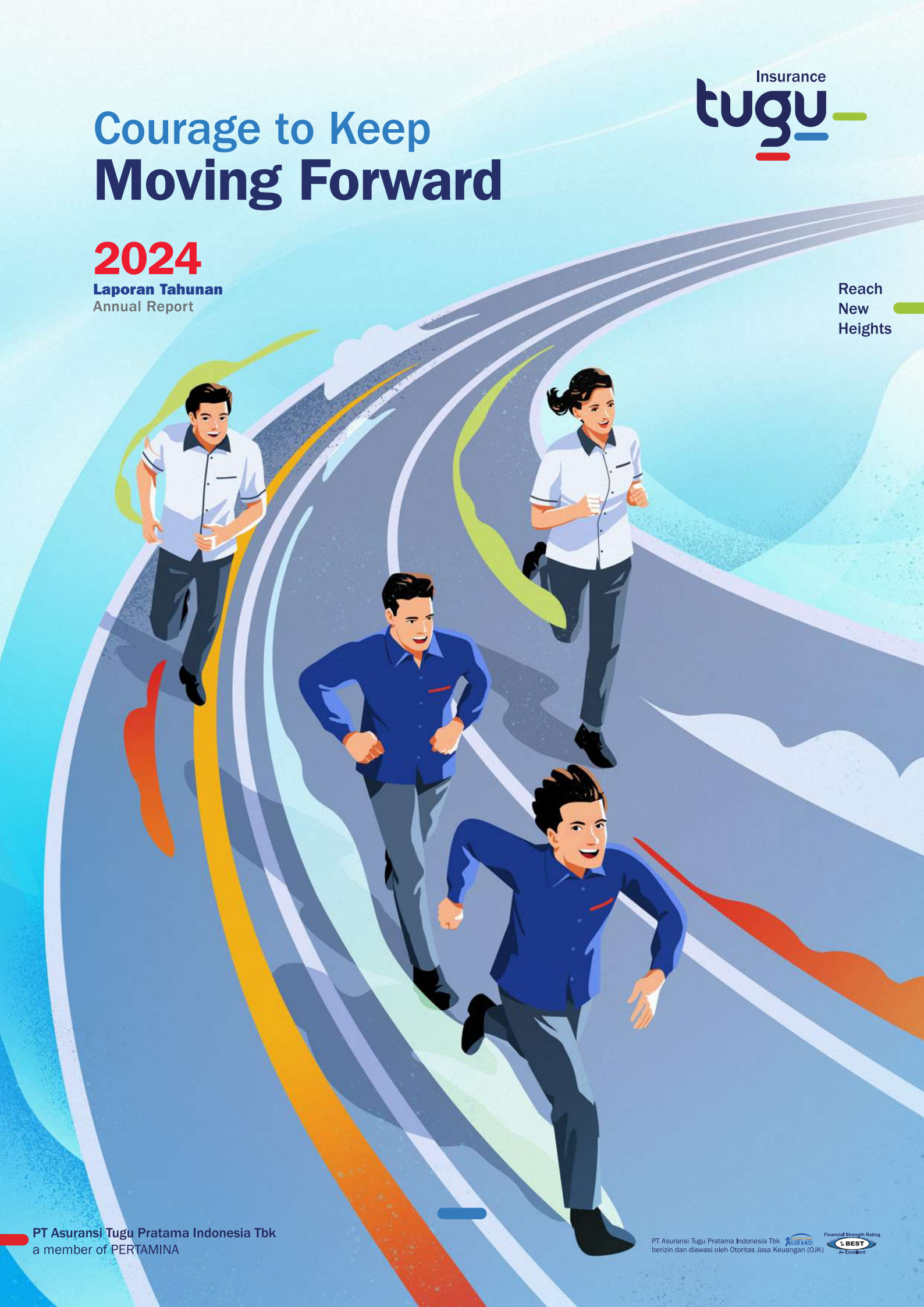
Insurance tugu

Courage to Keep Moving Forward

2024

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 Pernyataan Kehati-hatian

Disclaimer And Cautionary Statements

Laporan Tahunan 2024 menggunakan kata “Tugu Insurance”, “Perseroan”, “Perusahaan”, dan “Kami” untuk menyebut PT Asuransi Tugu Pratama Indonesia Tbk dan anak perusahaan.

The 2024 Annual Report uses the words “Tugu Insurance”, “Company”, and “We” to refer to PT Asuransi Tugu Pratama Indonesia Tbk and its subsidiaries.

Laporan Tahunan 2024 PT Asuransi Tugu Pratama Indonesia Tbk dapat memuat informasi atau pernyataan yang berwawasan ke depan termasuk tetapi tidak terbatas pada strategi, rencana ke depan dan kinerja operasional maupun keuangan indikatif masa mendatang yang secara bersama-sama disebut “informasi yang berorientasi masa depan atau *forward looking information*” kecuali hal-hal yang bersifat historis.

The 2024 Annual Report of PT Asuransi Tugu Pratama Indonesia Tbk may contain forward-looking information or statements including but not limited to strategies, future plans, and indicative future operational and financial performance (collectively referred to as “forward-looking information”) except for historical matters.

Forward-looking information didasarkan pada sejumlah ekspektasi internal, estimasi, proyeksi, dan asumsi saat ini, serta keyakinan bahwa, sesuai pandangan wajar manajemen, secara inheren bergantung pada ketidakpastian dan kontinjensi bisnis, ekonomi, kompetitif, atau lainnya. *Forward-looking information* bukan merupakan jaminan kinerja di masa yang akan datang dan melibatkan risiko yang sudah dan belum diketahui, ketidakpastian, serta faktor-faktor lain (termasuk risiko dan ketidakpastian yang terdapat dalam laporan keuangan konsolidasian Perseroan dan Pembahasan dan Analisis Manajemen yang tersedia melalui situs web Perseroan dan/atau terdapat pada bagian lain dalam Laporan Tahunan ini), yang mungkin mengakibatkan hasil, kinerja, atau pencapaian aktual menjadi berbeda secara material dari hasil, kinerja, atau pencapaian masa depan yang dipaparkan atau tersirat oleh *forward-looking information* tersebut.

Forward-looking information is based upon several current internal expectations, estimates, projections assumptions, and beliefs that, in management’s reasonable opinion, are inherently subject to business, economic, competitive, or other uncertainties and contingencies. Forward-looking information is not a guarantee of future performance and involves known and unknown risks, uncertainties, and other factors (including the risks and uncertainties contained in the Company’s consolidated financial statements and Management’s Discussion and Analysis available through the Company’s website and/or elsewhere in this Annual Report) that may cause actual results, performance or achievements to differ materially from any future results, performance or achievements expressed or implied by such forward-looking information.

Segala estimasi, strategi investasi, atau pandangan yang dicantumkan di dalam Laporan Tahunan ini berdasarkan kondisi pasar saat ini, dan/atau informasi yang disediakan oleh pihak ketiga yang tidak terafiliasi, dan dapat berubah sewaktu-waktu tanpa pemberitahuan terlebih dahulu. Sepanjang informasi dalam Laporan Tahunan ini diperoleh dari sumber pihak ketiga, Perseroan belum melakukan verifikasi informasi tersebut secara independen, dan terdapat risiko bahwa asumsi yang dibuat dan simpulan yang diambil berdasarkan informasi tersebut tidak akurat. Kecuali diwajibkan oleh peraturan perundang-undangan, Perseroan menyangkal adanya tanggung jawab apa pun untuk memperbarui informasi atau merevisi *forward-looking information* apa pun, baik sebagai akibat dari adanya informasi atau kejadian baru, atau lainnya.

Any estimates, investment strategies, or views expressed in this Annual Report are based on current market conditions and/or information provided by unaffiliated third parties and are subject to change without notice. To the extent that certain information in this Annual Report is obtained from third-party sources, the Company has not independently verified such information, and there is a risk that assumptions made, and conclusions drawn by the Company based on such information may be inaccurate. Except as required by law, the Company disclaims any obligation to update or revise any forward-looking information, whether as a result of new information or events or otherwise.

Dalam kondisi tertentu, *forward-looking information* dapat dikenali dengan penggunaan istilah berwawasan ke depan seperti “diharapkan”, “mungkin”, “dapat”, “akan”, “harus”, “bertekad”, “mengantisipasi”, “berpotensi”, “mengajukan”, “memperkirakan”, dan kata-kata lain seperti “dapat” atau “akan terjadi”, atau pada saat membahas strategi.

In certain circumstances, forward-looking information can be identified by the use of forward-looking terms such as “expect,” “likely,” “may,” “will,” “should,” “intend,” “anticipate,” “potential,” “proposed,” “estimate,” and other similar words such as “may” or “will occur”, or when discussing strategy.

Pembaca diminta untuk berhati-hati dan tidak bergantung semata-mata pada *forward-looking information* tersebut dan tidak diperuntukkan sebagai dasar untuk membuat keputusan investasi apa pun dengan sendirinya.

Readers are cautioned not to put undue reliance on this forward-looking information, which should not be viewed, in and of itself, as any basis for making any investment decision.

Penjelasan Tema
Theme Explanation

Courage to Keep Moving Forward
Semangat untuk Melangkah Maju

Tema Laporan Tahunan 2024 adalah **Semangat untuk Melangkah Maju**. Tema ini menunjukkan semangat yang senantiasa dijunjung tinggi oleh Perseroan dalam menjalankan aktivitas bisnisnya. Dengan keberanian untuk melangkah maju untuk bertransformasi, Tugu Insurance memegang teguh komitmen untuk meningkatkan kepercayaan pelanggan.

Perseroan menyadari bahwa kepercayaan pelanggan adalah aset yang paling berharga untuk tumbuh secara berkelanjutan. Oleh karena itu, Tugu Insurance fokus menghadirkan berbagai produk dan layanan yang memberikan kemudahan serta dengan pendekatan yang ramah untuk semua pelanggan, baik korporasi maupun ritel, di lingkungan Pertamina, BUMN maupun di luar ekosistem.

Semangat untuk mendorong perubahan yang positif tersebut kemudian menghasilkan formulasi strategi dan inovasi bisnis yang telah dijalankan Perseroan dan mengantarkan Tugu Insurance mencapai babak baru dengan kinerja keuangan yang tumbuh solid dan operasional lebih efisien di tahun 2024. Dengan demikian, Perseroan tidak hanya berhasil memperkuat fondasi bisnis serta memberikan nilai tambah bagi Pemegang Saham, tetapi juga memberikan dampak yang lebih luas untuk masyarakat.

The theme of the 2024 Annual Report is **Courage to Moving Forward**. This theme shows the spirit that the Company always upholds in carrying out its business activities. With the courage to step forward to transform, Tugu Insurance holds fast to its commitment to strengthening customer trust.

The Company recognizes that customer trust is the most valuable asset for driving sustainable growth. With this in mind, Tugu Insurance focuses on offering various products and services that provide convenience with a friendly approach to all customers, both for corporations and retail, within Pertamina, State-Owned Enterprises (SOEs), and outside the ecosystem.

The drive to foster transformation has culminated in the strategic formulation and business innovations undertaken by the Company, propelling Tugu Insurance into a new chapter marked by robust financial growth and enhanced operational efficiency in 2024. Consequently, the Company has not only fortified its business foundation and created value to its shareholders but also extended its impact more broadly, benefiting society at large.



Kesinambungan Tema
Theme Continuity

2020 2021 2022



Gigih untuk Mengatasi Tantangan
Persevere to Rise Above Challenges

Tahun 2020 merupakan era pandemi COVID-19 yang membuat ekonomi global jatuh ke dalam resesi. Sektor asuransi juga turut terdampak dengan adanya pandemi yang memicu krisis global tersebut. Namun dengan segenap kegigihan Tugu Insurance berhasil menghadapi berbagai tantangan yang timbul dari krisis kesehatan dan krisis ekonomi akibat pandemi.

The year 2020 marked the era of the COVID-19 pandemic, which plunged the global economy into recession. The pandemic also affected the insurance sector, triggering this global crisis. However, through unwavering determination, Tugu Insurance successfully navigated the various challenges arising from the health and economic crises caused by the pandemic.

Keselarasan untuk Gapai Pencapaian Tertinggi Baru
Perpetual Harmony to Reach New Heights

Tahun 2021 bertepatan dengan momentum Tugu Insurance berusia 41 tahun berkiprah di industri asuransi umum di Indonesia. Perseroan memahami bahwa kesuksesan dalam empat dekade tidak terlepas dari sinergi dan keselarasan dengan berbagai pemangku kepentingan, terutama untuk menggapai level tertinggi baru.

The year 2021 marked a significant milestone as Tugu Insurance celebrated 41 years of excellence in Indonesia's general insurance industry. The Company recognized that its four decades of success have been deeply rooted in synergy and alignment with various stakeholders, serving as a cornerstone for reaching unprecedented new heights.

Melangkah Menuju Keunggulan Melalui Inovasi Digital
Rise Towards Excellence Through Digital Innovation

Tugu Insurance fokus melakukan transformasi digital di era revolusi industri 4.0. Berbagai inovasi dan inisiatif digital yang dilakukan oleh perseroan diarahkan untuk mewujudkan keunggulan demi mencapai pertumbuhan yang berkualitas sehingga dapat memenangkan persaingan di industri asuransi umum di Indonesia.

Tugu Insurance focused on driving digital transformation in the era of Industry 4.0. The Company's various digital innovations and initiatives aim to achieve excellence and foster high-quality growth, enabling it to gain a competitive edge in Indonesia's general insurance industry.

2023



Mengoptimalkan Inovasi, Mencapai Keunggulan yang Lebih Tinggi

Optimizing Innovation, Achieving Higher Excellence

Tugu Insurance terus melakukan rasionalisasi dan optimalisasi inovasi untuk merespons berbagai tantangan sepanjang tahun 2023. Dalam menghadapi dinamika tersebut, Perseroan berhasil beradaptasi guna mencapai target pertumbuhan kinerja yang positif. Selain itu, Tugu Insurance terus memperkokoh fondasi bisnis dengan mengembangkan usahanya ke tingkat yang lebih tinggi.

Tugu Insurance continuously implemented rationalization and optimization of innovations to address various challenges throughout 2023. In navigating these dynamics, the Company successfully adapted to positively achieving its performance growth targets. Additionally, Tugu Insurance reinforced its business foundation by advancing its operations to a higher level.

2024



Courage to Keep Moving Forward

Semangat untuk Melangkah Maju

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Audited Report



Pencapaian 2024
Achievement 2024

Premi Bruto

Rp8,5

triliun

Gross Premium:
IDR8.5 trillion

Jumlah Pendapatan *Underwriting*

Rp3,0

triliun

Total Underwriting Revenues:
IDR3.0 trillion

Jumlah Pendapatan

Rp3,9

triliun

Total Revenues:
IDR3.9 trillion

Laba Tahun Berjalan

Rp750,5

miliar

Income for The Year:
IDR750.5 billion

Jumlah Aset

Rp26,4

triliun

Total Assets:
IDR26.4 trillion

Jumlah Liabilitas

Rp15,8

triliun

Total Liabilities:
IDR15.8 trillion

Jumlah Ekuitas

Rp10,5

triliun

Total Equity:
IDR10.5 trillion



Penghargaan dan Sertifikasi

Awards and Certifications



Best Public Relations in Digitalization Innovation to Reach Positive Performance Growth (Category General Insurance)

Tanggal Date	25 Januari 2024 25 January 2024
Nama Acara Name of Event	Indonesia Public Relation Awards (IPRA) 2024
Diberikan oleh Awarded By	Warta Ekonomi
Penerima Penghargaan Award Recipient	Tugu Insurance



Best Performance Chief Financial Officer in Optimizing Business Line Performance to Reach Profitability (Category General Insurance)

Tanggal Date	25 Januari 2024 25 January 2024
Nama Acara Name of Event	Indonesia Best CFO Awards 2024
Diberikan oleh Awarded By	Warta Ekonomi
Penerima Penghargaan Award Recipient	Emil Hakim (Finance & Corporate Service Director of Tugu Insurance)



Best Stock Awards 2024 kategori Sektor Keuangan Mid Cap

Tanggal Date	25 Januari 2024 25 January 2024
Nama Acara Name of Event	Best Stock Awards
Diberikan oleh Awarded By	Investor Trust & Infovesta
Penerima Penghargaan Award Recipient	Tugu Insurance



Indonesia's TOP 20 Digital Financial Brands Awards 2024 (E-Customer Service in General Finance Category)

Tanggal Date	25 Februari 2024 25 February 2024
Nama Acara Name of Event	The 5th Indonesia's Top 20 Digital Financial Brands Awards 2024
Diberikan oleh Awarded By	The Iconomics
Penerima Penghargaan Award Recipient	Tugu Insurance



Indonesia Excellence Good Corporate Governance Ethic in Enhancing Corporate Positive Performance (Category General Insurance)

Tanggal Date	5 Maret 2024 5 March 2024
Nama Acara Name of Event	Indonesia Excellence GCG Awards 2024
Diberikan oleh Awarded By	Warta Ekonomi
Penerima Penghargaan Award Recipient	Tugu Insurance



Best CEO Awards 2024 (Category General Insurance)

Tanggal Date	21 March 2024 21 March 2024
Nama Acara Name of Event	The 5th Indonesia CEO Awards
Diberikan oleh Awarded By	The Iconomics
Penerima Penghargaan Award Recipient	Tatang Nurhidayat (President Director of Tugu Insurance)



The Most Innovative General Insurance for Technology Implementation to Provide Reliable Service (Category General Insurance)

Tanggal Date	26 March 2024 26 March 2024
Nama Acara Name of Event	Indonesia Digital Innovation Awards 2024
Diberikan oleh Awarded By	Warta Ekonomi
Penerima Penghargaan Award Recipient	Tugu Insurance



The Best General Insurance CEO in Digital Brand 2024

Tanggal Date	1 April 2024 1 April 2024
Nama Acara Name of Event	13th Digital Brand Awards 2024
Diberikan oleh Awarded By	Infobank
Penerima Penghargaan Award Recipient	Tatang Nurhidayat (President Director of Tugu Insurance)



2nd Winner of Best External Market Penetration 2023

Tanggal Date	30 April 2024 30 April 2024
Nama Acara Name of Event	Synergy Recharge Expo
Diberikan oleh Awarded By	Pertamina
Penerima Penghargaan Award Recipient	Tugu Insurance



3rd Winner of Best Value Creation Achievement 2023

Tanggal Date	30 April 2024 30 April 2024
Nama Acara Name of Event	Synergy Recharge Expo
Diberikan oleh Awarded By	Pertamina
Penerima Penghargaan Award Recipient	Tugu Insurance



Indonesia Best 50 CSR Brand Equity Awards 2024

Tanggal Date	7 Mei 2024 7 May 2024
Nama Acara Name of Event	Indonesia 50 Best CSR Awards 2024
Diberikan oleh Awarded By	The Iconomics
Penerima Penghargaan Award Recipient	Tugu Insurance



Best Leader for Business Development in Providing Insurance Service to the Broader Segment (Category General Insurance Total Asset Above 5T)

Tanggal Date	16 Mei 2024 16 May 2024
Nama Acara Name of Event	Indonesia Financial Top Leader Awards 2024
Diberikan oleh Awarded By	Warta Ekonomi
Penerima Penghargaan Award Recipient	Tatang Nurhidayat (President Director of Tugu Insurance)



The Best Sectors Investortrust Companies 2024 (Sektor Keuangan)

Tanggal Date	16 Mei 2024 16 May 2024
Nama Acara Name of Event	The Best InvestorTrust Companies 2024
Diberikan oleh Awarded By	Investor Trust
Penerima Penghargaan Award Recipient	Tugu Insurance



Bisnis Indonesia Awards – Kategori Asuransi 2024

Tanggal Date	13 Juni 2024 13 June 2024
Nama Acara Name of Event	Bisnis Indonesia Awards 2024
Diberikan oleh Awarded By	Bisnis Indonesia
Penerima Penghargaan Award Recipient	Tugu Insurance



Indonesia Top 10 SOEs Popular Leader 2024

Tanggal Date	20 Juni 2024 20 June 2024
Nama Acara Name of Event	Top 10 SOEs Popular Leaders Awards 2024
Diberikan oleh Awarded By	The Iconomics
Penerima Penghargaan Award Recipient	Tatang Nurhidayat (President Director of Tugu Insurance)



Best Brand Popularity in General Insurance Category

Tanggal Date	20 Juni 2024 20 June 2024
Nama Acara Name of Event	BUMN Brand Equity Awards 2024
Diberikan oleh Awarded By	The Iconomics
Penerima Penghargaan Award Recipient	Tugu Insurance



Cedant Terbaik Pertumbuhan Premi Sesi Tahun 2023

Tanggal Date	20 Juni 2024 20 June 2024
Nama Acara Name of Event	Maipark Awards 2024
Diberikan oleh Awarded By	Maipark
Penerima Penghargaan Award Recipient	Tugu Insurance



Indonesia Best Sharia Business Unit of General Insurance 2024 with Developm ent of Strategic Collaboration to Strengthen Insurance Marketing & Distribution Channel (Category Sharia Business Unit of General Insurance)

Tanggal Date	2 Juli 2024 2 July 2024
Nama Acara Name of Event	Indonesia Sharia and Halal Top Brand Awards 2024
Diberikan oleh Awarded By	Warta Ekonomi
Penerima Penghargaan Award Recipient	Tugu Insurance



Very Good in the HR Excellence Awards 2024 (Category Reward Management & Talent Retention Category)

Tanggal Date	24 Juli 2024 24 July 2024
Nama Acara Name of Event	HR Excellence Awards 2024
Diberikan oleh Awarded By	SWA
Penerima Penghargaan Award Recipient	Tugu Insurance



Best Insurance Kategori Asuransi Umum Aset di atas 5 Triliun

Tanggal Date	25 Juli 2024 25 July 2024
Nama Acara Name of Event	Investortrust Best Insurance 2024
Diberikan oleh Awarded By	Investor Trust
Penerima Penghargaan Award Recipient	Tugu Insurance



The Excellent Performance General Insurance Company (Gross Premium >IDR2,5 trillion)

Tanggal Date	26 Juli 2024 26 July 2024
Nama Acara Name of Event	Infobank 25th Insurance Awards
Diberikan oleh Awarded By	Infobank
Penerima Penghargaan Award Recipient	Tugu Insurance



The Excellent Performance General Insurance Company in 10 Consecutive Years (2014-2023)

Tanggal Date	26 Juli 2024 26 July 2024
Nama Acara Name of Event	Infobank 25th Insurance Awards
Diberikan oleh Awarded By	Infobank
Penerima Penghargaan Award Recipient	Tugu Insurance



Market Leaders Award 2024

Tanggal Date	30 Juli 2024 30 July 2024
Nama Acara Name of Event	2024 Insurance Market Leader Awards
Diberikan oleh Awarded By	Media Asuransi
Penerima Penghargaan Award Recipient	Tugu Insurance



Indonesia Most Acclaimed Company 2024 with Outstanding Provision of Insurance Product and Digital Service Diversification (Category General Insurance)

Tanggal Date	31 Juli 2024 31 July 2024
Nama Acara Name of Event	Indonesia Most Acclaimed Companies (IMACO) Awards 2024
Diberikan oleh Awarded By	Warta Ekonomi
Penerima Penghargaan Award Recipient	Tugu Insurance



Indonesia Popular Corporate Reputation Awards 2024 (Category General Insurance)

Tanggal Date	9 Agustus 2024 9 August 2024
Nama Acara Name of Event	Indonesia Corporate Reputation Awards 2024
Diberikan oleh Awarded By	The Iconomics
Penerima Penghargaan Award Recipient	Tugu Insurance



Most Popular Brand of the Year 2024 (Category General Insurance)

Tanggal Date	3 September 2024 3 September 2024
Nama Acara Name of Event	7 Most Popular Brand of the Year 2024
Diberikan oleh Awarded By	Jawa Pos
Penerima Penghargaan Award Recipient	Tugu Insurance



Best General Insurance Sharia Unit (Ekuitas Rp25 Miliar – Rp100 Miliar)

Tanggal Date	1 Oktober 2024 1 October 2024
Nama Acara Name of Event	Best General Insurance Sharia Unit 2024
Diberikan oleh Awarded By	Media Asuransi
Penerima Penghargaan Award Recipient	Tugu Insurance



Best General Insurance 2024 (Ekuitas Rp1,5 Triliun Ke Atas)

Tanggal Date	1 Oktober 2024 1 October 2024
Nama Acara Name of Event	Best General Insurance 2024
Diberikan oleh Awarded By	Media Asuransi
Penerima Penghargaan Award Recipient	Tugu Insurance



The Best Sharia General insurance 2024 (Excellent Financial Performance 2023)

Tanggal Date	3 Oktober 2024 3 October 2024
Nama Acara Name of Event	Infobank 13th Sharia Awards
Diberikan oleh Awarded By	Infobank
Penerima Penghargaan Award Recipient	Tugu Insurance



The Best State Owned Enterprise Subsidiary 2024 (Excellent Financial Performance 2023)

Tanggal Date	3 Oktober 2024 3 October 2024
Nama Acara Name of Event	The Best SOE
Diberikan oleh Awarded By	The Asian Post
Penerima Penghargaan Award Recipient	Tugu Insurance



The Best Performing General Insurance 2024 Based on Financial Performance 2021-2023 (General Insurance Category with Premium Gross Above 2,5 Trillion)

Tanggal Date	22 Oktober 2024 22 October 2024
Nama Acara Name of Event	Top 20 Financial Institutions 2024
Diberikan oleh Awarded By	The Finance
Penerima Penghargaan Award Recipient	Tugu Insurance



Best of The Best CFO in Financial Institution 2024 (General Insurance Category with Premium Gross Above 2,5 Trillion)

Tanggal Date	22 Oktober 2024 22 October 2024
Nama Acara Name of Event	The Finance Best CFO 2024
Diberikan oleh Awarded By	The Finance
Penerima Penghargaan Award Recipient	Emil Hakim (Finance & Corporate Service Director of Tugu Insurance)



The Outstanding Achievement in Energy & Corporate Insurance Solutions

Tanggal Date	31 Oktober 2024 31 October 2024
Nama Acara Name of Event	CSA Awards 2024
Diberikan oleh Awarded By	CSA
Penerima Penghargaan Award Recipient	Tugu Insurance



Indonesia Most Reputable Companies 2024 Predicate Very Good (Category General Insurance)

Tanggal Date	19 November 2024 19 November 2024
Nama Acara Name of Event	Indonesia Most Reputable Companies 2024
Diberikan oleh Awarded By	SWA
Penerima Penghargaan Award Recipient	Tugu Insurance



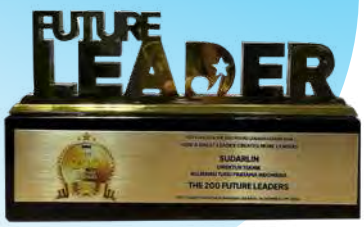
Best Chief Marketing Officer 2024 in Optimizing Market Potential to Increase Premium Revenue Growth

Tanggal Date	28 November 2024 28 November 2024
Nama Acara Name of Event	Indonesia Best CMO Awards 2024
Diberikan oleh Awarded By	Warta Ekonomi
Penerima Penghargaan Award Recipient	Ery Widiatmoko (Insurance Marketing Director of Tugu Insurance)



Infobank Top 100 CEO

Tanggal Date	29 November 2024 29 November 2024
Nama Acara Name of Event	Infobank Top 100 CEO 2024
Diberikan oleh Awarded By	Infobank
Penerima Penghargaan Award Recipient	Tatang Nurhidayat (President Director of Tugu Insurance)



Infobank The 200 Future Leader 2024

Tanggal Date	29 November 2024 29 November 2024
Nama Acara Name of Event	Infobank The 200 Future Leaders Forum 2024
Diberikan oleh Awarded By	Infobank
Penerima Penghargaan Award Recipient	Sudarlin (Technical Director of Tugu Insurance)



Infobank The 200 Future Leader 2024

Tanggal Date	29 November 2024 29 November 2024
Nama Acara Name of Event	Infobank The 200 Future Leaders Forum 2024
Diberikan oleh Awarded By	Infobank
Penerima Penghargaan Award Recipient	Emil Hakim (Finance & Corporate Service Director of Tugu Insurance)

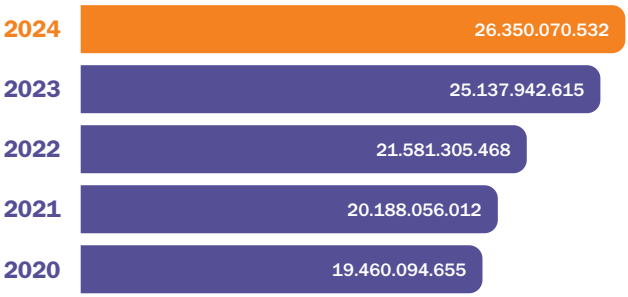
01
Kilas Kinerja
Performance Review




Insurance
tugu
Reach New Heights
Reach New Heights

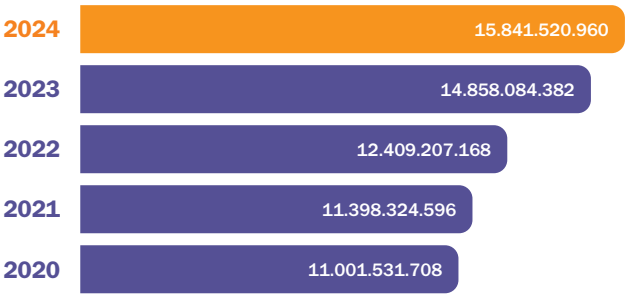
Total Aset
Total Asset

(dalam ribuan Rp) | (in thousand IDR)



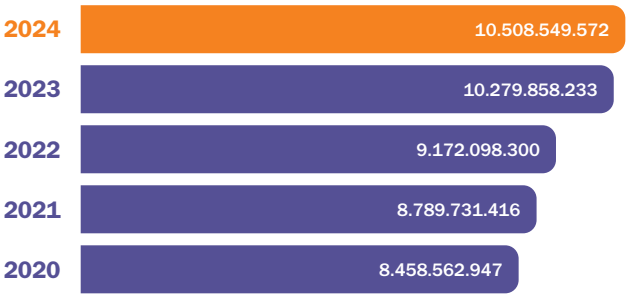
Total Liabilitas
Total Liabilities

(dalam ribuan Rp) | (in thousand IDR)



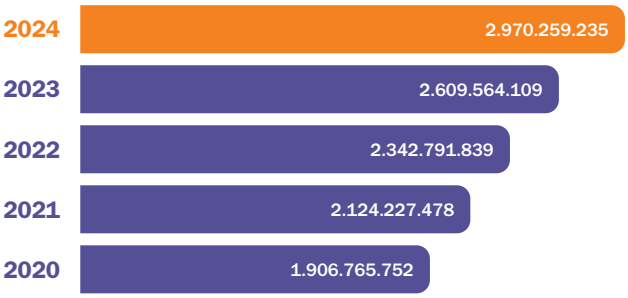
Total Ekuitas
Total Equity

(dalam ribuan Rp) | (in thousand IDR)



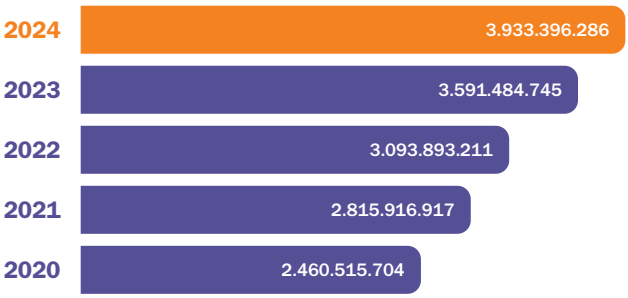
Pendapatan *Underwriting*
Underwriting Revenue

(dalam ribuan Rp) | (in thousand IDR)



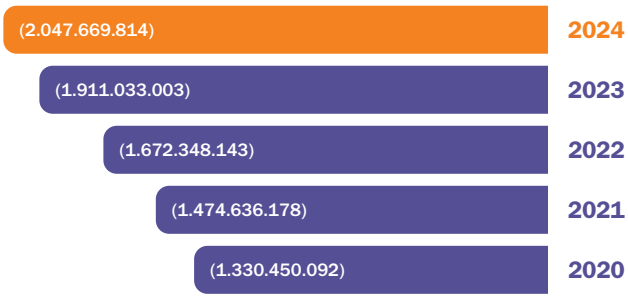
Total Pendapatan
Total Revenue

(dalam ribuan Rp) | (in thousand IDR)



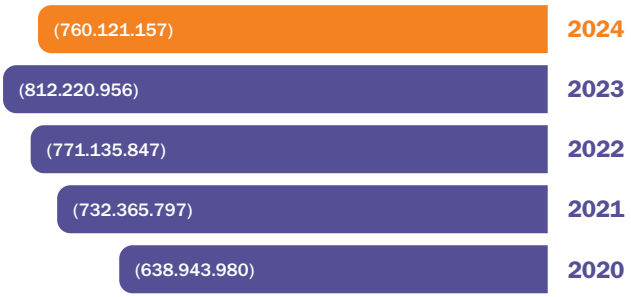
Total Beban Klaim Neto
Total Net Claim Expenses

(dalam ribuan Rp) | (in thousand IDR)



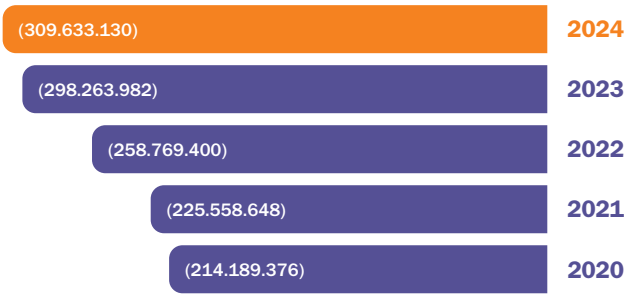
Beban Usaha
Operating Expenses

(dalam ribuan Rp) | (in thousand IDR)



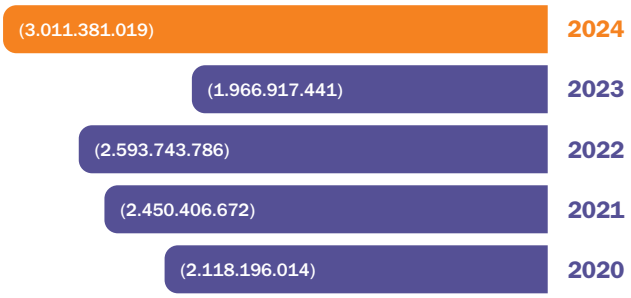
Beban Usaha Lainnya
Other Operating Expenses

(dalam ribuan Rp) | (in thousand IDR)



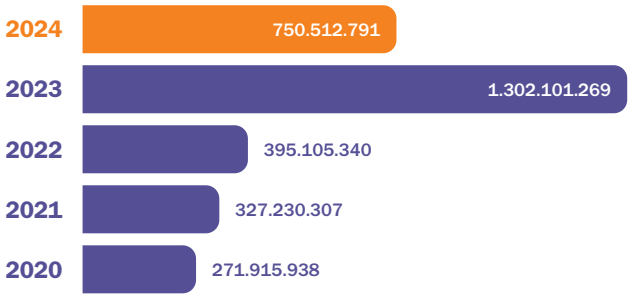
Total Beban
Total Expenses

(dalam ribuan Rp) | (in thousand IDR)



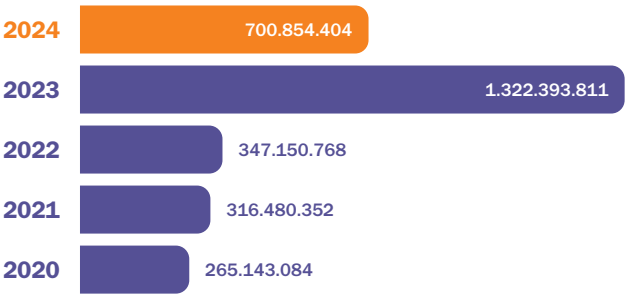
Laba Tahun Berjalan
Income for the Year

(dalam ribuan Rp) | (in thousand IDR)



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

(dalam ribuan Rp) | (in thousand IDR)





Ikhtisar Keuangan
Financial Highlights

Laporan Posisi Keuangan Konsolidasian
Consolidated Statements of Financial Positions

(dalam ribuan Rp) (in thousands IDR)

Keterangan Description	2024	2023	2022	2021	2020
ASET ASSETS					
Kas dan Bank Cash On Hand and in Banks	358.000.320	537.857.224	608.986.099	545.991.675	318.092.437
Deposito Berjangka Time Deposits	2.160.840.127	3.080.099.520	1.836.714.472	2.330.847.573	1.962.332.879
Efek-Efek Marketable Securities	7.677.715.514	6.071.399.365	4.996.347.104	3.867.456.464	4.172.350.041
Penyertaan Langsung Direct Participation	28.019.206	36.254.223	35.168.056	34.878.963	33.590.020
Investasi pada Entitas Asosiasi Investment in Associates	177.265.802	166.639.022	162.313.843	148.547.057	141.761.482
Properti Investasi Investment Properties	1.179.943.393	2.317.627.368	2.292.877.995	2.293.619.974	1.990.304.046
Piutang Premi dan Sesi, Neto Premium and Cession Receivables, Net	1.616.850.321	1.859.030.780	2.075.334.496	1.871.820.028	1.357.511.784
Piutang Koasuransi, Neto Coinsurance Receivables, Net	192.273.045	422.878.924	128.981.110	202.500.141	296.362.781
Piutang Reasuransi dan Retrosesi, Neto Reinsurance and Retrocession Receivables, Net	486.022.965	655.594.034	387.892.121	687.020.496	477.239.169
Piutang Lain-Lain Other Receivables	335.086.216	266.796.478	214.226.869	188.674.959	154.119.267
Aset Tetap, Neto Fixed Assets, Net	2.906.940.891	1.614.302.861	1.443.394.444	1.258.070.256	1.433.657.253
Aset Tak Berwujud, Neto Intangible Assets, Net	123.678.966	113.420.431	35.568.701	21.700.154	23.212.339
Aset Hak Guna, Neto Right Use Of Assets, Net	23.367.109	10.357.593	8.540.167	10.049.815	8.761.513
Aset Reasuransi Reinsurance Assets	8.023.804.564	7.262.059.610	6.660.510.096	6.125.300.194	6.414.551.673
Biaya Dibayar di Muka dan Uang Muka Prepaid Expenses and Advances	56.730.903	32.437.029	36.654.655	27.734.918	90.985.731
Tagihan Kelebihan Pembayaran Pajak Claims For Tax Refund	-	-	661.001	1.261.207	29.627.440
Pajak Dibayar di Muka Prepaid Taxes	79.681.846	35.238.365	46.731.686	32.897.057	7.273.829
Aset Pajak Tangguhan Deferred Tax Assets, Net	293.205.718	281.650.749	244.381.919	231.498.394	220.383.460
Aset Lain-Lain Other Assets	630.643.626	374.299.039	366.020.634	308.186.687	327.977.511
Jumlah Aset **Total Assets**	**26.350.070.532**	**25.137.942.615**	**21.581.305.468**	**20.188.056.012**	**19.460.094.655**

Keterangan Description	2024	2023	2022	2021	2020
LIABILITAS DAN EKUITAS LIABILITIES AND EQUITY					
LIABILITAS LIABILITIES					
Utang Reasuransi dan Retrosesi Reinsurancea and Retrocession Payables	1.835.027.181	1.891.733.387	1.461.086.212	1.724.054.740	1.278.809.470
Utang Komisi Commissions Payables	96.142.324	43.569.121	32.859.510	37.115.840	33.081.970
Utang Klaim Claims Payables	155.449.063	313.786.300	129.055.750	118.188.910	135.091.433
Utang Koasuransi Coinsurance Payables	91.592.644	73.562.226	46.887.949	104.378.586	21.107.798
Pinjaman Diterima Borrowings	527.075.229	296.149.553	121.346.712	43.326.065	7.789.882
Utang Pembiayaan Konsumen dan Sewa Pembiayaan Consumer Finance and Lease Payables	117.815.784	45.513.893	68.616.376	158.955.645	186.346.113
Liabilitas Sewa Lease Liabilities	24.567.325	6.194.693	2.917.784	6.850.134	6.177.949
Beban Akrual Accrued Expenses	289.365.193	290.477.838	137.516.459	111.155.631	97.083.090
Tagihan Kekurangan Pembayaran Pajak Tax Underpayment Bill	-	3.256.171	-	-	-
Utang Pajak Taxes Payables	50.973.809	180.342.673	64.785.768	20.577.337	42.719.250
Utang Lain-Lain Other Payables	251.399.834	270.437.331	263.685.403	206.668.743	265.929.235
Liabilitas Asuransi Insurance Liabilities	12.171.114.196	11.147.535.021	9.797.252.044	8.560.323.315	8.610.418.712
Liabilitas Imbalan Kerja Employee Benefits Liabilities	230.998.378	295.526.175	283.197.201	306.729.650	316.976.806
Jumlah Liabilitas **Total Liabilities**	**15.841.520.960**	**14.858.084.382**	**12.409.207.168**	**11.398.324.596**	**11.001.531.708**
EKUITAS EQUITY					
Modal Saham Share Capital	177.778.780	177.778.780	177.778.780	177.777.780	177.777.780
Tambahan Modal Disetor Additional Paid in Capital	625.460.209	625.460.209	625.460.209	625.432.789	625.432.789
Selisih Kurs Penjabaran Laporan Keuangan Translation Adjustments	(32.356.770)	(37.679.259)	(32.181.241)	(60.271.161)	(94.756.812)
Selisih Transaksi antara Pemegang Saham Entitas Anak Difference in Transaction Between Shareholders of a Subsidiary	105.555.883	105.555.883	105.555.883	105.555.883	105.555.883

