses Makmur Tbk	1,205,100	8,539,879	8,104,298	*PT Indofood Sukses Makmur Tbk*
PT Unilever Indonesia Tbk	1,720,600	12,675,423	8,086,820	*PT Unilever Indonesia Tbk*
PT Sarana Menara Nusantara Tbk	4,244,300	4,805,228	4,668,730	*PT Sarana Menara Nusantara Tbk*
PT Indofood CBP Sukses Makmur Tbk	442,300	4,175,335	4,423,000	*PT Indofood CBP Sukses Makmur Tbk*
PT Bank Central Asia Tbk	506,200	3,315,946	4,328,010	*PT Bank Central Asia Tbk*
PT Gudang Garam Tbk	216,000	12,741,077	3,888,000	*PT Gudang Garam Tbk*
PT Charoen Pokphand Tbk	683,800	4,337,928	3,863,470	*PT Charoen Pokphand Tbk*
PT Indocement Tunggal Prakarsa Tbk	360,000	4,615,586	3,564,000	*PT Indocement Tunggal Prakarsa Tbk*
PT HM Sampoerna Tbk	2,981,900	6,264,981	2,504,796	*PT HM Sampoerna Tbk*
PT Astra Argo Lestari Tbk	200,111	3,172,917	1,605,891	*PT Astra Argo Lestari Tbk*
PT Vale Indonesia Tbk	188,500	1,227,351	1,338,350	*PT Vale Indonesia Tbk*
PT Bumi Serpong Damai Tbk	1,233,000	2,308,021	1,134,360	*PT Bumi Serpong Damai Tbk*
PT Matahari Department Store Tbk	223,600	1,393,252	1,062,100	*PT Matahari Department Store Tbk*
PT XL Axiata Tbk	475,900	1,364,609	1,018,426	*PT XL Axiata Tbk*
PT Barito Pacific Tbk	1,325,357	1,369,875	1,000,645	*PT Barito Pacific Tbk*
PT Adaro Energy Tbk	233,900	649,054	900,515	*PT Adaro Energy Tbk*
PT PP London Sumatra Indonesia Tbk	857,400	1,277,035	870,261	*PT PP London Sumatra Indonesia Tbk*
PT Tower Bersama Infrastructure Tbk	272,900	711,885	627,670	*PT Tower Bersama Infrastructure Tbk*
PT Elang Mahkota Teknologi Tbk	581,000	1,279,290	598,430	*PT Elang Mahkota Teknologi Tbk*
PT Kalbe Farma Tbk	285,500	483,358	596,695	*PT Kalbe Farma Tbk*
PT Indah Kiat Pulp and Paper Tbk	67,500	573,979	588,938	*PT Indah Kiat Pulp and Paper Tbk*
PT Merdeka Copper Gold Tbk	110,700	424,988	456,084	*PT Merdeka Copper Gold Tbk*
PT Sri Rejeki Isman Tbk	900,000	131,400	45,000	*PT Sri Rejeki Isman Tbk*
PT Medco Energi Internasional Tbk	66	39	67	*PT Medco Energi Internasional Tbk*
Sub-jumlah			**83,152,561**	***Sub-total***
Jumlah tersedia untuk dijual			**178,483,640**	***Total Available-for-sale***
Jumlah saham			**336,510,950**	***Total shares***

ii. Obligasi / *ii. Bonds*

	Tanggal jatuh tempo/ *Maturity date*	Tingkat bunga per Thn (%)/ *Interest rate per annum (%)*	Peringkat/*Rating* 2023	Peringkat/*Rating* 2022	Nilai wajar/*Fair value* 2023	Nilai wajar/*Fair value* 2022
Nilai wajar melalui laba rugi/ *Fair value through profit or loss*						
Pihak berelasi (catatan 39)/ *Related parties (note 39)/*					**--**	**345,053,504**
Jumlah nilai wajar melalui laba rugi/ *Total fair value through profit or loss*					**--**	**345,053,504**
Tersedia untuk dijual/ *Available-for-sale*						
Pihak berelasi (catatan 39)/ *Related parties (note 39)/*					**4,547,337,890**	**3,163,988,470**
Pihak ketiga/*Third parties*						
Rupiah/ *Rupiah*						
MTN III SNP Th 2017 Sr B	13 November 2019/ *November 13, 2019*	12.13%	Default	Default	50,000,000	50,000,000
MTN VI Sunprima Nusantara Pembiayaan Thp I Thn 2018 Sr B	24 Februari 2018/ *February 24, 2018*	10.50%	Default	Default	50,000,000	50,000,000
Sukuk Ijarah Berkelanjutan III XL Axiata Thp I Thn 2022 Sr B	1 September 2027/ *September 1, 2027*	7.40%	AAA	AAA	40,375,925	40,298,540
Obligasi Berkelanjutan II Mayora Indah Tahap II Tahun 2022 Seri A	29 Maret/ *March 29* , *2027*	7.00%	AA	--	29,318,405	--
Obligasi Berkelanjutan II XL Axiata Tahap I Tahun 2022 Seri B	1 September 2027/ *September 1, 2027*	7.40%	AAA	--	26,231,140	--
MTN III SNP Th 2017 Sr A	30 Oktober 2018/ *October 30, 2018*	12.50%	Default	Default	25,000,000	25,000,000
Obligasi Berkelanjutan V Astra Sedaya Finance Thp III Thn 2021 Sr B	22 Oktober 2024/ *October 22, 2024*	5.30%	AAA	AAA	19,854,800	19,827,000
Obligasi Berkelanjutan II XL Axiata Tahap I Tahun 2022 Seri A	*1 September 2025 /* *September 1, 2025*	6.75%	AAA	--	18,932,550	--
Obligasi Subordinasi Berkelanjutan Bank UOB Indonesia Thp II Thn 2019	*13 November 2026/* *November 13, 2026*	9.25%	AA	AA	18,696,404	18,843,121
MTN VI Sunprima Nusantara Pembiayaan Thp I Thn 2018 Sr C	19 Juli 2021/ *July 19, 2021*	10.25%	Default	Default	18,000,000	18,000,000
Obligasi Berkelanjutan V Adira Finance Thp III Thn 2022 Sr B	22 Maret 2025/ *March 22, 2025*	5.60%	AAA	AAA	17,814,780	17,750,340
Obligasi Berkelanjutan V Federal International Finance Thp III Thn 2022 Sr B	25 Maret 2025/ *March 25, 2025*	5.60%	AAA	AAA	13,777,260	13,828,220
Obligasi Subordinasi Berkelanjutan II Bank Panin Thp II Thn 2017	17 Maret 2024/ *March 17, 2024*	10.25%	A+	A+	10,056,486	10,315,751
Obligasi Berkelanjutan V Astra Sedaya Finance Thp IV Th 2022 Sr B	22 Maret 2025/ *March 22, 2025*	5.70%	AAA	AAA	9,887,800	10,077,500
Obligasi Subordinasi Berkelanjutan I Bank UOB Indonesia Tahap II Tahun 2017	17 Oktober, *October 17,* 2024	9.25%	AA	--	9,132,892	--
Obligasi Berkelanjutan V Federal International Finance Thp V Thn 2023 Sr A	*05 Maret 2024 /* *March 05, 2024*	6.00%	AAA	--	8,993,250	--
Sukuk Ijarah Berkelanjutan I XL Axiata Thp II Thn 2017 Sr E	28 April 2027/ *April 28, 2027*	9.40%	AAA	AAA	5,350,243	5,439,806
Sukuk Ijarah Orchid Realty I	31 Mei 2019/ *May 31, 2019*	14.00%	Default	Default	4,680,384	5,000,000
Obligasi Berkelanjutan II Protelindo Thp II Thn 2021 Sr B	17 Desember 2024/ *December 17, 2024*	5.30%	--	AA	--	29,358,000
Obligasi Subordinasi Bank KEB Hana I Thn 2016	21 Desember 2023/ *December 21, 2023*	9.95%	--	A	--	10,322,863
Obligasi Subordinasi Berkelanjutan II Bank Maybank Indonesia Thp II Thn 2016	10 Juni 2023/ *June 10, 2023*	9.63%	--	AA	--	10,157,051
Obligasi Berkelanjutan III Medco Energi Int Thp 1 Thn 2018 Sr B	29 Maret 2023/ *March 29, 2023*	9.15%	--	AA-	--	10,097,300
Sub - jumlah/ *Sub - Total*					**376,102,319**	**344,315,492**
Dikurangi penyisihan kerugian penurunan nilai - pihak ketiga/ *Less allowance for impairment losses - third parties*					(145,715,463)	(145,715,463)
Jumlah pihak ketiga/ *Total third parties*					**230,386,856**	**198,600,029**
Jumlah tersedia untuk dijual// *Total available-for-sale*					**4,777,724,746**	**3,362,588,499**
Jumlah - neto/ *Total - net*					**4,777,724,746**	**3,707,642,003**

	2023 %	2022 %	
Tingkat bunga per tahun			***Interest rate per annum***
Rupiah	5.30%-11.00%	4.88%-14.00%	*Rupiah*
Dolar Amerika Serikat	2.55%-7.75%	2.55%-7.75%	*United States Dollar*

Perubahan penyisihan kerugian penurunan nilai pada obligasi adalah sebagai berikut:

Changes in the allowance for impairment losses on bonds are as follows:

	2023 Rp	2022 Rp	
Obligasi			***Bonds***
Saldo awal tahun	145,715,463	145,715,463	*Balance at beginning year*
Pemulihan	--	--	*Recovery*
Saldo akhir tahun	**145,715,463**	**145,715,463**	***Balance at end of year***

Jumlah Surat berharga dalam bentuk sukuk pada 31 Desember 2023 dan 2022, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp30.123.970 dan Rp30.010.990 (Catatan 44).

Securities in the form of sukuk as of 2023 and 2022 in the Sharia Business Unit amounted to Rp30,123,970 and Rp30,010,990, respectively (Note 44).

Pada tanggal 31 Desember 2023, termasuk dalam obligasi adalah obligasi yang ditempatkan sebagai Dana jaminan sebesar Rp65.416.000 (2022: Rp65.279.110).

As at December 31 2023, bonds include bonds placed as statutory funds amounted to Rp65,416,000 (2022: Rp65,279,110).

Peringkat untuk efek-efek Rupiah adalah berdasarkan peringkat yang dikeluarkan PT Pemeringkat Efek Indonesia (Pefindo).

Ratings for Rupiah securities is based on ratings issued by PT Pemeringkat Efek Indonesia (Pefindo).

Peringkat untuk efek-efek AS$ adalah berdasarkan peringkat yang dikeluarkan *Fitch.*

Ratings for US$ securities is based on ratings issued by Fitch.

iii. Reksadana / *iii. Mutual funds*

	2023 Rp	2022 Rp	
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Pihak berelasi (catatan 39)	**119,623,737**	**41,557,904**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Sucorinvest Money Market Fund	32,210,246	62,924,447	*Sucorinvest Money Market Fund*
Shinhan Money Market Fund	31,862,522	--	*Shinhan Money Market Fund*
ETF Premier Sri-Kehati	24,401,635	--	*ETF Premier Sri-Kehati*
Trim Kas 2	21,084,568	--	*Trim Kas 2*
Ashmore Saham Sejahtera Nusantara	17,809,238	--	*Ashmore Saham Sejahtera Nusantara*
Syailendra Dana Kas	10,358,046	43,100,846	*Syailendra Dana Kas*
Reksadana Pacific Money Market	5,346,598	--	*Reksadana Pacific Money Market*
Trimegah Kas 2	--	39,547,273	*Trimegah Kas 2*
ETF Premier LQ-45	--	14,360,702	*ETF Premier LQ-45*
ETF Premier IDX 30	--	796,527	*ETF Premier IDX 30*
Sub - jumlah	**143,072,853**	**160,729,795**	***Sub - total***
Jumlah nilai wajar melalui laba rugi	**262,696,590**	**202,287,699**	***Total fair value through profit or loss***

	2023 Rp	2022 Rp	
Tersedia untuk dijual			***Available-for-sale***
Pihak berelasi (catatan 39)	**304,864,746**	**233,211,805**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Premier ETF IDX 30	114,905,792	110,359,730	*Premier ETF IDX 30*
Syailendra Pendapatan Tetap Premium	101,380,506	--	*Syailendra Pendapatan Tetap Premium*
Reksadana Penyertaan Terbatas Manulife Obligasi Unggulan Kelas A	48,592,915	49,303,550	*Reksadana Penyertaan Terbatas Manulife Obligasi Unggulan Kelas A*
Reksadana Indeks Batavia IDX30 ETF	35,342,619	37,777,075	*Reksadana Indeks Batavia IDX30 ETF*
Syailendra MSCI Indonesia Fund Index	33,189,621	19,146,336	*Syailendra MSCI Indonesia Fund Index*
ETF Premier LQ-45	31,172,112	43,489,502	*ETF Premier LQ-45*
Tram Consumption Plus Kelas A	20,571,611	--	*Tram Consumption Plus Kelas A*
Reksadana Ashmore Dana Obligasi Unggulan Nusantara	19,173,848	19,345,420	*Reksadana Ashmore Dana Obligasi Unggulan Nusantara*
Batavia Smart Liquid ETF	10,246,108	9,811,985	*Batavia Smart Liquid ETF*
Reksadana Avrist Prime Income Fund	10,124,643	--	*Reksadana Avrist Prime Income Fund*
Reksadana Penyertaan Terbatas Batavia Dana Obligasi Ultima	10,056,037	9,912,140	*Reksadana Penyertaan Terbatas Batavia Dana Obligasi Ultima*
Reksadana Avrist Ada Obligasi Berlian	9,761,057	--	*Reksadana Avrist Ada Obligasi Berlian*
Reksadana Indeks Batavia Sri Kehati ETF	9,760,000	11,088,000	*Reksadana Indeks Batavia Sri Kehati ETF*
Reksadana Panin Dana Prima	1,908,558	1,885,455	*Reksadana Panin Dana Prima*
Reksadana SAM Indonesia Equity Fund	1,253,899	1,094,780	*Reksadana SAM Indonesia Equity Fund*
Reksadana Syailendra Dana Kas Money Market Fund	--	62,468,271	*Reksadana Syailendra Dana Kas Money Market Fund*
Reksadana Sucorinvest	--	31,068,113	*Reksadana Sucorinvest*
Reksadana Bahana Likuid Plus	--	20,574,288	*Reksadana Bahana Likuid Plus*
Reksadana Shinhan Money Market Fund	--	20,556,654	*Reksadana Shinhan Money Market Fund*
Bahana Dana Ekuitas Andalan Kelas G	--	19,623,757	*Bahana Dana Ekuitas Andalan Kelas G*
Trimegah Consumption Plus	--	19,358,450	*Trimegah Consumption Plus*
Reksadana Trim Kas 2	--	10,275,355	*Reksadana Trim Kas 2*
Reksadana Pacific Money Market	--	5,149,462	*Reksadana Pacific Money Market*
Reksadana Syailendra Equity Opportunity Fund	--	4,681,240	*Reksadana Syailendra Equity Opportunity Fund*
Reksadana Trimegah Kapital Plus	--	1,719,854	*Reksadana Trimegah Kapital Plus*
Dolar Amerika Serikat			*United States Dollar*
Reksadana Syailendra Liberty Fund	--	8,005,230	*Reksadana Syailendra Liberty Fund*
Sub - jumlah	**457,439,326**	**516,694,647**	***Sub - total***
Jumlah tersedia untuk dijual	**762,304,072**	**749,906,452**	***Total available-for-sale***
Jumlah reksadana	**1,025,000,662**	**952,194,151**	***Total mutual fund***

Lihat Catatan 39 untuk rincian saldo dan transaksi pihak berelasi.

Refer to Note 39 for details of related parties balances and transactions.

c. Penyertaan langsung / *c. Direct participations*

Nama Entitas/*Name of Entity*	Persentase kepemilikan/ *Percentage of ownership* 31 Desember/ *December 31* 2023	2022	31 Desember/*December 31* 2023	2022
PT Reasuransi Maipark Indonesia	14.83%	14.58%	28,009,206	26,259,112
PT Asuransi Staco Mandiri	5.28%	5.28%	8,235,017	8,898,944
PT Pemeringkat Efek Indonesia	0.10%	0.10%	10,000	10,000
Jumlah			**36,254,223**	**35,168,056**

PT Reasuransi Maipark Indonesia
Pada tahun 2003, Perusahaan mengakuisisi 11,78 % kepemilikan saham dan hak suara PT Asuransi Maipark Indonesia (Dahulu bernama Perusahaan Asuransi Risiko Khusus) dengan jumlah yang dibayarkan adalah sebesar Rp5.100.000.

Pada tahun 2023, Perusahaan melakukan penambahan kepemilikan saham sebanyak 1.145 lembar saham dengan nilai pembelian Rp1.750.094 sehingga porsi kepemilikan saham Perusahaan menjadi 14,83 % pada 31 Desember 2023. Pengalihan saham ini telah diaktakan dengan Akta Notaris No 2, tertanggal 3 Januari 2023.

PT Asuransi Staco Mandiri
Pada tahun 1996, Perusahaan melalui anak usahanya, PT Tugu Pratama Interindo memperoleh kepemilikan saham dan hak suara di PT Asuransi Staco Indonesia dengan nilai akuisisi sebesar Rp385.000. Pada tanggal 31 Desember 2023, persentase kepemilikan Perusahaan di PT Asuransi Staco Indonesia adalah sebesar 5,28%.

PT Pemeringkat Efek Indonesia
Pada tahun 2017, Perusahaan melalui anak usahanya, PT Tugu Pratama Interindo mengakuisisi 0,1% kepemilikan saham PT Pemeringkat Efek Indonesia.

Grup melakukan evaluasi atas investasi jangka panjang saham yang tidak tersedia nilai pasarnya dan Manajemen berpendapat bahwa tidak terdapat indikasi penurunan nilai atas penyertaan langsung tersebut.

PT Reasuransi Maipark Indonesia
In 2003, the Company acquired 11.78% share ownership and voting rights of PT Asuransi Maipark Indonesia (Formerly named Special Risk Insurance Company) with the amount paid was Rp 5,100,000.

In 2023, the Company increased its share ownership by 1,145 shares with a purchase value of Rp1,750,094 so that the Company's share ownership portion became 14.83% as of December 31, 2023. This share transfer has been notarized by Notarial Deed No 2, dated January 3, 2023.

PT Asuransi Staco Mandiri
In 1996, the Company through its subsidiary, PT Tugu Pratama Interindo acquired share ownership and voting rights in PT Asuransi Staco Indonesia with an acquisition value of Rp385,000. As of December 31, 2023, the Company's ownership percentage in PT Asuransi Staco Indonesia is 5.28%.

PT Pemeringkat Efek Indonesia
In 2017, the Company through its subsidiary, PT Tugu Pratama Interindo acquired 0.1% share ownership of PT Pemeringkat Efek Indonesia.

The Group evaluated its long term investment in shares with no quoted market price and the Management believe that there is no indication of impairment on direct participations.

d. Investasi pada entitas asosiasi / *d. Investment in associates*

Nama Entitas/*Name of Entity*	Persentase kepemilikan/ *Percentage of ownership* 31 Desember/ *December 31* 2023	2022	31 Desember/*December 31* 2023	2022
PT Asuransi Samsung Tugu	30.00%	30.00%	166,639,022	162,313,843
Jumlah			**166,639,022**	**162,313,843**

Mutasi investasi dengan metode ekuitas:

Changes in investments under the equity method:

	2023 Rp	2022 Rp	
PT Asuransi Samsung Tugu			***PT Asuransi Samsung Tugu***
Saldo awal	162,313,843	148,547,057	*Beginning balance*
Bagian laba bersih entitas asosiasi	7,763,237	17,047,789	*Share of associated net income*
Selisih transaksi perubahan ekuitas yang berasal dari perubahan nilai wajar aset keuangan tersedia untuk dijual	(138,188)	(1,596,939)	*Differences from changes of equity due to change of fair value available-for-sale marketable securities*
Pengukuran kembali atas liabilitas imbalan kerja	109,688	105,158	*Remeasurement of employee benefits liability*
Penerimaan dividen	(3,409,558)	(1,789,222)	*Dividend received*
Saldo akhir	**166,639,022**	**162,313,843**	***Ending balance***

Total aset, total liabilitas, dan total laba tahun berjalan dari entitas asosiasi adalah sebagai berikut:

The total assets, liabilities, and income for the year of the associates are as follows:

	2023 Rp	2022 Rp	
Jumlah aset	1,334,933,922	1,389,972,443	*Total assets*
Jumlah liabilitas	935,068,701	1,004,525,485	*Total liabilities*
Jumlah laba tahun berjalan	25,877,456	56,825,965	*Total income for the year*

e. Akumulasi perubahan nilai wajar efek yang tersedia untuk dijual

e. Accumulated changes in fair values of available-for-sale

Akumulasi perubahan dan perubahan tahun berjalan nilai wajar efek yang tersedia untuk dijual Grup adalah sebagai berikut:

Accumulated changes and changes for the year in fair values of available-for-sale marketable securities of the Group are as follows:

	2023 Rp	2022 Rp	
Perubahan nilai wajar	39,420,023	(65,685,228)	*Changes in fair value*
Pajak penghasilan terkait pos yang akan direklasifikasi ke laba rugi	(4,506,593)	24,007,996	*Income tax related to items that will be reclassified to profit or loss*
	34,913,430	(41,677,232)	
Kenaikan (penurunan) yang diatribusikan kepada non pengendali	230,975	4,875,185	*Increase (decrease) attributable to controling interest*
	35,144,405	(36,802,047)	
Saldo awal	(26,735,318)	10,066,729	*Beginning balance*
Saldo akhir	**8,409,087**	**(26,735,318)**	***Ending balance***

f. Properti investasi

f. Investment properties

	31 Desember/*December 31, 2023*						
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Selisih penyesuaian nilai wajar/ *Differences arising from fair value adjustment*	Dampak translasi laporan keuangan/ *Effect on financial statement translation*	Saldo akhir/ *Ending balance*	
Nilai wajar							***Fair value***
Tanah	816,480,241	--	--	(332,252)	--	816,147,989	*Land*
Gedung dan fasilitas	1,476,397,754	111,869	--	25,037,841	(68,085)	1,501,479,379	*Building and facilities*
Jumlah	**2,292,877,995**	**111,869**	**--**	**24,705,589**	**(68,085)**	**2,317,627,368**	***Total***
Nilai buku neto	**2,292,877,995**					**2,317,627,368**	***Net book value***

	31 Desember/*December 31, 2022*						
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Selisih penyesuaian nilai wajar/ *Differences arising from fair value adjustment*	Dampak translasi laporan keuangan/ *Effect on financial statement translation*	Saldo akhir/ *Ending balance*	
Nilai wajar							***Fair value***
Tanah	815,778,823	--	--	701,418	--	816,480,241	*Land*
Gedung dan fasilitas	1,477,841,151	--	(129,970)	(1,391,898)	78,471	1,476,397,754	*Building and facilities*
Jumlah	**2,293,619,974**	**--**	**(129,970)**	**(690,480)**	**78,471**	**2,292,877,995**	***Total***
Nilai buku neto	**2,293,619,974**					**2,292,877,995**	***Net book value***

Pendapatan sewa dari properti investasi entitas anak sebesar Rp66.682.536 untuk tahun yang berakhir pada tanggal 31 Desember 2023 dicatat sebagai pendapatan usaha sewa di dalam akun "Pendapatan usaha lainnya" (2022: Rp94.076.676).

Rental income from subsidiary's investment property amounting to Rp66,682,536 for the year ended December 31, 2023 were recorded as rental business income in account "Other operating revenue" (2022: Rp94,076,676).

Grup telah melakukan penilaian *fair value* atas properti investasi berdasarkan hasil penilaian yang dilakukan oleh Kantor Jasa Penilai Publik (KJPP) Ruky Safrudin & Rekan Antonius Setiady dan Rekan, penilai independen, untuk tanggal 31 Desember 2023 dan Kantor Jasa Penilai Publik (KJPP) Antonius Setiady dan Rekan, penilai independen, untuk tanggal 31 Desember 2022. Berdasarkan hasil penilaian tersebut, nilai properti investasi Grup adalah sebesar Rp2.430.973.732 dan Rp2.292.877.995 masing-masing pada tanggal 31 Desember 2023 dan 2022. Penilaian dilakukan berdasarkan metode biaya dan pendapatan.

The Group performed valuation of fair value on the investment property based on valuation carried out by Registered Public Appraisers (KJPP) Ruky Safrudin & Rekan, an independent appraiser, for December 31, 2023, and Antonius Setiady dan Rekan, an independent appraiser, for December 31, 2022. Based on the valuation reports, the value of the Group's investment in properties amounted to Rp2,430,973,732 and Rp2,292,877,996 as of December 31, 2023 and 2022, respectively. The valuation performed was based on cost and revenue method.

Selisih penyesuaian nilai wajar properti investasi untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 dicatat sebagai bagian dari "Pendapatan Investasi" (Catatan 33) pada laba (rugi) adalah masing-masing sebesar Rp139.041.665 dan (Rp690.480).

Difference arising from fair value adjustment on investment properties for the year ended December 31, 2023 and 2022 were recorded as part of "Investment Income" (Note 33) in the profit or (loss) amounted to Rp139,041,665 and (Rp690,480), respectively.

Pada tanggal 31 Desember 2023 dan 2022, properti investasi diasuransikan terhadap risiko kerugian akibat kebakaran dan risiko lainnya bersama dengan aset tetap (Catatan 10). Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas properti investasi yang dipertanggungkan.

On December 31, 2023 and 2022, investment properties are covered by insurance against losses by fire and other risks together with fixed assets (Note 10). Management believes that the sum insured is adequate to cover all possible losses.

Grup menyajikan nilai wajar atas properti investasi berdasarkan hierarki nilai wajar tingkat 3.

The Group presents the fair value of the investment property based on fair value hierarchy level 3.

6. Piutang Premi Dan Sesi / *6. Premium And Cession Receivables*

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Pihak berelasi (catatan 39)	**646,314,588**	**350,286,580**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Aon Indonesia	240,884,122	230,936,102	*PT Aon Indonesia*
PT Jawa Satu Power	165,389,682	58,884,212	*PT Jawa Satu Power*
PT Marsh Indonesia	154,264,626	123,934,052	*PT Marsh Indonesia*
PT Lion Mentari	54,087,649	194,792,493	*PT Lion Mentari*
PT Willis Towers Watson Insurance Broker Indonesia	33,427,080	91,339,057	*PT Willis Towers Watson Insurance Broker Indonesia*
PT Paib Indonesia	27,844,850	--	*PT Paib Indonesia*
PT Mitra Iswara & Rorimpandey	25,332,876	4,094,533	*PT Mitra Iswara & Rorimpandey*
Trans-Pacific Petrochemical Indotama	24,218,613	13,994,395	*Trans-Pacific Petrochemical Indotama*
PT BBN Airlines Indonesia	13,953,418	--	*PT BBN Airlines Indonesia*
Paxocean Singapore Pte Ltd	12,173,872	--	*Paxocean Singapore Pte Ltd*
PT Travira Air	11,517,139	12,381,017	*PT Travira Air*
PT Kalibesar Raya Utama	11,372,026	5,996,978	*PT Kalibesar Raya Utama*
PT Fresnel Perdana Mandiri	9,379,319	6,216,009	*PT Fresnel Perdana Mandiri*
PT Liberty & General Risk Services	6,437,663	--	*PT Liberty & General Risk Services*
PT Axle Asia	6,363,705	12,398,397	*PT Axle Asia*
PT Sedana Pasifik Servistama	5,874,990	8,378,164	*PT Sedana Pasifik Servistama*
PT Bormindo Nusantara	4,702,256	5,691,016	*PT Bormindo Nusantara*
PT Indobaruna Bulk Transport	4,119,381	--	*PT Indobaruna Bulk Transport*
PT IBS Insurance Broking Service	3,769,159	1,781,221	*PT IBS Insurance Broking Service*
PT Golden Ocean Line	3,459,374	--	*PT Golden Ocean Line*
PT Weststar Aviation Services	3,367,169	1,730,376	*PT Weststar Aviation Services*
PT Talisman Insurance Brokers	3,314,152	--	*PT Talisman Insurance Brokers*
PT Mitra Cipta Proteksindo	3,227,846	1,160,136	*PT Mitra Cipta Proteksindo*
PT Tri Dharma Proteksi	3,121,740	3,637,341	*PT Tri Dharma Proteksi*
Bussan Auto Finance	3,048,109	5,406,148	*Bussan Auto Finance*
PT Mitra Harmoni Insurance Brokers	2,744,866	2,390,326	*PT Mitra Harmoni Insurance Brokers*
PT Sayap Garuda Indah	2,703,855	1,147,011	*PT Sayap Garuda Indah*
PT Batik Air	2,576,450	115,736,922	*PT Batik Air*
PT Shinta Inserve	2,522,753	2,498,008	*PT Shinta Inserve*
PT Indonesia Marowali Industrial Park	2,391,715	2,017,028	*PT Indonesia Marowali Industrial Park*
PT Adonai Pialang Asuransi	2,216,966	15,496,555	*PT Adonai Pialang Asuransi*
PT Estika Jasatama	2,193,832	1,045,778	*PT Estika Jasatama*
PT Howden Insurance Brokers Indonesia	2,181,701	--	*PT Howden Insurance Brokers Indonesia*
PT Daidan Utama Pialang Asuransi	2,122,941	2,907,872	*PT Daidan Utama Pialang Asuransi*
PT Indosurance Broker Utama	1,821,745	1,631,957	*PT Indosurance Broker Utama*
PT Nomad Aviation Indonesia	1,752,011	2,174,642	*PT Nomad Aviation Indonesia*
PT Wings Abadi	1,623,708	42,591,069	*PT Wings Abadi*
PT Pura Wisata Baruna	1,574,270	1,454,584	*PT Pura Wisata Baruna*
PT Krida Upaya Tunggal	1,573,311	1,216,563	*PT Krida Upaya Tunggal*
PT Super Air Jet	1,511,349	63,520,675	*PT Super Air Jet*
PT Sinergi Adi Utama	1,478,942	1,818,154	*PT Sinergi Adi Utama*

	2023 Rp	2022 Rp	
PT Pertamina EP - TAC Pertalahan Arnebatara Natuna	1,442,722	1,472,201	*PT Pertamina EP - TAC Pertalahan Arnebatara Natuna*
PT Fistlight Indonesia	1,383,612	3,392,056	*PT Fistlight Indonesia*
PT Antara Intermediary Indonesia	1,368,759	1,187,258	*PT Antara Intermediary Indonesia*
PT Menzies Aviation Indonesia	1,302,513	1,329,128	*PT Menzies Aviation Indonesia*
Minarak Brantas Gas, INC	1,300,725	1,327,303	*Minarak Brantas Gas, INC*
PT Mega Central Finance	985,027	2,042,580	*PT Mega Central Finance*
Mega Auto Finance	984,793	1,090,401	*Mega Auto Finance*
PT Indo Lautan Energi	578,848	1,099,688	*PT Indo Lautan Energi*
Chevron Makassar Ltd	455,367	1,262,393	*Chevron Makassar Ltd*
PT Tri Wahana Universal	18,740	1,274,300	*PT Tri Wahana Universal*
Pialang Asuransi Indotekno	1,761	1,528,959	*Pialang Asuransi Indotekno*
PT Zhejiang Tenaga Pembangunan Indonesia	--	2,131,393	*PT Zhejiang Tenaga Pembangunan Indonesia*
PT Dok Bahari Nusantara	--	111,954,300	*PT Dok Bahari Nusantara*
PT AA Pialang Asuransi	--	50,852,667	*PT AA Pialang Asuransi*
Anugerah Atma Adiguna	--	9,682,780	*Anugerah Atma Adiguna*
PT Jawa Satu Regas	--	3,362,676	*PT Jawa Satu Regas*
CV Kia	--	3,150,000	*CV Kia*
PT Fokus Solusi Proteksi	--	1,437,597	*PT Fokus Solusi Proteksi*
Chevron Ganal Ltd	--	1,006,995	*Chevron Ganal Ltd*
Lainnya (dibawah 1.000.000)	59,684,859	143,967,359	*Others (below 1,000,000)*
Sub-jumlah	**937,148,957**	**1,384,950,825**	***Sub-total***
Jumlah Perseroan	**1,583,463,545**	**1,735,237,405**	***Total The Company***
Dikurangi penyisihan kerugian penurunan nilai	(41,085,474)	(46,451,448)	*Less allowance for impairment losses*
Jumlah Perseroan - neto	**1,542,378,071**	**1,688,785,957**	***Total Company - net***
Entitas anak			***Subsidiaries***
Pihak berelasi (catatan 39)	**38,572,896**	**34,008,508**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Marsh Reinsurance Brokers Indonesia	33,918,620	24,240,411	*PT Marsh Reinsurance Brokers Indonesia*
AON Reinsurance Solutions Asia	27,668,457	--	*AON Reinsurance Solutions Asia*
PT Simas Reinsurance Brokers	24,251,932	19,298,395	*PT Simas Reinsurance Brokers*
PT Trinity Reinsurance Brokers	16,149,747	12,705,031	*PT Trinity Reinsurance Brokers*
PT Asuransi Wahana Tata	13,974,975	13,344,605	*PT Asuransi Wahana Tata*
PT Asuransi MSIG Indonesia	13,450,852	24,823,534	*PT Asuransi MSIG Indonesia*
PT Asuransi Central Asia	12,892,568	16,497,572	*PT Asuransi Central Asia*
PT CBDANH Pialang Reasuransi	11,417,017	11,497,015	*PT CBDANH Pialang Reasuransi*
PT Reasuransi Nasional Indonesia	8,884,906	9,701,487	*PT Reasuransi Nasional Indonesia*
PT IBS Reinsurance Brokers	8,625,957	5,100,233	*PT IBS Reinsurance Brokers*
PT Asuransi Astra Buana	8,445,093	3,329,800	*PT Asuransi Astra Buana*
PT AXA Financial Indonesia	7,775,529	7,807,875	*PT AXA Financial Indonesia*
PT Lippo General Insurance Tbk	7,581,578	6,994,933	*PT Lippo General Insurance Tbk*
PT Willis Reinsurance Brokers Indonesia	6,743,658	1,328,455	*PT Willis Reinsurance Brokers Indonesia*
PT Maskapai Reasuransi Indonesia Tbk	6,451,790	39,118,808	*PT Maskapai Reasuransi Indonesia Tbk*
PT Asia Reinsurance Brokers Indonesia	5,805,572	--	*PT Asuransi Jiwa Inhealth Indonesia*
PT Asuransi Jiwa Nasional	5,574,068	24,693,026	*PT Asuransi Jiwa Nasional*
PT Aon Reinsurance Brokers Indonesia	5,483,070	13,801,110	*PT Aon Reinsurance Brokers Indonesia*
Minkfair Insurance Brokers Limited	4,012,019	--	*Minkfair Insurance Brokers Limited*
PT Asuransi Ramayana Tbk	3,772,249	1,061,322	*PT Asuransi Ramayana Tbk*
China Taiping Insurance (HK) Company Ltd	3,648,334	4,693,992	*China Taiping Insurance (HK) Company Ltd*

	2023 Rp	2022 Rp	
PT Zurich Asuransi Indonesia	3,328,355	2,980,402	*PT Zurich Asuransi Indonesia*
SeaQuest Intermediaries (L) Ltd	3,221,183	3,002,450	*SeaQuest Intermediaries (L) Ltd*
PT Adhi Lintas Tanase	2,799,540	3,425,168	*PT Adhi Lintas Tanase*
PT Asuransi Etiqa Internasional Indonesia	2,644,397	2,436,153	*PT Asuransi Etiqa Internasional Indonesia*
PT Asuransi Rama Satria Wibawa	2,598,309	2,808,991	*PT Asuransi Rama Satria Wibawa*
PT Asuransi Intra Asia	2,431,663	2,643,638	*PT Asuransi Intra Asia*
Homcheong Insurance Brokers Limited	1,534,089	--	*Homcheong Insurance Brokers Limited*
Willis Insurance Brokers Co. Ltd	642,277	30,362,961	*Willis Insurance Brokers Co. Ltd*
PT Asuransi Tri Pakarta	--	3,070,074	*PT Asuransi Tri Pakarta*
PT Asuransi FPG Indonesia	--	2,231,039	*PT Asuransi FPG Indonesia*
PT Asuransi Jiwa Generali Indonesia	--	1,964,061	*PT Asuransi Jiwa Generali Indonesia*
PT. Esa Bina Sejati	--	1,806,169	*PT. Esa Bina Sejati*
PT Jaya Proteksindo Sakti Reinsurance	--	1,590,074	*PT Jaya Proteksindo Sakti Reinsurance*
PT Prima Perkasa Raya	--	1,160,690	*PT Prima Perkasa Raya*
PT Mega Jasa Reinsurance Brokers	--	979,057	*PT Mega Jasa Reinsurance Brokers*
UIB Asia Reinsurance Brokers Pte Ltd	--	700,976	*UIB Asia Reinsurance Brokers Pte Ltd*
JB Boda & Co (S) Pte.Ltd. - Singapore	--	522,371	*JB Boda & Co (S) Pte.Ltd. - Singapore*
PT Asuransi Cakrawala Proteksi Indonesia	--	273,485	*PT Asuransi Cakrawala Proteksi Indonesia*
Willis Hong Kong Ltd	--	175,470	*Willis Hong Kong Ltd*
Century Insurance Brokers Company Ltd	--	29,468,163	*Century Insurance Brokers Company Ltd*
Guy Carpenter & Co Ltd	--	16,818,751	*Guy Carpenter & Co Ltd*
Arthur J Gallagher & Co.	--	5,877,943	*Arthur J Gallagher & Co.*
Lch Lockton Pte Ltd	--	5,542,166	*Lch Lockton Pte Ltd*
PT Asuransi Dayin Mitra Tbk	--	4,473,375	*PT Asuransi Dayin Mitra Tbk*
PT Sun Life Financial Indonesia		1,292,515	*PT Sun Life Financial Indonesia*
PT IBU Reinsurance Broker Utama	--	2,134,286	*PT IBU Reinsurance Broker Utama*
Lainnya (dibawah 1.000.000)	58,786,309	28,121,646	*Others (below 1,000,000)*
Sub-jumlah	**314,514,113**	**395,899,678**	***Sub-total***
Jumlah entitas anak	**353,087,009**	**429,908,186**	***Total subsidiaries***
Dikurangi penyisihan kerugian penurunan nilai	(36,434,300)	(43,359,647)	*Less allowance for impairment losses*
Jumlah entitas anak - neto	**316,652,709**	**386,548,539**	***Total subsidiaries - net***
Jumlah - neto	**1,859,030,780**	**2,075,334,496**	***Total - net***

Saldo piutang kontribusi pada 31 Desember 2023 dan 2022, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp14.360.326 dan Rp8.356.835 (Catatan 44).

As of December 31, 2023 and 2022, contribution receivables in Sharia Business Unit amounted to Rp14,360,326 and Rp8,356,835, respectively (Note 44).

Rincian piutang premi dan sesi berdasarkan jenis asuransi adalah sebagai berikut:

The premium and cession receivables based on class of business are as follows:

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Piutang Premi			***Premium Receivables***
Penerbangan	394,485,490	725,218,640	*Aviation*
Kebakaran	451,565,065	310,572,652	*Fire*
Pengangkutan	134,873,963	197,965,549	*Marine Cargo*
Offshore	83,488,202	116,155,200	*Offshore*
Rekayasa	282,537,353	114,427,687	*Engineering*
Lainnya	236,513,472	270,897,677	*Miscellaneous*
Sub-jumlah - Perseroan	1,583,463,545	1,735,237,405	***Sub-total***
Penyisihan kerugian penurunan nilai	(41,085,474)	(46,451,448)	*Allowance for impairment losses*
Sub-jumlah - Perseroan, neto	**1,542,378,071**	**1,688,785,957**	***Sub total - The Company, net***
Entitas anak			***Subsidiaries***
Piutang Sesi			***Cession Receivables***
Kebakaran	177,600,948	176,156,982	*Fire*
Rekayasa	29,863,803	37,603,951	*Engineering*
Penerbangan	27,968,112	27,168,199	*Aviation*
Pengangkutan	23,438,600	21,436,165	*Marine Cargo*
Lainnya	94,215,546	167,542,889	*Miscellaneous*
Sub-jumlah - entitas anak	**353,087,009**	**429,908,186**	***Sub-total***
Penyisihan kerugian penurunan nilai	(36,434,300)	(43,359,647)	*Allowance for impairment losses*
Sub-jumlah - entitas anak, neto	**316,652,709**	**386,548,539**	***Sub total - subsidiaries, net***
Jumlah piutang premi dan sesi, neto	**1,859,030,780**	**2,075,334,496**	***Total premium and cession receivables, net***

Piutang premi dan sesi berdasarkan mata uang adalah sebagai berikut:

The premium and cession receivables based on currencies are as follows:

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Piutang Premi			***Premium Receivables***
Dolar Amerika Serikat	1,248,377,948	1,282,228,512	*United States Dollar*
Rupiah	332,901,317	450,836,437	*Rupiah*
Dolar Singapura	1,997,944	1,320,280	*Singapore dollar*
Euro	118,542	729,679	*Euro*
Yen Jepang	22,669	42,530	*Japanese Yen*
Mata uang lain	45,125	79,967	*Other currencies*
Sub-jumlah - Perseroan	**1,583,463,545**	**1,735,237,405**	***Sub total - The Company***
Penyisihan kerugian penurunan nilai	(41,085,474)	(46,451,448)	*Allowance for impairment losses*
Sub-jumlah - Perseroan, neto	**1,542,378,071**	**1,688,785,957**	***Sub total - The Company, net***
Entitas anak			***Subsidiaries***
Piutang Sesi			***Cession Receivables***
Dolar Amerika Serikat	228,463,937	252,747,276	*United States Dollar*
Rupiah	95,048,737	172,661,182	*Rupiah*
Dolar Hong Kong	12,099,146	--	*Hong Kong dollar*
Mata uang lain	17,475,189	4,499,728	*Other currencies*
Sub jumlah - entitas anak	353,087,009	429,908,186	***Sub total - subsidiaries***
Penyisihan kerugian penurunan nilai	(36,434,300)	(43,359,647)	*Allowance for impairment losses*
Sub-jumlah - entitas anak, neto	**316,652,709**	**386,548,539**	***Sub total - subsidiaries, net***
Jumlah piutang premi dan sesi, neto	**1,859,030,780**	**2,075,334,496**	***Total premium and cession receivables, net***

Rincian piutang premi dan sesi berdasarkan umur piutang adalah sebagai berikut:

The details of premium and cession receivables based on aging are as follows:

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Piutang Premi			***Premium Receivables***
Belum jatuh tempo	1,305,244,984	1,313,683,025	*Current-not due*
Telah jatuh tempo:			*Past due:*
Kurang dari 90 hari	187,036,006	166,035,704	*Less than 90 days*
90-180 hari	42,762,018	80,643,057	*90-180 days*
181-360 hari	14,846,126	33,393,786	*181-360 days*
Lebih dari 360 hari	33,574,411	141,481,833	*More than 360 days*
Sub-jumlah - Perseroan	**1,583,463,545**	**1,735,237,405**	***Sub total - The Company***
Penyisihan kerugian penurunan nilai	(41,085,474)	(46,451,448)	*Allowance for impairment losses*
Sub-jumlah - Perseroan, neto	**1,542,378,071**	**1,688,785,957**	***Sub total - The Company, net***
Entitas anak			***Subsidiaries***
Piutang Sesi			***Cession Receivables***
Belum jatuh tempo	191,777,290	278,613,064	*Current-not due*
Telah jatuh tempo:			*Past due:*
Kurang dari 90 hari	68,732,343	32,428,114	*Less than 90 days*
90-180 hari	30,603,290	28,433,448	*90-180 days*
181-360 hari	17,273,115	4,826,512	*181-360 days*
Lebih dari 360 hari	44,700,971	85,607,048	*More than 360 days*
Sub-jumlah - entitas anak	**353,087,009**	**429,908,186**	***Sub total - subsidiaries***
Penyisihan kerugian penurunan nilai	(36,434,300)	(43,359,647)	*Allowance for impairment losses*
Sub-jumlah - entitas anak, neto	**316,652,709**	**386,548,539**	***Sub total - subsidiaries, net***
Jumlah piutang premi dan sesi, neto	**1,859,030,780**	**2,075,334,496**	***Total premium and cession receivables, net***

Perubahan penyisihan kerugian penurunan nilai adalah sebagai berikut:

Changes in the allowance for impairment losses are as follows:

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Piutang Premi			***Premium Receivables***
Saldo awal tahun	(46,451,448)	(69,793,231)	*Balance at beginning year*
Pemulihan	32,547,999	30,639,977	*Recovery*
Penambahan	(27,182,025)	(7,298,194)	*Addition*
Saldo akhir tahun - Perseroan	**(41,085,474)**	**(46,451,448)**	***Balance at end of year - the Company***
Entitas anak			***Subsidiaries***
Piutang Premi dan Sesi			***Cession and Premium Receivables***
Saldo awal tahun	(43,359,647)	(36,173,442)	*Balance at beginning year*
Pemulihan	6,925,347	444,695	*Recovery*
Penambahan	--	(5,143,394)	*Addition*
Dampak revaluasi mata uang	--	(2,487,506)	*Effect of exchange rate revaluation*
Saldo akhir tahun - entitas anak	**(36,434,300)**	**(43,359,647)**	***Balance at end of year - subsidiaries***
Jumlah akhir tahun	**(77,519,774)**	**(89,811,095)**	***Balance at end of year***

Lihat Catatan 39 untuk rincian saldo dan transaksi pihak berelasi.

Refer to Note 39 for details of related parties balances and transactions.

Berdasarkan analisis atas status saldo piutang premi dan sesi pada akhir tahun,

Based on the review of the status of premiums and cession receivable accounts at the end of

Manajemen Grup berpendapat bahwa jumlah penyisihan kerugian penurunan nilai yang dibentuk cukup untuk menutupi kemungkinan kerugian yang mungkin timbul atas tidak tertagihnya piutang premi dan sesi.

Group management believes that the allowance for impairment losses is adequate to cover for possible losses that may arise from uncollectible premium and cession receivables.

7. Piutang Koasuransi / 7. *Coinsurance Receivables*

Akun ini merupakan tagihan premi kepada entitas asuransi lain atas penutupan polis bersama dengan rincian sebagai berikut:

This account represents outstanding premiums to other insurance entities on coinsurance arrangement, with details as follows:

	2023 Rp	2022 Rp	
Pihak berelasi (catatan 39)	**143,420,266**	**54,600,728**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Marsh Indonesia	193,110,314	62,850,831	*PT Marsh Indonesia*
PT Asuransi Ramayana	48,986,600	2,711,493	*PT Asuransi Ramayana*
PT Asuransi Central Asia	11,343,815	373,084	*PT Asuransi Central Asia*
PT Citra International Underwriters	8,274,093	8,416,443	*PT Citra International Underwriters*
PT Mitra Iswara & Rorimpandey	4,536,684	603,593	*PT Mitra Iswara & Rorimpandey*
PT Kalibesar Raya Utama	3,101,416	3,117,266	*PT Kalibesar Raya Utama*
PT Talisman Insurance Brokers	2,559,370	1,905,410	*PT Talisman Insurance Brokers*
PT Asuransi Wahana Tata	1,982,510	2,451,524	*PT Asuransi Wahana Tata*
PT Asuransi Adira Dinamika Tbk	922,164	--	*PT Asuransi Adira Dinamika Tbk*
PT AON Indonesia	810,452	1,930,578	*PT Aon Indonesia*
PT Sedana Pasifik Servistama	624,083	923,228	*PT Sedana Pasifik Servistama*
PT AA Pialang Asuransi	247,294	--	*PT AA Pialang Asuransi*
Lainnya (dibawah 1.000.000)	19,452,285	20,825,071	*Others (below 1,000,000)*
Jumlah pihak ketiga	**295,951,080**	**106,108,521**	***Total subsidiaries***
Jumlah	**439,371,346**	**160,709,249**	***Total***
Dikurangi penyisihan kerugian penurunan nilai	(16,492,422)	(31,728,139)	*Less allowance for impairment losses*
Jumlah - neto	**422,878,924**	**128,981,110**	***Total - net***

Piutang koasuransi berdasarkan mata uang adalah sebagai berikut:

The coinsurance receivables based on currencies are as follows:

	2023 Rp	2022 Rp	
Piutang Koasuransi			***Coinsurance Receivables***
Dolar Amerika Serikat	415,404,349	131,134,908	*United States Dollar*
Rupiah	23,603,541	29,552,897	*Rupiah*
Dolar Singapura	313,024	--	*Singapore dollar*
Euro	358	--	*Euro*
Yen Jepang	--	3,006	*Japanese Yen*
Mata uang lain	50,074	18,438	*Other currencies*
Sub-jumlah	**439,371,346**	**160,709,249**	***Sub-total***
Penyisihan kerugian penurunan nilai	(16,492,422)	(31,728,139)	*Allowance for impairment losses*
Jumlah piutang koasuransi - neto	**422,878,924**	**128,981,110**	***Total coinsurance receivable - net***

Rincian piutang koasuransi berdasarkan jenis asuransi adalah sebagai berikut:

Details of coinsurance receivables based on class of business are as follows:

	2023 Rp	2022 Rp	
Kebakaran	386,934,946	18,065,964	*Fire*
Offshore	29,980,028	43,102,373	*Offshore*
Rekayasa	5,484,126	9,348,143	*Engineering*
Penerbangan	756,848	340,105	*Aviation*
Pengangkutan	509,879	581,071	*Marine Cargo*
Lainnya	15,705,519	89,271,593	*Miscellaneous*
Jumlah	**439,371,346**	**160,709,249**	***Total***
Dikurangi penyisihan kerugian penurunan nilai	(16,492,422)	(31,728,139)	*Less allowance for impairment losses*
Jumlah piutang koasuransi - neto	**422,878,924**	**128,981,110**	***Total coinsurance receivable - net***

Rincian piutang koasuransi berdasarkan umur piutang adalah sebagai berikut:

The details of coinsurance receivables based on aging are as follows:

	2023 Rp	2022 Rp	
Belum jatuh tempo	243,573,301	79,352,906	*Current-not due*
Telah jatuh tempo:			*Past due:*
Kurang dari 90 hari	147,767,760	9,310,813	*Less than 90 days*
90-180 hari	20,459,949	5,536,496	*90-180 days*
181-360 hari	7,146,742	11,720,660	*181-360 days*
Lebih dari 360 hari	20,423,594	54,788,374	*More than 360 days*
Jumlah	**439,371,346**	**160,709,249**	***Total***
Dikurangi penyisihan kerugian penurunan nilai	(16,492,422)	(31,728,139)	*Less allowance for impairment losses*
Jumlah piutang koasuransi - neto	**422,878,924**	**128,981,110**	***Total coinsurance receivable - net***

Perubahan penyisihan kerugian penurunan nilai adalah sebagai berikut:

Changes in the allowance for impairment losses are as follows:

	2023 Rp	2022 Rp	
Saldo awal tahun	(31,728,139)	(30,481,444)	*Balance at beginning year*
Pemulihan	16,923,066	--	*Reversal*
Penambahan	(1,687,349)	(1,246,695)	*Additions*
Saldo akhir tahun	**(16,492,422)**	**(31,728,139)**	***Balance at end of year***

Berdasarkan analisis atas status saldo piutang koasuransi pada akhir tahun, Manajemen berpendapat bahwa jumlah penyisihan kerugian penurunan nilai yang dibentuk cukup untuk menutupi kemungkinan kerugian yang mungkin timbul atas tidak tertagihnya piutang koasuransi.

Based on the review of the status of coinsurance receivables account at the end of year, Management is of the opinion that the allowance for impairment losses is adequate to cover for possible losses that may arise from uncollectible coinsurance receivables.

8. Piutang Reasuransi Dan Retrosesi / *8. Reinsurance And Retrocession Receivables*

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Pihak berelasi (catatan 39)	**208,845,667**	**98,726,932**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT JLT Reinsurance Brokers	72,825,977	7,607,200	*PT JLT Reinsurance Brokers*
Arthur J Gallagher (UK) Ltd	40,540,674	38,258,073	*Arthur J Gallagher (UK) Ltd*
Willis Ltd	26,240,024	11,386,607	*Willis Ltd*
PT Marsh Reinsurance Brokers Indonesia	6,708,072	59,904,734	*PT Marsh Reinsurance Brokers Indonesia*
Marsh Ltd	6,667,328	4,141,125	*Marsh Ltd*
PT Asuransi Central Asia	5,076,578	5,076,578	*PT Asuransi Central Asia*
BEST Reinsurance	4,872,090	3,053,322	*BEST Reinsurance*
PT Trinityre	3,933,105	2,071,059	*PT Trinityre*
PT Chubb General Insurance Indonesia	3,629,959	3,488,841	*PT Chubb General Insurance Indonesia*
PT Staco Jasa Pratama	2,768,140	1,782,176	*PT Staco Jasa Pratama*
Munichre Service Limited	1,937,753	85,077,649	*Munichre Service Limited*
PT AIG Insurance Indonesia	--	27,954,474	*PT AIG Insurance Indonesia*
Asia Capital Reinsurance Group Pte Ltd	--	5,739,960	*Asia Capital Reinsurance Group Pte Ltd*
Lainnya (dibawah 1.000.000)	114,970,656	4,626,187	*Others (below 1,000,000)*
Sub-jumlah	**290,170,356**	**260,167,985**	***Sub-total***
Jumlah Perseroan	**499,016,023**	**358,894,917**	***Total The Company***
Dikurangi penyisihan kerugian penurunan nilai	(69,643,027)	(54,312,054)	*Less allowance for impairment losses*
Jumlah Perseroan - neto	**429,372,996**	**304,582,863**	***Total Company - net***
Entitas anak			***Subsidiaries***
Pihak berelasi (catatan 39)	**6,157,071**	**3,884,885**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Guy Carpenter & Company, LLC	51,131,776	30,046,540	*Guy Carpenter & Company, LLC*
AM Trust Europe Limited	46,377,843	--	*AM Trust Europe Limited*
Samsung Fire & Marine Insurance CoLtd	13,423,355	--	*Samsung Fire & Marine Insurance CoLtd*
Hannover Ruck - Malaysia	12,711,609	--	*Hannover Ruck - Malaysia*
Asia Reinsurance Brokers Pte Ltd	10,421,082	26,361,535	*Asia Reinsurance Brokers Pte Ltd*
Marsh Reinsurance Brokers	5,894,571	13,523,946	*Marsh Reinsurance Brokers*
AON Reinsurance Solutions Asia Pte Ltd	2,950,530	12,040,581	*AON Reinsurance Solutions Asia Pte Ltd*
Trinity Reinsurance Brokers Ltd	--	8,813,715	*Trinity Reinsurance Brokers Ltd*
Willis Towers Watson Brokers Pvt Ltd	4,333,732	4,784,067	*Willis Towers Watson Brokers Pvt Ltd*
	--	2,293,750	
Lainnya (dibawah 1.000.000)	102,755,617	12,946,091	*Others (below 1,000,000)*
Sub-jumlah	**250,000,115**	**110,810,225**	***Sub-total***
Jumlah entitas anak	**256,157,186**	**114,695,110**	***Total subsidiaries***
Dikurangi penyisihan kerugian penurunan nilai	(29,936,148)	(31,385,852)	*Less allowance for impairment losses*
Jumlah entitas anak - neto	**226,221,038**	**83,309,258**	***Total subsidiaries - net***
Jumlah - neto	**655,594,034**	**387,892,121**	***Total - net***

Saldo piutang reasuransi pada 31 Desember 2023 dan 2022, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp8.558.954 dan Rp52.832 (Catatan 44).

As of December 31, 2023 and 2022, reinsurance receivables in Sharia Business Unit amounted to Rp8,558,954 and Rp52,832 respectively (Note 44).

Piutang reasuransi dan retrosesi berdasarkan mata uang adalah sebagai berikut:

The reinsurance and retrocession receivables based on currencies are as follows:

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Piutang reasuransi			***Reinsurance receivables***
Dolar Amerika Serikat	409,598,453	285,983,735	*United States Dollar*
Rupiah	59,473,524	56,006,127	*Rupiah*
Dolar Hong Kong	29,534	47,043	*Hong Kong Dollar*
Mata uang lainnya	29,914,512	16,858,012	*Other currencies*
Sub-Jumlah	**499,016,023**	**358,894,917**	***Sub-total***
Penyisihan kerugian penurunan nilai	(69,643,027)	(54,312,054)	*Allowance for impairment losses*
Sub-jumlah - Perseroan, neto	**429,372,996**	**304,582,863**	***Sub total - the Company, net***
Entitas anak			***Subsidiaries***
Piutang reasuransi dan retrosesi			***Reinsurance and retrocession receivables***
Dolar Amerika Serikat	165,894,653	80,403,912	*United States Dollar*
Rupiah	78,983,627	34,063,372	*Rupiah*
Dolar Hongkong	7,905,491	-	*Hongkong Dollar*
Mata uang lainnya	3,373,415	227,826	*Other currencies*
Jumlah	**256,157,186**	**114,695,110**	***Sub-total***
Penyisihan kerugian penurunan nilai	(29,936,148)	(31,385,852)	*Allowance for impairment losses*
Sub-jumlah - entitas anak, neto	**226,221,038**	**83,309,258**	***Sub total - subsidiaries, net***
Jumlah piutang reasuransi dan retrosesi, neto	**655,594,034**	**387,892,121**	***Total reinsurance and retrocession receivables, net***

Rincian piutang reasuransi dan retrosesi berdasarkan umur piutang adalah sebagai berikut:

Details of reinsurance and retrocession receivable based on aging receivable are as follow:

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Piutang reasuransi			***Reinsurance receivables***
Belum jatuh tempo	7,945,224	10,695,059	*Current-not due*
Telah jatuh tempo:			*Past due:*
Kurang dari 90 hari	227,472,168	193,100,071	*Less than 90 days*
90-180 hari	89,517,275	11,478,828	*90-180 days*
181-360 hari	25,679,606	3,964,204	*181-360 days*
Lebih dari 360 hari	148,401,750	139,656,755	*More than 360 days*
Jumlah	**499,016,023**	**358,894,917**	***Total***
Penyisihan kerugian penurunan nilai	(69,643,027)	(54,312,054)	*Allowance for impairment losses*
Total piutang reasuransi - Perseroan, neto	**429,372,996**	**304,582,863**	***Total reinsurance receivables - the Company, net***

	2023 Rp	2022 Rp	
Entitas anak			***Subsidiaries***
Piutang retrosesi			***Retrocession receivables***
Belum jatuh tempo	97,349,162	106,180,406	*Current-not due*
Telah jatuh tempo:			*Past due:*
Kurang dari 90 hari	68,830,777	(64,942,584)	*Less than 90 days*
90-180 hari	17,582,905	3,231,465	*90-180 days*
181-360 hari	1,698,760	15,094,508	*181-360 days*
Lebih dari 360 hari	70,695,582	55,131,315	*More than 360 days*
Jumlah	**256,157,186**	**114,695,110**	***Total***
Penyisihan kerugian penurunan nilai	(29,936,148)	(31,385,852)	*Allowance for impairment losses*
Total piutang reasuransi - entitas anak, neto	**226,221,038**	**83,309,258**	***Total reinsurance receivables - subsidiaries, net***
Jumlah piutang reasuransi dan retrosesi, neto	**655,594,034**	**387,892,121**	***Total reinsurance and retrocession receivables, net***

Perubahan penyisihan kerugian penurunan nilai untuk piutang reasuransi dan retrosesi adalah sebagai berikut:

Changes in the allowance for impairment losses for reinsurance and retrocession receivables are as follows:

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Piutang reasuransi			***Reinsurance receivables***
Saldo awal tahun	(54,312,054)	(61,931,442)	*Beginning balance of year*
Penambahan	(32,301,920)	--	*Additional*
Pemulihan	16,970,947	7,619,388	*Recovery*
Saldo akhir tahun - Perseroan	**(69,643,027)**	**(54,312,054)**	***Balance at end of year - the Company***
Entitas anak			***Subsidiaries***
Piutang retrosesi			*Retrocession receivables*
Saldo awal tahun	(31,385,852)	(28,057,537)	*Beginning balance of year*
Penambahan	--	(935,489)	*Additional*
Dampak revaluasi mata uang asing	--	(2,471,481)	*Effect of exchange rate revaluation*
Pemulihan	1,449,704	78,655	*Recovery*
Saldo akhir tahun - entitas anak	**(29,936,148)**	**(31,385,852)**	***Balance at end of year - subsidiaries***
Jumlah akhir tahun	**(99,579,175)**	**(85,697,906)**	***Balance at end of year***

Berdasarkan analisa atas status saldo piutang reasuransi dan retrosesi pada akhir tahun, manajemen Grup berpendapat bahwa jumlah penyisihan kerugian penurunan nilai yang dibentuk cukup untuk menutupi kemungkinan kerugian yang mungkin timbul atas tidak tertagihnya piutang reasuransi dan retrosesi.

Based on the review of the status of reinsurance and retrocession receivable accounts at the end of year, the Group management believes that the allowance for impairment losses is adequate to cover for possible losses that may arise from uncollectible reinsurance and retrocession receivables.

Lihat Catatan 39 untuk rincian saldo dan transaksi pihak berelasi.

Refer to Note 39 for details of related parties balances and transactions.

9. Aset Lain-Lain / *9. Other Assets*

	2023 Rp	2022 Rp	
Beban komisi ditangguhkan	212,627,367	183,082,269	*Deferred acquisition cost*
Dana jaminan	146,269,248	141,696,471	*Restricted fund*
Aset reasuransi syariah	6,284,666	6,008,145	*Syariah reinsurance asset*
Persediaan	5,758,168	5,863,419	*Inventory*
Sertifikat keanggotaan golf	4,037,495	5,441,437	*Golf certificate membership*
Beban ditangguhkan	1,461,813	1,959,003	*Deferred acquisition cost*
Perlengkapan kantor	8,265	1,122,370	*Office supplies*
Lainnya (masing-masing di bawah 5.000.000)	86,592	25,367,637	*Others (each below 5,000,000)*
Jumlah	376,533,614	370,540,751	*Total*
Dikurangi:			*Less:*
Penyisihan kerugian penurunan nilai	(2,234,575)	(4,520,117)	*Allowance for impairment losses*
Jumlah - neto	**374,299,039**	**366,020,634**	***Total - Net***

Perubahan penyisihan kerugian penurunan nilai untuk asset lain-lain adalah sebagai berikut:

Changes in the allowance for impairment losses for other assets are as follows:

	2023 Rp	2022 Rp	
Saldo awal tahun	(4,520,117)	(2,810,969)	***Balance at beginning year***
Pengurangan	4,520,117	--	*Recovery*
Penambahan	(2,234,575)	(1,709,148)	*Addition*
Saldo akhir tahun	**(2,234,575)**	**(4,520,117)**	***Balance at end year***

Saldo bagi hasil yang masih harus diterima oleh dana *ujroh* pada 31 Desember 2023 dan 2022, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp1.843.951 dan Rp876.896.

As of December 31, 2023 and 2022, ujroh revenue share receivables in Sharia Business Unit amounted to Rp1,843,951 and Rp876,896 respectively.

Aset reasuransi pada 31 Desember 2023 dan 2022, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp6.284.666 dan Rp6.008.145 (Catatan 44).

As of December 31, 2023 and 2022, reinsurance assets in Sharia Business Unit amounted to Rp6,284,666 dan Rp6,008,145 respectively (Note 44).

Pada tanggal 31 Desember 2023 dan 2022, deposito berjangka Perseroan yang ditempatkan sebesar Rp98.276.759 dan Rp94.643.536 digunakan sebagai dana jaminan yang dibentuk untuk kepentingan perjanjian bisnis. Termasuk di dalam lainnya terdapat jaminan *salvage.*

As of December 31, 2023 and 2022, time deposits of the Company which amount to Rp98,276,759 and Rp94,643,536 respectively, are used as guarantee for business agreement. Includes in others there are, salvage collateral.

10. Aset Tetap - Neto / *10. Fixed Assets - Net*

	31 Desember/*December 31, 2023*							
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassification*	Penyesuaian *nilai wajar/ Fair value adjustment*	Penyesuaian *translasi/ Translation adjustment*	Saldo akhir/ *Ending Balance*	
Biaya perolehan								*Cost*
Tanah	696,796,650	--	--	--	14,341,117	--	711,137,767	*Land*
Gedung kantor	218,710,853	1,722,567	--	(308,899)	(5,253,698)	(432,922)	214,437,901	*Office buildings*
Kendaraan bermotor	635,507,307	288,576,023	--	(133,954,776)	--	--	790,128,554	*Motor vehicles*
Meubel dan perabot Kantor	77,548,474	669,316	(261,631)	--	--	(1,845)	77,954,314	*Office furniture and fixtures*
Mesin dan peralatan Kantor	27,301,921	748,190	(3,273,253)	--	--	(50,758)	24,726,100	*Office machines and equipment*
Peralatan komputer	75,880,251	11,734,105	(18,158)	2,957,710	--	(33,433)	90,520,475	*Computer*
Aset dalam penyelesaian	37,050,586	64,631,971	--	(62,289,397)	--	--	39,393,160	*Construction in progress*
Sewa guna usaha Kendaraan	7,341,725	--	--	--	--	--	7,341,725	*Leased asset Vehicle*
Total	**1,776,137,767**	**368,082,172**	**(3,553,042)**	**(193,595,362)**	**9,087,419**	**(518,958)**	**1,955,639,996**	***Total***
Akumulasi penyusutan								*Accumulated depreciation*
Gedung kantor	11,310,650	12,973,127	--	--	(4,705,618)	(34,634)	19,543,525	*Office building*
Kendaraan bermotor	161,629,641	63,763,987	--	(73,254,878)	--	--	152,138,750	*Motor vehicles*
Meubel dan perabot Kantor	68,038,617	3,722,488	(1,029,002)	--	--	(738)	70,731,365	*Office furniture and fixtures*
Mesin dan peralatan Kantor	23,762,153	1,299,714	(2,499,320)	--	--	(41,970)	22,520,577	*Office machines and equipment*
Peralatan komputer	66,522,714	6,294,126	(9,946)	1,390,107	--	(11,475)	74,185,526	*Computer*
Sewa guna usaha Kendaraan	1,479,548	737,844	--	--	--	--	2,217,392	*Leased asset Vehicle*
Total	**332,743,323**	**88,791,286**	**(3,538,268)**	**(71,864,771)**	**(4,705,618)**	**(88,817)**	**341,337,135**	***Total***
Nilai buku neto	**1,443,394,444**	**279,290,886**	**(14,774)**	**(121,730,591)**	**13,793,037**	**(430,141)**	**1,614,302,861**	***Net book value***

	31 Desember/*December 31, 2022*							
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassification*	Penyesuaian *nilai wajar/ Fair value adjustment*	Penyesuaian *translasi/ Translation adjustment*	Saldo akhir/ *Ending Balance*	
Biaya perolehan								*Cost*
Tanah	695,014,591	--	--	--	1,782,059	--	696,796,650	*Land*
Gedung kantor	150,366,665	17,069,930	--	48,346,195	918,753	2,009,310	218,710,853	*Office buildings*
Kendaraan bermotor	501,538,075	196,270,163	--	(62,300,931)	--	--	635,507,307	*Motor vehicles*
Meubel dan perabot Kantor	63,695,623	4,998,070	(16,187)	8,860,901	--	10,067	77,548,474	*Office furniture and fixtures*
Mesin dan peralatan Kantor	28,306,912	2,321,148	(4,066,938)	130,582	--	610,217	27,301,921	*Office machines and equipment*
Peralatan komputer	70,514,638	5,171,358	(23,250)	135,822	--	81,683	75,880,251	*Computer*
Aset dalam penyelesaian	75,041,730	37,903,157	(92,800)	(75,801,501)	--	--	37,050,586	*Construction in progress*
Sewa guna usaha Kendaraan	56,621,529	--	--	(49,279,804)	--	--	7,341,725	*Leased asset vehicle*
Total	**1,641,099,763**	**263,733,826**	**(4,199,175)**	**(129,908,736)**	**2,700,812**	**2,711,277**	**1,776,137,767**	***Total***
Akumulasi penyusutan								*Accumulated depreciation*
Gedung kantor	71,060,913	64,382,180	--	(2,684,452)	(121,528,363)	80,372	11,310,650	*Office building*
Kendaraan bermotor	147,034,993	51,288,057	--	(36,693,409)	--	--	161,629,641	*Motor vehicles*
Meubel dan perabot Kantor	55,388,327	12,663,261	(16,187)	--	--	3,216	68,038,617	*Office furniture and fixtures*
Mesin dan peralatan Kantor	25,897,950	1,399,014	(4,059,182)	--	--	524,371	23,762,153	*Office machines and equipment*
Peralatan komputer	60,978,871	5,530,140	(8,519)	--	--	22,222	66,522,714	*Computer*
Sewa guna usaha Kendaraan	22,668,453	6,854,255	(58)	(28,043,102)	--	--	1,479,548	*Leased asset vehicle*
Total	**383,029,507**	**142,116,907**	**(4,083,946)**	**(67,420,963)**	**(121,528,363)**	**630,181**	**332,743,323**	*Total*
Nilai buku neto	**1,258,070,256**	**121,616,919**	**(115,229)**	**(62,487,773)**	**124,229,175**	**2,081,096**	**1,443,394,444**	***Net book value***

Seluruh beban penyusutan dicatat sebagai beban usaha.

All depreciation expense is recorded as operating expense.

Rincian dari keuntungan/kerugian penjualan aset tetap adalah sebagai berikut:

The details of gains on disposal of fixed assets are as follows:

	2023 Rp	2022 Rp	
Penerimaan dari penjualan	21,331	10,187	*Proceeds from disposals*
Nilai buku neto	14,774	7,755	*Net book value*
Laba (rugi) penjualan aset tetap	**6,557**	**2,432**	***Gain (loss) on disposal of fixed assets***

Pada tanggal 31 Desember 2023 dan 2022, biaya perolehan aset tetap yang telah disusutkan penuh tetapi masih digunakan masing-masing sebesar Rp206.092.094 dan Rp130.624.411.

As of December 31, 2023 and 2022 the cost of fixed assets which have been fully depreciated but still being used amounted to Rp206,092,094 and Rp130,624,411, respectively.

Pada tanggal 31 Desember 2023 dan 2022, Grup melakukan peninjauan kembali atas masa manfaat, metode penyusutan, dan nilai residu aset tetap dan menyimpulkan bahwa tidak terdapat perubahan atas metode dan asumsi tersebut.

As of December 31, 2023 and 2022, the Group performed a review on useful life, depreciation method, and residual value of fixed assets and concluded that there was no change in those methodology and assumptions.

Pada tanggal 31 Desember 2023 dan 2022 aset tetap yang diasuransikan terhadap risiko kebakaran dan risiko lainnya berdasarkan suatu paket polis tertentu kepada pihak berelasi, dengan nilai pertanggungan masing-masing sebesar Rp931.542.546 dan Rp1.063.145.290 dimana manajemen Grup berpendapat, bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian yang timbul atas aset tetap yang dipertanggungkan.

As of December 31, 2023 and 2022, fixed assets are covered by insurance against losses by fire and other risks under blanket policies to related parties with sum insured of Rp931,542,546 and Rp1,063,145,290, respectively, which, in the Group management's opinion, is adequate to cover possible losses from such risks.

Nilai wajar tanah dan bangunan Grup pada tanggal 31 Desember 2023 dan 2022 berdasarkan hasil penilaian yang dilakukan oleh Kantor Jasa Penilai Publik (KJPP) Ruky Safrudin dan Rekan dan Kantor Jasa Penilai Publik (KJPP) Antonius Setiady dan Rekan, penilai independen.

The fair value of the Group's land and buildings as of December 31, 2023 and 2022 is based on valuation carried out by Registered Public Appraisers (KJPP) Ruky Safrudin and Rekan and Registered Public Appraisers (KJPP) Antonius Setiady dan Rekan, an independent appraiser.

Kendaraan milik entitas anak (PMS) dijaminkan sebagai jaminan fasilitas pinjaman yang diperoleh entitas anak tersebut (Catatan 23).

Kendaraan milik entitas anak (PMS) dijaminkan sebagai jaminan fasilitas pinjaman yang diperoleh entitas anak tersebut (Note 23).

Manajemen Grup berpendapat bahwa tidak terdapat indikasi penurunan nilai atas aset tetap tersebut.

The Group's management believes that there is no indication of impairment on such fixed assets.

Selisih penilaian aset tetap yang dicatat dalam akun "Surplus Revaluasi Aset Tetap" sebagai bagian dari penghasilan komprehensif lain pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

Revaluation increment of fixed assets which are recorded in "Fixed Assets Revaluation Surplus" account as part of other comprehensive income in the consolidated statements of profit or loss and other comprehensive income are below:

	2023 Rp	2022 Rp	
Dampak revaluasi aset tetap	13,793,037	124,229,175	*Effect of revaluation fixed assets*
Dampak revaluasi yang diatribusikan kepada non pengendali	--	(331,312)	*Impact of revaluation attributable to non-controling interest*
Dampak revaluasi yang diatribusikan kepada pengendali	13,793,037	124,560,487	*Impact of revaluation attributable to controling interest*
Saldo awal	2,013,558,080	1,888,997,593	*Begining balance*
Saldo akhir	**2,027,351,117**	**2,013,558,080**	***Ending balance***

Grup menyajikan nilai wajar atas tanah dan gedung kantor berdasarkan hierarki nilai wajar 3.

The Group presents the fair value of land and office building based on fair value hierarchy level 3.

11. Sewa / *11. Leases*

a. Aset hak guna / *a. Right of use assets*

	31 Desember/ *December 31, 2022*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Selisih kurs/ *Exchange Alignment*	31 Desember/ *December 31, 2023*	
Biaya Perolehan						*At cost*
Properti	27,758,974	8,102,333	(322,800)	(390,301)	35,148,206	*Property*
Jumlah	27,758,974	8,102,333	(322,800)	(390,301)	35,148,206	*Total*
Akumulasi amortisasi (catatan 35 dan 36)						*Accumulated amortization (notes 35 dan 36)*
Properti	(19,218,807)	(6,230,365)	322,800	335,759	(24,790,613)	*Property*
Jumlah	(19,218,807)	(6,230,365)	322,800	335,759	(24,790,613)	*Total*
Nilai tercatat	**8,540,167**				**10,357,593**	***Net carrying amount***

	31 Desember/ *December 31, 2021*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Selisih kurs/ *Exchange Alignment*	31 Desember/ *December 31, 2022*	
Biaya Perolehan						*At cost*
Properti	26,355,835	4,408,183	(5,456,873)	2,451,829	27,758,974	*Property*
Jumlah	26,355,835	4,408,183	(5,456,873)	2,451,829	27,758,974	*Total*
Akumulasi amortisasi						*Accumulated amortization*
Properti	(16,306,020)	(7,161,511)	5,456,873	(1,208,149)	(19,218,807)	*Property*
Jumlah	(16,306,020)	(7,161,511)	5,456,873	(1,208,149)	(19,218,807)	*Total*
Nilai tercatat	**10,049,815**				**8,540,167**	***Net carrying amount***

	31 Desember/*December 31, 2023*			
	Beban amortisasi/ *Amortization expenses*	**Beban bunga/ *Interest expenses***	**Beban terkait sewa atas asset bernilai rendah/*Expenses relating to leases of low value assets***	
Properti	6,230,365	206,977	--	*Property*
Lainnya	--	--	185,274	*Others*
Jumlah	**6,230,365**	**206,977**	**185,274**	***Total***

	31 Desember/*December 31, 2022*			
	Beban amortisasi/ *Amortization expenses*	**Beban bunga/ *Interest expenses***	**Beban terkait sewa atas asset bernilai rendah/*Expenses relating to leases of low value assets***	
Properti	7,161,511	215,856	--	*Property*
Kendaraan	--	35,356	--	*Vehicles*
Lainnya	--	--	3,520,148	*Others*
Jumlah	**7,161,511**	**251,212**	**3,520,148**	***Total***

b. Liabilitas sewa / *c. Lease liabilities*

	31 Desember/ *December 31, 2022*	Penambahan/ *Additions*	Beban bunga/ *Interest expenses*	Selisih kurs/ *Exchange alignment*	Pembayaran/ *Payments*	31 Desember/ *December 31, 2023*	
Harga perolehan							***Cost***
Properti	2,917,784	6,570,770	206,977	(60,467)	(3,440,371)	6,194,693	*Property*
Jumlah	**2,917,784**	**6,570,770**	**206,977**	**(60,467)**	**(3,440,371)**	**6,194,693**	***Total***

	31 Desember/ *December 31, 2021*	Penambahan/ *Additions*	Beban bunga/ *Interest expenses*	Selisih kurs/ *Exchange alignment*	Pembayaran/ *Payments*	31 Desember/ *December 31, 2022*	
Harga perolehan							*Cost*
Properti	6,444,259	--	215,856	624,396	(4,366,727)	2,917,784	*Property*
Kendaraan	405,875	--	35,356	--	(441,231)	--	*Vehicles*
Jumlah	**6,850,134**	**--**	**251,212**	**624,396**	**(4,807,958)**	**2,917,784**	***Total***

Liabilitas sewa berdasarkan jangka waktu:

Lease liabilities on time basis:

	2023 Rp	2022 Rp	
Jangka pendek	3,335,954	2,823,073	*Current portion*
Jangka panjang	2,858,739	94,711	*Non-current portion*
Jumlah	**6,194,693**	**2,917,784**	***Total***

12. Aset Takberwujud, Neto / *12. Intangible Assets, Net*

Aset takberwujud terdiri dari beban pembaharuan hak guna atas tanah dan bangunan yang ditangguhkan yang dimiliki oleh TIC dan PMS (entitas anak).

Intangible assets consist of deferred renewal cost for land and building use rights which belong to TIC and PMS (subsidiaries).

	2023 Rp	2022 Rp	
Biaya perolehan	154,722,613	76,025,231	*Cost*
Akumulasi amortisasi	(41,302,182)	(40,456,530)	*Accumulated amortization*
Nilai buku neto	**113,420,431**	**35,568,701**	***Net book value***

TIC

Hak guna atas tanah TIC berlokasi di Hong Kong, berjangka waktu antara 60-70 tahun dengan jatuh tempo antara tahun 2049 dan 2060. Pada 5 Februari 2020, hak guna atas tanah telah dijual. Pada tahun 2023, aset tak berwujud yang dimiliki oleh TIC berupa *software* computer.

TIC

The rights to use land of TIC is located in Hong Kong, with terms ranging between 60-70 years and expiring between 2049 and 2060. On February 5, 2020, the right to use land of TIC has been sold. In 2023, the intangible assets owned by TIC will be computer software.

Beban amortisasi *software* komputer adalah masing-masing sebesar Rp556.810 dan Rp311.442 untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 dicatat sebagai bagian dari beban penyusutan dan amortisasi.

The computer software amortisation expenses amunted to Rp556,810 and Rp311,442 for the years ended December 31, 2023 and 2022, respectively and was presented as part of depreciation and amortization expense.

PMS

Hak guna atas tanah dan bangunan PMS adalah Hak Guna Bangunan yang berlokasi di Kelurahan Karet, Kecamatan Setiabudi, Jakarta Selatan dan di Jalan Wahid Hasyim, Kebon Sirih Jakarta, dengan sisa jangka waktu antara 5 dan 30 tahun dan jatuh tempo antara tahun 2021 dan 2039.

PMS

Land and building use rights of PMS are for The Rights to Use Buildings located in Karet, Setiabudi, South Jakarta and Jalan Wahid Hasyim, Kebon Sirih Jakarta with remaining terms ranging between 5 and 30 years and expiring between 2021 and 2039.

Untuk tahun 2023, beban amortisasi dicatat sebagai beban usaha lainnya sebesar Rp522.779 (2022: Rp339.439).

For the year 2023, amortization expense's PMS recorded as part of other operating expenses amounted to Rp522,779 (2022: Rp339,439).

13. Piutang Lain-Lain / *13. Other Receivables*

	2023 Rp	2022 Rp	
Piutang usaha	107,461,515	126,147,708	*Trade receivables*
Piutang bunga	103,411,742	40,586,168	*Interest receivables*
Piutang jasa kendaraan	27,561,479	13,702,501	*Vehicle services receivables*
Piutang karyawan	15,033,718	21,200,827	*Employee receivables*
Lain-lain (masing-masing dibawah 10.000.000)	19,596,813	20,319,112	*Others (each below 10,000,000)*
Sub-jumlah	**273,065,267**	**221,956,316**	***Sub-total***
Dikurangi:			*Less:*
Penyisihan kerugian penurunan nilai piutang			*Allowance for impairment losses of receivables*
- Dari piutang lainnya	(4,485,015)	(4,993,416)	*From other receivables -*
- Dari piutang usaha	(1,783,774)	(2,736,031)	*From trade receivables -*
Sub-jumlah	**(6,268,789)**	**(7,729,447)**	***Sub-total***
Jumlah - neto	**266,796,478**	**214,226,869**	***Total - net***

Berdasarkan penelaahan atas status saldo piutang lain-lain pada akhir tahun, manajemen Grup berpendapat bahwa jumlah penyisihan kerugian penurunan nilai yang dibentuk cukup untuk menutup kemungkinan kerugian yang mungkin timbul atas tidak tertagihnya piutang lain-lain.

Based on the review of the status of other receivables account at the end of year, the Group's management believes that the allowance for impairment losses is adequate to cover for possible losses that may arise from uncollectible other receivables.

Perubahan penyisihan kerugian penurunan nilai untuk piutang lain-lain adalah sebagai berikut:

Changes in the allowance for impairment losses for other receivables are as follows:

	2023 Rp	2022 Rp	
Saldo awal tahun	(7,729,447)	(6,051,535)	*Balance at beginning year*
Penambahan	--	(2,106,269)	*Addition*
Pemulihan	1,460,658	428,357	*Recovery*
Saldo akhir tahun	**(6,268,789)**	**(7,729,447)**	***Balance at end year***

Lihat Catatan 39 untuk rincian saldo dan transaksi pihak berelasi.

Refer to Note 39 for details of related parties balances and transactions.

14. Utang Klaim / *14. Claims Payables*

	2023 Rp	2022 Rp	
Pihak berelasi (catatan 39)	**32,243,894**	**18,678,186**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT AA Pialang Asuransi	233,539,520	--	*PT AA Pialang Asuransi*
PT Marsh Reinsurance Broker Indonesia	7,602,957	12,825,826	*PT Marsh Reinsurance Broker Indonesia*
Samsung Fire & Marine Insurance. Co.Ltd	5,542,792	--	Samsung Fire & Marine Insurance. Co.Ltd
JB Boda Viva			*JB Boda Viva*
Indonesia Reinsurance Brokers	4,409,303	9,496,011	*Indonesia Reinsurance Brokers*
IBU Reinsurance Broker Utama	3,837,073	--	IBU Reinsurance Broker Utama
PT Willis Insurance			*PT Willis Insurance*
Broker Co Tld (Shanghai)	3,132,084	--	*Broker Co Tld (Shanghai)*
PT Hanofer Indonesia	3,058,986	1,679,165	*PT Hanofer Indonesia*

	2023 Rp	2022 Rp	
China Taiping Insurance (HK) Company Ltd	1,711,319	--	*China Taiping Insurance (HK) Company Ltd*
PT Asia Reinsurance Brokers Indonesia	1,579,997	2,241,835	*PT Asia Reinsurance Brokers Indonesia*
PT Asuransi Sinar Mas	1,551,958	1,736,866	*PT Asuransi Sinar Mas*
PT Asuransi Astra Buana	1,333,791	3,068,394	*PT Asuransi Astra Buana*
The People's Insurance Company Of China (HK), Ltd	1,330,685	--	*The People's Insurance Company Of China (HK), Ltd*
PT Willis Towers Watson Insurance Broker Indonesia	1,277,858	1,668,079	*PT Willis Towers Watson Insurance Broker Indonesia*
Igna Asia Reinsurance Brokers	1,163,942	3,053,242	*Igna Asia Reinsurance Brokers*
Sompo Insurance Indonesia	758,157	3,121,248	*Sompo Insurance Indonesia*
Century Insurance Brokers Company Ltd	--	13,442,557	*Century Insurance Brokers Company Ltd*
PT Avrist Assurance	--	8,482,581	*PT Avrist Assurance*
PT Asuransi Multi Artha Guna	--	3,151,584	*PT Asuransi Multi Artha Guna*
Equity Life Indonesia	--	2,562,496	*Equity Life Indonesia*
PT Heksa Solution Insurance	--	2,611,916	*PT Heksa Solution Insurance*
PT Asuransi Buana Independent	--	2,224,360	*PT Asuransi Buana Independent*
PT AJ Central Asia Raya	--	2,010,543	*PT AJ Central Asia Raya*
Taiping Re Brokers	--	1,550,616	*Taiping Re Brokers*
Lainnya (dibawah 1.000.000)	9,711,984	35,450,245	*Others (below 1,000,000)*
Jumlah pihak ketiga	**281,542,406**	**110,377,564**	***Total Third parties***
Jumlah	**313,786,300**	**129,055,750**	***Total***

Saldo utang klaim pada 31 Desember 2023 dan 2022, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp238.387 dan Rp58.916 (Catatan 44).

As of December 31, 2023 and 2022, claim payable in Sharia Business Unit amounted to Rp238,387 and Rp58,916, respectively (Note 44).

Utang klaim berdasarkan jenis asuransi adalah sebagai berikut:

The claims payables based on class of business are as follows:

	2023 Rp	2022 Rp	
Kebakaran	262,562,712	46,507,060	*Fire*
Pengangkutan	10,296,977	947,470	*Marine Cargo*
Rekayasa	3,643,118	387,085	*Engineering*
Rangka Kapal	1,222,861	12,737,698	*Marine Hull*
Onshore	308,928	1,087,720	*Onshore*
Penerbangan	120,868	130,026	*Aviation*
Offshore	7,417	--	*Offshore*
Lainnya	35,623,419	67,258,691	*Miscellaneous*
Jumlah	**313,786,300**	**129,055,750**	***Total***

Utang klaim berdasarkan mata uang adalah sebagai berikut:

The claims payables based on currencies are as follows:

	2023 Rp	2022 Rp	
Dolar Amerika Serikat	257,749,670	32,135,428	*United States Dollar*
Rupiah	47,173,806	51,941,244	*Rupiah*
Dolar Hong Kong	1,776,190	1,282,926	*Hong Kong Dollar*
Dolar Singapura	834,614	380,531	*Singapore Dollar*
Poundsterling Inggris	108,719	55,912	*Great Britain Poundsterling*
Mata uang lain	6,143,301	43,259,709	*Other currencies*
Jumlah	**313,786,300**	**129,055,750**	***Total***

Lihat Catatan 39 untuk rincian saldo dan transaksi pihak berelasi.

Refer to Note 39 for details of related parties balances and transactions.

15. Utang Koasuransi / *15. Coinsurance Payables*

Rincian akun ini berdasarkan koasuradur adalah sebagai berikut:

Details of this account by coinsurer are as follows:

	2023 Rp	2022 Rp	
Pihak berelasi (catatan 39)	**32,523,770**	**19,349,791**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Asuransi Ramayana	19,984,474	9,496,431	*PT Asuransi Ramayana*
PT Barito Pacific Tbk	9,214,136	9,402,411	*PT Barito Pacific Tbk*
PT Asuransi Wahana Tata	2,569,347	--	*PT Asuransi Wahana Tata*
PT Asuransi Chubb Syariah Indonesia	481,161	2,785,812	*PT Asuransi Chubb Syariah Indonesia*
PT Citra International Underwriters	424,301	432,830	*PT Citra International Underwriters*
Wilson Re (P&I) Ltd	231,866	236,603	*Wilson Re (P&I) Ltd*
PT Asuransi Astra Buana	143,173	126,552	*PT Asuransi Astra Buana*
PT Staco Jasapratama	67,818	141,574	*PT Staco Jasapratama*
PT Asuransi Mega Paratama	9,206	--	*PT Asuransi Mega Paratama*
PT Asuransi Multi Artha Guna Tbk	7,133	308,953	*PT Asuransi Multi Artha Guna Tbk*
PT Asuransi Binagriya Upakara	5,089	441	*PT Asuransi Binagriya Upakara*
PT Asuransi Adira Dinamika	--	704,384	*PT Asuransi Adira Dinamika*
PT Asuransi Sinar Mas	--	6,926	*PT Asuransi Sinar Mas*
PT Asuransi Central Asia	--	43,990	*PT Asuransi Central Asia*
Lainnya (dibawah 1.000.000)	7,900,752	3,851,251	*Others (below 1,000,000)*
Jumlah pihak ketiga	**41,038,456**	**27,538,158**	***Total Third parties***
Jumlah	**73,562,226**	**46,887,949**	***Total***

Utang koasuransi berdasarkan jenis asuransi adalah sebagai berikut:

The coinsurance payables based on class of business are as follows:

	2023 Rp	2022 Rp	
Kebakaran	63,822,933	21,491,532	*Fire*
Rangka kapal	7,807,885	19,989,727	*Marine hull*
Pengangkutan	285,409	704,002	*Marine Cargo*
Penerbangan	814,745	396,905	*Aviation*
Rekayasa	398,230	203,253	*Engineering*
Offshore	4,428	55,217	*Offshore*
Lainnya	428,596	4,047,313	*Miscellaneous*
Jumlah	**73,562,226**	**46,887,949**	***Total***

Utang koasuransi berdasarkan mata uang adalah sebagai berikut:

The coinsurance payables based on currencies are as follows:

	2023 Rp	2022 Rp	
Rupiah	54,872,859	32,153,031	*Rupiah*
Dolar Amerika Serikat	18,665,896	14,707,943	*United States Dollar*
Poundsterling Inggris	15,293	14,648	*Great Britain Poundsterling*
Dolar Hong Kong	7,058	1,145	*Hongkong Dollar*
Mata uang lain	1,120	11,182	*Other currencies*
Jumlah	**73,562,226**	**46,887,949**	***Total***

Rincian utang koasuransi berdasarkan umur utang adalah sebagai berikut:

The details of coinsurance payables based on aging are as follows:

	2023 Rp	2022 Rp	
Belum jatuh tempo	52,534,891	27,529,972	*Current - not due*
Telah jatuh tempo			*Past due :*
Kurang dari 90 hari	4,772,440	1,445,859	*Less than 90 days*
Lebih dari 90 hari	16,254,895	17,912,118	*More than 90 days*
Jumlah	**73,562,226**	**46,887,949**	***Total***

16. Liabilitas Asuransi / *16. Insurance Liabilities*

Rincian liabilitas asuransi adalah sebagai berikut:

Details of insurance liabilities are as follows:

	31 Desember/*December 31, 2023*			31 Desember/*December 31, 2022*			
	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	
Premi yang belum merupakan pendapatan	1,860,482,882	(1,120,084,345)	740,398,537	1,397,744,871	(747,613,830)	650,131,041	*Unearned premium reserves*
Liabilitas manfaat polis masa depan	1,282,005,398	(423,202,757)	858,802,641	1,032,898,439	(345,392,303)	687,506,136	*Liabilities for future policy benefits*
Estimasi klaim	8,005,046,741	(5,718,772,508)	2,286,274,233	7,366,608,734	(5,567,503,963)	1,799,104,771	*Estimated claims*
Jumlah	**11,147,535,021**	**(7,262,059,610)**	**3,885,475,411**	**9,797,252,044**	**(6,660,510,096)**	**3,136,741,948**	***Total***

Premi yang belum merupakan pendapatan / *Unearned premium reserves*

Metode dan asumsi yang digunakan dalam menghitung cadangan atas premi yang belum merupakan pendapatan:

Method and assumptions used in calculating unearned premium reserves:

a. Metode kontrak jangka pendek	PYBMP metode harian/ *UPR daily method*	*a. Methodology of short-term contract*

Rincian dari akun ini berdasarkan jenis asuransi adalah sebagai berikut:

Details of this account by class of business are as follows:

	31 Desember/*December 31, 2023*			31 Desember/*December 31, 2022*			
	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	
Kebakaran	701,137,238	(438,279,868)	262,857,370	525,611,212	(408,458,481)	117,152,731	*Fire*
Pengangkutan	1,688,858	324,897	2,013,755	17,486,226	43,834,419	61,320,645	*Marine cargo*
Offshore	106,816,115	(40,957,136)	65,858,979	186,747,812	(148,800,108)	37,947,704	*Offshore*
Rangka Kapal	237,140,336	(131,801,963)	105,338,373	221,599,390	(187,418,883)	34,180,507	*Marine hull*
Penerbangan	540,529,581	(501,689,686)	38,839,895	55,585,365	(33,642,611)	21,942,754	*Aviation*
Onshore	77,272,884	(44,009,697)	33,263,187	31,053,586	(24,624,162)	6,429,424	*Onshore*
Rekayasa	25,156,375	(9,023,995)	16,132,380	19,117,047	(16,117,109)	2,999,938	*Engineering*
Lainnya	170,741,495	45,353,103	216,094,598	340,544,233	27,613,105	368,157,338	*Others*
Jumlah	**1,860,482,882**	**(1,120,084,345)**	**740,398,537**	**1,397,744,871**	**(747,613,830)**	**650,131,041**	***Total***

Rekonsiliasi perubahan premi yang belum merupakan pendapatan adalah sebagai berikut:

Details of this account by class of business are as follows:

	31 Desember/*December 31, 2023*			31 Desember/*December 31, 2022*			
	Premi yang belum merupakan pendapatan/ *Unearned premium reserve*	Aset reasuransi/ *Reinsurance assets*	Neto/ *Net*	Premi yang belum merupakan pendapatan/ *Unearned premium reserve*	Aset reasuransi/ *Reinsurance assets*	Neto/ *Net*	
Saldo awal	1,397,744,871	(747,613,830)	650,131,041	1,367,331,425	(864,627,022)	502,704,403	*Beginning balance*
Penurunan (kenaikan) premi yang belum merupakan pendapatan selama tahun berjalan	462,738,011	(372,470,515)	90,267,496	30,413,446	117,013,192	147,426,638	*Decrease (increase) in unearned premium reserve during the year*
Saldo Akhir	**1,860,482,882**	**(1,120,084,345)**	**740,398,537**	**1,397,744,871**	**(747,613,830)**	**650,131,041**	***Ending balance***

Liabilitas manfaat polis masa depan
Metode dan asumsi yang digunakan dalam menghitung liabilitas manfaat polis masa depan:

Liabilities for future policy benefits
Method and assumptions used in calculating liabilities for future policy benefits:

a. Metode kontrak jangka panjang	Nilai kini dari estimasi arus kas masa depan/ *Present value of future expected cash flow URR method*	*a. Methodology of long-term contract*
b. Tingkat bunga	Menggunakan tingkat imbal hasil atas Obligasi Pemerintah/ *Using the yield rate of Government Bonds*	*b. Discount rate*

Asumsi lain yang digunakan dalam perhitungan liabilitas manfaat polis masa depan yaitu tingkat inflasi dan asumsi biaya.