Keterangan Description	2024	2023	2022	2021	2020
Keuntungan yang Belum Direalisasi atas Efek-Efek yang Tersedia untuk Dijual, Neto Unrealized Gains on Available-For-Sale Marketable Securities, Net	(95.569.506)	8.409.087	(26.735.318)	10.066.729	46.268.658
Surplus Revaluasi Aset Tetap, Neto Fixed Assets Revaluation Surplus	1.998.384.997	2.027.351.117	2.013.558.080	1.888.997.593	1.798.590.251
Saldo Laba Sudah Ditentukan Penggunaannya Appropriated Retained Earnings	413.313.271	413.313.271	413.313.271	413.313.271	413.313.271
Saldo Laba Belum Ditentukan Penggunaannya Unappropriated Retained Earnings	6.578.903.836	6.262.074.018	5.162.579.761	4.934.450.781	4.697.175.908
Sub-Jumlah Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk Equity Attributable to Equity Holders of The Parent	9.771.470.700	9.582.263.106	8.439.329.425	8.095.323.665	7.769.357.728
Kepentingan Non-Pengendali Non-Controlling Interest	737.078.872	697.595.127	732.768.875	694.407.751	689.205.219
Jumlah Ekuitas **Total Equity**	**10.508.549.572**	**10.279.858.233**	**9.172.098.300**	**8.789.731.416**	**8.458.562.947**
Jumlah Liabilitas dan Ekuitas **Total Liabilities and Equity**	**26.350.070.532**	**25.137.942.615**	**21.581.305.468**	**20.188.056.012**	**19.460.094.655**

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Consolidated Statements of Profit Loss and Other Comprehensive Income

(dalam ribuan Rp) (in thousands IDR)

Keterangan Description	2024	2023	2022	2021	2020
PENDAPATAN ASURANSI DAN REASURANSI INSURANCE AND REINSURANCE REVENUES					
Premi Bruto Gross Premium	8.536.877.518	7.709.524.068	6.705.580.219	5.986.273.156	6.057.126.567
Premi Reasuransi dan Retrosesi Reinsurance & Retrocession Premium	(4.754.995.256)	(4.368.028.394)	(3.518.922.914)	(3.298.342.753)	(3.691.463.444)
Perubahan Premi yang Belum Merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan Changes in Unearned Premium Reserves and Policy Benefits	(314.399.802)	(711.844.970)	(74.292.747)	28.101.568	26.142.072
Perubahan Aset Reasuransi atas Premi yang Belum Merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan Changes in Reinsurance Assets of Unearned Premium Reserves and Policy Benefits	296.196.402	450.280.969	(267.439.418)	(47.256.005)	(9.841.401)
Pendapatan Premi, Neto Premium Income, Net	3.763.678.862	3.079.931.673	2.844.925.140	2.668.775.966	2.381.963.794

Keterangan Description	2024	2023	2022	2021	2020
Beban Komisi, Neto Commission Expenses, Net	(793.419.627)	(470.367.564)	(502.133.301)	(544.548.488)	(475.198.042)
Jumlah Pendapatan *Underwriting* Total Underwriting Revenues	2.970.259.235	2.609.564.109	2.342.791.839	2.124.227.478	1.906.765.752
Pendapatan Investasi Investment Income	443.286.914	579.830.038	352.391.330	374.065.222	237.263.036
Pendapatan Usaha Lainnya Other Operating Revenues	519.850.137	402.090.598	398.710.042	317.624.217	316.486.916
Jumlah Pendapatan **Total Revenues**	**3.933.396.286**	**3.591.484.745**	**3.093.893.211**	**2.815.916.917**	**2.460.515.704**
BEBAN EXPENSES					
Klaim Bruto Gross Claims	(2.689.824.306)	(2.785.386.889)	(2.284.625.795)	(2.832.901.939)	(3.134.804.978)
Klaim Reasuransi dan Retrosesi Reinsurance and Retrocession Claims	885.785.313	1.361.523.348	972.264.314	1.578.267.405	1.705.177.162
Perubahan Estimasi Liabilitas Klaim Changes In Estimated Claims Liabilities	(709.179.372)	(638.438.007)	(1.162.635.982)	21.993.829	1.289.249.127
Perubahan Aset Reasuransi atas Estimasi Liabilitas Klaim Changes in Reinsurance Assets for Estimated Claims Liabilities	465.548.551	151.268.545	802.649.320	(241.995.473)	(1.190.071.403)
Jumlah Beban Klaim Neto Total Net Claim Expenses	(2.047.669.814)	(1.911.033.003)	(1.672.348.143)	(1.474.636.178)	(1.330.450.092)
Beban Usaha Operating Expenses	(760.121.157)	(812.220.956)	(771.135.847)	(732.365.797)	(638.943.980)
Beban Usaha Lainnya Other Operating Expenses	(309.633.130)	(298.263.982)	(258.769.400)	(225.558.648)	(214.189.376)
Pendapatan (Beban) Lain-Lain, Neto Other Income (Expenses), Net	106.043.082	1.054.600.500	108.509.604	(17.846.049)	65.387.434
Jumlah Beban **Total Expenses**	**(3.011.381.019)**	**(1.966.917.441)**	**(2.593.743.786)**	**(2.450.406.672)**	**(2.118.196.014)**
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 Expenses	922.015.267	1.624.567.304	500.149.425	365.510.245	342.319.690
Bagian Laba Bersih Entitas Asosiasi Share In Associates' Net Income	11.366.384	7.763.237	17.047.789	8.946.110	4.153.403
Laba Sebelum Beban Pajak Final dan Pajak Penghasilan Income Before Final Tax and Income Tax Expenses	933.381.651	1.632.330.541	517.197.214	374.456.355	346.473.093
Beban Pajak Final Final Tax Expense	(69.280.090)	(52.159.894)	(30.496.363)	(36.452.251)	(40.626.959)
Laba Sebelum Beban Pajak Penghasilan Income Before Income Tax Expense	864.101.561	1.580.170.647	486.700.851	338.004.104	305.846.134
Beban Pajak Penghasilan Income Tax Expense	(113.588.770)	(278.069.378)	(91.595.511)	(10.773.797)	(33.930.196)
Laba Tahun Berjalan **Income For The Year**	**750.512.791**	**1.302.101.269**	**395.105.340**	**327.230.307**	**271.915.938**

Keterangan Description	2024	2023	2022	2021	2020
Laba Tahun Berjalan yang dapat Diatribusikan Kepada: Income for the Year Attributable To:					
Pemilik Entitas Induk Equity Owners of the Parent Entity	700.854.404	1.322.393.811	347.150.768	316.480.352	265.143.084
Kepentingan Non-Pengendali Non-Controlling Interest	49.658.387	(20.292.542)	47.954.572	10.749.955	6.772.854
Jumlah 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	627.454.605	1.372.504.501	482.800.353	418.766.016	326.019.818
Kepentingan Non-Pengendali Non-Controlling Interest	39.494.656	(20.382.187)	43.658.721	10.130.016	7.585.590
Laba Per Saham yang dapat Diatribusikan Kepada Pemilik Entitas Induk (Nilai Penuh) Earning Per Share Attributable to Equity Owners of the Parent Entity (Full Amount)	**197**	**372**	**195**	**178**	**149**

Rasio Keuangan Konsolidasian
Consolidated Financials Ratios

Keterangan Description	2024	2023	2022	2021	2020
Rasio Keuangan Konsolidasian Consolidated Financial Ratios					
Margin Laba Usaha Operating Margin	20,74%	15,87%	12,66%	13,61%	11,26%
Marjin Laba/(Rugi) Bersih Net Income/(loss) Margin	19,08%	36,36%	12,77%	11,62%	11,05%
Rasio Laba Terhadap Jumlah Aset Return on Assets Ratio	2,80%	5,18%	1,83%	1,62%	1,40%
Rasio Laba Terhadap Jumlah Ekuitas Return on Equity Ratio	7,10%	12,67%	4,31%	3,72%	3,21%
Rasio Lancar Current Ratio	516,14%	460,20%	460,59%	400,29%	482,54%
Rasio Liabilitas Terhadap Ekuitas Liabilities to Equity Ratio	150,70%	144,54%	135,29%	129,68%	130,06%
Rasio Liabilitas Terhadap Jumlah Aset Liabilities to Assets Ratio	60,10%	59,11%	57,50%	56,46%	56,53%

Ikhtisar Saham
Share Highlights

Informasi Pemegang Saham
Shareholders Information

Per 31 Desember 2024, komposisi pemegang saham Tugu Insurance terdiri dari PT Pertamina (Persero) sebesar 58,5%, UOB Kay Hian Pte.Ltd sebesar 15,89%, Samsung Fire & Marine Insurance Co., Ltd sebesar 5,29%, manajemen yang terdiri dari Direksi maupun Dewan Komisaris <1,00% serta masyarakat sebesar 20,32%.

As of 31 December 2024, Tugu Insurance's shareholder composition is as follows: PT Pertamina (Persero) held a majority stake of 58.5%, UOB Kay Hian Pte. Ltd. owned 15.89%, Samsung Fire & Marine Insurance Co., Ltd. held 5.29%, the management—comprising the Board of Directors and the Board of Commissioners—collectively held less than 1%, and the public held 20.32%

Kinerja Saham
Share Performance

Per 31 Desember 2024 dan 2023, nilai kapitalisasi pasar Tugu Insurance masing-masing sebesar Rp3.662.242.868 ribu dan Rp3.626.687.112 ribu. Pergerakan saham Tugu Insurance di sepanjang 2024 sebagai berikut:

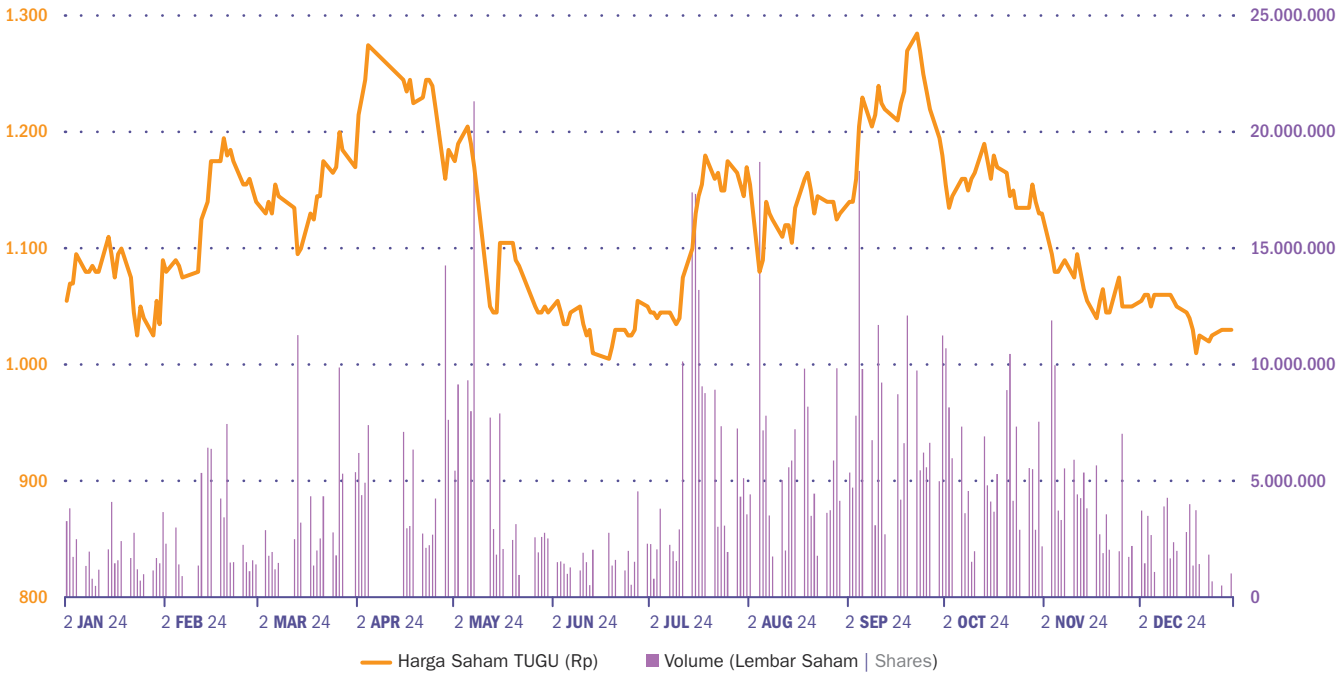
As of 31 December 2024 and 2023, the market capitalization of Tugu Insurance stood at IDR3,662,242,868 thousand and IDR3,626,687,112 thousand, respectively. Tugu Insurance's stock price movement in 2024 is summarized below:

Keterangan (2024) Description (2024)	Q1	Q2	Q3	Q4
Jumlah Saham Beredar Total Outstanding Shares	3.555.575.600	3.555.575.600	3.555.575.600	3.555.575.600
Kapitalisasi Pasar (Rp) Market Capitalization (IDR)	4.213.357.086.000	3.751.132.258.000	4.248.912.842.000	3.662.242.868.000
Harga Tertinggi (Rp) Highest Price (IDR)	1.250	1.285	1.305	1.205
Harga Terendah (Rp) Lowest Price (IDR)	1.020	995	1.030	1.005
Harga Penutupan (Rp) Closing Price (IDR)	1.185	1.055	1.195	1.030
Volume Perdagangan (Saham) Trading Volume (Shares)	157.697.900	207.702.000	414.349.500	268.315.100

Keterangan (2023) 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

* Jumlah saham beredar, harga dan volume disesuaikan setelah *stock split* (1:2)
The outstanding shares, price, and volume have been adjusted following the stock split (1:2)

Grafik Perdagangan Saham Tahun 2024
Graph of Share Performance in 2024



Aksi Korporasi
Corporate Action

Pada tahun 2024, Tugu Insurance tidak melakukan aksi korporasi yang mempengaruhi jumlah saham beredar 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.

In 2024, Tugu Insurance did not undertake any corporate actions affecting the number of outstanding shares, such as stock splits, reverse stock splits, stock dividends, bonus shares, changes in nominal value of shares, issuance of convertible securities, or addition and reduction in capital.

Sanksi Perdagangan Saham
Stock Trading Sanctions

Sampai dengan 31 Desember 2024, 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.

As of 31 December 2024, the Company has never been subject to temporary trading suspension and/or delisting that would impact the trading activities of its shares on the Stock Exchange, where the Company lists and trades its shares. Therefore, the Company has no information regarding the impact of temporary trading suspension and/or delisting that can be presented in this Annual Report.

Ikhtisar Obligasi, Sukuk atau Obligasi Konversi

Bond, Sukuk or Convertible Bonds Highlights

Perseroan tidak melakukan pencatatan obligasi, sukuk atau obligasi konversi maupun pencatatan efek lainnya sampai dengan diterbitkannya Laporan Tahunan 2024 ini. Dengan demikian, tidak terdapat informasi mengenai jumlah obligasi/sukuk/obligasi konversi yang beredar (*outstanding*), tingkat bunga/imbalan, tanggal jatuh tempo, peringkat obligasi/sukuk.

As of the publication of this 2024 Annual Report, the Company had not issued any bonds, sukuk, convertible bonds, or other securities. Consequently, no information is available regarding the outstanding amounts of bonds/sukuk/convertible bonds, interest rates or yields, maturity dates, or ratings associated with these securities.

Laporan dan *Rating* Analis

Analysts Rating and Reports

Sekuritas Securities Firm	Kode Broker Broker Code	Nama Analis Analyst Name	Rekomendasi Recommendation	Targer Harga Target Price
Kiwoom Sekuritas	AG	Team Coverage	Buy	2.100
Trimegah Sekuritas	LG	Kharel Devin Fielim	Buy	2.435
Shinhan Sekuritas	AH	Helmi Therik	Buy	2.050
BCA Sekuritas	SQ	Ryan Santoso	Buy	1.600
NH Korindo Sekuritas	XA	Leonardo Lijuwardi	Buy	1.990
Phillip Sekuritas	KK	Edo Ardiansyah	Buy	1.950

Peristiwa Penting 2024
Events Highlights 2024

29 April | 29 April

RUPS Tahunan
Annual General Meeting of Shareholders

Pada 29 April 2024 Tugu Insurance mengadakan Rapat Umum Pemegang Saham Tahunan (RUPST) untuk tahun buku 2023 yang diselenggarakan secara *hybrid*. Rapat 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.

On 29 April 2024, Tugu Insurance held its Annual General Meeting of Shareholders (AGMS) in a hybrid format for the 2023 fiscal year. The meeting took place at the Multipurpose Room of PT Asuransi Tugu Pratama Indonesia Tbk, Wisma Tugu I, 1st Floor, Jl. H.R. Rasuna Said Kav. C 8-9, South Jakarta 12920. It was attended by the Board of Commissioners, the Board of Directors, Shareholders/Proxies of Shareholders, as well as representatives from capital market supporting institutions/professions.



17 Juni | 17 June

Perluas Kerja Sama dengan Bank Jatim
Expand Collaboration with Bank Jatim

Dalam rangka memperkuat sinergi dengan berbagai pihak, Tugu Insurance melaksanakan penandatanganan nota kesepakatan (MoU) dengan PT Bank Pembangunan Daerah Jawa Timur Tbk (Bank Jatim) dalam pemberian layanan jasa keuangan serta proteksi untuk nasabah Bank Jatim. Kerja sama ini diharapkan dapat memberikan nilai tambah bagi kedua belah pihak, serta dapat membentuk sinergi yang kuat dalam memberikan manfaat bagi nasabah.

To strengthen synergy with various parties, Tugu Insurance signed a memorandum of understanding (MoU) with PT Bank Pembangunan Daerah Jawa Timur Tbk (Bank Jatim) to provide financial services and protection for Bank Jatim's customers. This collaboration is expected to provide added value for both parties and create a strong synergy in delivering benefits to customers.



19 Juli | 19 July

Tugu Insurance Renovasi Fasilitas Pendidikan di Sumedang, Jawa Barat
Tugu Insurance Renovated Educational Facilities in Sumedang, West Java

Perseroan melalui program *Corporate Social Responsibility* (CSR) yang diberi nama 'Bakti Tugu' melakukan program renovasi dan relokasi perpustakaan SMAN 1, Sumedang, Jawa Barat yang rusak akibat bencana alam gempa bumi yang terjadi pada awal tahun 2024. Perseroan juga mengadakan kegiatan berbagi pengetahuan dan pengalaman dengan harapan dapat meningkatkan minat baca pada kalangan siswa.

Through its Corporate Social Responsibility (CSR) program, "Bakti Tugu", the Company undertook the renovation and relocation of the library at SMAN 1, Sumedang, West Java, which was damaged by an earthquake in early 2024. The Company also organized a knowledge-sharing session with the hope of fostering a greater interest in reading among students.



12 September | 12 September

Tugu Insurance Hadirkan Fasilitas Air Bersih di Desa Kalitekuk, Gunungkidul, Daerah Istimewa Yogyakarta

Tugu Insurance Provided Clean Water Facilities in Kalitekuk Village, Gunungkidul, Special Region of Yogyakarta

Perseroan melalui program *Corporate Social Responsibility* (CSR) yang dinamakan 'Bakti Tugu', bekerja sama dengan Musholla Nururrazaq menghadirkan fasilitas air bersih berupa sumur bor di Dusun Kalangan, Desa Kalitekuk, Kecamatan Semin, Kabupaten Gunungkidul. Wilayah tersebut merupakan salah satu wilayah yang memiliki tantangan dalam memenuhi kebutuhan air bersih terutama saat musim kemarau Panjang. Perseroan berharap program ini dapat memudahkan masyarakat sekitar dalam mendapatkan air bersih, dan mendorong masyarakat agar dapat menjaga pola hidup sehat melalui akses sanitasi yang lebih baik.

Through its Corporate Social Responsibility (CSR) program, "Bakti Tugu", the Company, in collaboration with Musholla Nururrazaq, provided clean water facilities in the form of a bore well in Kalangan, Kalitekuk Village, Semin District, Gunungkidul Regency. This area is one of the regions facing challenges in accessing clean water, especially during prolonged dry seasons. The Company hopes this program will improve access to clean water for the local community and encourage them to maintain healthy living habits through improved sanitation access.



17 Oktober | 17 October

Tugu Insurance Menggandeng Yayasan Kita Bisa

Tugu Insurance Partners with Kita Bisa Foundation

Sebagai salah satu bukti komitmen Tugu Insurance dalam tanggung jawab sosial perusahaan di bidang kemanusiaan dan lingkungan, Perseroan secara resmi menjalin kerja sama strategis dengan Yayasan Kita Bisa. Berbagai inisiatif yang lahir dari kerja sama ini diharapkan dapat menjadi inspirasi bagi pihak lain untuk turut berperan aktif dalam menciptakan dampak sosial yang berkelanjutan secara luas, serta dapat turut berkontribusi dalam menciptakan peluang baru untuk memberdayakan dan mendorong kemandirian masyarakat.

As a testament to its commitment to corporate social responsibility in the fields of humanity and the environment, Tugu Insurance has officially established a strategic partnership with the Kita Bisa Foundation. The various initiatives resulting from this collaboration are expected to inspire others to actively participate in creating broad and sustainable social impacts. Additionally, this partnership aims to create new opportunities to empower and foster community self-reliance.



29 Oktober | 29 October

Tugu Insurance Berkolaborasi dengan Karya Salemba Empat (KSE)

Tugu Insurance Collaborates with Karya Salemba Empat (KSE)

Perseroan bekerja sama dengan Yayasan Karya Salemba Empat (KSE) menyelenggarakan seminar daring bertajuk "*Financial Literacy*". Seminar ini ditujukan kepada penerima beasiswa KSE tahun akademik 2024-2025 yang bertujuan untuk membekali mahasiswa dengan pemahaman mendalam tentang pentingnya literasi keuangan dan keterampilan komunikasi yang efektif dalam organisasi. Diharapkan dengan adanya program literasi keuangan yang secara berkesinambungan dilakukan oleh Perseroan ini dapat membekali mahasiswa, maupun masyarakat luas dalam membangun masa depan yang stabil dan sejahtera secara finansial.

The company, in collaboration with the Karya Salemba Empat (KSE) Foundation, held an online seminar titled "Financial Literacy." This seminar was aimed at KSE scholarship recipients for the 2024-2025 academic year, with the goal of equipping students with a deep understanding of the importance of financial literacy and effective communication skills within organizations. Through this ongoing financial literacy program, the company hopes to empower students and the broader community to build a financially stable and prosperous future.



1 November | 1 November

Tugu Charity 2024
Tugu Charity 2024

Dalam rangka menyambut ulang tahun Tugu Insurance ke-43, Perseroan mengadakan kegiatan '*Tugu Charity 2024*' dengan tema "*Power Up Our Impact*" sebagai bentuk kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL). Pada pelaksanaannya, Perseroan mengajak keterlibatan para karyawan untuk menjadi sukarelawan dalam berbagai kegiatan '*Tugu Charity*', diantaranya adalah Penanaman Pohon di Cianjur, Jawa Barat dan Bioskop Bisik di Jakarta.

To commemorate Tugu Insurance's 43rd anniversary, the Company organized the Tugu Charity 2024 event with the theme "Power Up Our Impact" as part of its Social and Environmental Responsibility (TJSL) activities. During the event, the Company invited employees to volunteer in various Tugu Charity activities, including Tree Planting in Cianjur, West Java, and the Cinema for the Blind in Jakarta.





15 November | 15 November

TUGU FEST 2024
TUGU FEST 2024

Dalam rangka menyambut ulang tahun Tugu Insurance ke-43, Perseroan mengadakan kegiatan bertajuk "TUGU FEST" 2024 dengan tema "*Power Up Your Life*". Acara yang digelar di Sutera Hall, Tanggerang ini merupakan acara hiburan yang diperuntukkan bagi Karyawan Tugu. Dalam kesempatan ini, Perseroan menyediakan berbagai hiburan, *doorprize*, serta *grand prize* menarik yang diharapkan dapat meningkatkan motivasi karyawan. Mengundang sejumlah artis Ibu Kota, pada acara ini karyawan Tugu menikmati hiburan musik dari Armada Band, Happy Asmara, dan Dewa-19 sebagai Bintang Tamu. Dalam perayaan ini, manajemen juga memberikan penghargaan kepada karyawan dengan masa kerja 10 sampai 35 tahun, dan memberikan hadiah berupa paket umroh kepada karyawan yang beruntung.

In celebration of Tugu Insurance's 43rd anniversary, the Company held an event titled "TUGU FEST" 2024 with the theme "Power Up Your Life." The event, which took place at Sutera Hall in Tangerang, was an entertainment activity for Tugu employees. During the event, the Company provided various entertainment, door prizes, and grand prizes to boost employee motivation. Featuring a number of capital city artists, the event included music performances by Armada Band, Happy Asmara, and Dewa-19 as special guests. During the celebration, the management also honored employees with 10 to 35 years of service and gave away Umrah package prizes to lucky employees.



20 November | 20 November

Tugu Insurance Jalin Kerja Sama dengan Kawan Lama Group
Tugu Insurance Forms Partnership with Kawan Lama Group

Perseroan memperkuat sinergi strategis melalui kolaborasi dengan Kawan Lama Group melalui program *membership* "ruparupa rewards". Kolaborasi ini menghadirkan program khusus yang dirancang untuk memberikan perlindungan finansial sekaligus keuntungan tambahan bagi pelanggan. Diharapkan dengan adanya kerja sama ini dapat memperluas jangkauan manfaat bagi anggota dan membuka peluang untuk terciptanya berbagai proyek yang dapat menguntungkan kedua pihak di masa mendatang.

The Company strengthens its strategic synergy through a collaboration with Kawan Lama Group via the "ruparupa rewards" membership program. This collaboration introduces a unique program designed to provide financial protection as well as additional benefits for customers. This partnership is expected to likely expand the reach of benefits for members and open up opportunities for future projects that will be mutually beneficial for both parties.



1 Desember | 1 December

TUGU Golf Charity
TUGU Golf Charity

Dalam rangka merayakan ulang tahun Tugu Insurance ke-43, Perseroan mengadakan kegiatan "Tugu Golf Charity 2024". Kegiatan ini bukan hanya sekedar kegiatan bermain dan bertanding Golf, namun kegiatan ini juga mengajak para business partner untuk turut berpartisipasi dalam memberdayakan teman difabel. Dalam pelaksanaannya, Perseroan mengundang salah satu penyandang Tuna Grahita yang merupakan seorang Special Olympians untuk melakukan Shotgun. Hal ini merupakan bentuk apresiasi dan bentuk optimisme Perseroan terhadap teman difabel untuk dapat berdaya. Perseroan berharap kegiatan ini tidak hanya meningkatkan *engagement* antar mitra bisnis, namun juga dapat meningkatkan dan memperluas jangkauan pemberian manfaat khususnya terhadap masyarakat yang membutuhkan.

To celebrate its 43rd anniversary, Tugu Insurance hosted the "Tugu Golf Charity 2024" event. This event was not merely a golf game or competition but also an initiative to encourage business partners to contribute to empowering individuals with disabilities. As part of the program, the Company invited a Special Olympian with an intellectual disability to perform the ceremonial shotgun start. This activity reflected the Company's appreciation and optimism for the empowerment of individuals with disabilities. Through this event, Tugu Insurance aims not only to enhance engagement among business partners but also to expand the reach of its charitable efforts, particularly to benefit communities in need.



4 Desember | 4 December

Paparan Publik (*Public Expose*) 2024
Public Expose 2024

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 2024 serta fokus strategi Tugu Insurance, dan penerapan ESG di lingkungan Perseroan.

In compliance with the Listing Regulations of PT Bursa Efek Indonesia (Indonesia Stock Exchange) Regulation No. I-E on Information Disclosure Obligations, Article III.3 regarding Public Expose Obligations, and the Directors' Decree of PT Bursa Efek Indonesia No. Kep-00066/BEI/09-2022 concerning Amendments to Regulation No. I-E on Information Disclosure Obligations dated 30 Septeamber 2022, Tugu Insurance held its Annual Public Expose. The event provided information on the Company's performance for the 2024 fiscal year, Tugu Insurance's strategic focus, and the implementation of ESG principles within the organization.





02
Laporan Manajemen
Management Report




Insurance
tugu

Laporan Dewan Komisaris

Report of the Board of Commissioners



PT Asuransi Tugu Pratama Indonesia Tbk kembali menorehkan kinerja gemilang di tengah berbagai tantangan yang dihadapi di tahun 2024. Selain aspek kinerja keuangan, tata kelola yang baik juga terus ditingkatkan. Dewan Komisaris mengapresiasi kinerja seluruh Insan Tugu Insurance termasuk Direksi dan Karyawan sehingga Perseroan dapat kembali mencapai level tertinggi barunya. Tidak luput, Dewan Komisaris juga menyampaikan ucapan terimakasih atas dukungan setiap pemangku kepentingan.

PT Asuransi Tugu Pratama Indonesia Tbk has once again achieved an outstanding performance amid the myriad challenges encountered in 2024. Beyond robust financial results, the company continues to elevate its standards of corporate governance. The Board of Commissioners has commended the exemplary contributions of all Tugu Insurance personnel, including the Board of Directors and employees, which has enabled the Company to ascend to a new pinnacle of success. Furthermore, the Board extended its heartfelt gratitude for the unwavering support of all stakeholders.

Abdul Ghofar

Presiden Komisaris dan Komisaris Independen
President Commissioner and Independent Commissioner

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Pertama-tama, untuk mengawali Laporan ini, izinkan kami panjatkan syukur kepada Tuhan Yang Maha Esa. Laporan ini merangkum pengawasan Dewan Komisaris terhadap operasional Perseroan di tahun buku 2024, khususnya terkait pencapaian kinerja usaha dalam menjalankan peran strategis di industri asuransi Indonesia. Kami hadir untuk memastikan bahwa setiap aktivitas operasional Perseroan berjalan sesuai dengan rencana bisnis yang telah ditetapkan, dengan dasar akuntabilitas, profesionalisme, dan kepatuhan terhadap peraturan yang berlaku.

Pada tahun 2024, ekonomi global diproyeksikan melambat dengan perkiraan pertumbuhan turun dari 3,3% pada 2023 menjadi 3,2% menurut laporan IMF. Ketegangan geopolitik seperti konflik Rusia-Ukraina dan Timur Tengah, serta kebijakan proteksionis AS, meningkatkan ketidakpastian perdagangan dan investasi global. Kebijakan moneter global cenderung lebih longgar pada paruh kedua 2024 seiring penurunan inflasi, dengan bank sentral utama, termasuk Federal Reserve AS, mulai menurunkan suku bunga kebijakan. Lebih lanjut, hasil Pemilu AS dan ketidakpastian geopolitik menyebabkan volatilitas di pasar keuangan, penguatan dolar AS, kenaikan imbal hasil obligasi U.S. Treasury dan fragmentasi perdagangan internasional. Hal-hal tersebut meningkatkan ketidakpastian global yang berpotensi merambat pada peningkatan ketidakpastian regional dan domestik.

Meskipun menghadapi berbagai tantangan ketidapastian global, ekonomi Indonesia tetap tumbuh solid di 5,03% didukung dengan konsumsi domestik serta investasi. Kinerja investasi yang solid khususnya investasi bangunan sejalan dengan penyelesaian Program Strategis Nasional (PSN). Sementara konsumsi rumah tangga, khususnya kelas menengah atas tetap terjaga. Dari sisi perdagangan internasional, ekspor non-migas tumbuh relatif tinggi di tengah perlambatan ekonomi global dan penurunan harga komoditas. Tingkat inflasi tahun 2024 tetap rendah dan stabil pada level 1,57%, sesuai dengan target Bank Indonesia di kisaran 1,5-3,5%. Namun demikian, volatilitas pasar keuangan global memicu depresiasi nilai tukar rupiah yang membuat Bank Indonesia tetap mempertahankan suku bunga acuan BI *Rate* di 6,00%.

Dear Distinguished Shareholders and Stakeholders

First and foremost, this report, allow us to express our gratitude to Almighty God. This report summarizes the oversight provided by the Board of Commissioners over the Company's operations for the fiscal year 2024, particularly concerning the achievement of business performance in fulfilling its strategic role within the Indonesian insurance industry. We are here to ensure that every operational activity of the Company is carried out in accordance with the established business plan, underpinned by accountability, professionalism, and adherence to applicable regulations.

In 2024, the global economy is expected to experience a slowdown, with growth projected to decline modestly from 3.3% in 2023 to 3.2%. Persistent geopolitical tensions, including the Russia-Ukraine conflict, renewed instability in the Middle East, and the United States' protectionist trade policies, significantly amplified uncertainty in global trade and investment. Monetary policy globally shifted towards easing during the latter half of the year, as moderating inflation prompted major central banks, including the Federal Reserve, to implement interest rate cuts. Nonetheless, the U.S. presidential election and ongoing geopolitical risks heightened financial market volatility, driving a stronger U.S. dollar and elevated yields on U.S. Treasury securities as well as fragmented international trade. These factors increase global uncertainty, which has the potential to ripple into heightened regional and domestic uncertainty.

Despite facing various global challenges, Indonesia's economy continues to grow steadily at around 5.03%, supported by domestic consumption and investment. Investment performance, particularly in the construction sector, remains robust in line with the completion of National Strategic Projects (NSP). Meanwhile, household consumption, particularly among the upper-middle class, remains stable. On the international trade side, non-oil and gas exports have grown relatively high despite the global economic slowdown and declining commodity prices. The inflation rate for 2024 remains low and stable at 1.57%, in line with Bank Indonesia's target of 1.5-3.5%. However, global financial market volatility has triggered a depreciation of the rupiah exchange rate, prompting Bank Indonesia to maintain its benchmark interest rate, the BI Rate, at 6.00%.

Berdasarkan lapangan usaha, sektor jasa keuangan dan asuransi tetap tumbuh positif. *Output* sektor jasa keuangan termasuk asuransi tumbuh 4,7% pada 2024. Hal positif lain yang terjadi pada sepanjang tahun 2024 adalah digitalisasi jasa keuangan lain seperti pengelolaan kekayaan dan asuransi juga berkembang pesat meski nilainya belum sebesar digitalisasi sistem pembayaran dan pinjaman perbankan.

Across business sectors, the financial services and insurance industries have sustained robust growth. The financial services sector, including insurance output, expanded by 4.7% in 2024. Furthermore, a noteworthy development in 2024 has been the accelerated digital transformation in ancillary financial services, including wealth management and insurance, although its scale remains smaller compared to that of digitalization in payment systems and bank loans.

Penilaian atas Kinerja Direksi

Assessment of Board of Director's Performance

Hasil penilaian Dewan Komisaris terhadap kinerja Direksi yang tercermin dari Indikator Kinerja Utama (IKU) baik untuk individu maupun kolektif disampaikan kepada Pemegang Saham. Dewan Komisaris menilai Direksi telah menjalankan tugas dan tanggung jawabnya dengan sangat baik sepanjang 2024. Hal ini tercermin dari berbagai kinerja keuangan Perseroan yang telah sesuai dan mencapai target Rencana Kerja dan Anggaran Perusahaan (RKAP).

The Board of Commissioners' evaluation of the Board of Directors' performance—based on the Key Performance Indicators (KPIs) for both individuals and the team—was shared with the Shareholders. The Commissioners concluded that the Board of Directors had carried out its duties and responsibilities very well throughout 2024. This was evident from the Company's strong financial performance, which met the targets set in the Company's Work Plan and Budget (RKAP).

Tugu Insurance secara konsolidasi mampu mencatatkan pertumbuhan premi sebesar 11% di tahun 2024. Pertumbuhan premi tersebut tidak hanya melampaui target tetapi juga tumbuh tinggi dibandingkan dengan tahun 2023. Sementara itu, laba bersih Tugu Insurance secara konsolidasi mengalami penurunan. Namun hal ini lebih disebabkan karena Tugu Insurance tidak lagi mencatatkan pendapatan sekali waktu atas kemenangan kasus Hukum Citibank N.A. Dewan Komisaris melihat capaian laba bersih (*core operation*) tanpa memasukkan pendapatan sekali waktu tumbuh 63% yang menunjukkan kinerja usaha yang solid.

On a consolidated basis, Tugu Insurance achieved a premium growth of 11% in 2024. This growth not only surpassed the target but also was significantly higher than that of 2023. Although the consolidated net profit of Tugu Insurance declined, this was primarily because the Company no longer recorded one-off income from the resolution of the Citibank N.A. legal case. The Board of Commissioners observed that the core operating net profit, excluding the one-off income, increased by 63%, demonstrating a solid business performance.

Capaian positif ini tidak terlepas dari kinerja Direksi baik secara individu maupun kolektif yang mampu melampaui IKU yang telah ditetapkan. Secara keseluruhan, tingkat ketercapaian IKU oleh Presiden Direktur dan Kolegial mencapai 107,33% yang meliputi:

- Tercapainya target keuangan seperti premi bruto, *loss ratio*, hasil *underwriting*, EBITDA, hingga kecukupan modal (RBC);
- Tercapainya target pertumbuhan bisnis non-kaptif serta indeks *Customer Satisfaction and Loyalty;*
- Tercapainya target indikator dan pengelolaan risiko yang sesuai target seperti Peringkat Komposit Pengelolaan Risiko Perusahaan;
- Tercapainya target *rating* global yang tercermin dari kembali diperolehnya *rating* internasional A- dari AM Best; dan
- Tercapainya aspek tata kelola perusahaan yang baik sesuai target serta kepatuhan dalam hal tenggat waktu penyampaian laporan keuangan kepada Regulator maupun Pertamina.

These positive outcomes were a direct result of the Board of Directors' performance, both individually and collectively, which exceeded the established KPIs. Overall, the KPI attainment by the President Director and the collegial team reached 107.33%, encompassing the following:

- The achievement of financial targets, including gross premiums, loss ratio, underwriting results, EBITDA, and capital adequacy (RBC);
- The realization of non-captive business growth targets, as well as improvements in the Customer Satisfaction and Loyalty index;
- The fulfillment of risk management indicators and targets, such as the Company's Composite Risk Management Rating;
- The attainment of global rating targets, as evidenced by the reinstatement of the A international rating from AM Best; and
- The achievement of corporate governance targets, including compliance with the deadlines for submitting financial reports to both the Regulator and Pertamina.

Pandangan atas Prospek Usaha yang Disusun Direksi

Business Prospects Developed by the Board of Directors

Perekonomian global dan domestik diperkirakan tetap menghadapi tantangan yang signifikan di tahun 2025. Pertumbuhan ekonomi global diperkirakan melambat akibat kebijakan proteksionis di Amerika Serikat, tensi geopolitik yang meningkat, dan keterbatasan ruang untuk pemangkasan suku bunga acuan. Di sisi lain, perekonomian Indonesia menunjukkan potensi melalui berbagai program unggulan dan sinergi kebijakan pemerintah yang diharapkan mampu menahan dampak ketidakpastian global dan mendukung pertumbuhan nasional.

The global and domestic economies are expected to continue facing significant challenges in 2025. Global economic growth is projected to slow down due to protectionist policies in the United States, escalating geopolitical tensions, and limited room for central bank rate cuts. On the other hand, the Indonesian economy shows potential through various flagship programs and government policy synergies that are anticipated to cushion the impact of global uncertainty and support national growth.

Dalam industri asuransi, dinamika ini berpotensi menimbulkan tekanan likuiditas dan persaingan pasar yang semakin ketat. Namun di sisi lain juga membuka peluang melalui digitalisasi dan peningkatan kebutuhan proteksi risiko, terutama di sektor properti dan kesehatan, serta penerapan kebijakan keberlanjutan (ESG) sebagai landasan pertumbuhan yang solid.

In the insurance industry, these dynamics could lead to liquidity pressures and increasingly intense market competition. However, they also open up opportunities through digitalization and a growing demand for risk protection, particularly in the property and health sectors, as well as through the adoption of sustainable (ESG) policies as a solid foundation for growth.

Dewan Komisaris mencatat bahwa Direksi telah menyusun prospek usaha dengan cermat, mempertimbangkan kondisi makroekonomi global dan nasional serta perkembangan industri, mulai dari asuransi umum, reasuransi, hingga sektor terkait seperti properti, kendaraan bermotor, perbankan, dan energi, serta aspek regulasi, kepatuhan, tata kelola, dan transparansi.

The Board of Commissioners noted that the Board of Directors has carefully formulated the business outlook by considering both global and domestic macroeconomic conditions and industry developments—from general insurance and reinsurance to related sectors such as property, motor vehicles, banking, and energy—along with aspects of regulation, compliance, governance, and transparency.