Other assumptions used in the calculation of liabilities for future policy benefits include inflation rate and expense assumption.

Rincian dari akun ini berdasarkan jenis asuransi adalah sebagai berikut:

Details of this account by class of business are as follows:

	31 Desember/*December 31, 2023*			31 Desember/*December 31, 2022*			
	Bruto/ *Gross*	**Reasuransi/ *Reinsurance***	**Neto/ *Net***	**Bruto/ *Gross***	**Reasuransi/ *Reinsurance***	**Neto/ *Net***	
Kebakaran	140,801,195	(125,667,223)	15,133,972	233,649,639	(100,473,166)	133,176,473	*Fire*
Rangka Kapal	20,400,459	(16,647,103)	3,753,356	94,137,173	(19,317,078)	74,820,095	*Marine hull*
Rekayasa	293,685,509	(239,108,885)	54,576,624	182,282,895	(128,413,308)	53,869,587	*Engineering*
Penerbangan	49,024	--	49,024	63,569,251	(37,248,326)	26,320,925	*Aviation*
Offshore	23,940,458	(17,222,028)	6,718,430	20,043,481	(16,716,391)	3,327,090	*Offshore*
Pengangkutan	274,031	(125,495)	148,536	699,336	(328,392)	370,944	*Marine cargo*
Onshore	8,235,208	(2,803,891)	5,431,317	57,269	--	57,269	*Onshore*
Lainnya	794,619,514	(21,628,132)	772,991,382	438,459,395	(42,895,642)	395,563,753	*Others*
Jumlah	**1,282,005,398**	**(423,202,757)**	**858,802,641**	**1,032,898,439**	**(345,392,303)**	**687,506,136**	***Total***

Rekonsiliasi liabilitas manfaat polis masa depan adalah sebagai berikut:

The reconciliation of liabilities for future policy benefits are as follows:

	31 Desember/*December 31, 2023*			31 Desember/*December 31, 2022*			
	Liabilitas kontrak asuransi jangka panjang/ *Long term insurance contract liabilities*	**Aset reasuransi/ *Reinsurance assets***	**Neto/ *Net***	**Liabilitas kontrak asuransi jangka panjang/ *Long term insurance contract liabilities***	**Aset reasuransi/ *Reinsurance assets***	**Neto/ *Net***	
Saldo awal	1,032,898,439	(345,392,303)	687,506,136	989,019,138	(495,818,529)	493,200,609	*Beginning balance*
Penurunan (kenaikan) liabilitas manfaat polis masa depan selama tahun berjalan	249,106,959	(77,810,454)	171,296,505	43,879,301	150,426,226	194,305,527	*Decrease (increase) in liabilities for future policy benefits*
Saldo Akhir	**1,282,005,398**	**(423,202,757)**	**858,802,641**	**1,032,898,439**	**(345,392,303)**	**687,506,136**	***Ending balance***

Estimasi klaim
Metode dan asumsi yang digunakan dalam menghitung estimasi klaim:

Estimated claims
Method and assumptions used in calculating estimated claims:

a. Metode	Metode pengamatan segitiga dari pola pengembangan klaim dan rasio klaim setiap tahun kejadian, menggunakan basis estimasi terbaik/*triangular method observation of claim development pattern and claim ratio per accident year, using best-estimate basis*	*a. Methodology*
b. Tingkat bunga	Menggunakan tingkat imbal hasil atas Obligasi Pemerintah/*Using the yield rate of Government Bonds*	*b. Discount rate*

Asumsi lain yang digunakan dalam perhitungan cadangan atas estimasi klaim yaitu tingkat inflasi dan asumsi biaya.

Other assumptions used in the calculation of estimated claims are inflation rate and expense assumption.

Estimasi klaim berdasarkan jenis asuransi adalah sebagai berikut:

Estimated claim based on class of business are as follows:

	31 Desember/*December 31, 2023*			31 Desember/*December 31, 2022*			
	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	
Kebakaran	3,725,667,325	(2,854,802,152)	870,865,173	3,777,411,695	(3,189,829,230)	587,582,465	*Fire*
Rekayasa	984,697,197	(806,278,810)	178,418,387	275,142,934	(114,567,458)	160,575,476	*Engineering*
Rangka Kapal	606,380,184	(396,482,407)	209,897,777	408,471,920	(233,255,841)	175,216,079	*Marine hul*
Pengangkutan	205,898,230	(89,030,530)	116,867,700	248,393,950	(115,037,940)	133,356,010	*Marine cargo*
Offshore	524,887,035	(500,722,447)	24,164,588	1,001,604,510	(886,115,177)	115,489,333	*Offshore*
Onshore	59,389,199	(43,787,157)	15,602,042	282,887,408	(196,874,868)	86,012,540	*Onshore*
Penerbangan	370,331,723	(322,322,853)	48,008,870	189,192,791	(168,066,752)	21,126,039	*Aviation*
Lainnya	1,527,795,848	(705,346,152)	822,449,696	1,183,503,526	(663,756,697)	519,746,829	*Others*
Jumlah	**8,005,046,741**	**(5,718,772,508)**	**2,286,274,233**	**7,366,608,734**	**(5,567,503,963)**	**1,799,104,771**	***Total***

Pada tanggal 31 Desember 2023 dan 2022 termasuk dalam estimasi klaim adalah estimasi klaim yang terjadi namun belum dilaporkan (bruto) (IBNR) masing-masing sebesar Rp290.252.484 dan Rp189.656.805.

As of December 31, 2023 and 2022 included in estimated claims are estimated claims incurred but not yet reported (gross) (IBNR) amounting to Rp290,252,484 and Rp189,656,805, respectively.

Nilai mata uang asing dalam akun estimasi klaim setelah dikurangi aset reasuransi adalah sebagai berikut:

The amount of foreign currencies in the estimated claims account after deducting reinsurance assets are as follows:

	2023 Rp	2022 Rp	
Dolar Amerika Serikat	1,202,518,757	759,386,251	*United States Dollar*
Rupiah	770,983,720	825,254,966	*Rupiah*
Mata uang lainnya	22,519,272	24,806,749	*Other currencies*
Sub-Jumlah	**1,996,021,749**	**1,609,447,966**	***Sub-total***
IBNR	290,252,484	189,656,805	*IBNR*
Jumlah - neto	**2,286,274,233**	**1,799,104,771**	***Total - Net***

Lihat Catatan 39 untuk rincian saldo dan transaksi pihak berelasi.

Refer to Note 39 for details of related parties balances and transactions.

Untuk tahun 2023 dan 2022, untuk menghitung estimasi klaim Grup menggunakan metode *triangular*.

In 2023 and 2022, to calculate the estimated claim the Group uses triangular method.

Liabilitas asuransi pada tanggal 31 Desember 2023 dan 2022 untuk Perseroan dihitung oleh aktuaris internal yang terdaftar di OJK saudara, M. Ivan Faizal, Aktuaris Perseroan. Sedangkan untuk TRI (anak usaha), perhitungan dilakukan oleh aktuaris internal yang terdaftar di OJK saudara, Panji Widiarda Rabowo, FSAI.

Valuation on insurance liabilities as of December 31, 2023 and 2022 are performed by M. Ivan Faizal, the Company's Actuary, which registered by OJK, respectively. While for TRI (subsidiaries), the calculation is performed by Panji Widiarda Rabowo, FSAI, the Company's Actuary, which registered by OJK.

Rincian akun ini berdasarkan tertanggung adalah sebagai berikut:

Details of this account by claimant are as follows:

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Pihak berelasi (catatan 39)	**149,725,560**	**175,078,286**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Meares Soputan Mining	15,289,086	3,468,025	*PT Meares Soputan Mining*
PT Asuransi Sinar Mas	13,158,803	11,409,564	*PT Asuransi Sinar Mas*
PT Safilindo Permata	6,431,596	5,270,998	*PT Safilindo Permata*
PT Indobaruna Bulk Transport	4,793,440	2,226,136	*PT Indobaruna Bulk Transport*
PT Amman Mineral Nusa Tenggara	3,772,103	1,080,512	*PT Amman Mineral Nusa Tenggara*
PT Elang Nusantara Air	2,256,977	2,343,188	*PT Elang Nusantara Air*
PT Kompak Usaha Mandiri	2,200,000	2,200,000	*PT Kompak Usaha Mandiri*
PT Trubaindo Coal Mining	2,147,099	2,169,762	*PT Trubaindo Coal Mining*
PT Toyota Astra Financial Services	1,917,029	1,917,029	*PT Toyota Astra Financial Services*
PT Adi Sarana Armada Tbk	1,502,885	1,763,831	*PT Adi Sarana Armada Tbk*
PT Chandra Asri Petrochemical Tbk	1,177,389	2,485,875	*PT Chandra Asri Petrochemical Tbk*
PT Tanjung Enim Lestari Pulp & Paper	1,156,111	1,179,735	*PT Tanjung Enim Lestari Pulp & Paper*
ENI Muara Bakau BV	1,010,863	1,782,692	*ENI Muara Bakau BV*
Asian Agri Group	706,602	1,169,189	*Asian Agri Group*
Coupang Inc	435,708	8,631,033	*Coupang Inc*
PT Inti Karya Persada Tehnik	233,001	1,083,703	*PT Inti Karya Persada Tehnik*
Santos (Sampang) PTY Ltd	--	3,109,027	*Santos (Sampang) PTY Ltd*
Samudra Berdikari Abadi	--	2,661,120	*Samudra Berdikari Abadi*
Tomypak Flexible Packaging Sdn Bhd	--	2,490,179	*Tomypak Flexible Packaging Sdn Bhd*
PT Indonesia Bulk Carrier	--	2,297,020	*PT Indonesia Bulk Carrier*
PT Harapan Mitra Bersama	--	1,846,000	*PT Harapan Mitra Bersama*
Apical Group Ltd	--	1,830,781	*Apical Group Ltd*
PT Kaltim Methanol Industri	--	1,738,586	*PT Kaltim Methanol Industri*
PT Pusaka Jaya Palu Tower	--	1,546,787	*PT Pusaka Jaya Palu Tower*
PT Enviromate Technology International	--	1,360,000 1,360,000	*PT Enviromate Technology International*
PT Tripatra Engineers & Constructors	--	1,355,306	*PT Tripatra Engineers & Constructors*
PC Ketapang II Limited	--	1,263,271	*PC Ketapang II Limited*
Doha Plastic WLL	--	1,157,613	*Doha Plastic WLL*
PT PCI Elektronik Internasional	--	1,072,083	*PT PCI Elektronik Internasional*
Lainnya (masing-masing di bawah 1.000.000)	197,408,602	128,868,521	*Others (each below 1,000,000)*
Sub-Jumlah	**405,322,854**	**202,777,566**	***Sub-Total***
IBNR	73,558,219	59,167,740	*IBNR*
Sub-jumlah - Perseroan	**478,881,073**	**437,023,592**	***Sub total - The Company***
Entitas anak			***Subsidiaries***
Pihak berelasi (catatan 39)	**--**	**32,424,046**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
AON Benfield Asia Pte Ltd	24,491,274	34,951,282	*AON Benfield Asia Pte Ltd*
PT Asuransi Central Asia	23,108,435	49,846,082	*PT Asuransi Central Asia*
PT Marsh Reinsurance Brokers Indonesia	12,727,048	52,563,626	*PT Marsh Reinsurance Brokers Indonesia*
PT Jasa Cipta Rembaka	7,283,936	82,842,640	*PT Jasa Cipta Rembaka*
PT IBS Reinsurance Brokers	4,870,342	20,070,970	*PT IBS Reinsurance Brokers*
PT Hanofer Indonesia	--	52,141,552	*PT Hanofer Indonesia*
Trinity Reinsurance Brokers Limited	--	27,482,053	*Trinity Reinsurance Brokers Limited*
PT Asia Reinsurance Brokers Indonesia	-- --	25,200,408 25,200,408	*PT Asia Reinsurance Brokers Indonesia*
PT Asuransi Multi Artha Guna Tbk	--	20,115,147	*PT Asuransi Multi Artha Guna Tbk*
PT Asuransi Ramayana Tbk	--	19,897,020	*PT Asuransi Ramayana Tbk*
Lainnya (masing-masing di bawah 1000000)	1,518,217,860	814,057,288	*Others (each below 1,000,000)*
Sub-Jumlah	1,590,698,895	1,231,592,114	*Sub-Total*
IBNR	216,694,265	130,489,065	*IBNR*
Sub-jumlah - Entitas anak	**1,807,393,160**	**1,362,081,179**	***Sub total - Subsidiaries***
Jumlah estimasi klaim	**2,286,274,233**	**1,799,104,771**	***Total estimated claim***

Rekonsiliasi perubahan estimasi klaim adalah sebagai berikut:

The reconciliation of changes in estimated claims are as follows:

	31 Desember/*December 31, 2023*			31 Desember/*December 31, 2022*			
	Estimasi klaim/ *Estimated claims*	Aset reasuransi/ *Reinsurance assets*	Neto/ Net	Estimasi klaim/ *Estimated claims*	Aset reasuransi/ *Reinsurance assets*	Neto/ *Net*	
Saldo awal	7,366,608,734	(5,567,503,963)	1,799,104,771	6,203,972,752	(4,764,854,643)	1,439,118,109	*Beginning balance*
Penurunan (kenaikan) estimasi klaim selama tahun berjalan	638,438,007	(151,268,545)	487,169,462	1,162,635,982	(802,649,320)	359,986,662	*Increase (decrease) in estimated claim during the year*
Saldo Akhir	**8,005,046,741**	**(5,718,772,508)**	**2,286,274,233**	**7,366,608,734**	**(5,567,503,963)**	**1,799,104,771**	***Ending Balance***

17. Utang Reasuransi Dan Retrosesi / 17. *Reinsurance And Retrocession Payables*

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Pihak berelasi (catatan 39)	**49,391,484**	**62,928,324**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Marsh Reinsurance Brokers Indonesia	503,230,094	201,141,684	*PT Marsh Reinsurance Brokers Indonesia*
AON Ltd	228,966,195	212,314,062	*AON Ltd*
Marsh Ltd	154,966,540	79,999,496	*Marsh Ltd*
Arthur J Gallagher (UK) Ltd	118,194,852	382,678,312	*Arthur J Gallagher (UK) Ltd*
Willis Ltd	101,006,005	66,357,745	*Willis Ltd*
PT AON Indonesia	67,605,188	22,484,431	*PT AON Indonesia*
Swiss Reinsurance Company	46,215,306	7,639,708	*Swiss Reinsurance Company*
Mitsui Bussan Pana Harrison Pte Ltd	24,350,765	--	*Mitsui Bussan Pana Harrison Pte Ltd*
Hannover Rückversicherung Malaysian Branch	22,939,511	--	*Hannover Rückversicherung Malaysian Branch*
PT Willis Reinsurance Brokers Indonesia	21,996,932	--	*PT Willis Reinsurance Brokers Indonesia*
Asia Capital Reinsurance Group Pte Ltd	21,734,007	--	*Asia Capital Reinsurance Group Pte Ltd*
Korean Reinsurance Co	20,435,727	7,264,146	*Korean Reinsurance Co*
Ai12 Dmcc	13,627,353	--	*Ai12 Dmcc*
PT Mitra Utama Reasuransi	13,022,476	--	*PT Mitra Utama Reasuransi*
Guy Carpenter & Co Ltd	11,169,188	9,962,777	*Guy Carpenter & Co Ltd*
Scor Se, Zurich Branch	9,183,244	--	*Scor Se, Zurich Branch*
PT IBS Reinsurance Brokers	8,805,756	--	*PT IBS Reinsurance Brokers*
Echo Reinsurance Ltd	8,744,339	--	*Echo Reinsurance Ltd*
Partner Reinsurance Asia Pte Ltd	8,262,136	--	*Partner Reinsurance Asia Pte Ltd*
PT Jasa Cipta Rembaka	7,497,282	--	*PT Jasa Cipta Rembaka*
Trust International Insurance And Reinsurance Company BSC Via Bmi	6,715,114	--	*Trust International Insurance And Reinsurance Company BSC Via Bmi*
PT Asuransi Tokio Marine Indonesia	6,586,721	--	*PT Asuransi Tokio Marine Indonesia*
Labuan Reinsurance Ltd (Malaysia)	5,548,648	9,269,657	*Labuan Reinsurance Ltd (Malaysia)*
Willis As Norway	5,417,274	--	*Willis As Norway*
United Insurance Brokers Ltd	5,287,006	--	*United Insurance Brokers Ltd*
Marsh Management Services (Mena) Ltd	4,831,543	--	*Marsh Management Services (Mena) Ltd*
PT AIG Insurance Indonesia	3,865,183	--	*PT AIG Insurance Indonesia*
Berkley Re Asia	3,585,857	--	*Berkley Re Asia*
China Reinsurance (Group) Corporation Singapore Branch	3,519,693	--	*China Reinsurance (Group) Corporation Singapore Branch*
PT Maskapai Reasuransi Indonesia, Tbk	3,263,812	--	*PT Maskapai Reasuransi Indonesia, Tbk*
Kuwait Reinsurance Co	3,206,748	7,469,590	*Kuwait Reinsurance Co*
Tigermar Global Pte Ltd	3,122,085	--	*Tigermar Global Pte Ltd*

	2023 Rp	2022 Rp	
Afr Asia Pacific Ltd	3,067,906	--	*Afr Asia Pacific Ltd*
PT Dharmapala Pialang Reasuransi	2,826,828	--	*PT Dharmapala Pialang Reasuransi*
Samsung Reinsurance Pte Ltd	2,794,500	--	*Samsung Reinsurance Pte Ltd*
PT Indoperkasa Suksesjaya Reasuransi	2,744,015	--	*PT Indoperkasa Suksesjaya Reasuransi*
PT Inare Proteksi Internasional	2,726,079	--	*PT Inare Proteksi Internasional*
Howden Specialty Asia Pacific Pte Ltd	2,620,514	8,080,439	*Howden Specialty Asia Pacific Pte Ltd*
PT KMDastur Indonesia Reinsurance Brokers	2,332,394	--	*PT KMDastur Indonesia Reinsurance Brokers*
PT Reasuransi Nusantara Makmur	2,268,651	--	*PT Reasuransi Nusantara Makmur*
Peak Reinsurance Company Ltd	1,550,989	10,880,723	*Peak Reinsurance Company Ltd*
PT Asuransi Astra Buana	1,173,414	44,750,941	*PT Asuransi Astra Buana*
Arthur J. Gallagher Aerospace (UK) Ltd	--	99,604,059	*Arthur J. Gallagher Aerospace (UK) Ltd*
Mapfre Re Singapore Branch	--	12,082,438	*Mapfre Re Singapore Branch*
Sooner Insurance Company	--	5,030,595	*Sooner Insurance Company*
Lainnya (dibawah 1.000.000)	211,013,566	162,208,690	*Others (below 1,000,000)*
Sub-jumlah	**1,702,021,436**	**1,349,219,493**	***Sub-total***
Jumlah Perseroan	**1,751,412,920**	**1,412,147,817**	***Total The Company***
Entitas anak			***Subsidiaries***
Pihak berelasi (catatan 39)	**468,482**	**--**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Guy Carpenter & Co Ltd	22,724,226	17,376,429	*Guy Carpenter & Co Ltd*
K.M. Dastur RE Broker Private Ltd	13,117,511	10,686,979	*K.M. Dastur RE Broker Private Ltd*
Asia Reinsurance Brokers Singapore	16,387,172	8,326,608	*Asia Reinsurance Brokers Singapore*
AON Broking Singapore	3,705,563	4,039,903	*AON Broking Singapore*
SAG Brokers (Hong Kong) Ltd	2,859,839	2,877,626	*SAG Brokers (Hong Kong) Ltd*
Hannover Ruck - Malaysia	9,150,140	--	*Hannover Ruck - Malaysia*
Arthur J Gallagher	5,424,818	--	*Arthur J Gallagher*
Samsung Fire & Marine Insurance CoLtd	4,817,134	--	*Samsung Fire & Marine Insurance CoLtd*
Willis Towers Watson	2,632,686	--	*Willis Towers Watson*
Mitsui Bussan Pana Harrison PTE LTD	1,878,958	--	*Mitsui Bussan Pana Harrison PTE LTD*
Scor Vie - Singapore	1,028,567	--	Scor Vie - Singapore
Asia Reinsurance Brokers Indonesia	1,381,641	1,444,434	*Asia Reinsurance Brokers Indonesia*
AM Trust Europe Limited	862,870	2,181,172	*AM Trust Europe Ltd*
CIMB Howden Insurance Broker	--	1,584,676	*CIMB Howden Insurance Broker*
Lainnya (dibawah 1.000.000)	54,349,342	420,568	*Others (below 1,000,000)*
Sub-jumlah	**140,320,467**	**48,938,395**	***Sub-total***
Jumlah entitas anak	**140,320,467**	**48,938,395**	***Total subsidiaries***
Jumlah	**1,891,733,387**	**1,461,086,212**	***Total***

Saldo utang reasuransi pada 31 Desember 2023 dan 2022, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp1.917.809 Rp1.491.999 (Catatan 44).

As of December 31, 2023 and 2022, reinsurance payable in Sharia Business Unit amounted to Rp1,917,809 and Rp1,491,999, respectively (Note 44).

Rincian utang reasuransi dan utang retrosesi berdasarkan umur utang adalah sebagai berikut:

The details of reinsurance payables and retrocession payables based on aging are as follows:

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Utang reasuransi			*Reinsurance payables*
Belum jatuh tempo	1,158,392,624	1,148,192,340	*Current - not due*
Telah jatuh tempo			*Past due*
Kurang dari 90 hari	428,372,569	95,795,874	*Less than 90 days*
Lebih dari 90 hari	164,647,727	168,159,603	*More than 90 days*
Sub-jumlah - Perseroan	**1,751,412,920**	**1,412,147,817**	***Sub total - the Company***
Entitas anak			***Subsidiaries***
Utang retrosesi			*Retrocession payables*
Belum jatuh tempo	73,777,788	20,611,375	*Current - not due*
Telah jatuh tempo			*Past due*
Kurang dari 90 hari	(18,847,138)	--	*Less than 90 days*
Lebih dari 90 hari	85,389,817	28,327,020	*More than 90 days*
Sub-jumlah - entitas anak	140,320,467	48,938,395	*Sub total - subsidiaries*
Jumlah utang retrosesi	**1,891,733,387**	**1,461,086,212**	***Total retrocession payables***

Rincian utang reasuransi dan retrosesi berdasarkan mata uang adalah sebagai berikut:

The details of reinsurance and retrocession payables based on currencies are as follows:

	2023 Rp	2022 Rp	
Dolar Amerika Serikat	1,641,246,425	1,347,930,610	*United States Dollar*
Rupiah	128,000,740	105,423,524	*Rupiah*
Rupee India	23,660,015	975,787	*Indian Rupee*
Euro	867,746	8,478	*Euro*
Dolar Hongkong	10,331,745	--	*Hongkong Dollar*
Won Korea	3,013,469	--	*Korean Won*
Mata uang lainnya	84,613,247	6,747,813	*Other currencies*
Jumlah	**1,891,733,387**	**1,461,086,212**	***Total***

Lihat Catatan 39 untuk rincian saldo dan transaksi pihak berelasi.

Refer to Note 39 for details of related parties balances and transactions.

18. Utang Komisi / 18. *Commissions Payables*

Akun ini merupakan utang komisi kepada perusahaan broker asuransi atau perusahaan asuransi lain.

This account represents insurance commissions payable to insurance brokers and other insurance entities.

	2023 Rp	2022 Rp	
Komisi broker	39,879,148	29,668,370	*Brokerage commission*
Komisi agen	3,689,973	3,191,140	*Agent commission*
Jumlah	**43,569,121**	**32,859,510**	***Total***

Rincian akun ini berdasarkan jenis asuransi adalah sebagai berikut:

Details of this account by class of business are as follows:

	2023 Rp	2022 Rp	
Rangka Kapal	13,533,007	9,872,313	*Marine Hull*
Kebakaran	10,477,878	5,720,299	*Fire*
Rekayasa	8,476,553	4,085,738	*Engineering*
KendaraanBermotor	3,857,208	4,881,966	*Motor Vehicle*
Penerbangan	1,896,603	1,530,089	*Aviation*
Offshore	1,586,501	3,110,413	*Offshore*
Pengangkutan	696,133	922,314	*Cargo*
Lainnya	3,045,238	2,736,378	*Miscellaneous*
Jumlah	**43,569,121**	**32,859,510**	***Total***

Utang komisi berdasarkan mata uang adalah sebagai berikut:

The commissions payables based on currencies are as follows:

	2023 Rp	2022 Rp	
Dolar Amerika Serikat	25,891,820	19,151,191	*United States Dollar*
Rupiah	17,304,191	13,294,898	*Rupiah*
Dolar Singapura	360,192	237,363	*Singapore Dollar*
Euro	5,339	170,624	*Euro*
Mata uang lain	7,579	5,434	*Other currencies*
Jumlah	**43,569,121**	**32,859,510**	***Total***

19. Perpajakan / 19. *Taxation*

a. Tagihan kelebihan pembayaran pajak / *a. Claims for tax refund*

	2023 Rp	2022 Rp	
Entitas anak			*Subsidiaries*
TPInt	--	661,001	*TPInt*
Jumlah	**--**	**661,001**	***Total***

b. Pajak dibayar dimuka / *b. Prepaid taxes*

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Pajak Pertambahan Nilai	--	624,609	*Value Added Tax*
Pasal 28A	--	15,641,126	*Article 28A*
Sub-jumlah - Perseroan	**--**	**16,265,735**	***Sub total - Perseroan***
Entitas anak			***Subsidiaries***
Pasal 23	5,549,856	5,738,427	*Article 23*
Pasal 21	166	--	*Article 21*
Pasal 25	3,141,322	132,962	*Article 25*
Pasal 4 (2) final	11,790,274	10,448,449	*Article 4(2) final*
Pasal 28A	--	6,518,506	*Article 28A*
Pajak Pertambahan Nilai	14,756,747	7,627,607	*Value Added Tax*
Sub-jumlah - entitas anak	**35,238,365**	**30,465,951**	***Sub total - subsidiaries***
Jumlah	**35,238,365**	**46,731,686**	***Total***

c. Tagihan kekurangan pembayaran pajak

Pada tahun 2023, Perseroan dan TPInt (Entitas Anak) menerima Surat Ketetapan Pajak (SKP) untuk tahun pajak 2018 dan 2020, sebagai berikut:

c. Tax underpayment bill

On 2023, the Company and TPInt, Subsidiaries, received Tax Assessment Letters for the 2018 and 2020 tax years, as follows:

Enitas/ *Entity*	Tahun pajak/ *Fiscal Year*	Jenis pajak/ *Tax type*	Nomor surat ketetapan pajak/ *Tax assessment letter number*	Tanggal terbit/ *Issue date*	Jumlah/ *Total*
Perseroan/ *The company*	2018	Pasal 29/ *Article 29*	SKPKB No.00027/206/18/062/23	4 Desember/ *December 4, 2023*	2,602,874
Perseroan/ *The company*	2018	Pasal 21/ *Article 21*	SKPKB No.00033/201/18/062/23	4 Desember/ *December 4, 2023*	246,892
TPInt	2020	Pasal 29/ *Article 29*	BA-371/P2DK/KPP.061705/2023	20 Desember/ *December 20, 2023*	406,405
				Jumlah/ *Total*	3,256,171

d. Utang pajak

Utang pajak terdiri dari:

d. Taxes payables

Taxes payables consist of:

	2023 Rp	2022 Rp	
Perseroan			***The Company***
Pajak penghasilan badan			*Corporate income tax*
Pasal 29	130,001,665	47,698,729	*Article 29*
Pajak lainnya	--	324	*Other taxes*
Pasal 21	10,052,509	2,398,333	*Article 21*
Pasal 23	892,104	542,997	*Article 23*
Pasal 25	--	965,258	*Article 25*
Pasal 26	4,746,273	129,593	*Article 26*
Pasal 4 (2) final	7,264	7,698	*Article 4(2) final*
Pajak Pertambahan Nilai	296,825	--	*Value Added Tax*
Sub-jumlah - Perseroan	**145,996,640**	**51,742,932**	***Sub total - Perseroan***
Entitas anak			*Subsidiaries*
Pasal 21	3,661,468	4,286,583	*Article 21*
Pasal 23	171,173	181,403	*Article 23*
Pasal 25	189,186	226,175	*Article 25*
Pasal 29	29,259,679	6,899,177	*Article 29*
Pasal 4 (2) final	8,277	57,881	*Article 4(2) final*
Pajak Pertambahan Nilai	1,014,447	1,383,871	*Value Added Tax*
Pasal 26	41,803	7,746	*Article 26*
Sub-jumlah - entitas anak	**34,346,033**	**13,042,836**	***Sub total - subsidiaries***
Jumlah	**180,342,673**	**64,785,768**	***Total***

e. Beban pajak final dan pajak penghasilan

e. Final tax and income tax expense

	2023 Rp	2022 Rp	
Beban pajak final:			*Final tax expenses:*
Perseroan	(34,506,734)	(15,681,704)	*The Company*
Entitas Anak	(17,653,160)	(14,814,659)	*Subsidiaries*
Konsolidasi	(52,159,894)	(30,496,363)	*Consolidated*
Beban pajak penghasilan			*Income tax expense:*
Perseroan			*The Company*
Kini	(288,292,015)	(76,133,446)	*Current*
Tangguhan	(3,050,451)	(9,454,633)	*Deferred*
	(291,342,466)	(85,588,079)	

	2023 Rp	2022 Rp	
Entitas anak			*Subsidiaries*
Kini	(32,784,452)	(11,238,030)	*Current*
Tangguhan	46,057,540	5,230,598	*Deferred*
	13,273,088	(6,007,432)	
Konsolidasi			*Consolidated*
Kini	(321,076,467)	(87,371,476)	*Current*
Tangguhan	43,007,089	(4,224,035)	*Deferred*
Jumlah	**(278,069,378)**	**(91,595,511)**	***Total***

Rekonsiliasi antara laba sebelum beban pajak final dan pajak penghasilan dan penghasilan kena pajak untuk tahun berjalan adalah sebagai berikut:

The reconciliation between income before final and income tax expense and the taxable income for the year is as follows:

	2023 Rp	2022 Rp	
Laba konsolidasian sebelum pajak penghasilan	1,580,170,647	486,700,851	*Consolidated income before tax*
Keuntungan anak perusahaan sebelum pajak	69,966,257	(56,246,425)	*Gain before tax from subsidiaries*
Eliminasi konsolidasian	(113,131,733)	57,112,472	*Consolidation elimination*
Laba sebelum pajak penghasilan	1,537,005,171	487,566,898	*Income before tax*
Beda waktu:			*Temporary differences:*
Estimasi klaim retensi sendiri	14,390,479	(7,481,413)	*Estimated own retention claim*
Penyisihan kerugian penurunan nilai	(5,270,717)	8,749,125	*Allowance for impairment losses*
Premi belum merupakan pendapatan	(9,783,735)	(14,779,920)	*Unearned premium reserve*
Beban bunga sewa	164,946	--	*Lease interest expense*
Amortisasi aset hak guna	(399,515)	--	*Allowance for*
Cadangan penurunan nilai aset lainnya	2,234,575	--	*impairment losses*
Liabilitas imbalan kerja	19,956,268	7,811,682	*Employee benefits liabilities*
	21,292,301	(5,700,526)	
Beda tetap:			*Permanent differences:*
Pendapatan investasi yang dikenakan pajak final	(317,162,273)	(163,086,872)	*Investment income subject to final tax*
Biaya yang tidak diperkenankan	34,776,319	11,599,916	*Non-deductible expenses*
Beban pajak final	34,506,734	15,681,704	*Final tax expense*
	(247,879,220)	(135,805,252)	
Penghasilan kena pajak	1,310,418,252	346,061,120	*Taxable income*
Beban pajak penghasilan	288,292,015	76,133,446	*Income tax expense*
Dikurangi:			*Less:*
Pajak dibayar di muka - Pasal 25	(158,290,350)	(28,434,717)	*Prepaid tax Article 25 -*
Liabilitas (tagihan) pajak penghasilan	**130,001,665**	**47,698,729**	***Corporate income tax liability (receivable)***

Berdasarkan Undang-Undang Perpajakan yang berlaku di Indonesia, Grup menghitung, menetapkan, dan membayar sendiri besarnya jumlah pajak yang terhutang. Direktorat Jenderal Pajak ("DJP") dapat menetapkan atau mengubah utang pajak dalam batas waktu lima tahun sejak saat terhutangnya pajak.

Under the Taxation Laws of Indonesia, the Group submits tax returns on the basis of self-assessment. The Directorate General of Taxation ("DGT") may assess or amend taxes within five years of the time the tax becomes due.

f. Aset pajak tangguhan / *f. Deferred tax assets*

	31 Desember/December 31, 2023					
	Saldo awal/ *Beginning balance*	**Penyesuaian pajak tangguhan/ *Adjusment on deferred tax***	**Dibebankan ke penghasilan komprehensif lain/*Charged to the other comprehensive income***	**(Dibebankan) dikreditkan/ ke laporan laba rugi/ *(Charged)/ credited to profit and loss***	**Saldo akhir/ *Ending balance***	
Perseroan						***The Company***
Estimasi klaim retensi sendiri	13,016,903	--	--	3,165,905	16,182,808	*Estimated own retention Claim*
Penyisihan kerugian penurunan nilai	29,148,161	--	--	(1,159,558)	27,988,603	*Allowance for impairment losses*
Cadangan atas premi belum merupakan pendapatan	5,921,540	(1,477,645)	--	(2,152,422)	2,291,473	*Unearned premium reserves*
Liabilitas imbalan kerja	55,177,574	--	(1,662,399)	4,390,379	57,905,554	*Employee benefit liabilities*
Keuntungan obligasi belum diakui	(5,635,986)	--	(4,603,086)	--	(10,239,072)	*Unrealized gain of bonds*
Deemed dividend	6,024,773	--	--	(6,024,773)	--	*Deemed dividend*
Penyisihan kerugian penurunan nilai aset lainya	--	--	--	491,606	491,606	*Allowance for impairment losses other assets*
Aset hak guna	--	(411,271)	--	(87,893)	(499,164)	*Right of use assets*
Liabilitas Sewa	--	178,933	--	36,288	215,221	*Leases liability*
Sub-jumlah	**103,652,965**	**(1,709,983)**	**(6,265,485)**	**(1,340,468)**	**94,337,029**	***Sub-total***
Entitas anak						***Subsidiaries***
Estimasi klaim retensi sendiri	28,707,596	--	--	36,406,528	65,114,124	*Estimated own retention Claim*
Penyisihan kerugian penurunan nilai	43,755,761	--	--	(1,960,656)	41,795,105	*Allowance for impairment losses*
Cadangan atas premi belum merupakan pendapatan	22,060,793	--	--	56,019,314	78,080,107	*Unearned premium reserves*
Liabilitas imbalan kerja	5,293,312	--	430,733	(581,636)	5,142,409	*Employee benefit liabilities*
Keuntungan obligasi belum diakui	(1,678,499)	--	96,493	--	(1,582,006)	*Unrealized gain of bonds*
Deemed dividend	15,883,491	--	--	(15,883,491)	--	*Deemed dividend*
Sewa	(2,778,023)	--	--	3,638,631	860,608	*Leases*
Persediaan	(474,961)	--	--	(543,621)	(1,018,582)	*Inventories*
Aset Tetap	(2,446,651)	--	--	1,368,609	(1,078,042)	*Fixed Assets*
Beban Amortitasi	433,214	--	--	(1,921,750)	(1,488,536)	*Amortization expense*
Rugi Fiskal	31,096,324	--	--	(31,096,324)	--	*Fiscal loss*
Bonus dan Kompensasi karyawan	876,597	--	--	611,936	1,488,533	*Bonuses and employee compensation*
Sub-jumlah	**140,728,954**	**--**	**527,226**	**46,057,540**	**187,313,720**	***Sub-total***
Jumlah	**244,381,919**	**(1,709,983)**	**(5,738,259)**	**44,717,072**	**281,650,749**	***Total***

	31 Desember/December 31, 2022					
	Saldo awal/ *Beginning balance*	**Dibebankan ke penghasilan komprehensif lain/*Charged to the other comprehensive income***	**Dibebankan ke penghasilan komprehensif lain/*Charged to the other comprehensive income***	**(Dibebankan) dikreditkan/ ke laporan laba rugi/ *(Charged)/ credited to profit and loss***	**Saldo akhir/ *Ending balance***	
Perseroan						***The Company***
Estimasi klaim retensi sendiri	14,662,814	--	--	(1,645,911)	13,016,903	*Estimated own retention Claim*
Penyisihan kerugian penurunan nilai	35,685,346	--	--	(6,537,185)	29,148,161	*Allowance for impairment losses*
Cadangan atas premi belum merupakan pendapatan	9,173,123	--	--	(3,251,583)	5,921,540	*Unearned premium reserves*
Liabilitas imbalan kerja	58,871,268	--	(5,673,740)	1,980,046	55,177,574	*Employee benefit liabilities*
Keuntungan obligasi belum diakui	(9,259,008)	--	3,623,022	--	(5,635,986)	*Unrealized gain of bonds*
Deemed dividend	6,024,773	--	--	--	6,024,773	*Deemed dividend*
Sub-jumlah	**115,158,316**	**--**	**(2,050,718)**	**(9,454,633)**	**103,652,965**	***Sub-total***
Entitas anak :						***Subsidiaries***
Estimasi klaim retensi sendiri	23,897,825	--	--	4,809,771	28,707,596	*Estimated own retention Claim*
Penyisihan kerugian penurunan nilai	41,878,898	--	--	1,876,863	43,755,761	*Allowance for impairment losses*
Cadangan atas premi belum merupakan pendapatan	(296,581)	--	--	22,357,374	22,060,793	*Unearned premium reserves*
Liabilitas imbalan kerja	6,937,827	--	(1,226,696)	(417,819)	5,293,312	*Employee benefit liabilities*
Keuntungan obligasi belum diakui	(22,063,473)	--	20,384,974	--	(1,678,499)	*Unrealized gain of bonds*
Deemed dividend	15,883,491	--	--	--	15,883,491	*Deemed dividend*
Sewa	(4,922,761)	--	--	2,144,738	(2,778,023)	*Leases*
Persediaan	(474,961)	--	--	--	(474,961)	*Inventories*
Aset Tetap	(2,082,612)	--	--	(364,039)	(2,446,651)	*Fixed Assets*
Beban Amortitasi	666,986	--	--	(233,772)	433,214	*Amortization expense*
Rugi Fiskal	56,040,003	--	--	(24,943,679)	31,096,324	*Fiscal loss*
Bonus dan Kompensasi karyawan	875,436	--	--	1,161	876,597	*Bonuses and employee compensation*
Sub-jumlah	**116,340,078**	**--**	**19,158,278**	**5,230,598**	**140,728,954**	***Sub-total***
Jumlah	**231,498,394**	**--**	**17,107,560**	**(4,224,035)**	**244,381,919**	***Total***

g. Rekonsiliasi perpajakan / *g. Tax reconciliation*

Rekonsiliasi antara beban pajak dan hasil perkalian laba akuntansi sebelum pajak menurut laporan laba rugi dan penghasilan komprehensif lain dengan tarif pajak yang berlaku adalah sebagai berikut:

A reconciliation between the tax expenses and the amounts computed by applying the prevailing tax rates to profit before tax per statement of profit or loss and other comprehensive income is as follows:

	2023 Rp	2022 Rp	
Laba konsolidasian sebelum pajak penghasilan	1,580,170,647	486,700,851	*Consolidated income before tax*
Keuntungan anak perusahaan sebelum pajak	69,966,257	(56,246,425)	*Gain before tax from subsidiaries*
Eliminasi konsolidasian	(113,131,733)	57,112,472	*Consolidation elimination*
Laba sebelum pajak penghasilan	1,537,005,171	487,566,898	*Income before tax*
Beban pajak penghasilan dengan tarif pajak efektif	338,141,138	107,264,718	*Income tax expense at effective tax rate*
Pengaruh pajak atas manfaat (beban) yang tidak dapat diperhitungkan			*Tax effects of (non-taxable income) non-deductible expenses:*
Pendapatan investasi yang dikenakan pajak final	(69,775,700)	(35,879,112)	*Investment income subject to final tax*
Biaya yang tidak diperkenankan	7,650,790	2,551,982	*Non-deductible expenses*
Beban pajak final	5,176,010	2,352,256	*Final tax expense*
Penyesuaian atas pajak tangguhan	10,150,228	9,298,235	*Adjust on the tax determined tax*
Jumlah	(46,798,672)	(21,676,639)	*Total*
Beban pajak Perusahaan	**291,342,466**	**85,588,079**	***Company's tax expense***

h. Surat ketetapan pajak

Perseroan
2018
Pada 19 Juni 2023 diterimanya surat pemeriksaan lapangan perpajakan S-00501/RIKSIS/KPP.0411/2023 untuk tahun pajak 2018 sekaligus pemenuhan Permintaan Peminjaman Buku, Catatan dan Dokumen. Wajib banyak memberikan tanggapan dan penjelasan melalui surat No. 002/S/04/ACC-ATPI/VIII/2023, proses pemeriksaan berlangsung sampai dengan dikeluarkan Surat Pemberitahuan Hasil Pemeriksaan (SPHP) No. S-00930/RIKSIS/KPP.0411/2023 pada tanggal 20 November 2023.

Perseroan dan pemeriksa telah menyetujui beberapa poin dari SPHP sehingga diterbitkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dengan perincian sebagai berikut:
1. SKPKB No. 00027/206/18/062/23 atas PPh Badan Th 2018 senilai AS $167,949 (nilai penuh);
2. SKPKB No. 00033/201/18/062/23 atas PPh 21 Tahun 2018 senilai Rp246.892.

Atas kedua SKPKB yang diterbitkan pada tanggal 4 Desember 2023 tersebut, Perseroan melakukan pembayaran SKPKB dan mengakui denda pajak yang dicatat pada beban lain-lain dalam laporan keuangan tahun 2023.

h. Tax assessment letters

The Company
2018
On June 19 2023, the tax field inspection letter S-00501/RIKSIS/KPP.0411/2023 was received for the 2018 tax year as well as fulfilling the request to borrow books, notes and documents. It is mandatory to provide many responses and explanations via letter No. 002/S/04/ACC-ATPI/VIII/2023, the inspection process continues until Notification Letter of Examination Results (SPHP) No. is issued. S-00930/RIKSIS/KPP.0411/2023 on November 20, 2023.

The Company and the examiner have agreed on several points of the SPHP so that an Underpayment Tax Assessment (SKPKB) has been issued with the following details:
1. *SKPKB No. 00027/206/18/062/23 for 2018 Corporate Income Tax worth US $ 167.949 (full amount);*
2. *SKPKB No. 00033/201/18/062/23 for PPh 21/2018 worth Rp246,892.*

The two SKPKBs were issued on December 4, 2023, the Company has paid the SKPKB and recognized tax penalties which recorded as other expenses in financial statement 2023.

2021
Pada laporan SPT Badan Tahun Buku 2021, Perusahaan mencatat lebih bayar sebesar Rp15.641.126. Atas itu, pada tahun 2022, Perseroan menerima Surat Pemberitahuan Pemeriksaan Lapangan Pajak Badan Tahun Buku 2021 PEMB-00281/WPJ.04/KP.1104/ RIK.SIS/2022.