Dengan mengacu pada strategi kerja untuk periode 2025 dan kinerja gemilang Tugu Insurance di tahun 2024, Dewan Komisaris yakin bahwa masih terdapat potensi besar bagi Tugu Insurance beserta seluruh entitas anaknya untuk tumbuh secara berkelanjutan. Oleh karena itu, seluruh jajaran Direksi diharapkan bersama-sama memperkuat fondasi pertumbuhan, mengoptimalkan transformasi digital, dan meningkatkan sinergi bisnis antar entitas dengan penekanan pada peningkatan kualitas mitigasi risiko serta penerapan praktik tata kelola perusahaan terbaik di setiap lini operasional.

Referring to the work strategy for 2025 and the outstanding performance of Tugu Insurance in 2024, the Board of Commissioners is confident that there remains significant potential for Tugu Insurance and all its subsidiaries to grow sustainably. Therefore, all levels of the Board of Directors are expected to jointly strengthen the growth foundation, optimize digital transformation, and enhance business synergy among entities, with a focus on improving the quality of risk mitigation and implementing best corporate governance practices across every operational line.

Pengawasan dalam Perumusan dan Implementasi Strategi oleh Direksi

Oversight in the Strategy Formulation and Implementation by the Board of Directors

Fungsi Pengawasan

Dewan Komisaris secara aktif terlibat dalam pengawasan perumusan dan implementasi strategi oleh direksi. Formulasi strategi Perusahaan yang selanjutnya dituangkan ke dalam IKU. Pengawasan terhadap pencapaian IKU dilaksanakan oleh Dewan Komisaris secara menyeluruh mulai dari proses pengawasan pada saat penetapan IKU sampai dengan monitoring dan evaluasi pencapaiannya secara berkala.

Oversight Functions

The Board of Commissioners actively engaged in overseeing the formulation and implementation of strategies by the Board of Directors. The Company's strategy formulation was subsequently translated into Key Performance Indicators (KPIs). Oversight of KPI achievement was carried out comprehensively by the Board of Commissioners—from the process of setting the KPIs to the periodic monitoring and evaluation of their progress.

Rapat rutin bersama Komite Dewan Komisaris dilaksanakan untuk menganalisis dan mengevaluasi pencapaian IKU secara berkala dengan mengacu pada sumber-sumber informasi yang disediakan oleh pihak Manajemen. Untuk mendapatkan informasi yang lebih baik dan objektif, Dewan Komisaris juga melaksanakan rapat bersama Direksi untuk memperoleh konfirmasi atas capaian-capaian IKU secara berkala.

Regular meetings with the Board of Commissioners' Committee were held to analyze and evaluate KPI achievements periodically, referring to the information provided by Management. In order to obtain more accurate and objective information, the Board of Commissioners also held meetings with the Board of Directors to confirm the achievement of KPIs on a regular basis.

Di akhir tahun, Dewan Komisaris mengevaluasi pencapaian pada tingkat Induk dan juga Direktorat untuk memantau pencapaian target IKU serta IKU yang tidak tercapai. Untuk IKU yang tidak tercapai, Dewan Komisaris akan melakukan pengawasan terhadap IKU tersebut pada periode berikutnya.

At the end of the year, the Board of Commissioners evaluated the achievements at both the Head Office and Directorate levels to monitor the attainment of KPI targets as well as those KPIs that were not met. For the KPIs that were not achieved, the Board of Commissioners conducted further oversight in the subsequent period.

Fokus dan Optimalisasi Fungsi Pengawasan

Pada tahun 2024, TUGU Insurance menghadapi tantangan utama dalam penerapan terintegrasi PSAK 117 di seluruh proses bisnis Perseroan. Implikasi dari penerapan ini mencakup kebutuhan akan infrastruktur sistem yang mendukung standar pelaporan baru, serta menghadapi persaingan pasar yang semakin ketat akibat perkembangan dan adopsi teknologi digital yang canggih.

Focus and Optimization of Oversight Functions

In 2024, TUGU Insurance faced a major challenge in the integrated implementation of PSAK 117 across the Company's business processes. The implications of this implementation included the need for a system infrastructure that supported the new reporting standards, as well as confronting increasingly intense market competition due to the sophisticated development and adoption of digital technology.

Untuk mengatasi tantangan tersebut, Dewan Komisaris telah mengoptimalkan fungsi pengawasan dengan cara:

- Evaluasi Strategis Rutin: Melakukan rapat berkala bersama Direksi guna meninjau capaian strategis secara konsisten; dan
- Pemanfaatan Teknologi Informasi: Menggunakan sistem monitoring kinerja yang akurat dan cepat untuk memastikan *roadmap* digitalisasi dan implementasi PSAK 117 berjalan sesuai rencana, sehingga meningkatkan kepercayaan dan kepatuhan terhadap regulasi.

To address these challenges, the Board of Commissioners optimized its oversight functions by:

- Conducting Regular Strategic Evaluations: Holding regular meetings with the Board of Directors to consistently review strategic achievements; and
- Utilizing Information Technology: Using an accurate and rapid performance monitoring system to ensure that the digitalization roadmap and the implementation of PSAK 117 proceeded as planned, thereby enhancing trust and regulatory compliance.

Fokus pengawasan Dewan Komisaris tidak hanya terletak pada aspek kepatuhan, melainkan juga pada pengelolaan risiko teknis dan cadangan yang sesuai standar untuk menjaga solvabilitas perusahaan. Selain itu, kinerja keberlanjutan yang diukur melalui ESG menjadi perhatian penting guna memastikan bahwa operasional perusahaan tetap selaras dengan prinsip keberlanjutan.

The oversight focus of the Board of Commissioners was not only on compliance but also on managing technical risks and reserves in accordance with standards to maintain the company's solvency. Moreover, sustainability performance measured through ESG was given significant attention to ensure that the company's operations remained aligned with sustainability principles.

Dalam pengawasan kinerja bisnis secara keseluruhan, Dewan Komisaris mempertimbangkan berbagai faktor, seperti:

- Tren pertumbuhan ekonomi domestik dan global;
- Regulasi baru, termasuk PSAK 117;
- Perkembangan industri, khususnya sektor asuransi; dan
- Dampak penerapan praktik ESG terhadap operasi dan reputasi perusahaan.

In overseeing overall business performance, the Board of Commissioners considered various factors, such as:

- Domestic and global economic growth trends;
- New regulations, including PSAK 117;
- Industry developments, particularly in the insurance sector; and
- The impact of the implementation of ESG practices on the company's operations and reputation.

Faktor-faktor ini menjadi dasar bagi penyusunan strategi yang relevan, sehingga TUGU Insurance dapat terus beradaptasi dan menjaga keberlanjutan bisnis di tengah dinamika pasar yang terus berubah.

These factors served as the basis for formulating relevant strategies, ensuring that TUGU Insurance continuously adapted and maintained business sustainability amid ever-changing market dynamics.

Pengawasan Penerapan Tata Kelola Perusahaan

Oversight of Corporate Governance Implementation

Dewan Komisaris memandang bahwa Tugu Insurance telah melaksanakan tata kelola perusahaan yang baik. Hal ini dibuktikan dengan penilaian yang dilakukan oleh Perseroan untuk memenuhi ketentuan dalam Peraturan Otoritas Jasa Keuangan No. 73/POJK.05/2016 yang kemudian diubah menjadi Peraturan Otoritas Jasa Keuangan No. 43/POJK.05/2019.

The Board of Commissioners believes that Tugu Insurance has implemented good corporate governance. This is evidenced by the assessments conducted by the Company to comply with the provisions of the Financial Services Authority Regulation No. 73/POJK.05/2016, which was later amended to Financial Services Authority Regulation No. 43/POJK.05/2019.

Tugu Insurance telah melaksanakan penilaian mandiri (*self-assessment*) individu pada periode Maret-April 2024. Laporan Tata Kelola Perusahaan yang disampaikan kepada OJK INKB memperoleh skor 4,79 dari 5,00.

Tugu Insurance conducted an individual self-assessment in March-April 2024. The Corporate Governance Report submitted to OJK INKB received a score of 4.79 out of 5.00.

Selain penilaian individu, Perseroan juga telah menunjuk pihak eksternal untuk menilai penerapan tata kelola perusahaan Tugu Insurance, yang merupakan bagian dari agenda rutin yang dilakukan setiap dua tahun. Untuk tahun buku 2023, Perseroan berhasil memperoleh skor 95,73%, yang menunjukkan peningkatan dibandingkan dengan skor tata kelola perusahaan pada tahun buku 2021.

In addition to the individual assessment, the Company also appointed an external party to evaluate the implementation of corporate governance at Tugu Insurance, as part of a regular biennial agenda. For 2023 fiscal year, the Company achieved a score of 95,73%, showing an improvement compared to the corporate governance score in 2021 fiscal year.

Hasil-hasil tersebut mencerminkan bahwa penerapan tata kelola perusahaan di Tugu Insurance terus mengalami perbaikan dan semakin memenuhi standar yang ditetapkan.

These results demonstrate that the implementation of corporate governance at Tugu Insurance continues to improve and increasingly meets the established standards.

Mekanisme Pemberian Nasihat kepada Direksi

Advisory Mechanisms to the Board of Directors

Dewan Komisaris baik secara langsung maupun tidak langsung melalui Komite di Bawah Dewan Komisaris secara proaktif memberikan nasihat kepada Direksi melalui mekanisme rapat. Adapun beberapa nasihat yang diberikan oleh Dewan Komisaris untuk Direksi antara lain:

- Mencapai target kinerja keuangan dan mengoptimalkan tingkat *Risk-Based Capital* (RBC);
- Memastikan pemanfaatan (*usefulness*) dan optimasi *Enterprise Resources Planning* (ERP), termasuk dalam penerapan PSAK 117;
- Memperkuat kontribusi anak perusahaan terhadap kinerja keseluruhan Perusahaan;
- Optimasi pengelolaan aset dan properti investasi;
- Memastikan kepatuhan terhadap hukum dan sistem tata kelola perusahaan dalam semua tindakan korporasi;
- Melanjutkan peningkatan pengendalian internal, dengan fokus khusus pada pengelolaan piutang;

Advisory Mechanisms to the Board of Directors
The Board of Commissioners, both directly and indirectly through the Committees under the Board, proactively provided advice to the Board of Directors through series of meetings. The advice that was provided included:

- To achieve financial performance targets and optimizing Risk-Based Capital (RBC) level;
- Ensuring the effective utilization and optimization of Enterprise Resource Planning (ERP), including its application in the implementation of PSAK 117;
- Strengthening the contribution of subsidiaries to the performance of the Company;
- Optimizing the assets management and investment properties;
- Ensuring compliance to the regulations and corporate governance systems in all corporate actions;
- Continuing to improve internal control, with a particular focus on accounts receivable management;

- Meningkatkan kompetensi sumber daya manusia untuk mendukung *talent mobility* dan pertumbuhan di masa depan;
- Memastikan *spin-off* unit syariah sepenuhnya mematuhi peraturan perundang-undangan yang terbaru;
- Penelahaan, memberikan tanggapan dan rekomendasi serta persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP) termasuk Rencana Bisnis dan Rencana Aksi keuangan Berkelanjutan, serta *Key Performance Indicator* (KPI) Perusahaan;
- Evaluasi penerapan kebijakan dan prosedur APU (Anti Pencucian Uang), PPT (Pencegahan Pendanaan Terorisme), dan PPPSPM (Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal);
- Pemantauan dan evaluasi atas pelaksanaan dan realisasi RKAP serta realisasi Rencana Bisnis Perusahaan.

- Improving human resource competencies to support talent mobility and future growth;
- Ensuring the spin-off of the sharia unit fully complies with the latest laws and regulations;
- Reviewing, providing responses and recommendations as well as approval of the Company's Work Plan and Budget, the Company's Long-Term Plan, including the Business Plan and Sustainable Financial Action Plan, also the Company's Key Performance Indicators (KPI);
- Evaluation of the implementation of Anti Money Laundering, Prevention of Terrorism Funding, and Prevention of Proliferation Funding of Weapons of Mass Destruction;
- Monitoring and evaluation of the implementation and realization of Company's Work Plan and Budget, as well as the realization of the Company's Business Plan.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Assessments of Committee under Board of Commissioner

Dewan Komisaris dalam menjalankan tugas pengarahan, pengawasan, pemantauan dan pemberian nasihat atas jalannya pengelolaan Perseroan, Dewan Komisaris dibantu oleh empat Komite Penunjang Dewan Komisaris. Keempat Komite tersebut adalah Komite Audit, Komite Nominasi dan Remunerasi, Komite Pemantau Risiko, dan Komite Tata Kelola Terintegrasi. Dewan Komisaris menilai Laporan dan Rekomendasi dari Komite-komite telah disusun berdasarkan pendalaman yang memadai untuk memberikan rekomendasi strategis dalam rangka untuk meningkatkan kinerja maupun tata kelola Perseroan.

Assessments of Committee under Board of Commissioner
The Board of Commissioners, in carrying out its duty to guide, oversee, monitor, and advise on the Company's management, was supported by four committees: the Audit Committee, the Nomination and Remuneration Committee, and the Risk Monitoring Committee. The Board noted that the reports and recommendations from these committees were based on careful review and analysis, and they offered strategic suggestions to improve the Company's performance and governance.

Komite Audit

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.

Audit Committee

The Audit Committee reviewed the Financial Statements of the Company and its Subsidiaries, monitored financial performance, evaluated the planning and execution of audits, and tracked the follow-up on audit findings. It recommended the appointment of a Public Accounting Firm to audit the Financial Statements, examined the adequacy of management's efforts in designing and implementing an effective internal control system, coordinated with internal auditors in carrying out its duties, monitored the effectiveness of management's risk assessment and management efforts as well as compliance with applicable laws and regulations, observed the effectiveness of the complaint mechanism established by management for employees or third parties, and maintained the confidentiality of company documents, data, and information.

Dalam melaksanakan tugas dan tanggung jawabnya pada 2024, Komite Audit mengadakan 43 kali rapat termasuk rapat koordinasi dengan Komite Komisaris lainnya, dan rapat dengan manajemen, serta mengikuti pelatihan dan seminar dalam rangka mengembangkan kompetensinya.

In carrying out its duties and responsibilities through out 2024, the Audit Committee held 43 meetings, including coordination sessions with other Commissioners' Committees and meetings with management, and participated in training and seminars to further develop its competencies.

Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi telah membantu Dewan Komisaris untuk melaksanakan fungsi dan tugasnya terkait Nominasi dan Remunerasi anggota Direksi dan Dewan Komisaris serta nominasi pejabat pada satu tingkat di bawah Direksi. Terkait hal tersebut Komite Nominasi dan Remunerasi antara lain telah melaksanakan 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. Lebih lanjut, Komite Nominasi dan Remunerasi telah 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. Pada perubahan struktur organisasi untuk mencapai tujuan Perseroan, Komite Nominasi dan Remunerasi memberikan pertimbangan terkait struktur, kebijakan, dan besaran Remunerasi untuk mempertahankan tingkat kompetitif Perseroan terhadap industri asuransi di Indonesia.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee assisted the Board in executing its responsibilities related to the nomination and remuneration of members of the Board of Directors and the Board of Commissioners, as well as the nomination of Group Heads. According to its function, the Nomination and Remuneration committee has provided recommendations to the Board of commissioners regarding the composition of positions for both the Board of Commissioners and the Board of Directors, established policies and criteria for the nomination process, set performance evaluation policies for members of both Boards. Furthermore, the Nomination and Remuneration committee also assisted in evaluating performance against predetermined benchmarks to ensure the appropriateness of the remuneration received, and provide recommendations related to the competency development program for members of the Board of Commissioners and Board of Directors. In addition to the changes of the organizational structure to achieve the Company's goals, the Nomination and Remuneration Committee provides considerations related to the structure, policies, and amount of Remuneration to maintain the Company's competitiveness against the insurance industry in Indonesia.

Dalam melaksanakan tugas dan tanggung jawabnya pada 2024, Komite Nominasi dan Remunerasi mengadakan 21 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.

In carrying out its duties and responsibilities through out 2024, the Nomination and Remuneration Committee convened 21 meetings, and additional tasks assigned to its members were executed in accordance with internal directives and engagements with relevant parties to achieve the Company's strategic programs.

Komite Pemantau Risiko

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*, dan membina hubungan profesional dengan Komite lain dan Manajemen.

Risk Monitoring Committee

The Risk Monitoring Committee assisted the Board in overseeing the implementation of risk management in line with the Company's policies. It ensured that the risk management policy developed by the Board of Directors, including the established risk tolerance, was adequate and met the Company's needs, monitored the management of risks, particularly in relation to business activities and strategies executed by the Board of Directors, and ensured that risk reporting was submitted to the Board in accordance with stipulated requirements. The Committee also confirmed adherence to Good Corporate Governance principles and the Code of Conduct, and fostered professional relationships with other Committees and management.

Dalam melaksanakan tugas dan tanggung jawabnya pada 2024 Komite Pemantau Risiko mengadakan 27 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.

In carrying out its duties and responsibilities through out 2024, the Risk Monitoring Committee held 27 meetings, including coordination sessions 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.

Komite Tata Kelola Terintegrasi

Komite Tata Kelola Terintegrasi dibentuk atas arahan dari Pemegang Saham Pengendali untuk mematuhi Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman tata Kelola dan Kegiatan Korporasi Signifikan BUMN. Komite Tata Kelola Terintegrasi telah membantu Dewan Komisaris dalam melakukan pengawasan dan pemberian nasihat terhadap kegiatan entitas Tugu Group yang terkait dengan bidang tugas Komite Tata Kelola Terintegrasi diantaranya mengevaluasi kebijakan Tata Kelola Terintegrasi dan memberikan rekomendasi kepada Dewan Komisaris terkait penyempurnaan kebijakan Tata Kelola Terintegrasi tersebut, pemantauan dan evaluasi atas keselarahan dan penerapan kebijakan Tata Kelola Terintegrasi di Tugu Group; dan memberikan rekomendasi perbaikan tata kelola, berupa upaya mitigasi dan solusi atas isu strategis di Tugu Group berdasarkan hasil penelaahan dan evaluasi yang terintegrasi.

Integrated Governance Committee

The Integrated Governance Committee established upon the direction of the Controlling Shareholder to comply with the Regulation of the State-Owned Enterprises Minister Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOE. The Integrated Governance Committee has assisted the Board of Commissioners in supervising and providing advice on the activities of Tugu Group entities related to the Integrated Governance Committee's duties, including evaluating the Integrated Governance policy and providing recommendations to the Board of Commissioners regarding the improvement of the Integrated Governance policy, monitoring and evaluating the alignment and implementation of the Integrated Governance policy at Tugu Group; and providing recommendations for improving governance with the mitigation efforts and solutions to strategic issues at Tugu Group based on the integrated reviews and evaluations results.

Dalam melaksanakan tugas dan tanggung jawabnya pada 2024, Komite Tata Kelola Terintegrasi telah melaksanakan 3 (tiga) kali rapat dan hasil rapat dituangkan dalam risalah rapat untuk didokumentasikan dengan baik.

In carrying out its duties and responsibilities in 2024, the Integrated Governance Committee has held 3 (three) meetings and the results of the meetings are stated in the minutes of the meeting to be properly documented.

Perubahan Komposisi Dewan Komisaris

Changes in the Board of Commissioners

Berdasarkan perubahan komposisi tersebut, anggota Dewan Komisaris Perseroan per 31 December 2024 adalah sebagai berikut:

Based on the last changes in the composition. Company's Board of Commissioners members as of 31 December 2024 is as follows:

Nama Name	**Sebelum RUPST 29 April 2024** Prior AGMS 29 April 2024	**Sejak RUPST 29 April 2024 s.d. 31 December 2024** Since AGMS 29 April 2024 until 31 December 2024	**Keterangan** Remarks
Dian Masyita	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner		Tidak lagi menjabat sebagai Presiden Komisaris dan Komisaris Independen sejak ditutupnya RUPST 29 April 2024. No longer serves as President Commissioner & Independent Commissioner since the closing of the AGMS on 29 April 2024.

Nama Name	Sebelum RUPST 29 April 2024 Prior AGMS 29 April 2024	Sejak RUPST 29 April 2024 s.d. 31 December 2024 Since AGMS 29 April 2024 until 31 December 2024	Keterangan Remarks
Abdul Ghofar		Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	Diangkat sebagai Presiden Komisaris & Komisaris Independen berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) yang diselenggarakan pada 29 April 2024. Pengangkatan ini mulai berlaku efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK), sebagaimana diatur dalam Keputusan Anggota Dewan Komisioner OJK No. Kep-90/D.05/2024 tertanggal 3 Desember 2024 dan dinyatakan dalam Surat OJK No. S-3626/PD.021/2024 tertanggal 5 Desember 2024. Appointed as President Commissioner & Independent Commissioner based on the resolution of the Annual General Meeting of Shareholders (AGMS) held on 29 April 2024. This appointment became effective after obtaining approval from the Financial Services Authority (OJK), as stipulated in the OJK Board of Commissioners' Decision No. Kep-90/D.05/2024 dated 3 December 2024, and stated in OJK Letter No. S-3626/PD.021/2024 dated 5 December 2024.
Bagus Agung Rahadiansyah	Komisaris Commissioner	Komisaris Commissioner	-
Samuel Ramna	Komisaris Commissioner	Komisaris Commissioner	-
Poerwo Tjahjono	Komisaris Independen Independent Commissioner	Komisaris Independen Independent Commissioner	-
Tajudin Noor	Komisaris Independen Independent Commissioner	Komisaris Independen Independent Commissioner	-

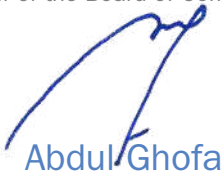
Apresiasi
Appreciation

Di kesempatan istimewa ini, kami menyampaikan terima kasih yang tulus kepada para pemegang saham dan pemangku kepentingan yang telah memberikan kepercayaan dan dukungan selama perjalanan kita. Ucapan terima kasih juga kami tujukan kepada Direksi, karyawan, dan mitra usaha yang selalu mendampingi setiap langkah kita. Bersama, kita telah membangun fondasi yang kuat untuk pertumbuhan berkelanjutan dan kemajuan nyata. Semoga semangat kebersamaan dan kerja keras ini terus menginspirasi kita untuk tetap menjadi yang terdepan di industri asuransi, memberikan manfaat yang dirasakan oleh semua pihak. Kami berdoa agar Tuhan Yang Maha Esa senantiasa memberkati setiap langkah kita. Aamiin.

On this special occasion, we extend our sincere gratitude to our shareholders and stakeholders for their unwavering trust and support throughout our journey. Our heartfelt thanks also go to the Board of Directors, our employees, and business partners who have stood by us every step of the way. Together, we have built a strong foundation for sustainable growth and real progress. May the spirit of unity and hard work continue to inspire us to remain leaders in the insurance industry, delivering genuine benefits to all. We pray that the Almighty blesses every step we take. Amen.

Jakarta, 27 Maret 2025

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



Abdul Ghofar

Presiden Komisaris & Komisaris Independen
President Commissioner & Independent Commissioner

Laporan Direksi

Report of the Board of Directors



Capaian solid kinerja Tugu Insurance di tahun 2024 tidak terlepas dari formulasi strategi yang tepat serta eksekusi yang baik sehingga menciptakan nilai tambah bagi pemegang saham. Semua ini berkat komitmen setiap Insan Tugu Insurance untuk terus mencapai posisi tertinggi baru yang dilandasi dengan semangat serta keberanian untuk terus melangkah maju menghadapi tantangan dengan optimis.

Tugu Insurance's solid performance in 2024 was the result of a well-formulated strategy and effective execution, which created added value for shareholders. This achievement was driven by the commitment of every Tugu Insurance employee to continuously reach new heights, fueled by a spirit of determination and the courage to move forward with optimism in the face of challenges.

Tatang Nurhidayat

Presiden Direktur
President Director

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat

Di tengah risiko perlambatan ekonomi global, *output* perekonomian Indonesia masih mampu tumbuh 5,03% di tahun 2024. Resiliensi sistem keuangan nasional turut menjadi penopang bagi pertumbuhan ekonomi domestik. Sektor jasa keuangan semakin membuktikan peran strategisnya sebagai motor pertumbuhan sekaligus berkontribusi dalam pengelolaan risiko.

Output sektor jasa keuangan tumbuh 4,74% di tahun 2024 dan menjadi salah satu sektor yang masuk top-10 lapangan usaha yang memberikan kontribusi terbesar untuk ekonomi domestik. Sektor perbankan maupun Industri Keuangan Non-Bank (INKB) seperti asuransi umum dan reasuransi juga tetap tumbuh dengan solid.

Total aset industri asuransi umum dan reasuransi Indonesia tumbuh 8,3% di 2024 menjadi Rp282 triliun. Total capaian premi bruto industri asuransi umum dan reasuransi mencapai Rp144 triliun atau tumbuh 3,7% dibandingkan tahun 2023.

Capaian premi bruto tersebut terutama masih dikontribusikan dari sektor properti, kredit dan kendaraan bermotor. Kondisi sektor properti dan kendaraan bermotor memang dibayangi oleh tekanan di tahun 2024. Di sisi lain, kredit perbankan yang tetap ekspansif dan dengan risiko kredit macet (*Non-Performing Loan*/NPL) yang terjaga di 2,08% per akhir Desember 2024. Sementara itu, kinerja perdagangan sektor minyak dan gas cenderung stabil dengan aliran investasi yang kuat.

Manajemen Tugu Insurance memahami bahwa tantangan yang dihadapi setiap sektor yang berbeda-beda. Namun di tengah berbagai tantangan tersebut, capaian pertumbuhan premi industri asuransi umum dan reasuransi yang tetap positif menunjukkan peran strategis industri asuransi dalam pengelolaan risiko untuk mendorong pertumbuhan yang berkelanjutan.

Merespons perkembangan tersebut, Tugu Insurance sebagai pemimpin pasar di industri mampu menjalankan strategi dengan sangat baik sehingga berdampak positif terhadap kinerja keuangan. Capaian premi bruto Tugu Insurance secara konsolidasi mencapai Rp8,5 triliun per akhir Desember 2024. Premi bruto Tugu Insurance tumbuh 11% dibanding tahun 2023, melampaui pedoman manajemen dan di atas pertumbuhan industri. Di sisi lain, laba periode berjalan inti mencapai Rp706 miliar pada 2024 atau tumbuh 63% dibandingkan tahun 2023.

Capaian ini menjadi bukti nyata komitmen kuat segenap Insan Tugu Insurance dalam melaksanakan tata kelola perusahaan yang baik serta menciptakan nilai tambah untuk pemegang saham.

Dear Distinguished Shareholders and Stakeholders

Amid the risks of a global economic slowdown, Indonesia's economic output managed to grow by 5.03% in 2024. The resilience of the national financial system also served as a key support for domestic economic growth. The financial services sector further demonstrated its strategic role as a growth driver while also contributing to risk management.

The financial services sector grew by 4.74% in 2024, ranking among the top 10 business sectors that made the largest contributions to the domestic economy. Both the banking sector and Non-Bank Financial Institutions (NBFI), such as general insurance and reinsurance, continued to experience solid growth.

The total assets of Indonesia's general insurance and reinsurance industry grew by 8.3% in 2024, reaching IDR282 trillion. Meanwhile, the total gross premiums of the general insurance and reinsurance industry amounted to IDR144 trillion, reflecting a 3.7% increase compared to 2023.

This gross premium growth was primarily driven by the property, credit, and motor vehicle sectors. Although the property and motor vehicle sectors faced pressures in 2024, the banking sector maintained an expansionary credit policy, with non-performing loans (NPL) remaining controlled at 2.08% as of the end of December 2024. Additionally, the performance of the oil and gas trade sector remained stable, supported by strong investment inflows.

Tugu Insurance's management recognized that each sector faced unique challenges. However, despite these challenges, the continued positive growth in the general insurance and reinsurance industry underscored the sector's strategic role in risk management, supporting sustainable growth.

In response to these developments, Tugu Insurance, as a market leader in the industry, successfully executed its strategies, resulting in a positive impact on financial performance. Tugu Insurance's consolidated gross premiums reached IDR8.5 trillion by the end of December 2024. This represented a growth of 11% compared to 2023, surpassing management's guidance and exceeding the industry's growth rate. On the other hand, core net profit for the period reached IDR706 billion in 2024, marking a 63% increase compared to 2023.

This achievement served as solid evidence of the unwavering commitment of all members of Tugu Insurance in upholding good corporate governance and creating added value for shareholders.

Perumusan Strategi dan Implementasi
Strategy Formulation and Implementation

Proses perumusan strategi Tugu Insurance dilakukan melalui pendekatan berbasis data yang komprehensif, melibatkan analisis tren pasar, kebutuhan dan riset konsumen, serta tantangan makro maupun mikro ekonomi. Manajemen senantiasa memastikan agar strategi yang dirancang selaras dengan visi jangka panjang perusahaan dan regulasi yang berlaku, seperti implementasi PSAK 117 dan fokus pada implementasi ESG. Pada tahun 2024, kebijakan strategis utama difokuskan diantaranya pada: penguatan digitalisasi *end-to-end*, diversifikasi produk *non-captive* di sektor retail dan SME, serta peningkatan daya saing melalui transformasi SDM dan inovasi teknologi informasi.

The formulation of Tugu Insurance's strategy is carried out through a comprehensive data-driven approach, incorporating market trend analysis, consumer research and needs assessment, as well as macro and microeconomic challenges. Management consistently ensures that the designed strategies align with the company's long-term vision and prevailing regulations, such as the implementation of PSAK 117 and the focus on ESG implementation. In 2024, the key strategic policies were centered on strengthening end-to-end digitalization, diversifying non-captive products in the retail and SME sectors, and enhancing competitiveness through human capital transformation and information technology innovation.

Untuk mendorong pertumbuhan, Tugu Insurance berfokus pada inovasi produk yang relevan untuk segmen SME dan retail, termasuk produk berbasis mikro dan digital. Dalam sinergi BUMN, strategi kolaborasi dengan perusahaan BUMN lain diperkuat untuk menciptakan solusi terintegrasi, seperti bundling produk asuransi dengan layanan lain. Digitalisasi juga memainkan peran utama, dengan aplikasi seperti T-Drive dan *platform aggregator* yang mendukung distribusi dan kemudahan akses produk. Pendekatan *customer-centric* diterapkan untuk memahami kebutuhan unik dari pasar SME dan retail guna meningkatkan penetrasi pasar.

To drive growth, Tugu Insurance focuses on product innovation relevant to the SME and retail segments, including micro and digital-based insurance products. Within the framework of State-Owned Enterprise (SOE) synergy, collaboration strategies with other SOEs are strengthened to create integrated solutions, such as bundling insurance products with other services. Digitalization also plays a crucial role, with applications like T-Drive and aggregator platforms supporting product distribution and accessibility. A customer-centric approach is applied to understand the unique needs of the SME and retail markets, thereby enhancing market penetration.

Aspek kepatuhan juga menjadi fokus strategi Tugu Insurance, terutama dalam rangka pemenuhan Peraturan OJK No. 11 Tahun 2023. Persiapan *spin-off* Unit Usaha Syariah dilakukan melalui penguatan fundamental infrastruktur teknologi dan sumber daya yang mendukung pengelolaan independen setelah pemisahan. Tugu Insurance juga memastikan keselarasan dengan regulasi OJK melalui pelatihan sumber daya internal dan penyusunan *roadmap* operasional yang jelas. Strategi utama adalah menjaga kontinuitas layanan dengan memisahkan sistem operasional secara bertahap, memastikan dukungan keuangan yang memadai untuk Unit Usaha Syariah, dan mempertahankan kepercayaan pelanggan selama proses *spin-off* berlangsung.

Compliance is also a key focus of Tugu Insurance's strategy, particularly in ensuring adherence to OJK Regulation No. 11 of 2023. The preparation for the spin-off of the Sharia Business Unit is carried out through the reinforcement of fundamental technological infrastructure and resources that support independent management post-separation. Tugu Insurance also ensures alignment with OJK regulations through internal resource training and the development of a clear operational roadmap. The core strategy includes maintaining service continuity by gradually separating operational systems, ensuring adequate financial support for the Sharia Business Unit, and preserving customer confidence throughout the spin-off process.

Manajemen senantiasa memegang teguh komitmen untuk terus menciptakan nilai salah satunya melalui transformasi aset yang fokus pada perbaikan portofolio investasi dan kolektabilitas piutang. Strategi untuk meningkatkan kinerja portofolio investasi ditengah volatilitas pasar selama tahun berjalan diantaranya adalah dengan melakukan diversifikasi penempatan secara pruden pada portofolio surat utang yang saat ini didominasi SUN tenor menengah, peningkatan alokasi pada SRBI dan menjaga ketersediaan *buffer* likuiditas untuk memanfaatkan dinamika pasar dengan tetap memastikan kemampuan pemenuhan kewajiban Perusahaan tetap terjaga dengan baik. Untuk

Management remains firmly committed to creating value, particularly through asset transformation that focuses on improving the investment portfolio and receivables collectability. Strategies to enhance investment portfolio performance amid market volatility throughout the year include prudent diversification of placements, particularly in medium-tenor government bonds (SUN), increasing allocation to SRBI, and maintaining a liquidity buffer to leverage market dynamics while ensuring the company's ability to meet its obligations remains well managed. For receivables collectability, the company has implemented a technology-based monitoring system that enables early

kolektabilitas piutang, perusahaan mengimplementasikan sistem monitoring berbasis teknologi yang memungkinkan identifikasi dini terhadap piutang bermasalah.
Selain itu, kerja sama dengan mitra eksternal untuk proses penagihan yang lebih efisien telah membantu meningkatkan likuiditas dan mendukung pencapaian target keuangan.

identification of problematic receivables. Additionally, partnerships with external parties for more efficient collection processes have helped improve liquidity and support the achievement of financial targets.

Selain aset, transformasi juga dilakukan untuk proses bisnis dan manajemen risiko. Transformasi digital di Tugu Insurance mencakup otomatisasi proses klaim dan *underwriting* untuk meningkatkan efisiensi operasional. Aplikasi seperti T-Drive mendukung *engagement* pelanggan, sementara integrasi API/hub dengan mitra aggregator mempermudah proses distribusi produk. Selain itu, penerapan analitik data membantu manajemen risiko dengan lebih baik, memungkinkan perusahaan untuk mengidentifikasi potensi risiko lebih dini dan mengambil tindakan mitigasi secara cepat. Digitalisasi ini tidak hanya menyederhanakan proses bisnis tetapi juga meningkatkan pengalaman pelanggan secara keseluruhan.

Beyond asset transformation, Tugu Insurance is also undergoing transformation in business processes and risk management. The company's digital transformation includes the automation of claims and underwriting processes to enhance operational efficiency. Applications such as T-Drive support customer engagement, while API/hub integration with aggregator partners simplifies product distribution. Additionally, the implementation of data analytics enhances risk management by enabling the company to identify potential risks early and take swift mitigation measures. This digitalization not only streamlines business processes but also significantly improves the overall customer experience.

Untuk mencapai target yang telah ditetapkan serta menjalankan strategi Perseroan, Manajemen menyadari pentingnya peran Sumber Daya Manusia (SDM). Oleh karena itu, transformasi SDM menjadi poin penting dalam formulasi dan implementasi strategi. Dalam hal ini, Tugu Insurance menerapkan strategi berbasis kompetensi untuk meningkatkan kualitas SDM, termasuk program pelatihan berkelanjutan yang disesuaikan dengan kebutuhan industri asuransi modern. Budaya *growth mindset* juga diperkuat melalui pemberdayaan karyawan untuk mengambil peran lebih besar dalam inovasi dan kolaborasi lintas departemen. Perusahaan juga berinvestasi dalam teknologi pembelajaran, seperti platform digital untuk pelatihan online, guna menciptakan SDM yang lebih adaptif dan kompetitif.

To achieve its established targets and execute its corporate strategy, management recognizes the crucial role of human capital. Therefore, human capital transformation is a key element in the formulation and implementation of strategic initiatives. Tugu Insurance adopts a competency-based approach to enhance workforce quality, including continuous training programs tailored to the needs of the modern insurance industry. A growth mindset culture is also reinforced by empowering employees to take on larger roles in innovation and cross-departmental collaboration. The company further invests in learning technology, such as digital platforms for online training, to develop a more adaptive and competitive workforce.

Dalam rangka monitoring capaian kinerja, Direksi memanfaatkan pendekatan berbasis teknologi dengan sistem *management dashboard* terkait kinerja keuangan, operasional, dan implementasi strategi. Evaluasi dilakukan melalui rapat berkala dengan tim manajemen untuk menilai capaian kinerja Perusahaan dan *Key Performance Indicators* (KPI) di setiap lini bisnis. Selain itu, penggunaan *tools* seperti *data analytics* membantu dalam menganalisis tren dan mitigasi risiko, sehingga Direksi dapat mengambil langkah-langkah korektif yang diperlukan.

For performance monitoring, the Board of Directors utilizes a technology-driven approach with a management dashboard system that tracks financial performance, operational efficiency, and strategy implementation. Regular management meetings are conducted to evaluate corporate performance and Key Performance Indicators (KPIs) across all business lines. Moreover, the use of data analytics tools aids in analyzing trends and mitigating risks, enabling the Board of Directors to take the necessary corrective actions effectively.

Target dan Realisasi 2024
Target and Realization for 2024

Kinerja keuangan Tugu Insurance yang tetap tumbuh di tengah berbagai tantangan yang ada serta melampaui kinerja industri menunjukkan bahwa target yang telah ditetapkan tercapai. Hal ini tercermin dari sisi pendapatan maupun laba Tugu Insurance yang meningkat pesat.

Tugu Insurance's financial performance continued to grow despite various challenges and even outperformed the industry, indicating that the company successfully achieved its set targets. This was reflected in the significant increases in both revenue and profit.

Premi bruto Tugu Insurance secara konsolidasi tumbuh 11% di 2024 mencapai Rp8,5 triliun. Di saat yang sama pendapatan *underwriting* tumbuh lebih tinggi mencapai 14% menjadi Rp3,0 triliun. Pendapatan *underwriting* tetap menjadi kontributor terbesar untuk pendapatan mencapai 76%. Total pendapatan Tugu Insurance di 2024 mencapai Rp3,9 triliun, tumbuh 10% sejalan dengan pertumbuhan pendapatan *underwriting*.

On a consolidated basis, gross premiums grew by 11% in 2024, reaching IDR8.5 trillion. At the same time, underwriting revenue experienced an even higher growth of 14%, amounting to IDR3.0 trillion. Underwriting revenue remained the largest contributor to total revenue, accounting for 76%. As a result, Tugu Insurance's total revenue in 2024 reached IDR 3.9 trillion, representing a 10% increase, in line with the growth in underwriting revenues.

Dari sisi beban, total klaim neto mencapai Rp2,0 triliun pada 2024. Beban klaim neto hanya tumbuh 7% sehingga membuat hasil *underwriting* tetap tumbuh. Hal ini juga mencerminkan kemampuan Tugu Insurance untuk tetap tumbuh dengan menjaga profil risiko secara *prudent* sebagaimana tercermin dari penurunan *loss ratio* menjadi 54,4% di 2024 dibanding 62,0% pada tahun 2023.

On the expenses side, net claims totaled IDR2.0 trillion in 2024. Net claims expenses grew by only 7%, allowing underwriting results to continue expanding. This also reflected Tugu Insurance's ability to sustain growth while prudently managing its risk profile, as seen in the decline in the loss ratio to 54.4% in 2024 from 62.0% in 2023.

Inisiatif optimalisasi yang dilakukan Perseroan berhasil menurunkan beban operasional sebesar 6% dibanding tahun lalu menjadi Rp760 miliar. Sementara beban operasional lainnya yang merupakan beban anak usaha Tugu Insurance yang bergerak di bidang non-asuransi tetap terjaga dengan capaian Rp310 miliar dengan pertumbuhan 4%.

The optimization initiatives implemented by the Company successfully reduced operational expenses by 6% compared to the previous year, bringing them down to IDR760 billion. Meanwhile, other operational expenses, primarily related to Tugu Insurance's non-insurance subsidiaries, remained stable at IDR310 billion, growing modestly by 4%.

Dengan capaian tersebut, laba usaha sebelum pendapatan/(beban) lain-lain neto mencapai Rp816 miliar di 2024 dan meningkat pesat dibandingkan tahun sebelumnya sebesar 43%. Adapun laba tahun berjalan inti Tugu Insurance yang mengeluarkan pendapatan yang bersifat tidak berulang mencapai Rp706 miliar di saat yang sama, tumbuh 63%. Hal ini mencerminkan kemampuan Tugu Insurance yang mampu menjaga momentum pertumbuhan dan sukses menjalankan aktivitas operasional Perseroan secara efisien.

With these achievements, operating income before other income/(expenses) net reached IDR816 billion in 2024, showing a significant increase of 43% compared to the previous year. Additionally, core net profit for the period, which excluded non-recurring income, stood at IDR706 billion, representing a 63% growth. These results demonstrated Tugu Insurance's ability to sustain its growth momentum while successfully executing its operational activities efficiently.

Kendala dan Penyelesaian
Challenges and Resolutions

Industri perasuransian pada tahun 2024 menghadapi sejumlah tantangan utama. Pertama, regulasi baru seperti implementasi PSAK 117 yang membutuhkan investasi signifikan dalam sistem pelaporan dan infrastruktur teknologi. Kedua, perubahan perilaku konsumen yang semakin beralih ke platform digital mengharuskan perusahaan asuransi untuk mempercepat transformasi digital mereka. Ketiga, tekanan terhadap margin keuntungan akibat persaingan yang semakin ketat di pasar retail dan SME, yang diperburuk oleh inflasi dan ketidakpastian ekonomi global.

The insurance industry in 2024 faced several key challenges. First, new regulations such as the implementation of PSAK 117 required significant investments in reporting systems and technological infrastructure. Second, shifting consumer behavior toward digital platforms compelled insurance companies to accelerate their digital transformation. Third, profit margin pressures increased due to intensifying competition in the retail and SME markets, further exacerbated by inflation and global economic uncertainty.

Selain itu, peningkatan risiko terkait ESG (*Environment, Social, and Governance*), termasuk dampak perubahan iklim terhadap portofolio asuransi properti, menjadi tantangan baru yang membutuhkan adaptasi strategi *underwriting* dan mitigasi risiko.

Additionally, the rising risks associated with ESG (Environmental, Social, and Governance) factors, including the impact of climate change on property insurance portfolios, introduced new challenges that required adjustments in underwriting strategies and risk mitigation measures.

Tugu Insurance menghadapi beberapa kendala utama di tahun 2024, termasuk tantangan implementasi PSAK 117, tekanan pada rasio profitabilitas, dan kebutuhan untuk memperluas pangsa pasar di segmen *non-captive*. Untuk mengatasi hal ini, Tugu Insurance telah menyusun sejumlah *action-plan* strategis:

- Kendala PSAK 117: Perseroan mempersiapkan sistem teknologi yang dapat mendukung penyajian laporan keuangan sesuai standar baru. Selain itu, pelatihan internal bagi karyawan dilakukan untuk memastikan kepatuhan penuh terhadap regulasi ini. Hingga saat ini, proses implementasi berjalan sesuai jadwal, dengan target finalisasi infrastruktur pada akhir tahun 2024.
- Tekanan Profitabilitas: Strategi efisiensi operasional diterapkan melalui digitalisasi *end-to-end*, termasuk otomatisasi proses klaim dan *underwriting*. Selain itu, diversifikasi portofolio investasi ke instrumen yang lebih stabil seperti obligasi pemerintah telah membantu menjaga imbal hasil investasi, sementara penurunan *loss ratio* dari 62,0% menjadi 54,4% menunjukkan efektivitas manajemen risiko.
- Perluasan Pasar *Non-Captive*: Tugu Insurance memprioritaskan inovasi produk di segmen retail dan SME, yang didukung oleh platform digital seperti T-Drive dan kerja sama dengan aggregator. Hingga akhir tahun 2024, kontribusi premi dari segmen *non-captive* menunjukkan tren peningkatan signifikan, mendukung pertumbuhan premi bruto sebesar 11%.

Hasil dari upaya tersebut menunjukkan kemajuan positif. Tugu Insurance tidak hanya berhasil menjaga stabilitas kinerja keuangan tetapi juga memperluas basis pelanggan, mendukung pertumbuhan yang berkelanjutan di tengah tantangan industri.

Tugu Insurance encountered several major challenges in 2024, including the implementation of PSAK 117, pressures on profitability ratios, and the need to expand its market share in the non-captive segment. To address these issues, the company devised several strategic action plans:

- PSAK 117 implementation: The company prepared a technological system capable of supporting financial reporting in accordance with the new standards. Additionally, internal training programs were conducted to ensure full compliance with this regulation. As of now, the implementation process is progressing as scheduled, with the infrastructure expected to be finalized by the end of 2024.
- Profitability pressures: Operational efficiency strategies were implemented through end-to-end digitalization, including the automation of claims and underwriting processes. Furthermore, investment portfolio diversification into more stable instruments, such as government bonds, helped sustain investment returns. The reduction in the loss ratio from 62.0% to 54.4% demonstrated the effectiveness of risk management efforts.
- Expansion of the non-captive market: Tugu Insurance prioritized product innovation in the retail and SME segments, supported by digital platforms such as T-Drive and partnerships with aggregators. By the end of 2024, premium contributions from the non-captive segment showed a significant upward trend, supporting an 11% growth in gross premiums.

The outcomes of these initiatives demonstrated positive progress. Tugu Insurance not only successfully maintained financial stability but also expanded its customer base, fostering sustainable growth amid industry challenges.

Analisa Prospek Usaha
Business Outlook Analysis

Proyeksi pertumbuhan ekonomi Indonesia tahun 2025 sebesar 4,8–5,6% mencerminkan stabilitas yang baik untuk sektor keuangan, termasuk industri asuransi. Konsumsi domestik dan investasi yang diperkirakan meningkat akan menciptakan peluang di segmen retail dan korporasi. Bagi Tugu Insurance, ini menjadi momentum untuk memperluas penetrasi pasar asuransi umum dengan produk-produk yang lebih terjangkau, terutama di sektor properti, kendaraan bermotor, dan kesehatan

Ketidakpastian geopolitik global, termasuk perang dagang dan fluktuasi nilai tukar, dapat memberikan tekanan pada stabilitas ekonomi dan daya beli masyarakat. Hal ini memengaruhi strategi Tugu Insurance dalam diversifikasi portofolio bisnis, termasuk mengurangi ketergantungan pada pasar tertentu. Tugu Insurance juga akan meningkatkan investasi pada teknologi digital dan inovasi

The projected economic growth of Indonesia in 2025, estimated at 4.8–5.6%, reflects a stable outlook for the financial sector, including the insurance industry. The anticipated increase in domestic consumption and investment will create opportunities in both the retail and corporate segments. For Tugu Insurance, this serves as a momentum to expand the penetration of general insurance with more affordable products, particularly in the property, motor vehicle, and health sectors.

Global geopolitical uncertainties, including trade wars and exchange rate fluctuations, may exert pressure on economic stability and consumer purchasing power. This situation influences Tugu Insurance's strategy in diversifying its business portfolio, including reducing dependency on specific markets. The company will also enhance investments in digital technology and product

produk untuk menjaga daya saing serta menyesuaikan tarif premi agar tetap kompetitif di tengah kondisi ekonomi global yang dinamis.

Tugu Insurance secara aktif memanfaatkan data analytics dan riset pasar untuk memahami perubahan kebutuhan konsumen. Dengan pendekatan berbasis teknologi, perusahaan dapat mengidentifikasi segmen yang belum terlayani, seperti UMKM dan konsumen milenial. Selain itu, kolaborasi dengan mitra strategis, termasuk aggregator digital dan platform BUMN, menjadi kunci untuk menangkap peluang pasar yang lebih luas.

Tugu Insurance juga mengintegrasikan *risk management* dalam setiap proses pengambilan keputusan bisnis. Peluang pasar dievaluasi berdasarkan *risk appetite* perusahaan, dengan fokus pada segmen yang memberikan potensi pertumbuhan tanpa mengorbankan stabilitas keuangan. Strategi prudent *underwriting* berbasis data diterapkan untuk mengelola risiko secara proaktif, sementara diversifikasi produk dan portofolio investasi membantu memitigasi eksposur risiko terhadap perubahan pasar.

Pengembangan bisnis Tugu Insurance di tahun 2025 difokuskan pada perluasan segmen retail dan SME, sejalan dengan tren ekonomi domestik yang tumbuh. Selain itu, *spin-off* Unit Usaha Syariah juga akan memberikan ruang untuk mengembangkan bisnis berbasis syariah secara lebih independen, yang diproyeksikan menarik minat pasar baru. Transformasi digital dan peningkatan layanan berbasis teknologi akan menjadi pendorong utama pertumbuhan bisnis.

Tugu Insurance menerapkan pendekatan customer-centric dengan menawarkan produk yang relevan, terjangkau, dan mudah diakses. Peningkatan penetrasi juga didukung oleh kampanye edukasi literasi asuransi yang menyasar konsumen milenial dan gen Z. Digitalisasi menjadi kunci, dengan memperkuat aplikasi mobile dan kemitraan strategis bersama aggregator untuk distribusi produk yang lebih luas dan efisien.

Tantangan utama tahun 2025 adalah memastikan sinergi antara Tugu Insurance dengan anak perusahaan dan afiliasinya, terutama dalam hal tata kelola dan konsistensi strategi. Optimalisasi dilakukan melalui peningkatan efisiensi operasional di seluruh entitas dan pengembangan produk yang terintegrasi. Anak perusahaan diharapkan dapat memperluas pangsa pasarnya dan menjaga optimalisasi kinerja operasionalnya, yang pada akhirnya mendukung kinerja konsolidasian.

Tugu Insurance terus menjaga tren pertumbuhan dengan fokus pada inovasi produk, peningkatan pengalaman pelanggan, dan ekspansi digital. Kemitraan strategis dengan platform BUMN dan aggregator akan diperkuat untuk memperluas distribusi produk. Selain itu, investasi pada kapabilitas SDM dan transformasi digital akan

innovation to maintain competitiveness while adjusting premium rates to remain attractive amid dynamic global economic conditions.

Tugu Insurance actively leverages data analytics and market research to understand evolving consumer needs. With a technology-driven approach, the company identifies underserved segments such as SMEs and millennial consumers. Additionally, collaborations with strategic partners, including digital aggregators and state-owned enterprise (SOE) platforms, play a crucial role in capturing broader market opportunities.

Risk management is integrated into every business decision-making process. Market opportunities are evaluated based on the company's risk appetite, with a focus on segments that offer growth potential without compromising financial stability. A prudent, data-driven underwriting strategy is applied to proactively manage risks, while product and investment portfolio diversification helps mitigate exposure to market fluctuations.

Tugu Insurance's business development in 2025 will focus on expanding the retail and SME segments, aligning with the projected growth of the domestic economy. Furthermore, the spin-off of the Sharia Business Unit will provide an opportunity to develop sharia-based insurance independently, attracting new market interest. Digital transformation and the enhancement of technology-based services will be the key drivers of business growth.

The company adopts a customer-centric approach by offering relevant, affordable, and easily accessible products. Market penetration efforts will also be supported by insurance literacy campaigns targeting millennial and Gen Z consumers. Digitalization remains a key focus, with efforts to strengthen mobile applications and strategic partnerships with aggregators to ensure wider and more efficient product distribution.

A key challenge in 2025 is ensuring synergy between Tugu Insurance and its subsidiaries and affiliates, particularly in governance and strategic consistency. Optimization will be carried out by improving operational efficiency across all entities and developing integrated products. Subsidiaries are expected to expand their market share and maintain operational performance, ultimately supporting consolidated performance.

Tugu Insurance continues to sustain its growth trajectory by focusing on product innovation, enhancing customer experience, and expanding digital capabilities. Strategic partnerships with SOE platforms and aggregators will be strengthened to broaden product distribution. Additionally, investments in human capital development

memastikan perusahaan tetap adaptif terhadap dinamika pasar dan mempertahankan keunggulan kompetitif.

and digital transformation will ensure the company remains adaptive to market dynamics and maintains its competitive advantage.

Penerapan Tata Kelola Perusahaan

Corporate Governance Implementation

Penerapan tata kelola yang baik atau *Good Corporate Governance* (GCG) menjadi fondasi utama bagi keberlangsungan jangka panjang Tugu Insurance. Dengan GCG, perusahaan memastikan transparansi, akuntabilitas, dan integritas dalam setiap pengambilan keputusan, sehingga meningkatkan kepercayaan *stakeholder*, termasuk pelanggan, mitra bisnis, dan regulator. Hal ini juga membantu perusahaan untuk mengelola risiko secara lebih efektif, memperkuat reputasi, dan menciptakan nilai tambah berkelanjutan yang mendukung pertumbuhan bisnis.

The implementation of Good Corporate Governance (GCG) serves as the fundamental pillar for the long-term sustainability of Tugu Insurance. Through GCG, the company ensures transparency, accountability, and integrity in every decision-making process, thereby enhancing stakeholder trust, including that of customers, business partners, and regulators. This framework also enables the company to manage risks more effectively, strengthen its reputation, and create sustainable value that supports business growth.

Proses *self-assessment* implementasi GCG dilakukan secara berkala dengan mengacu pada pedoman yang ditetapkan Otoritas Jasa Keuangan (OJK). Tugu Insurance mengevaluasi pelaksanaan GCG di seluruh lini perusahaan, termasuk komitmen terhadap transparansi, efektivitas fungsi pengawasan, dan kepatuhan terhadap regulasi. Hasil *self-assessment* ini kemudian dilaporkan kepada Dewan Komisaris dan digunakan sebagai bahan untuk perbaikan tata kelola yang lebih baik di masa depan.

The self-assessment process for GCG implementation is conducted periodically in accordance with the guidelines set by the Financial Services Authority (OJK). Tugu Insurance evaluates GCG implementation across all levels of the company, including commitment to transparency, effectiveness of supervisory functions, and compliance with regulations. The results of this self-assessment are then reported to the Board of Commissioners and used as a basis for further governance improvements.

Tugu Insurance terus memperbarui pedoman GCG untuk memastikan keselarasan dengan regulasi terbaru dan praktik terbaik industri. Pada tahun 2024, perusahaan memperkuat pedoman ini dengan memasukkan kebijakan yang mendukung keberlanjutan (ESG), memperjelas tanggung jawab komite pengawasan, dan meningkatkan mekanisme pelaporan pelanggaran. Perusahaan juga mengintegrasikan GCG dengan sistem digital untuk mempermudah monitoring dan pelaporan secara *real-time*.

Tugu Insurance continuously updates its GCG guidelines to ensure alignment with the latest regulations and industry best practices. In 2024, the company strengthened these guidelines by incorporating policies that support sustainability (ESG), clarifying the responsibilities of supervisory committees, and enhancing whistleblowing mechanisms. The company has also integrated GCG with digital systems to facilitate real-time monitoring and reporting.

Tugu Insurance menerapkan Sistem Manajemen Anti Penyuapan (SMAP) sesuai ISO 37001:2016 dengan mengembangkan kebijakan anti-penyuapan yang komprehensif, termasuk kode etik dan prosedur pelaporan pelanggaran. Program pelatihan anti-penyuapan diberikan secara berkala kepada karyawan untuk meningkatkan kesadaran dan pemahaman mereka. Selain itu, perusahaan membangun mekanisme pengawasan dan audit independen untuk memastikan implementasi SMAP berjalan efektif.

Tugu Insurance implements an Anti-Bribery Management System (SMAP) in accordance with ISO 37001:2016 by developing a comprehensive anti-bribery policy, including a code of ethics and whistleblowing procedures. Regular anti-bribery training programs are provided to employees to increase awareness and understanding. Additionally, the company has established independent monitoring and audit mechanisms to ensure the effective implementation of SMAP.

Direksi memastikan kecukupan Sistem Pengendalian Internal melalui pengawasan rutin terhadap laporan audit internal, evaluasi risiko, dan pelaksanaan kebijakan operasional. Proses ini didukung oleh teknologi informasi untuk meningkatkan transparansi dan efisiensi dalam monitoring. Direksi juga berkoordinasi erat dengan Komite Audit untuk meninjau hasil pengendalian internal dan memberikan arahan untuk perbaikan yang diperlukan.

The Board of Directors ensures the adequacy of the Internal Control System through regular monitoring of internal audit reports, risk evaluations, and the enforcement of operational policies. This process is supported by information technology to enhance transparency and efficiency in monitoring. The Board of Directors also closely coordinates with the Audit Committee to review internal control outcomes and provide necessary directives for improvements.

Berdasarkan hasil evaluasi Sistem Pengendalian Internal pada tahun 2024, Tugu Insurance mengambil langkah-langkah konkret, seperti peningkatan otomatisasi dalam proses klaim untuk mengurangi risiko kesalahan manual dan pengembangan sistem monitoring berbasis teknologi untuk mempercepat identifikasi risiko. Perusahaan juga mengadakan pelatihan khusus bagi tim terkait untuk memperkuat pemahaman tentang kepatuhan dan mitigasi risiko operasional.

Based on the evaluation of the Internal Control System in 2024, Tugu Insurance has taken concrete measures such as automating claims processes to reduce the risk of manual errors and developing a technology-based monitoring system to expedite risk identification. The company has also conducted specialized training for relevant teams to strengthen their understanding of compliance and operational risk mitigation.

Prinsip GCG diintegrasikan dengan strategi bisnis Tugu Insurance melalui fokus pada transparansi dalam pelaporan kinerja, pengelolaan risiko yang berkelanjutan, dan inovasi produk yang bertanggung jawab. GCG juga menjadi pedoman dalam menjalin kemitraan strategis, memastikan bahwa setiap keputusan bisnis didasarkan pada prinsip keadilan dan integritas. Dengan demikian, Tugu Insurance dapat mencapai kinerja unggul sekaligus mempertahankan kepercayaan dari para pemangku kepentingan.

GCG principles are integrated into Tugu Insurance's business strategy by focusing on transparency in performance reporting, sustainable risk management, and responsible product innovation. GCG also serves as a guiding principle in establishing strategic partnerships, ensuring that every business decision is made based on fairness and integrity. By doing so, Tugu Insurance can achieve outstanding performance while maintaining the trust of its stakeholders.

Pengembangan Sumber Daya Manusia
Human Resources Development

Tugu Insurance fokus pada tiga aspek utama untuk meningkatkan kualitas Sumber Daya Manusia (SDM). Pertama, pengembangan kompetensi berbasis kebutuhan industri melalui pelatihan teknis dan program sertifikasi profesional. Kedua, penguatan budaya kerja yang berorientasi pada inovasi dan kolaborasi melalui penerapan nilai-nilai AKHLAK. Ketiga, penerapan sistem berbasis teknologi dalam pengelolaan SDM untuk memudahkan proses pengembangan karier, evaluasi kinerja, dan *engagement* karyawan.

Tugu Insurance focuses on three key aspects to enhance the quality of its human resources. First, competency development aligned with industry needs through technical training and professional certification programs. Second, the reinforcement of an innovation- and collaboration-oriented work culture through the implementation of AKHLAK values. Third, the adoption of a technology-based system for human resource management to facilitate career development, performance evaluation, and employee engagement.

Tugu Insurance menerapkan nilai-nilai budaya AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) dalam setiap aspek operasional dan pengelolaan SDM. Nilai Amanah diwujudkan melalui integritas tinggi dalam layanan dan pelaporan. Kompetensi ditingkatkan dengan pelatihan dan pengembangan berkelanjutan. Nilai Harmonis tercermin dalam upaya menciptakan lingkungan kerja inklusif. Loyalitas dipupuk melalui program apresiasi bagi karyawan yang berprestasi. Adaptivitas ditekankan untuk mendorong inovasi, sedangkan kolaborasi menjadi dasar kerja tim lintas fungsi.

Tugu Insurance integrates AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif) values into all aspects of operations and human resource management. Amanah is reflected in a high level of integrity in services and reporting. Competence is enhanced through continuous training and development programs. Harmony is demonstrated in efforts to create an inclusive work environment. Loyalty is fostered through employee appreciation programs for outstanding achievements. Adaptability is emphasized to drive innovation, while collaboration serves as the foundation for cross-functional teamwork.

Dalam mengelola *talent life cycle*, Tugu Insurance mengambil langkah-langkah strategis seperti rekrutmen berbasis kompetensi, perencanaan suksesi, dan pengelolaan karier yang terstruktur. Sistem pengelolaan berbasis teknologi membantu dalam memantau kinerja, potensi, dan keterlibatan karyawan sepanjang karier mereka. Selain itu, program retensi dan promosi internal diterapkan untuk memastikan keberlanjutan *pipeline* talenta di setiap level organisasi.

In managing the talent life cycle, Tugu Insurance implements strategic measures such as competency-based recruitment, succession planning, and structured career management. A technology-based management system is utilized to monitor employee performance, potential, and engagement throughout their careers. Additionally, retention programs and internal promotions are in place to ensure the continuity of the talent pipeline at all levels of the organization.

Tugu Insurance menggunakan sistem penilaian berbasis data yang mengukur kinerja, potensi, dan kontribusi karyawan terhadap organisasi. Penilaian ini dilakukan melalui metode seperti *360-degree feedback*, analisis KPI, dan *review* berkala oleh manajemen. Selain itu, Tugu Insurance juga menjalankan program identifikasi *high-potential employees* (HiPo) untuk memastikan talenta unggul diberikan kesempatan lebih besar dalam pengembangan dan perencanaan suksesi.

Tugu Insurance employs a data-driven assessment system to measure employee performance, potential, and contributions to the organization. This assessment is conducted using methods such as 360-degree feedback, KPI analysis, and regular management reviews. Furthermore, the company runs a high-potential employee (HiPo) identification program to ensure that top talents receive greater opportunities for development and succession planning.

Komitmen terhadap Tanggung Jawab Sosial dan Lingkungan (TJSL)

Commitment to Corporate Social & Environmental Responsibility (CSR)

Tujuan utama Tugu Insurance dalam menjalankan program TJSL adalah untuk berkontribusi pada pembangunan masyarakat yang berkelanjutan melalui dukungan terhadap lingkungan, pemberdayaan sosial, dan penguatan tata kelola perusahaan. Dengan menjalankan TJSL, perusahaan bertujuan untuk menciptakan dampak positif yang seimbang antara keberlanjutan bisnis dan peningkatan kesejahteraan masyarakat serta kelestarian lingkungan.

The primary objective of Tugu Insurance in implementing its Corporate Social and Environmental Responsibility (CSR) program is to contribute to sustainable community development by supporting environmental conservation, social empowerment, and the strengthening of corporate governance. Through CSR, the company aims to create a balanced positive impact between business sustainability, community well-being, and environmental preservation.

Prinsip ESG diterapkan dalam setiap aspek program TJSL Tugu Insurance. Pada aspek lingkungan, perusahaan fokus pada inisiatif pengurangan jejak karbon, seperti program *go-green* di kantor dan kampanye energi terbarukan. Dalam aspek sosial, Tugu Insurance mendukung pemberdayaan masyarakat melalui pendidikan, kesehatan, dan pelatihan kewirausahaan. Pada aspek tata kelola, TJSL dijalankan dengan transparansi dan akuntabilitas, memastikan program ini selaras dengan regulasi dan etika bisnis.

Environmental, Social, and Governance (ESG) principles are embedded in all aspects of Tugu Insurance's CSR programs. In the environmental aspect, the company focuses on carbon footprint reduction initiatives, such as office-wide go-green programs and renewable energy campaigns. In the social aspect, Tugu Insurance supports community empowerment through education, healthcare, and entrepreneurship training. In terms of governance, CSR programs are conducted with transparency and accountability, ensuring alignment with regulatory requirements and ethical business practices.

Tugu Insurance mengevaluasi keberhasilan program TJSL melalui pengukuran dampak yang berbasis indikator kinerja, seperti jumlah penerima manfaat, pengurangan jejak karbon, dan peningkatan kesejahteraan masyarakat. Selain itu, perusahaan juga menggunakan survei kepuasan masyarakat dan laporan pihak ketiga untuk memastikan bahwa tujuan program telah tercapai. Hasil evaluasi ini disampaikan secara transparan dalam laporan tahunan TJSL sebagai bentuk akuntabilitas kepada para pemangku kepentingan.

Tugu Insurance evaluates the success of its CSR initiatives through impact-based performance indicators, including the number of beneficiaries, carbon footprint reduction, and improvements in community welfare. Additionally, the company utilizes community satisfaction surveys and third-party reports to assess whether the program objectives have been met. The evaluation results are transparently presented in the annual CSR report as part of the company's accountability to stakeholders.

Untuk memastikan keberlanjutan program TJSL, Tugu Insurance berkomitmen pada penyediaan anggaran berkelanjutan yang dialokasikan dalam perencanaan tahunan. Perusahaan juga melibatkan mitra strategis, seperti lembaga non-pemerintah dan komunitas lokal, untuk menciptakan dampak yang lebih luas dan berkelanjutan. Program TJSL terus diselaraskan dengan prioritas ESG dan tujuan jangka panjang perusahaan, sehingga relevansi dan efektivitasnya dapat terus terjaga di masa mendatang.

To ensure the long-term sustainability of its CSR programs, Tugu Insurance is committed to allocating a dedicated annual budget within its strategic planning. The company also collaborates with strategic partners, such as non-governmental organizations (NGOs) and local communities, to amplify the program's reach and sustainability. TJSL initiatives are continuously aligned with ESG priorities and the company's long-term objectives, ensuring their continued relevance and effectiveness in the future.

Komposisi Direksi 2024

Board of Directors Composition 2024

Berdasarkan hasil Rapat Umum Pemegang Saham Tahunan (RUPST) yang diselenggarakan pada 29 April 2024, tidak terdapat perubahan pada komposisi Direksi, sehingga anggota Direksi Tugu Insurance per 31 Desember 2024 adalah sebagai berikut:

Based on the results of the Annual General Meeting of Shareholders (AGMS) held on 29 April 2024, there were no changes in the composition of the Board of Directors. As of 31 December 2024, the members of the Board of Directors of Tugu Insurance are as follows:

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

Apresiasi

Board of Directors Composition 2024

Tahun 2024 merupakan tahun yang penuh tantangan sekaligus pencapaian luar biasa bagi Tugu Insurance. Keberhasilan ini tidak terlepas dari dedikasi dan kerja keras seluruh insan Tugu, mulai dari karyawan, jajaran Direksi, hingga Dewan Komisaris, yang senantiasa berkomitmen dalam menghadirkan kinerja terbaik bagi perusahaan. Atas pencapaian ini, manajemen menyampaikan apresiasi yang setinggi-tingginya serta mengucapkan terima kasih kepada seluruh pemangku kepentingan, termasuk pelanggan, mitra bisnis, regulator, dan pemegang saham, atas dukungan dan kepercayaannya kepada Tugu Insurance. Kami berkomitmen untuk terus melangkah maju dengan inovasi dan integritas guna mencapai pertumbuhan yang berkelanjutan di masa depan.

The year 2024 has been a year of both challenges and remarkable achievements for Tugu Insurance. This success would not have been possible without the dedication and hard work of all members of Tugu, from employees and the Board of Directors to the Board of Commissioners, who have remained committed to delivering the company's best performance. In light of this achievement, management extends its highest appreciation and heartfelt gratitude to all stakeholders, including customers, business partners, regulators, and shareholders, for their unwavering support and trust in Tugu Insurance. We remain committed to moving forward with innovation and integrity to achieve sustainable growth in the future.

Jakarta, 27 Maret 2025

Atas nama Direksi,
On behalf of the Board of Directors,



Tatang Nurhidayat
Presiden Direktur
President Director


INSURANCE LOSS
68%
32%
21%
19%

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 2024 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 2024 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, 27 Maret 2025
Jakarta, March 27, 2025

Dewan Komisaris
Board of Commissioners



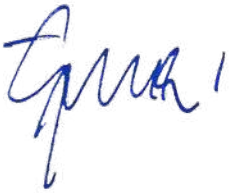
Abdul Ghofar
Presiden Komisaris & Komisaris Independen
President Commissioner & Independent Commissioner



Bagus Agung Rahadiansyah
Komisaris
Commissioner



Samuel Ramna
Komisaris
Commissioner



Poerwo Tjahjono
Komisaris Independen
Independent Commissioner



Tajudin Noor
Komisaris Independen
Independent Commissioner

Surat Pernyataan Direksi
Statement Letter of Board of Directors

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Jakarta, 27 Maret 2025
Jakarta, March 27, 2025

Direksi
Board of Directors

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

03
Profil Perusahaan
Company Profile




Insurance
tugu
Reach New Heights

Identitas Perusahaan
Company Identity

Nama Perusahaan Company Name	PT Asuransi Tugu Pratama Indonesia Tbk ("Tugu")
Tanggal Pendirian Perusahaan Date of Establishment	25 November 1981 25 November 1981
Bursa Exchange	Bursa Efek Indonesia Indonesia Stock Exchange
Tanggal Pencatatan Listing Date	28 Mei 2018 28 May 2018
Kode Saham Ticker	TUGU
Papan Pencatatan Listing Board	Papan Utama Main Board
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, didaftarkan pada Kantor Pengadilan Negeri Jakarta No. 1244 dan 1245 tanggal 2 April 1982, dan telah diumumkan pada 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, Registered in the Jakarta District Court Office No. 1244 and 1245 dated 2 April 1982 and has been published in 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 2024) Share Ownersip (per 31 December 2024)	• 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	469 orang 469 people
***Point of Sales and Services* (PoSS)**	Per 31 Desember 2024 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 2024, 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.
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 Facebook: @tuguinsurance.id X: @tuguinsurance Instagram: @tuguinsurance,@mytdrive.id,@lifeattugu Linkedin: PT Asuransi Tugu Pratama Indonesia Tbk Youtube: Tugu Insurance TikTok: @tuguinsurance

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 didaftarkan pada Kantor Pengadilan Negeri Jakarta No.1244 dan 1245 tanggal 2 April 1982, dan telah diumumkan dalam 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.

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 registered in the Jakarta District Court Office No.1244 dan 1245 dated 2 April 1982, and has been published in 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.



Sejak didirikan (1981-1984), Tugu Insurance telah berfokus pada penyediaan asuransi untuk penanggulangan risiko di industri minyak dan gas nasional, khususnya melindungi aset-aset milik perusahaan induknya, PT Pertamina (Persero), yang merupakan Badan Usaha Milik Negara (BUMN). Untuk memperluas usahanya, antara tahun 1985 dan 1998, perusahaan melakukan investasi di berbagai entitas domestik dan internasional, yang kemudian membentuk beberapa anak perusahaan di bawah TUGU Group. Anak-anak perusahaan dan

Since its founding (1981-1984), Tugu Insurance has focused on providing risk coverage insurance for the national oil and gas industry, particularly safeguarding assets owned by its holding company, PT Pertamina (Persero), a State-Owned Enterprise (SOE). To expand its business, between 1985 and 1998, the company invested in various domestic and international entities, leading to the formation of several subsidiaries under the TUGU Group. These subsidiaries and affiliates are engaged in complementary businesses that support Tugu

afiliasi ini bergerak di bidang usaha yang saling melengkapi guna mendukung kegiatan utama Tugu Insurance dan memperluas jangkauan produk serta layanannya.

Pada tahun 2024, Tugu Insurance terus memanfaatkan keahliannya di segmen asuransi korporasi, dengan melanjutkan pengalamannya yang mendalam dalam mendukung proyek-proyek minyak dan gas berskala besar. Awalnya dikenal sebagai penyedia solusi asuransi komprehensif untuk PT Pertamina (Persero) beserta jaringannya, termasuk anak perusahaan dan berbagai Pemegang Kontrak Kerja Sama (KKKS), Tugu Insurance kini telah berkembang melampaui pasar *captive* ke sektor *non-captive*. Ini mencakup segmen korporasi non-energi dan pasar ritel, yang keduanya menawarkan peluang pertumbuhan yang signifikan mengingat rendahnya penetrasi asuransi di Indonesia. Tugu Insurance secara strategis mengoptimalkan portofolionya dengan menawarkan berbagai produk asuransi, meliputi energi, kebakaran & properti, penerbangan, rekayasa, kapal laut, kargo laut, perlindungan & ganti rugi, kredit, kewajiban, kendaraan bermotor, dan asuransi berbasis syariah. Ekspansi ini mencerminkan komitmen Tugu Insurance untuk memenuhi berbagai kebutuhan pasar sekaligus menangkap potensi premi yang besar di segmen asuransi yang sedang berkembang di seluruh Indonesia.

Untuk memperkuat struktur modal dan mendukung pertumbuhan bisnis serta praktik *Good Corporate Governance* (GCG), Tugu Insurance melaksanakan Penawaran Umum Perdana (IPO) pada 28 Mei 2018 dengan kode saham "TUGU" di Bursa Efek Indonesia. Bersamaan dengan momen bersejarah ini, perusahaan menjalani transformasi merek dan budaya secara menyeluruh, mengadopsi identitas baru sebagai Tugu Insurance dengan logo yang diperbarui. Pada 28 Juni 2018, ide sentral merek "Mencapai Tinggi Baru" diperkenalkan, seiring dengan penyelarasan nilai-nilai inti AKHLAK untuk semakin memperkuat budaya perusahaan.

Sesuai dengan rencana yang tercantum dalam prospektus, termasuk alokasi dana IPO untuk pengembangan bisnis ritel dan inovasi teknologi guna meningkatkan infrastruktur digital Tugu Insurance, Tugu Insurance terus mencatat pencapaian signifikan dalam pengembangan produk dan transformasi digital. Pada tahun 2024, kami berhasil memperluas produk asuransi ritel, yaitu t ride untuk kendaraan roda dua dan t drive untuk kendaraan roda empat. Kami juga meningkatkan aplikasi smart t drive, sebuah inovasi yang dirancang untuk menilai keterampilan dan perilaku berkendara pengguna, mendukung komitmen kami terhadap keselamatan dan solusi digital yang berfokus pada pelanggan.

Untuk meningkatkan aksesibilitas dan keterlibatan pelanggan, Tugu Insurance kini mengoperasikan 31 *Point of Sales and Services* (PoSS) di lokasi strategis di seluruh Indonesia, terbagi dalam dua regional utama. Regional 1 kini mencakup 17 lokasi PoSS, sementara Wilayah 2

Insurance's core activities and broaden its range of products and services.

In 2024, Tugu Insurance continued to leverage its expertise in the corporate insurance segment, building on its deep-rooted experience in supporting large-scale oil and gas projects. Initially recognized for providing comprehensive insurance solutions to PT Pertamina (Persero) and its network, including subsidiaries and various Cooperation Contract Holders (CCH), Tugu Insurance has expanded beyond the captive market into non-captive sectors. This includes the non-energy corporate segment and retail market, both of which present substantial growth opportunities given the low insurance penetration in Indonesia. Tugu Insurance has strategically optimized its portfolio by offering a wide range of insurance products, covering energy, fire & property, aviation, engineering, marine hull, marine cargo, protection & indemnity, credit, liability, motor vehicle, and sharia-based insurance. This expansion reflects Tugu Insurance's commitment to addressing diverse market needs while capturing the vast premium potential in emerging insurance segments across Indonesia.

To strengthen its capital structure and support business growth while reinforcing Good Corporate Governance (GCG) practices, Tugu Insurance conducted an Initial Public Offering (IPO) on 28 May 2018, listing its shares on the Indonesia Stock Exchange under the ticker symbol "TUGU". Alongside this milestone, the company underwent a comprehensive brand and cultural transformation, adopting a new corporate identity as Tugu Insurance with a refreshed logo. On 28 June 2018, the central brand idea "Reaching New Heights" was introduced, aligning with the core values of AKHLAK to further integrate them into the corporate culture.

In alignment with the plans outlined in our prospectus, which includes allocating IPO funds for retail business expansion and technological innovation to enhance Tugu Insurance's digital infrastructure, Tugu Insurance has continued to make significant strides in product development and digital transformation. In 2024, we successfully expanded our offerings with retail insurance products t ride for two-wheeled vehicles and t drive for four-wheeled vehicles. We also advanced the smart t drive application, an innovative tool designed to assess user driving skills and behavior, further supporting our commitment to safety and customer-centric digital solutions.

To enhance accessibility and customer engagement, Tugu Insurance now operates 31 Points of Sales and Services (PoSS) across strategic locations in Indonesia, structured into two key regions. Region 1 now includes 17 PoSS locations, while Region 2 comprises 14 PoSS,

mencakup 14 PoSS, memperkuat kehadiran fisik kami dan meningkatkan jangkauan layanan di seluruh negeri.

Tugu Insurance tetap berkomitmen pada pertumbuhan berkualitas yang berkelanjutan. Sejak mendapatkan peringkat internasional "A- (Excellent)" dari A.M. Best untuk pertama kali pada tahun 2016, Tugu Insurance dengan bangga mempertahankan standar tinggi ini selama sembilan tahun berturut-turut. Peringkat ini mencerminkan posisi keuangan kami yang sangat kuat (*outlook* stabil), didukung oleh operasi bisnis yang sehat dan praktik manajemen risiko yang kokoh. A.M. Best, lembaga pemeringkat asuransi tertua di dunia yang berbasis di New York, Amerika Serikat, setiap tahun melakukan penilaian terhadap lebih dari 16.000 perusahaan asuransi di seluruh dunia, mengevaluasi kesehatan keuangan mereka berdasarkan kemampuan untuk memenuhi klaim, utang, dan kewajiban lainnya secara tepat waktu dan andal.

strengthening our physical presence and improving service reach nationwide.

Tugu Insurance remains committed to sustainable, high-quality growth. Since achieving its first international rating of "A- (Excellent)" from A.M. Best in 2016, Tugu Insurance has proudly maintained this high standard for nine consecutive years. This rating reflects our exceptionally strong financial standing (stable outlook), supported by healthy business operations and robust risk management practices. A.M. Best, the world's oldest insurance rating agency based in New York, U.S., annually assesses over 16,000 insurance companies worldwide, evaluating their financial health based on the ability to meet claims, debts, and other obligations in a timely and reliable manner.

Informasi Tentang Perubahan Nama Perusahaan

Information About Change of the Company's Name

PT Tugu Pratama Indonesia secara resmi berganti nama menjadi PT Asuransi Tugu Pratama Indonesia Tbk sesuai dengan Keputusan Rapat Umum Pemegang Saham Luar Biasa pada tanggal 8 Februari 2018, yang dituangkan dalam Akta No. 23 tertanggal 8 Februari 2018 oleh Fathiah Helmi, S.H., notaris yang bersangkutan. Perubahan nama ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan No. AHU-0003192.AH.01.02. Tahun 2018 tertanggal 9 Februari 2018. Selain itu, persetujuan juga diberikan oleh Otoritas Jasa Keuangan (OJK) berdasarkan Keputusan Dewan Komisioner OJK No. KEP-231/NB.11/2018 tertanggal 19 Maret 2018 tentang Pemberlakuan Izin Usaha di Sektor Asuransi Umum yang mengesahkan perubahan nama PT Tugu Pratama Indonesia menjadi PT Asuransi Tugu Pratama Indonesia Tbk.

PT Tugu Pratama Indonesia officially changed its name to PT Asuransi Tugu Pratama Indonesia Tbk in accordance with the Resolution of the Extraordinary General Meeting of Shareholders dated 8 February 2018. This change was notarized in Deed No. 23 dated 8 February 2018, by Fathiah Helmi, S.H., as the notary. The name change was approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-0003192. AH.01.02. of 2018, dated 9 February 2018. Approval was also granted by the Financial Services Authority (OJK) based on the OJK Commissioner Board Decree No. KEP-231/NB.11/2018 dated 19 March 2018, concerning the Issuance of a Business License in the General Insurance Sector, formally recognizing the name change of PT Tugu Pratama Indonesia to PT Asuransi Tugu Pratama Indonesia Tbk.

Jejak Langkah
Milestone

1981

- PT Tugu Pratama Indonesia, yang kini dikenal sebagai Tugu Insurance, didirikan pada 25 November 1981 oleh PT Pertamina (Persero) untuk menyediakan layanan proteksi risiko domestik dengan spesialisasi solusi bisnis-ke-bisnis di sektor minyak dan gas, khususnya untuk melindungi aset-aset Pertamina.
- Tugu Insurance mulai mengembangkan keahliannya dalam manajemen risiko sektor minyak dan gas, menjadi pemain penting di industri asuransi umum nasional.

- PT Tugu Pratama Indonesia, now known as Tugu Insurance, was established on 25 November 1981, by PT Pertamina (Persero) to provide domestic risk protection services specializing in business-to-business solutions for the oil and gas sector, especially for protecting Pertamina's assets.
- Tugu Insurance began developing its expertise in risk management for the oil and gas sector, becoming a significant player in the national general insurance industry.

1994

- PT Tugu Pratama Interindo (Interindo) didirikan dengan nama awal PT Tugu Pratama Holding pada 29 April 1994, dan kemudian berganti nama menjadi PT Tugu Pratama Interindo pada 15 Desember 1994.
- Melalui Interindo, Tugu Insurance memperluas investasi ke pasar domestik dan internasional, menjadikannya sebagai *holding* investasi untuk TUGU Group. Perusahaan juga mulai fokus pada lini bisnis non-minyak dan gas, sambil tetap mengutamakan akuisisi bisnis di sektor minyak dan gas.

- PT Tugu Pratama Interindo (Interindo) was founded under the name PT Tugu Pratama Holding on 29 April 1994, later renamed PT Tugu Pratama Interindo on 15 December 1994.
- Through Interindo, Tugu Insurance expanded into domestic and international investments, establishing it as the TUGU Group's investment holding company. The company also began focusing on non-oil and gas lines while prioritizing acquisitions within the oil and gas sector.

2005

- Tugu Insurance meluncurkan produk-produk berbasis retail korporat dan syariah.
- Meluncurkan program Pemberdayaan Masyarakat di Kampung Tugu Cipereu, Sukabumi, dengan membangun infrastruktur fasilitas air bersih, MCK, musholla, gedung pendidikan formal/informal, kolam ikan lele dan nila, serta pembibitan tanaman.

- Tugu Insurance introduced corporate retail and sharia-based insurance products.
- The company launched the Community Empowerment program in Kampung Tugu Cipereu, Sukabumi, developing infrastructure for clean water, community centers, educational facilities, and aquaculture projects.