Perseroan menerima Berita Acara Pemberian Keterangan pada tanggal 12 September 2022. Serta Surat Permintaan Peminjaman Buku, Catatan, dan Dokumen No.S-111/KPP. 0411/PaPJ.2/VI/2022 sehubungan dengan Permintaan Peminjaman Buku, Catatan dan Dokumen. Pada tahun 2023, Perseroan telah menyetujui hasil pemeriksaan dan telah menerima Surat Perintah Membayar Kelebihan Pajak yang diterbitkan oleh kantor pajak dalam SKPKPP KEP-00059/PPH/KPP.0411/2023 PPh Badan yang diterbitkan pada 14 Juni 2023 sebesar Rp12.306.329 dengan perincian sebagai berikut:

1. SKPLB No. 00047/406/21/062/23 atas PPh Badan senilai Rp13.018.450;
2. SKPKB No.00069/201/21/062/23 atas PPh 21 sebesar Rp330.184;
3. SKPKB No.00005/243/21/062/23 atas PPh 21 Final sebesar Rp337.395;
4. SKPKB No. 00061/240/21/062/23 atas PPh 4 Ayat 2 sebesar Rp44.541.

Keseluruhan SKP yang diterima tersebut diterbitkan pada tanggal 13 April 2023. Terdapat selisih sebesar Rp3.334.795 dengan nilai lebih bayar pajak badan tahun 2021 yang telah dicatat pada laporan keuangan Perseroan. Perseroan mencatatkan beban lain-lain atas selisih tersebut pada tahun 2023.

Entitas Anak

Tugu Pratama Interindo (TPInt)
2019
Pada tanggal 30 Juni 2020 diterimanya Surat Perintah Pemeriksaan No.PRIN-00150/WPJ.06/KP.0805/RIK.SIS/2020

2021
In the Annual Tax Return (SPT) of financial year 2021, the Company has recognized tax overpayment by Rp15,641,126. Thus, in 2022, the Company has received Notification of Corporate Tax Field Audit financial year 2021 PEMB00281 WPJ.04/ KP.1104/RIK.SIS/2022.

The Company had received Minutes of Information Provision at September 12, 2022, along with Request Letter of Book, Notes, and Documents Number S-111/KPP.0411/PaPJ.2/VI/2022 regarding to the Request for Borrowing Books, Records and Documents. In 2023, the Company has agreed to the audit results and has received Tax Overpayment Refund Order issued by the tax office in SKPKPP KEP-00059/PPH/KPP.0411/2023 Corporate Income Tax issued on June 14, 2023 in the amount of Rp12,306,329 with the following details:

1. *SKPLB No. 00047/406/21/062/23 on corporate income tax amounting to Rp13,018,450;*
2. *SKPKB No.00069/201/21/062/23 on Income Tax 21 amounting to Rp330,184;*
3. *SKPKB No.00005/243/21/062/23 on Final Income Tax of Rp337,395;*
4. *SKPKB No. 00061/240/21/062/23 on Income Tax 4 Paragraph 2 in the amount of Rp44,541.*

All SKPs received were issued on April 13, 2023. There is difference amounted to Rp3,334,795 with the value of the 2021 corporate tax overpayment in the Company's financial statement. The Company recorded other expenses for the difference in 2023.

The subsidiaries

Tugu Pratama Interindo (TPInt)
2019
On June 30, 2020, Audit Order Letter No.PRIN-00150/WPJ.06/KP.0805/ RIK.SIS/2020 was received for the 2019

untuk tahun pajak 2019. Pada 28 April 2021 Perusahaan menerima menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) No.00015/406/19/071/21 atas Pajak Penghasilan Badan Tahun 2019 sebesar Rp6.245.433.

tax year. On April 28, 2021, TPint received an Overpaid Tax Assessment Letter (SKPLB) No. 00015/406/19/ 071/21 for the 2019 Corporate Income Tax amounting to Rp6,245,433.

Pada Tahun 2020, TPInt menerima beberapa Surat Tagihan Pajak (STP) dan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dengan total nilai sebesar Rp116.070.

In 2020, TPInt received several Tax Collection Letters (STP) and Surat Ketetapan Pajak Kurang Bayar (SKPKB) with a total value of Rp116,070.

TPint menyetujui STP dan SKPKB tersebut dan pembayaran atas pajak tersebut dilakukan dengan cara mengkompensasikan utang pajak tersebut terhadap SKPLB yang diterima oleh entitas anak. Dan pada tanggal 1 September 2021 sesuai dengan Surat Perintah Membayar Kelebihan Pajak (SPM-KP) yang telah diterbitkan oleh Kantor Pajak, TPint menerima sisa Kelebihan Pembayaran Pajak Badan Tahun 2019 sebesar Rp5.468.361.

TPint approved the STP and SKPKB and the payment of the tax was made by compensating the tax payable against the SKPLB received by the subsidiary. And on September 1, 2021, in accordance with the Order to Pay Excess Tax (SPM-KP) which has been issued by the Tax Office, TPint received the remaining 2019 Corporate Tax Overpayment of Rp5,468,361.

Atas SPM-KP tersebut, pada tanggal 12 Oktober 2021 TPint mengajukan surat keberatan atas perhitungan kompensasi utang pajak sebesar Rp661.001 karena nilai tersebut adalah pengurangan sanksi pajak yang telah diberikan oleh Dirjen Pajak sesuai dengan Surat Keputusan Dirjen Pajak No.03886- 03893/NKEB/WPJ.06/2020. Untuk itu Perseroan memohon agar Kantor Pajak dapat membayarkan sisa Pajak Lebih Bayar sebesar Rp661.001.

Regarding the SPM-KP, on October 12, 2021, the TPint submitted an objection letter on the calculation of compensation for tax debts amounting to Rp661,001 because the amount is a reduction in tax sanctions that have been given by the Director General of Taxes in accordance with the Decree of the Director General of Taxes No. 03886- 03893/NKEB/ WPJ.06/2020. For this reason, the Company requests that the Tax Office be able to refund the remaining overpaid tax of Rp661,001.

Atas sisa Pajak Lebih Bayar PPh Badan sebesar Rp661.001 tersebut telah diterima dalam bentuk pemindah bukuan di tahun 2023 ke pembayaran PPh pasal 21 sebesar Rp661.001. Sehingga, seluruh Pajak Lebih Bayar Pph Badan telah diterima oleh Perusahaan.

The remaining corporate income tax overpayment amounting to Rp661,001 has been received in the form of a book transfer in 2023 to the payment of PPh article 21 amounting to Rp661,001. Thus, all Corporate Income Tax Overpayments have been received by the Company.

2020
Pada bulan Desember 2023, Perusahaan menerima Surat Permintaan Penjelasan Data No.S-1181/P2DK//KPP.0617/2023 per tanggal 24 Nopember 2023 atas perpajakan Tahun 2020. Atas surat

2020
In December 2023, the Company received Data Explanation Request Letter No.S-1181/P2DK/KPP.0617/2023 dated 24 November 2023 on 2020 taxation. To this letter, the Company has responded through letter No.

tersebut, Perusahaan telah memberikan tanggapan melalui surat No. 138/TPInt/Akt/XII/2023. Pada tanggal 20 Desember 2023, telah ditandatangani Berita Acara Penyelesaian No. BA-371/P2DK/KPP.061705/2023 dan Perusahaan menyepakati hal-hal berikut ini:

1. Melakukan pemindah bukuan akibat salah setor PPh Pasal 21 sebesar Rp32.706;
2. Melakukan pemindah bukuan akibat salah setor Pajak penghasilan sebesar Rp1.211.968;
3. Melakukan revisi atas SPT Badan Tahun 2020 dengan menambahkan koreksi fiscal positif atas beban umum lainnya sebesar Rp1.847.293, sehingga terdapat kurang bayar PPh ps. 29 sebesar Rp406.405. Dan atas kurang bayar PPh pasal 29 tersebut Perusahaan akan melakukan penyetoran pada bulan Januari 2024.

138/TPInt/Akt/XII/2023. On 20 December 2023, the Minutes of Settlement no. BA-371/P2DK/KPP.061705/2023 was signed and the Company agreed on the following matters:

1. *Bookkeeping due to incorrect deposit of Article 21 income tax amounting to Rp32,706;*
   Transferring books due to incorrect income tax deposits of Rp1,211,968;

   Revise the 2020 Corporate Tax Return by adding a positive fiscal correction to other general expenses of Rp1,847,293, so that there is an underpayment of income tax ps. 29 amounted to Rp406,405. And for the underpayment of article 29 income tax, the Company will make a deposit in January 2024.

2021

Pada tanggal 31 Juli 2023, Perusahaan menerima Surat Pemberitahuan Hasil Pemeriksaan Pajak (SPHP) Tahun 2021 No. S-00598/RIKSIS/KPP.0617/2023 dengan hasil PPh Badan Lebih Bayar sebesar Rp5.189.625, PPh pasal 26 yang masih harus dibayar sebesar Rp187.659 dan PPh pasal 4 ayat 2 sebesar Rp8.445 Atas SPHP tersebut Perusahaan memberikan tanggapan melalui Surat No. 088/TPInt/Akt/VIII/2023 pada tanggal 2 Agustus 2023 yang menyatakan bahwa PPH Badan Lebih bayar seharusnya Rp5.197.643 dan PPh pasal 4 ayat 2 seharusnya Nihil, sedangkan untuk hasil PPh pasal 26 disepakati sebesar Rp189.659 Atas SPHP tersebut Perusahaan menerima SKPLB dan STP per tanggal 8 Agustus 2023 sebagai berikut;

1. SKPLB No 00114/406/21/078/23 atas pajak penghasilan sebesar Rp5.197;
2. SKP Nihil No 00067/501/21/078/23 atas PPh Pasal 21 sebesar Nihil;
3. SKP Nihil No 00131/503/21/078/23 atas PPh Pasal 23 sebesar Nihil;
4. SKP Nihil No 00071/504/21/078/23 atas PPh Pasal 26 sebesar Nihil;

2021

On July 31, 2023, the Company received a Notification of Tax Audit Results (SPHP) Year 2021 No. S-00598/RIKSIS/KPP.0617/2023 with the results of Overpaid Corporate Income Tax of Rp5,189,625, Accrued PPh article 26 of Rp187,659 and Article 4 paragraph 2 Income Tax of Rp8,445 to the SPHP, the Company responded through Letter no. 088/TPInt/Akt/VIII/2023 on August 2, 2023 stating that the Overpaid Corporate Income Tax should be Rp5,197,643. and income tax; and Article 4 paragraph 2 should be Nil, while for the results of PPh article 26 it was agreed to be Rp189,659. For the SPHP the Company received SKPLB and STP as of date 8 August 2023 as follows;

1. *SKPLB No 00114/406/21/078/23 on income tax of Rp5,197;*
2. *SKP Nihil No 00067/501/21/078/23 on Article 21 income tax of Nil;*
3. *SKP Nihil No 00131/503/21/078/23 on Article 23 income tax of Nil;*
4. *SKP Nihil No 00071/504/21/078/23 on income tax Article 26 amounted to Nil;*

5. SKPKB no. 00020/204/21/078/23 atas PPh Pasal 26 sebesar Rp190.145;
6. SKP Nihil No 00154/450/21/078/23 atas PPh Pasal 4(2) sebesar Nihil;
7. SKP Nihil No 00155/450/21/078/23 atas PPh Pasal 4(2) sebesar Nihil.

Perusahaan setuju untuk melakukan pembayaran atas SKPKB yang diterima dengan cara melakukan pemotongan langsung pada SKPLB yang akan diterima. Tanggal 5 September 2023 Kantor Pajak menerbitkan Surat Pengembalian Kelebihan Pembayaran Pajak No. Kep-00227/PPH/KPP.0617/2023 sebesar Rp Rp5.007.984 dan atas pengembalian SKPLB yang telah dikurangkan dengan SKPKB tersebut diterima oleh Perusahaan pada tanggal 9 Oktober 2023.

2022
Tanggal 25 Mei 2023, Perusahaan menerima Surat No. S-00377/RIKSIS/KPP-0617/2023 perihal Pemberitahuan Pemeriksaan Lapangan untuk period Januari sampai Desember 2022. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian ini, pemeriksaan tersebut masih dalam proses.

Tugu Reasuransi Indonesia (TRI)
2020
Pada tanggal 18 November 2021, Perseroan menerima surat Perintah Pemeriksaan Pajak No. 00157/WPJ. 06/KP.1704.RIK.SIS/2021 terkait pemeriksaan pajak tahun fiskal 2020.

Atas surat perintah pemeriksaan pajak No.00157/WPJ.06/KP.1704.RIK.SIS/ 2021 Perseroan telah menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) No.00061/406/20/078/22 tanggal 25 April 2022 atas pajak penghasilan badan tahun pajak 2022 sebesar Rp357.956 dan merubah rugi fiskal dari Rp42.789.241 menjadi Rp38.083.460.

Pratama Mitra Sejati (PMS)
2019
Pada tahun 2023 Perusahaan

5. *SKPKB no. 00020/204/21/078/23 on Article 26 income tax amounting to Rp 190,145;*
6. *SKP Nihil No 00154/450/21/078/23 on Article 4(2) income tax of Nil;*
7. *SKP Nihil No 00155/450/21/078/23 on Article 4(2) income tax of Nil.*

The Company agrees to make payment for the SKPKB received by making direct deductions on the SKPLB to be received. On September 5, 2023, the Tax Office issued a Return of Tax Overpayment No. Kep-00227/PPH/KPP.0617/2023 of Rp5,007,984 and the return of the SKPLB that had been net-off with the SKPKB was received by the Company on October 9, 2023.

2022
On May 25, 2023, the Company received Letter No. S-00377/RIKSIS/KPP-0617/2023 regarding the Notice of Field Audit for the period January to December 2022. Until the completion date of these consolidate financial statement, the examination is still on progress.

Tugu Reasuransi Indonesia (TRI)
2020
On November 18, 2021, the Company has received tax examination letter No.00157/WPJ.06/KP.1704/RIK. SIS/ 2021 related to examination of fiscal year 2020.

Upon tax examination letter No. 00157/WPJ.06/KP.1704/RIK.SIS/2021, the Company has received Tax Assessment Letter for Overpayment (SKPLB) No. 00061/406/20/078/22 dated April 25, 2022 related to corporate income tax for fiscal year 2022 amounted to Rp357,956 and changed tax loss from Rp42,789,241 to Rp38,083,460.

Pratama Mitra Sejati (PMS)
2019
In 2023 the Company received

menerima Surat Pemeriksaan No. S-46/WPJ.064/2023 untuk tahun 2019 dan masih proses sampai saat ini.

2020
Pada tahun 2022, Perseroan menerima Surat Ketetapan Pajak Lebih Bayar ("SKPLB") No. 00115/406/20/073/22 atas pajak penghasilan untuk tahun 2020 nilai sebesar Rp1.864.369 dan telah menerima atas lebih bayar pajak tersebut. Perseroan menerima Surat Ketetapan Pajak Nihil ("SKPN") atas pajak pertambahan nilai atas masa Januari sampai dengan Desember.

Surat Ketetapan Pajak Nihil ("SKPN") atas pajak penghasilan pasal 21, pasal 4(2) dan pasal 23 Januari sampai dengan November dan Surat Ketetapan Pajak Kurang Bayar ("SKPKB") No. 00120/203/20/073/22 bulan Desember sebesar Rp6.233.767 Perusahaan telah melakukan pembayaran atas Surat Ketetapan Pajak Kurang Bayar tersebut. Perseroan menerima hasil dan tidak mengajukan banding atas keputusan ketetapan tersebut.

2021
Pada tahun 2023, Perseroan menerima Surat Ketetapan Pajak Lebih Bayar ("SKPLB") No.00109/406/21/073/23 atas pajak penghasilan untuk tahun 2021 nilai sebesar Rp1.100.154 dan telah menerima atas lebih bayar pajak tersebut

Synergy Risk Management Consultants
Pada tahun 2016, Perusahaan memiliki klaim untuk pengembalian pajak dengan jumlah total Rp724.009.

Berdasarkan surat keputusan No KEP00016.PPH/WPJ.07/KP. 0603/ 2018 tanggal 5 Februari 2018 perihal pengembalian pajak atas Surat Ketetapan Pajak Lebih Bayar (SKPLB) tahun Pajak 2016 No. 00001/406/16/058/18 tanggal 24 Januari 2018 sebesar Rp123.803. Perusahaan telah menerima pengembalian dana melalui PT Bank Mandiri (Persero) Tbk sebesar Rp123.803 pada tanggal 23 Februari 2018.

Examination Letter No. S-46/WPJ.064/2023 for 2019 and it is still process until today.

2020
In 2022, The Company received Overpayment Tax Assesment Letter ("SKPLB") No. 0115/406/20/073/22 for income tax for the year 2020 amounting Rp1,864,369 the company has received the Overpayment tax. The company Nil Tax Assesment Letter (SKPN) for Value Added Tax for January to December.

Nil Tax Assessment Letter ("SKPN") for income tax article 21, article 4(2) and article 23 for January to November as well as Underpayment Tax Assessment Letter ("SKPKB") No. 00120/203/20/ 073/22 for value added for Period December amounting to R6,233,767 The company has paid the Tax Assessment Letter. The Company accepted the result and did not filed an appeal against the Directorate General of Taxation's assessment.

2021
In 2023, the Company received an Overpaid Tax Assessment Letter ("SKPLB") No.00109/406/21/073/23 on income tax for 2021 of Rp1,100,154 and has received the overpayment of the tax.

Synergy Risk Management Consultants
In 2016, the Company has claim for tax refund with total amount Rp724,009.

Based on decision letter No. KEP-00016.PPH/WPJ.07/KP. 0603/2018 dated February 5, 2018 regarding tax refund of Tax Overpayment Assessment Letter (SKPLB) fiscal year 2016 No. 00001/406/16/058/18 dated January 24, 2018 amounted Rp123,803 The Company has received the refund through PT Bank Mandiri (Persero) Tbk amounted Rp123,803 on February 23, 2018.

Pada tanggal 24 April 2018, Perusahaan telah mengajukan surat keberatan atas Surat Ketetapan Pajak Lebih Bayar (SKPLB) tentang tahun pajak 2016 No. 00001/406/16/058/18 tanggal 24 Januari 2018.

On April 24, 2018, The Company has filed an objection of Tax Assessment Letter Overpayment (SKPLB) on fiscal year 2016 No. 00001/406/16/058/18 dated 24 January 2018.

Berdasarkan surat keputusan No. KEP-01918/KEB/WPJ.07/2019 tanggal 22 April 2019 perihal keberatan wajib pajak atas surat ketetapan pajak lebih bayar pajak penghasilan memutuskan menolak keberatan wajib pajak.

Based on decision letter No. KEP-01918/KEB/ WPJ.07/2019 dated April 22, 2019 regarding objections to taxpayers over income tax assessments, decides to refuse taxpayers objections.

Pada tanggal 23 Februari 2022, terdapat keputusan banding dengan nomor putusan PUT-007324.15/2019/PP/M.XB tahun 2022 atas SKPLB No 00001/406/16/058/18 tertanggal 24 Januari 2018 mengabulkan sebagian permohonan banding sejumlah Rp472.610. Perusahaan telah menerima pengembalian dana melalui Bank Mandiri sejumlah Rp472.610.

On February 23, 2022, an appeal decision was made with decision number PUT-007324.15/2019/PP/M.XB year 2022 on SKPLB No. 00001/406/16/058/18 dated January 24, 2018, granting a portion of the appeal request in the amount of Rp472,610. The Company has received a refund through Bank Mandiri amounted Rp472,610.

Pada tanggal 21 April 2022, selisih antara estimasi klaim pengembalian pajak dengan realisasi keputusan banding sebesar Rp127.596 diakui ke laba rugi tahun berjalan.

On April, 21, 2022, the difference between claims for tax refund and the realization of the appeal decision amounting to Rp127,596 was recognized in profit or loss for the year.

20. Beban Akrual / 20. *Accrued Expense*

	2023 Rp	2022 Rp	
Bonus dan remunerasi	234,216,053	91,521,772	*Bonus and remuneration*
Pemasaran	24,238,148	24,272,961	*Marketing*
Umum dan kepegawaian lainnya	7,129,047	7,150,613	*General and other employee expense*
Jasa profesional	5,518,604	715,263	*Professional fee*
Operasional kendaraan	--	1,294,891	*Motor vehicle operational*
Lainnya (masing-masing dibawah 350.000)	19,375,986	12,560,959	*Others (each below 350,000)*
Jumlah	**290,477,838**	**137,516,459**	***Total***

Termasuk di dalam akun beban akrual bonus dan remunerasi adalah akrual tantiem Direksi dan tunjangan karyawan.

Included in other accrual expenses are utility accruals for the company's operational activities.

Termasuk di dalam beban akrual lainnya adalah akrual utilitas kegiatan operasional perusahaan.

Included in the bonus and remuneration accrued expense account are accrued bonuses for the Board of Directors and employee benefits.

21. Utang Lain-Lain / *21. Other Payables*

	2023 Rp	2022 Rp	
Utang usaha	54,731,262	38,961,976	*Trade payable*
Utang biaya yang masih harus dibayar	76,306,443	12,969,232	*Deferred expenses payable*
Utang jaminan kas	45,456,685	31,107,014	*Cash deposit*
Utang pembelian barang modal	30,781,615	23,564,481	*Capital Expenditure Purchase Payable*
Dana Tabarru'	23,557,441	12,938,774	*Tabarru' fund*
Utang ujroh reasuransi	10,724,467	9,608,254	*Reinsurance ujroh payable*
Penyisihan kontribusi yang belum menjadi hak dan penyisihan manfaat polis masa depan	6,943,148	4,401,316	*Unearned contributions provisions reserves and liabilities for future policy benefts*
Penyisihan ujroh	6,707,468	3,790,047	*Ujroh payable*
Penyisihan klaim syariah	4,672,592	4,511,434	*Sharia reserves of claims*
Utang komisi syariah	2,272,209	10,435,626	*Sharia comission payable*
Utang syariah	2,045,737	3,024,622	*Sharia payables*
Pendapatan diterima dimuka	799,002	1,069,399	*Unearned revenue*
Utang litigasi	--	84,407,040	*Litigation payables*
Uang jaminan sewa	--	2,461,998	*Rental deposits*
Lainnya (masing-masing di bawah 1.000.000)	5,439,262	20,434,190	*Others (each below 1,000,000)*
Jumlah	**270,437,331**	**263,685,403**	***Total***

Pendapatan diterima di muka merupakan pendapatan sewa dan jasa pemeliharaan dari penyewa yang diterima dimuka oleh entitas anak (PMS) dari penyewa gedung.

Unearned revenue represents subsidiary's rental and service charge income received in advance by subsidiary (PMS) from building tenants.

Termasuk didalam utang lain-lain lainnya adalah uang muka yang diterima dari PT Bangun Mitra Properti terkait penjualan properti investasi entitas anak (PMS), sebesar Rp228.386 dan Rp228.386 pada tanggal 31 Desember 2023 dan 2022.

Included in other payables - others is advance payment received from PT Bangun Mitra Properti related to sales of subsidiary's (PMS) investment property amounted to Rp228,386 and Rp228,386 as of December 31, 2023 and 2022.

Pada tanggal 31 Desember 2023 dan 2022 saldo Unit Bisnis Syariah untuk penyisihan kontribusi yang belum menjadi hak dan penyisihan manfaat polis masa depan masing-masing sebesar Rp6.943.148 dan Rp4.401.316, dan penyisihan klaim masing-masing sebesar, Rp4.672.592 dan Rp4.511.434 (Catatan 44).

As of December 31, 2023 and 2022, Unearned contributions provisions reserves and liabilities for future policy benefits in Sharia Business Unit amounted to Rp6,943,148 and Rp4,401,316 respectively, and reserves of claims amounted to Rp4,672,592 and Rp4,511,434, respectively (Note 44).

22. Liabilitas Imbalan Kerja / *22. Employee Benefit Liabilities*

Pada tahun 2023, Pemerintah telah mengesahkan Undang-Undang No.6 Tahun 2023 tentang ("UU Cipta Kerja") yang mengganti/menghapus/menambah sebagian ketentuan dalam Undang-Undang Ketenagakerjaan. Dengan berlakunya UU Cipta Kerja berikut dengan peraturan pelaksanaannya, maka ketentuan tersebut berdampak pada liabilitas imbalan pasca kerja.

In 2023, the Government has passed Law No.6 of 2023 on ("Job Creation Law"), which partially amends/removes/adds some of the provisions in the Labor Law. The issuance of the Job Creation Law and its implementing regulations, will impact the obligation for post-employment benefits.

Seperti dijelaskan pada Catatan 2u, Grup menyediakan imbalan pensiun berdasarkan UU Cipta Kerja No. 6 Tahun 2023. Secara substansi program pensiun dalam UU Cipta Kerja No. 6 Tahun 2023 merupakan program imbalan pasti karena undang-undang telah menetapkan formula dalam menentukan jumlah minimum imbalan. Jika porsi program imbalan pensiun yang didanai oleh karyawan lebih rendah dari imbalan yang menurut undang-undang, Grup akan membentuk penyisihan untuk menutupi kekurangan tersebut

As discussed in Note 2u, The Group provides a pension benefits in accordance with Job Creation Law No. 6 of 2023. Since the Law sets the formula for determining the minimum amount of benefits, in substance pension plans under Job Creation Law No. 6 of 2023 represent defined benefit plans. If the employee funded portion of the pension plan benefit is less than the benefit per the Job Creation Law, the Group will provide provision for such shortage

Manajemen berkeyakinan bahwa saldo liabilitas imbalan kerja tersebut cukup untuk memenuhi imbalan minimum sesuai dengan UUCK.

The management believes the balance of employee benefits liability is sufficient to cover the minimum benefits required under the UUCK.

Grup mencatat liabilitas imbalan kerja berdasarkan perhitungan aktuaris independen. Perhitungan imbalan pasca kerja dihitung oleh Kantor Konsultan Aktuarial Steven & Mourits (dahulu PT Dayamandiri Dharmakonsilindo) untuk Perseroan dan entitas anak selain TRI dan PT RAZ Actuarial Consulting untuk TRI.

The Group recorded employee benefits based on independent actuaries' calculation. Post employment benefits were calculated by Steven & Mourits, Actuarial Consulting (formerly PT Dayamandiri Dharmakonsilindo) for the Company and its subsidiaries except TRI and PT RAZ Actuarial Consulting for TRI.

Asumsi utama yang digunakan dalam menentukan penilaian aktuaris untuk Grup adalah sebagai berikut:

The actuarial valuation for the Group was carried out using the following key assumptions:

	2023	2022	
Tingkat diskonto	5,75%-7,00%	6,15%-7,50%	*Discount rate*
Tingkat kenaikan gaji	5,00%-10.00%	5,00%-10.00%	*Future salary increment rate*
Tingkat pengembalian aset	7,20%	7,20%	*Expected return on plan assets*
Tingkat kematian	TM IV - 2019	TM IV - 2019	*Mortality rate*
Tingkat cacat	5%-10% dari tingkat kematian/ *5%-10% of mortality rate*		*Disability rate*
Tingkat pengunduran diri	1%-5% per tahun pada usia 20 tahun dan menurun secara linier sampai dengan 0,5%-1% pada usia 45 dan seterusnya/ *1%-5% per annum at age 20 years old and reducing linearly to 0.5%-1% at age 45 and thereafter*		*Resignation rate*
Tingkat pensiun normal	100% pada usia pensiun normal/ *100% at normal retirement age*		*Normal retirement rate*
Umur pensiun dini	paling sedikit 45 tahun atau 15 tahun masa kerja/at least *45 years old or rendering 15 years of service*		*Early retirement age*
Umur pensiun normal	55 - 60 tahun/*55 - 60 years old*		*Normal retirement age*

Tabel berikut ini merupakan komponen beban imbalan kerja neto yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan liabilitas imbalan kerja yang diakui dalam laporan posisi keuangan konsolidasian.

The following tables summarize the components of net employee benefits expense recognized in the consolidated statement of profit or loss and other comprehensive income and the employee benefits liability recognized in the consolidated statement of financial position.

a. Program pensiun pada PT Asuransi Jiwasraya (Persero) (Jiwasraya)
Perseroan menyelenggarakan program pensiun manfaat pasti untuk semua karyawan tetap yang berumur tidak lebih dari 60 tahun untuk karyawan yang dipekerjakan sebelum 1 Januari 2003 dan tidak lebih dari 55 tahun untuk karyawan yang dipekerjakan setelah 1 Januari 2003. Program pensiun ini dikelola oleh PT Asuransi Jiwasraya (Persero).

Pendanaan program ini terutama berasal dari kontribusi pemberi kerja dan karyawan.

Dalam program ini, tingkat kontribusi Grup (pemberi kerja) ditelaah setiap tahun oleh PT Asuransi Jiwasraya (Persero) pada awal tahun, sedangkan kontribusi karyawan adalah 5% dari gaji pokok bulanan.

a. Pension Program on PT Asuransi Jiwasraya (Persero) (Jiwasraya)
The Company established a defined benefit pension plan covering all permanent employees who are not more than 60 years old for employees hired before January 1, 2003 and not more than 55 years old for employees hired after January 1, 2003. The pension plan is managed by PT Asuransi Jiwasraya (Persero).

The pension plan is mainly funded by contributions from employer and employees.

On this plan, the Group contribution rate (the employer) is reviewed annually by PT Asuransi Jiwasraya (Persero) at the beginning of financial year, whilst the employee contribution is 5% of monthly basic salary.

b. Undang-Undang Cipta Kerja No. 6/2023
Grup juga membukukan imbalan pasca kerja imbalan pasti untuk karyawan sesuai dengan undang-undang yang berlaku.

b. Job Creation Law No. 6/2023
The Group also established defined post- employment benefit based on the prevailing Labor Law.

c. Imbalan jangka panjang lainnya (lainnya)
Perseroan memberikan imbalan jangka panjang lainnya dalam bentuk penghargaan *jubilee* dan cuti berimbalan jangka panjang.

c. Other long-term benefits (Other)

The Company also established other long-term benefits including jubilee award and long service leave.

Jumlah karyawan Grup yang berhak atas imbalan kerja pada tanggal 31 Desember 2023 dan 2022 masing-masing adalah 592 dan 624 karyawan (tidak diaudit).

The number of the Group's employees entitled to the employment benefits as of December 31, 2023 and 2022 is 592 and 624 employees, respectively (unaudited).

i. Beban manfaat karyawan neto / *i. Net employee benefits expense*

	31 Desember/*December 31, 2023*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	IJK/ *Other long term benefit*	Jumlah/ *Total*	
Biaya jasa kini	1,126,616	19,859,359	5,361,091	26,347,066	*Current service cost*
Biaya jasa lalu	--	(34,788)	--	(34,788)	*Past service cost*
Biaya bunga	2,244,426	16,416,368	2,649,048	21,309,842	*Interest cost*
Imbal hasil aset program (tanpa bunga)	(1,676,047)	171,289	--	(1,504,758)	*Return on plan assets excluding (interest income)*
(Keuntungan)/Kerugian dari penyelesaian	(1,169,347)	56,403	(70,695)	(1,183,639)	*(Gain)/loss from settlement*
Pengukuran kembali	--	(128,115)	957,843	829,728	*Remeasurement*
Kelebihan Pembayaran	--	240,278	--	240,278	*Excess Benefit Paid by Company*
Beban manfaat karyawan	**525,648**	**36,580,794**	**8,897,287**	**46,003,729**	***Employee benefits expense***

	31 Desember/*December 31, 2022*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	IJK/ *Other long term benefit*	Jumlah/ *Total*	
Biaya jasa kini	1,255,114	16,799,496	5,104,174	23,158,784	*Current service cost*
Biaya jasa lalu	--	--	--	--	*Past service cost*
Biaya bunga	1,089,489	16,909,488	2,641,460	20,640,437	*Interest cost*
(Keuntungan)/Kerugian dari penyelesaian	--	2,155	--	2,155	*(Gain)/loss from settlement*
Pengukuran kembali	--	--	--	--	*Remeasurement*
Beban manfaat karyawan	**2,344,603**	**33,711,139**	**7,745,634**	**43,801,376**	***Employee benefits expense***

ii. Estimasi liabilitas imbalan kerja / *ii. Estimated employee benefits liability*

	31 Desember/*December 31, 2023*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	Lainnya/ *Others*	Jumlah/ *Total*	
Nilai kini kewajiban imbalan pasti	15,297,271	246,089,435	43,211,543	304,598,249	*Present value of defined obligations*
Nilai wajar aset program	(5,868,147)	(3,203,927)	--	(9,072,074)	*Fair value of plan assets*
Liabilitas neto	**9,429,124**	**242,885,508**	**43,211,543**	**295,526,175**	***Net liability***

	31 Desember/*December 31, 2022*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	Lainnya/ *Others*	Jumlah/ *Total*	
Nilai kini kewajiban imbalan pasti	15,249,731	238,381,103	39,490,388	293,121,222	*Present value of defined obligations*
Nilai wajar aset program	(7,037,494)	(2,886,527)	--	(9,924,021)	*Fair value of plan assets*
Liabilitas neto	**8,212,237**	**235,494,576**	**39,490,388**	**283,197,201**	***Net liability***

Mutasi nilai wajar aset program adalah sebagai berikut:

The movements in the fair value of plan assets are as follows:

	31 Desember/*December 31, 2023*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	Lainnya/ *Others*	Jumlah/ *Total*	
Saldo awal tahun	7,037,494	2,886,527	--	9,924,021	*Balance at the beginning of year*
Iuran Perusahaan yang dibayarkan periode berjalan	--	2,940,000	--	2,940,000	*Company contributions during period*
Pembayaran Imbalan dari Aset Program	--	(2,884,165)	--	(2,884,165)	*Benefits payment from plan assets*
Imbal hasil aset program	(1,169,347)	261,565	--	(907,782)	*Return on plan assetes*
Saldo akhir tahun	**5,868,147**	**3,203,927**	**--**	**9,072,074**	***Balance at end of year***

	31 Desember/*December 31, 2022*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	Lainnya/ *Others*	Jumlah/ *Total*	
Saldo awal tahun	6,874,022	3,845,508	--	10,719,530	*Balance at the beginning of year*
Iuran Perusahaan yang dibayarkan periode berjalan	--	4,845,000	--	4,845,000	*Company contributions during period*
Pembayaran Imbalan dari Aset Program	--	(5,933,299)	--	(5,933,299)	*Benefits payment from plan assets*
Imbal hasil aset program	163,472	129,318	--	292,790	*Return on plan assetes*
Saldo akhir tahun	**7,037,494**	**2,886,527**	**--**	**9,924,021**	***Balance at end of year***

Pada tanggal 31 Desember 2023 dan 2022, aset program terdiri dari:

As of December 31, 2023 and 2022, plan assets comprise the following:

	31 Desember/*December 31, 2023*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	Lainnya/ *Others*	Jumlah/ *Total*	
Kas dan setara kas	5,868,147	387,750	--	6,255,897	*Cash and cash equivalent*
Instrumen ekuitas	--	36,454	--	36,454	*Equity instruments*
Sertifikasi investasi dana	--	2,779,723	--	2,779,723	*Investement in fund certificates*
Jumlah aset program	**5,868,147**	**3,203,927**	**--**	**9,072,074**	***Total plan assets***

	31 Desember/*December 31, 2022*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	Lainnya/ *Others*	Jumlah/ *Total*	
Kas dan setara kas	7,037,494	1,283,635	--	8,321,129	*Cash and cash equivalent*
Instrumen ekuitas	--	46,306	--	46,306	*Equity instruments*
Sertifikasi investasi dana	--	1,556,586	--	1,556,586	*Investement in fund certificates*
Jumlah aset program	**7,037,494**	**2,886,527**	**--**	**9,924,021**	***Total plan assets***

iii. Mutasi liabilitas imbalan kerja di laporan posisi keuangan konsolidasian:

iii. Movements in the employee benefits liability recognized in the consolidated statements of financial position are as

	31 Desember/*December 31, 2023*				
	Jiwasraya	**UUK-PKB/ *Labor Law-CLA***	**Lainnya/ *Others***	**Jumlah/ *Total***	
Saldo awal tahun	15,249,731	238,381,103	39,490,388	293,121,222	*Balance at the beginning of year*
Beban selama tahun berjalan	525,648	36,580,794	8,897,287	46,003,729	*Expense during the year*
Kelebihan Pembayaran	--	(240,278)	(284,652)	(524,930)	*Excess Benefit Paid by Company*
Pengukuran kembali tahun berjalan	(478,108)	(7,456,638)	--	(7,934,746)	*Remeasurement during the year*
Pembayaran selama tahun berjalan	--	(21,175,546)	(4,891,480)	(26,067,026)	*Benefit payment during the year*
Saldo akhir tahun	**15,297,271**	**246,089,435**	**43,211,543**	**304,598,249**	***Balance at end of year***

	31 Desember/*December 31, 2022*				
	Jiwasraya	**UUK-PKB/ *Labor Law-CLA***	**Lainnya/ *Others***	**Jumlah/ *Total***	
Saldo awal tahun	15,942,940	261,474,762	40,031,478	317,449,180	*Balance at the beginning of year*
Beban selama tahun berjalan	2,344,603	33,711,139	7,745,634	43,801,376	*Expense during the year*
Dampak Press Release					*Impact of Press Release*
DSAK IAI/IFRIC AD	--	(5,877,181)	--	(5,877,181)	*DSAK IAI/IFRIC AD*
Kelebihan Pembayaran	--	(2,155)	--	(2,155)	*Excess Benefit Paid by Company*
Pengukuran kembali tahun berjalan	(3,037,812)	(20,409,873)	(4,058,627)	(27,506,312)	*Remeasurement during the year*
Pembayaran selama tahun berjalan	--	(30,515,589)	(4,228,097)	(34,743,686)	*Benefit payment during the year*
Saldo akhir tahun	**15,249,731**	**238,381,103**	**39,490,388**	**293,121,222**	***Balance at end of year***

Pengalaman penyesuaian untuk entitas induk adalah sebagai berikut:

The adjustment experience for the parent entity are as follows:

	2023 Rp	**2022 Rp**	
Nilai kini kewajiban imbalan pasti	263,207,061	257,844,646	*Present value of defined benefit obligation*
Nilai wajar aset program	(5,868,147)	(7,037,494)	*Fair value of plan assets*
Defisit program	**257,338,914**	**250,807,152**	*Deficit in the plan*
Penyesuaian pengalaman pada aset program	**18,044,401**	**18,793,356**	***Experience adjustments on plan assets***

Aset program pada tanggal 31 Desember 2023 dan 2022 terdiri atas reksadana, deposito berjangka dan obligasi.

Plan assets as of December 31, 2023 and 2022 consist of mutual funds, time deposits and bonds.

Analisis sensitivitas

Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar, dengan variabel lain dianggap tetap, terhadap nilai kini kewajiban imbalan pasti dan beban jasa kini Perseroan pada tanggal 31 Desember 2023 dan 2022:

Sensitivity analysis

The following table demonstrates the sensitivity to a reasonably possible change in market interest rates, with all other variables held constant, of the Company's present value of defined benefit obligation and current service cost as of December 31, 2023 and 2022:

	Tingkat bunga diskonto/ *discount rate*	**Tingkat kenaikan upah/ *salary increase***	
31 Desember 2023			*December 31, 2023*
Kenaikan suku bunga 100 basis poin	(21,385,788)	14,721,585	*Increase in interest rate 100 basis point*
Penurunan suku bunga 100 basis poin	15,244,002	(21,274,359)	*Decrease in interest rate 100 basis point*
31 Desember 2022			*December 31, 2022*
Kenaikan suku bunga 100 basis poin	(10,155,226)	25,952,147	*Increase in interest rate 100 basis point*
Penurunan suku bunga 100 basis poin	26,474,564	(10,043,797)	*Decrease in interest rate 100 basis point*

Perkiraan pembayaran liabilitas imbalan jangka panjang Perseroan yang tidak didiskontokan pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut (tidak diaudit):

The expected undiscounted benefit payment of long-term employee benefits liability of the Company as of December 31, 2023 and 2022 are as follows (unaudited):

	2023 Rp	2022 Rp	
Dalam waktu 12 bulan berikutnya (periode laporan tahun berikutnya)	23,642,938	16,745,118	*Within the next 12 months (the next annual reporting period)*
Antara 1 dan 2 tahun	52,012,073	24,936,224	*Between 1 and 2 years*
Antara 3 dan 5 tahun	85,560,214	79,490,025	*Between 3 and 5 years*
Lebih dari 5 tahun	1,166,684,452	1,144,080,274	*More than 5 years*

23. Pinjaman Diterima / *23. Borrowings*

Pinjaman ini merupakan pinjaman entitas anak (PMS) yang terdiri dari:

This loan represents borrowings obtained by subsidiaries (PMS) as follows

	2023 Rp	2022 Rp	
Pihak berelasi (catatan 39)	**287,256,970**	**121,346,712**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Bank IBK Indonesia Tbk	8,892,583	--	*PT Bank IBK Indonesia Tbk*
Sub-Jumlah	8,892,583	--	***Sub-total***
Jumlah	**296,149,553**	**121,346,712**	***Total***

Pada tanggal 31 Desember 2023 dan 2022, manajemen berpendapat bahwa PMS mematuhi semua pembatasan dan PMS telah memenuhi semua rasio keuangan yang dipersyaratkan dalam perjanjian pinjaman.

As of December 31, 2023 and 2022, the management is of the opinion that, PMS is in compliance with all of the covenants and PMS has complied with all financial ratios required to be maintained under the loan agreements.

PT Bank Mandiri (Persero) Tbk

Pada tanggal 31 Desember 2021, Entitas anak (PMS) memperoleh kredit modal kerja dengan agunan deposito berjangka. Jumlah maksimum pembiayaan sebesar Rp40.000.000 dalam jangka waktu 36 bulan sejak penandatangan perjanjian kredit. Tingkat bunga tahunan sebesar 0,50% per tahun diatas suku bunga deposito yang menjadi agunan (Catatan 39).

PT Bank Mandiri (Persero) Tbk

On December 31, 2021, the Subsidiary (PMS) obtained a working capital loan credit collateralized with time deposit. Maximum amount of credit is Rp40,000,000 for 36 months period since the signing of credit agreement. Annual interest rates are 0.50% per annum above the deposit rate which is used as collateral (Note 39).

Jaminan untuk pinjaman dari Bank Mandiri adalah Deposito berjangka sebesar Rp40.000.000 atas nama PT Tugu Pratama Interindo, pemegang saham PMS.

The collateral for borrowings from Bank Mandiri are time deposit amounted to Rp40,000,000 on behalf of PT Tugu Pratama Interindo, PMS shareholders.

Pada tanggal 2 Juli 2022, PMS memperoleh kredit investasi dengan jumlah nominal Rp200.000.000 dalam jangka waktu 48 bulan sejak penandatanganan perjanjian kredit. Atas fasilitas kredit tersebut, PMS wajib membayar bunga kepada bank

On July 2, 2022, PMS obtained an investment credit with a nominal amount of Rp200,000,000 within 48 months of signing the credit agreement. For this credit facility, PMS is required to pay interest to the bank at the Jakarta Interbank Offered Rate (JIBOR) 1

sebesar Jakarta Interbank Offered Rate (JIBOR) 1 bulan ditambah 3,5% per annum.

month plus 3.5% per annum.

Pada periode yang berakhir pada tanggal 31 Desember 2022, PMS telah menerima pencairan pinjaman sebesar Rp85.319.061, telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp19.997.160 dan bunga pinjaman sebesar Rp2.561.328.

For the period ended December 31, 2022, PMS has received a loan disbursement amounting to Rp85,319,061, paid the principal of the loan facility amounting to Rp19,997,160 and paid interest on the loan amounting to Rp2,561,328.

Pada periode yang berakhir pada tanggal 31 Desember 2023, PMS telah menerima pencairan pinjaman sebesar Rp16.977.275, telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp38.913.446 dan bunga pinjaman sebesar Rp8.047.075.

For the period ended December 31, 2023, PMS has received a loan disbursement amounting to Rp16,977,275, paid the principal of the loan facility amounting to Rp38,913,446 and paid interest on the loan amounting to Rp8,047,075.

PT Bank Rakyat Indonesia (Persero) Tbk
Pada tanggal 18 Maret 2020, PMS memperoleh dua fasilitas kredit pembiayaan kendaraan bermotor dengan jumlah maksimum pembiayaan sebesar Rp1.933.495 dalam jangka waktu 36 bulan dan Rp1.517.505 dalam jangka waktu 48 bulan sejak pencairan fasilitas kredit. Tingkat bunga tahunan sebesar 4,25% dan 4,70% per tahun.

PT Bank Rakyat Indonesia (Persero) Tbk
On March 18, 2020, PMS obtained two credit financing facility for motor vehicles with maximum amount of Rp1,933,495 for 36 months period and Rp1,517,505 for 48 months period since the withdrawal of loan facilites. Annual interest rates are 4.25% and 4.70% respectively per annum.

Jaminan untuk pinjaman dari BRI adalah Bukti Kepemilikan Kendaraan Bermotor (BPKB) (Catatan 10).

The collateral for borrowings from BRI are the respective Car Ownership Certificates (BPKB) (Note 10).

Berdasarkan persyaratan-persyaratan dalam perjanjian pinjaman, PMS diharuskan untuk memperoleh persetujuan tertulis sebelumnya dari bank kreditur sehubungan dengan transaksi-transaksi yang mencakup pembubaran Entitas anak dan meminta dinyatakan pailit, menggunakan dana PMS untuk tujuan di luar usaha yang dibiayai dengan fasilitas kredit serta menyerahkan atau mengalihkan seluruh atau sebagian dari hak dan /atau kewajiban PMS yang timbul berdasarkan perjanjian kredit kepada pihak lain.

Under the terms of loan agreements, PMS is required to obtain prior written approval from the creditor bank with respect to transactions involving liquidation and declaring bankruptcy, using PMS funds for purposes other than business financed by credit facilities and handing over or transferring all or part of the rights and/or obligation of PMS arising under a credit agreement to another party.

Pada tanggal 31 Desember 2023 dan 2022, tidak ada pelanggaran atas pembatasan di atas oleh PMS.

As of December 31, 2022 and 2023, no violation on covenants was made by PMS.

Pada periode yang berakhir pada tanggal 31 Desember 2022, PMS telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp2.724.692 dan bunga pinjaman sebesar Rp387.035.

For the period ended December 31, 2022, PMS has paid the principal of the loan facility amounting to Rp2,724,692 and paid interest on the loan amounting to Rp387,035.

Pada periode yang berakhir pada tanggal 31 Desember 2023, PMS telah melakukan pembayaran atas pokok fasilitas pinjaman

For the period ended December 31, 2023, PMS has paid the principal of the loan facility amounting to Rp445,210 and paid interest on

sebesar Rp445.210 dan bunga pinjaman sebesar Rp83.186.