- Sejalan dengan pertumbuhan perusahaan, Tugu Insurance membuka beberapa kantor cabang di Surabaya, Bandung, Medan, Palembang, Semarang, dan Balikpapan.
- Perusahaan meraih peringkat internasional "A- (Excellent)" dari A.M. Best, menjadikannya perusahaan asuransi umum nasional pertama yang memperoleh status ini.

- In response to growing demand, Tugu Insurance opened several branch offices in Surabaya, Bandung, Medan, Palembang, Semarang, and Balikpapan.
- The company achieved an "A- (Excellent)" international rating from A.M. Best, making it the first national general insurance company to attain this status.

2016

- Tugu Insurance menetapkan Visi, Misi, dan Nilai Budaya Perusahaan (6C) yang direvitalisasi.
- Melaksanakan program Sosialisasi dan Internalisasi untuk Transformasi Budaya Perusahaan.

- Tugu Insurance established a revitalized Vision, Mission, and Cultural Values (6C).
- A Corporate Culture Transformation program was implemented to internalize and socialize these values.

2014

- Tugu Insurance mempertahankan peringkat internasional "A- (Excellent)" dari A.M. Best.
- Perusahaan melakukan Penawaran Umum Perdana (IPO) dengan melepas 177.777.800 saham di Bursa Efek Indonesia (BEI) pada 28 Mei 2018.

- Tugu Insurance maintained its "A- (Excellent)" international rating from A.M. Best.
- The company went public, issuing 177,777,800 shares on the Indonesia Stock Exchange (IDX) on 28 May 2018.

2018

- Anak perusahaan Tugu Insurance, Interindo, menjual sahamnya di PT Asuransi Jiwa Tugu Mandiri (AJTM) sebanyak 94.750 saham kepada Dana Pensiun Pertamina.
- Tugu Insurance memperoleh peningkatan predikat menjadi "Emerging" dalam Pertamina QMA - KKEP 2017.
- Interindo meningkatkan kepemilikan sahamnya di PT Tugu Reasuransi Indonesia (Tugure) dari 37,66% menjadi 50,27%, memperkuat posisi Tugu Insurance di pasar reasuransi.

- Tugu Insurance's subsidiary, Interindo, sold its shares in PT Asuransi Jiwa Tugu Mandiri (AJTM), transferring 94,750 shares to Dana Pensiun Pertamina.
- Tugu Insurance earned an upgraded "Emerging" rating at Pertamina QMA - KKEP 2017.
- Interindo increased its shareholding in PT Tugu Reasuransi Indonesia (Tugure) from 37.66% to 50.27%, securing Tugu Insurance's position in the reinsurance market.

2017

- Tugu Insurance meningkatkan layanan pelanggan melalui hotline TIA 24/7 (1500 458) dan layanan bantuan darurat jalan Tugu Real Experience (t rex).
- Perusahaan mempertahankan peringkat "A- (Excellent)" dari A.M. Best selama empat tahun berturut-turut, menjadikannya satu-satunya perusahaan asuransi umum nasional yang memegang status ini.
- Memperluas jangkauan geografis dengan membuka cabang baru di Pekanbaru, Lampung, Makassar, Denpasar, dan Cirebon, serta beberapa t shop (*Point of Sales and Services*) di berbagai wilayah strategis di Indonesia.
- Tugu Insurance melakukan *rebranding* dengan memperkenalkan nama merek korporat "Tugu Insurance" dan merevitalisasi nilai budaya korporat 6C dengan semangat "Reaching New Heights" #BeraniLebihBaik.
- Meluncurkan aplikasi keselamatan berkendara t drive dan produk asuransi kendaraan bermotor unggulan t drive untuk kendaraan roda empat serta t ride untuk kendaraan roda dua.

- Tugu Insurance enhanced customer service with the TIA hotline (1500 458) and Tugu Real Experience (t rex) for emergency roadside assistance.
- The company continued to uphold its "A- (Excellent)" rating from A.M. Best for the fourth consecutive year, the only national general insurer to do so.
- Expanded its reach by opening new branch offices in Pekanbaru, Lampung, Makassar, Denpasar, and Cirebon, alongside several t shops (Points of Sales and Services) across Indonesia.
- Tugu Insurance rebranded under the name "Tugu Insurance" and revitalized its 6C corporate culture with the "Reaching New Heights" spirit (#BeraniLebihBaik).
- Launched the t drive safety driving app and retail motor vehicle insurance products t drive for cars and t ride for motorcycles.

2019

2020

- Di tengah tantangan ekonomi akibat pandemi COVID-19, Tugu Insurance berhasil mempertahankan peringkat "A- (Excellent)" dengan prospek stabil selama lima tahun berturut-turut.
- Tugu Insurance juga meraih berbagai penghargaan di bidang keuangan dan non-keuangan sepanjang tahun 2020.

- Despite the economic challenges of the COVID-19 pandemic, Tugu Insurance maintained an "A- (Excellent)" rating with a stable outlook for the fifth consecutive year.
- Tugu Insurance received various financial and non-financial awards in 2020.

- Tugu Insurance berhasil menerapkan Sistem Manajemen Anti Penyuapan (SMAP) dengan memperoleh sertifikasi ISO 37001:2016, menegaskan komitmennya terhadap Tata Kelola Perusahaan yang baik.
- Melalui "Tugu Insurance United Action of Concern" (Bakti TUGU), perusahaan mendukung pencapaian Tujuan Pembangunan Berkelanjutan (SDGs) dengan mengintegrasikan kegiatan Tanggung Jawab Sosial Perusahaan (CSR).
- Bertepatan dengan ulang tahun ke-40, Tugu Insurance meluncurkan transformasi digital holistik yang meliputi aspek penguatan infrastruktur Teknologi Informasi (TI), proses bisnis, dan perubahan pola pikir serta budaya perusahaan.
- Mempertahankan peringkat Financial Strength Rating "A- (Excellent)" dan Long-Term Issuer Credit Rating "a-" (Excellent) dari A.M. Best selama enam tahun berturut-turut.

- Tugu Insurance implemented the Anti-Bribery Management System (SMAP), achieving ISO 37001:2016 certification, underscoring its commitment to Good Corporate Governance.
- Through "Tugu Insurance United Action of Concern" (Bakti TUGU), the company supported the Sustainable Development Goals (SDGs) by consolidating its Corporate Social Responsibility (CSR) initiatives.
- Coinciding with its 40th anniversary, Tugu Insurance initiated a holistic digital transformation, including IT infrastructure, business processes, and corporate mindset and culture.
- Maintained its global Financial Strength Rating of A- (Excellent) and Long-Term Issuer Credit Rating of "a-" (Excellent) from A.M. Best for the sixth consecutive year.

2021

Tugu Insurance melakukan pemecahan nilai nominal saham (stock split) dengan rasio 1:2, menurunkan nilai nominal saham dari Rp100,00 menjadi Rp50,00, sehingga jumlah saham beredar meningkat menjadi 3.555.575.600.

Tugu Insurance performed a stock split with a 1:2 ratio, reducing the nominal share value from IDR100.00 to IDR50.00, increasing the total number of outstanding shares to 3,555,575,600.

2022

- Saham TUGU naik ke Papan Utama di Bursa Efek Indonesia (BEI) sejak 30 November 2022.
- Tugu Insurance mempertahankan peringkat A- (Excellent) dan "a-" (Excellent) dari A.M. Best selama tujuh tahun berturut-turut, mencerminkan stabilitas keuangan yang kuat dan manajemen risiko yang sehat.

- TUGU's shares were upgraded from the Development Board to the Main Board on the Indonesia Stock Exchange (IDX) as of 30 November 2022.
- Tugu Insurance sustained its A- (Excellent) and "a-" (Excellent) ratings from A.M. Best for the seventh consecutive year, reflecting strong financial stability and sound risk management.

2023

2024

Tugu Insurance mempertahankan peringkat A- (Excellent) dan "a-" (Excellent) dari A.M. Best selama delapan tahun berturut-turut, mencerminkan stabilitas keuangan yang kuat dan manajemen risiko yang sehat.

Tugu Insurance sustained its A- (Excellent) and "a-" (Excellent) ratings from A.M. Best for the seventh consecutive year, reflecting strong financial stability and sound risk management.

Visi, Misi, dan Tata Nilai Budaya Perusahaan

Vision, Mission, and Corporate Culture Value

Visi
VISION

Menjadi perusahaan asuransi umum nomor satu di Indonesia.

To become 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.

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.

Create customer satisfaction

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

Empower our human resources to become professional individuals

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.

Optimize corporate values in a sustainable Manner

The objective of the 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, kehandalan sumber daya manusia, kemampuan penguasaan teknologi, dan jaringan usaha (*network*).

Develop the Company to become a world class insurance company and the pride of Indonesia.

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 prioritizes 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

Sejalan dengan transformasi Badan Usaha Milik Negara (BUMN) dalam aspek Sumber Daya Manusia, Kementerian BUMN menerbitkan Surat Edaran mengenai penerapan AKHLAK sebagai nilai inti yang harus diimplementasikan oleh BUMN, anak perusahaan, dan perusahaan afiliasi yang terkonsolidasi. Sebagai anak perusahaan PT Pertamina (Persero), Tugu Insurance turut menerapkan *living core values* AKHLAK.

In line with the transformation of State-Owned Enterprises (SOEs) in the area of Human Resources, the Ministry of SOEs issued a Circular Letter mandating the adoption of AKHLAK as core values, to be implemented by SOEs, their subsidiaries, and consolidated affiliates. As a subsidiary of PT Pertamina (Persero), Tugu Insurance also applies the living core values of AKHLAK.

AKHLAK

Amanah
Trustworthy

Memegang teguh kepercayaan yang diberikan

Upholding the trust that has been given

Kompeten
Competent

Terus belajar dan mengembangkan kapabilitas

Continuing to learn and expand capabilities

Harmonis
Harmonious

Saling peduli dan menghadapi perbedaan

Caring and respecting differences

Loyal
Loyal

Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara

Dedicating and putting the Nation above anything else

Adaptif
Adaptive

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan

Continuing to innovate and enthusiastic in encouraging or facing the changes

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, fundamental nya 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, tujuan, dan kegiatan usaha Tugu Insurance sebagaimana tercantum dalam Anggaran Dasar Perusahaan, yang terakhir diubah melalui Rapat Umum Pemegang Saham sebagaimana tertuang dalam Akta No. 123 tanggal 28 April 2023, yang dibuat di hadapan Notaris Jose Dima Satria S.H., M.Kn., adalah untuk menjalankan kegiatan usaha di sektor Asuransi, yaitu Asuransi Umum, yang mencakup:
1. Asuransi Non-Jiwa Konvensional; dan
2. Asuransi Non-Jiwa Syariah.

The purposes, objectives, and business activities of Tugu Insurance, as outlined in the Company's Articles of Association—most recently amended at the General Meeting of Shareholders, documented in Deed No. 123 dated 28 April 2023, before Notary Jose Dima Satria S.H., M.Kn.—are focused on the Insurance sector. Tugu Insurance operates in General Insurance, which includes:

1. Conventional Non-Life Insurance; and
2. Sharia Non-Life Insurance.

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

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 No. 24 Tahun 2018 tentang Pelayanan Perizinan Berusaha Terintegrasi Secara Elektronik, Lembaga OSS menerbitkan NIB dengan No. 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 No. 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 pendiriannya, Perseroan telah memperoleh izin usaha di bidang asuransi umum dari Departemen Keuangan Republik Indonesia melalui Direktorat Jenderal Moneter Dalam Negeri, berdasarkan Keputusan Direktur Jenderal Moneter Dalam Negeri No. Kep-5572/MD/1981 tertanggal 9 Desember 1981.

Izin usaha asuransi umum ini kemudian diperpanjang melalui Keputusan Direktur Jenderal Moneter Dalam Negeri No. Kep-8014/MD/1986 tertanggal 8 Desember 1986, mengenai Perpanjangan Izin Usaha PT Tugu Pratama Indonesia (NPWP 1.302.218.1-21) untuk menjalankan usaha di bidang asuransi umum, yang tetap berlaku hingga adanya perubahan.

Pada tahun 2018, status Perseroan berubah menjadi perusahaan terbuka, dan nama Perseroan diperbarui dari PT Tugu Pratama Indonesia menjadi PT Asuransi Tugu Pratama Indonesia Tbk, yang memerlukan pembaruan izin usaha dari Otoritas Jasa Keuangan (OJK).

Pembaruan izin usaha tersebut diterbitkan oleh Anggota Dewan Komisioner Otoritas Jasa Keuangan melalui Keputusan No. KEP-231/NB.11/2018 tertanggal 19 Maret 2018, mengenai Pemberlakuan Izin Usaha di Bidang Asuransi Umum sehubungan dengan 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 its name 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-108/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 a Branch Office with Sharia Principles, as stipulated in the Minister of Finance Decree on Granting a License to PT Tugu Pratama Indonesia, No. KEP-108/KM.5/2005 dated 8 April 2005, based on Recommendation Letter No. U-044/DSNMUI/III/2005 dated 20 March 2005, from the National Sharia Board of the Indonesian 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 secara konsisten melakukan terobosan dan inovasi untuk memberikan layanan perlindungan terbaik melalui berbagai produk di segmen korporat dan ritel (konvensional dan syariah), serta reasuransi. Dalam menjalankan kegiatan usahanya, Tugu Insurance didukung oleh tim ahli berpengalaman di bidangnya masing-masing yang berkomitmen mengembangkan produk dan layanan yang ditawarkan.

Tugu Insurance constantly pursues breakthroughs and innovations to deliver top-quality protection services through a range of products for both corporate and retail segments (conventional and sharia), as well as reinsurance. In carrying out its business activities, Tugu Insurance is supported by a team of experienced experts in their respective fields, dedicated to developing the products and services offered.

PRODUK
PRODUCTS

- Segmen Asuransi Korporasi; dan
- Segmen Asuransi Retail.

- Corporate Insurance Segment; and
- Retail Insurance Segment.

Asuransi Korporasi | Corporate Insurance



Energi
Energy
Onshore & offshore

Asuransi Energi Offshore & Onshore/Oil and Gas adalah asuransi yang melindungi aktivitas operasional di bidang energi Offshore dan Onshore, di mana bidang ini memiliki kompleksitas dan tingkat risiko yang sangat tinggi. Asuransi Offshore & Onshore/Energi menjadi solusi bagi perusahaan yang bergerak di bidang energi, menawarkan perlindungan atas risiko yang mungkin terjadi di masa mendatang.

Offshore & Onshore Energy/Oil and Gas Insurance is insurance that provides protection for operational activities in the Offshore and Onshore energy sectors, which are known for their high complexity and risk levels. Offshore & Onshore/Energy Insurance serves as a solution for companies operating in the energy sector, offering coverage against potential risks in the future.



Kebakaran & Harta Benda
Fire & Property

Lini bisnis asuransi kebakaran dan harta benda mencakup berbagai jenis perlindungan yang menjamin risiko kerugian terhadap aset, bangunan, dan seluruh isi bangunan.

The fire and property insurance business line covers various types of protection that provide coverage for the risk of loss to assets, buildings, and the entire contents of the buildings.

Rangka Kapal
Marine Hull

Asuransi Marine Hull/Rangka Kapal adalah asuransi terhadap kerugian dan kerusakan yang terjadi pada rangka kapal beserta mesinnya, termasuk pertanggungan atas pihak ketiga yang dirugikan atas terjadinya hal tersebut.

Marine Hull Insurance is insurance that provides coverage for losses and damages to the hull and machinery of a ship, including liability coverage for third parties affected by such incidents.

Pengangkutan
Cargo

Asuransi Cargo/Pengangkutan memberikan jaminan ganti rugi atas risiko-risiko terjadinya kerusakan barang-barang yang dipertanggungkan, baik yang diangkut melalui laut, udara, maupun darat sampai ke tempat tujuan.

Cargo/Transportation Insurance provides indemnity coverage against the risks of damage to insured goods, whether transported by sea, air, or land, until they reach their destination.

Aviasi
Aviation

Asuransi Aviasi dapat menjamin kerugian atau kerusakan pada pesawat terbang, mesin dan atau berbagai peralatan lainnya, dan juga jaminan tanggung jawab hukum terhadap pihak ketiga.

Aviation Insurance provides coverage for losses or damages to aircraft, engines, and various other equipment, as well as liability coverage for third parties.

Satelit
Satellite

Asuransi Satellite adalah adalah layanan perlindungan terhadap berbagai risiko yang dapat timbul dalam aktivitas peluncuran satelit. Hal ini sangat krusial karena satelit merupakan perangkat komunikasi bernilai besar dengan tingkat risiko sangat tinggi.

Satellite Insurance is a protection service against various risks that may arise during satellite launch activities. This is highly critical as satellites are high-value communication devices with extremely high levels of risk.

Rekayasa
Engineering

Asuransi Engineering/Rekayasa adalah asuransi yang memberikan jaminan terhadap kerugian atau kerusakan terkait dengan pekerjaan sipil maupun peralatan yang digunakan dalam suatu projek atau perluasannya.

Engineering Insurance provides coverage for losses or damages related to civil works or equipment used in a project or its expansion.

Kredit & Penjaminan
Credit & Surety

Asuransi Kredit & Penjaminan yang diberikan oleh Tugu Insurance bertujuan untuk melindungi Tertanggung jika terjadi hal-hal buruk yang menyebabkan ketidakmampuan dalam membayar pinjaman yang dimiliki. Perlindungan ini memberikan jaminan agar Tertanggung tidak mengalami kerugian lebih lanjut akibat biaya-biaya yang timbul dari kemungkinan tersebut.

Credit & Surety insurance is provided by Tugu Insurance to protect the Insured in case of unfortunate events that prevent them from repaying their loans. This protection ensures that the Insured will not face additional financial harm due to the costs arising from such circumstances.

Kesehatan
Health

Tugu Insurance Health Insurance (THIS) adalah program asuransi kesehatan untuk komersial yang ditujukan kepada kumpulan/perusahaan bagi karyawannya. menawarkan koordinasi manfaat, premi, data kepesertaan, data klaim/keuangan, administrasi, sosialisasi dan system informasi sehingga karyawan dapat memperoleh pelayanan terbaik dan manfaat yang maksimal.

Tugu Insurance Health Insurance (THIS) is a commercial health insurance program designed for groups/companies to cover their employees. It offers benefit coordination, premiums, membership data, claim/financial data, administration, outreach, and an information system, ensuring employees receive the best service and maximum benefits.

Tanggung Gugat
Liability

Asuransi Liability/Tanggung Gugat adalah asuransi yang memberikan perlindungan terhadap kerugian yang terjadi dari klaim pihak ketiga yang mengalami kerugian seperti cedera badan atau kerusakan harta benda yang diakibatkan aktivitas Tertanggung.

Liability Insurance provides protection against losses arising from third-party claims for damages, such as bodily injury or property damage, caused by the activities of the Insured.

Aneka
Miscellaneous

Asuransi Miscellaneous/Aneka adalah asuransi yang menawarkan jenis pertanggungan yang belum terjamin dalam lini bisnis produk asuransi lain. Kami memberikan perlindungan pada setiap kebutuhan, seperti halnya terjadi tuntutan dari pihak ketiga, risiko kerugian finansial, hingga risiko terjadinya kecelakaan.

Miscellaneous Insurance offers coverage for risks not covered under other lines of insurance products. We provide protection for various needs, such as third-party claims, financial loss risks, and accident risks.

Kecelakaan Diri
Personal Accident



Asuransi Personal Accident/kecelakaan diri adalah asuransi yang menjamin risiko Kematian, Cacat Tetap Keseluruhan/Sebagian, Biaya Perawatan dan atau Pengobatan yang secara langsung disebabkan oleh suatu kecelakaan.

Personal Accident Insurance provides coverage for risks such as Death, Total/Partial Permanent Disability, Medical and/or Treatment Expenses directly caused by an accident.

Asuransi Retail | Retail Insurance

t drive car insurance t ride asuransi motor



Asuransi kendaraan bermotor memberikan jaminan atas ganti rugi terhadap risiko kerusakan dan kehilangan pada kendaraan bermotor roda dua dan roda empat serta dapat diperluas dengan jaminan lainnya sesuai dengan kebutuhan.

Motor Vehicle Insurance provides coverage for compensation against the risks of damage and loss of two-wheeled and four-wheeled vehicles. It can also be extended to include additional coverage based on specific needs.

t down payment asuransi uang muka



Asuransi t down payment adalah asuransi yang menjamin ganti rugi kepada Tertanggung untuk pembayaran uang muka pembelian kendaraan bermotor.

t Down Payment Insurance provides compensation to the Insured for the down payment made on the purchase of a motor vehicle.

t home asuransi kebakaran



Asuransi kebakaran t home adalah asuransi yang menjamin kerugian atau kerusakan pada harta benda dan atau kepentingan yang dipertanggungkan yang secara langsung disebabkan oleh Kebakaran, Petir Ledakan, Kejatuhan Pesawat Terbang dan Asap. Serta dapat diperluas dengan risiko seperti kerugian akibat kecelakaan, kerusuhan, bencana alam, tanggung jawab pihak ketiga, dan kebongkaran.

t home Fire Insurance provides coverage for losses or damages to property and/or insured interests directly caused by Fire, Lightning, Explosion, Falling Aircraft, and Smoke. It can also be extended to include risks such as accidents, riots, natural disasters, third-party liability, and burglary.



t store
asuransi kebakaran

Asuransi kebakaran t store adalah asuransi yang memberikan proteksi terhadap pemilik dan penyewa tempat usaha apabila terjadi kerugian atau kerusakan pada harta benda akibat kebakaran, petir, ledakan, kejatuhan pesawat terbang dan asap serta dapat diperluas.

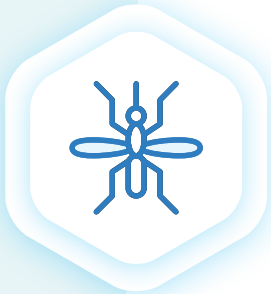
t store Fire Insurance provides protection for business owners and tenants against losses or damages to property caused by Fire, Lightning, Explosion, Falling Aircraft, and Smoke. The coverage can also be extended as needed.



t foid
asuransi typhus

Produk t foid memberikan santunan tunai harian kepada peserta yang terkena penyakit thypus sesuai dengan yang tercantum dalam Ikhtisar Polis. Selama periode asuransi, peserta yang memerlukan tindakan rawat inap di rumah sakit menerima santunan sesuai kebijakan Polis.

The t foid product provides daily cash benefits to participants diagnosed with typhoid, as stated in the Policy Summary. During the insurance period, participants requiring hospitalization receive compensation in accordance with the terms of the Policy.



t dengue
asuransi demam berdarah

Asuransi t dengue adalah asuransi berupa santunan tunai harian kepada peserta yang terkena penyakit demam berdarah dengue sesuai yang tercantum pada Ikhtisar Polis. Selama periode asuransi, peserta yang memerlukan tindakan rawat inap di rumah sakit menerima santunan sesuai kebijakan Polis.

t dengue insurance provides daily cash benefits to participants diagnosed with dengue fever, as stated in the Policy Summary. During the insurance period, participants requiring hospitalization receive compensation in accordance with the terms of the Policy.



t protect
asuransi kecelakaan diri

Asuransi kecelakaan diri t protect menjamin risiko yang terjadi akibat kecelakaan dan dapat diperluas dengan beberapa jaminan berupa santunan untuk biaya pemakaman, kehilangan pendapatan akibat kecelakaan, kerusakaan barang.

t protect personal accident insurance covers risks resulting from accidents and can be extended to include benefits such as funeral expenses, loss of income due to accidents, and damage to personal belongings.

travella
asuransi perjalanan

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

Insurance that provides protection for passengers while traveling, both domestically and abroad.



fracture
asuransi patah tulang

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

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



mudik

Asuransi yang menjamin kematian, cacat tetap sebagian maupun total, serta biaya pengobatan bagi para pemudik.

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



personal cyber

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

Comprehensive online protection that shields customers from e-payment fraud, identity theft, and missing, damaged, or undelivered items in 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, serta santunan biaya tempat tinggal sementara akibat kebakaran, petir, ledakan, kecelakaan pesawat terbang, dan 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, and smoke from building fires (excluding smoke from forest or peat fires).



t lube

Produk t lube memberikan manfaat santunan jika Tertanggung mengalami kecelakaan saat berkendara, serta santunan jika kendaraan Tertanggung mengalami kerugian total konstruktif 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
SERVICES

Tugu Insurance juga berkomitmen untuk selalu mengutamakan kepuasan pelanggan, dengan menyediakan layanan unggul yang mudah diakses oleh 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)**
   Tugu Insurance menyediakan layanan bantuan 24 jam dengan tiga jenis armada: unit derek, unit *towing*, dan sepeda motor. Perusahaan menawarkan layanan tanggap darurat pertama, termasuk perbaikan ban, *jumper* aki, dan bantuan untuk kejadian tak terduga seperti kecelakaan di jalan.

3. ***Point of Sales & Services* (PoSS)**
   Tugu Insurance memiliki 31 PoSS yang tersebar di seluruh Indonesia untuk dapat membantu pelanggan di seluruh Area.

   Para pelanggan dapat langsung datang ke PoSS terdekat dari domisili untuk mendapatkan layanan antara lain mengetahui produk informasi, melakukan pembelian asuransi sampai dengan pengajuan klaim.

4. **Aplikasi t friends**
   Aplikasi ini memudahkan personel pemasaran Tugu Insurance, baik internal (petugas pemasaran) maupun eksternal (agen/*partner* lainnya Tugu Insurance), dalam menjual produk asuransi Tugu Insurance. Aplikasi t friends dapat diunduh melalui Google Play untuk platform Android dan Apple App Store. Fitur-fitur aplikasi t friends meliputi:
   a. Penjualan produk asuransi ritel;
   b. Melihat tawaran dan polis yang sudah terjual.

Tugu Insurance is also committed to always prioritizing customer satisfaction by providing accessible, excellent services to customers, such as:

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

2. **t rex (Tugu Real Experience)**
   Tugu Insurance offers 24-hour service assistance with three types of fleets: crane units, towing units, and motorcycles. The company provides first emergency response services, including tire repairs, battery jump-starts, and handling unexpected incidents such as road accidents.

3. **Point of Sales & Services (PoSS)**
   Tugu Insurance has 31 PoSS locations across Indonesia to assist customers in all regions.

   Customers can visit the nearest PoSS from their location to access services such as product information, insurance purchases, and claim submissions.

4. **t friends Application**
   This application simplifies the process for Tugu Insurance's marketing personnel, both internal (marketing officers) and external (agents/other Tugu Insurance partners), in selling Tugu Insurance products. The t friends application can be downloaded via Google Play for Android and the Apple App Store. The features of the t friends application include:
   a. Selling retail insurance products;
   b. Viewing offers and policies that have already been sold.

Peta Wilayah Operasional
Operational Areas

Tugu Insurance beroperasi di Indonesia dan memiliki kantor perwakilan internasional di Hong Kong. Kantor pusat perusahaan terletak di DKI Jakarta, dengan 31 Titik Penjualan dan Layanan (PoSS) yang tersebar di kota-kota besar di Indonesia. Informasi wilayah operasional disajikan dalam tabel berikut:

Tugu Insurance operates in Indonesia and has international presence with Representative Offices in Hong Kong. The company's headquarters is located in DKI Jakarta, with 31 Points of Sales and Services (PoSS) strategically situated in major cities across Indonesia. The operational area information is presented in the following table:



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, DKI Jakarta
13720 No. Unit: LT2 - 55

9 SERPONG POSS
Ruko Bolsena Blok A 33,
Jl. Gading Serpong Boulevard No. 33,
Kab. 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, Kel.
Kebun Bunga, Kec. 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

* Khusus menangani Asuransi Syariah
* Specifically handles Sharia Insurance
** Per bulan Agustus-Desember 2024, lokasi PoSS Pondok Indah dan Cibubur pindah ke *Head Office* (Jl. H.R. Rasuna Said Kav C8-9, Jakarta 12920)
** From August to December 2024, the PoSS Pondok Indah and Cibubur location will be relocated to the Head Office (Jl. H.R. Rasuna Said Kav C8-9, Jakarta 12920)

Keanggotaan dalam Asosiasi
Membership in Associations

Tugu Insurance merupakan anggota dari beberapa asosiasi yang relevan dengan sektor bisnis perusahaan dan statusnya sebagai perusahaan terbuka. Asosiasi-asosiasi yang diikuti oleh perusahaan pada tahun 2024 adalah sebagai berikut:

Tugu Insurance is a member of several associations related to its business sector and its status as a public company. The associations that the company has been involved with in 2024 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



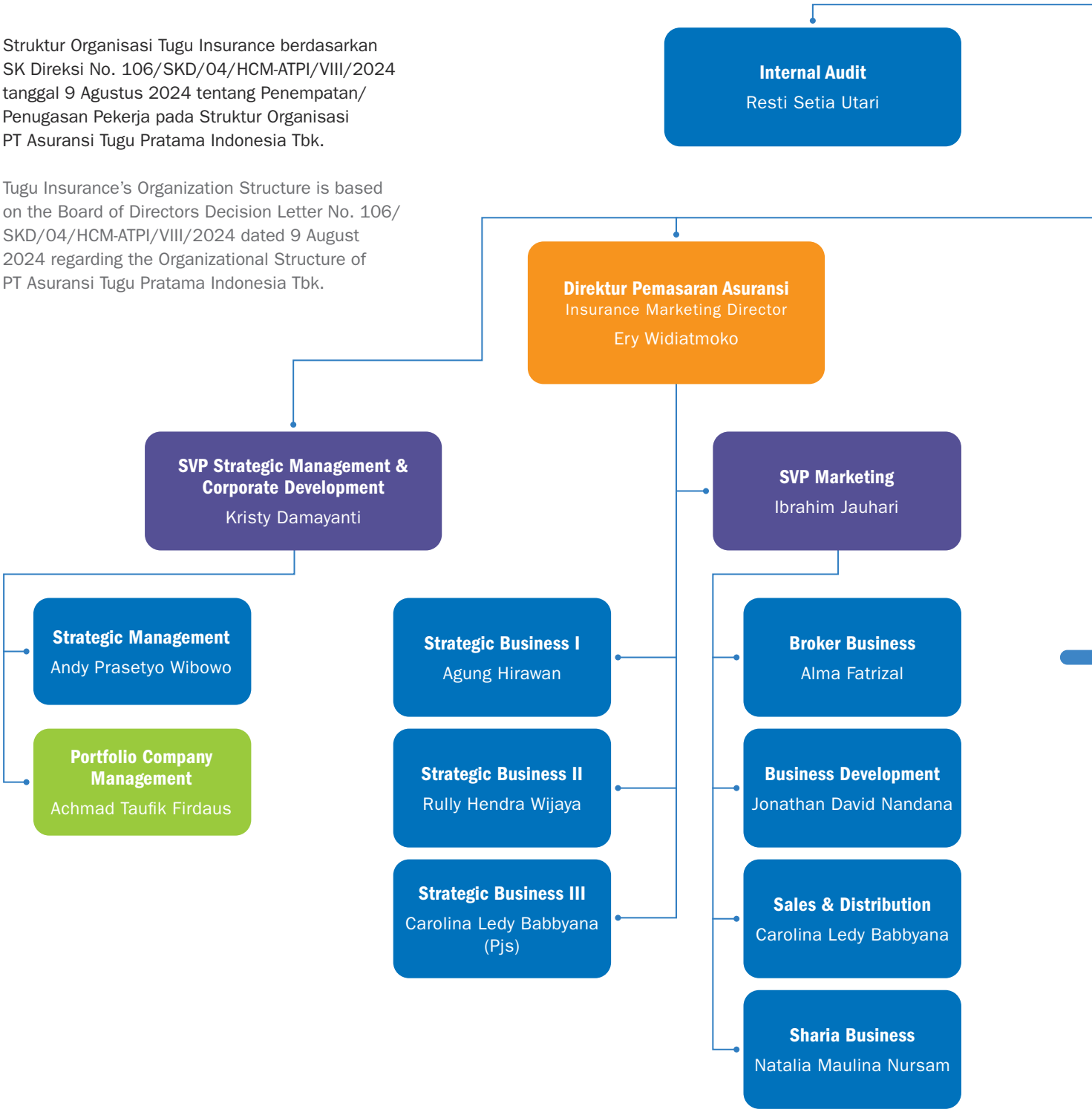

insurance
tugu

Struktur Organisasi Tugu Insurance

Tugu Insurance Organizational Structure

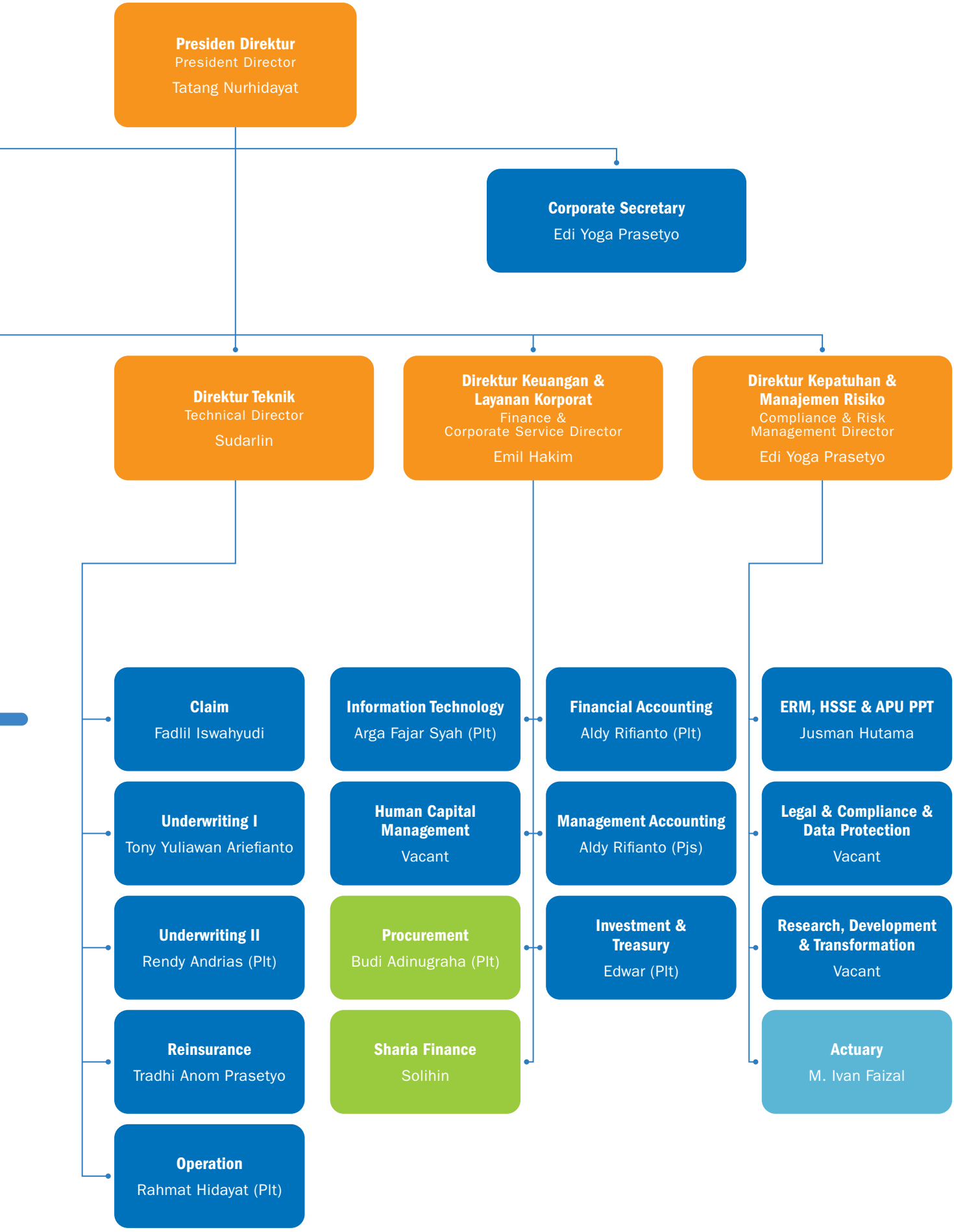
Struktur Organisasi Tugu Insurance berdasarkan SK Direksi No. 106/SKD/04/HCM-ATPI/VIII/2024 tanggal 9 Agustus 2024 tentang Penempatan/ Penugasan Pekerja pada Struktur Organisasi PT Asuransi Tugu Pratama Indonesia Tbk.

Tugu Insurance's Organization Structure is based on the Board of Directors Decision Letter No. 106/ SKD/04/HCM-ATPI/VIII/2024 dated 9 August 2024 regarding the Organizational Structure of PT Asuransi Tugu Pratama Indonesia Tbk.



Keterangan:

- Presiden Direktur & Direktur
- SVP/Deputi Direktur
- Group
- Direct Report Department
- Posisi Fungsional


Presiden Direktur
President Director
Tatang Nurhidayat
Corporate Secretary
Edi Yoga Prasetyo
Direktur Teknik
Technical Director
Sudarlin
Direktur Keuangan & Layanan Korporat
Finance & Corporate Service Director
Emil Hakim
Direktur Kepatuhan & Manajemen Risiko
Compliance & Risk Management Director
Edi Yoga Prasetyo
Claim
Fadlil Iswahyudi
Underwriting I
Tony Yuliawan Ariefianto
Underwriting II
Rendy Andrias (Plt)
Reinsurance
Tradhi Anom Prasetyo
Operation
Rahmat Hidayat (Plt)
Information Technology
Arga Fajar Syah (Plt)
Human Capital Management
Vacant
Procurement
Budi Adinugraha (Plt)
Sharia Finance
Solihin
Financial Accounting
Aldy Rifianto (Plt)
Management Accounting
Aldy Rifianto (Pjs)
Investment & Treasury
Edwar (Plt)
ERM, HSSE & APU PPT
Jusman Hutama
Legal & Compliance & Data Protection
Vacant
Research, Development & Transformation
Vacant
Actuary
M. Ivan Faizal

Profil Dewan Komisaris
Board of Commissioners' Profiles

Perubahan dalam Komposisi Dewan Komisaris
Changes in the Board of Commissioners

Berdasarkan perubahan komposisi tersebut, anggota Dewan Komisaris Perseroan per 31 December 2024 adalah sebagai berikut:

Based on the last changes in the composition. Company's Board of Commissioners members as of 31 December 2024 is as follows:

Nama Name	Sebelum RUPST 29 April 2024 Prior AGMS 29 April 2024	Sejak RUPST 29 April 2024 s.d. 31 December 2024 Since AGMS 29 April 2024 until 31 December 2024	Keterangan Remarks
Dian Masyita	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner		Tidak lagi menjabat sebagai Presiden Komisaris dan Komisaris Independen sejak ditutupnya RUPST 29 April 2024. No longer serves as President Commissioner & Independent Commissioner since the closing of the AGMS on 29 April 2024.
Abdul Ghofar		Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	Diangkat sebagai Presiden Komisaris & Komisaris Independen berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) yang diselenggarakan pada 29 April 2024. Pengangkatan ini mulai berlaku efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK), sebagaimana diatur dalam Keputusan Anggota Dewan Komisioner OJK No. Kep-90/D.05/2024 tertanggal 3 Desember 2024 dan dinyatakan dalam Surat OJK No. S-3626/PD.021/2024 tertanggal 5 Desember 2024. Appointed as President Commissioner & Independent Commissioner based on the resolution of the Annual General Meeting of Shareholders (AGMS) held on 29 April 2024. This appointment became effective after obtaining approval from the Financial Services Authority (OJK), as stipulated in the OJK Board of Commissioners' Decision No. Kep-90/D.05/2024 dated 3 December 2024, and stated in OJK Letter No. S-3626/PD.021/2024 dated 5 December 2024.
Bagus Agung Rahadiansyah	Komisaris Commissioner	Komisaris Commissioner	-
Samuel Ramna	Komisaris Commissioner	Komisaris Commissioner	-
Poerwo Tjahjono	Komisaris Independen Independent Commissioner	Komisaris Independen Independent Commissioner	-
Tajudin Noor	Komisaris Independen Independent Commissioner	Komisaris Independen Independent Commissioner	-

Berdasarkan perubahan komposisi tersebut, anggota Dewan Komisaris Perseroan per 31 Desember 2024 adalah sebagai berikut:

Based on the last changes in the composition. Company's Board of Commissioners members as of 31 December 2024 is as follows:

Nama Name	Jabatan Position
Abdul Ghofar	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner
Bagus Agung Rahadiansyah	Komisaris Commissioner
Samuel Ramna	Komisaris Commissioner
Poerwo Tjahjono	Komisaris Independen Independent Commissioner
Tajudin Noor	Komisaris Independen Independent Commissioner

Abdul Ghofar

Presiden Komisaris &
Komisaris Independen

President Commissioner &
Independent Commissioner



Warga negara Indonesia, berusia 48 tahun, berdomisili di Malang, Jawa Timur.

Diangkat sebagai Presiden Komisaris & Komisaris Independen untuk pertama kalinya berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) tanggal 29 April 2024, yang tercantum dalam Akta Notaris No. 189 tanggal 29 April 2024, Notaris Mala Mukti S.H.,LL.M. Beliau telah lulus Uji Kelayakan dan Kepatutan OJK berdasarkan Surat OJK No. S-3626/PD.021/2024 tanggal 5 Desember 2024.

Abdul Ghofar adalah lulusan Universitas Brawijaya dengan gelar Sarjana Ekonomi di bidang Akuntansi pada tahun 1999, kemudian melanjutkan studi S2 di Universitas Gadjah Mada dan meraih gelar Master Akuntansi pada tahun 2001, serta studi lebih lanjut di Melbourne University, Australia pada tahun 2006. Abdul Ghofar meraih gelar Doktor Administrasi Bisnis dari Victoria University, Australia pada tahun 2014. Dengan lebih dari 24 tahun pengalaman yang beragam dan substansial, Abdul Ghofar telah membangun karir yang luar biasa. Keanggotaannya di Dewan Sertifikasi Ikatan Akuntan Publik Indonesia (IAPI) dari tahun 2013 hingga 2017 menegaskan kredibilitasnya di bidang akuntansi. Selain itu, keanggotaannya saat ini di Dewan Sertifikasi Chartered Accountant, Ikatan Akuntan Indonesia (IAI) dari tahun 2020 hingga 2024 menunjukkan kontribusinya yang berkelanjutan di industri ini.

Selain karir profesionalnya, Abdul Ghofar juga memberikan kontribusi yang signifikan dalam dunia pendidikan. Beliau menjabat sebagai Plh Ketua Jurusan Akuntansi Fakultas Ekonomi dan Bisnis Universitas Brawijaya pada Agustus-Desember 2017. Tidak lama setelah itu, Abdul Ghofar dipercaya untuk menjabat sebagai Wakil Dekan Bidang Akademik Fakultas Ekonomi dan Bisnis Universitas Brawijaya dari tahun 2017 hingga 2021, dan sejak tahun 2021 hingga sekarang, beliau menjabat sebagai Dekan Fakultas Ekonomi dan Bisnis Universitas Brawijaya, yang menunjukkan keterlibatannya yang luas dalam memajukan pendidikan dan akademik.

Indonesian citizen, 48 years old, currently residing in Malang, East Java.

Appointed as President Commissioner & Independent Commissioner for the first time based on the resolution of the Annual General Meeting of Shareholders (AGMS) dated 29 April 2024, as detailed in Notary Deed No. 189 on 29 April 2024, by Notary Mala Mukti S.H., LL.M. He has passed the OJK Fit and Proper Test as per OJK Letter No. S-3626/PD.021/2024 dated 5 December 2024.

Abdul Ghofar is a graduate of Brawijaya University, where he earned his Bachelor's degree in Economics with a focus on Accounting in 1999. He went on to receive his Master's degree in Accounting from Gadjah Mada University in 2001, followed by further studies at Melbourne University, Australia, in 2006. Abdul Ghofar earned his Doctorate in Business Administration from Victoria University, Australia, in 2014. With over 24 years of diverse and substantial experience, Abdul Ghofar has built a remarkable career. His membership in the Certification Board of the Indonesian Institute of Public Accountants (IAPI) from 2013 to 2017 underscores his credibility in the field of accounting. Furthermore, his current membership in the Certification Board of Chartered Accountants, Indonesian Institute of Accountants (IAI), from 2020 to 2024 highlights his continued contribution to the industry.

In addition to his professional career, Abdul Ghofar has also made significant contributions to the field of education. He served as the Acting Head of the Accounting Department at the Faculty of Economics and Business at Brawijaya University from August to December 2017. Shortly thereafter, Abdul Ghofar was entrusted with a strategic role as the Vice Dean for Academic Affairs at the Faculty of Economics and Business at Brawijaya University from 2017 to 2021, and he has since held the position of Dean of the Faculty of Economics and Business at Brawijaya University since 2021, demonstrating his extensive involvement in advancing education and academia.

Bagus Agung Rahadiansyah

Komisaris

Commissioner



Warga negara Indonesia, berusia 49 tahun, berdomisili di Jakarta Selatan.

Diangkat sebagai Komisaris Perusahaan untuk pertama kalinya berdasarkan Keputusan RUPS Tahunan tanggal 17 Mei 2022 yang tercantum dalam Akta Notaris No. 51 tanggal 17 Mei 2022, Notaris Jose Dima Satria S.H., M.Kn. Beliau telah lulus Uji Kelayakan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisaris No. KEP-29/KDK.05/2023 tanggal 23 Juni 2023.

Bagus Agung Rahadiansyah memiliki berbagai sertifikat kompetensi manajemen risiko yang dikeluarkan oleh Badan Nasional Sertifikasi Profesi (BNSP), seperti *Qualified Risk Governance Professional* (QRGP), Manajemen Risiko Perbankan Level 4, dan *Treasury Dealer Level Advance.* Beliau juga memiliki Sertifikat Internasional dalam Risiko dan Regulasi Perbankan yang dikeluarkan oleh Global Association of Risk Professionals (GARP).

Bagus Agung Rahadiansyah menyelesaikan pendidikan Sarjana Ekonomi di bidang Manajemen Keuangan dari Fakultas Ekonomi Universitas Indonesia pada tahun 2001 dan meraih Diploma di bidang Analisis Teknikal dari Australian Technical Analysts Association yang bekerja sama dengan Securities Institute of Australia.

Beliau memiliki pengalaman yang luas di sektor keuangan, terbukti dengan karir yang sukses di berbagai 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), Director - Head of Investor Sales di Citibank NA Jakarta Branch (2015-2019), dan Director - Head of Investor Sales di PT Bank ANZ Indonesia (2019-2020). Sejak tahun 2020, beliau menjabat sebagai Senior Vice President Corporate Finance di Direktorat Keuangan PT Pertamina (Persero).

Selama kariernya, Bagus Agung Rahadiansyah aktif dalam pengelolaan asosiasi profesional di industri keuangan, seperti Indonesia Foreign Exchange Market Committee dan ACI FMA Indonesia. Beliau juga terlibat dalam berbagai tim kerja dan inisiatif bersama otoritas dan pemangku kepentingan industri keuangan, seperti Otoritas Jasa Keuangan, Bank Indonesia, dan Kementerian Keuangan Republik Indonesia. Selain itu, beliau memiliki berbagai izin profesi di sektor industri keuangan dan pasar modal, seperti Wakil Pialang Efek, Wakil Penjamin Emisi Efek, dan Wakil Pialang Berjangka.

Indonesian citizen, 49 years old, currently residing in South Jakarta.

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

Bagus Agung Rahadiansyah holds multiple risk management competence certificates from the National Professional Certification Agency (BNSP), including Qualified Risk Governance Professional (QRGP), Banking Risk Management Level 4, and Treasury Dealer Level Advance. He also possesses an International Certificate in Banking Risk and Regulation from the Global Association of Risk Professionals (GARP).

He earned a Bachelor of Economics in Financial Management from the Faculty of Economics at the University of Indonesia in 2001 and a Diploma in Technical Analysis from the Australian Technical Analysts Association, in cooperation with the Securities Institute of Australia.

Bagus Agung Rahadiansyah has built an impressive career in the financial sector, with experience in leading financial and banking institutions. He has served as a Trader at PT Danareksa (Persero), AVP Institutional Sales at Hong Kong and Shanghai Banking Corporation Limited Jakarta Branch (2006-2008), Head of Investor Sales at PT Bank ANZ Indonesia (2008-2015), Director - Head of Investor Sales at Citibank NA Jakarta Branch (2015-2019), and Director - Head of Investor Sales at PT Bank ANZ Indonesia (2019-2020). Since 2020, he has been serving as Senior Vice President of Corporate Finance at the Finance Directorate of PT Pertamina (Persero).

Throughout his career, Bagus Agung Rahadiansyah has been actively involved in professional associations in the financial industry, such as the Indonesia Foreign Exchange Market Committee and ACI FMA Indonesia. He has participated in various task forces and initiatives with financial industry authorities and stakeholders, including the Financial Services Authority, Bank Indonesia, and the Ministry of Finance of the Republic of Indonesia. Additionally, he holds several professional licenses in the financial and capital markets sectors, such as Securities Broker Representative, Underwriter Representative, and Futures Broker Representative.

Samuel Ramna

Komisaris

Commissioner



Warga negara Indonesia, berusia 29 tahun, berdomisili di Jakarta Utara.

Beliau diangkat sebagai Komisaris untuk masa jabatan pertama sesuai dengan keputusan RUPST pada 28 April 2023, yang tercantum dalam Akta No. 122 tanggal 28 April 2023 dari Notaris Jose Dima Satria, S.H., M.Kn. Beliau telah lulus Uji Kelayakan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisaris No. KEP-41/KDK.05/2023 tanggal 4 Desember 2023.

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

Pada tahun 2023, beliau juga memperoleh sertifikasi manajemen risiko sebagai *Qualified Risk Governance Professional* (QRGP) dari Lembaga Sertifikasi Profesi Mitra Kalyana Sejahtera (LSP MKS) dan Badan Nasional Sertifikasi Profesi (BNSP).

Kariernya dimulai di PT Nusantara Sugihartana Internasional, di mana beliau menjabat berbagai posisi, antara lain sebagai Analyst dari 2016 hingga 2018, Associate dari 2019 hingga 2021, dan Vice President sejak 2022 hingga sekarang.

A citizen of Indonesia, 29 years old, residing in North Jakarta.

He was appointed as a Commissioner for his first term in line with the AGMS decision on 28 April 2023, as documented in Deed No. 122 on the same date by Notary Jose Dima Satria, S.H., M.Kn. He successfully passed the OJK Fit and Proper Test as per the Board of Commissioners Decree No. KEP-41/KDK.05/2023 dated 4 December 2023.

He graduated with a Bachelor of Economics (cum laude) from the University of California, Berkeley, in 2013, earned a Master of Economics from the University of Southern California in 2014, and completed a Master of Science in Actuarial Science from Columbia University in 2016.

In 2023, he also obtained a risk management certification as a Qualified Risk Governance Professional (QRGP) from the Mitra Kalyana Sejahtera Professional Certification Institute (LSP MKS) and the National Professional Certification Agency (BNSP).

His career began at PT Nusantara Sugihartana Internasional, where he held various positions, including Analyst from 2016 to 2018, Associate from 2019 to 2021, and Vice President from 2022 to the present.

Poerwo Tjahjono

Komisaris Independen

Independent Commissioner



Warga negara Indonesia, berusia 68 tahun, saat ini berdomisili di Jakarta Selatan.

Ia diangkat sebagai Komisaris Independen perusahaan untuk periode pertama sesuai dengan keputusan RUPST pada 30 Juni 2020, yang tercatat dalam Akta No. 182 tertanggal 30 Juni 2020 oleh Notaris Jose Dima Satria, S.H., M.Kn. Ia telah lolos Uji Kelayakan dan Kepatutan OJK berdasarkan Keputusan Dewan Komisaris OJK No. KEP-80/KDK.05/2020 yang dikeluarkan pada 10 November 2020.

Poerwo Tjahjono menyelesaikan pendidikan Sarjana Ekonomi di bidang Akuntansi di Universitas Padjajaran, Bandung pada 1984, dan melanjutkan pendidikan Magister Manajemen di Universitas Gadjah Mada, Yogyakarta pada 1999.

Ia memiliki sertifikat kompetensi di bidang manajemen risiko dengan kualifikasi *Qualified Risk Governance Professional* (QRGP) yang diterbitkan oleh Badan Nasional Sertifikasi Profesi (BNSP). Selain itu, ia juga memperoleh gelar Chartered Accountant Indonesia (CA) sebagai akuntan profesional sesuai dengan standar internasional.

Poerwo Tjahjono memulai kariernya di PT Pertamina (Persero) pada 1986 hingga 2012, dengan posisi terakhir sebagai Senior Vice President Controller. Ia juga pernah menjabat sebagai Komisaris PT Pertamina Tongkang pada 2007-2011. Pada periode 2011-2013, ia menjabat sebagai Komisaris/Non Executive Director di Pertamina Energy Trading Limited serta Presiden Komisaris PT Patra Jasa. Ia juga berperan sebagai Anggota Komite Audit PT Pertamina Hulu Energi pada 2012-2015, dan Anggota Komite Pemantauan Manajemen Risiko PT Pertamina (Persero) pada 2015-2019.

An Indonesian citizen, 68 years old, currently residing in South Jakarta.

He was appointed as an Independent Commissioner of the company for the first term, in accordance with the resolution of the Annual General Meeting of Shareholders (AGMS) on 30 June 2020, as documented in Deed No. 182 dated 30 June 2020, by Notary Jose Dima Satria, S.H., M.Kn. He passed the OJK Fit and Proper Test based on the OJK Commissioner Board Decree No. KEP-80/KDK.05/2020, issued on 10 November 2020.

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

He holds a risk management competency certificate with the qualification of Qualified Risk Governance Professional (QRGP) issued by the National Professional Certification Agency (BNSP). Additionally, he is a Chartered Accountant Indonesia (CA), a professional accounting qualification aligned with international standards.

Poerwo Tjahjono began his career at PT Pertamina (Persero) in 1986, where he worked until 2012, with his final position as Senior Vice President Controller. He also served as Commissioner of PT Pertamina Tongkang from 2007 to 2011. From 2011 to 2013, he was appointed as Commissioner/Non-Executive Director at Pertamina Energy Trading Limited and President Commissioner at PT Patra Jasa. He was a member of the Audit Committee at PT Pertamina Hulu Energi from 2012 to 2015 and a member of the Risk Management Monitoring Committee at PT Pertamina (Persero) from 2015 to 2019.

Tajudin Noor

Komisaris Independen

Independent Commissioner



Warga negara Indonesia, berusia 58 tahun, berdomisili di Bogor, Jawa Barat.

Beliau diangkat sebagai Komisaris Independen untuk periode pertama berdasarkan keputusan RUPS pada 28 April 2023, sebagaimana tercantum dalam Akta No. 122 tanggal 28 April 2023 dari Notaris Jose Dima Satria, S.H., M.Kn. Beliau telah lulus Uji Kelayakan dan Kepatutan (*Fit and Proper Test*) OJK berdasarkan Keputusan Dewan Komisaris No. KEP-6/D.05/2024 tanggal 18 Januari 2024.

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

Beliau memiliki berbagai sertifikasi, antara lain Coaching the Culture Leader (2000) yang diselenggarakan oleh PT HRD Indonesia, Organizing Job Analysis for Hay System (2003) yang diselenggarakan oleh PT Bina Kompetensia Pesona, Quality Management System (2015) oleh PT BSI Group Indonesia, Global Executive Development Program (2016-2017) yang diselenggarakan oleh National University of Singapore, serta Sertifikasi Manajemen Risiko ISO 31000:2018 (2023) dari Widya Dharma Artha, dan Sertifikasi Manajemen Risiko skema *Qualified Risk Governance Professional* (QRGP) yang dikeluarkan oleh Badan Nasional Sertifikasi Profesi (BNSP) tahun 2023.

Karir beliau dimulai di PT Pertamina (Persero) pada tahun 1993, dengan berbagai jabatan, termasuk sebagai Direktur Business Support hingga tahun 2015. Beliau kemudian menjabat sebagai Vice President Treasury di PT Pertamina Geothermal Energy (2015-2017), Direktur Keuangan & Business Support di PT Pertamina Lubricants (2017-2018), dan Direktur Administrasi & Keuangan di PT Pertamina Patra Niaga (2018-2019). Selain itu, beliau juga menjabat sebagai Komisaris di PT Pertamina International Timor (2018-2020) dan PT Pertamina International Shipping (2019-2020). Beliau juga memegang peran penting di PT Pertamina (Persero), antara lain sebagai Sekretaris Perusahaan (2019-2020), Senior Vice President Human Capital (2020-2022), dan Senior Vice President Logistics Integration & Optimization (2022).

Indonesian citizen, 58 years old, currently residing in Bogor, West Java.

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

He holds a Bachelor's degree in Management Economics from Airlangga University (1992) and a Master's degree in Management and Business from the Bogor Agricultural Institute (2015).

His qualifications include several certifications, such as Coaching the Culture Leader (2000) by PT HRD Indonesia, Organizing Job Analysis for Hay System (2003) by PT Bina Kompetensia Pesona, Quality Management System (2015) by PT BSI Group Indonesia, the Global Executive Development Program (2016-2017) by the National University of Singapore, and ISO 31000:2018 Risk Management Certification (2023) by Widya Dharma Artha, and Risk Management Certification under the Qualified Risk Governance Professional (QRGP) scheme issued by the National Professional Certification Agency (BNSP) in 2023.

He began his career at PT Pertamina (Persero) in 1993, where he held various positions, including Director of Business Support until 2015. He then moved to PT Pertamina Geothermal Energy as Vice President of Treasury (2015-2017), PT Pertamina Lubricants as Director of Finance & Business Support (2017-2018), and PT Pertamina Patra Niaga as Director of Administration & Finance (2018-2019). Additionally, he served as Commissioner at PT Pertamina International Timor (2018-2020) and PT Pertamina International Shipping (2019-2020). He also held key roles at PT Pertamina (Persero), including Corporate Secretary (2019-2020), Senior Vice President of Human Capital (2020-2022), and Senior Vice President of Logistics Integration & Optimization (2022).

Informasi Mengenai Rangkap Jabatan Anggota Dewan Komisaris

Information Regarding Concurrent Positions of Members of The Board of Commissioners

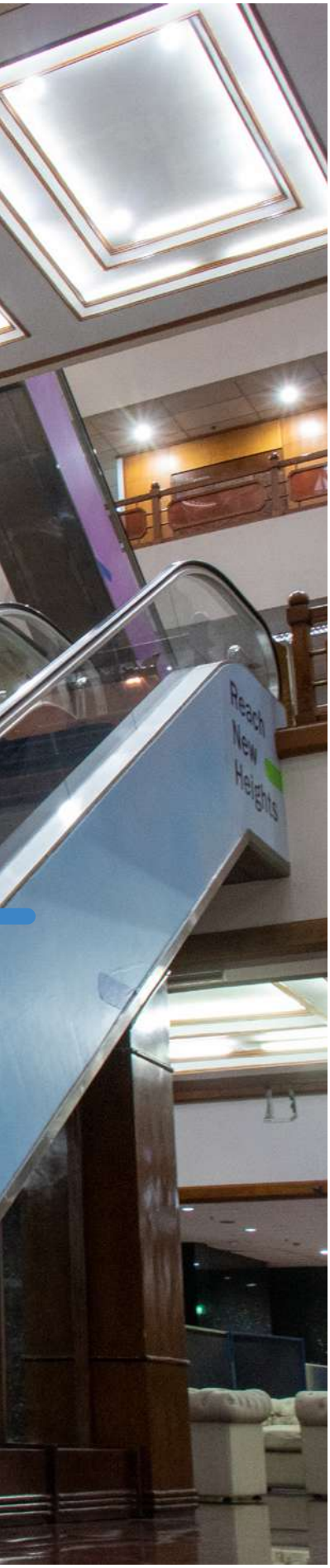
Nama Name	Jabatan di Tugu Insurance Position in Tugu Insurance	Rangkap Jabatan Concurrent Position	
		Di Dalam TUGU Group In TUGU Group	Di Luar TUGU Group Outside TUGU Group
Abdul Ghofar	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	Ketua Komite Pemantau Risiko Tugu Insurance (13 Desember 2024-sekarang). Chairman of the Risk Monitoring Committee of Tugu Insurance (13 December 2024-present).	• Dekan Fakultas Ekonomi dan Bisnis Universitas Brawijaya (Juni 2021-sekarang). • Anggota Dewan Sertifikasi Chartered Accountant, Ikatan Akuntan Indonesia (IAI), periode 2020-2028. • Dosen Jurusan Akuntansi Fakultas Ekonomi dan Bisnis Universitas Brawijaya (2002-sekarang). • Dean of the Faculty of Economics and Business Brawijaya University (June 2021-present). • Member of the Chartered Accountant Certification Board, Indonesian Institute of Accountants (IAI), period 2020-2028. • Lecturer, Department of Accounting, Faculty of Economics and Business Brawijaya University (2002-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 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	Ketua Komite Nominasi dan Remunerasi Tugu Insurance (19 Januari 2024-sekarang). Chairman of the Nomination and Remuneration Committee of Tugu Insurance (19 January 2024-present).	-

Informasi Mengenai Hubungan Afiliasi Anggota Dewan Komisaris

Information Regarding Concurrent Positions 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
Abdul Ghofar	✕	✕	✕	✕	✕	✕	✕	✕
Bagus Agung Rahadiansyah	✕	✕	✕	✕	✕	✕	✕	✓
Samuel Ramna	✕	✕	✕	✕	✕	✕	✕	✕
Poerwo Tjahjono	✕	✕	✕	✕	✕	✕	✕	✕
Tajudin Noor	✕	✕	✕	✕	✕	✕	✕	✕


AKHLAK
Together, We Fight



Profil Direksi
Board of Directors' Profiles

Perubahan dalam Komposisi Direksi
Changes in the Board of Directors Composition

Nama Name	Sebelum RUPST 29 April 2024 Prior AGMS 29 April 2024	Sejak RUPST 29 April 2024 s.d. 31 December 2024 Since AGMS 29 April 2024 until 31 December 2024
Tatang Hurhidayat	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
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	Direktur Pemasaran Asuransi Insurance Marketing Director
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director
Sudarlin	Direktur Teknik Technical Director	Direktur Teknik Technical Director

Dengan demikian, Anggota Direksi Tugu Insurance per 31 Desember 2024 adalah sebagai berikut:

Therefore, the members of the Tugu Insurance's Board of Directors as of 31 December 2024 are as follows:

Nama Name	Jabatan Position
Tatang Hurhidayat	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



Tatang Nurhidayat, seorang warga negara Indonesia yang berusia 39 tahun, berdomisili di Jawa Barat, Indonesia.

Ia diangkat sebagai Direktur Utama Tugu Insurance untuk masa jabatan pertamanya melalui Rapat Umum Pemegang Saham Tahunan (RUPST) pada 17 Mei 2022, sebagaimana tercantum dalam Akta No. 49 tertanggal 9 Juni 2022 oleh Notaris Jose Dima Satria, S.H., M.Kn. Tatang berhasil lulus Penilaian Kemampuan dan Kepatutan OJK sesuai dengan Keputusan Dewan Komisioner OJK No. Kep-32/KDK.05/2022 tertanggal 16 Agustus 2022.

Tatang memiliki gelar Sarjana Ilmu Kelautan dari Universitas Diponegoro (2008) dan gelar Magister Ekonomi Islam dari Sekolah Tinggi Ekonomi Islam (STEI) Tazkia (2018). Kariernya di sektor asuransi dimulai sebagai Management Trainee di PT Asuransi Adira Dinamika, di mana ia dengan cepat membangun reputasi yang kuat. Ia pernah menjabat sebagai Direktur Pemasaran di PT Asuransi Takaful Umum dari 2019 hingga 2021, Presiden Komisaris di PT LSP Perasuransian Syariah dari 2020 hingga 2022, dan Sharia Group Head di PT Asuransi Bintang dari 2012 hingga 2018. Selain itu, ia menjabat sebagai Wakil Ketua Asosiasi Asuransi Syariah Indonesia (AASI) dari 2017 hingga 2020, kemudian menjadi Ketua Umum pada tahun 2020, yang masih dipegangnya hingga saat ini. Sejak tahun 2021, ia juga menjabat sebagai Ketua Umum Dewan Asuransi Indonesia (DAI).

Tatang Nurhidayat memiliki sertifikasi sebagai berikut:

Tatang Nurhidayat, an Indonesian citizen, 39 years old, resides in West Java, Indonesia.

He was appointed as the President Director of Tugu Insurance for his first term through the Annual General Meeting of Shareholders (AGMS) on 17 May 2022, as recorded in Deed No. 49, dated 9 June 2022, by Notary Jose Dima Satria, S.H., M.Kn. He successfully passed the OJK Fit and Proper Assessment, as outlined in the OJK Commissioner Board Decree No. Kep-32/KDK.05/2022, dated 16 August 2022.

Tatang holds a Bachelor's degree in Marine Science from Diponegoro University (2008) and a Master's degree in Islamic Economics from Sekolah Tinggi Ekonomi Islam (STEI) Tazkia (2018). His career in the insurance sector began as a Management Trainee at PT Asuransi Adira Dinamika, where he quickly established a strong reputation. He served as Marketing Director at PT Asuransi Takaful Umum from 2019 to 2021, President Commissioner at PT LSP Perasuransian Syariah from 2020 to 2022, and Sharia Group Head at PT Asuransi Bintang from 2012 to 2018. Additionally, he held the position of Vice Chairman of the Indonesian Sharia Insurance Association from 2017 to 2020, later becoming the General Chairman in 2020, a role he currently holds. Since 2021, he has also served as the General Chairman of the Indonesian Insurance Council (DAI).

Tatang Nurhidayat holds the following certifications:

No.	Jenis Ketrampilan Skill Type	Keterangan Remarks
1	Implementation & Internal Auditor ISO 9001:2008	Neville Clarke, 2013
2	Certified Islamic Insurance Specialist	IIS, 2014
3	Certified in Life Insurance	LSP AAMAI, 2017
4	Certified in General Insurance	LSP AAMAI, 2018
5	Qualified in Risk Governance Practitioner (QRGP)	LSP MSK, 2022
6	Associate of Islamic Insurance Society (AIIS)	IIS, 2020
7	Senior Associate CIP	Australian and New Zealand Institute of Insurance and Finance (ANZIIF), 2024
8	Fellowship Malaysian Insurance Institute	FMII, 2023

Tatang telah meraih sertifikasi dari AIIS dan QRGP, serta aktif dalam berbagai organisasi profesional. Pada tahun 2023, beliau secara resmi tergabung dalam Fellowship Malaysian Insurance Institute (FMII), dan pada tahun 2024 menjadi Senior Associate CIP ANZIIF. Ia juga aktif dalam berbagai organisasi profesional lainnya, meliputi keanggotaannya menjadi anggota Komite IKNB di Masyarakat Ekonomi Syariah (MES), anggota Dewan Pengawas di Lembaga Alternatif Penyelesaian Sengketa Sektor Jasa Keuangan (LAPS SJK), dan anggota Dewan Pengawas Yayasan Asuransi Indonesia. Pengalaman dan peran kepemimpinannya yang luas menegaskan komitmennya dalam memajukan industri asuransi dan asuransi syariah di Indonesia.

Tatang has obtained certifications from AIIS and QRGP and is actively involved in various professional organizations. In 2023, he officially joined the Fellowship of the Malaysian Insurance Institute (FMII), and in 2024, he became a Senior Associate CIP ANZIIF. He is also actively engaged in several other professional organizations, including serving as a member of the IKNB Committee at the Islamic Economic Society (MES), a Supervisory Board member at the Financial Services Sector Alternative Dispute Resolution Institution (LAPS SJK), and a Supervisory Board member at the Indonesian Insurance Foundation. His extensive experience and leadership roles underscore his commitment to advancing the insurance and Sharia insurance industry in Indonesia.

Emil Hakim

Direktur Keuangan & Layanan Korporat

Finance & Corporate Service Director



Emil Hakim, seorang warga negara Indonesia yang berusia 47 tahun, berdomisili di Pondok Kelapa, DKI Jakarta, Indonesia.

Emil Hakim, an Indonesian citizen, currently 47 years old, resides in Pondok Kelapa, DKI Jakarta, Indonesia.

Ia diangkat kembali sebagai Direktur Keuangan & Layanan Korporat di Tugu Insurance untuk masa jabatan kedua berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) pada 29 April 2024, yang dicatat dalam Akta No. 78 tertanggal 22 Mei 2024 oleh Notaris Mala Mukti, S.H., LL.M. Emil lulus Penilaian Kemampuan dan Kepatutan OJK sesuai dengan Keputusan Dewan Komisioner OJK No. KEP-48/KDK.05/2021 tertanggal 10 September 2021.

He was reappointed as Finance & Corporate Service Director at Tugu Insurance for a second term based on the resolution of the Annual General Meeting of Shareholders (AGMS) on 29 April 2024, as recorded in Deed No. 78 dated 22 May 2024, by Notary Mala Mukti, S.H., LL.M. Emil successfully passed the OJK Fit and Proper Assessment, as indicated in the OJK Commissioner Board Decree No. KEP-48/KDK.05/2021, dated 10 September 2021.

Emil Hakim memiliki sertifikasi sebagai berikut:

Emil Hakim holds the following certifications:

No.	Jenis Ketrampilan Skill Type	Keterangan Remarks
1	Chartered Accountant Indonesia 11.D27537	Dikeluarkan oleh Ikatan Akuntan Indonesia, 2014 Issued by the Indonesian Institute of Accountants, 2014
2	Register Negara untuk Akuntan D-27537 State Register of Accountants D-27537	Kementrian Keuangan, 2021 Ministry of Finance, 2021
3	CFO Academy	Said Business School Oxford
4	Qualified in Risk Governance Professional	LPS MKS
5	Qualified Chief Risk Officer	Dikeluarkan oleh Badan Nasional Sertifikasi Profesi (2021) Issued by the National Professional Certification Agency (2021)

Ia menyelesaikan pendidikan Sarjana Ekonomi di bidang Akuntansi dari Universitas Sriwijaya (UNSRI) pada tahun 2000 dan meraih gelar Magister Keuangan Terapan dari Australian National University (ANU) pada tahun 2016. Emil memulai kariernya di PT Pertamina (Persero) pada tahun 2001, di mana ia menjadi Asisten Manajer dari 2008 hingga 2014. Setelah menyelesaikan gelar masternya, ia kembali melanjutkan kariernya di PT Pertamina sebagai Manajer Keuangan di Proyek RDMP Balikpapan hingga 2018. Kemudian, di anak perusahaan PT Pertamina Internasional EP, ia bertugas di Maurel & Prom di Paris sebagai Penasihat Keuangan Senior dari 2019 hingga 2020, sebelum menjabat sebagai Wakil Presiden Treasury di PT Pertamina Geothermal Energy dari 2020 hingga 2021.

He holds a Bachelor of Economics in Accounting from Sriwijaya University (UNSRI), which he completed in 2000, and a Master of Applied Finance from the Australian National University (ANU), earned in 2016. Emil began his career with PT Pertamina (Persero) in 2001, where he advanced to Assistant Manager, a position he held from 2008 to 2014. After obtaining his master's degree, he returned to PT Pertamina, eventually serving as Finance Manager for the Balikpapan RDMP Project until 2018. He later joined Maurel & Prom in Paris, a subsidiary of PT Pertamina Internasional EP, where he worked as a Senior Finance Advisor from 2019 to 2020, before becoming Vice President of Treasury at PT Pertamina Geothermal Energy from 2020 to 2021.

Ery Widiatmoko

Direktur Pemasaran Asuransi

Insurance Marketing Director



Seorang warga negara Indonesia, saat ini berusia 59 tahun, berdomisili di Bogor, Jawa Barat, Indonesia.

An Indonesian citizen, currently 59 years old, residing in Bogor, West Java, Indonesia.

Ia dipercaya kembali menjabat sebagai Direktur Pemasaran Asuransi untuk masa jabatan kedua berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) pada 28 April 2023, yang tercatat dalam Akta No. 124, tertanggal 28 April 2023 oleh Notaris Jose Dima Satria, S.H., M.Kn. di Jakarta. Ia berhasil lulus Penilaian Kemampuan dan Kepatutan OJK, yang tercantum dalam Keputusan OJK No. Kep-59/KDK.05/2020, tertanggal 23 September 2020.

He was reappointed as Insurance Marketing Director for a second term based on the resolution of the Annual General Meeting of Shareholders (AGMS) on 28 April 2023, as recorded in Deed No. 124, dated 28 April 2023, by Notary Jose Dima Satria, S.H., M.Kn., in Jakarta. He successfully passed the Fit and Proper Test by the Financial Services Authority (OJK), as stated in OJK Decision No. Kep-59/KDK.05/2020, dated 23 September 2020.

Ia memperoleh gelar Sarjana Teknik Geologi dari Universitas Pembangunan Nasional Veteran Yogyakarta (UPN) pada tahun 1991. Selain itu, ia juga aktif mengikuti program pendidikan eksekutif di Prasetiya Mulya Business School Executive Learning Institute (ELI) dalam bidang Manajemen Keuangan, Manajemen Strategis, dan Manajemen Umum dari tahun 2012 hingga 2013.

He earned his bachelor's degree in Geological Engineering from the Veteran Yogyakarta Pembangunan University (UPN) in 1991. Additionally, he participated in executive educational programs at Prasetiya Mulya Business School Executive Learning Institute (ELI) in Financial Management, Strategic Management, and General Business Management from 2012 to 2013.

Ery Widiatmoko memiliki sertifikasi sebagai berikut:

Ery Widiatmoko holds the following certifications:

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

Sebelum bergabung dengan Tugu Insurance sebagai Chief Network & Retail Business pada 25 April 2018, ia menjalani karier panjang di PT Asuransi Astra Buana sejak tahun 1992, dengan posisi terakhir sebagai Chief Network & Retail Business dari 2018 hingga 2020. Selama kariernya, beliau berhasil meraih berbagai penghargaan, salah satunya adalah Astra International Award untuk kategori "Outstanding Effort as Creative Value Chain Innovator" pada tahun 2015.

Before joining Tugu Insurance as Chief Network & Retail Business on 25 April 2018, he had a long career at PT Asuransi Astra Buana since 1992, with his last position as Chief Network & Retail Business from 2018 to 2020. Throughout his career, he has achieved various awards, including the Astra International Award in the 'Outstanding Effort as Creative Value Chain Innovator' category in 2015.

Edi Yoga Prasetyo

Direktur Kepatuhan & Manajemen Risiko

Compliance & Risk Management Director



Warga negara Indonesia, saat ini berusia 53 tahun, berdomisili di Tangerang, Banten, Indonesia.

Ia diangkat sebagai Direktur Kepatuhan & Manajemen Risiko untuk masa jabatan pertamanya berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) pada 28 April 2023, yang tercatat dalam Akta No. 124, tertanggal 28 April 2023 oleh Notaris Jose Dima Satria, S.H., M.Kn. di Jakarta. Ia berhasil lulus Tes Kemampuan dan Kepatutan OJK sesuai dengan Keputusan OJK No. KEP-5/D.05/2024, tertanggal 18 Januari 2024.

Ia memperoleh gelar Sarjana Ekonomi Sosial Pertanian dari Institut Pertanian Bogor pada tahun 1995, dan kemudian mendapat gelar Magister Management dan Bisnis di School of Business Institut Pertanian Bogor pada 2024.

Edy Yoga Prasetyo memiliki sertifikasi sebagai berikut:

An Indonesian citizen, currently 53 years old, residing in Tangerang, Banten, Indonesia.

He was appointed as Compliance & Risk Management Director for his first term based on the resolution of the Annual General Meeting of Shareholders (AGMS) on 28 April 2023, as documented in Deed No. 124, dated 28 April 2023, by Notary Jose Dima Satria, S.H., M.Kn. in Jakarta. He successfully passed the OJK Fit and Proper Test as per OJK Decree No. KEP-5/D.05/2024, dated 18 January 2024.

He earned a Bachelor's degree in Agricultural Social Economics from Bogor Agricultural University in 1995 and later obtained a Master's degree in Management and Business from the School of Business, Bogor Agricultural University, in 2024.

Edi Yoga Prasetyo holds the following certifications:

No.	Jenis Ketrampilan Skill Type	Keterangan Remarks
1	Manajemen Risiko Risk Management	LSP MKS (2021-2024)
2	Manajemen Risiko Risk Management	LSP MKS (2023-2026)
3	Program Pendidikan Mini Magister Hukum Pertamina Pertamina Mini Master's Program in Law	Fakultas Hukum Universitas Gadjah Mada & Pertamina (2024) Faculty of Law, University of Gadjah Mada & Pertamina (2024)
4	Profesi Asuransi Syariah tingkat Ajun Ahli Sharia Insurance Professional Certification- Associate Expert Level	Associate of the Islamic Insurance Society (2024)

Kariernya dimulai di PT Asuransi AIG Lippo (sebelumnya PT Asuransi Lippo Life) dari 1995 hingga 2003, dengan jabatan terakhir sebagai Kepala Departemen Pengembangan Produk. Ia kemudian melanjutkan kariernya di PT Asuransi CIGNA sebagai Manajer Penjualan Cabang (2003-2004), Citibank NA sebagai Manajer Retail Banking – Global Consumer Group (2004-2006), dan PT Bank Lippo Tbk sebagai Program Officer Total Quality Management (TQM) (2006-2008).

Selanjutnya, ia bekerja di PT Bank BTPN Tbk sebagai Kepala Departemen Manajemen Penjualan & Dukungan (2008-2011), dan di PT Asuransi Allianz Life Indonesia sebagai Wakil Direktur Utama Syariah (2011-2022). Ia kemudian menjabat sebagai Direktur di PT LSP Per Asuransian Syariah (2022-2023) dan menjabat sebagai Komisaris di PT Synergy Risk Management Consultants (2023-2024).

His career began at PT Asuransi AIG Lippo (formerly PT Asuransi Lippo Life) from 1995 to 2003, with his last position as Head of Product Development Department. He then continued his career at PT Asuransi CIGNA as Branch Sales Manager (2003-2004), Citibank NA as Retail Banking Manager – Global Consumer Group (2004-2006), and PT Bank Lippo Tbk as Program Officer for Total Quality Management (TQM) (2006-2008).

Subsequently, he worked at PT Bank BTPN Tbk as Head of Sales Management & Support Department (2008-2011) and at PT Asuransi Allianz Life Indonesia as Deputy CEO of Sharia (2011-2022). He then served as Director at PT LSP Per Asuransian Syariah (2022-2023) and as Commissioner at PT Synergy Risk Management Consultants (2023-2024).

Sudarlin

Direktur Teknik

Technical Director



Warga negara Indonesia, saat ini berusia 47 tahun, berdomisili di Jakarta Timur, Indonesia.

An Indonesian citizen, currently 47 years old, residing in East Jakarta, Indonesia.

Ia diangkat sebagai Direktur Teknik untuk masa jabatan pertamanya berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) pada 28 April 2023, yang tercatat dalam Akta No. 55, tertanggal 9 November 2023 oleh Notaris Jose Dima Satria, S.H., M.Kn. di Jakarta. Ia berhasil lulus Tes Kemampuan dan Kepatutan OJK sesuai dengan Keputusan OJK No. KEP-40/KDK.05/2023, tertanggal 30 Oktober 2023.

He was appointed as Technical Director for his first term following the resolution of the Annual General Meeting of Shareholders (AGMS) on 28 April 2023, as documented in Deed No. 55, dated 9 November 2023, by Notary Jose Dima Satria, S.H., M.Kn. in Jakarta. He successfully passed the OJK Fit and Proper Test as per OJK Decree No. KEP-40/KDK.05/2023, dated 30 October 2023.

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

He holds a Bachelor's degree in Economics from Lampung University, earned in 2000, and a Master's degree in Management from Gadjah Mada University, completed in 2003.

Sudarlin memiliki sertifikasi sebagai berikut:

Sudarlin holds the following certifications:

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

Kariernya dimulai di BBS Unilanet sebagai Network & System Engineer dari 1997 hingga 2000. Ia kemudian bekerja di PT Samsung Electronic Indonesia sebagai Staf Pemasaran (2000-2001) dan di Pro-Pack Material Pte. Ltd. sebagai Sales Engineer/Kepala Departemen Merek (2004-2006). Selanjutnya, ia bergabung dengan PT Asuransi Tugu Pratama Indonesia Tbk, di mana ia menjabat di berbagai posisi, termasuk Underwriter (2007-2012), Kepala Departemen Facultative (2014-2021), Ahli Perusahaan (2015-2023), dan Kepala Grup Reasuransi (2021-2023). Pada tahun 2023, beliau juga menjabat sebagai Komisaris di PT Tugu Insurance Company Ltd. Hingga saat ini.

His career began at BBS Unilanet as a Network & System Engineer from 1997 to 2000. He then worked at PT Samsung Electronics Indonesia as a Marketing Staff (2000-2001) and at Pro-Pack Material Pte. Ltd. as a Sales Engineer/Brand Department Head (2004-2006). Subsequently, he joined PT Asuransi Tugu Pratama Indonesia Tbk, where he held various positions, including Underwriter (2007-2012), Head of Facultative Department (2014-2021), Corporate Expert (2015-2023), and Head of Reinsurance Group (2021-2023). In 2023, he was also appointed as Commissioner at PT Tugu Insurance Company Ltd., a position he holds to this day.

Selain itu, beliau berhasil mendapat penghargaan sebagai The Future Leader yang diberikan Infobank pada tahun 2023 dan 2024.

Additionally, he received the Future Leader award from Infobank in both 2023 and 2024.