PT Bank Jawa Barat dan Banten
Pada tanggal 13 Juli 2022, PMS memperoleh kredit modal dengan jumlah maksimum pembiayaan sebesar Rp200.000.000 dalam jangka waktu 45 bulan sejak penandatanganan perjanjian kredit. Biaya provisi untuk fasilitas kredit sebesar 0,5% dari fasilitas yang ditarik dan dibayarkan bertahap setiap penarikan kredit.

Pada periode yang berakhir pada tanggal 31 Desember 2022, PMS telah menerima pencairan pinjaman sebesar Rp17.492.650, telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp2.069.212 dan bunga pinjaman sebesar Rp465.959.

Pada periode yang berakhir pada tanggal 31 Desember 2023, PMS telah menerima pencairan pinjaman sebesar Rp151.118.416, telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp14.150.108 dan bunga pinjaman sebesar Rp3.040.741.

PT Bank IBK Indonesia
Pada tanggal 13 April 2023, PMS memperoleh kredit modal dengan jumlah maksimum Rp20.000.000 dalam jangka waktu 48 bulan sejak penandatanganan perjanjian kredit. Biaya provisi 0,35% dari fasilitas yang ditarik dan dibayarkan bertahap setiap penarikan kredit.

Jaminan untuk pinjaman dari Bank IBK adalah Bukti Kepemilikan Kendaraan Bermotor (BPKB) (Catatan 10).

Pada periode yang berakhir pada tanggal 31 Desember 2023, PMS telah menerima pencairan pinjaman sebesar Rp10.462.095, telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp1.164.771 dan bunga pinjaman sebesar Rp404.801.

PT Bank Syariah Indonesia
Pada tanggal 9 Mei 2023, PMS memperoleh kredit modal dengan jumlah maksimum Rp150.000.000 dalam jangka waktu 48 bulan sejak penandatanganan perjanjian kredit. Biaya provisi 0,50% dari fasilitas yang ditarik dan dibayarkan bertahap setiap penarikan kredit.

Jaminan untuk pinjaman dari Bank BSI adalah Bukti Kepemilikan Kendaraan Bermotor (BPKB) (Catatan 10).

the loan amounting to Rp83,186.

PT Bank Jawa Barat dan Banten
On July 13, 2022, PMS obtained a capital credit with a maximum financing amount of Rp200,000,000 within 45 months of signing the credit agreement. The provision fee for credit facilities is 0.5% of the withdrawn facility and is paid in stages for each credit withdrawal.

For the period ended December 31, 2022, PMS has received a loan disbursement amounting to Rp17,492,650, paid the principal of the loan facility amounting to Rp2,069,212 and paid interest on the loan amounting to Rp465,959.

For the period ended December 31, 2022, PMS has received a loan disbursement amounting to Rp151,118,416, paid the principal of the loan facility amounting to Rp14.150.108 and paid interest on the loan amounting to Rp3,040,741.

PT Bank IBK Indonesia
On April 13, 2023, PMS obtained a capital credit with a maximum financing amount of Rp20,000,000 within 48 months of signing the credit agreement. The provision fee for credit facilities is 0.35% of the withdrawn facility and is paid in stages for each credit withdrawal.

The collateral for borrowings from Bank IBK are the respective Car Ownership Certificates (BPKB) (Note 10).

For the period ended December 31, 2023, PMS has received a loan disbursement amounting to Rp10,462,095, paid the principal of the loan facility amounting to Rp1,164,711 and paid interest on the loan amounting to Rp404,801.

PT Bank Syariah Indonesia
On May 9, 2023, PMS obtained a capital credit with a maximum financing amount of Rp150,000,000 within 48 months of signing the credit agreement. The provision fee for credit facilities is 0.50% of the withdrawn facility and is paid in stages for each credit withdrawal.

The collateral for borrowings from Bank BSI are the respective Car Ownership Certificates (BPKB) (Note 10).

Pada tanggal 9 Mei 2023, PMS memperoleh kredit modal dengan jumlah maksimum Rp50.000.000 dalam jangka waktu 48 bulan sejak penandatanganan perjanjian kredit. Biaya provisi 0,50% dari fasilitas yang ditarik dan dibayarkan bertahap setiap penarikan kredit.

On May 9, 2023, PMS obtained a capital credit with a maximum financing amount of Rp50,000,000 within 48 months of signing the credit agreement. The provision fee for credit facilities is 0.50% of the withdrawn facility and is paid in stages for each credit withdrawal

Pada periode yang berakhir pada tanggal 31 Desember 2023, PMS telah menerima pencairan pinjaman sebesar Rp67.730.758, telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp3.997.411 dan bunga pinjaman sebesar Rp1.229.014.

For the period ended December 31, 2023, PMS has received a loan disbursement amounting to Rp67,730,758, paid the principal of the loan facility amounting to Rp3,997,411 and paid interest on the loan amounting to Rp1,229,014.

24. Utang Pembiayaan Konsumen Dan Sewa Pembiayaan / *24. Consumer Finance And Leases Payable*

Utang ini merupakan utang pembiayaan konsumen dan sewa pembiayaan entitas anak (PMS).

This payable represents consumer finance and leases payable of subsidiary (PMS).

a. Berdasarkan kreditur / *a. Based on creditors*

	2023 Rp	2022 Rp	
Pihak berelasi (catatan 39)	**503,985**	**4,447,768**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Sewa Pembiayaan			*Finance Lease*
PT Clipan Finance Indonesia Tbk	4,909,094	12,409,684	*PT Clipan Finance Indonesia Tbk*
PT Takari Kokoh Sejahtera	3,355,739	8,789,683	*PT Takari Kokoh Sejahtera*
PT Artha Asia Finance	--	5,245,527	*PT Artha Asia Finance*
Pembiayaan Konsumen			*Consumer Financing*
PT Lotte Capital Indonesia	19,934,209	6,235,524	*PT Lotte Capital Indonesia*
PT Toyota Astra Financial Services	14,489,953	16,083,496	*PT Toyota Astra Financial Services*
PT Dipo Star Finance	2,152,134	10,927,461	*PT Dipo Star Finance*
PT Maybank Indonesia Finance	162,025	1,596,017	*PT Maybank Indonesia Finance*
Astra Credit Companies	6,754	2,854,945	*Astra Credit Companies*
PT Mega Central Finance	--	26,271	*PT Mega Central Finance*
Sub-jumlah	**45,009,908**	**64,168,608**	***Sub-total***
Jumlah	**45,513,893**	**68,616,376**	***Total***

b. Berdasarkan nilai tunai pembayaran / *b. Based on cash value of payment*

	2023 Rp	2022 Rp	
Pembayaran yang jatuh tempo pada tahun:			*Payment due in year:*
- 2023	--	53,077,766	*2023 -*
- 2024	30,704,302	18,641,371	*2024 -*
- 2025	13,404,411	1,315,611	*2025 -*
- 2026	4,428,888	--	*2026 -*
	48,537,601	73,034,748	
Beban bunga dan asuransi yang belum jatuh tempo	(3,023,708)	(4,418,372)	*Interest expense and cost insurance which are not yet due*
Jumlah	**45,513,893**	**68,616,376**	***Total***

c. Berdasarkan jatuh tempo / **c. *Based on maturity***

	2023 Rp	2022 Rp	
Berdasarkan jatuh tempo			*Based on maturity*
Kurang dari 1 tahun	28,508,539	49,389,694	*Less than a year*
Lebih dari 1 tahun	17,005,354	19,226,682	*More than a year*
Jumlah	**45,513,893**	**68,616,376**	***Total***

Jangka waktu pembiayaan konsumen dan sewa pembiayaan adalah 3 sampai 4 tahun dengan tingkat bunga efektif untuk pembiayaan konsumen berkisar antara 7,93%-10,54% per tahun, dan untuk sewa pembiayaan antara 8,19%-12,50% per tahun. Semua utang sewa didenominasi dalam mata uang Rupiah yang dibayar setiap bulan dalam suatu jumlah tetap. Utang ini dijamin dengan aset yang bersangkutan.

The consumer finance and lease term is 3 to 4 years with effective interest rate for consumer finance ranging from 7,93%-10,54% per annum and for finance lease from 8,19%-12,50% per annum. All lease payables are denominated in Rupiah currency which are paid monthly in fixed amount. These payables are secured with the related asset.

Beban bunga pembiayaan dan sewa sebesar Rp5.278.681. untuk tahun yang berakhir pada tanggal 31 Desember 2023 (2022: Rp8.933.293).

Finance and lease interest expenses amounted to Rp5,278,681 for the year ended December 31, 2023 (2022: Rp8,933,293).

25. Modal Saham / *25. Share Capital*

Pada tanggal 31 Desember 2023 dan 2022, rincian pemegang saham Perseroan adalah sebagai berikut:

As of December 31, 2023 and 2022, the Company's shareholders are as follows:

	31 Desember/*December 31, 2023*			
Pemegang saham	**Jumlah saham/ *Number of shares***	**Persentase pemilikan/ *Percentage of ownership***	**Jumlah/ *Total***	***Name of shareholders***
PT Pertamina (Persero)	2,080,000,000	58.50%	104,000,000	*PT Pertamina (Persero)*
UOB Kay Hian Pte Ltd	565,040,000	15.89%	28,252,000	*UOB Kay Hian Pte Ltd*
Samsung Fire & Marine Co, Ltd	188,234,000	5.29%	9,411,700	*Samsung Fire & Marine Co, Ltd*
Komisaris dan Direksi				*Commissioners and Directors*
Bapak Emil Hakim	102,000	0.00%	5,100	*Mr Emil Hakim*
Bapak Tatang Nurhidayat	58,000	0.00%	2,900	*Mr Tatang Nurhidayat*
Bapak Sudarlin	15,000	0.00%	750	*Mr Sudarlin*
Masyarakat Umum	722,126,600	20.31%	36,106,330	*Publicly held*
Jumlah	**3,555,575,600**	**100.00%**	**177,778,780**	***Total***

	31 Desember/*December 31, 2022*			
Pemegang saham	**Jumlah saham/ *Number of shares***	**Persentase pemilikan/ *Percentage of ownership***	**Jumlah/ *Total***	***Name of shareholders***
PT Pertamina (Persero)	1,040,000,000	58.50%	104,000,000	*PT Pertamina (Persero)*
UOB Kay Hian Pte Ltd	282,380,000	15.88%	28,238,000	*UOB Kay Hian Pte Ltd*
Samsung Fire & Marine Co, Ltd	94,117,000	5.29%	9,411,700	*Samsung Fire & Marine Co, Ltd*
Komisaris dan Direksi				*Commissioners and Directors*
Bapak Tatang Nurhidayat	29,000	0.00%	2,900	*Mr Tatang Nurhidayat*
Bapak Emil Hakim	51,000	0.00%	5,100	*Mr Emil Hakim*
Bapak Syaiful Azhar	13,600	0.00%	1,360	*Mr Syaiful Azhar*
Bapak Budi P Amir	11,000	0.00%	1,100	*Mr Budi P Amir*
Masyarakat Umum	361,186,200	20.32%	36,118,620	*Publicly held*
Jumlah	**1,777,787,800**	**100.00%**	**177,778,780**	***Total***

Perusahaan telah mencatatkan seluruh sahamnya pada Bursa Efek Indonesia sebanyak 3.555.575.600 saham (nilai penuh) pada 31 Desember 2023 dan 1.777.787.800 saham (nilai penuh) pada 31 Desember 2022.

The Company has listed all its shares on the Indonesia Stock Exchange totalling to 3,555,575,600 (full amount) shares as of December 31, 2023, and 1,777,787,800 (full amount) shares as of December 31, 2022.

Berdasarkan Akta Notaris No.123 tanggal 28 April 2023 dari notaris Jose Dima Satria,S.H., M.Kn. para pemegang saham telah menyetujui pemecahan nominal saham Perseroan ("*Stock Split*") dengan rasio 1 (satu) banding 2 (dua), sehingga nilai nominal saham Perseroan yang semula adalah Rp100 per saham akan menjadi Rp50 per saham. Akta ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui surat No. AHU-0059835.AH.01.03 Tahun 2023 tanggal 20 April 2023. Perseroan telah melaksanakan pemecahan saham sebagaimana tercantum dalam Ringkasan Risalah RUPS Tahunan Perseroan pada tanggal 3 Mei 2023 yang telah dipublikasikan melalui website Perseroan Bursa Efek Indonesia, situs web Perseroan dan situs web PT Kustodian Setral Efek Indonesia.

Based on Notarial Deed No.123 dated April 28, 2023 from notary Jose Dima Satria, S.H., M.Kn. the shareholders have approved the nominal split of the Company's shares ("Stock Split") with a ratio of 1 (one) to 2 (two), so that the nominal value of the Company's shares which was originally Rp100 per share will become Rp50 per share. This deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through letter No. AHU-0059835.AH.01.03 Year 2023 dated April 20, 2023. The Company has implemented the stock split as stated in the Summary of Minutes of the Company's Annual GMS on May 3, 2023 which has been published through the Company's website of the Indonesia Stock Exchange, the Company's website and the website of PT Kustodian Setral Efek Indonesia.

Manajemen modal
Tujuan utama dari pengelolaan modal Perseroan adalah untuk mempertahankan rasio modal yang sehat untuk mendukung bisnis dan memaksimalkan nilai pemegang saham.

Capital management
The primary objective of the Company's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholder value.

Perseroan mengelola struktur modal dan membuat perubahan, apabila diperlukan, sehubungan dengan perubahan kondisi ekonomi, struktur bisnis dan perkembangan dalam industri.

The Company manages its capital structure and makes changes to it, where appropriate, in relation to changes in economic conditions, business structure and developments in the industry.

Pengelolaan rasio modal juga diperlukan sebagai unsur kepatuhan terhadap Peraturan Menteri Keuangan mengenai rasio pencapaian solvabilitas yang dihitung dengan pendekatan modal berbasis risiko (Catatan 42).

The capital ratios management also required as compliance factor to the Ministry of Finance Regulation relating to solvency ratio which is calculated with risk based capital method (Note 42).

Perseroan telah memenuhi ketentuan solvabilitas pada tanggal 31 Desember 2023 dan 2022 (tidak diaudit) (Catatan 42).

The Company has complied with solvability requirement as of December 31, 2023 and 2022 (unaudited) (Note 42).

26. Dividen / *26. Dividends*

Berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan Perseroan tanggal 28 April 2023, yang telah diaktakan dengan Akta Notaris No. 122 tanggal 28 April 2023 dari Notaris Jose Dima Satria, S.H., M.Kn., para pemegang saham menyetujui pembagian dividen kas sebesar Rp138.860.307 dari hasil operasi 2022 atau Rp78 per saham (nilai penuh).

Based on the Shareholders' Annual General Meeting held on April 28, 2023, which was notarized by Notarial Deed No. 122 dated April 28, 2023 of Notary Jose Dima Satria, S.H., M.Kn., the shareholders approved the distribution of cash dividends of Rp138,860,307 from 2022 operating results or Rp78 per share (full amount).

Pada tanggal 24 November 2023, Perseroan mengumumkan pembagian deviden kas interim untuk tahun 2023 sebesar Rp26 (dalam satuan penuh) per saham atau seluruhnya Rp90.710.513 dan telah dibayarkan pada tangggal 14 Desember 2023 dan 19 Desember 2023.

On November 24, 2023, the company declared the distribution of an interim cash dividend for 2023 amounting to Rp26 (full amount) per share or in total amounting to Rp90,710,513 and was paid on December 14, 2023 and December 19, 2023.

Berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan Perseroan tanggal 17 Mei 2022, yang telah diaktakan dengan Akta Notaris No. 51 tanggal 17 Mei 2022 dari Notaris Jose Dima Satria, S.H., M.Kn., para pemegang saham menyetujui pembagian dividen kas sebesar Rp126.592.141 dari hasil operasi 2021 atau Rp10 per saham (nilai penuh).

Based on the Shareholders' Annual General Meeting held on May 17, 2022 which was notarized by Notarial Deed No. 51 dated May 17, 2022 of Notary Jose Dima Satria, S.H., M.Kn., the shareholders approved the distribution of cash dividends of Rp126,592,141 from 2021 operating results or Rp10 per share (full amount).

Pada tahun 2023 dan 2022, Grup membayarkan dividen kas kepada kepentingan non-pengendali masing-masing sebesar Rp14.791.561 dan Rp5.297.597.

In 2023 and 2022, the Group will pay cash dividends to non-controlling interests amounting to Rp14,791,561 and Rp5,297,597, respectively.

Pada tahun 2023, Grup menyetujui untuk membagikan deviden saham kepada kepentingan non-pengendali sebesar Rp187.198.292.

In 2023, the Group have agreed to distribute share dividends amounted Rp187,198,292.

27. Tambahan Modal Disetor / *27. Additional Paid In Capital*

Rincian akun Tambahan Modal Disetor adalah sebagai berikut:

The Additional Paid in Capital account details are as follows:

	2023 Rp	2022 Rp	
Penawaran Umum Saham Perdana	666,666,750	666,666,750	*Initial Public Offering*
Selisih nilai transaksi restrukturisasi entitas sepengendali	(22,206,471)	(22,206,471)	*Difference in values of restructuring transactions of entities under common control*
Biaya emisi efek	(25,742,359)	(25,742,359)	*Share issuance costs*
Opsi saham (Catatan 28)	6,714,869	6,714,869	*Share options (Note 28)*
Management Employe Stock Option Plan	27,420	27,420	*Management Employe Stock Option Plan*
Tambahan setoran modal, neto	**625,460,209**	**625,460,209**	***Additional paid in capital, net***

28. Program Kompensasi Manajemen Berbasis Saham (MESOP)

Perseroan untuk pertama kalinya mengenalkan MESOP adalah di tahun 2018 melalui Akta No. 17 Pernyataan Keputusan Para Pemegang Saham yang diadakan pada tanggal 15 Januari 2018, di mana para pemegang saham menyetujui untuk menerbitkan hak opsi melalui Program *Management and Employee Stock Option Plan* (MESOP) untuk membeli saham baru Perseroan sebanyak-banyaknya 88.888.800 (delapan puluh delapan juta delapan ratus delapan puluh delapan ribu delapan ratus) saham.

Tujuan program MESOP ini adalah untuk menetapkan kebijakan remunerasi yang bersifat tetap dan bersifat variabel yang memperhatikan kinerja dan risiko dan melakukan penetapan metode pengukurannya sesuai skala dan kompleksitas kegiatan usaha Perseroan. Selain itu, Program MESOP juga ditujukan sebagai bentuk penghargaan atas pencapaian kinerja di masa yang akan datang.

Perseroan menerbitkan program MESOP pada tanggal 15 November 2018 (tanggal pemberian) sejumlah 9.314.300 saham dalam 3 (tiga) tahap sebagai berikut:

a. Tahap I (15 November 2018): 25,68% dari total saham atau sebanyak 2.392.200 saham,
b. Tahap II (28 Mei 2019): 38,61% dari total saham atau sebanyak 3.596.600 saham,
c. Tahap III (28 Mei 2020): 35,70% dari total saham atau sebanyak 3.325.500 saham.

Masa berlaku opsi sejak tanggal pendistribusian sampai dengan 28 Mei 2023. Setelah tanggal tersebut, seluruh hak opsi yang tidak digunakan akan menjadi gugur.

Pihak yang memenuhi syarat untuk menerima MESOP adalah direksi, dewan komisaris kecuali komisaris independen dan karyawan tetap dengan mengacu kepada masa kerja, penilaian kinerja, kelompok jabatan, dan jabatan.

28. Management Stock Option Plan (MESOP)

The Company initially introduced MESOP in 2018 through the Notarial Deed Statement of Shareholders Decision No. 17 held on January 15, 2018 whereby the shareholders agreed to issue the right option through the Management and Employee Stock Option Plan (MESOP) Program to purchase the Company's new shares maximum of 88,888,800 (eighty eight million eight hundred eighty eight thousand eight hundred) shares.

The purpose of the MESOP program is to implement both fixed and variable remuneration policies that take into account the performance and risks and to determine the method of measurement in accordance with the scale and complexities of the Company's business activities. In addition, MESOP program is also granted as a form of award for the achievement of future performance.

The Company issued the MESOP program on November 15, 2018 (Grant date) of 9,314,300 shares in 3 (three) phases as follows:

a. Grant I (November 15, 2018): 25.68% of total shares or 2,392,200 shares,
b. Grant II (May 28, 2019): 38.61% of total shares or 3,596,600 shares,
c. Grant III (May 28, 2020): 35.70% of total shares or 3,325,500 shares.

Option life from grant date until May 28, 2023. After that date, any unused option rights will be void.

Those entitled to this program are the Bank's board of directors, board of commissioners except independent commissioner and permanent employees with reference to working period, performance assessment, job grade group, and job grade.

MESOP Tahap I

Perhitungan, metode dan asumsi mengenai MESOP diperoleh dari laporan appraisal independen, KJPP Desmar, Ferdinand, Hentriawan dan Rekan tertanggal 24 September 2018.

Beban kompensasi yang diakui dalam laporan laba rugi dan penghasilan komprehensif lainnya sehubungan dengan opsi saham untuk tahun yang berakhir pada tanggal 31 Desember 2018 adalah sebesar Rp1.473.595 dan dikreditkan ke tambahan modal disetor di ekuitas.

Nilai wajar dari setiap hak opsi diestimasi pada tanggal pemberian hak opsi dengan menggunakan model "*Black-scholes*", dengan asumsi utama sebagai berikut:

Periode *vesting* (dalam bulan)	12	*Vesting period (in month)*
Harga saham pada tanggal pemberian opsi (dalam Rupiah penuh)	3.320	*Share's price at grant date (in full Rupiah)*
Harga pelaksanaan opsi (dalam Rupiah penuh)	3.465	*Exercise price of option (in full Rupiah)*
Nilai wajar opsi (dalam Rupiah penuh)	616	*Option fair value (in full rupiah)*
Volatilitas harga saham	37%	*Volatility of stock price*
Suku bunga bebas risiko	8,54%	*Risk-free interest rate*
Tingkat dividen	1,51%	*Dividend yield*

Pada tanggal 15 November 2021, hak opsi saham MESOP Tahap I yang tidak digunakan dinyatakan gugur.

MESOP Tahap II

Perhitungan, metode dan asumsi mengenai MESOP diperoleh dari laporan appraisal independen, KJPP Desmar, Ferdinand, Hentriawan dan Rekan tertanggal 6 Maret 2019.

Beban kompensasi yang diakui dalam laporan laba rugi dan penghasilan komprehensif lainnya sehubungan dengan opsi saham untuk tahun yang berakhir pada tanggal 31 Desember 2019 adalah sebesar Rp3.601.802 dan dikreditkan ke tambahan modal disetor di ekuitas.

Nilai wajar dari setiap hak opsi diestimasi pada tanggal pemberian hak opsi dengan menggunakan model "*Black-scholes*", dengan asumsi utama sebagai berikut:

Periode *vesting* (dalam bulan)	12	*Vesting period (in month)*
Harga saham pada tanggal pemberian opsi (dalam Rupiah penuh)	2.980	*Share's price at grant date (in full Rupiah)*

MESOP Grant I

The computation, method and assumption regarding MESOP generated by KJPP Desmar, Ferdinand, Hentriawan dan Rekan, an independent actuary dated September 24, 2018.

Compensation costs recognized in the statement of profit or loss and other comprehensive income in relation to stock options for the year ended December 31, 2018 amounted to Rp1,473,595 and credited to additonal paid in capital in equity.

The fair value of each option rights was estimated on the vesting data using the "Black-scholes" option pricing model with the primary assumptions as follows:

On November 15, 2021, the unused MESOP Phase I stock options who stated was void.

MESOP Grant II

The computation, method and assumption regarding MESOP generated by KJPP Desmar, Ferdinand, Hentriawan dan Rekan, an independent actuary dated March 6, 2019.

Compensation costs recognized in the statement of profit or loss and other comprehensive income in relation to stock options for the year ended December 31, 2019 amounted to Rp3,601,802 and credited to additonal paid in capital in equity.

The fair value of each option rights was estimated on the vesting data using the "Black-scholes" option pricing model with the primary assumptions as follows:

Harga pelaksanaan opsi (dalam Rupiah penuh)	3.465	*Exercise price of option (in full Rupiah)*
Nilai wajar opsi (dalam Rupiah penuh)	1.001	*Option fair value (in full rupiah)*
Volatilitas harga saham	35%	*Volatility of stock price*
Suku bunga bebas risiko	8,90%	*Risk-free interest rate*
Tingkat dividen	35%	*Dividend yield*

Pada tanggal 28 Mei 2022, hak opsi saham MESOP Tahap II yang tidak digunakan dinyatakan gugur.

On May 28, 2022, the unused MESOP Phase II stock options who stated was void.

MESOP Tahap III

Perhitungan, metode dan asumsi mengenai MESOP diperoleh dari laporan appraisal independen, KJPP Desmar, Ferdinand, Hentriawan dan Rekan tertanggal 31 Maret 2021.

MESOP Grant III

The computation, method and assumption regarding MESOP generated by KJPP Desmar, Ferdinand, Hentriawan dan Rekan, an independent actuary dated March 31, 2021.

Beban kompensasi yang diakui dalam laporan laba rugi dan penghasilan komprehensif lainnya sehubungan dengan opsi saham untuk tahun yang berakhir pada tanggal 31 Desember 2020 adalah sebesar Rp1.639.472 dan dikreditkan ke tambahan modal disetor di ekuitas.

Compensation costs recognized in the statement of profit or loss and other comprehensive income in relation to stock options for the year ended December 31, 2020 amounted to Rp1,639,472 and credited to additonal paid in capital in equity.

Nilai wajar dari setiap hak opsi diestimasi pada tanggal pemberian hak opsi dengan menggunakan model "*Black-scholes*", dengan asumsi utama sebagai berikut:

The fair value of each option rights was estimated on the vesting data using the "Black-scholes" option pricing model with the primary assumptions as follows:

Periode *vesting* (dalam bulan)	12	*Vesting period (in month)*
Harga saham pada tanggal pemberian opsi (dalam Rupiah penuh)	2.680	*Share's price at grant date (in full Rupiah)*
Harga pelaksanaan opsi (dalam Rupiah penuh)	2.842	*Exercise price of option (in full Rupiah)*
Nilai wajar opsi (dalam Rupiah penuh)	493	*Option fair value (in full rupiah)*
Volatilitas harga saham	38%	*Volatility of stock price*
Suku bunga bebas risiko	8,14%	*Risk-free interest rate*
Tingkat dividen	1,63%	*Dividend yield*

Pada tanggal 15 September 2022 terdapat Direksi/Dewan Komisaris yang mengunakan hak opsi MESOP sebanyak 10.000 lembar saham dengan harga pelaksanaan opsi sebesar Rp2.842 (nilai penuh).

On September 15, 2022 there were members of the Board of Directors/Board of Commissioners who using the MESOP option of 10,000 shares at an exercise price of Rp2,842 (full amount).

Sehingga menambah modal disetor sebesar Rp28.420.000 (nilai penuh) yang dibagi oleh Perseroan ke tambahan modal sebesar Rp1.000.000 (nilai penuh) dan tambahan modal disetor sebesar Rp27.420.000 (nilai penuh) sebagai agio saham.

Thus increasing the paid-in capital of Rp28,420,000 (full amount) which is divided by the Company into additional capital of Rp1,000,000 (full amount) and additional paid-in capital of Rp27,420,000 (full amount) as share premium.

Sisa umur dari opsi saham yang tersisa sebanyak 3.315.500 lembar pada tanggal 31 Desember 2022 adalah 5 bulan yang akan habis pada tanggal 28 Mei 2023.

The remaining contractual life for the share options outstanding as of December 31, 2022, is 3,315,500 shares 5 months which will expire on May 28, 2023.

Pada tanggal 28 Mei 2023, hak opsi saham MESOP Tahap III yang tidak digunakan dinyatakan gugur.

On May 28, 2023, the unused MESOP Phase III stock options who stated was void.

29. Kepentingan Non-Pengendali / *29. Non-Controlling Interests*

Rincian bagian kepentingan non-pengendali adalah sebagai berikut:

Details of this account are as follows:

	31 Desember/*December 31, 2023*				
	Saldo awal/ *Beginning balance*	Penambahan/ *Addition*	Penghasilan komprehensif/ *Comprehensive income*	Saldo akhir/ *Ending balance*	
PT Pratama Mitra Sejati	241,231	11,892	93	253,216	*PT Pratama Mitra Sejati*
PT Tugu Pratama Interindo	169,300	3,471	(154)	172,617	*PT Tugu Pratama Interindo*
PT Synergy Risk Management Consultants	41,392	(1,888)	(178)	39,326	*PT Synergy Risk Management Consultants*
PT Tugu Reasuransi Indonesia	732,316,952	(35,097,578)	(89,406)	697,129,968	*PT Tugu Reasuransi Indonesia*
Jumlah	**732,768,875**	**(35,084,103)**	**(89,738)**	**697,595,127**	***Total***

	31 Desember/*December 31, 2022*				
	Saldo awal/ *Beginning balance*	Penambahan/ *Addition*	Penghasilan komprehensif/ *Comprehensive income*	Saldo akhir/ *Ending balance*	
PT Pratama Mitra Sejati	235,939	5,491	(199)	241,231	*PT Pratama Mitra Sejati*
PT Tugu Pratama Interindo	167,451	1,257	592	169,300	*PT Tugu Pratama Interindo*
PT Synergy Risk Management Consultants	36,394	4,756	242	41,392	*PT Synergy Risk Management Consultants*
PT Tugu Reasuransi Indonesia	693,967,967	42,645,471	(4,296,486)	732,316,952	*PT Tugu Reasuransi Indonesia*
Jumlah	**694,407,751**	**42,656,975**	**(4,295,851)**	**732,768,875**	***Total***

30. Pendapatan Premi Asuransi Dan Reasuransi / *30. Insurance And Reinsurance Premium Income*

	31 Desember/*December 31, 2023*					
	Premi Bruto/ *Gross Premiums*	Premi Reasuransi/ *Reinsurance Premiums*	Perubahan Premi yang Belum Merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan/ *Changes In Unearned Premium Reserves and Liabilities for Future Policy Benefits*	Perubahan Aset Reasuransi atas Premi yang Belum Merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan/ *Changes in Reinsurance Assets of Unearned Premium Reserves and Liabilities for Future Policy Benefits*	Premi Neto/ *Net Premium Income*	
Kebakaran	2,761,246,559	(1,491,545,069)	(82,677,582)	55,015,444	1,242,039,352	*Fire*
Pengangkutan	478,172,067	(94,486,103)	16,222,673	43,306,625	443,215,262	*Marine cargo*
Rekayasa	931,430,484	(703,612,537)	(117,441,942)	103,602,463	213,978,468	*Engineering*
Rangka kapal	682,819,238	(438,668,054)	58,195,768	(58,286,895)	244,060,057	*Marine hull*
Offshore	553,460,217	(458,348,679)	76,034,720	(107,337,335)	63,808,923	*Offshore*
Onshore	68,397,209	(180,784,620)	(54,397,237)	22,189,426	(144,595,222)	*Onshore*
Penerbangan	814,214,329	(742,388,070)	(421,423,989)	430,798,749	81,201,019	*Aviation*
Lainnya	1,419,783,965	(258,195,262)	(186,357,381)	(39,007,508)	936,223,814	*Miscellaneous*
Jumlah	**7,709,524,068**	**(4,368,028,394)**	**(711,844,970)**	**450,280,969**	**3,079,931,673**	***Total***

	31 Desember/*December 31, 2022*					
	Premi Bruto/ ***Gross Premiums***	**Premi Reasuransi/** ***Reinsurance Premiums***	**Perubahan Premi yang Belum Merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan/** ***Changes In Unearned Premium Reserves and Liabilities for Future Policy Benefits***	**Perubahan Aset Reasuransi atas Premi yang Belum Merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan/** ***Changes in Reinsurance Assets of Unearned Premium Reserves and Liabilities for Future Policy Benefits***	**Premi Neto/** ***Net Premium Income***	
Kebakaran	2,234,504,080	(1,344,049,468)	(153,835,873)	143,268,473	879,887,212	*Fire*
Pengangkutan	529,769,855	(124,037,548)	13,209,284	(35,617,485)	383,324,106	*Marine cargo*
Rekayasa	280,892,610	(140,464,161)	177,638,071	(173,862,892)	144,203,628	*Engineering*
Rangka kapal	512,692,469	(308,487,124)	(145,233,054)	122,201,520	181,173,811	*Marine hull*
Offshore	547,512,373	(453,856,571)	8,054,959	(9,067,529)	92,643,232	*Offshore*
Onshore	231,872,903	(153,706,612)	2,281,945	1,580,012	82,028,248	*Onshore*
Penerbangan	753,672,807	(695,169,516)	239,706,263	(255,907,523)	42,302,031	*Aviation*
Lainnya	1,614,663,122	(299,151,914)	(216,114,342)	(60,033,994)	1,039,362,872	*Miscellaneous*
Jumlah	**6,705,580,219**	**(3,518,922,914)**	**(74,292,747)**	**(267,439,418)**	**2,844,925,140**	***Total***

Pemegang polis dengan kontribusi terhadap pendapatan premi sebesar 10% atau lebih dari premi bruto sebagai berikut:

Policyholder with contribution to premium income by 10% or more of gross premium as follows:

	2023 **Rp**	**2022** **Rp**	
Premi bruto	1,624,840,603	1,269,990,818	*Gross premium*
Persentase	21.08%	18.94%	*Percentage*

31. Beban Komisi, Neto / *31. Commission Expense, Net*

	31 Desember/December 31, 2023			
	Komisi reasuransi diterima/ ***Reinsurance commissions received***	**Komisi dibayar/** ***Commissions paid***	**Pendapatan (beban) komisi neto/** ***Net commission income (expense)***	
Kebakaran	231,968,741	(432,918,337)	(200,949,596)	*Fire*
Pengangkutan	11,666,739	(66,268,683)	(54,601,944)	*Marine cargo*
Rekayasa	35,823,805	(77,624,230)	(41,800,425)	*Engineering*
Onshore	15,520,923	(21,629,907)	(6,108,984)	*Onshore*
Rangka kapal	87,271,748	(81,807,793)	5,463,955	*Marine hull*
Penerbangan	32,421,944	(14,891,068)	17,530,876	*Aviation*
Offshore	115,073,641	(75,296,127)	39,777,514	*Offshore*
Lainnya	43,709,093	(273,388,053)	(229,678,960)	*Miscellaneous*
Jumlah	**573,456,634**	**(610,905,861)**	**(470,367,564)**	***Total***

	31 Desember/*December 31, 2022*			
	Komisi reasuransi diterima/ *Reinsurance commissions received*	**Komisi dibayar/ *Commissions paid***	**Pendapatan (beban) komisi neto/ *Net commission income (expense)***	
Kebakaran	184,896,991	(363,105,576)	(178,208,585)	*Fire*
Rekayasa	16,155,528	(53,449,857)	(37,294,329)	*Engineering*
Pengangkutan	34,907,706	(69,453,831)	(34,546,125)	*Marine cargo*
Rangka kapal	29,578,922	(48,598,940)	(19,020,018)	*Marine hull*
Onshore	9,195,669	(16,945,054)	(7,749,385)	*Onshore*
Penerbangan	16,070,513	(6,814,922)	9,255,591	*Aviation*
Offshore	62,047,220	(32,165,979)	29,881,241	*Offshore*
Lainnya	39,035,542	(303,487,233)	(264,451,691)	*Miscellaneous*
Jumlah	**391,888,091**	**(894,021,392)**	**(502,133,301)**	***Total***

32. Beban Klaim Neto / *32. Net Claim Expenses*

	31 Desember/*December 31, 2023*					
	Klaim bruto/ *Gross claims*	**Klaim reasuransi dan retrosesi/ *Reinsurance and retrocession claims***	**Perubahan estimasi liabilitas klaim/ *Changes in estimated claims liabilities***	**Perubahan aset reasuransi atas estimasi liabilitas klaim/ *Changes in reinsurance assets of estimated claims liabilities***	**Beban klaim/ *Claim expenses***	
Kebakaran	886,522,886	(523,177,532)	(51,744,370)	335,027,078	646,628,062	*Fire*
Pengangkutan	140,664,410	(8,435,286)	(42,495,720)	26,007,410	115,740,814	*Marine cargo*
Rangka kapal	198,262,600	(60,810,400)	197,908,264	(163,226,566)	172,133,898	*Marine hull*
Rekayasa	158,852,752	1,303,468	709,554,263	(691,711,352)	177,999,131	*Engineering*
Onshore	13,947,695	(865,442)	(223,498,209)	153,087,711	(57,328,245)	*Onshore*
Offshore	323,314,309	(291,511,750)	(476,717,475)	385,392,730	(59,522,186)	*Offshore*
Penerbangan	38,244,053	(22,148,428)	181,138,932	(154,256,101)	42,978,456	*Aviation*
Lainnya	1,025,578,184	(455,877,978)	344,292,322	(41,589,455)	872,403,073	*Miscellaneous*
Jumlah	**2,785,386,889**	**(1,361,523,348)**	**638,438,007**	**(151,268,545)**	**1,911,033,003**	***Total***

	31 Desember/*December 31, 2022*					
	Klaim bruto/ *Gross claims*	**Klaim reasuransi dan retrosesi/ *Reinsurance and retrocession claims***	**Perubahan estimasi liabilitas klaim/ *Changes in estimated claims liabilities***	**Perubahan aset reasuransi atas estimasi liabilitas klaim/ *Changes in reinsurance assets of estimated claims liabilities***	**Beban klaim/ *Claim expenses***	
Kebakaran	798,140,272	(417,717,771)	871,555,506	(750,330,605)	501,647,402	*Fire*
Rekayasa	83,402,911	(17,606,539)	139,142,613	(75,623,739)	129,315,246	*Engineering*
Rangka kapal	135,539,451	(60,715,774)	97,927,765	(47,873,734)	124,877,708	*Marine hull*
Pengangkutan	105,037,312	(9,901,935)	41,441,761	(34,675,414)	101,901,724	*Marine cargo*
Onshore	29,529,530	(2,357,049)	13,905,563	4,484,992	45,563,036	*Onshore*
Penerbangan	335,509,601	(323,355,308)	(139,115,968)	160,275,651	33,313,976	*Aviation*
Offshore	64,432,595	(37,346,502)	(59,928,996)	59,630,945	26,788,042	*Offshore*
Lainnya	733,034,123	(103,263,436)	197,707,738	(118,537,416)	708,941,009	*Miscellaneous*
Jumlah	**2,284,625,795**	**(972,264,314)**	**1,162,635,982**	**(802,649,320)**	**1,672,348,143**	***Total***

33. Pendapatan Investasi / 33. *Investment Income*

a. Berdasarkan jenis pendapatan investasi / *a. Based on type of investment income*

	2023 Rp	2022 Rp	
Penghasilan bunga			*Interest income*
- Obligasi	319,239,948	172,137,382	*Bonds -*
- Deposito berjangka	127,557,965	49,420,058	*Time deposits -*
Laba (rugi) selisih perubahan nilai wajar properti investasi	24,705,589	(690,480)	*Gain (loss) on revaluation increment of investment property*
Keuntungan dari perubahan nilai wajar efek	63,041,616	121,480,217	*Gain on changes in fair value of marketable securities*
Penghasilan dividen	39,986,423	7,802,140	*Dividend income*
Lain-lain	5,298,497	2,242,013	*Others*
Jumlah	**579,830,038**	**352,391,330**	***Total***

b. Berdasarkan penempatan investasi / *b. Based on investment placement*

	2023 Rp	2022 Rp	
Pendapatan obligasi	303,121,922	172,137,382	*Income from bonds*
Laba (rugi) selisih perubahan nilai wajar properti investasi (Catatan 5f)	24,705,589	(690,480)	*Gain (loss) on revaluation increment of investment property (Note 5f)*
Pendapatan reksadana	37,124,512	75,575,684	*Income from mutual fund*
Pendapatan deposito berjangka	127,557,965	49,420,058	*Income from time deposits*
Pendapatan saham	81,292,279	45,904,533	*Income from shares*
Pendapatan penyertaan langsung	729,275	7,802,140	*Direct participation income*
Lain-lain	5,298,496	2,242,013	*Others*
Jumlah	**579,830,038**	**352,391,330**	***Total***

34. Pendapatan Usaha Lainnya / *34. Other Operating Revenues*

	2023 Rp	2022 Rp	
Usaha sewa	212,806,882	223,710,855	*Rental business*
Jasa survei	86,643,986	111,911,164	*Survey fee*
Penjualan kendaraan	102,639,730	63,088,023	*Sales of vehicles*
Jumlah	**402,090,598**	**398,710,042**	***Total***

Pendapatan sewa merupakan pendapatan dari usaha sewa properti investasi dan kendaraan entitas anak.

Rental revenue consists of revenue from rental of subsidiary's investment property and vehicles.

35. Beban Usaha / *35. Operating Expense*

	2023 Rp	2022 Rp	
Gaji dan tunjangan	525,735,146	375,679,301	*Salaries and allowance*
Penyusutan dan amortisasi (catatan 10 11 dan 12)	40,720,001	102,144,043	*Depreciation and amortization (notes 10 11 and 12)*
Jasa profesional	79,588,685	84,106,639	*Professional services*
Umum	28,447,038	72,496,311	*General*
Pemasaran	66,733,064	39,674,175	*Marketing*
Imbalan kerja (catatan 22)	46,003,729	43,801,376	*Pension benefits (notes 22)*

	2023 Rp	2022 Rp	
Penyisihan (Pemulihan) kerugian penurunan nilai dan hapus buku piutang	(17,391,969)	20,721,872	*Allowance (recovery) for impairment losses and write-off receivable*
Perlengkapan kantor	13,803,349	12,666,042	*Office supplies*
Supervisi	18,668,527	12,245,014	*Supervision*
Pemeliharaan dan perbaikan	7,832,728	6,809,583	*Repairs and maintenance*
Lain-lain (masing-masing di bawah 500.000)	2,080,658	791,491	*Others (each below 500,000)*
Jumlah	**812,220,956**	**771,135,847**	***Total***

Beban usaha sebelum eliminasi terdiri dari beban usaha Perseroan sebesar Rp575.416.048 dan Rp514.369.266, masing-masing untuk tahun 2023 dan 2022. Beban usaha entitas anak (TRI) sebesar Rp123.173.936 dan Rp121.748.540 masing-masing untuk tahun 2023 dan 2022. Beban usaha entitas anak (TIC) sebesar Rp65.142.170 (beban asuransi Rp27.889.393 dan beban manajemen Rp37.242.777) dan Rp47.948.929 (beban asuransi Rp25.088.335 dan beban manajemen Rp22.860.593) masing- masing untuk tahun 2023 dan 2022.

Operating expenses before elimination consist of operating expenses of the Company amounting to Rp575.416.048 and Rp514,369,266 in 2023 and 2022, respectively. Operating expenses of the subsidiary (TRI) amounting Rp123.173.936 and Rp121,748,540 in 2023 and 2022, respectively. Operating expenses of the subsidiary (TIC) amounting Rp65,142,170 (insurance expense amounted Rp27,889,393 and managemenet expense amounted Rp37,242,777) and Rp47,948,929 (insurance expense amounted Rp25,088,335 and managemenet expense amounted Rp22,860,593) in 2023 and 2022, respectively.

36. Beban Usaha Lainnya / *36. Other Operating Expenses*

	2023 Rp	2022 Rp	
Penyusutan dan amortisasi (catatan 10, 11, dan 12)	64,563,523	58,914,995	*Depreciation and amortization (notes 10, 11 and 12)*
Jasa pihak ketiga	67,158,928	57,484,699	*Third parties' services*
Harga pokok penjualan Kendaraan	81,526,083	43,566,201	*Cost of vehicles*
Umum	34,756,979	30,235,572	*General*
Gaji dan tunjangan	18,654,131	20,441,981	*Salaries and allowance*
Perbaikan dan pemeliharaan	18,211,768	20,420,335	*Repairment and maintainance*
Pemasaran	11,785,952	9,376,720	*Marketing*
Lainnya (masing-masing di bawah 8.000.000)	1,606,618	18,328,897	*Others (each other 8,000,000)*
Jumlah	**298,263,982**	**258,769,400**	***Total***

37. Pendapatan (Beban) Lain-Lain - Neto / *37. Other Income (Expenses) - Net*

	2023 Rp	2022 Rp	
Keuntungan (kerugian) kurs mata uang asing, neto	(2,835,945)	144,567,123	*Gain (Loss) on foreign exchange, net*
Pendapatan unit syariah	9,143,977	4,697,539	*Sharia unit revenue*
Pendapatan Jasa Giro	2,682,564	1,650,819	*Interest on current account*
Keuntungan penjualan aset tetap	6,557	79,271	*Gain on sale of fixed assets*
Beban bunga - sewa modal	(19,075)	(54,008)	*Interest expense - capital lease*
Beban Bank	(2,569,083)	(1,647,602)	*Bank charges*

	2023 Rp	2022 Rp	
Beban bunga pinjaman (catatan 23)	(12,804,817)	(3,414,322)	*Borrowing interest expense (note 23)*
Beban bunga pembiayaan dan sewa	(5,278,681)	(8,933,293)	*Finance and lease interest expenses*
Keuntungan (Kerugian) litigasi	84,407,040	(50,000,000)	*Gain (Loss) on litigation*
Laba/(rugi) lainnya (masing-masing 1.000.000)	981,867,963	21,564,077	*Gain/(loss) others (each below 1,000,000)*
Jumlah	**1,054,600,500**	**108,509,604**	***Total***

Keuntungan (kerugian) litigasi merupakan biaya yang timbul dari kasus hukum antara Perseroan dan Citibank Hong Kong yang telah berakhir. Perseroan memenangkan kasus hukum tersebut.

Gain (loss) on litigation represents costs arising from legal cases between the Company and Citibank Hong Kong has ended. The Company won the legal case.

Sehingga, tahun 2023 Perseroan telah merealisasikan pencadangan biaya atas kasus tersebut sebesar Rp84.407.040 sebagai pendapatan lain-lain.

Thus, in 2023 the Company has realized the cost reserve for the case amounting to Rp84,407,040 as other income.