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-Desember 2024). Commissioner of PT Pratama Mitra Sejati (1 October 2021-December 2024).	-
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	• Komisaris PT Tugu Pratama Interindo (September 2023-sekarang). • Komisaris PT Asuransi Samsung Tugu (April 2023-sekarang). • Commissioner of PT Tugu Pratama Interindo (September 2023-Present). • Commissioner of PT Asuransi Samsung Tugu (April 2023-Present).	-
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	-	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	Direktur Tugu Insurance Co Ltd (Juli 2024-sekarang). Director of Tugu Insurance Co. Ltd (July 2024-Present).	-

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 Widiatmiko	✕	✕	✕	✕	✕	✕	✕	✕
Edi Yoga Prasetyo	✕	✕	✕	✕	✕	✕	✕	✕
Sudarlin	✕	✕	✕	✕	✕	✕	✕	✕

Sumber Daya Manusia
Human Resource

Tugu Insurance berkomitmen untuk memberikan kesempatan yang setara dalam mengelola sumber daya manusia, termasuk dalam hal perekrutan, tanpa membedakan gender, kelas sosial, etnis, atau ras. Prinsip kesetaraan ini juga diterapkan dalam penilaian karyawan, sehingga setiap karyawan, tanpa memandang gender, memiliki kesempatan yang sama untuk mendapatkan promosi.

Tugu Insurance is committed to providing equal opportunities in managing human resources, including recruitment, without discrimination based on gender, social class, ethnicity, or race. This principle of equality extends to employee evaluations, ensuring that all employees, regardless of gender, have equal opportunities for promotion.

Jumlah dan Komposisi Pekerja
Employee Headcount

Pada 31 Desember 2024, Tugu Insurance mempekerjakan 469 karyawan, yang mencerminkan kenaikan sebesar 2% dibandingkan dengan total 459 karyawan pada 2023. Perusahaan menerapkan kebijakan non-diskriminasi berdasarkan gender, ras, agama, etnis, atau kelas sosial di semua tingkat karyawan dan manajemen, termasuk dalam perekrutan, remunerasi, dan sistem promosi. Tugu Insurance memberikan kesempatan yang setara kepada karyawan pria dan wanita. Namun, karena sifat pekerjaan, lokasi geografis, dan karakteristik bisnis Tugu Insurance, karyawan pria cenderung lebih dominan.

As of December 31, 2024, Tugu Insurance employed 469 employees, reflecting a 2% increase compared to the total of 459 employees in 2023. The company upholds a policy of non-discrimination based on gender, race, religion, ethnicity, or social class across all levels of employees and management, including in recruitment, remuneration, and promotion systems. Tugu Insurance offers equal opportunities to both male and female employees. However, due to the nature of the work, geographical location, and the business characteristics of Tugu Insurance, male employees tend to be more prevalent.

Rincian jumlah karyawan Tugu Insurance berdasarkan gender, posisi, usia, tingkat pendidikan, dan status pekerjaan adalah sebagai berikut.

The breakdown of Tugu Insurance employees by gender, position, age, education level, and employment status is as follows.

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

Jenis Kelamin Gender	2024		2023	
	Jumlah Total	%	Jumlah Total	%
Laki-laki Male	290	61,8	287	62,5
Perempuan Female	179	38,2	172	37,5
Jumlah Total	**469**	**100,0**	**459**	**100,0**

Jumlah dan Komposisi Pekerja bedasarkan Jabatan

Number and Composition of Employees Based on Position

Jabatan Position	2024				2023			
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%
Deputy Director	1	1	2	0,4	1	1	2	0,4
Group Head & VP	13	4	17	3,6	15	5	20	4,4
Pekerja Perbantuan di Anak Perusahaan Seconded Workers in Subsidiaries	7	1	8	1,7	7	1	8	1,7
Department Head	45	12	57	12,2	44	12	56	12,2
Manajer Manager	21	6	27	5,8	26	8	34	7,4
Officer	127	69	196	41,8	124	64	188	41,0
Staf Staff	75	86	161	34,3	67	81	148	32,2
Pelaksana Implementer	1	-	1	0,2	3	-	3	0,7
Jumlah Total	**290**	**179**	**469**	**100,0**	**287**	**172**	**459**	**100,0**

Jumlah dan Komposisi Pekerja berdasarkan Usia

Number and Composition of Employees Based on Age

Usia Age	2024				2023			
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%
21-30	39	57	96	20,5	36	58	94	20,5
31-40	125	84	209	44,6	119	74	193	42,0
41-50	85	33	118	25,2	80	34	114	24,8
≥ 51	41	5	46	9,8	52	6	58	12,6
Jumlah Total	**290**	**179**	**469**	**100,0**	**287**	**172**	**459**	**100,0**

Jumlah dan Komposisi Pekerja berdasarkan Tingkat Pendidikan

Number and Composition of Employees Based on Education Level

Pendidikan Education Level	2024				2023			
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%
S3 Doctoral Degree	1	-	1	0,2	1	-	1	0,2
S2 Master Degree	56	15	71	15,1	54	14	68	14,8
S1 Bachelor Degree	226	160	386	82,3	221	153	374	81,5
Diploma	5	4	9	1,9	7	5	12	2,6
SMU Sederajat Senior High School	2	-	2	0,4	2	-	2	0,4
SMP Sederajat Junior High School	-	-	-	-	1	-	1	0,2
SD Sederajat Elementary School	-	-	-	-	1	-	1	0,2
Jumlah Total	**290**	**179**	**469**	**100,0**	**287**	**172**	**459**	**100,0**

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	2024				2023			
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%
Pekerja Waktu Tidak Tertentu (Pekerja Tetap) Permanent Employees	220	122	342	73,9	230	123	353	76,9
Pekerja Waktu Tertentu (Pekerja Kontrak) Contract Employees	61	54	115	24,5	50	46	96	20,9
Pekerja Perbantuan (PT Pertamina (Persero) Seconded Employees (PT Pertamina Persero)	2	2	4	0,9	-	2	2	0,4
Pekerja yang Diperbantukan di Entitas Anak Seconded Employees in Subsidiaries	7	1	8	1,7	7	1	8	1,7
Jumlah Total	**290**	**179**	**469**	**100,0**	**287**	**172**	**459**	**100,0**

Pengembangan Kompetensi SDM
HR Development

Tugu Insurance memberikan kesempatan yang setara bagi semua karyawan untuk mengikuti program pengembangan kompetensi yang diselenggarakan sesuai dengan kebutuhan perusahaan. Program pengembangan kompetensi ini tidak hanya mendukung kinerja perusahaan, tetapi juga bertujuan untuk meningkatkan kapasitas karyawan dan pengembangan karier. Pengembangan sumber daya manusia dikelola oleh Departemen Pembelajaran & Pengembangan yang merupakan bagian dari Grup Human Capital & Services, dan mencakup kegiatan-kegiatan berikut:

1. Pelatihan:
   - Pelatihan Internal; dan
   - Pelatihan Publik.
2. Sertifikasi Profesional;
3. Pembinaan Spiritual dan Krida;
4. Rapat *Town Hall*; dan
5. Audiensi Karyawan dengan Direksi.

Tugu Insurance offers equal opportunities for all employees to engage in competency development programs that align with the company's needs. These programs not only support the company's performance but also aim to enhance employee capabilities and career growth. Human resource development is overseen by the Learning & Development Department, which is part of the Human Capital & Services Group, and includes the following activities:

1. Training:
   - In-house Training; and
   - Public Training.
2. Professional Certification;
3. Spiritual and Krida Coaching;
4. Town Hall Meetings; and
5. Employee meetings with the Board of Directors.

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

No.	Judul Training Training Title	Jumlah Peserta Total Participant
1	*7 Habbits of Highly Effective People - Foundations*	21
2	Analisis Risiko Konstruksi Dan Operasional Dairy Product Risk Analysis of Construction and Operational Aspects of Dairy Products	12
3	Asuransi Kredit & Penjaminan Kredit Credit Insurance & Credit Guarantee	26
4	*Basic People Management Development Program (PMDP)*	21
5	*Certified Hunger*	21
6	*Continuous Improvement Program* dan Implementasi Konsep Menuju *Annual Pertamina Quality Awards* (APQA) 2025 Continuous Improvement Program and Implementation of the Concept Towards the Annual Pertamina Quality Awards (APQA) 2025	57
7	*Delivering Service Excellence as a Front Liner Batch 4*	29
8	*Emotional Quotient*	17
9	*Enhancing Back Office Performance to Provide Service Excellence Batch 1*	32
10	*Enhancing Back Office Performance to Provide Service Excellence Batch 2*	32
11	*Enhancing Back Office Performance to Provide Service Excellence Batch 3*	32
12	*Enhancing Back Office Performance to Provide Service Excellence Batch 4*	28
13	*Enhancing Back Office Performance to Provide Service Excellence Batch 5*	33
14	*Enhancing Back Office Performance to Provide Service Excellence Batch 6*	32
15	*Enhancing Back Office Performance to Provide Service Excellence Batch 7*	34
16	*Input Object Detail & Coverage (Fire Only)*	25
17	*Input Object Detail & Coverage (Fire, Onshore, Offshore)*	51
18	*Leading Change Innovation In Vuca World*	16
19	*Mindset Analytical Thinking*	17
20	*Policy Automation*	82
21	*Recharge Your Energy - Empowering Performance and Productivity*	74
22	Sosialisasi Anti Fraud & *Whistleblowing System* Anti-Fraud & Whistleblowing System Awareness	635
23	Sosialisasi dan Pelatihan Implementasi Strategy And Service Blue Print Untuk Manajemen Awareness and Training on the Implementation of Strategy and Service Blueprint for Management	27
24	Sosialisasi *Internal Memo Workflow* Awareness Session on Internal Memo Workflow	406
25	Tenaga Pemasar Asuransi Umum General Insurance Marketing Personnel	20
26	Tilearn 056: *Policy Automation*	139
27	Tilearn 057: *Aviation*	44
28	Tilearn 061 - *Financial Wellbeing Series* Bijak Mengelola Keuangan Dan Pentingnya Investasi Tilearn 061 - Financial Wellbeing Series: Smart Financial Management and the Importance of Investment	339
29	Tilearn 062 - Terapan Dalam Pengolahan Data Tilearn 062: Applied Data Processing	21
30	Tilearn 063 - Menuju Digital Service Insurance Company Tilearn 063: Towards a Digital Service Insurance Company	558
31	Tilearn 064: PENGENALAN TEKNOLOGI KENDARAAN LISTRIK VINFAST & SKEMA LANGGANAN BATERAI Tilearn 064: Introduction to VinFast Electric Vehicle Technology & Battery Subscription Scheme	18
32	*Time Management*	17
33	Tishare 015 - Nasabah dan Transaksi Mencurigakan: Apa yang perlu Diketahui dan Dilakukan? Tishare 015 - Nasabah dan Transaksi Mencurigakan: Apa yang perlu Diketahui dan Dilakukan?	346
34	*Training For Facilitator: How to Enhance the Skill on Becoming Excellent Trainer*	15
35	*Training For Trainers: How to Achieve Service Excellence through Service Values (Trend)*	27
36	Training Internal Audit ISO 37001:2016 Berdasarkan Standar ISO 190011:2018 Training Internal Audit ISO 37001:2016 Berdasarkan Standar ISO 190011:2018	15

No.	Judul Training Training Title	Jumlah Peserta Total Participant
37	Undang-Undang Pelindungan Data Pribadi Personal Data Protection Act	41
38	Menuju Pelayanan *Back Office* yang "Trust", "Easy", & "Friendly" - Batch 1 Towards a "Trust", "Easy", & "Friendly" Back Office Service - Batch 1	23
39	Menuju Pelayanan *Back Office* yang "Trust", "Easy", & "Friendly" - Batch 2 Towards a "Trust", "Easy", & "Friendly" Back Office Service - Batch 2	23
40	Menuju Pelayanan *Back Office* yang "Trust", "Easy", & "Friendly" - Batch 3 Towards a "Trust", "Easy", & "Friendly" Back Office Service - Batch 3	26
41	Menuju Pelayanan *Back Office* yang "Trust", "Easy", & "Friendly" - Batch 4 Towards a "Trust", "Easy", & "Friendly" Back Office Service - Batch 4	25
42	Menuju Pelayanan *Back Office* yang "Trust", "Easy", & "Friendly" - Batch 5 Towards a "Trust", "Easy", & "Friendly" Back Office Service - Batch 5	27
43	Menuju Pelayanan *Back Office* yang "Trust", "Easy", & "Friendly" - Batch 6 Towards a "Trust", "Easy", & "Friendly" Back Office Service - Batch 6	26
44	Menuju Pelayanan *Back Office* yang "Trust", "Easy", & "Friendly" - Batch 7 Towards a "Trust", "Easy", & "Friendly" Back Office Service - Batch 7	25
45	Menuju Pelayanan *Back Office* yang "Trust", "Easy", & "Friendly" - Batch 8 Towards a "Trust", "Easy", & "Friendly" Back Office Service - Batch 8	21
46	Menuju Pelayanan *Back Office* yang "Trust", "Easy", & "Friendly" - Batch 9 Towards a "Trust", "Easy", & "Friendly" Back Office Service - Batch 9	18
47	Menuju Pelayanan yang "Trust", "Easy", & "Friendly" - Batch 1 Towards a "Trust", "Easy", & "Friendly" Service - Batch 1	26
48	Menuju Pelayanan yang "Trust", "Easy", & "Friendly" - Batch 2 Towards a "Trust", "Easy", & "Friendly" Service - Batch 2	26
49	Menuju Pelayanan yang "Trust", "Easy", & "Friendly" - Batch 3 Towards a "Trust", "Easy", & "Friendly" Service - Batch 3	26
50	Menuju Pelayanan yang "Trust", "Easy", & "Friendly" - Batch 4 Towards a "Trust", "Easy", & "Friendly" Service - Batch 4	27
51	Menuju Pelayanan yang "Trust", "Easy", & "Friendly" - Batch 5 Towards a "Trust", "Easy", & "Friendly" Service - Batch 5	25
52	Menuju Pelayanan yang "Trust", "Easy", & "Friendly" - Batch 6 Towards a "Trust", "Easy", & "Friendly" Service - Batch 6	33
53	Menuju Pelayanan yang "Trust", "Easy", & "Friendly" - Batch 7 Towards a "Trust", "Easy", & "Friendly" Service - Batch 7	31
54	Menuju Pelayanan yang "Trust", "Easy", & "Friendly" - Batch 8 Towards a "Trust", "Easy", & "Friendly" Service - Batch 8	33
55	Menuju Pelayanan yang "Trust", "Easy", & "Friendly" - Batch 9 Towards a "Trust", "Easy", & "Friendly" Service - Batch 9	34
	Total	**3.862**

b. *Public training* (dalam negeri)
Public training (Domestics)

No.	Judul Training Training Title	Jumlah Peserta Total Participant
1	*A Challenge in a Political Year*	1
2	*Insurance Property*	5
3	*The Insurance Industry in the Industry 4.0*	2
4	*2 Days Practical Suretyship Syariah*	2
5	20th *Singapore International Insurance Conference*	2
6	*2-Days CFA Masterclass - Private Equity Bootcamp*	1
7	30th *East Asian Insurance Congress* (EAIC)	2
8	7th *Indonesian Actuaries Summit* 2024	2
9	AAAIK	1
10	AAIK	1
11	AAUI *Training Liability Insurance*	3

No.	Judul Training Training Title	Jumlah Peserta Total Participant
12	*Accident Investigation*	1
13	Aktuari A40 Actuary A40	1
14	Analisa Laporan Keuangan Perusahaan Asuransi Berbasis PSAK 74 dan Dampaknya bagi Perkembangan Industri Asuransi Analysis of Insurance Company Financial Statements Based on PSAK 74 and Its Impact on the Development of the Insurance Industry	2
15	Analisis Laporan Keuangan Financial Report Analysis	1
16	*Annual Membership* 2024 - CFA Institute	1
17	Asuransi Tanggung Gugat Liability Insurance	5
18	Bedah Program Reasuransi *Structured Reinsurance/Multi Year* Xol Review of Structured Reinsurance Program/Multi-Year Xol	1
19	*Behavioral Event Interview* (BEI)	1
20	*Best Practices in Product Management and Marketing Chanel to Support Customer*	1
21	*Bond Market & Instrumens*	2
22	*Booth Camp* Aktuaris Asuransi Umum Tahun 2024 Actuary Boot Camp for General Insurance 2024	1
23	*Breakthrough for the Future of Islamic Insurance*	2
24	*Business Analysis* (Based on Babok V3.0)	2
25	*Business Continuity and Crisis Management in the Digital Era*	1
26	*Business Excellence Enhancement*	2
27	*Business Excellence Enhancement Batch IV*	2
28	*Business Presentation Skills Batch V*	1
29	*Business Valuation*	1
30	*Business Valuation Batch III*	3
31	*Carbon Credit Insurance*	1
32	CCP (Certified Compliance Professional)	1
33	CEO *Gathering - Seeing, Thinking, and Acting like a* CEO	2
34	*Certified Professional Organization Development*	1
35	*Certified Technical Analyst*	1
36	*Corporate Strategy*	1
37	*Corporate Strategy Batch III*	2
38	*Creative Copywriting for Corporate Branding*	4
39	CRMO	1
40	CSA	1
41	*Delivering Service Excellence as a Front Liner Batch 4*	1
42	*Design Thinking*	1
43	Digital CX Blueprint	1
44	Dinamika Baru Hukum Informasi Dan Transaksi Elektronik (ITE) Pasca Amandemen UU ITE 2023 New Dynamics of Information and Electronic Transactions (ITE) Law After the 2023 Amendment	1
45	Dinamika Hukum Ketenagakerjaan Dalam UU Cipta Kerja Pasca Putusan MK No. 168/PUU-XXI/2023 Dynamics of Employment Law in the Job Creation Law After Constitutional Court Decision No. 168/PUU-XXI/2023	1
46	*Effective Investor Relation in Practice Level I*	1
47	*Effective Investor Relation in Practice Level II*	1
48	Ekosistem Digital: Penciptaan Nilai Dalam Asuransi Digital Ecosystem: Value Creation in Insurance	1
49	*Employer Branding "How to Stand out in the Talent Market Place"*	2
50	*Engineering & Car/Ear Insurance*	3
51	ERMAP/ERMCP	1
52	*ESG Certification Program*	1
53	*Finance for Non Finance Professional*	2

No.	Judul Training Training Title	Jumlah Peserta Total Participant
54	*Finance for Non Finance Professional Batch III*	1
55	*Finance, Accounting and Tax (Fat) Gathering*	2
56	*First Line Leadership: Becoming Effective Leader*	2
57	*Full Stack Web Development Bootcamp*	1
58	*Fundamentals on Antifraud Risk Management*	1
59	*General Affairs Management Development Program*	1
60	*Handling of Claims Arising from Major Aviation Accident*	5
61	Hazops Sertifikasi BNSP	1
62	*HR Manager Certification Program*	1
63	*Igna Asia - Beazley For 2nd International Cargo Seminar*	6
64	*Indonesia Public Relations Summit 2024 (5th Edition)*	1
65	*Indonesian Actuarial Conference 2024*	1
66	*Insurance 4.0 - The Insurance Industry in the Industry 4.0*	1
67	*Insurance Summit*	1
68	Integritas dan Tata Kelola Perusahaan Integrity and Corporate Governance	1
69	*Intensive Course Comperhensive Transfer Pricing Batch 29*	1
70	*Internal Control Over Financial Reporting (ICOFR)*	1
71	*International Contract Drafting: Legal Frameworks & Best Practices*	2
72	*Introduction and Principle of Investor Relation*	1
73	*ITC Leadership Conclave – Adaptable Leadership: Building New Stories, Navigating New Dynamics & Challenges*	2
74	Kinerja & Kematangan *Integrated Risk Management* Performance & Maturity of Integrated Risk Management	1
75	Konferensi Internasional *Risk Beyond* 2024 International Conference: Risk Beyond 2024	2
76	Kupas Tuntas Asuransi Kendaraan Bermotor In-Depth Review of Motor Vehicle Insurance	7
77	*Laveraging Data Analytics & AI to Boost Digitization*	2
78	*Leadership for Sustainable Impact*: GRC,ESG, and SDGS	3
79	*Leveraging Network for Collaboration and Transformation*	2
80	*Leveraging Network for Collaboration and Transformation Batch II*	2
81	*Leveraging Network for Collaboration and Transformation Batch III*	4
82	*Life Cycle Assessment (LCA) and Carbon Reduction Strategy*	2
83	*M&A Complete Cycle*	1
84	*Managing Electronic Document Management Systems (EDMS) and Electronic Data Interchange (EDI)*	1
85	*Marine Insurance Training Coal Transportation*	2
86	*Marsh Asia Construction Academy 2024*	1
87	*Mclarens Aviation Training Course 2024*	1
88	*Measuring The Social Return on Investment (SROI)*	2
89	Memahami 50 Klausul-klausul Penting Polis Asuransi Harta Benda dan Aplikasinya Understanding 50 Key Clauses in Property Insurance Policies and Their Applications	2
90	Memahami Seluk Beluk dan Penerapan Mekanisme Penyelesaian Sengketa Dalam Perseroan Terbatas Understanding the Ins and Outs of Dispute Resolution Mechanisms in Limited Liability Companies and Their Implementation	4
91	*Membership* CII	1
92	*Membership* WMI	2
93	Mengintegrasikan Manajemen Kepatuhan: Implementasi POJK 22/2023 Dari Teori Ke Aksi: Kasus Perlindungan Konsumen Integrating Compliance Management: Implementation of POJK 22/2023 from Theory to Action – Consumer Protection Case	2
94	Menyambut IFRS 17 Welcoming IFRS 17	1
95	Metode *Fair Value Approach* Dalam Perhitungan *Opening Balance* Atau Saldo Awal PSAK 117 Fair Value Approach Method in Calculating Opening Balance or Initial Balance of PSAK 117	3

No.	Judul Training Training Title	Jumlah Peserta Total Participant
96	Mini MBA	1
97	Modul 002	1
98	*Muslim Market Outlook* 2024	1
99	*Navigating The Global Internal Audit Standards*	3
100	*Oil & Gas Insurance Solutions*	2
101	*Onerous Contract Improvement*	1
102	Optimalisasi Strategi Hukum dan Bisnis Dalam Transaksi Merger & Akuisisi Perusahaan Optimization of Legal and Business Strategies in Merger & Acquisition Transactions	1
103	PAI A50	1
104	Pelatihan *Business Presentation Skills – Batch I* Business Presentation Skills Training – Batch I	2
105	Pelatihan *Business Presentation Skills – Batch II* Business Presentation Skills Training – Batch II	2
106	Pelatihan dan Sertifikasi Perancang Kontrak Pengadaan Barang dan Jasa Training and Certification for Procurement Contract Drafting	1
107	Pelatihan dan Uji Profesi Ajun Ahli Asuransi Syariah-Program Khusus Training and Professional Examination for Associate Expert in Sharia Insurance – Special Program	1
108	Peluang dan Tantangan Aset Digital di Indonesia Opportunities and Challenges of Digital Assets in Indonesia	5
109	Pemantapan Nilai-Nilai Kebangsaan Strengthening National Values	1
110	Pemasaran Asuransi Pengangkutan Barang Marketing of Cargo Insurance	1
111	Penerapan dan Dampak dari Implementasi Standar Pelaporan Keuangan Internasional IFRS 17 Implementation and Impact of IFRS 17 Financial Reporting Standards	2
112	Peningkatan Pemahaman Mengenai Pemahaman Global Internal Audit Standards 2024 Enhancing Understanding of the 2024 Global Internal Audit Standards	3
113	Peningkatan Sadar Hukum Increasing Legal Awareness	1
114	Peran Strategis Eksekutif Perusahaan dalam Menghadapi Persaingan Usaha dan Menegakkan Kepatuhan Hukum The Strategic Role of Corporate Executives in Facing Business Competition and Upholding Legal Compliance	1
115	Perpanjangan SKP Kewenangan Ahli K3 Umum Renewal of SKP General OHS (Occupational Health and Safety) Expert Authority	1
116	Persiapan Implementasi PSAK 117 (Kontrak Asuransi), PSAK 109 (Instrumen Keuangan), dan IFTRS 18 Preparation for the Implementation of PSAK 117 (Insurance Contracts), PSAK 109 (Financial Instruments), and IFTRS 18	3
117	Perubahan Perhitungan PPH 21 Berdasarkan Peraturan Pemerintah No. 58 Tahun 2023, Peraturan Kementerian Keuangan Changes in PPh 21 Calculation Based on Government Regulation No. 58 of 2023 and Ministry of Finance Regulation	4
118	*Process Flowcharts & Process Mapping - The Beginner's Guide*	1
119	*Project Management Office Batch II*	1
120	*Project Management Office Batch III*	1
121	*Project Management Office Batch IV*	1
122	PSAK 109 : Instrumen Keuangan PSAK 109: Financial Instruments	1
123	PSAK 117	2
124	QA *from Scratch – Your Journey to Manual Testing* (2024)	1
125	*Recovery Claim: Strategy And Benefits*	1
126	*Reinsurance Class of Excellence*	1
127	*Reinsurance in Practice Seminar*	1
128	*Reinsurance Pricing (Intermediate to Advanced Level)*	1
129	*Renewal Anziif*	1
130	Risiko dan *Coverage* Asuransi dalam Asuransi Migas Risks and Coverage in Oil & Gas Insurance	1

No.	Judul Training Training Title	Jumlah Peserta Total Participant
131	*Risk Control & Self Assessment in Insurance Company*	1
132	*Safer Internet Lab Dialogue on Internet Safety*	1
133	*Seeing the Unseen Enemies: Crucial Role of Whistleblowers in Detecting And Preventing Cyberfraud*	2
134	*Seminar Future of Work, Navigating Challenges & Measuring Success for Excellent Performance*	1
135	Seminar Manajemen Risiko "Membangun Ketahanan Siber di Industri Asuransi Syariah" Risk Management Seminar: "Building Cyber Resilience in the Sharia Insurance Industry"	3
136	Sosialisasi Penerapan Kebijakan Antipenyuapan Awareness Session on the Implementation of Anti-Bribery Policy	5
137	*Statistics for Data Science and Business Analysis*	1
138	Strategi Komunikasi Krisis untuk Menjaga Reputasi di Era Digital Crisis Communication Strategies to Safeguard Reputation in the Digital Era	1
139	*Subject* 102	1
140	*Subject* 103	1
141	*Surety Bond*	4
142	*Surety Bond* dan Kontra Bank Garansi - Prinsip-Prinsip dan Praktik Serta Prosedur dan Penanganan Klaim *Surety Bond* Surety Bond and Counter Bank Guarantee – Principles, Practices, Procedures, and Claim Handling	5
143	Swiss Re Asia Engineering Conference 2024	1
144	Swiss Re Asia Engineering Conference 2025	1
145	Tarif di Industri Asuransi mau Dibawa Kemana ? Where Are Insurance Industry Rates Headed?	1
146	*Tax Update Review* Tahun 2024 Tax Update Review 2024	3
147	*Terrorism and Political Violence Insurance*	2
148	*The Fundamentals of Sharia Suretyship*	1
149	TOT *Coach* & Juri CIP 2024 – *Batch* I	1
150	*Training & Workshop* Devops	3
151	*Training* Asia Power Forum (APF)	1
152	*Training Collection Skills and Negotiation Techniques*	1
153	*Training Tableau Prep*	7
154	*Training Treasury Management*	4
155	Transformasi Menuju Efisiensi: Strategi & Implementasi di Industri Perasuransian Transformation Towards Efficiency: Strategy & Implementation in the Insurance Industry	1
156	*Transforming Business with ESG: Insights, Regulations, and Tools*	2
157	Tutorial Pelatihan Asuransi Tingkat Dasar (CGI) Basic Insurance Training Tutorial (CGI)	1
158	Ujian *Financial Risk Manager* (FRM) Part 1 Financial Risk Manager (FRM) Part 1 Exam	1
159	*Unlocking Potential: AI Powered Digital Transformation in Financial services*	1
160	*Upstream Insurance Workshop*	1
161	*Visual Design Training for Corporate Branding*	4
162	Webinar "Strategi Implementasi POJK 22/2023 dalam Industri Jasa Keuangan" Webinar: Strategy for Implementing POJK 22/2023 in the Financial Services Industry	1
163	*Workshop* "*Consolidation for Reputation*" (Indonesia Public Relation Summit 2024)	1
164	*Workshop Nasional* : *Outsourcing* dan Hubungan Kerja, Serta Kebijakan Penetapan Pengupahan Tahun 2025 Maupun Tata Cara PHK Paska Putusan Mahkamah Konstitusi No. 168/PUU-XXI/2023 Melalui Perubahan Undang Undang Cipta Kerja National Workshop: Outsourcing and Employment Relations, Wage Policy Determination for 2025, and Termination Procedures Post-Constitutional Court Decision No. 168/PUU-XXI/2023 Through Amendments to the Job Creation Law	1
	TOTAL	**310**

2. **Sertifikasi Profesi**
Professional Certification

No.	Judul Training Training Title	Jumlah Peserta Total Participant
1	QRMP	12
2	Ujian CFrA CFrA Exam	1
3	Ujian Sertifikasi Certified Forensic Auditor (CFRA)-Audit Forensik Certified Forensic Auditor (CFrA) Certification Exam – Forensic Audit	1
4	Ujian Ulang Sertifikasi Certified Forensic Auditor (CFrA) Certified Forensic Auditor (CFrA) Recertification Exam	1
5	Sertifikasi Kompetensi Level 5-6 Competency Certification Level 5-6	5
6	Sertifikasi Kompetensi Level 5-7 Competency Certification Level 5-7	1
7	QCRO	5
8	QRGP	1
9	CGP	1
10	CIA Part I	1
11	CIA Part I & II	1
12	CIA Part II	1
13	CGP	1

Biaya Pengembangan Kompetensi Tahun 2024
Employee Development Cost in 2024

Realisasi biaya pengembangan pekerja tahun 2024 adalah sebesar Rp3.162.018.699 atau 57% dari keseluruhan anggaran yang direncanakan pada RKAP 2024 sebesar Rp5.502.801.796.

The realization of employee development costs in 2024 amounted to IDR3,162,018,699, or 57% of the total budget planned in the 2024 RKAP, which was IDR5,502,801,796.

Rencana Pengembangan Kompetensi Tahun 2025
Competency Development Plan for 2025

Pada tahun 2025 Perseroan memiliki rencana pengembangan kompetensi SDM, terutama dalam hal:
1. *Strategic Leadership;*
2. *Service Excellence & Costumer Focus;*
3. *Selling Skills;*
4. *Problem Solving & Decision Making;* dan
5. *Mindset & Analytical Thinking.*

In 2025, the Company has a competency development plan for its human resources, focusing on:
1. Strategic Leadership;
2. Service Excellence & Customer Focus;
3. Selling Skills;
4. Problem Solving & Decision Making; and
5. Mindset & Analytical Thinking.

Informasi Mengenai Kepemilikan Saham
Shareholding Information

Susunan kepemilikan saham Tugu Insurance pada awal dan akhir tahun 2024, sesuai dengan catatan Biro Administrasi Efek Perseroan, PT Dantindo Entrycom, adalah sebagai berikut:

The shareholding structure of Tugu Insurance at the beginning and end of 2024, as recorded by the Company's Share Administration Bureau, PT Dantindo Entrycom, is as follows:

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 2024 2 January 2024		31 Desember 2024 31 December 2024	
	Jumlah Saham Total Shares	Kepemilikan Saham Shareholding (%)	Jumlah Saham Total Shares	Kepemilikan Saham Shareholding (%)
PT Pertamina (Persero)	2.080.000.000	58,50	2.080.000.000	58,50
UOB Kay Hian Pte. Ltd.	565.040.000	15,89	564.700.000	15,89
Samsung Fire and Marine Insurance Co. Ltd.	188.234.000	5,29	188.234.000	5,29
Pemegang Saham Lainnya (di bawah 5%) Other shareholders (under 5%)	722.301.600	20,32	722.641.600	20,32
Jumlah **Total**	**3.555.575.600**	**100,00**	**3.555.575.600**	**100,00**

Kepemilikan Saham Anggota Dewan Komisaris dan Direksi
Share Ownership of the Board of Commissioners and the Board of Directors

Nama & Jabatan Name and Position	Kepemilikan Saham pada 2 Januari 2024 Share Ownership as of 2 January 2024		Kepemilikan Saham pada 31 Desember 2024 Share Ownership as of 31 December 2024	
	Lembar Saham Number of Shares	Kepemilikan Saham Shareholding (%)	Lembar Saham Number of Shares	Kepemilikan Saham Shareholding (%)
Dewan Komisaris Board of Commissioners				
Abdul Ghofar 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 and Position	Kepemilikan Saham pada 2 Januari 2024 Share Ownership as of 2 January 2024		Kepemilikan Saham pada 31 Desember 2024 Share Ownership as of 31 December 2024	
	Lembar Saham Number of Shares	Kepemilikan Saham Shareholding (%)	Lembar Saham Number of Shares	Kepemilikan Saham Shareholding (%)
Direksi Board of Directors				
Tatang Nurhidayat Presiden Direktur President Director	132.000	0,0037	1.179.000	0,0332
Emil Hakim Direktur Keuangan & Layanan Korporat Corporate Finance & Services Director	102.000	0,0029	755.600	0,0213
Ery Widiatmoko Direktur Pemasaran Asuransi Insurance Marketing Director	0	0	603.600	0,0170
Edi Yoga Prasetyo Direktur Kepatuhan & Manajemen Risiko Compliance and Risk Management Director	0	0	580.600	0,0163
Sudarlin Direktur Teknik Technical Director	15.000	0,0004	615.900	0,0173

Pemegang Saham Masyarakat dengan Kepemilikan Saham <5% (“Free Float”)

Public Shareholders with Share Ownership <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; dan
6. Reksadana.

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

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; end
6. Mutual Funds.

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

Nama Pemegang Saham Name of Shareholder	Kepemilikan Saham pada 2 Januari 2024 Share Ownership as of 2 January 2024		Kepemilikan Saham pada 31 Desember 2024 Share Ownership as of 31 December 2024	
	Lembar Saham Number of Shares	Kepemilikan Saham Shareholding (%)	Lembar Saham Number of Shares	Kepemilikan Saham Shareholding (%)
Pemegang Saham Masyarakat dengan Kepemilikan Saham <5% (“Free Float”) Public Shareholders with Share Ownership <5% (“Free Float”)	722.052.600	20,31	718.906.900	20,22

Kepemilikan Saham Tidak Langsung Anggota Dewan Komisaris dan Direksi
Indirect Share Ownership of Members of Board of Commissioners and Directors

Di tahun 2024, seluruh anggota Direksi maupun Dewan Komisaris Tugu Insurance tidak mempunyai kepemilikan tidak langsung atas saham Tugu Insurance.

In 2024, 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
Composition of Shareholders

Komposisi pemegang saham dan persentase kepemilikan per akhir tahun buku 31 Desember 2024:

Composition of shareholders and percentage of ownership as of end of fiscal year ending 31 December 2024:

Kelompok Pemegang Saham Shareholder Group	31 Desember 2024 31 December 2024	
	Jumlah Saham Total Shares	Kepemilikan Saham (%) Shareholding
Institusi Lokal Local Institutions	2.155.705.108	60,63%
Institusi Asing Foreign Institutions	1.015.838.774	28,57%
Individu Lokal Local Individual	383.662.418	10,79%
Individu Asing Foreign Individual	369.300	0,01%
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 58,5%. Sedangkan Pemerintah Republik Indonesia merupakan pemegang saham terakhir Perseroan.

The Controlling Shareholders of Tugu Insurance is PT Pertamina (Persero) with 58.5% 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 sepenuhnya dimiliki oleh Pemerintah Republik Indonesia, dengan Kementerian Badan Usaha Milik Negara (BUMN) sebagai pemegang saham. Pertamina bergerak di sektor energi, khususnya minyak dan gas, serta energi baru dan terbarukan. Selain itu, perusahaan ini juga menjalankan berbagai kegiatan yang berkaitan dengan atau mendukung aktivitas bisnis utama di sektor energi, termasuk pengembangan dan optimalisasi sumber daya perusahaan.

PT Pertamina (Persero) is a national energy company fully owned by the Government of Indonesia, with the Ministry of State-Owned Enterprises (BUMN) as its shareholder. Pertamina operates in the energy sector, focusing on oil and gas, as well as new and renewable energy. Additionally, it undertakes various activities related to or supporting its core operations in the energy industry, including the development and optimization of the company's resources.

Alamat:
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:

Address:
Jl. Medan Merdeka Timur 1A, Jakarta 10110 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:
- Komisaris Jenderal Polisi (Purn.) Dr. Drs. H. Mochamad Iriawan, S.H., M.M., M.H.: Komisaris Utama
- Dony Oskaria, S.IP, M.B.A: Wakil Komisaris Utama
- Heru Pambudi: Komisaris
- Letjen TNI (Mar) (Purn) Bambang Suswantono, S.H., M.H., M.TR., (Han): Komisaris
- Komisaris Jenderal Polisi (Purn.) Drs. Condro Kirono, M.M., M.Hum: Komisaris Independen
- Alexander Lay: Komisaris Independen
- Raden Adjeng Sondaryani, S.T: Komisaris Independen
- Iggi H. Achsien: Komisaris Independen

Direksi:
- Simon Aloysius Mantiri: 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:
- Komisaris Jenderal Polisi (Purn.) Dr. Drs. H. Mochamad Iriawan, S.H., M.M., M.H.: President Commissioner
- Dony Oskaria, S.IP, M.B.A: Vice President
- Heru Pambudi: Commissioner
- Letjen TNI (Mar) (Purn) Bambang Suswantono, S.H., M.H., M.TR., (Han): Commissioner
- Komisaris Jenderal Polisi (Purn.) Drs. Condro Kirono, M.M., M.Hum: Independent Commissioner
- Alexander Lay: Independent Commissioner
- Raden Adjeng Sondaryani, S.T: Independent Commissioner
- Iggi H. Achsien: Independent Commissioner

Board of Directors:
- Simon Aloysius Mantiri: 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 2024, 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 2024:



Entitas Anak | Subsidiaries **Entitas Asosiasi** | Associates **Penyertaan Langsung** | Direct Participation

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 ribuan Rp) Total Assets Before Elimination (In thousands IDR)		Status Operasi Operational Status
				2024	2023	2024	2023	
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	1.127.546.818	3.992.978.986	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 ribuan Rp) Total Assets Before Elimination (In thousands IDR)		Status Operasi Operational Status
				2024	2023	2024	2023	
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	2.764.174.694	2.475.050.589	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	53.761.521	62.352.335	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	Tidak lagi beroperasi Not operating

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 ribuan Rp) Total Assets Before Elimination (In thousands IDR)		Status Operasi Operational Status
				2024	2023	2024	2023	
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	2.606.009.997	2.456.789.784	Beroperasi Operating
PT Tugu Reasuransi Indonesia (TRI)*	Reasuransi Reinsurance	Wisma Tugure Jl. Raden Saleh No. 50, Jakarta 10330.	1987	50,74	50,74	5.942.450.745	5.901.020.745	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
				2024	2023	
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 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
				2024	2023	
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	14,83	Beroperasi Operating

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

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
				2024*	2023	
PT Asuransi Staco Mandiri	Asuransi Umum General Insurance	Jl. Kebon Kacang Raya No.25 Lantai 3-4, Tanah Abang, Jakarta Pusat 10240	1990	0,00	5,28	Beroperasi Operating

* Tugu Insurance telah mendivestasikan seluruh kepemilikan saham di PT Asuransi Staco Mandiri pada 7 Agustus 2024
Tugu Insurance has divested its entire shareholding in PT Asuransi Staco Mandiri as of 7 August 2024

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) melalui surat No. S50/D.04/2018 untuk melakukan Penawaran Umum Perdana (IPO) sebanyak 177.777.800 saham dengan nilai nominal IDR100 per saham dan harga perdana Rp3.850 per saham. Saham Perseroan resmi tercatat di Bursa Efek Indonesia dengan kode saham "TUGU" pada 28 Mei 2018. Per 31 Desember 2018, seluruh saham Perseroan telah tercatat di Bursa Efek Indonesia (BEI).

On 17 May 2018, Tugu Insurance received approval from the Financial Services Authority (OJK) through letter No. S50/D.04/2018 to carry out an Initial Public Offering (IPO) of 177,777,800 shares, each with a nominal value of IDR100 and an initial price of IDR3,850 per share. The Company's shares were officially listed on the Indonesia Stock Exchange under the ticker "TUGU" on 28 May 2018. By 31 December 2018, all of the Company's shares were listed on the IDX.

Kronologis Pencatatan Saham dan Perubahan Jumlah Saham
Chronology of Stock Listing and Changes in Number of Share

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			
	• Saham Pendiri	1.600.000.000	Rp100	Rp160.000.000.000
	• Penawaran Umum Perdana Saham	177.777.800	Rp100	Rp17.777.780.000
	Total Pencatatan Saham di BEI	1.777.777.800		Rp177.777.780.000
	Initial Offering			
	• Founder's Shares			
	• Initial Public Offering Total			
	Listing on IDX			

Tahun Year	Aksi Korporasi Corporate Action	Jumlah Saham Total Shares	Nilai Nominal Per Lembar Nominal Value per Share	Modal Disetor Paid-in Capital
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

Per 31 Desember 2024, Tugu Insurance belum menerbitkan sekuritas selain yang telah dijelaskan dalam Kronologi Penerbitan dan Pencatatan Saham di atas. Dengan demikian, tidak ada informasi mengenai sekuritas lain, tahun penerbitannya, tingkat bunga/imbal hasil, tanggal jatuh tempo, nilai penawaran, nama bursa tempat tercatat, maupun peringkat sekuritas tersebut.