38. Laba Per Saham / *38. Earnings Per Share*

Rincian perhitungan laba per saham dasar dan dilusian adalah sebagai berikut:

The details of basic and diluted earnings per share are as follows:

Laba per saham / *Earnings per share*

	2023 Rp	2022 Rp	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	1,322,393,811	347,150,768	*Income for the year attributable to equity holders of the parent entity*
Rata-rata tertimbang saham biasa yang beredar (nilai penuh)	3,555,575,600	1,777,787,800	*Weighted average number of outstanding common stock (full amount)*
Laba per saham dasar dan dilusian (nilai penuh)	**372**	**195**	***Earning per share basic and diluted (full amount)***

Tidak ada transaksi lain yang melibatkan saham biasa atau saham biasa potensial antara tanggal pelaporan dan tanggal otorisasi laporan keuangan ini.

There have been no other transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements.

Harga pelaksanaan opsi saham yang beredar melebihi harga pasar rata-rata saham biasa selama periode 2023 dan 2022. Oleh karena itu, opsi saham yang beredar tidak berdampak pada penentuan laba per saham dilusian sehingga harga per saham dasar dan dilusian adalah sama.

The exercise price of the outstanding share options exceeded the average market price of ordinary shares during the period of 2023 and 2022. Therefore, the outstanding share options did not have an impact on the determination of the diluted EPS and thus the basic and diluted earnings per share are identical.

39. Saldo Dan Transaksi Pihak Berelasi / *39. Nature Of Relationships And Transactions With Related Parties*

Dalam kegiatan usaha yang normal, Grup melakukan transaksi dengan pihak-pihak berelasi terutama transaksi penutupan polis asuransi, pembelian/penempatan deposito berjangka dan efek dan penempatan dana di bank serta penyertaan saham, yang dilakukan dengan tingkat harga dan persyaratan yang disepakati antar para pihak.

In the ordinary course of business, the Group has engaged in transactions with related parties principally consisting of underwriting of insurance policies, purchase/placements of time deposits and marketable securities and placements of current accounts and investments in shares of stock, which are conducted under terms and conditions agreed by both parties.

a. Informasi mengenai saldo yang material dengan pihak-pihak berelasi pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

a. Information related to material balance with the related parties as of December 31, 2023 and 2022 are as follows:

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*		
	2023 Rp	2022 Rp	2023 %	2022 %	
Kas dan bank	303,107,902	534,690,138	56.35	87.80	*Cash and bank*
Deposito berjangka	2,548,909,034	1,565,826,313	82.75	85.25	*Time deposits*
Saham	126,713,546	145,365,491	47.16	43.20	*Shares*
Obligasi	4,547,337,890	3,509,041,974	95.18	94.64	*Bonds*
Reksa dana	424,488,483	274,769,709	41.41	28.86	*Mutual fund*
Piutang premi dan sesi	684,887,484	371,849,700	3.17	1.72	*Premium and cession receivable*
Piutang koasuransi	143,420,266	54,600,728	111.19	42.33	*Coinsurance receivable*
Piutang reasuransi dan retrosesi	215,002,738	102,611,817	32.80	14.54	*Reinsurance and retrocession receivable*
Utang klaim	32,243,894	18,678,186	10.28	4.80	*Claim payable*
Utang koasuransi	32,523,770	19,349,791	44.21	26.30	*Coinsurance payable*
Utang reasuransi dan retrosesi	49,859,966	62,928,324	2.64	2.86	*Reinsurance and retrocession payable*
Utang pembiayaan konsumen dan sewa pembiayaan	503,985	4,447,768	1.11	6.48	*Consumer finance and leases payables*
Pinjaman diterima	287,256,970	121,346,712	97.00	100.00	*Borrowings*
Estimasi klaim	149,725,560	207,502,332	6.55	11.53	*Estimated claims*

b. Hubungan dengan pihak-pihak berelasi adalah sebagai berikut:

The nature of relationship with the related parties are as follow:

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Kas dan bank (catatan 4)/ *Cash and bank (note 4)*				
Rupiah/ *Rupiah*				
PT Bank Rakyat Indonesia (Persero) Tbk	121,078,626	343,383,288	22.51	56.39
PT Bank Syariah Indonesia Tbk	17,564,222	21,104,569	3.27	3.47
PT Bank Pembangunan Daerah Jawa Barat dan Banten Syariah	10,883,208	10,004,108	2.02	1.64
PT Bank Mandiri (Persero) Tbk	65,016,437	121,920,504	12.09	20.02
PT Bank Negara Indonesia (Persero) Tbk	5,503,669	4,021,610	1.02	0.66
PT Bank Tabungan Negara (Persero) Tbk	1,951,913	7,235	0.36	0.00
PT Bank DKI	1,558,402	3,009,879	0.29	0.49
PT Bank Pembangunan Daerah Jawa Tengah	5,125	5,425	0.00	0.00
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	11,664,563	6,907,826	2.17	1.13
PT Bank Mandiri Taspen	9,528	--	0.00	--

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Dolar Amerika Serikat/ *United States Dollar*				
PT Bank Mandiri (Persero) Tbk	66,509,729	23,136,413	12.37	3.80
PT Bank Syariah Indonesia Tbk	191,294	525,069	0.04	0.09
PT Bank Rakyat Indonesia (Persero) Tbk	1,098,965	553,382	0.20	0.09
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	8,506	8,963	0.00	0.00
PT Bank DKI	14,722	--	0.00	--
PT Bank Negara Indonesia (Persero) Tbk	--	56,074	--	0.01
PT Bank Tabungan Negara (Persero) Tbk	4,325	--	0.00	--
Dolar Hongkong/ *Hongkong Dollar*				
PT Bank Negara Indonesia (Persero) Tbk	44,668	45,793	0.01	0.01
Jumlah/ Total	**303,107,902**	**534,690,138**	**49.77**	**87.80**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Deposito berjangka (catatan 5)/ ***Time deposits (note 5)***				
Rupiah/ *Rupiah*				
PT Bank Tabungan Negara (Persero) Tbk	1,037,800,000	319,763,000	33.69	17.41
PT Bank Rakyat Indonesia (Persero) Tbk	506,700,651	569,721,074	16.45	31.02
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	301,000,000	111,550,000	9.77	6.07
PT Bank Syariah Indonesia Tbk	118,500,000	26,000,000	3.85	1.42
PT Bank Mandiri (Persero) Tbk	6,352,400	10,352,400	0.21	0.56
PT Bank DKI	1,500,000	1,500,000	0.05	0.08
PT Bank Negara Indonesia (Persero) Tbk	--	35,140,359	--	1.91
Dolar Amerika Serikat/ *United States Dollar*				
PT Bank Rakyat Indonesia (Persero) Tbk	320,652,800	98,318,750	10.41	5.35
PT Bank Mandiri (Persero) Tbk	114,078,400	167,777,976	3.70	9.13
PT Bank Tabungan Negara (Persero) Tbk	49,331,200	--	1.60	--
PT Bank Negara Indonesia (Persero) Tbk	16,330,228	15,880,441	0.53	0.86
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	12,332,800	132,533,675	0.40	7.22
PT Bank Syariah Indonesia Tbk	4,239,400	4,326,025	0.14	0.24
Dolar Hongkong/ *Hongkong Dollar*				
PT Bank Mandiri (Persero) Tbk	35,714,110	48,517,850	1.16	2.64
China Yuan/ *Chinese Yuan*				
PT Bank Mandiri (Persero) Tbk	24,377,045	24,444,763	0.79	1.33
Jumlah/ *Total*	**2,548,909,034**	**1,565,826,313**	**82.75**	**85.25**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Obligasi (catatan 5)/ *Bonds (note 5)*				
Nilai wajar melalui laba rugi/ *Fair value through profit or loss*				
Rupiah/ *Rupiah*				
Obligasi Negara RI FR 0087	--	121,365,724	--	3.27
Obligasi Negara RI FR 0086	--	98,090,571	--	2.65
Obligasi Negara RI FR 0090	--	73,032,106	--	1.97
Obligasi Negara RI FR 0059	--	25,633,950	--	0.69
Obligasi Negara RI FR 0070	--	10,067,129	--	0.27
Obligasi Negara RI FR 0082	--	8,832,450	--	0.24
Obligasi Negara RI FR 0078	--	4,642,529	--	0.13
Obligasi Negara RI FR 0081	--	3,389,045	--	0.09
Sub-jumlah/ *Sub-total*	**--**	**345,053,504**	**--**	**9.31**
Tersedia untuk dijual/ *Available-for-sale*				
Rupiah/ *Rupiah*				
Obligasi Negara RI FR0082	640,819,198	77,385,000	13.41	2.09
Obligasi Negara RI FR0070	446,393,873	61,983,348	9.34	1.67
Obligasi Negara RI FR0056	393,382,500	111,839,000	8.23	3.02
Obligasi Negara RI FR0078	263,459,102	139,750,000	5.51	3.77
Obligasi Negara RI FR0068	247,443,647	27,502,778	5.18	0.74
Obligasi Negara RI FR0087	220,630,514	--	4.62	--
Obligasi Negara RI FR0059	213,719,573	194,657,160	4.47	5.25
Obligasi Negara RI FR0073	145,787,200	--	3.05	--
Obligasi Negara RI FR0095	140,957,612	190,986,779	2.95	5.15
Obligasi Negara RI FR0052	101,858,050	102,850,000	2.13	2.77
Obligasi Negara RI FR0064	97,889,482	77,364,340	2.05	2.09
Obligasi Negara RI FR0071	58,786,063	59,077,312	1.23	1.59
Obligasi Berkelanjutan III Bank BTN Thp II Tahun 2019 Sr C	55,458,150	56,558,700	1.16	1.53
Obligasi Negara RI FR0058	44,066,123	43,517,286	0.92	1.17
Obligasi Berkelanjutan II PLN Thp III Tahun 2018 Sr E	43,706,382	42,636,040	0.91	1.15
Obligasi Berkelanjutan III PLN Thp V Tahun 2019 Sr A	40,287,916	41,195,830	0.84	1.11
Obligasi Berkelanjutan I Timah Thp II 2019 Sr B	34,891,150	35,194,250	0.73	0.95
Obligasi Negara RI FRSDG001	31,067,400	--	0.65	--
Obligasi Berkelanjutan II Pupuk Indonesia Thp I Tahun 2020 Sr B	30,198,900	30,770,100	0.63	0.83
Obligasi Negara RI FR0081	30,047,621	--	0.63	--
SBSN Seri PBSG001	29,993,240	--	0.63	--
Obligasi Berkelanjutan III PLN Thp III Tahun 2019 Sr B	29,948,700	31,341,600	0.63	0.85
Obligasi Bkjt II Mayora Indah Thp II Thn 2022 Sr A	29,715,900	59,176,871	0.62	1.60
Obligasi Berkelanjutan II Protelindo Tahap II Th 2021 Sr B	29,656,200	--	0.62	--
Obligasi Negara PBS Ijaroh 036	29,483,600	--	0.62	--
Obligasi Berkelanjutan I Kereta Api Indonesia Thp I Thn 2022 Sr B	28,665,900	53,984,950	0.60	1.46
Obligasi Berkelanjutan II PLN Thp I Tahun 2017 Sr C	25,953,750	26,440,500	0.54	0.71

	Total/ *Amount*		**Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability***	
	2023	**2022**	**2023**	**2022**
	Rp	**Rp**	**%**	**%**
Obligasi Negara RI FR0084	25,413,763	25,699,748	0.53	0.69
Obligasi Berkelanjutan VI Sarana Multigriya Finansial Thp II Th 2021	24,659,000	24,635,250	0.52	0.66
Obligasi Negara RI FR0054	23,379,000	23,051,600	0.49	0.62
Obligasi Berkelanjutan I Bank Mandiri Thp I Th 2016 Sr C	23,195,260	23,361,800	0.49	0.63
Obligasi I Marga Lingkar Jakarta Tahun 2017 Sr D	21,213,200	21,849,600	0.44	0.59
Obligasi Berkelanjutan III PLN Thp IV Tahun 2019 Sr B	20,908,800	21,000,000	0.44	0.57
Obligasi Berkelanjutan III PLN Thp III Tahun 2019 Sr C	20,888,600	21,481,600	0.44	0.58
Obligasi Berkelanjutan II PLN Thp II Tahun 2017 Sr C	20,680,400	20,754,400	0.43	0.56
Obligasi Berkelanjutan I Angkasa Pura II Thp II Tahun 2020 Sr B	20,462,892	20,782,792	0.43	0.56
Obligasi Berkelanjutan II Jasa Marga Thp I Tahun 2020 Sr B	20,408,400	20,638,400	0.43	0.56
Obligasi Subordinasi Berkelanjutan I Bank BJB Thp I Tahun 2017 Sr B	20,300,968	20,745,345	0.42	0.56
Obligasi Berkelanjutan I Semen Indonesia Thp II Tahun 2019 Sr A	20,293,000	20,831,200	0.42	0.56
Obligasi Berkelanjutan V Sarana Multigriya Finansial Thp I 2019 Sr C	20,223,800	20,798,600	0.42	0.56
Obligasi IV Waskita Karya Tahun 2022 Sr A	19,972,400	19,467,800	0.42	0.53
Obligasi Berkelanjutan I Bank Mandiri Taspen Thp II Tahun 2021 Sr A	19,957,693	19,937,417	0.42	0.54
Obligasi I Angkasa Pura II Tahun 2016 Sr C	18,524,347	19,150,020	0.39	0.52
Obligasi Negara PBS Ijaroh 017	17,820,000	17,784,000	0.37	0.48
Obligasi VII Danareksa Thn 2023 Seri A	16,966,203	--	0.36	--
Obligasi Negara RI FR 0065	16,643,343	16,073,145	0.35	0.43
Obligasi VII Danareksa Thn 2023 Seri B	16,028,551	--	0.34	--
Obligasi Subordinasi Berkelanjutan I Bank Sumut Thp I Tahun 2018	15,194,923	15,174,705	0.32	0.41
Obligasi Berkelanjutan I Bank Mandiri Taspen Thp I Tahun 2019 Sr B	15,109,111	15,266,512	0.32	0.41
Obligasi Berkelanjutan VI Sarana Multigriya Finansial Thp III Thn 2022	15,076,500	15,573,750	0.32	0.42
(Green Bond) I PT BNI (Persero) Tbk Tahun 2022 Sr B	12,848,423	13,057,467	0.27	0.35
MTN II BRI Finance Tahun 2021	12,391,750	12,452,250	0.26	0.34
Obligasi Negara PBS Ijaroh 032	12,303,970	12,226,990	0.26	0.33
Obligasi Berkelanjutan V Pegadaian Thp I Tahun 2022 Sr B	11,826,240	11,753,280	0.25	0.32
Obligasi Berkelanjutan IV PNM Thp II Tahun 2022 Sr B	11,822,880	11,989,680	0.25	0.32
Obligasi Berkelanjutan I Angkasa Pura II Thp II Tahun 2020 Sr D	10,773,600	11,185,900	0.23	0.30
Obligasi Berkelanjutan I Semen Indonesia Thp II Tahun 2019 Sr B	10,726,600	10,828,300	0.22	0.29
Berkelanjutan Thp IV Tahun 2017 Sr E	10,652,190	10,848,418	0.22	0.29
Obligasi Berkelanjutan I Angkasa Pura II Thp II Tahun 2020 Sr C	10,622,276	10,661,505	0.22	0.29

	Total/ *Amount*		**Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability***	
	2023	**2022**	**2023**	**2022**
	Rp	**Rp**	**%**	**%**
Sukuk Ijarah Berkelanjutan I Elnusa Thp I Tahun 2020	10,378,100	10,472,700	0.22	0.28
Obligasi Berkelanjutan III PLN Thp V 2019 Sr B	10,336,751	10,481,941	0.22	0.28
Obligasi Negara RI FR0077	10,064,357	--	0.21	--
Obligasi I BRI Finance Tahun 2022	9,911,400	10,283,000	0.21	0.28
Obligasi Berkelanjutan IV PNM Thp I Tahun 2021 Sr B	9,908,500	9,949,200	0.21	0.27
Obligasi Negara RI FR0086	9,830,248	39,236,228	0.21	1.06
Obligasi Negara RI FR 0062	9,825,483	8,940,050	0.21	0.24
Obligasi Berkelanjutan IV PNM Thp I Tahun 2021 Sr C	7,876,720	7,773,440	0.16	0.21
Obligasi Berkelanjutan III PLN Thp VII Tahun 2020 Sr D	7,641,800	7,615,347	0.16	0.21
Obligasi Berkelanjutan I Telkom Thp I Tahun 2015 Sr D	6,692,189	6,433,515	0.14	0.17
Obligasi Negara RI FR 0045	6,264,300	6,027,017	0.13	0.16
Berkelanjutan PT Bank BRI Thp I Tahun 2022 Sr C	5,891,221	5,847,557	0.12	0.16
Obligasi Berkelanjutan I Telkom Tahun 2015 Sr C	5,848,727	5,869,811	0.12	0.16
Obligasi I Pelindo IV Gerbang Nusantara Tahun 2018 Sr C	5,418,203	5,465,390	0.11	0.15
Obligasi Berkelanjutan III Bank BTN Thp I Tahun 2017 Sr D	5,290,700	5,281,950	0.11	0.14
Obligasi Berkelanjutan II Bank BRI Thp II Tahun 2017 Sr D	5,274,500	5,319,500	0.11	0.14
Obligasi Berkelanjutan II Jasa Marga Thp I Tahun 2020 Sr C	5,195,700	5,188,450	0.11	0.14
Obligasi I Kereta Api Indonesia Tahun 2017 Sr B	3,064,042	3,127,210	0.06	0.08
Obligasi I Pelindo 1 Gerbang Nusantara Tahun 2016 Sr D	1,055,771	1,082,418	0.02	0.03
Obligasi Negara RI FR0063	--	369,076,559	--	9.95
Obligasi Negara RI FR0046	--	56,100,000	--	1.51
Obligasi Berkelanjutan II Bank BRI Thp IV Tahun 2018 Sr A	--	50,312,000	--	1.36
Obligasi Berkelanjutan I Bank Mandiri Thp III Tahun 2018	--	35,803,600	--	0.97
Obligasi Negara RI FR0090	--	33,600,000	--	0.91
Obligasi Berkelanjutan I Kereta Api Indonesia Thp I Tahun 2022 Sr A	--	19,094,810	--	0.52
Obligasi Berwawasan Lingkungan Obligasi Indonesia Eximbank III				
MTN Subordinasi I Bank Mandiri Tahun 2018	--	10,139,100	--	0.27
Obligasi Negara RI FR 0087	--	9,740,000	--	0.26
Obligasi I Pelindo 1 Gerbang Nusantara Tahun 2016 Sr C	--	6,111,929	--	0.16
Obligasi Berwawasan Lingkungan Obligasi Negara RI FR 0072	--	5,472,525	--	0.15
Sukuk Mudharabah Subordinasi I BRISyariah Tahun 2016	--	5,090,783	--	0.14
Obligasi Berkelanjutan II Jasa Marga Thp I Tahun 2020 Sr A	--	5,065,350	--	0.14
Obligasi Berkelanjutan I Bank BTN Thp II Tahun 2013	--	2,010,014	--	0.05

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Dolar Amerika Serikat/ United States Dollar				
Eurobonds Indonesia 2026	92,688,402	94,974,708	1.94	2.56
Eurobonds Indonesia 2025	74,954,866	76,475,090	1.57	2.06
Obligasi Negara RI INDON 24	38,323,108	38,938,969	0.80	1.05
Eurobonds Indonesia 2033	31,589,645	--	0.66	--
Eurobonds Indonesia 2024	30,845,461	31,893,765	0.65	0.86
PLNIJ @525%	29,206,537	26,590,109	0.61	0.72
Eurobonds Indonesia 2042	24,205,278	23,225,669	0.51	0.63
Eurobonds Indonesia 2043	14,000,040	--	0.29	--
Eurobonds Indonesia 2038	9,929,664	9,492,378	0.21	0.26
Obligasi Negara RI INDON 26	7,715,531	7,870,799	0.16	0.21
Obligasi Negara RI INDOIS 31	6,734,024	6,680,517	0.14	0.18
Standard Chartered PLC @3.971%	6,009,958	5,981,555	0.13	0.16
Eurobonds Indonesia 2041	3,810,835	--	0.08	--
Obligasi Negara RI INDON 23	--	62,778,016	--	1.69
Bond Pertamina Tahun 2043	--	18,683,709	--	0.50
Bond Pertamina Tahun 2044	--	5,118,474	--	0.14
Sub-jumlah/ *Sub-total*	**4,547,337,890**	**3,163,988,470**	**85.34**	**85.34**
Jumlah/ *Total*	**4,547,337,890**	**3,509,041,974**	**94.64**	**94.64**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Saham (catatan 5)/ *Shares (note 5)*				
Nilai wajar melalui laba rugi/ *Fair value through profit or loss*				
PT Bank Mandiri (Persero) Tbk	13,364,958	10,463,848	4.97	3.11
PT Bank Rakyat Indonesia (Persero) Tbk	11,870,982	12,434,642	4.42	3.70
PT Telkom Indonesia (Persero) Tbk	9,974,935	9,544,875	3.71	2.84
PT Bank Negara Indonesia (Persero) Tbk	4,978,325	4,192,763	1.85	1.25
PT Semen Gresik (Persero) Tbk	2,668,160	1,476,088	0.99	0.44
PT Perusahaan Gas Negara Tbk	2,570,750	3,562,240	0.96	1.06
PT Aneka Tambang (Persero) Tbk	2,351,717	3,087,878	0.88	0.92
PT Jasa Marga (Persero) Tbk	723,317	442,605	0.27	0.13
PT Indocement Tunggal Prakarsa Tbk	702,180	739,530	0.26	0.22
PT Wijaya Karya (Persero) Tbk	454,520	1,515,066	0.17	0.45
PT Waskita Karya (Persero) Tbk	269,747	686,768	0.10	0.20
PT Adhi Karya (Persero) Tbk	266,268	413,057	0.10	0.12
PT Wijaya Karya Beton Tbk	180,641	319,467	0.07	0.09
PT Pembangunan Perumahan (Persero) Tbk	105,374	176,033	0.04	0.05
PT Waskita Beton Precast Tbk	63,542	172,473	0.02	0.05
PT Tambang Batubara Bukit Asam Tbk	--	564,201	--	0.17
PT Timah Tbk	--	242,878	--	0.07
Sub-jumlah/ *Sub-total*	**50,545,416**	**50,034,412**	**18.81**	**14.87**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Tersedia untuk dijual/ *Available-for-sale*				
PT Telkom Indonesia (Persero) Tbk	32,228,840	45,498,750	12.00	13.52
PT Perusahaan Gas Negara Tbk	10,186,611	15,172,080	3.79	4.51
PT Semen Indonesia (Persero) Tbk	4,618,880	4,745,178	1.72	1.41
PT Bank Tabungan Negara (Persero) Tbk	4,329,500	4,675,864	1.61	1.39
PT Jasa Marga (Persero) Tbk	3,729,894	2,663,798	1.39	0.79
PT Bank Rakyat Indonesia (Persero) Tbk	3,624,590	2,343,121	1.35	0.70
PT Bank Mandiri (Persero) Tbk	3,489,035	3,242,498	1.30	0.96
PT Indocement Tunggal Prakarsa Tbk	3,384,000	--	1.26	--
PT Aneka Tambang Tbk	2,667,164	4,410,708	0.99	1.31
PT Bank Negara Indonesia (Persero) Tbk	2,515,500	2,199,240	0.94	0.65
PT Semen Gresik (Persero) Tbk	2,184,320	2,244,048	0.81	0.67
PT Pembangunan Perumahan (Persero) Tbk	2,080,580	3,475,735	0.77	1.03
PT Tambang Batubara Bukit Asam Tbk	448,228	423,243	0.17	0.13
PT Waskita Karya (Persero) Tbk	394,829	841,977	0.15	0.25
PT Timah Tbk	155,252	281,619	0.06	0.08
PT Waskita Beton Precast Tbk	70,000	70,000	0.03	0.02
PT Wijaya Karya Beton Tbk	32,314	57,147	0.01	0.02
PT Wijaya Karya (Persero) Tbk	14,936	49,786	0.01	0.01
PT Adhi Karya (Persero) Tbk	13,657	21,187	0.01	0.01
PT Bukit Asam Tbk	--	2,915,100	--	0.87
Sub-jumlah/ *Sub-total*	**76,168,130**	**95,331,079**	**28.35**	**28.33**
Jumlah/ *Total*	**126,713,546**	**145,365,491**	**47.16**	**43.20**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Piutang premi dan sesi (catatan 6)/ *Premium and cession receivable (note 6)*				
Perseroan/ *The company*				
PT Pertamina Patra Niaga	121,671,276	138,371,998	5.86	6.67
PT Kilang Pertamina Internasional	218,283,911	83,399,956	10.52	4.02
PT Perusahaan Gas Negara (Persero) Tbk	49,337,297	50,841,493	2.38	2.45
PT Pelita Air Service	30,033,985	20,598,532	1.45	0.99
PT Pupuk Kalimantan Timur	41,654,913	--	2.01	--
PT Pertamina Drilling Service Indonesia	33,075,526	80,146	1.59	0.00
PT Petrokimia Gresik	16,734,974	--	0.81	--
PT Garuda Indonesia (Persero) Tbk	16,143,516	11,011,932	0.78	0.53
PT Pupuk Sriwidjaja Palembang	15,473,766	--	0.75	--
PT Pupuk Iskandar Muda	12,977,967	--	0.63	--
PT Pupuk Kujang Cikampek	7,664,100	--	0.37	--
PT Elnusa Petrofin Indonesia	5,136,052	2,873,643	0.25	0.14
PT Prima Armada Raya	4,086,951	3,972,962	0.20	0.19
PT Pertamina International Shipping	2,142,220	5,756,864	0.10	0.28
PT Patra Trading	1,709,304	911,333	0.08	0.04
PT Pertamina Lubricants	1,608,141	678,873	0.08	0.03
PT Pertamina (Persero) Tbk	1,569,062	124,870	0.08	0.01

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023	**2022**	**2023**	**2022**
	Rp	**Rp**	**%**	**%**
Pertamina International Shipping Pte Ltd	1,116,667	9,147,955	0.05	0.44
PT Patra Drilling Contractor	1,047,859	1,182,210	0.05	0.06
PT Rekayasa Industri	954,122	920,495	0.05	0.04
PT BRI Multifinance Indonesia	936,422	496,797	0.05	0.02
PT Kilang Pertamina Balikpapan	390,742	879,707	0.02	0.04
PT Freeport Indonesia	--	4,326,025	--	0.21
PT Geo Dipa Energi (Persero)	--	73,979	--	0.00
Lainnya (dibawah 100.000)/ *Others (below 100,000)*	62,565,815	14,636,810	3.01	0.71
Sub-jumlah/ *Sub-total*	**646,314,588**	**350,286,580**	**31.14**	**16.88**
Entitas anak/ *Subsidiaries*				
PT Asuransi Jasa Indonesia	26,088,614	9,864,744	1.26	0.48
PT Asuransi Kredit Indonesia	4,169,206	12,445,388	0.20	0.48
PT Asuransi Samsung Tugu	8,315,076	11,698,376	0.40	0.56
Sub-jumlah/ *Sub-total*	**38,572,896**	**34,008,508**	**1.86**	**1.04**
Jumlah/ *Total*	**684,887,484**	**371,849,700**	**3.17**	**1.72**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023	**2022**	**2023**	**2022**
	Rp	**Rp**	**%**	**%**
Piutang koasuransi(catatan 7)/ *Coinsurance receivable (note 7)*				
PT BRI Asuransi Indonesia	76,716,357	--	59.48	--
PT Asuransi Jasa Indonesia	55,576,885	54,600,728	43.09	42.33
PT Asuransi ASEI Indonesia	4,753,588	--	3.69	--
PT Asuransi Kredit Indonesia	2,958,751	--	2.29	--
Lainnya (dibawah 100.000)/ *Others (below 100,000)*	3,414,685	--	2.65	--
Jumlah/ *Total*	**143,420,266**	**54,600,728**	**111.19**	**42.33**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023	**2022**	**2023**	**2022**
	Rp	**Rp**	**%**	**%**
Piutang reasuransi dan retrosesi (catatan 8)/ *reinsurance and retrocession receivable (note 8)*				
Perseroan/ *The company*				
PT Reasuransi Indonesia Utama	107,580,957	70,704,665	16.41	18.23
PT Reasuransi Nasional Indonesia	78,319,213	12,645,197	11.95	3.26
PT Asuransi Dharma Bangsa	11,727,531	12,139,650	1.79	3.13
PT Asuransi Jasa Indonesia	8,524,454	2,493,393	1.30	0.64
Lainnya (dibawah 100.000)/ *Others (below 100,000)*	2,693,512	744,027	0.41	0.19

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Entitas anak/ *Subsidiaries*				
PT Reasuransi Nasional Indonesia	6,157,071	3,389,277	0.94	0.87
Lainnya (dibawah 100.000)/ *Others (below 100,000)*	--	495,608	--	0.13
Sub-jumlah/ *Sub-total*	**6,157,071**	**3,884,885**	**0.94**	**1.00**
Jumlah/ *Total*	**215,002,738**	**102,611,817**	**32.80**	**26.45**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Utang klaim (catatan 14)/ *Claim payable (note 14)*				
PT Pertamina Drilling Services Indonesia	13,522,417	5,481,340	4.31	4.25
PT Kilang Pertamina Internasional	7,246,558	--	2.31	--
PT Asuransi Jiwasraya (Persero)	616921	3,119,310	0.20	2.42
PT BNI Life Insurance	--	2,996,375	--	2.32
PT Asuransi Jiwa Inhealth Indonesia	--	1,090,692	--	0.85
PT BRI Asuransi Indonesia	--	4,171,410	--	3.23
PT Pertamina (Persero)	--	1,637,530	--	1.27
Lainnya (dibawah 100.000)/ *Others (below 100,000)*	10,857,998	181,529	3.46	0.14
Jumlah/ *Total*	**32,243,894**	**18,678,186**	**10.28**	**14.47**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Utang koasuransi (catatan 15)/ *Coinsurance payable (note 15)*				
PT Asuransi Jasa Indonesia	23,997,050	981,213	32.62	2.09
PT BRINS General Insurance	5,433,711	16,085,520	7.39	34.31
PT Asuransi Jasa Raharja Putra	1,450,572	42,047	1.97	0.09
PT Garuda Indonesia (Persero) Tbk	388,525	396,463	0.53	0.85
PT Asuransi Dharma Bangsa	161,399	171,984	0.22	0.37
PT Asuransi Kredit Indonesia	57,880	2,689	0.08	0.01
PT Asuransi Bringin Sejahtera Artamakmur	16,868	24,342	0.02	0.05
PT Asuransi ASEI Indonesia	13,030	896,583	0.02	1.91
Lainnya (dibawah 100.000)/ *Others (below 100,000)*	1,004,735	748,950	1.37	1.60
Jumlah/ *Total*	**32,523,770**	**19,349,791**	**44.21**	**41.27**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023	**2022**	**2023**	**2022**
	Rp	**Rp**	**%**	**%**
Utang reasuransi dan retrosesi (catatan 17)/ *Reinsurance and retrocession payable (note 17)*				
Perseroan/ *The company*				
PT Reasuransi Indonesia Utama	47,607,540	35,177,093	2.52	2.41
PT Asuransi Dharma Bangsa	1,099,977	11,971,414	0.06	0.82
PT Reasuransi Nasional Indonesia	683,967	14,561,879	0.04	1.00
Lainnya (dibawah 100.000)/ *Others (below 100,000)*	--	1,217,938	--	0.08
Sub-jumlah/ *Sub-total*	**49,391,484**	**62,928,324**	**2.61**	**4.31**
Entitas anak/ *Subsidiaries*				
PT Reasuransi Indonesia Utama	468,482	--	0.02	--
Sub-jumlah/ *Sub-total*	**468,482**	**--**	**0.02**	**0.00**
Jumlah/ *Total*	**49,859,966**	**62,928,324**	**2.64**	**4.31**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023	**2022**	**2023**	**2022**
	Rp	**Rp**	**%**	**%**
Estimasi klaim (catatan 16)/ *Estimated claims (note 16)*				
Perseroan/ *The company*				
PT Pertamina (Persero)	67,651,178	57,987,556	2.96	3.22
PT Pertamina Patra Niaga	26,228,089	26,975,185	1.15	1.50
SKK Migas	23,554,855	15,295,505	1.03	0.85
PT Elnusa Petrofin	18,910,317	5,777,432	0.83	0.32
PT Pertamina Drilling Service Indonesia	4,191,206	5,215,894	0.18	0.29
PT Swadharma Sarana Informatika	3,579,855	7,483,542	0.16	0.42
PT Wijaya Karya (Persero) Tbk	2,307,562	1,372,169	0.10	0.08
PT Hutama Karya (Persero)	1,312,031	1,312,149	0.06	0.07
PT Pupuk Kalimantan Timur	1,007,247	8,000,672	0.04	0.44
PT Pertamina Hulu Energi West Madura Offshore	419,379	8,759,801	0.02	0.49
PT Perusahaan Listrik Negara (Persero)	290,651	3,324,754	0.01	0.18
PT Bank Mandiri (Persero) Tbk	273,190	3,325,628	0.01	0.18
PT Aneka Gas Industri Tbk	--	21,116,580	--	1.17
PT PP Properti (Persero)	--	7,141,447	--	0.40
PT Pertamina Hulu Energi Offshore Southeast Sumatra	--	1,989,972	--	0.11
Sub-jumlah/ *Sub-total*	**149,725,560**	**175,078,286**	**6.55**	**9.73**
Entitas anak/ *Subsidiaries*				
PT Asuransi Jasaraharja Putera	--	32,424,046	--	1.80
Sub-jumlah/ *Sub-total*	**--**	**32,424,046**	**--**	**1.80**
Jumlah/ *Total*	**149,725,560**	**207,502,332**	**6.55**	**11.53**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Utang pembiayaan konsumen dan sewa pembiayaan (catatan 24)/ *Consumer finance and leases payables (note 24)*				
Pembiayaan Konsumen/ *Consumer Financing*				
PT Mandiri Tunas Finance	503,985	3,438,955	1.11	5.01
PT Mandiri Utama Finance	--	339,183	--	0.49
PT BRI Multifinance Indonesia	--	669,630	--	0.98
Jumlah/ *Total*	**503,985**	**4,447,768**	**1.11**	**6.48**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2023 Rp	2022 Rp	2023 %	2022 %
Pinjaman diterima (catatan 23)/ *Borrowings (note 23)*				
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	149,351,005	15,423,438	50.43	12.71
PT Bank Mandiri (Persero) Tbk	75,338,655	105,321,901	25.44	86.79
PT Bank Syariah Indonesia Tbk	62,504,333	--	21.11	--
PT Bank Rakyat Indonesia (Persero) Tbk	62,977	601,373	0.02	0.50
Jumlah/ *Total*	**287,256,970**	**121,346,712**	**97.00**	**100.00**

Saldo piutang premi dari pihak berelasi tidak memiliki jaminan, tidak berbunga, dan pada umumnya berjangka waktu pembayaran 30-60 hari.

Outstanding balances of premium receivables from related party are unsecured, non-interest bearing, and generally on 30-60 days terms of payments.

b. Hubungan dengan pihak-pihak berelasi adalah sebagai berikut:

b. The nature of relationships with the related parties are as follow:

Pihak-pihak berelasi/ *Related parties*	Sifat hubungan/ *Nature of relationship*	Sifat dari transaksi/ *Nature of transaction*
Pemerintah RI	Entitas induk terakhir/ *Ultimate parent*	Obligasi/Bonds
Komisaris dan direksi/ Commissioners and directors	Personil manajemen kunci/ Key management personnel	Beban gaji dan kesejahteraan karyawan/ *Salaries and employees benefits*
PT Pertamina (Persero) Tbk	Entitas induk/ *Parent entity*	*Obligasi/Bonds* Penutupan asuransi/*Insurance premium* Piutang premi dan sesi/ *Premium and cession receivable* Utang Klaim/*Claim Payable*
PT Pertamina Patra Niaga	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Pelita Air Service (Persero) Tbk	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Pertamina Hulu Energi	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*

Pihak-pihak berelasi/ ***Related parties***	**Sifat hubungan/** ***Nature of relationship***	**Sifat dari transaksi/** ***Nature of transaction***
PT Pertamina Drilling Services Indonesia	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Utang Klaim/Claim Payable Penutupan asuransi/*Insurance premium*
PT Pertamina Lubricants	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Elnusa Tbk	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Obligasi/*Bonds*
PT Perusahaan Gas Negara (Persero)	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Saham/*Shares* Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
Pertamina International Shipping Pte Ltd	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/Insurance premium
PT Pertamina International Shipping	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Asuransi Staco Mandiri	Entitas asosiasi melalui entitas anak/ *Associate entity through subsidiaries*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Patra Trading	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Pertamina Training & Consulting	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Utang Klaim/*Claim Payable* Penutupan asuransi/*Insurance premium*
PT Pertamina Drilling Contractor	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Kilang Pertamina Internasional	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Utang Klaim/*Claim Payable* Penutupan asuransi/*Insurance premium*
PT Kilang Pertamina Balikpapan	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Geo Dipa Energi (Persero)	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Garuda Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable* Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium*
PT Freeport Indonesia Company	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Prima Armada Raya	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Penutupan asuransi/*Insurance premium*
PT Elnusa Petrofin Indonesia	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang koasuransi/*Coinsurance receivable* Piutang reasuransi dan retrosesi/ *Reinsurance and retrocession receivable* Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium*
PT Asuransi Jasa Indonesia	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/Insurance premium
PT Rekayasa Industri	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable* Penutupan asuransi/*Insurance premium*
PT Asuransi Ekspor Indonesia (Asei)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium*
PT Asuransi Dharma Bangsa	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Koasuransi/*Coinsurance Payable* Utang reasuransi/*Reinsurance Payable* Penutupan asuransi/*Insurance premium*

Pihak-pihak berelasi/ ***Related parties***	**Sifat hubungan/** ***Nature of relationship***	**Sifat dari transaksi/** ***Nature of transaction***
PT Asuransi Jasa Raharja Putra	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium*
PT Reasuransi Indonesia Utama (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang koasuransi/*Coinsurance receivable* Utang reasuransi/*Reinsurance Payable* Piutang reasuransi dan retrosesi/ *Reinsurance and retrocession receivable* Penutupan asuransi/*Insurance premium*
PT Asuransi Bringin Sejahtera Artamakmur (BSAM)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium*
PT Asuransi Kredit Indonesia (Askrindo)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium*
PT Reasuransi Nasional Indonesia (Nasre)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang reasuransi dan retrosesi/ *Reinsurance and retrocession receivable* Utang reasuransi/*Reinsurance Payable* Penutupan asuransi/Insurance premium
PT BRI Asuransi Indonesia	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Klaim/*Claim Payable* Piutang koasuransi/*Coinsurance receivable* Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium*
PT BRI Multifinance Indonesia	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds* Piutang premi dan sesi/ *Premium and cession receivable* Utang reasuransi/*Reinsurance Payable* Penutupan asuransi/*Insurance premium*
PT BNI Life Insurance	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Klaim/*Claim Payable* Penutupan asuransi/*Insurance premium*
PT Taspen (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Klaim/*Claim Payable* Penutupan asuransi/*Insurance premium*
PT Asuransi Jiwa Inhealth Indonesia	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Klaim/*Claim Payable* Penutupan asuransi/*Insurance premium*
PT Asuransi Jiwasraya (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Klaim/*Claim Payable* Penutupan asuransi/*Insurance premium*
PT Mandiri Utama Finance	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang reasuransi/*Reinsurance Payable* Penutupan asuransi/*Insurance premium*
PT Bank Pembangunan Daerah Jawa Tengah	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Kas dan Setara Kas/*Cash and Cash Equivalent* Obligasi/*Bonds*
PT Bank Rakyat Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Kas dan Setara Kas/Cash and Cash Equivalent Deposito Berjangka/*Time Deposits* Saham/*Shares* Obligasi/*Bonds* Pinjaman diterima/*Borrowings*
PT Bank Tabungan Negara (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Kas dan Setara Kas/*Cash and Cash Equivalent* Deposito Berjangka/*Time Deposits* Saham/*Shares* Obligasi/*Bonds*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Kas dan Setara Kas/*Cash and Cash Equivalent* Deposito Berjangka/*Time Deposits* Obligasi/*Bonds* Pinjaman diterima/*Borrowings*
PT Bank Syariah Indonesia Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Kas dan Setara Kas/*Cash and Cash Equivalent* Deposito Berjangka/*Time Deposits* Obligasi/*Bonds*
PT Bank Negara Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Kas dan Setara Kas/*Cash and Cash Equivalent* Deposito Berjangka/*Time Deposits* Saham/*Shares* Obligasi/*Bonds* Reksa dana/*Mutual Fund*
PT Bank Mandiri (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Kas dan Setara Kas/*Cash and Cash Equivalent* Deposito Berjangka/*Time Deposits* Saham/*Shares* Obligasi/*Bonds* Reksa dana/*Mutual Fund* Pinjaman diterima/*Borrowings*
PT Bank DKI	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Kas dan Setara Kas/*Cash and Cash Equivalent* Deposito Berjangka/*Time Deposits*

Pihak-pihak berelasi/ ***Related parties***	**Sifat hubungan/** ***Nature of relationship***	**Sifat dari transaksi/** ***Nature of transaction***
PT Bank Raya Indonesia Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Deposito Berjangka/*Time Deposits*
PT Bank Pembangunan Daerah Jawa Timur Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Deposito Berjangka/*Time Deposits*
PT Telkom Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares* Obligasi/*Bonds*
PT Aneka Tambang (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares*
PT Wijaya Karya (Persero) Tbk	Entitas berelasi dengan Pemerintah/	Saham/*Shares*
PT Semen Gresik (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares*
PT Indocement Tunggal Prakarsa Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares*
PT Waskita Karya (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares* Obligasi/*Bonds*
PT Bukit Asam Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares*
PT Jasa Marga (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares* Obligasi/*Bonds*
PT Adhi Karya (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares*
PT Wijaya Karya Beton Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares*
PT Timah Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares* Obligasi/*Bonds*
PT Pembangunan Perumahan (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares*
PT Waskita Beton Precast Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares*
PT Mayora Indah (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Kereta Api Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Perusahaan Listrik Negara (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Pupuk Indonesia (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Sarana Multigriya Finansial (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Marga Lingkar Jakarta	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Angkasa Pura II (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Jasa Marga (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares*
PT Bank Mandiri Taspen	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Bank Pembangunan Daerah Sumatera Utara	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Sarana Multi Infrastruktur	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Semen Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Saham/*Shares* Obligasi/*Bonds*
Perusahaan Umum Pembangunan Perumahan Nasional	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Pelabuhan Indonesia (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Permodalan Nasional Madani	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds* Reksa dana/*Mutual Fund*
PT Bank Ekspor Impor Indonesia (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Pegadaian (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Obligasi/*Bonds*
PT Bahana TCW Investment Management	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Reksa dana/*Mutual Fund*
PT Danareksa Investment Management	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Reksa dana/*Mutual Fund*
PT Pupuk Kalimantan Timur	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable*
PT Aneka Gas Industri Tbk		Piutang premi dan sesi/
PT Petrokimia Gresik	Entitas berelasi dengan Pemerintah/ *Government - related entities*	*Premium and cession receivable* Piutang premi dan sesi/

40. Informasi Tambahan Arus Kas / *40. Additional Cash Flows Information*

Penambahan pada liabilitas yang timbul dari aktifitas pendanaan pada laporan arus kas adalah sebagai berikut:

Changes in liabilities arising from financing activities in the cash flow statement are as follows:

	31 Desember/ *December 31, 2022*	Arus kas masuk/ *Cash flow in*	Arus kas keluar/ *Outgoing cash flow*	Perubahan non kas/ *Non-cash changes*	31 Desember/ *December 31, 2023*	
Liabilitas sewa	2,917,784	--	(3,440,371)	6,717,280	6,194,693	*Lease liabilities*
Pinjaman diterima	121,346,712	246,288,544	(71,485,703)	--	296,149,553	*Borrowings*
Utang pembiayaan konsumen dan sewa pembiayaan	68,616,376	--	(28,381,164)	5,278,681	45,513,893	*Consumer finance and leases payables*
Utang dividen	--	--	(244,362,381)	244,362,381	--	*Dividend payable*

	31 Desember/ *December 31, 2021*	Arus kas masuk/ *Cash flow in*	Arus kas keluar/ *Outgoing cash flow*	Perubahan non kas/ *Non-cash changes*	31 Desember/ *December 31, 2022*	
Liabilitas sewa	6,850,134	--	(4,807,958)	875,608	2,917,784	*Lease liabilities*
Pinjaman diterima	43,326,065	102,811,711	(24,791,064)	--	121,346,712	*Borrowings*
Utang pembiayaan konsumen dan sewa pembiayaan	158,955,645	--	(99,272,562)	8,933,293	68,616,376	*Consumer finance and leases payables*
Utang dividen	--	--	(131,889,738)	131,889,738	--	*Dividend payable*

41. Manajemen Risiko Asuransi / *41. Insurance Risk Management*

Risiko asuransi

Risiko utama yang dihadapi Grup terkait dengan kontrak asuransi adalah perbedaan antara jumlah klaim yang terjadi, klaim yang dibayarkan dan waktu terjadinya klaim dengan yang diprediksikan sebelumnya. Hal ini dipengaruhi oleh frekuensi, tingkat keparahan (*severity*) dari klaim, klaim aktual yang dibayarkan, dan perkembangan dari klaim jangka panjang. Oleh karena itu, tujuan Grup adalah untuk memastikan bahwa cadangan yang dibentuk cukup untuk memenuhi semua liabilitas tersebut.

Eksposur risiko yang terkait dengan kontrak asuransi dapat dimitigasi dengan melakukan diversifikasi portofolio kontrak asuransi. Keberagaman risiko diperbaiki juga melalui pemilihan risiko dengan hati-hati dan implementasi dari pedoman *underwriting* serta pengaturan program reasuransi.

Sebagai bagian dari program mitigasi risiko, Grup mempunyai proteksi reasuransi yang dialokasikan secara proporsional maupun non-proporsional. Sebagian besar reasuransi proporsional adalah reasuransi *quota share* yang bertujuan untuk mengurangi eksposur risiko Grup ke beberapa lini bisnis tertentu. Sedangkan reasuransi non-proporsional kebanyakan adalah reasuransi *excess of loss* yang dibentuk untuk memitigasi eksposur neto Grup terhadap kerugian katastropik. Limit retensi untuk reasuransi *excess of loss* berbeda-beda tergantung pada jenis produk dan wilayah penutupan.

Insurance risk

The principal risk the Group faces under insurance contracts is the difference between actual claims, claim payments and claim dates compared to the ones predicted previously. This is influenced by the frequency, severity of claims, actual claim paid and subsequent development of long-term claims. Therefore, the objective of the Group is to ensure that sufficient reserves are made to cover those liabilities.

The risk exposure related to insurance contracts is mitigated by diversification of insurance contracts portfolio. The variability of risks is also improved by prudent risks selection and implementation of underwriting strategy guidelines, as well as reinsurance program arrangements.

As part of its risks mitigation program, the Group holds reinsurance protection, which is ceded both proportionally and non-proportionally. The majority of proportional reinsurance is quota share reinsurance with the purpose of reducing the risks exposure of the Group to certain line of business. Whilst for non-proportional reinsurance is primarily excess of loss reinsurance designed to mitigate the Group's net exposure to catastrophic losses. Retention limits for excess of loss reinsurance varies depending on the product line and territory covered.

Jumlah ganti rugi yang diperoleh dari reasuransi dihitung secara konsisten dengan perhitungan cadangan klaim yang belum dibayar dan sesuai dengan kontrak reasuransi yang disepakati. Meskipun Grup memiliki program reasuransi, Grup tidak terbebas dari kewajiban langsungnya kepada pemegang polis. Masih terdapat risiko kredit yang potensial terkait dengan pihak reasuradur jika tidak dapat memenuhi kewajibannya sebagaimana ditetapkan dalam kontrak reasuransi. Grup melakukan diversifikasi pada penempatan reasuransinya sedemikian rupa sehingga tidak menggangu kegiatan operasional.

Amounts recoverable from the reinsurers are estimated consistently with the outstanding claims reserves calculation and in accordance with the agreed upon reinsurance contracts. Although the Group has reinsurance arrangements, it is not relieved from its direct obligations to its policyholders. There are still potential credit risks related to the reinsurers if they are unable to meet their obligations assumed under such reinsurance agreements. The Group diversified its reinsurance placement as such so to avoid any disruption in its operation.

Grup tidak tergantung pada satu reasuradur ataupun satu kontrak reasuransi tertentu secara signifikan.

The Group is not significantly dependent upon any single reinsurer or reinsurance contract.

Jenis kontrak asuransi kerugian Grup yang utama adalah polis asuransi pengangkutan, penerbangan, rangka kapal, *offshore*, *onshore*, kebakaran, rekayasa, dan lain-lain. Risiko-risiko yang ditutup oleh polis asuransi kerugian biasanya berjangka waktu dua belas bulan.

The Group principally issues the following types of insurance contracts: marine cargo, aviation, marine hull, offshore, onshore, fire, engineering, and miscellaneous. Risks covered by loss insurance policies normally have duration of twelve months.

Paparan risiko di atas dimitigasi dengan melakukan diversifikasi portofolio kontrak asuransi dalam jumlah besar dan karakteristik risiko. Variabilitas risiko diperbaiki dengan melakukan pemilihan risiko secara hati-hati dan implementasi dari strategi *underwriting*, yang dibuat untuk memastikan bahwa risiko telah terdiversifikasi baik menurut jenis risiko maupun tingkat manfaat yang diberikan ke tertanggung. Hal tersebut dapat dicapai dengan melakukan diverisifikasi sektor industri dan geografis.

The risk exposure above is mitigated by diversification across a large portfolio of insurance contracts and risks characteristics. The variability of risks is improved by prudent risks selection and implementation of underwriting strategies, which are designed to ensure that risks are diversified in terms of type of risk and level of benefits to the insured. This is largely achieved through diversification across industry sectors and geography.

Kebijakan kajian klaim yang ketat, baik terhadap perhitungan klaim baru maupun yang sedang terjadi, kajian detail terhadap prosedur penanganan klaim secara berkala dan investigasi rutin terhadap kemungkinan kecurangan dalam klaim asuransi merupakan kebijakan dan prosedur yang ditetapkan untuk menurunkan eksposur risiko Grup. Grup juga menerapkan kebijakan untuk secara aktif mengelola dan menindaklanjuti klaim agar menurunkan risiko terhadap perkembangan yang tidak terprediksi yang berdampak negatif bagi bisnis. Di dalam memproyeksikan liabilitas kontrak asuransi Grup, Grup telah memasukkan asumsi tingkat inflasi untuk memitigasi risiko inflasi.

Prudent claim review policies for new or ongoing claims, regular detailed review of claims handling procedures and routine investigation on possibility of fraudulent claims are the policies and procedures put in place to reduce the Group's risks exposure. The Group further enforces to actively manage and promptly follows up claims, in order to reduce its risks to unpredictable developments that can negatively impact the business. In projecting its insurance contract's liabilities, the Group has taken into account expected inflation to mitigate any inflation risk.

Grup juga menekan penyebaran risiko dengan menetapkan nilai maksimum klaim untuk kontrak asuransi tertentu dan menyusun program reasuransi untuk membatasi risiko terhadap eksposur katastropik, seperti kerusakan akibat badai, gempa bumi dan banjir.

The Group also suppressed the risk expansion by imposing maximum claim limit for certain insurance risks and preparing reinsurance arrangements as to limit its risks on catastrophic exposure, such as damages from hurricane, earthquake and floods.

Tujuan dari strategi *underwriting* dan reasuransi ini adalah untuk membatasi eksposur risiko katastropik, yang didasarkan pada tingkat toleransi Grup terhadap risiko sesuai dengan arahan Manajemen. Tujuan utamanya adalah untuk menekan dampak dari kejadian katastropik tunggal hingga mendekati 50% dari ekuitas secara kotor dan 10% secara neto.

The purpose of these underwriting and reinsurance strategies is to limit exposure to catastrophies based on the Group's risk appetite as decided by Management. The overall aim is currently to suppress the impact of a single catastrophic event to approximately 50% of equity on gross basis and 10% on net basis.

Pada kejadian katastropik, eksposur untuk satu reasuradur diproyeksikan tidak lebih dari 2% dari ekuitas. Manajemen dapat memutuskan untuk meningkatkan atau menurunkan tingkat toleransi maksimum berdasarkan kondisi pasar atau faktor lainnya.

In the catastrophic event, the exposure to a single reinsurer is estimated not to exceed 2% of the equity. The Management may decide to increase or decrease the maximum limit based on market conditions and other factors.

Tabel berikut ini menyajikan konsentrasi liabilitas kontrak asuransi yang terdiri atas estimasi klaim dan cadangan premi yang belum merupakan pendapatan dan liabilitas manfaat polis masa depan berdasarkan jenis kontrak:

The following table presents the concentration of insurance contract liabilities which consist of estmated claims and unearned premium reserves and liability for future policy benefits by type of contract:

	31 Desember/*December 31, 2023*			
	Bruto/ *Gross*	**Reasuransi/ *Reinsurance***	**Neto/ *Net***	
Offshore	655,643,608	(558,901,611)	96,741,997	*Offshore*
Kebakaran	4,567,605,758	(3,418,749,243)	1,148,856,515	*Fire*
Rangka kapal	863,920,979	(544,931,473)	318,989,506	*Marine hull*
Pengangkutan	207,861,119	(88,831,128)	119,029,991	*Marine cargo*
Rekayasa	1,303,539,081	(1,054,411,690)	249,127,391	*Engineering*
Penerbangan	910,910,328	(824,012,539)	86,897,789	*Aviation*
Onshore	144,897,291	(90,600,745)	54,296,546	*Onshore*
Lainnya	2,493,156,857	(681,621,181)	1,811,535,676	*Miscellaneous*
Jumlah	**11,147,535,021**	**(7,262,059,610)**	**3,885,475,411**	***Total***

	31 Desember/*December 31, 2022*			
	Bruto/ ***Gross***	**Reasuransi/** ***Reinsurance***	**Neto/** ***Net***	
Offshore	1,208,395,803	(1,051,631,676)	156,764,127	*Offshore*
Kebakaran	4,536,672,546	(3,698,760,877)	837,911,669	*Fire*
Rangka kapal	724,208,483	(439,991,802)	284,216,681	*Marine hull*
Pengangkutan	266,579,512	(71,531,913)	195,047,599	*Marine cargo*
Rekayasa	476,542,876	(259,097,875)	217,445,001	*Engineering*
Penerbangan	308,347,407	(238,957,689)	69,389,718	*Aviation*
Onshore	313,998,263	(221,499,030)	92,499,233	*Onshore*
Lainnya	1,962,507,154	(679,039,234)	1,283,467,920	*Miscellaneous*
Jumlah	**9,797,252,044**	**(6,660,510,096)**	**3,136,741,948**	***Total***

42. Manajemen Risiko Keuangan / *42. Financial risk Management*

Asumsi utama

Asumsi utama yang menjadi dasar dalam perhitungan estimasi kewajiban klaim yaitu bahwa pembentukan klaim masa depan Grup akan memiliki pola yang sama dengan pembentukan klaim yang terjadi di masa lampau. Pertimbangan kualitatif tambahan digunakan untuk memperkirakan tingkat di mana tren masa lampau tidak akan terulang lagi di masa depan, misalnya; kejadian khusus yang hanya terjadi sekali, perubahan yang terjadi di pasar seperti sikap masyarakat terhadap klaim, kondisi ekonomi maupun faktor internal seperti campuran portofolio, syarat dan ketentuan polis, dan prosedur penanganan klaim.

Main assumptions

The principal assumption in calculating the claim Reserve estimations is that the Group's future claims development will follow a similar pattern to historical claims development. Additional qualitative judgments are used to assess the extent to which historical trends may not apply in the future, for example: specific one off occurrence, changes in market factors such as public attitude to insurance claims, economic conditions, as well as internal factors such as portfolio mix, policy terms and conditions, and claims handling procedures.

Analisis sensitivitas

Pertimbangan lebih lanjut digunakan untuk menghitung tingkat di mana faktor eksternal seperti keputusan peradilan dan peraturan pemerintah yang memengaruhi estimasi besaran klaim.

Sensitivity analysis

Further justification is required to assess the extent to which external factors such as judicial decisions and government regulations affect the claim estimates.

Kondisi utama yang memengaruhi keandalan dari asumsi yang digunakan adalah rasio kerugian, keterlambatan dalam penyelesaian dan perubahan nilai tukar mata uang asing.

Other key conditions affecting the reliability of assumption used are loss ratio, delay in settlement and changes in foreign currency exchange rates.

Estimasi klaim sensitif terhadap asumsi utama yang mengikuti. Analisis berikut dilakukan untuk perubahan yang mungkin terjadi pada asumsi utama dengan semua asumsi lainnya tetap konstan, yang menunjukkan pengaruh terhadap laba sebelum beban pajak penghasilan Grup (tidak diaudit):

Estimated claims are sensitive to the key assumptions that follow. The following analysis is performed for reasonably possible movements in key assumptions with all other assumptions held constant, showing the impact on income before income tax expense of the Group (unaudited):

	Perubahan persentase/ *Percentage change*	**Pengaruh terhadap laba sebelum pajak/ *Impact on income before***	
31 Desember 2023			***December 31, 2023***
Perseroan			*The Company*
Rasio klaim	+/-5%	+-12.803.438	*Claim ratio*
31 Desember 2022			***December 31, 2022***
Perseroan			*The Company*
Rasio klaim	+/-5%	+-12.566.397	*Claim ratio*

Aktivitas Grup mengandung berbagai macam risiko keuangan: risiko nilai tukar mata uang asing, risiko kredit dan risiko likuiditas. Fungsi utama dari manajemen risiko Grup adalah untuk mengidentifikasi seluruh risiko kunci, mengukur risiko tersebut, mengelola posisi risiko dan menentukan alokasi modal. Grup secara rutin menelaah kebijakan dan sistem manajemen risiko untuk menyesuaikan dengan perubahan di pasar, produk, dan praktek pasar terbaik.

The Group's activities expose it to a variety of financial risks: foreign exchange risk, credit risk and liquidity risk. The core functions of the Group's risk management are to identify all key risks for the Group, measure these risks, manage the risk positions and determine capital allocations. The Group regularly reviews its risk management policies and systems to reflect changes in market, products and best market practice.

Risiko pasar

Risiko nilai tukar mata uang asing

Grup menghadapi risiko nilai tukar mata uang asing sehubungan dengan aset dan liabilitas moneter yang diakui dalam mata uang yang berbeda dengan mata uang fungsional entitas yang bersangkutan.

Market risk

Foreign exchange risk

The Group is exposed to foreign currency risk in connection with monetary asset and liabilites which are recognize in different currency with the entity's functional currency.

Volatilitas yang timbul dari perubahan nilai tukar mata uang asing umumnya dikelola dengan mencocokkan liabilitas dan aset dengan nilai tukar yang sama sehingga memastikan bahwa setiap eksposur mata uang asing diminimalkan. Liabilitas asuransi dan liabilitas Grup lainnya dalam mata uang asing yang utama adalah dalam Dolar AS yang akan dicocokkan dengan aset dalam Rupiah sehingga mengurangi risiko mata uang asing.

The volatility arising from changes in foreign currency exchange rates is generally managed by matching liabilities and assets with the same exchange rates so as to ensure that any foreign currency exposure is minimized. The insurance liabilities and other liabilities of the Group that are denominated in foreign currencies are primarily in US Dollar which are matched by assets in Rupiah thus reducing currency risk.

Tabel di bawah ini mengikhtisarkan aset dan liabilitas keuangan yang menghadapi risiko nilai tukar mata uang asing:

The table below summarized the Group's financial assets and liabilities which are exposed to foreign exchange risk:

	31 Desember/*December 31, 2023*				
	USD)	HKD)	GBP)	Lain-lain/ *Others)*	
Aset keuangan					***Financial assets***
Kas dan bank	264,083,847	105,983	692,537	2,401,079	*Cash on hand and in banks*
Deposito berjangka	739,379,967	120,400,056	19,560,970	25,555,476	*Time deposits*
Efek-efek					*Marketable securities*
- Obligasi	370,013,349	--	--	--	*Bonds -*
- Saham	--	49,883,078	--	--	*Shares -*
Piutang premi dan reasuransi	1,476,841,885	12,099,146	--	19,659,469	*Premium and cession receivables*
Piutang reasuransi dan retosesi					*Reinsurance and*
retrosesi	575,493,106	7,935,025	--	33,287,927	*retrocession receivables*
Piutang koasuransi	415,404,349	--	--	363,456	*Coinsurance receivables*
Jumlah	**3,841,216,503**	**190,423,288**	**20,253,507**	**81,267,407**	***Total***
Liabilitas keuangan					***Financial liabilities***
Utang reasuransi dan retrosesi	1,641,246,425	10,331,745	--	112,154,477	*Reinsurance and retrocession payables*
Utang koasuransi	18,665,896	7,058	15,293	1,120	*Coinsurance payables*
Utang komisi	25,891,820	--	--	373,110	*Commission payables*
Utang klaim	47,173,806	1,776,190	108,719	6,977,915	*Claim payables*
Jumlah	**1,732,977,947**	**12,114,993**	**124,012**	**119,506,622**	***Total***
Jumlah - Neto	**2,108,238,556**	**178,308,295**	**20,129,495**	**(38,239,215)**	***Total - Net***

	31 Desember/*December 31, 2022*				
	USD)	HKD)	GBP)	Lain-lain/ *Others)*	
Aset keuangan					***Financial assets***
Kas dan bank	71,428,199	45,793	750,207	2,395,795	*Cash on hand and in banks*
Deposito berjangka	559,590,513	75,148,669	19,962,895	25,615,562	*Time deposits*
Efek-efek					*Marketable securities*
- Obligasi	408,703,758	--	--	--	*Bonds -*
- Saham	--	68,722,587	--	--	*Shares -*
- Reksadana	8,005,230	--	--	--	*Mutual funds -*
Piutang premi dan sesi	1,454,889,694	--	--	6,672,184	*Premium and cession receivables*
Piutang reasuransi dan retosesi	366,387,647	47,043	--	17,085,838	*Reinsurance and retrocrssion receivables*
Piutang koasuransi	131,134,908	--	--	21,444	*Coinsurance receivables*
Jumlah	**3,000,139,949**	**143,964,092**	**20,713,102**	**51,790,823**	***Total***
Liabilitas keuangan					***Financial liabilities***
Utang reasuransi dan retrosesi	1,347,930,610	--	--	7,732,078	*Reinsurance and retrocession payables*
Utang koasuransi	14,707,943	1,145	14,648	11,182	*Coinsurance payables*
Utang komisi	19,151,191	--	--	413,421	*Commission payables*
Utang klaim	32,135,428	1,282,926	55,912	43,640,240	*Claim payables*
Jumlah	**1,413,925,172**	**1,284,071**	**70,560**	**51,796,921**	*Total*
Jumlah - Neto	**1,586,214,777**	**142,680,021**	**20,642,542**	**(6,098)**	***Total - Net***

Sensitivitas Grup terhadap mata uang asing diperhitungkan dengan menggunakan informasi Posisi Devisa Neto yang *information* ditranslasikan ke dalam mata uang fungsional Grup, yaitu Rupiah.

The Group's sensitivity on foreign currencies is determined using the Net Open Position that translated into the Group's functional currency which is Rupiah.

	Pengaruh pada laba rugi sebelum pajak/ ***Impact on profit loss before tax***		
	Peningkatan/ ***Increase by*** **5%**	**Penurunan/** ***Decrease by*** **5%**	
31 Desember 2023	67,661,224	(67,661,224)	*December 31, 2023*
31 Desember 2022	87,086,882	(87,086,882)	*December 31, 2022*

Risiko tingkat bunga

Risiko tingkat bunga adalah risiko yang timbul dari fluktuasi suku bunga pasar atas aset dan liabilitas keuangan. Manajemen mengelola risiko tersebut dengan cara membentuk komite investasi untuk mengawasi secara seksama dan mengembangkan portofolio investasi.

Pada tanggal 31 Desember 2023 dan 2022 sebagian besar aset keuangan dan liabilitas keuangan Grup adalah tidak dikenakan bunga atau berbunga tetap.

Interest rate risk

Interest rate risk is risk relating primarily to fluctuation of interest rate on interest- earning financial assets and liabilities. The Management manages the exposure by closely monitoring the portfolio of investment through the setup of investment committee to diversify the investment portfolio.

As of 31 December 31, 2023 and 2022, most of the Group's financial assets and financial liabilities are non-interest bearing or fixed interest rate.

Instrumen dengan tingkat suku bunga mengambang menimbulkan risiko arus kas tingkat suku bunga terhadap arus kas, sedangkan instrumen dengan tingkat suku bunga tetap menimbulkan risiko nilai wajar tingkat suku bunga terhadap Grup.

Floating rate instruments expose the Group to cash flow interest rate risk whereas fixed interest rate instruments expose the Group to fair value interest rate risk.

Analisis sensitivitas di bawah ini ditentukan berdasarkan eksposur suku bunga terhadap aset keuangan dan liabilitas keuangan yang menggunakan suku bunga mengambang pada 31 Desember 2023 dan 2022. Analisis ini disajikan dengan asumsi saldo aset keuangan dan liabilitas keuangan pada akhir periode pelaporan masih beredar sepanjang tahun.

The sensitivity analysis below had been determined based on the exposure of the financial asset and financial liabilities to floating interest rates as of December 31, 2023 and 2022. The analysis is prepared assuming the amount of the financial assets and financial liabilities outstanding at the end of the reporting period was outstanding for the whole year.

Jika suku bunga mengalami perubahan 100 basis poin lebih tinggi (rendah) dan variabel lain konstan, laba sebelum pajak Grup pada 31 Desember 2023 dan 2022 akan mengalami peningkatan (penurunan) masing-masing sebesar Rp28.554.099 dan Rp50.940.643 .

If interest rate had been 100 basis points higher (lower) and the other variable held constant, the Group profit before tax as of December 31, 2023 and 2022 would increase (decrease) by Rp28,554,099 and Rp50,940,643, respectively.

Risiko harga
Grup menghadapi risiko harga yang berasal dari investasi dalam efek-efek yang tersedia untuk dijual yang memengaruhi bagian ekuitas, dan efek-efek yang diukur pada nilai wajar melalui laba rugi yang memengaruhi laba rugi konsolidasian.

Price risk
The Group is exposed to price risk because of investment in available-for-sale marketable securities that has impact in equity section and investment in fair value through profit or loss that has impact in the consolidated profit or loss.

Grup tidak melakukan lindung nilai terhadap investasi tersedia untuk dijual dan investasi diukur pada nilai wajar melalui laba rugi. Kinerja investasi kategori tersedia untuk dijual Grup dimonitor secara periodik, bersamaan dengan pengujian relevansi instrumen investasi tersebut terhadap rencana strategis jangka panjang Grup.

The Group does not hedge available-for-sale investments and fair value through profit or loss investment. The performance of the Group's available-for-sale investments are monitored periodically, together with a regular assessment of their relevance to the Group's long term strategic plans.

Risiko likuiditas
Grup terekspos atas kegiatan harian atas ketersediaan sumber kas terutama dari klaim-klaim yang terjadi atas kontrak asuransi jangka pendek. Risiko likuiditas adalah risiko dimana kas tidak tersedia untuk memenuhi liabilitas di saat jatuh tempo. Risiko ini diminimalisasi dengan mengelola profil jatuh tempo liabilitas keuangan dan memastikan tersedianya pendanaan dari sejumlah piutang premi dan investasi yang jatuh tempo serta memiliki deposito berjangka sebagai investasi terbesar Grup.

Liquidity risk
The Group is exposed to daily calls on its available cash resources mainly from claims arising from short-term insurance contract. Liquidity risk is the risk that cash may not be available to pay obligation when due. This risk has been minimized by managing the maturity profile of financial liabilities and ensuring the availability of funding from matured premium receivable and investment portfolio and taking time deposits as the Group major investment.

Sebagian besar ketersediaan dana Grup ditempatkan pada deposito berjangka yang tersebar dalam berbagai tanggal jatuh tempo di dalam periode berjalan. Kebijakan untuk menjaga investasi pada dana yang likuid dapat membantu kebutuhan likuiditas yang tidak terduga.

Most of the Group available funds are placed in time deposit spread over various maturity dates within a period. The policy of keeping investment in liquid funds helps to meet any unexpected liquidity requirement.

Tabel di bawah ini menunjukan sisa jatuh tempo kontraktual dari liabilitas keuangan Grup.

The table below shows the remaining contractual maturities of the Group's financial liabilities.

	31 Desember/*December 31, 2023*			
	Kurang dari 1 tahun/ *Less than 1 year*	**Lebih dari 1 tahun/ *More than 1 year***	**Jumlah/ *Total***	
Liabilitas keuangan				***Financial liabilities***
Utang reasuransi dan retrosesi	1,641,695,843	250,037,544	1,891,733,387	*Reinsurance and retrocession payables*
Utang komisi	57,217,856	10,154,225	43,569,121	*Commission payables*
Utang klaim	313,786,300	--	313,786,300	*Claim payables*
Utang koasuransi	57,307,331	16,254,895	73,562,226	*Coinsurance payables*
Beban akrual	290,477,838	--	290,477,838	*Accrued expenses*
Utang lain-lain	270,437,331	--	270,437,331	*Other payables*
Pinjaman diterima	79,626,066	216,523,487	296,149,553	*Borrowings*
Utang pembiayaan konsumen dan sewa pembiayaan	28,508,539	17,005,354	45,513,893	*Consumer finance and leases payables*
Jumlah	**2,739,057,104**	**509,975,505**	**3,225,229,649**	***Total***

	31 Desember/*December 31, 2022*			
	Kurang dari 1 tahun/ *Less than 1 year*	**Lebih dari 1 tahun/ *More than 1 year***	**Jumlah/ *Total***	
Liabilitas keuangan				***Financial liabilities***
Utang reasuransi dan retrosesi	1,413,095,994	47,990,218	1,461,086,212	*Reinsurance and retrocession payables*
Utang komisi	32,859,510	--	32,859,510	*Commission payables*
Utang klaim	128,050,105	1,005,645	129,055,750	*Claim payables*
Utang koasuransi	43,745,735	3,142,214	46,887,949	*Coinsurance payables*
Beban akrual	137,516,459	--	137,516,459	*Accrued expenses*
Utang lain-lain	263,685,403	--	263,685,403	*Other payables*
Pinjaman diterima	48,024,955	73,321,757	121,346,712	*Borrowings*
Utang pembiayaan konsumen dan sewa pembiayaan	53,076,603	15,539,773	68,616,376	*Consumer finance and leases payables*
Jumlah	**2,120,054,764**	**140,999,607**	**2,261,054,371**	***Total***

Risiko investasi

Risiko investasi adalah risiko yang mungkin terjadi karena penempatan dana untuk tujuan investasi antara lain berupa:

- Risiko fluktuasi harga saham di bursa.
- Risiko tidak dapat ditariknya kembali dana yang ditempatkan akibat Perseroan dimana dana tersebut ditempatkan tidak dapat melakukan pembayaran kembali.

Investment risk

Investment risk is the risk that may occur due to the placement of funds for investment purposes, such as:

- *The risk of stock price fluctuations.*
- *The risk that funds placed by the Company can not be withdrawn because institutions in which the funds were placed cannot make the repayment.*

Grup menempatkan dana investasi pada instrumen investasi berupa deposito, obligasi, reksa dana, saham di pasar modal, penyertaan langsung, maupun investasi berupa surat utang jangka menengah. Dalam pengendalian risiko, Grup berpedoman pada ketentuan pemerintah mengenai kesehatan keuangan perusahaan

The Group places invesment funds in investment instruments in the form of deposits, bonds, mutual funds, shares in the capital market, direct investment, or investment in the form of medium term notes. In controlling the risks, the Group adheres to government regulations relating to the financial health of the insurance and

asuransi dan reasuransi yang tercantum dalam Peraturan Otoritas Jasa Keuangan No.71/POJK.05/2016 untuk konvensional dan No.72/POJK.5/2016 untuk syariah yang antara lain mengatur jenis investasi yang diperkenankan.

reinsurance companies stated in the Regulation of Authority of Financial Service No.71/POJK.05/2016 for conventional and No.72/POJK.5/2016 for sharia which, among others, regulates the types of investments allowed.

Risiko solvabilitas

Risiko solvabilitas yaitu risiko ketidakmampuan Perseroan memenuhi tingkat solvabilitas seperti yang disyaratkan oleh pemerintah sesuai dengan Peraturan Otoritas Jasa Keuangan No. 71/POJK.05/2016 untuk konvensional dan No. 72/POJK.5/2016 untuk syariah dimana jika tidak memenuhi ketentuan tersebut dapat berakibat dihentikannya kegiatan operasi Perseroan. Untuk mengelola risiko ini, Perseroan harus selalu menjaga agar kualitas aset dapat diperhitungkan sebagai aset yang diperkenankan. Sehingga, hasil perhitungan solvabilitas dapat memenuhi ketentuan yang berlaku.

Solvability risk

Solvability risk is the risk of the Company inability to meet solvency as required by the Government, in accordance with the Regulation of Authority of Financial Service No.71/POJK.05/2016 for conventional and No.72/POJK.5/2016 for sharia, whereby failure to comply with the regulation may result in termination of business operations. To manage this risk, the Company must always maintain the quality of assets that can be regarded as assets that are allowed. Thus, resulting solvency calculation can satisfy applicable regulation.

Pada tanggal 31 Desember 2023 dan 2022, rasio pencapaian solvabilitas untuk konvensional Perseroan melebihi rasio minimum yang dipersyaratkan peraturan yang berlaku (tidak diaudit).

As of December 31, 2023 and 2022, the Company's solvency for conventional exceeded the minimum solvency margin requirements (unaudited).

	2023 Rp	2022 Rp	
Tingkat solvabilitas			***Solvency margin***
Kekayaan yang diperkenankan	14,021,034,174	11,694,316,946	*Admitted assets*
Liabilitas	(9,351,637,448)	(7,754,871,079)	*Liabilities*
Jumlah tingkat solvabilitas	**4,669,396,726**	**3,939,445,867**	***Total solvency margin***
Risiko kredit	417,617,003	391,182,497	*Credit risk*
Risiko likuiditas	--	--	*Liquidity risk*
Risiko pasar	237,885,502	233,605,891	*Market risk*
Risiko asuransi	219,059,324	208,859,024	*Insurance risk*
Risiko operasional	5,853,224	4,501,459	*Operational risk*
Batas tingkat solvabilitas minimum	**880,415,053**	**838,148,871**	***Minimum solvency margin***
Jumlah batas tingkat solvabilitas	**3,788,981,673**	**3,101,296,996**	***Total exess of solvency margin***
Rasio pencapaian solvabilitas	**530.36%**	**470.02%**	***Solvency ratio attained***

Risiko kredit

Grup terekspos atas risiko kredit dimana terdapat kemungkinan terjadinya penurunan nilai atas piutang atau aset keuangan lainnya yang dikarenakan pihak ketiga tidak dapat memenuhi pembayaran atau liabilitas lainnya.

Credit risk

The Group is exposed to credit risk which is the possibility that the value of receivable or other financial assets being impaired because the counterparties cannot meet their payment or other performance obligations.

Reasuransi dilakukan untuk mengelola risiko asuransi. Hal ini tidak menghilangkan liabilitas Grup sebagai penjamin utama apabila reasuradur tidak mampu membayar klaim dengan alasan apapun, Grup tetap mempunyai liabilitas atas pembayaran kepada pemegang polis. Kredibilitas para reasuradur dipertimbangkan setiap tahun dengan memeriksa kekuatan keuangan sebelum finalisasi dari setiap kontrak.

Reinsurance is issued to manage insurance risk. This does not discharge the Group's liability as primary insurer in which if reinsurer fails to pay a claim for any reason whatsoever, the Group remains liable for the payment to the policyholder. The creditworthiness of reinsurers is considered on an annual basis by reviewing their financial strength prior to finalisation of any contract.

Komite manajemen risiko menilai kredibilitas dari setiap reasuradur dan perantara dengan memeriksa nilai kredit yang disediakan oleh biro penilai dan informasi keuangan publik lainnya. Komite juga memeriksa rincian pembayaran historis dan status dari setiap negosiasi antara Grup dan pihak ketiga. Informasi ini digunakan untuk memperbaharui strategi kerjasama reasuradur apabila diperlukan.

Risk management committee assesses the creditworthiness of all reinsurers and intermediaries by reviewing credit grade provided by rating agencies and other publicly available financial information. The committee also reviews details of recent payment history and the status of any ongoing negotiations between the Group and these third parties. This information is used to update the reinsurance purchasing strategy whenever necessary.

Grup mengelola catatan pembayaran dari pemegang kontrak yang signifikan dimana Grup melakukan bisnis yang konstan. Paparan atas pemegang polis perorangan dan grup dikumpulkan di dalam proses pengawasan berkelanjutan dalam laporan mingguan.

The Group maintains record of the payment history for significant contract holders with whom they conduct regular business. Exposure to individual and group policy holders are collected within ongoing monitoring control in a weekly report.

Dalam investasi keuangan, Grup hanya melakukan transaksi dengan rekan bisnis dan bank yang memiliki nilai dan/atau reputasi yang baik. Saldo bank ditempatkan pada berbagai bank dengan kondisi keuangan yang sehat. Grup beranggapan bahwa risiko kredit atas setiap bank tersebut rendah.

In financial investment, the Group is engaging in transactions only with business partners and banks with good ratings and/or reputation. Bank balances are placed in various banks with strong financial positions. The Group considers the credit risk of such banks is low.

Tabel di bawah ini menggambarkan eksposur maksimum risiko kredit dan konsentrasi risiko yang dimiliki Grup pada tanggal 31 Desember 2023 dan 2022. Eksposur maksimum dicatat berdasarkan nilai tercatat neto yang dilaporkan di laporan posisi keuangan konsolidasian.

The tables below describe the Group's maximum credit risk exposure and risk concentration as of December 31, 2023 and 2022. The maximum exposure is recorded based on net carrying value recorded in consolidated statement of financial position.

	31 Desember/*December 31, 2023*			
	Korporasi/ *Corporate*	**Pemerintah/ *Government***	**Eksposur maksimum/ *Maximum exposure***	
Aset keuangan				***Financial assets***
Kas di bank	234,749,322	303,107,902	537,857,224	*Cash on hand and in banks*
Deposito berjangka	531,190,486	2,548,909,034	3,080,099,520	*Time deposits*
Efek-efek				*Marketable securities*
- Obligasi	376,102,319	4,547,337,890	4,923,440,209	*Bonds -*
- Saham	141,960,411	126,713,546	268,673,957	*Shares -*
- Reksadana	600,512,179	424,488,483	1,025,000,662	*Mutual funds -*
Penyertaan langsung	36,254,223	--	36,254,223	*Direct participation*
Piutang premi dan sesi	1,251,663,070	684,887,484	1,936,550,554	*Premium and cession receivables*
Piutang koasuransi	295,951,080	143,420,266	439,371,346	*Coinsurance receivables*
Piutang reasuransi dan retrosesi	540,170,471	215,002,738	755,173,209	*Reinsurance and retrocession receivables*
Piutang lain-lain	273,065,267	--	273,065,267	*Other receivables*
Aset lain-lain	230,264,366	146,269,248	376,533,614	*Other assets*
	4,281,618,828	**8,993,867,343**	**13,652,019,785**	
Dikurangi:				*Less:*
Penyisihan kerugian penurunan nilai			(347,810,198)	*Allowance for impairment losses*
Neto			**13,304,209,587**	***Net***

	31 Desember /*December 31, 2022*			
	Korporasi/ *Corporate*	**Pemerintah/ *Government***	**Eksposur maksimum/ *Maximum exposure***	
Aset keuangan				***Financial assets***
Kas di bank	74,295,961	534,690,138	608,986,099	*Cash on hand and in banks*
Deposito berjangka	270,888,159	1,565,826,313	1,836,714,472	*Time deposits*
Efek-efek				*Marketable securities*
- Obligasi	344,315,492	3,509,041,974	3,853,357,466	*Bonds -*
- Saham	191,145,459	145,365,491	336,510,950	*Shares -*
- Reksadana	753,749,172	198,444,979	952,194,151	*Mutual funds -*
Penyertaan langsung	36,918,151	--	36,918,151	*Direct participation*
Piutang premi dan sesi	1,793,295,891	371,849,700	2,165,145,591	*Premium and cession receivables*
Piutang koasuransi	106,108,521	54,600,728	160,709,249	*Coinsurance receivables*
Piutang reasuransi dan retrosesi	370,978,210	102,611,817	473,590,027	*Reinsurance and retrocession receivables*
Piutang lain-lain	221,956,316	--	221,956,316	*Other receivables*
Aset lain-lain	147,558,531	--	147,558,531	*Other assets*
	4,163,651,332	**6,482,431,140**	**10,793,641,003**	
Dikurangi:				*Less:*
Penyisihan kerugian penurunan nilai			(360,682,050)	*Allowance for impairment losses*
Neto			**10,432,958,953**	***Net***

Konsentrasi risiko kredit Grup berdasarkan kualitas aset keuangan adalah sebagai berikut:

The Group's concentration of credit risk based on quality of financial assets are as follows:

	31 Desember/*December 31, 2023*				
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ ***Neither past due nor impaired***	**Telah jatuh tempo tetapi tidak mengalami penurunan nilai/** ***Past due but not impaired***	**Mengalami penurunan nilai/** ***Impaired***	**Jumlah/** ***Total***	
Aset keuangan					***Financial assets***
Kas di bank	537,857,224	--	--	537,857,224	*Cash on hand and in banks*
Deposito berjangka	3,080,099,520	--	--	3,080,099,520	*Time deposits*
Efek-efek					*Marketable securities*
- Obligasi	4,777,724,746	--	145,715,463	4,923,440,209	*Bonds -*
- Saham	268,673,957	--	--	268,673,957	*Shares -*
- Reksadana	1,025,000,662	--	--	1,025,000,662	*Mutual funds -*
Penyertaan langsung	36,254,223	--	--	36,254,223	*Direct participation*
Piutang premi dan sesi	1,497,022,274	362,008,506	77,519,774	1,936,550,554	*Premium and cession receivables*
Piutang koasuransi	243,573,301	179,305,623	16,492,422	439,371,346	*Coinsurance receivables*
Piutang reasuransi dan retrosesi	105,294,386	550,299,648	99,579,175	755,173,209	*Reinsurance and retrocession receivables*
Piutang lain-lain	266,796,478	--	6,268,789	273,065,267	*Other receivables*
Aset lain-lain	374,299,039	--	2,234,575	376,533,614	*Other assets*
	12,212,595,810	1,091,613,777	347,810,198	13,652,019,785	
Dikurangi:					*Less:*
Penyisihan kerugian penurunan nilai				(347,810,198)	*Allowance for impairment losses*
Neto				**13,304,209,587**	***Net***

	31 Desember/*December 31, 2022*				
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ ***Neither past due nor impaired***	**Telah jatuh tempo tetapi tidak mengalami penurunan nilai/** ***Past due but not impaired***	**Mengalami penurunan nilai/** ***Impaired***	**Jumlah/** ***Total***	
Aset keuangan					***Financial assets***
Kas di bank	608,986,099	--	--	608,986,099	*Cash on hand and in banks*
Deposito berjangka	1,836,714,472	--	--	1,836,714,472	*Time deposits*
Efek-efek					*Marketable securities*
- Obligasi	3,707,642,003	--	145,715,463	3,853,357,466	*Bonds -*
- Saham	336,510,950	--	--	336,510,950	*Shares -*
- Reksadana	952,194,151	--	--	952,194,151	*Mutual funds -*
Penyertaan langsung	35,168,056	--	--	35,168,056	*Direct participation*
Piutang premi dan sesi	1,592,296,089	483,038,407	89,811,095	2,165,145,591	*Premium and cession receivables*
Piutang koasuransi	79,352,906	49,628,204	31,728,139	160,709,249	*Coinsurance receivables*
Piutang reasuransi dan retrosesi	116,875,465	271,016,656	85,697,906	473,590,027	*Reinsurance and retrocession receivables*
Piutang lain-lain	214,226,869	--	7,729,447	221,956,316	*Other receivables*
Aset lain-lain	147,558,531	--	--	147,558,531	*Other assets*
	9,627,525,591	803,683,267	360,682,050	10,791,890,908	
Dikurangi:					*Less:*
Penyisihan kerugian penurunan nilai				(360,682,050)	*Allowance for impairment losses*
Neto				**10,431,208,858**	***Net***

Nilai wajar instrumen keuangan

Semua aset keuangan yang diklasifikasikan ke dalam pinjaman yang diberikan dan piutang dan liabilitas keuangan yang diukur melalui biaya yang diamortisasi mempunyai jatuh tempo dalam jangka pendek, maka nilai tercatatnya merupakan perkiraan yang layak atas nilai wajarnya. Nilai wajar untuk aset dan liabilitas yang diukur melalui laba rugi dan tersedia untuk dijual adalah sama dengan nilai tercatatnya. Untuk aset keuangan yang dimiliki hingga jatuh tempo mendekati nilai tercatatnya.

Fair value of financial instruments

All financial assets classified as loan and receivables and financial liabilities at amortized cost have a short term maturity, therefore, the carrying amount is a reasonable approximation of fair value. The fair value of financial assets and liabilities classified at fair value through profit or loss and available-for-sale approximate their carrying amounts. The fair value of financial assets held to maturity are approximate of the carrying value.

Aset dan liabilitas keuangan yang diukur pada nilai wajar menggunakan hierarki nilai wajar sebagai berikut:

a. Tingkat 1
   Harga kuotasi (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas yang terkait;
b. Tingkat 2
   Input selain harga kuotasi yang termasuk dalam Tingkat 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung (misalnya harga) maupun tidak langsung (misalnya derivasi harga); dan
c. Tingkat 3
   Input untuk aset atau liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (*unobservable input*).

Financial assets and liabilities measured at fair value use the following fair value hierarchy of:

a. Level 1
   Quoted prices (unadjusted) in active markets for associated assets or liabilities;

b. Level 2
   Inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (that is, as prices) or indirectly (that is, derived from prices); and
c. Level 3
   Inputs for the assets or liabilities that are not based on observable market data (unobservable input).

Tabel berikut ini menunjukkan instrumen keuangan yang diukur pada nilai wajar yang dikelompokkan berdasarkan hierarki nilai wajar:

The following table show the financial instruments measured at fair value grouped according to the fair value hierarchy:

	Nilai tercatat/ *Carrying value*	Nilai wajar/*Fair value* Tingkat 1/ *Level 1*	Tingkat 2/ *Level 2*	Tingkat 3/ *Level 3*	
31 Desember 2023					*December 31, 2023*
Aset keuangan diukur nilai wajar:					*Financial assets measured at fair value:*
Efek-efek					*Marketable securities*
- Nilai wajar melalui laba rugi	399,000,152	399,000,152	--	--	*Fair value through profit or loss -*
- Tersedia untuk dijual	5,672,399,213	894,674,467	4,777,724,746	--	*Available-for-sale -*
Jumlah	**6,071,399,365**	**1,293,674,619**	**4,777,724,746**	**--**	***Total***
31 Desember 2022					*December 31, 2022*
Aset keuangan diukur nilai wajar:					*Financial assets measured at fair value:*
Efek-efek					*Marketable securities*
- Nilai wajar melalui laba rugi	705,368,513	360,315,009	345,053,504	--	*Fair value through profit or loss -*
- Tersedia untuk dijual	4,290,978,591	928,390,092	3,362,588,499	--	*Available-for-sale -*
Jumlah	**4,996,347,104**	**1,288,705,101**	**3,707,642,003**	**--**	***Total***

Tujuan Grup dalam mengelola permodalannya adalah untuk menjaga kelangsungan usaha Grup untuk dapat memberikan hasil kepada pemegang saham dan manfaat kepada *stakeholders* lainnya, dan memelihara optimalisasi struktur permodalan untuk mengurangi biaya operasional.

The Group objective when managing capital is to safeguard the Group ability to continue as going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of operation.

Konsisten dengan pelaku industri lainnya, Grup memonitor rasio solvabilitas yang dihitung berdasarkan Peraturan Otoritas Jasa Keuangan No. 71/POJK.05/2016 tentang kesehatan keuangan Perusahaan Asuransi dan Perusahaan Reasuransi. Jumlah minimum pencapaian rasio solvabilitas adalah 120%. Grup telah memenuhi ketentuan dalam peraturan tersebut (tidak diaudit).

Consistent with others in the industry, the Group monitors solvency ratio which is calculated in accordance with the Regulation of Authority of Financial Service No. 71/POJK.05/2016 regarding The Financial Soundness of The Insurance Company and Reinsurance Company. Minimum solvency ratio is 120%. The Group has fulfilled the requirements outlined in the regulation (unaudited).

Berdasarkan Peraturan Otoritas Jasa Keuangan No. 72/POJK.05/2016 tanggal 28 Desember 2016 tentang Kesehatan Keuangan Usaha Asuransi dan Usaha Reasuransi dengan Prinsip Syariah. Grup diwajibkan untuk memenuhi rasio solvabilitas untuk dana *Tabarru'* paling sedikit dari risiko kerugian yang mungkin timbul sebagai akibat dari deviasi dalam pengelolaan kekayaan dan liabilitas. Grup telah memenuhi ketentuan dalam peraturan tersebut (tidak diaudit).

Based on the Regulation of Financial Authority Services No. 72/POJK.05/2016 dated December 28, 2016 regarding Financial Soundness of Insurance and Reinsurance Business with Sharia Principle. The Group is required to have minimum solvency ratio for Tabarru' fund of of the risk of loss which may arise from deviation in management of assets and liabilities. The Group has fulfilled the requirements outlined in the regulation (unaudited).

Perubahan kewajiban yang timbul dari aktivitas pendanaan:

Changes in liabilities arising from financing activities:

	31 Desember/ *December 31, 2022*	Arus kas neto/ *Cash flows net*	Sewa pembiayaan/ *leases*	Tambahan modal disetor/ *Additional paid in capital*	Dividen/ *Dividend*	Beban bunga dan Selisih kurs/ *Interest expense and/ Exchange alignment*	31 Desember/ *December 31, 2023*	
Pinjaman yang diterima	121,346,712	161,998,024	--	--	--	12,804,817	296,149,553	*Borrowings payment*
Utang pembiayaan konsumen dan sewa pembiayaan	68,616,376	(28,381,164)	--	--	--	5,278,681	45,513,893	*Consumer finance and lease payable*
Utang dividen	--	(244,362,381)	--	(187,198,292)	431,560,673	--	--	*Dividend payable*
Liabilitas sewa	2,917,784	(3,440,371)	6,570,770	--	--	146,510	6,194,693	*Lease Liabilities*
Jumlah liabilitas dari aktivitas pendanaan	**192,880,872**	**(114,185,892)**	**6,570,770**	**(187,198,292)**	**431,560,673**	**18,230,008**	**347,858,139**	***Total liabilities from financing activities***

	31 Desember/ *December 31, 2021*	Arus kas neto/ *Cash flows net*	Sewa pembiayaan/ *leases*	Tambahan modal disetor/ *Additional paid in capital*	Dividen/ *Dividend*	Beban bunga dan Selisih kurs/ *Interest expense and/ Exchange alignment*	31 Desember/ *December 31, 2022*	
Pinjaman yang diterima	43,326,065	74,606,325	--	--	--	3,414,322	121,346,712	*Borrowings payment*
Utang pembiayaan konsumen dan sewa pembiayaan	158,955,645	(99,272,562)	--	--	--	8,933,293	68,616,376	*Consumer finance and lease payable*
Utang dividen	--	(131,889,738)	--	--	131,889,738	--	--	*Dividend payable*
Liabilitas sewa	6,850,134	(4,807,958)	--	--	--	875,608	2,917,784	*Lease Liabilities*
Jumlah liabilitas dari aktivitas pendanaan	**209,131,844**	**(161,363,933)**	**--**	**--**	**131,889,738**	**13,223,223**	**192,880,872**	***Total liabilities from financing activities***

43. Informasi Segmen / *43. Segment Information*

Informasi segmen berikut ini dilaporkan berdasarkan informasi yang digunakan oleh manajemen untuk mengevaluasi kinerja setiap segmen dan menentukan alokasi sumber daya.

The following segment information is reported based on the information used by management in evaluating the performance of each business segment and determining the allocation of resources.

Segmen Usaha
Grup mengklasifikasikan kegiatan usahanya menjadi 4 (empat) segmen usaha utama, yaitu, asuransi kerugian, reasuransi, sewa dan bisnis terkait, dan lainnya untuk pelaporan segmen bisnisnya, sebagai berikut:

Business Segment
The Group primarily classify their business activities into 4 (four) which are major operating business segments, namely, general insurance, reinsurance, rental and related businesses, and others for its business segment reporting, which are as follows:

	31 Desember/*December 31, 2023*							
Segmen usaha	**Asuransi kerugian/ *General insurance***	**Reasuransi/ *Reinsurance***	**Sewa dan bisnis terkait/ *Rental and related business***	**Lain-lain/ *Others***	**Jumlah/ *Total***	**Eliminasi/ *Elimination***	**Jumlah Konsolidasi/ *Total Consolidated***	***Business segments***
PENDAPATAN								***REVENUES***
Pendapatan premi neto	1,153,694,430	1,907,443,864	--	--	3,061,138,294	18,793,379	3,079,931,673	*Premium income net*
Pendapatan (Beban) komisi neto	142,596,491	(612,964,055)	--	--	(470,367,564)	--	(470,367,564)	*Commission income net*
Pendapatan investasi	399,012,475	147,686,044	41,993,979	243,112,661	831,805,159	(251,975,121)	579,830,038	*Investment income*
Pendapatan usaha lainnya	33,730,367	--	349,812,075	105,214,446	488,756,888	(86,666,290)	402,090,598	*Other operating revenue*
Penghasilan neto dari pelanggan eksternal customers	**1,729,033,763**	**1,442,165,853**	**391,806,054**	**348,327,107**	**3,911,332,777**	**(319,848,032)**	**3,591,484,745**	***Net revenues from external***
Penghasilan neto antar segmen	--	--	--	--	--	--	--	*Net revenues between segments*
Jumlah pendapatan	**1,729,033,763**	**1,442,165,853**	**391,806,054**	**348,327,107**	**3,911,332,777**	**(319,848,032)**	**3,591,484,745**	***Total revenues***
Beban underwriting, neto	(543,085,048)	(1,364,543,735)	--	--	(1,907,628,783)	(3,404,220)	(1,911,033,003)	*Net underwriting expenses*
Beban usaha	(715,395,340)	(124,112,513)	(21,961,312)	(35,528,572)	(896,997,737)	84,776,781	(812,220,956)	*Operating expenses*
Beban usaha lainnya	--	--	(230,683,834)	(67,580,148)	(298,263,982)	--	(298,263,982)	*Other operating expenses*
Beban lain-lain, neto	1,107,010,368	(17,923,534)	(18,176,791)	1,579,899	1,072,489,942	(17,889,442)	1,054,600,500	*Other expenses, net*
Bagian laba bersih atas entitas asosiasi	7,763,237	--	--	--	7,763,237	--	7,763,237	*Share in assosiates net income*
Laba sebelum beban pajak final dan beban pajak penghasilan	1,585,326,980	(64,413,929)	120,984,117	246,798,286	1,888,695,454	(256,364,913)	1,632,330,541	*Income before final and income tax expenses*
Beban pajak final	(34,506,733)	(15,693,983)	(1,408,639)	(550,539)	(52,159,894)	--	(52,159,894)	*Final tax*
Laba sebelum beban pajak penghasilan	1,550,820,247	(80,107,912)	119,575,478	246,247,747	1,836,535,560	(256,364,913)	1,580,170,647	*Income before income tax expenses*
Beban pajak penghasilan	(291,342,464)	38,862,178	(5,351,159)	(20,237,933)	(278,069,378)	--	(278,069,378)	*Income tax expenses*
Laba (Rugi) periode berjalan	**1,259,477,783**	**(41,245,734)**	**114,224,319**	**226,009,814**	**1,558,466,182**	**(256,364,913)**	**1,302,101,269**	***Income (Loss) for the period***
INFORMASI LAINNYA								***OTHER INFORMATION***
Aset segmen	18,666,571,903	5,901,020,745	2,475,050,589	1,806,164,565	28,848,807,802	(3,710,865,187)	25,137,942,615	*Segment assets*
Aset yang tidak dapat dialokasikan	--	--	--	--	--	--	--	*Unallocated assets*
Jumlah aset konsolidasian	**18,666,571,903**	**5,901,020,745**	**2,475,050,589**	**1,806,164,565**	**28,848,807,802**	**(3,710,865,187)**	**25,137,942,615**	***Total consolidated assets***
Liabilitas segmen	10,285,139,311	4,478,288,815	500,273,420	30,826,090	15,294,527,636	(436,443,254)	14,858,084,382	*Segment liabilities*
Liabilitas yang tidak dapat dialokasikan	--	--	--	--	--	--	--	*Unallocated liabilities*
Jumlah liabilitas konsolidasian	**10,285,139,311**	**4,478,288,815**	**500,273,420**	**30,826,090**	**15,294,527,636**	**(436,443,254)**	**14,858,084,382**	***Total consolidated liabilities***

	31 Desember/*December 31, 2022*							
Segmen usaha	**Asuransi kerugian/ *General insurance***	**Reasuransi/ *Reinsurance***	**Sewa dan bisnis terkait/ *Rental and related business***	**Lain-lain/ *Others***	**Jumlah/ *Total***	**Eliminasi/ *Elimination***	**Jumlah Konsolidasi/ *Total Consolidated***	***Business segments***
PENDAPATAN								***REVENUES***
Pendapatan premi neto	1,016,557,167	1,840,898,894	--	--	2,857,456,061	(12,530,921)	2,844,925,140	*Premium income net*
Pendapatan komisi neto	94,677,892	(608,605,374)	--	--	(513,927,482)	11,794,181	(502,133,301)	*Commission income net*
Pendapatan investasi	212,860,417	137,500,622	2,856,022	2,133,719	355,350,780	(2,959,450)	352,391,330	*Investment income*
Pendapatan usaha lainnya	--	--	326,730,893	111,911,164	438,642,057	(39,932,015)	398,710,042	*Other operating revenue*
Penghasilan neto dari pelanggan eksternal customers	1,324,095,476	1,369,794,142	329,586,915	114,044,883	3,137,521,416	(43,628,205)	3,093,893,211	*Net revenues from external*
Penghasilan neto antar segmen	--	--	--	--	--	--	--	*Net revenues between segments*
Jumlah pendapatan	**1,324,095,476**	**1,369,794,142**	**329,586,915**	**114,044,883**	**3,137,521,416**	**(43,628,205)**	**3,093,893,211**	***Total revenues***
Beban underwriting, neto	(464,352,441)	(1,191,348,509)	--	--	(1,655,700,950)	(16,647,193)	(1,672,348,143)	*Net underwriting expenses*
Beban usaha	(562,318,195)	(125,713,652)	(27,793,060)	(38,008,120)	(753,833,027)	(17,302,820)	(771,135,847)	*Operating expenses*
Beban usaha lainnya	--	--	(185,534,884)	(73,234,515)	(258,769,399)	(1)	(258,769,400)	*Other operating expenses*
Beban lain-lain, neto	51,746,548	41,154,770	(13,169,908)	2,246,424	81,977,834	26,531,770	108,509,604	*Other expenses, net*
Bagian laba bersih atas entitas asosiasi	17,047,790	--	--	--	17,047,790	(1)	17,047,789	*Share in assosiates net income*
Laba sebelum beban pajak final dan beban pajak penghasilan	366,219,178	93,886,751	103,089,063	5,048,672	568,243,664	(51,046,450)	517,197,214	*Income before final and*
Beban pajak final	(15,514,188)	--	(4,280,649)	(280,074)	(20,074,912)	(10,421,451)	(30,496,363)	*Final tax*
Laba sebelum beban pajak penghasilan	350,704,990	93,886,751	98,808,414	4,768,598	548,168,752	(61,467,901)	486,700,851	*Income before income tax expenses*
Beban pajak penghasilan	1,980,046	3,426,075	(5,068,324)	(4,365,182)	(4,027,385)	87,568,126	(91,595,511)	*Income tax expenses*
Laba periode berjalan	**352,685,036**	**97,312,826**	**93,740,090**	**403,416**	**544,141,367**	**(149,036,027)**	**395,105,340**	***Income for the period***
INFORMASI LAINNYA								***OTHER INFORMATION***
Aset segmen	14,726,571,566	5,211,373,512	3,658,330,482	3,972,865,744	27,569,141,304	(5,987,835,836)	21,581,305,468	*Segment assets*
Aset yang tidak dapat dialokasikan	--	--	--	--	--	--	--	*Unallocated assets*
Jumlah aset konsolidasian	**14,726,571,566**	**5,211,373,512**	**3,658,330,482**	**3,972,865,744**	**27,569,141,304**	**(5,987,835,836)**	**21,581,305,468**	***Total consolidated assets***
Liabilitas segmen	8,745,316,041	3,737,932,407	352,472,398	22,069,609	12,857,790,454	(448,583,286)	12,409,207,168	*Segment liabilities*
Liabilitas yang tidak dapat dialokasikan	--	--	--	--	--	--	--	*Unallocated liabilities*
Jumlah liabilitas konsolidasian	**8,745,316,041**	**3,737,932,407**	**352,472,398**	**22,069,609**	**12,857,790,454**	**(448,583,286)**	**12,409,207,168**	***Total consolidated liabilities***

Segmen Area Geografis

Grup juga mengklasifikasikan bisnis usahanya berdasarkan wilayah geografis yang ditentukan menurut lokasi aset atau operasi Grup.

Geographical Area Segment

The Group also classifies its business based on geographical area where the assets or operations are located.

31 Desember 2023	***Indonesia/ Indonesia***	***Luar Indonesia/ Outside Indonesia***	***Jumlah/ Total***	***Eliminasi/ Elimination***	***Jumlah Konsolidasi/ Total Consolidated***	***December 31, 2023***
Penghasilan						***Income***
Hasil underwriting neto	655,000,560	28,141,386	683,141,946	15,389,160	698,531,106	*Underwriting income*
Hasil yang tidak dapat dialokasikan					--	*Unallocated income*
Jumlah					**698,531,106**	***Total***
Pelaporan segmen lainnya						*Other segment reporting*
Aset segmen	24,558,205,788	2,547,482,322	27,105,688,110	(1,967,745,495)	25,137,942,615	*Segment assets*
Aset yang tidak dapat dialokasikan			--	--	--	*Unallocated assets*
Jumlah			**27,105,688,110**	**(1,967,745,495)**	**25,137,942,615**	***Total***

31 Desember 2022	Indonesia/ *Indonesia*	Luar Indonesia/ *Outside Indonesia*	Jumlah/ *Total*	Eliminasi/ *Elimination*	Jumlah Konsolidasi/ *Total Consolidated*	*December 31, 2022*
Penghasilan						***Income***
Hasil underwriting neto	778,458,761	(89,176,742)	689,282,019	(18,838,323)	670,443,696	*Underwriting income*
Hasil yang tidak dapat dialokasikan					--	*Unallocated income*
Jumlah					**670,443,696**	***Total***
Pelaporan segmen lainnya						*Other segment reporting*
Aset segmen	24,955,996,406	2,605,666,553	27,561,662,959	(5,980,357,491)	21,581,305,468	*Segment assets*
Aset yang tidak dapat dialokasikan			--	--	--	*Unallocated assets*
Jumlah			**27,561,662,959**	**(5,980,357,491)**	**21,581,305,468**	***Total***

44. Aset, Liabilitas dan Hasil Usaha Unit Bisnis Syariah

44. Assets, Liabilities and Results Operations of Sharia Business Unit

Laporan Posisi Keuangan

Statements of Financial Position

	2023 Rp	2022 Rp	
ASET			***ASSET***
Kas dan bank	32,717,537	34,566,866	*Cash on hand and in banks*
Deposito berjangka	43,239,400	39,826,025	*Time deposits*
Sukuk	30,123,970	30,010,990	*Sukuk*
Piutang kontribusi, neto	14,360,326	8,356,835	*Contribution receivables , net*
Piutang reasuransi	8,558,954	52,832	*Reinsurance receivables*
Aset reasuransi	6,284,666	6,008,145	*Reinsurance assets*
Aset lain-lain	5,754,699	3,986,962	*Other assets*
JUMLAH ASET	141,039,552	122,808,655	***TOTAL ASSETS***
LIABILITAS, DANA PESERTA DAN EKUITAS			***LIABILITIES, PARTICIPANTS FUND AND EQUITY***
LIABILITAS			***LIABILITIES***
Utang klaim	238,387	58,916	*Claim payables*
Utang reasuransi	1,917,810	1,491,999	*Reinsurance payables*
Utang komisi	2,272,209	10,435,626	*Comission payable*
Penyisihan ujroh	6,707,468	3,790,047	*Ujroh payable*
Utang ujroh reasuransi	10,724,467	9,608,254	*Reinsurance ujroh payable*
Penyisihan kontribusi yang belum menjadi hak dan penyisihan manfaat polis masa depan	6,943,148	4,401,316	*Unearned contributions provisions reserves and liabilities for future policy benefits*
Penyisihan klaim	4,672,592	4,511,434	*Reserves of claims*
Utang lain-lain	2,025,576	3,024,622	*Other payables*
JUMLAH LIABILITAS	35,501,657	37,322,214	***TOTAL LIABILITIES***
DANA PESERTA			***PARTICIPANTS FUND***
Dana Tabarru'	23,557,441	12,938,774	*Tabarru' fund*
EKUITAS			***EQUITY***
Modal kerja	25,000,000	25,000,000	*Working Capital*
Saldo laba	58,020,096	48,890,430	*Retained earnings*
Keuntungan (kerugian) yang belum direalisasi atas efek - efek tersedia untuk dijual, neto	(1,039,642)	(1,342,763)	*Unrealized gain (loss) on availabe-for-sale marketable securities*
JUMLAH EKUITAS	81,980,454	72,547,667	***TOTAL EQUITY***
JUMLAH LIABILITAS, DANA PESERTA DAN EKUITAS	**141,039,552**	**122,808,655**	***TOTAL LIABILITIES, PARTICIPANTS AND EQUITY***

Laporan Surplus Defisit Dana Tabarru' / *Statements of Surplus Deficit Tabarru' Fund*

	2023 Rp	2022 Rp	
PENDAPATAN ASURANSI			***INSURANCE REVENUES***
Kontribusi bruto	28,206,253	14,824,435	*Gross contributions*
Ujrah pengelola	(13,329,790)	(7,085,492)	*Shareholder's ujrah*
Bagian reasuransi (atas risiko)	(5,231,258)	(3,010,415)	*Reinsurance share (at risk)*
TOTAL PENDAPATAN ASURANSI	**9,645,205**	**4,728,528**	***TOTAL INSURANCE REVENUES***
BEBAN ASURANSI			
Beban pembayaran klaim	(18,646,148)	(533,883)	*Claims expenses*
Klaim yang ditanggung reasuransi	15,560,368	168,264	*Reinsurance claims*
Perubahan penyisihan klaim	(583,967)	98,726	*Changes in reserves of claim*
Perubahan penyisihan kontribusi yang belum menjadi hak dan penyisihan manfaat polis masa depan	(1,879,248)	(1,196,116)	*Unearned contributions provisions reserves and liabilities for future policy benefits*
Beban adjuster	(2,636)	(12,497)	*Adjuster expenses*
TOTAL BEBAN ASURANSI	**(5,551,631)**	**(1,475,506)**	***TOTAL INSURANCE EXPENSES***
SURPLUS (DEFISIT) UNDERWRITING	4,093,574	3,253,022	***UNDERWRITING SURPLUS (DEFICIT)***
Surplus (defisit) *underwriting* yang dialokasikan ke peserta individual	(368,790)	(876,896)	*Underwriting surplus (deficit) allocated to individual participants*
Surplus (defisit) *underwriting* yang dialokasikan ke entitas Pengelola	(1,843,951)	(876,896)	*Underwriting surplus (deficit) allocated to shareholders*
Surplus (defisit) *underwriting* yang dialokasikan ke dana Tabarru'	1,880,833	1,499,230	*Underwriting surplus (deficit) allocated to tabarru' fund*
PENDAPATAN DAN BEBAN INVESTASI			***INVESTMENT REVENUES AND EXPENSES***
Pendapatan investasi, neto	124,717	101,018	*Investment revenues, net*
(Beban) pendapatan lain-lain, neto	8,613,117	(925,576)	*(Expenses) other revenues, net*
PENGHASILAN KOMPREHENSIF LAINNYA			***OTHER COMPREHENSIVE INCOME***
Perubahan nilai wajar investasi	--	--	*Changes in investments fair value*
SURPLUS (DEFISIT) DANA TABARRU'	10,618,667	674,672	***TABARRU' FUND SURPLUS (DEFICIT)***
SALDO AWAL DANA TABARRU'	12,938,774	12,264,102	***BEGINNING BALANCE OF TABARRU' FUND***
SALDO AKHIR DANA TABARRU'	**23,557,441**	**12,938,774**	***ENDING BALANCE OF TABARRU' FUND***

Laporan Laba Rugi dan Penghasilan Komprehensif Lain / *Statement of Profit or Loss and Other Comprehensive Income*

	2023 Rp	2022 Rp	
PENDAPATAN			***REVENUES***
Pendapatan ujrah	13,329,790	7,085,492	*Ujrah revenues*
Pendapatan investasi	2,226,031	2,215,100	*Investment revenues*
Penurunan (kenaikan) ujrah	(111,912)	(483,343)	*Decrease (increase) in ujrah*
Pendapatan surplus *underwriting* untuk dana perusahaan	1,843,951	876,896	*Underwriting surplus revenues for shareholder fund*
TOTAL PENDAPATAN	17,287,860	9,694,145	***TOTAL REVENUES***
BEBAN			***EXPENSES***
Beban komisi	(5,961,625)	(3,332,531)	*Comission expenses*
Ujrah reasuransi dibayar	(544,461)	(312,229)	*Ujrah reinsurance paid*
Beban umum dan administrasi	(1,514,165)	(1,006,404)	*General and administration expenses*
TOTAL BEBAN	(8,020,251)	(4,651,164)	***TOTAL EXPENSES***
LABA USAHA			***INCOME FROM OPERATIONS***
Beban lain-lain, neto	110,228	(224,991)	*Other expenses, net*
LABA SEBELUM BEBAN PAJAK DAN ZAKAT	9,377,837	4,817,990	***INCOME BEFORE TAX AND ZAKAT***
Beban Zakat	(233,861)	(120,450)	*Final tax expenses*
LABA SEBELUM BEBAN PAJAK FINAL DAN PAJAK PENGHASILAN	**9,143,976**	**4,697,540**	***INCOME BEFORE FINAL TAX EXPENSES AND INCOME TAX***
Beban pajak final	(14,310)	(167,516)	*Final tax expenses*
LABA SEBELUM BEBAN PAJAK PENGHASILAN	9,129,666	4,530,024	***INCOME BEFORE INCOME TAX EXPENSES***
Beban pajak penghasilan	--	--	*Income tax expenses*
LABA TAHUN BERJALAN	**9,129,666**	**4,530,024**	***INCOME FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN			***OTHER COMPREHENSIVE INCOME***
Pos yang akan direklasifikasi ke laba rugi: Keuntungan (kerugian) yang belum direalisasi atas efek-efek tersedia untuk dijual, neto	303,121	(1,309,532)	*Items that may be reclassified subsequently to profit or loss: Unrealized gain (loss) on available-for-sale marketable securities*
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**9,432,787**	**3,220,492**	***TOTAL INCOME COMPREHENSIVE FOR THE YEAR***

Laporan Perubahan Ekuitas / *Statements of Changes in Equity*

	Modal kerja/ *Working capital* Rp	(Kerugian) keuntungan yang belum direalisasi atas efek-efek tersedia untuk dijual, neto/ *Unrealized gain (loss) on available-for-sale marketable securities, net* Rp	Saldo Laba/ *Retained earnings* Rp	Jumlah/ *Total* Rp	
Saldo Per 31 Desember 2021	**25,000,000**	**(33,231)**	**44,360,406**	**69,327,175**	***Balance as of December 31, 2021***
Laba tahun berjalan	--	--	4,530,024	4,530,024	*Income for the year*
Keuntungan (kerugian) yang belum direalisasi atas efek-efek tersedia untuk dijual, neto	--	(1,309,532)	--	(1,309,532)	*Unrealized gain (loss) securities available for sale, net*
Saldo Per 31 Desember 2022	**25,000,000**	**(1,342,763)**	**48,890,430**	**72,547,667**	***Balance as of December 31, 2022***
Laba tahun berjalan	--	--	9,129,666	9,129,666	*Income for the year*
Keuntungan (kerugian) yang belum direalisasi atas efek-efek tersedia untuk dijual, neto	--	303,121	--	303,121	*Unrealized gain (loss) securities available for sale, net*
Saldo Per 31 Desember 2023	**25,000,000**	**(1,039,642)**	**58,020,096**	**81,980,454**	***Balance as of December 31, 2023***

45. Standar Akuntansi dan Interpretasi Standar yang Telah Disahkan Namun Belum Berlaku Efektif

45. *New Accounting Standard and Interpretation of Standard which Has Issued but Not Yet Effective*

DSAK-IAI telah menerbitkan beberapa standar baru, amandemen dan penyesuaian atas standar, serta interpretasi atas standar namun belum berlaku efektif untuk periode yang dimulai pada 1 Januari 2023.

DSAK-IAI has issued several new standards, amendments and improvement to standards, and interpretations of the standards but not yet effective for the period beginning on January 1, 2023.

Efektif berlaku pada atau setelah tanggal 1 Januari 2024:

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2024, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Liabilitas Jangka Panjang Dengan Kovenan;
- Amendemen PSAK 73: Liabilitas Sewa dalam Jual dan Sewa – Balik;
- Amendemen PSAK 2: Laporan Arus Kas dan PSAK 60: Instrumen Keuangan: Pengungkapan tentang pengaturan pembiayaan pemasok;
- Revisi PSAK 101: Penyajian Laporan Keuangan Syariah; dan
- Revisi PSAK 109: Akuntansi Zakat, Infak, dan Sedekah.

Effective on or after January 1, 2024:

Amendment to standards which effective for periods beginning on or after January 1, 2024, with early adoption is permitted, are as follows:

- *Amendments PSAK 1: Presentation of Financial Statements related to Non-Current Liabilities with Covenants;*
- *Amendments PSAK 73: Lease Liability in a Sale and Leaseback;*
- *Amendments PSAK 2: Statement of Cash Flows and PSAK 60: Financial Instrument: Disclosure regarding supplier finance agreement;*
- *Revised PSAK 101: Presentation of Shariah Financial Statements; and*
- *Revised PSAK 109: Accounting of Zakah, Infaq, and Sadaqah.*

Efektif berlaku pada atau setelah tanggal 1 Januari 2025:

Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- PSAK 74: Kontrak Asuransi; dan
- Amendemen PSAK 74: Kontrak Asuransi tentang Penerapan Awal PSAK 74 dan PSAK 71 – Informasi Komparatif;
- Amendemen PSAK 10: Pengaruh Perubahan Kurs Valuta Asing tentang kekurangan ketertukaran.

Effective on or after January 1, 2025:

New standard and amendment to standard which effective for periods beginning on or after January 1, 2025, with early adoption is permitted, are as follows:

- *PSAK 74: Insurance Contract; and*
- *Amendments PSAK 74: Insurance Contract regarding Initial Application of PSAK 74 and PSAK 71 – Comparative Information;*
- *Amendments PSAK 10: Foreign Exchange Rate regarding lack of exchangeability*

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakunya PSAK 74: Kontrak Asuransi, yaitu:

- PSAK 1: Penyajian Laporan Keuangan;
- PSAK 2: Laporan Arus Kas;
- PSAK 13: Properti Investasi;
- PSAK 15: Investasi pada Entitas Asosiasi dan Ventura Bersama;
- PSAK 16: Aset Tetap;
- PSAK 19: Aset Takberwujud;

Several PSAKs were also amended which were consequential amendments due to the enactment of PSAK 74: Insurance Contracts, as follows:

- *PSAK 1: Presentation of Financial Statements;*
- *PSAK 2: Statement of Cash Flows;*
- *PSAK 13: Investment Property;*
- *PSAK 15: Investment in Associated Entities and Joint Ventures;*
- *PSAK 16: Fixed Assets;*
- *PSAK 19: Intangible Assets;*

- PSAK 22: Kombinasi Bisnis;
- PSAK 24: Imbalan Kerja;
- PSAK 48: Penurunan Nilai Aset;
- PSAK 50: Instrumen Keuangan Penyajian;
- PSAK 57: Provisi, Liabilitas Kontijensi dan Aset Kontijensi;
- PSAK 58: Aset Tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan;
- PSAK 60: Instrumen Keuangan: Pengungkapan;
- PSAK 71: Instrumen Keuangan
- PSAK 72: Pendapatan dari Kontrak dengan Pelanggan.

Hingga tanggal laporan keuangan ini diotorisasi, Perusahaan masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amandemen standar dan interpretasi standar tersebut.

DSAK-IAI juga mengesahkan perubahan penomoran PSAK dan ISAK yang berlaku efektif 1 Januari 2024, dimana perubahan ini tidak memengaruhi substansi pengaturan dalam masing-masing PSAK dan ISAK tersebut.

- *PSAK 22: Business Combinations;*
- *PSAK 24: Employee Benefits;*
- *PSAK 48: Impairment of Asset;*
- *PSAK 50: Financial Instruments: Presentation;*
- *PSAK 57: Provisions, Contingent Liabilities and Contingent Assets;*
- *PSAK 58: Non-Current Assets Held for Sale and Discontinued Operations;*
- *PSAK 60: Financial Instruments: Disclosures;*
- *PSAK 71: Financial Instruments;*
- *PSAK 72: Income from Contracts with Customers.*

Until the date of the financial statements is authorized, the Group is still evaluating the potential impact of the adoption of new standards, amendments to standards and interpretations of these standards.

DSAK-IAI also ratified changes to the numbering pf PSAK and ISAK which will be effective on January 1, 2024. This change does not affect the substance of the requirement in each PSAK and ISAK.

46. Informasi Keuangan Tambahan / *46. Supplementary Financial Information*

Informasi keuangan Perseroan (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan 31 Desember 2023 dan 2022, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yangs berakhir pada tanggal 31 Desember 2023 dan 2022 (secara kolektif yang disebut sebagai “Informasi Keuangan Entitas Induk”), yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian terlampir, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian terlampir yang diharuskan menurut Standar Akuntansi Keuangan Indonesia. Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian terlampir.

The accompanying financial information of the Company (parent entity), which comprises the statement of financial position as of December 31, 2023 and 2022, and the statement of of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended December 31, 2023 and 2022 (collectively referred to as the “Parent Entity Financial Information”), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purposes of additional analysis and is not required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of management and was derived from and related directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements.

Lampiran I | ***Attachment I***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
ENTITAS INDUK
LAPORAN POSISI KEUANGAN
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK
PARENT ENTITY
STATEMENTS OF FINANCIAL POSITION
December 31, 2023 and 2022
(Expressed in thousands of Rupiah,
unless otherwise stated)

	2023 Rp	2022 Rp	
ASET			***ASSETS***
Kas dan bank	306,363,888	374,077,638	*Cash on hand and in banks*
Investasi			*Investments*
Deposito berjangka	1,684,802,851	723,436,183	*Time deposits*
Efek-efek			*Marketable securities*
- Nilai wajar melalui laba rugi	411	1,283	*Fair value through profit or loss -*
- Tersedia untuk dijual	3,569,166,642	2,338,013,922	*Available-for-sale -*
Reksadana	460,165,233	844,021,338	*Mutual funds*
Penyertaan langsung	1,890,442,806	1,888,692,711	*Direct participation*
Piutang premi, neto	1,552,578,552	1,688,785,957	*Premium receivables, net*
Piutang koasuransi, neto	422,878,924	128,981,110	*Coinsurance receivables, net*
Piutang reasuransi, neto	450,316,458	372,602,686	*Reinsurance receivables, net*
Piutang lain-lain	86,854,527	37,655,118	*Other receivables*
Biaya dibayar dimuka dan uang muka	37,087,683	91,722,167	*Prepaid expenses and advances*
Aset lain-lain	190,016,932	178,712,357	*Other assets*
Aset tetap, neto	21,090,317	17,940,125	*Fixed assets, net*
Aset hak guna, neto	29,400,579	7,911,388	*Right of use asset, net*
Aset reasuransi	5,324,279,752	4,711,956,046	*Reinsurance assets*
Aset pajak tangguhan	94,337,029	103,652,963	*Deferred tax assets*
JUMLAH ASET	**16,119,782,584**	**13,508,162,992**	***TOTAL ASSETS***
LIABILITAS DAN EKUITAS			***LIABILITIES AND EQUITY***
LIABILITAS			***LIABILITIES***
Utang reasuransi	1,893,727,930	1,561,848,857	*Reinsurance payables*
Utang komisi	67,372,081	38,964,239	*Commissions payables*
Utang klaim	270,261,576	29,405,234	*Claims payables*
Utang koasuransi	73,562,226	46,887,949	*Coinsurance payables*
Beban akrual	208,005,199	78,694,274	*Accrued expenses*
Tagihan kekurangan pembayaran pajak	2,849,766	--	*Tax underpayment bill*
Utang pajak	145,996,640	51,742,932	*Taxes payables*
Utang lain-lain	198,103,928	189,170,147	*Other payables*
Liabilitas imbalan kerja	263,207,061	250,807,152	*Employee benefit liabilities*
Liabilitas asuransi	6,286,631,863	5,607,212,269	*Insurance liabilities*
Liabilitas sewa	978,276	2,141,947	*Lease liabilities*
JUMLAH LIABILITAS	**9,410,696,546**	**7,856,875,000**	***TOTAL LIABILITIES***

Lampiran I | ***Attachment I***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
ENTITAS INDUK
LAPORAN POSISI KEUANGAN
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK
PARENT ENTITY
STATEMENTS OF FINANCIAL POSITION
December 31, 2023 and 2022
(Expressed in thousands of Rupiah, unless otherwise stated)

	2023 Rp	2022 Rp	
EKUITAS			***EQUITY***
Modal saham - Nilai nominal			*Share capital - Par value*
Rp50 (nilai penuh) per saham			*Rp50 (full amount) per share*
Modal dasar - 6.400.000.000 saham			*Authorized - 6,400,000,000 shares*
Modal ditempatkan dan disetor penuh -			*Issued and fully paid -*
3.555.575.600 saham dengan jumlah			*3,555,575,600 shares*
nilai nominal seluruhnya sebesar			*with a total nominal value*
Rp177.778.780.000 (nilai penuh)			*Rp177,778,780,000 (full amount)*
per 31 Desember 2023			*as of December 31, 2023*
Nilai nominal			*Share capital*
Rp100 (nilai penuh) per saham			*Rp100 (full amount) per share*
Modal dasar - 6.400.000.000 saham			*Authorized - 6,400,000,000 shares*
Modal ditempatkan dan disetor penuh -			*Issued and fully paid -*
1.777.787.800 saham dengan jumlah			*1,777,787,800 shares*
nilai nominal seluruhnya sebesar			*with a total nominal value*
Rp177.778.780.000 (nilai penuh)			*Rp177,778,780,000 (full amount)*
tahun 2022	177,778,780	177,778,780	*year 2022*
Tambahan modal disetor	647,666,679	647,666,679	*Additional paid in capital*
Keuntungan/(kerugian) yang			*Changes in fair value of*
belum direalisasi dari efek			*available-for-sale*
yang tersedia untuk dijual, neto	20,640,108	(14,880,353)	*financial assets*
Surplus revaluasi aset tetap	6,575,061	6,283,321	*Fixed assets surplus revaluation*
Saldo laba			*Retained earnings*
Ditentukan penggunaannya	413,313,271	413,313,271	*Appropriated*
Belum ditentukan penggunaannya	5,443,112,139	4,421,126,294	*Unappropriated*
JUMLAH EKUITAS	**6,709,086,038**	**5,651,287,992**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**16,119,782,584**	**13,508,162,992**	***TOTAL LIABILITIES AND EQUITY***

Lampiran II | ***Attachment II***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
ENTITAS INDUK
LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK
PARENT ENTITY
STATEMENTS OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME
For the Years Ended
December 31, 2023 and 2022
(Expressed in thousands of Rupiah,
unless otherwise stated)

	2023 Rp	2022 Rp	
PENDAPATAN			***REVENUES***
Pendapatan *underwriting*			*Underwriting income*
Pendapatan premi			*Premium income*
Premi bruto	5,048,444,433	4,058,267,878	*Gross premium*
Premi reasuransi	(4,040,080,863)	(3,120,042,084)	*Reinsurance premium*
Perubahan cadangan premi yang belum merupakan pendapatan dan liabilitas manfaat polis masa depan	(511,841,773)	198,274,236	*Changes in unearned premium reserves and liabilities for future policy benefits*
Perubahan aset reasuransi atas cadangan premi yang belum merupakan pendapatan dan liabilitas manfaat polis masa depan	479,886,782	(222,128,347)	*Changes in reinsurance assets of unearned premium reserves and liabilities for future policy benefits*
Pendapatan premi, neto	976,408,579	914,371,683	*Premium income, net*
Pendapatan komisi, neto	174,274,608	140,065,569	*Commission income, net*
Jumlah pendapatan *underwriting*	1,150,683,187	1,054,437,252	*Total underwriting income*
Pendapatan investasi	393,484,737	222,672,510	*Investment income*
JUMLAH PENDAPATAN	**1,544,167,924**	**1,277,109,762**	***TOTAL REVENUES***
BEBAN			***EXPENSES***
Beban klaim			*Claim expenses*
Klaim bruto	(1,563,968,772)	(1,038,015,748)	*Gross claims*
Klaim reasuransi	1,173,490,990	748,821,752	*Reinsurance claims*
Perubahan estimasi liabilitas klaim	(167,577,843)	(542,038,288)	*Changes in estimated claims liabilities*
Perubahan aset reasuransi atas estimasi liabilitas klaim	132,436,924	512,854,400	*Changes in reinsurance assets of estimated claims liabilities*
Jumlah beban klaim, neto	(425,618,701)	(318,377,884)	*Total net claim expenses*
Beban usaha	(650,253,169)	(514,369,266)	*Operating expenses*
Pendapatan (beban) lain-lain, neto	1,103,215,851	58,885,989	*Other income (expenses), net*
JUMLAH BEBAN	**27,343,981**	**(773,861,161)**	***TOTAL EXPENSES***
LABA SEBELUM BEBAN PAJAK FINAL DAN PAJAK PENGHASILAN	1,571,511,905	503,248,601	*INCOME BEFORE FINAL TAX AND INCOME TAX EXPENSES*
BEBAN PAJAK FINAL	(34,506,734)	(15,681,704)	*FINAL TAX EXPENSE*
LABA SEBELUM BEBAN PAJAK PENGHASILAN	**1,537,005,171**	**487,566,897**	***INCOME BEFORE INCOME TAX EXPENSES***
BEBAN PAJAK PENGHASILAN	**(291,342,466)**	**(85,588,079)**	***INCOME TAX EXPENSE***
LABA TAHUN BERJALAN	**1,245,662,705**	**401,978,818**	***INCOME FOR THE YEAR***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
ENTITAS INDUK
LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN (Lanjutan)
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK
PARENT ENTITY
STATEMENTS OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME (Continued)
For the Years Ended
December 31, 2023 and 2022
(Expressed in thousands of Rupiah,
unless otherwise stated)

	2023 Rp	2022 Rp	
PENGHASILAN KOMPREHENSIF LAIN			***OTHER COMPREHENSIVE INCOME***
Pos yang tidak akan direklasifikasi ke laba rugi:			*Items that will not be reclassified to profit or loss:*
(Kerugian) keuntungan aktuarial atas liabilitas imbalan pasca kerja	7,556,359	25,789,728	*Actuarial (loss) gain on post-employee benefits liability*
Surplus revaluasi aset tetap	291,740	413,879	*Fixed assets revaluation surplus*
Pajak penghasilan terkait pos yang tidak akan direklasifikasi ke laba rugi	(1,662,399)	(5,673,740)	*Income tax related to the items that will not be reclassified to profit or loss*
Pos yang akan direklasifikasi ke laba rugi:			*Items that will not be reclassified to profit or loss:*
Keuntungan (kerugian) yang belum direalisasi atas efek-efek yang tersedia untuk dijual	40,123,547	(33,649,752)	*Unrealized gain (loss) on available-for-sale marketable securities*
Pajak penghasilan terkait pos yang tidak akan direklasifikasi ke laba rugi	(4,603,086)	3,623,022	*Income tax related to the items that will not be reclassified to profit or loss*
Jumlah penghasilan komprehensif lain setelah pajak	41,706,161	(9,496,863)	*Total other comprehensive income after tax*
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**1,287,368,866**	**392,481,955**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

Lampiran III | ***Attachment III***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
ENTITAS INDUK
LAPORAN PERUBAHAN EKUITAS
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK
PARENT ENTITY
STATEMENT OF CHANGES IN EQUITY
For the Years Ended
December 31, 2023 and 2022
(Expressed in thousands of Rupiah,
unless otherwise stated)

	Modal Saham/ *Share Capital*	Tambahan Modal disetor/ *Additional paid in capital*	(Kerugian) keuntungan yang belum direalisasi atas efek-efek tersedia untuk dijual - neto/ *Unrealized (loss) gain on available - for-sale marketable securities - net*	Surplus revaluasi aset tetap/ *Fixed assets revaluation surplus*	Saldo laba/ *Retained earnings*		Jumlah Ekuitas/ *Total Equity*	
					Ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*		
Saldo pada tanggal 31 Desember 2021	**177,777,780**	**647,639,259**	**15,146,377**	**5,869,442**	**413,313,271**	**4,137,854,501**	**5,397,600,630**	***Balance as of December 31, 2021***
Dividen	--	--	--	--	--	(126,592,141)	(126,592,141)	*Dividend*
Laba tahun berjalan	--	--	--	--	--	401,978,818	401,978,818	*Income for the year*
Management Employe Stock Option Plan	1,000	27,420	--	--	--	--	28,420	*Management Employe Stock Option Plan*
Keuntungan yang belum direalisasi atas efek-efek tersedia untuk dijual, neto setelah pajak	--	--	(30,026,730)	--	--	--	(30,026,730)	*Unrealized gain on available-for-sale marketable securities, net after tax*
Pengukuran kembali liabilitas imbalan kerja setelah pajak	--	--	--	--	--	20,115,988	20,115,988	*Remeasurement of employee benefits liabilities after tax*
Reklasifikasi dana tabarru'	--	--	--	--	--	(12,230,872)	(12,230,872)	*Tabarru' fund reclasification*
Surplus revaluasi aset tetap	--	--	--	413,879	--	--	413,879	*Fixed asset revaluation surplus*
Saldo pada tanggal 31 Desember 2022	**177,778,780**	**647,666,679**	**(14,880,353)**	**6,283,321**	**413,313,271**	**4,421,126,294**	**5,651,287,992**	***Balance as of December 31, 2022***
Dividen	--	--	--	--	--	(229,570,820)	(229,570,820)	*Dividend*
Laba tahun berjalan	--	--	--	--	--	1,245,662,705	1,245,662,705	*Income for the year*
Keuntungan yang belum direalisasi atas efek-efek tersedia untuk dijual, neto setelah pajak	--	--	35,520,461	--	--	--	35,520,461	*Unrealized gain on available-for-sale marketable securities, net after tax*
Pengukuran kembali liabilitas imbalan kerja setelah pajak	--	--	--	--	--	5,893,960	5,893,960	*Remeasurement of employee benefits liabilities after tax*
Surplus revaluasi aset tetap	--	--	--	291,740	--	--	291,740	*Fixed asset revaluation surplus*
Saldo pada tanggal 31 Desember 2023	**177,778,780**	**647,666,679**	**20,640,108**	**6,575,061**	**413,313,271**	**5,443,112,139**	**6,709,086,038**	***Balance as of December 31, 2023***

Lampiran IV | ***Attachment IV***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
ENTITAS INDUK
LAPORAN ARUS KAS
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK
PARENT ENTITY
STATEMENTS OF CASH FLOWS
For the Years Ended
December 31, 2023 and 2022
(Expressed in thousands of Rupiah,
unless otherwise stated)

	2023 Rp	2022 Rp	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari tertanggung, reasuradur dan pelanggan	5,735,288,993	5,110,630,958	*Cash receipts from insured, reinsurers and customers*
Pembayaran kas kepada tertanggung, reasuradur, pemasok dan karyawan	(5,073,153,665)	(4,909,802,101)	*Cash paid to insured, reinsurers, suppliers and employees*
Penerimaan atas litigasi	1,112,349,363	--	*Cash receipts from litigation*
Kas diperoleh dari operasi	**1,774,484,691**	**200,828,857**	***Cash generated from operations***
Pembayaran pajak penghasilan	(191,666,518)	(8,338,000)	*Income tax paid*
Penerimaan klaim atas pengembalian pajak	12,306,329	--	*Cash receipts from claim for tax refund*
Kas bersih yang diperoleh dari aktivitas operasi	**1,595,124,502**	**192,490,857**	***Net cash provided from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan bunga	311,325,495	138,630,010	*Interest received*
Penerimaan dividen	18,871,667	12,760,586	*Dividends received*
Penempatan investasi, neto	(1,715,277,666)	(240,092,333)	*Proceeds from placement of investments, net*
Perolehan aset tetap dan properti investasi	(45,584,581)	(3,744,693)	*Acquisitions of fixed assets and investment property*
Kas bersih yang digunakan untuk aktivitas investasi	**(1,430,665,085)**	**(92,446,430)**	***Net cash provided used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Tambahan modal disetor	--	28,420	*Additional paid in capital*
Pembayaran dividen	(229,570,820)	(126,592,141)	*Dividends paid*
Pembayaran liabilitas sewa	(2,602,347)	(2,220,965)	*Payment of lease liabilities*
Kas bersih yang digunakan untuk aktivitas pendanaan	**(232,173,167)**	**(128,784,686)**	***Net cash used in financing activities***
PENURUNAN KAS DAN BANK NETO	**(67,713,750)**	**(28,740,259)**	***NET DECREASE IN CASH AND BANKS***
KAS DAN BANK AWAL TAHUN	**374,077,638**	**402,817,897**	***CASH AND BANKS AT BEGINNING OF YEAR***
KAS DAN BANK AKHIR TAHUN	**306,363,888**	**374,077,638**	***CASH AND BANKS AT END OF YEAR***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
ENTITAS INDUK
CATATAN ATAS INVESTASI PADA ENTITAS ANAK
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2023 dan 2022
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK
PARENT ENTITY
NOTES ON INVESTMENTS IN SUBSIDIARIES
For the Years Ended
December 31, 2023 and 2022
(Expressed in thousands of Rupiah,
unless otherwise stated)

1. Ikhtisar Kebijakan Akuntansi Penting / *1. Summary Of Significant Accounting Policies*

Dasar Penyusunan Laporan Keuangan Tersendiri

Laporan keuangan tersendiri disusun sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 4 (Revisi 2013), "Laporan Keuangan Tersendiri".

Kebijakan akuntansi yang diterapkan oleh Perseroan dalam penyusunan laporan keuangan tersendiri entitas induk adalah sama dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian sebagaimana diungkapkan dalam Catatan 2 atas laporan keuangan konsolidasian, kecuali untuk investasi pada entitas anak yang dicatat dengan metode biaya dan investasi pada entitas bertujuan khusus-reksadana yang dicatat pada nilai aset bersih.

Basis of Preparation of The Separate Financial Statements

The separate financial statements are prepared in accordance with the Statement of Financial Accounting Standards ("SFAS") No. 4 (Revised 2013), "Separate Financial Statements".

The accounting policies adopted by the Company in the preparation of the parent entity's separate financial statements are the same as the accounting policies adopted in the preparation of the consolidated financial statements as disclosed in Note 2 to the consolidated financial statements, except for investments in subsidiaries which are accounted for using cost method and investments in special purpose entity mutual funds which are accounted for at net asset value.

2. Penyertaan Langsung Dan Investasi Di Entitas Bertujuan Khusus / *2. Direct Participation And Investment In Special Purpose Entity*

Pada tanggal 31 Desember 2023 dan 2022, entitas induk memiliki penyertaan langsung pada entitas yang dicatat dengan biaya perolehan sebagai berikut:

As of December 31, 2023 and 2022, the parent entity have direct participation which accounted at cost method as follows:

	2023 Rp	2022 Rp	
Entitas anak			***Subsidiaries***
PT Tugu Pratama Interindo	1,704,883,676	1,704,883,676	PT Tugu Pratama Interindo
Tugu Insurance Company Limited (Hongkong)	130,329,000	130,329,000	Tugu Insurance Company Limited *(Hongkong)*
YHT & Company Limited	97,227	97,227	YHT & Company Limited
Entitas asosiasi			***Associate entity***
PT Asuransi Samsung Tugu	27,588,696	27,588,696	PT Asuransi Samsung Tugu
Kepemilikan dibawah 20%			***Ownership below 20%***
PT Reasuransi Maipark Indonesia	27,544,207	25,794,112	PT Reasuransi Maipark Indonesia
Jumlah	**1,890,442,806**	**1,888,692,711**	***Total***

2. Penyertaan Langsung Dan Investasi Di Entitas Bertujuan Khusus / *2. Direct Participation And Investment In Special Purpose Entity*

Pada tanggal 31 Desember 2023 dan 2022, entitas induk memiliki penyertaan langsung pada entitas bertujuan khusus yang dicatat dengan penilaian aset keuangan yang diatur dalam PSAK No. 55 (Revisi 2014) sebagai berikut:

As of December 31, 2023 and 2022, the parent entity also have investment in special purposes entities which accounted with valuation requirement of financial assets as ruled by SFAS No. 55 (Revised 2014) as follows:

	2023 Rp	2022 Rp	
Reksa Dana Pendapatan Tetap BNI-AM Prioritas Optima	--	179,605,347	*Reksa Dana Pendapatan Tetap BNI-AM Prioritas Optima*
Reksa Dana Trimegah Dana Obligasi Nusantara	--	105,916,326	*Reksa Dana Trimegah Dana Obligasi Nusantara*
Reksa Dana Bahana Pratama Pendapatan Tetap	--	56,550,687	*Reksa Dana Bahana Pratama Pendapatan Tetap*
Jumlah	**--**	**342,072,360**	***Total***

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Optimizing Innovation, Achieving Higher Excellence

2023 Laporan Tahunan
Annual Report



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