As of 31 December 2024, Tugu Insurance has not issued any securities other than those outlined in the Stock Issuance and Listing Chronology above. Therefore, there is no information available regarding other securities, including their year of issuance, interest rate/return, maturity date, offering value, exchange listing, or security ratings.

Informasi Mengenai Kantor Akuntan Publik dan Akuntan Publik

Information Regarding Public Accountant Firm and Public Accountant

Nama KAP Name of PAF	Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan. Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partners.
Alamat Address	Plaza Asia Level 10 Jl. Jendral Sudirman Kav.59, Jakarta 12190.
Nama Akuntan Publik Name of Public Accountant	Chairul Wismoyo
Jasa yang Diberikan Service Provided	Jasa Audit atas Laporan Keuangan Audit Services for Financial Statements
Periode Penugasan Service Period	10 September 2024 s.d 30 April 2025 10 September 2024 to 30 April 2025
Biaya Jasa (Fee) Audit Audit Fee	Rp1.538.392.857,00 IDR1,538,392,857.00
Biaya Jasa (Fee) Non-Audit Non-Audit Fee	-

Lembaga dan/atau Profesi Penunjang Pasar Modal Lainnya

Other Capital Market Supporting Institutions and/or Professions

Biro Administrasi Efek (BAE)
Share Registrar

Nama Name	PT Datindo Entrycom
Alamat Address	Jl. Hayam Wuruk No. 28 Jakarta Pusat 10120

Notaris
Notary

Nama Notaris Notary Name	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
Nama Notaris Notary Name	Mala Mukti SH, LL.M
Alamat Address	AXA Tower Lantai 27 Suite 06, JL. Prof. Dr. Satrio, Kavling 18. Kuningan - Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12940 Telp/Fax: (62 21) 30056229 Email: malamukti@cbn.net.id

Konsultan Hukum
Legal Consultant

Nama Konsultan Hukum Name of Legal Consultant	Nurjadin Sumono Mulyadi & Partners
Alamat Address	Gedung Bursa Efek Indonesia, Tower 1, Lantai 26/2^{6th} 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 Legal Consultant	Ruky, Safrudin & Rekan Ruky, Safrudin & Partners
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




Insurance
tugu
Reach New Heights

Tinjauan Makroekonomi
Macroeconomic Review

Risiko Ketidakpastian Liputi Perekonomian Global
Global Economic Uncertainty Prevailed

Berlanjutnya konflik geopolitik masih menjadi tema utama tahun 2024. Perang antara Rusia dan Ukraina yang tak kunjung usai diperparah dengan serangan Israel ke Palestina. Tingginya tensi geopolitik menjadi ancaman terbesar bagi rantai pasok global. Dinamika perekonomian global yang berubah cepat disertai dengan tingginya ketidakpastian membuat prospek ekonomi di 2024 tumbuh melambat. International Monetary Fund (IMF) dalam laporan World Economic Outlook (WEO) memperkirakan pertumbuhan Produk Domestik Bruto (PDB) dunia di 2024 tumbuh melambat menjadi 3,2% dari tahun sebelumnya 3,3%.

The continuation of geopolitical conflicts remained a dominant theme in 2024. The ongoing war between Russia and Ukraine, compounded by Israel's attacks on Palestine, heightened geopolitical tensions, posing a significant threat to global supply chains. The rapidly changing dynamics of the global economy, coupled with rising uncertainty, slowed down economic growth prospects for 2024. The International Monetary Fund (IMF), in its World Economic Outlook (WEO) report, projected global GDP growth to decelerate to 3.2% in 2024, compared to 3.3% in the previous year.

Pasar Keuangan Bergerak Volatil
Volatile Financial Markets

Sejalan dengan tren perlambatan inflasi serta ancaman perlambatan ekonomi global, bank sentral dari berbagai belahan dunia mengambil kebijakan akomodatif dengan memangkas suku bunga acuan. The Federal Reserve's Bank (The Fed) sejak September 2024 telah memangkas suku bunga acuan Federal Fund Rates (FFR) sebesar 100 bps. Pelonggaran kebijakan moneter ini membawa perkembangan positif pada pasar keuangan dunia. Indeks dolar AS terhadap mata uang dunia (DXY) yang pada awal 2024 mencapai sekitar 105 bergerak turun ke area sekitar 101 pada September 2024. Namun hasil Pemilihan Umum AS dan berlanjutnya konflik di Timur Tengah membuat dolar AS kembali menguat. Demikian pula dengan imbal hasil Surat Utang AS yang sebelumnya menurun sejalan dengan FFR kembali naik untuk semua tenor.

In line with the trend of easing inflation and the looming threat of a global economic slowdown, central banks worldwide adopted accommodative policies by reducing benchmark interest rates. The Federal Reserve (The Fed) cut the Federal Funds Rate (FFR) by 100 basis points starting in September 2024. This monetary policy easing brought positive developments to global financial markets. The U.S. Dollar Index (DXY), which stood at around 105 at the beginning of 2024, declined to approximately 101 by September 2024. However, the results of the U.S. presidential election and the continuation of conflicts in the Middle East strengthened the U.S. dollar once again. Similarly, U.S. Treasury yields, which had previously decreased in line with the FFR, rose across all maturities.

Sentimen Global Pengaruhi Kinerja Pasar Keuangan Domestik
Global Sentiment Influenced Domestic Financial Markets

Volatilitas di pasar keuangan global turut menjadi sentimen yang berpengaruh ke pasar keuangan Indonesia. Indeks Harga Saham Gabungan (IHSG) menutup tahun 2024 dengan kinerja negatif 2,65% dan ditutup di 7.079,91 poin pada 30 Desember 2024. Imbal hasil Surat Utang Negara tenor 10 tahun juga mengalami peningkatan dan ditutup di atas 7% di 2024. Nilai tukar Rupiah yang tercermin dari kurs JISDOR ditutup di Rp16.157/USD per 31 Desember 2024 atau melemah 4,4% dibandingkan dengan awal tahun. Tren depresiasi nilai tukar tersebut

Volatility in global financial markets also impacted Indonesia's financial markets. The Jakarta Composite Index (JCI) closed 2024 with a negative performance of -2.65%, ending at 7,079.91 points on 30 December 2024. The yield on Indonesia's 10-year government bonds also increased, closing the year above 7%. Meanwhile, the Rupiah exchange rate, as reflected by the JISDOR benchmark, depreciated by 4.4% to IDR16,157/USD as of 31 December 2024, compared to the start of the year. This depreciation trend prompted Bank Indonesia to focus



juga membuat Bank Indonesia harus fokus pada kebijakan stabilisasi sehingga mempertahankan suku bunga acuan BI 7 *Day Reverse Repo Rate* di 6,00%.

on stabilization policies, maintaining its BI 7-Day Reverse Repo Rate at 6.00%.

Aktivitas Penggalangan Dana Tetap Tumbuh Solid di Tengah Dinamika Pasar Keuangan Global

Robust Fundraising Activity Amid Global Market Dynamics

Meskipun risiko volatilitas tinggi, aktivitas penggalangan dana baik di pasar saham maupun pasar obligasi domestik tetap solid. Otoritas Jasa Keuangan (OJK) mencatat, di sepanjang 2024 total penghimpunan dana di pasar modal mencapai Rp259,2 triliun yang meliputi penerbitan saham maupun Efek Bersifat Utang dan Sukuk (EBUS). Meskipun IHSG mencatatkan kinerja negatif, akan tetapi nilai kapitalisasi pasar tembus Rp12,33 ribu triliun atau tumbuh 5,7% sejak awal tahun. Hal ini mencerminkan antusiasme pelaku usaha maupun investor yang masih tinggi di tengah berbagai risiko ketidakpastian yang dihadapi.

Despite heightened volatility, fundraising activities in both the equity and bond markets in Indonesia remained robust. The Financial Services Authority (OJK) reported that total capital raised in the domestic capital market throughout 2024 reached IDR259.2 trillion, encompassing the issuance of stocks and debt securities, including sukuk. Despite the JCI recorded negative performance, market capitalization grew by 5.7% from the beginning of the year, reaching IDR12.33 trillion. This reflected sustained enthusiasm from businesses and investors despite prevailing uncertainties.

Ekonomi Indonesia Tumbuh Solid dan Berdaya Tahan Tinggi pada 2024

Indonesia's Economy Remained Resilient and Solid in 2024

Badan Pusat Statistik (BPS) mencatat, pertumbuhan PDB Indonesia berada di angka 5,03% pada 2024. Hal ini menunjukkan bahwa ekonomi Indonesia mampu mempertahankan momentum pertumbuhan sejalan dengan tren historisnya di tengah berbagai tantangan yang dihadapi. PDB Indonesia menurut pengeluaran masih ditopang oleh konsumsi rumah tangga yang memberikan andil 54,04% dan disusul oleh investasi atau Pembentukan Modal Tetap Bruto (PMTB) yang berkontribusi sebesar 29,15%. Di sisi lain, meskipun harga komoditas mengalami pelemahan, ekspor Indonesia juga masih menjadi penopang kuat ekonomi. Aktivitas Pemilu dan

The Central Statistics Agency (BPS) reported Indonesia's GDP growth at 5.03% in 2024. This demonstrated the country's ability to sustain growth momentum in line with its historical trends, despite various challenges. Indonesia's GDP, in terms of expenditure, remained primarily driven by household consumption, which contributed 54.04%, followed by investment or Gross Fixed Capital Formation (GFCF), which accounted for 29.15%. Meanwhile, despite the weakening of commodity prices, exports continued to serve as a strong pillar of the economy. The electoral activities, including the General and Regional Elections held in 2024, also spurred growth

Pilkada yang berlangsung di tahun 2024 juga turut mendorong pertumbuhan Konsumsi Lembaga Non-Profit yang melayani Rumah Tangga (LNPRT) sebesar 12,48%.

Sementara itu dari sisi lapangan usaha, industri pengolahan masih menjadi kontributor terbesar bagi perekonomian Indonesia dengan andil 18,98% yang kemudian disusul oleh perdagangan (13,07%), pertanian (12,61%), konstruksi (10,09%) serta pertambangan (9,15%). Sinergi kebijakan antar lembaga negara, transisi pemerintahan baru yang berjalan lancar, serta perbaikan iklim investasi hingga kebijakan strategis hilirisasi mampu mempertahankan momentum pertumbuhan di tengah tren pelemahan harga komoditas.

in the consumption of Non-Profit Institutions Serving Households (NPISH), which expanded by 12.48%.

From the business sector perspective, the manufacturing industry remained the largest contributor to Indonesia's economy, accounting for 18.98%, followed by trade (13.07%), agriculture (12.61%), construction (10.09%), and mining (9.15%). Synergized policies among government institutions, a smooth transition to a new administration, improvements in the investment climate, and strategic downstream initiatives all contributed to maintaining growth momentum amid declining commodity prices.

Prospek Ekonomi di 2025 Masih Menantang

Challenging Economic Prospects in 2025

Terpilihnya Donald Trump sebagai Presiden ke-47 AS menjadi cermatan semua pihak di 2025. Kebijakan proteksionis AS terutama terkait tarif yang berdampak ke sejumlah negara seperti Tiongkok, Eropa, Meksiko, Jepang dan Vietnam kembali memicu volatilitas di pasar keuangan serta ketidakpastian perdagangan internasional maupun arus investasi. Tentu hal ini akan menjadi cermatan bagi pemangku kebijakan, pelaku usaha hingga investor di 2025. IMF memperkirakan pertumbuhan ekonomi global di tahun 2025 melambat menjadi 3,1%. Sementara itu, Bank Indonesia memperkirakan ekonomi Indonesia dapat tumbuh di kisaran 4,8-5,6% di 2025 yang didukung dengan bauran kebijakan serta sinergi yang kuat.

The election of Donald Trump as the 47th President of the United States draws significant attention in 2025. The U.S. administration's protectionist policies, particularly regarding tariffs impacting countries like China, Europe, Mexico, Japan, and Vietnam, reignite financial market volatility and heighten uncertainty in international trade and investment flows. This is undoubtedly a critical focus for policymakers, businesses, and investors in 2025. The IMF forecasts global economic growth to slow further to 3.1% in 2025. Meanwhile, Bank Indonesia projects the Indonesian economy to grow within the range of 4.8%-5.6% in 2025, supported by a robust mix of policies and strong synergies.

Macroeconomics Indicators Macroeconomics Indicators	2025*	2024	2023	2022
Pertumbuhan PDB Global (%) Global GDP Growth (%)	3,1	3,2	3,3	3,5
Pertumbuhan PDB Indonesia (%) Indonesia GDP Growth (%)	4,8-5,6	5,0	5,1	5,3
Pertumbuhan PDB Lapangan Usaha Jasa Keuangan dan Asuransi Indonesia (%) Indonesia's Financial Services & Insurance Sector GDP Growth (%)	6,6-7,4	4,7	4,8	1,9
Laju Inflasi Tahunan Indonesia (%) Indonesia's Annual Inflation Rate (%)	1,5-3,5	1,6	2,6	5,5
Suku Bunga Acuan Indonesia/BI 7 DRRR (%) Indonesia's Benchmark Interest Rate/BI 7 DRRR (%)	5,0-5,25	6,0	6,0	5,5

Sumber : BPS, IMF, PTBI, Bloomberg
Source : BPS, IMF, PTBI, Bloomberg

Tinjauan Industri
Industry Review

Sektor asuransi umum di Indonesia pada akhir tahun 2024 menunjukkan perkembangan yang stabil dan sehat, meskipun terdapat tantangan dari situasi perekonomian global dan domestik.

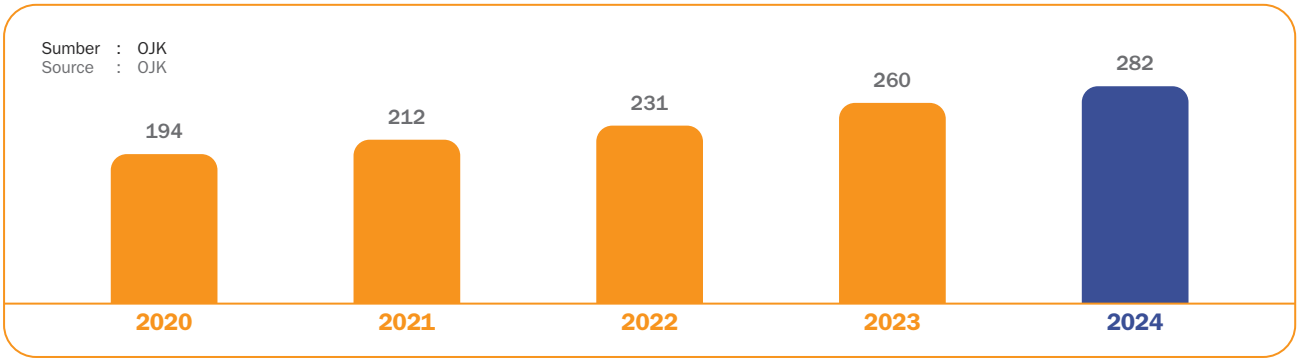
General Insurance Sector in Indonesia in Late 2024 Showed Stable and Healthy Development Despite Economic Challenges

Aset Asuransi Umum dan Reasuransi Terus Bertumbuh
Insurance Industry Assets Continued to Grow

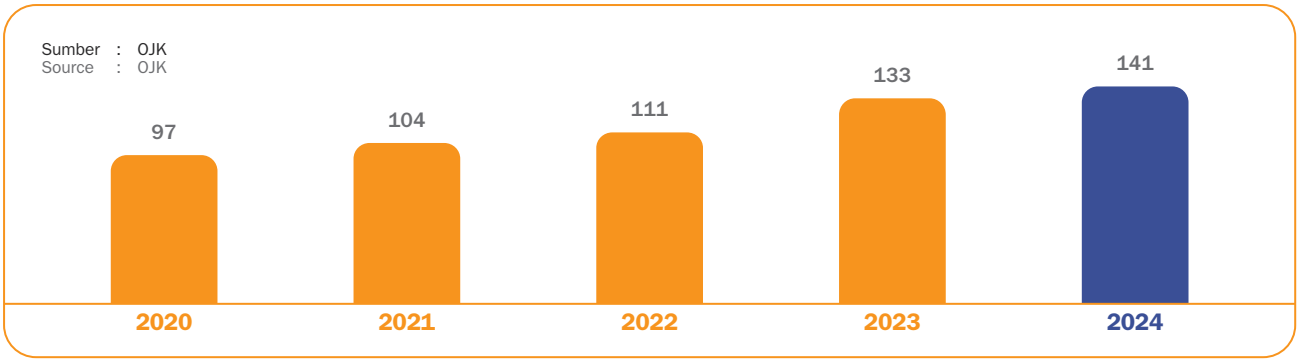
Berdasarkan data Statistik Asuransi Otoritas Jasa Keuangan (OJK) per 31 Desember 2024, total aset industri asuransi umum dan reasuransi mencapai Rp282 triliun atau tumbuh 8,3% dibandingkan dengan tahun sebelumnya. Tren positif pertumbuhan aset asuransi umum dan reasuransi ini terjaga dalam 5 tahun terakhir. Pertumbuhan aset industri asuransi umum dan reasuransi juga ditopang oleh pertumbuhan aset investasi yang mencapai Rp141 triliun per akhir Desember 2024 atau tumbuh 5,9% dibandingkan dengan tahun sebelumnya.

According to the Insurance Statistics of the Financial Services Authority (OJK) as of 31 December 2024, the total assets of the general insurance and reinsurance industry reached IDR282 trillion, reflecting an 8.3% growth compared to the previous year. This positive trend in asset growth for the general insurance and reinsurance industry had been sustained over the past five years. The industry's asset expansion was also supported by the growth of investment assets, which amounted to IDR141 trillion by the end of December 2024, marking a 5.9% increase from the previous year.

Total Aset Industri Asuransi Indonesia (Rp triliun)
Indonesia's Insurance Industry Total Assets (IDR trillion)



Aset Investasi Industri Asuransi Indonesia (Rp triliun)
Indonesia's Insurance Industry Investment Assets (IDR trillion)



Premi Bruto Industri Asuransi Umum dan Reasuransi Tumbuh Stabil

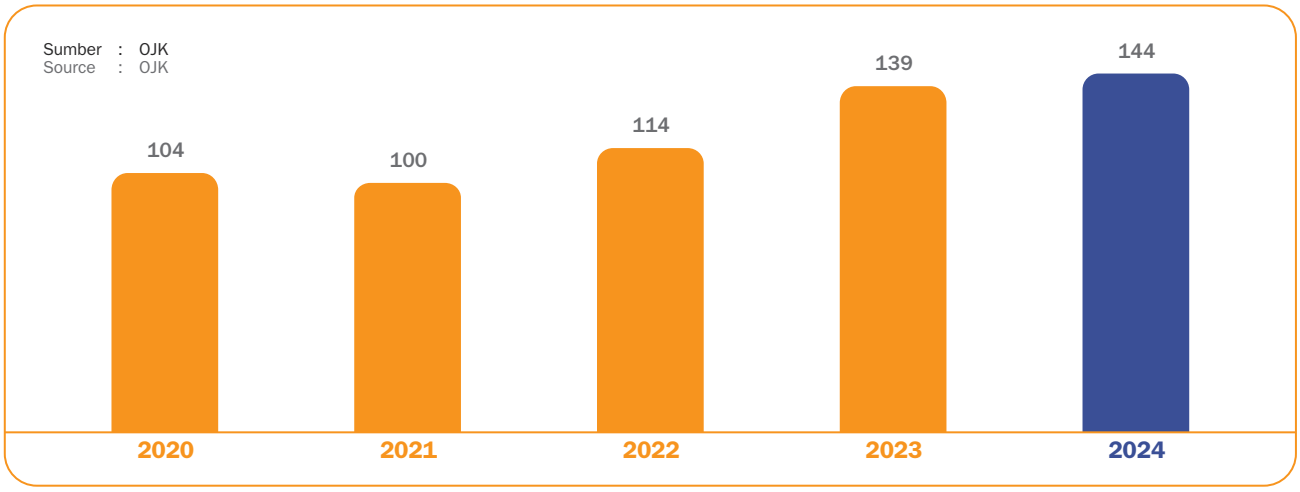
General Insurance and Reinsurance Gross Premiums Showed Steady Growth

Nilai premi bruto yang dihimpun oleh industri asuransi umum dan reasuransi per akhir Desember 2024 tercatat sebesar Rp144 triliun, yang menunjukkan kenaikan sebesar 3,7% dibandingkan dengan periode yang sama pada tahun 2023. Penopang utama pertumbuhan premi asuransi umum dan reasuransi masih berasal dari sektor properti dan asuransi kredit. Di sisi lain, sektor asuransi umum dan reasuransi terus tumbuh meskipun ada tantangan dari ketidakpastian ekonomi domestik dan global. Peningkatan ini dapat dipahami sebagai respons terhadap kebutuhan masyarakat akan perlindungan finansial, baik untuk aset maupun kesehatan, yang semakin penting di tengah berbagai risiko yang muncul.

The premium collected by the general insurance and reinsurance industries as of December 2024 reached IDR144 trillion, reflecting an increase of 3.7% compared to the same period in 2023. The primary drivers of growth in general and reinsurance premiums remain the property and credit insurance sectors. On the other hand, the general insurance and reinsurance sectors continued to grow despite challenges stemming from domestic and global economic uncertainties. This increase can be seen as a response to the growing demand for financial protection, both for assets and health, which has become increasingly critical amidst various emerging risks.

Nilai Premi Bruto Tercatat Industri Asuransi Umum dan Reasuransi Indonesia (Rp triliun)

Gross Premium Collected by Indonesia's General and Reinsurance Industry (IDR trillion)



Pertumbuhan Premi Bruto Asuransi Umum dan Reasuransi di Tengah Dinamika Industri

Growth of General Insurance and Reinsurance Gross Premiums Amid Industry Dynamics

Dinamika industri terutama properti, kendaraan bermotor, perbankan hingga energi turut berpengaruh terhadap perolehan premi asuransi umum dan reasuransi seiring dengan kontribusinya yang mencapai lebih dari 50%. Capaian positif pertumbuhan premi bruto di tengah kondisi yang menantang untuk keempat sektor tersebut tidak hanya patut diapresiasi tetapi juga menunjukkan peran asuransi dan reasuransi yang strategis dalam manajemen risiko. Berikut adalah ringkasan perkembangan empat sektor penopang industri asuransi umum dan reasuransi di 2024.

Industry dynamics, particularly in the property, automotive, banking, and energy sectors, had a significant impact on the acquisition of general insurance and reinsurance premiums as these sectors contributed more than 50% of gross premiums. The positive achievement of gross premium growth amid challenging conditions in these four sectors was not only commendable but also underscored the strategic role of insurance and reinsurance in risk management. Below is a summary of developments in the four key sectors supporting the general insurance and reinsurance industry in 2024.

Perkembangan Sektor Properti

A. **Komersial**

Kinerja sektor properti komersial yang mencakup segmen perkantoran, ritel, apartemen, hotel, lahan industri, *convention hall* dan *warehouse complex* dipengaruhi oleh tiga faktor utama yaitu permintaan, pasokan serta harga. Bank Indonesia (BI) dalam Perkembangan Properti Komersial (PPKOM) melaporkan Indeks Permintaan Properti Komersial untuk kategori sewa pada kuartal IV-2024 tumbuh 2,84% secara tahunan. Sementara itu, Indeks Permintaan Properti Komersial untuk kategori jual tumbuh 0,35% pada kuartal IV-2024.

Kemudian dari sisi pasokan, Indeks Pasokan Properti Komersial kategori sewa pada kuartal IV-2024 tumbuh 2,89% dari periode yang sama tahun sebelumnya. Sementara pada periode yang sama, Indeks Pasokan Properti Komersial kategori jual tumbuh relatif stabil 0,11% dari tahun sebelumnya.

Selain permintaan dan penawaran yang masih tumbuh, Indeks Harga Properti Komersial untuk kategori sewa dan jual pada kuartal IV-2024 dilaporkan meningkat terbatas masing-masing 0,93% dan 0,19% dibanding tahun sebelumnya.

Developments in the Property Sector

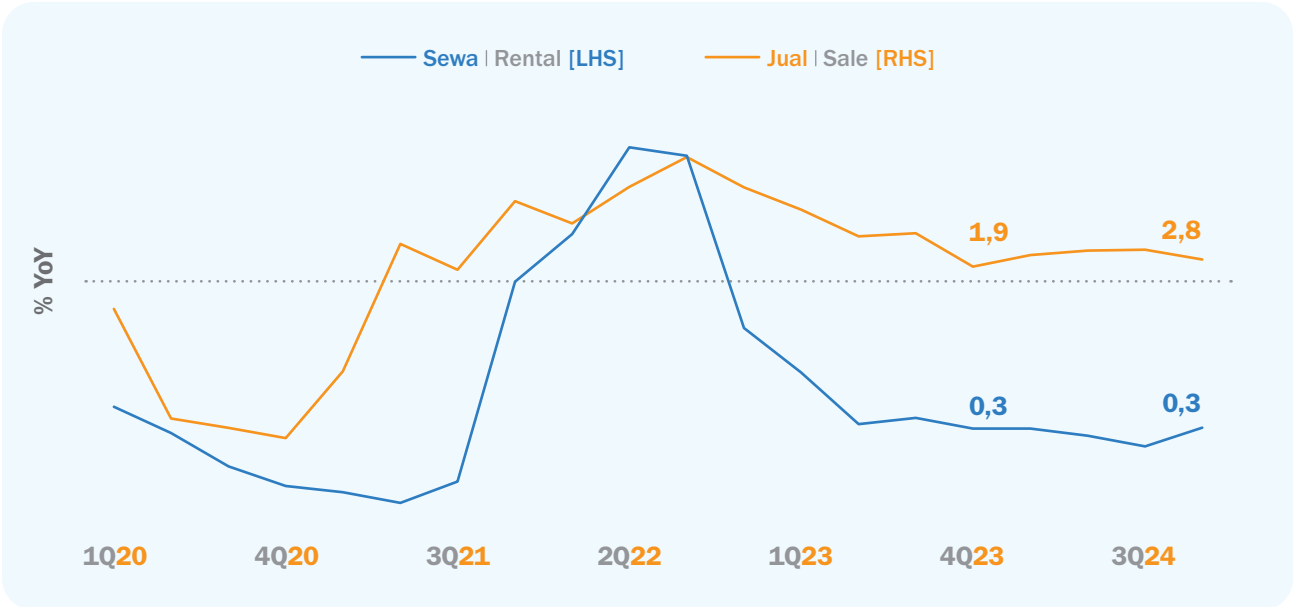
A. **Commercial Segment**

The performance of the commercial property sector, which encompassed office spaces, retail, apartments, hotels, industrial land, convention halls, and warehouse complexes, was influenced by three main factors: demand, supply, and pricing. Bank Indonesia (BI), in its Commercial Property Developments (PPKOM) report, stated that the Commercial Property Demand Index for rental properties grew by 2.84% year-on-year in Q4-2024. Meanwhile, the Commercial Property Demand Index for sale properties registered a moderate growth of 0.35% in the same period.

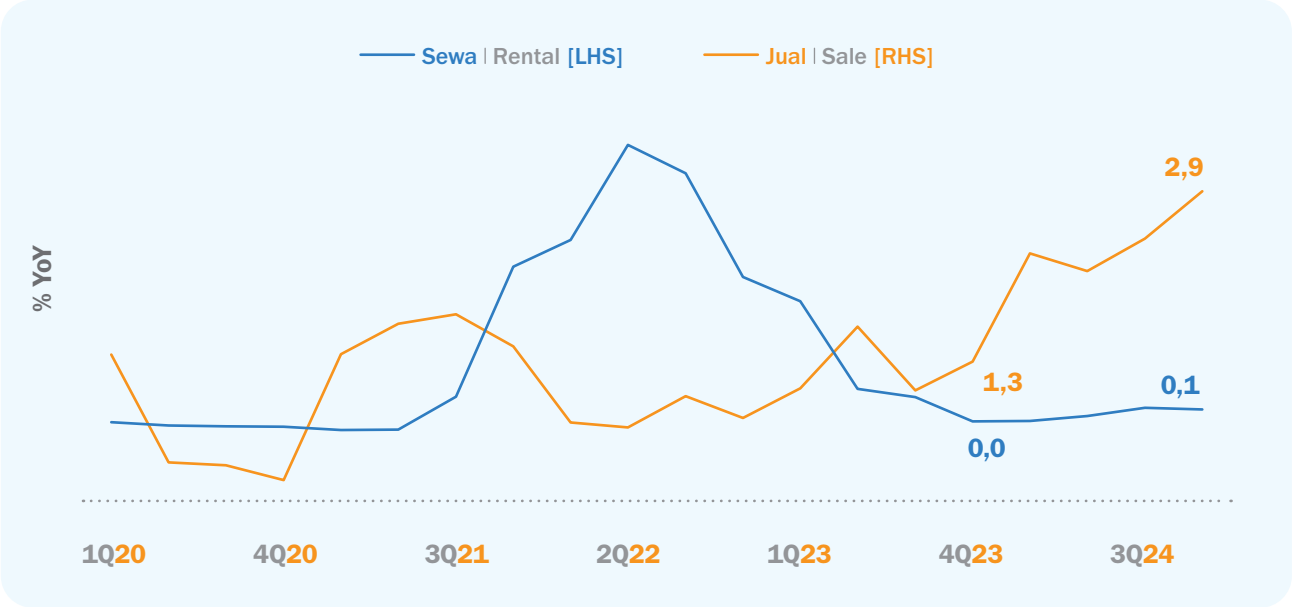
From the supply side, the Commercial Property Supply Index for rental properties increased by 2.89% in Q4-2024 compared to the same period in the previous year. Meanwhile, the Commercial Property Supply Index for sale properties remained relatively stable, recording a slight growth of 0.11% year-on-year.

In addition to the continued growth in demand and supply, the Commercial Property Price Index for both rental and sale categories experienced limited increases of 0.93% and 0.19%, respectively, in Q4-2024 compared to the previous year.

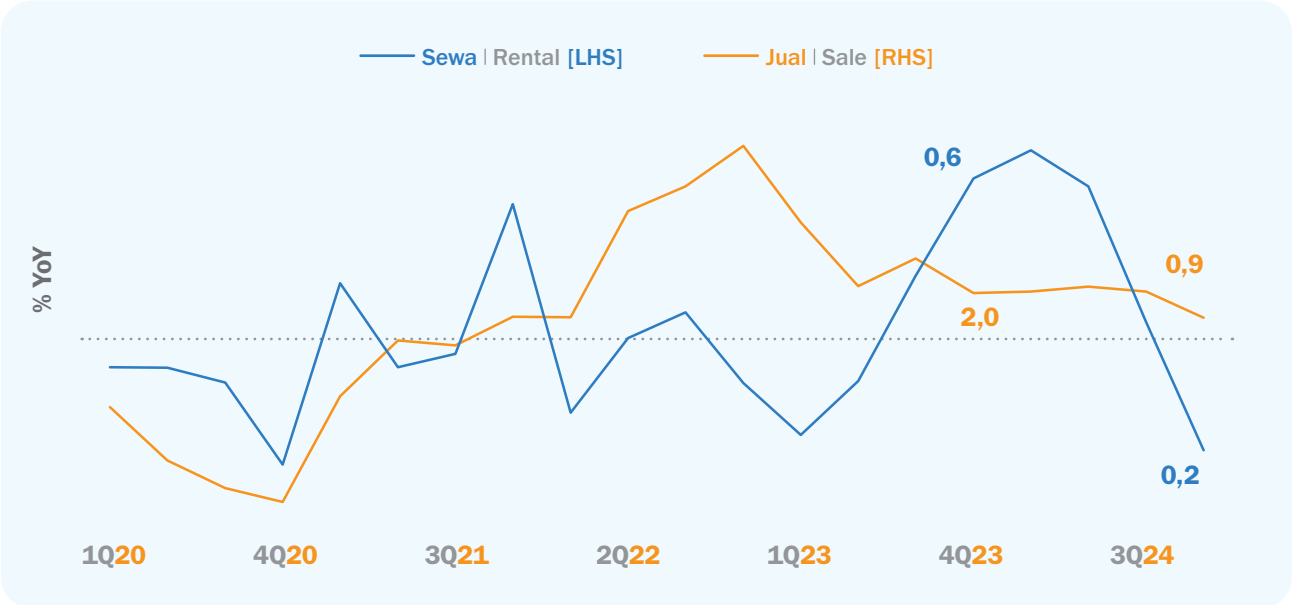
Pertumbuhan Tahunan Indeks Permintaan Properti Komersial Bank Indonesia
Annual Growth of Bank Indonesia's Commercial Property Demand Index



Pertumbuhan Tahunan Indeks Pasokan Properti Komersial Bank Indonesia
Annual Growth of Bank Indonesia's Commercial Property Supply Index



Pertumbuhan Tahunan Indeks Harga Properti Komersial Bank Indonesia
Annual Growth of Bank Indonesia's Commercial Property Price Index



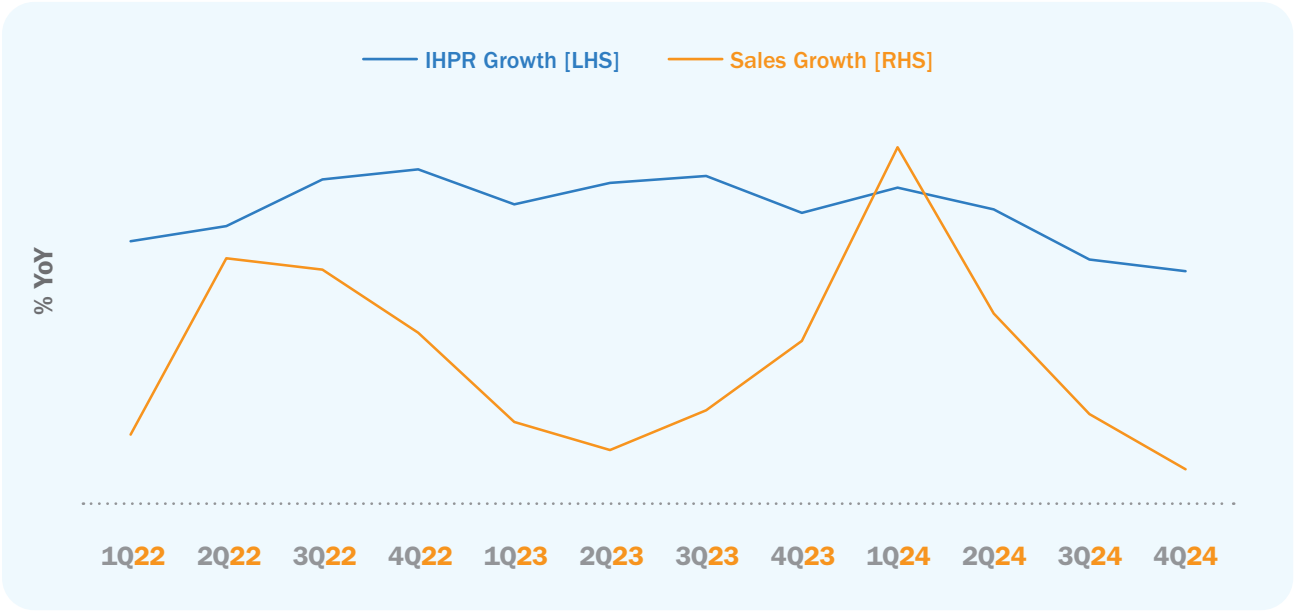
B. **Residensial**
Survei Harga Properti Residensial (SHPR) Bank Indonesia (BI) menunjukkan sektor properti residensial masih menghadapi tantangan. Hal ini tercermin dari kondisi harga serta volume penjualan. Indeks Harga Properti Residensial (IHPR) pada kuartal IV-2024 tumbuh terbatas 1,39% dari periode yang sama tahun sebelumnya. Dari sisi penjualan, survei BI menunjukkan pertumbuhan penjualan properti residensial di Indonesia tercatat kontraksi 15,09% dibandingkan dengan tahun sebelumnya. Kontraksi tersebut terutama dialami segmen pennjualan rumah tipe kecil dan menengah di tengah kenaikan penjualan rumah tipe besar.

B. **Residential**
Bank Indonesia's (BI) Residential Property Price Survey (SHPR) indicated that the residential property sector continued to face challenges. This was reflected in both price conditions and sales volume. The Residential Property Price Index (IHPR) in Q4-2024 recorded limited growth of 1.39% compared to the same period in the previous year.In terms of sales, BI's survey showed that residential property sales in Indonesia contracted by 15.09% year-on-year. This contraction was primarily observed in the sales of small and medium-sized houses, while sales of large houses experienced an increase.

Berdasarkan indikator-indikator di atas, baik segmen komersial maupun residensial menunjukkan jika sektor properti domestik menghadapi tahun yang menantang di 2024 terutama di tengah risiko global serta masih tingginya suku bunga acuan. Namun demikian, premi yang tercatat dari segmen properti masih tetap tumbuh solid. Hal ini mengindikasikan bahwa kebutuhan akan proteksi aset berharga seperti rumah meningkat.

Based on these indicators, both the commercial and residential segments demonstrated that the domestic property sector faced a challenging year in 2024, particularly amid global risks and persistently high benchmark interest rates. Nevertheless, premiums recorded from the property segment continued to grow solidly. This indicated that the demand for asset protection, such as home insurance, had increased.

Pertumbuhan Tahunan Indeks Harga Properti Residensial vs Penjualan
Annual Growth of Residential Property Price Index vs Sales



Perkembangan Sektor Kendaraan Bermotor

Selain segmen properti, segmen kendaraan bermotor juga memberikan andil besar terhadap premi asuransi umum. Kontribusi segmen kendaraan bermotor terhadap premi asuransi umum di tahun 2024 hampir 20%. Namun sektor ini juga tak luput menghadapi berbagai tantangan di sepanjang 2024.

A. **Sepeda Motor**
Asosiasi Industri Sepeda Motor Indonesia (AISI) mencatat distribusi kendaraan roda dua domestik pada 2024 mencapai 6,3 juta unit atau tumbuh stabil 1,54% dibandingkan dengan tahun sebelumnya.

B. **Mobil**
Gabungan Industri Kendaraan Bermotor Indonesia (GAIKINDO) melaporkan penjualan mobil domestik di tahun 2024 mengalami kontraksi 13,93% dibanding tahun sebelumnya. Total mobil yang terjual mencapai 866 ribu unit atau di bawah target 1 juta unit.

Dinamika perkembangan industri kendaraan bermotor tersebut turut mempengaruhi perolehan premi asuransi umum dan asuransi yang relatif stabil di tahun 2024.

Development of the Motor Vehicle Sector

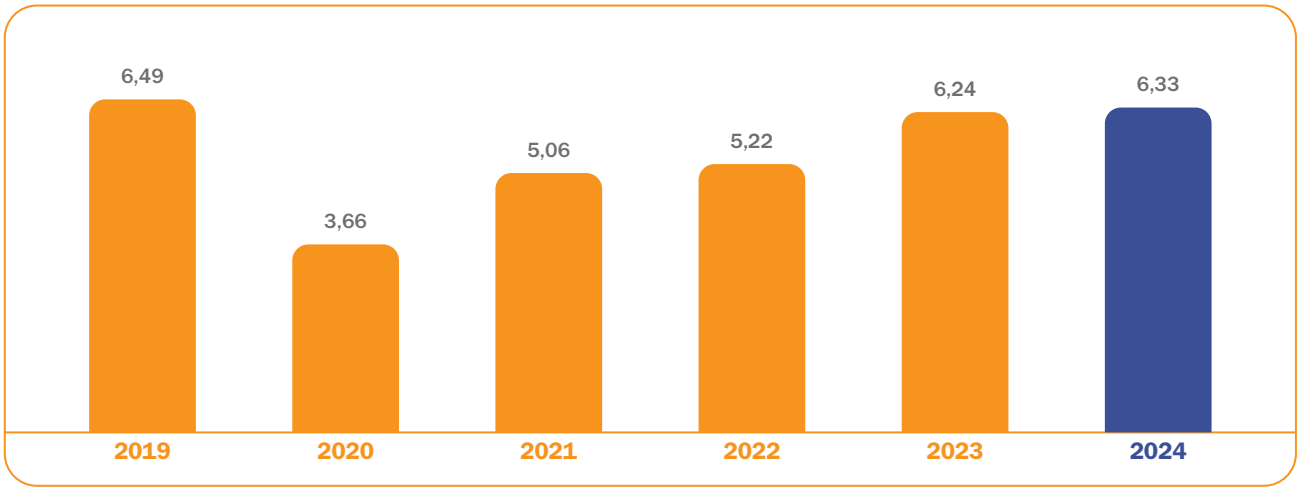
Apart from the property segment, the motor vehicle segment also played a significant role in contributing to general insurance premiums. In 2024, this segment accounted for nearly 20% of total general insurance premiums. However, the sector faced several challenges throughout the year.

A. **Motorcycles**
The Indonesian Motorcycle Industry Association (AISI) recorded that domestic two-wheeler distribution in 2024 reached 6.3 million units, reflecting a stable growth of 1.54% compared to the previous year.

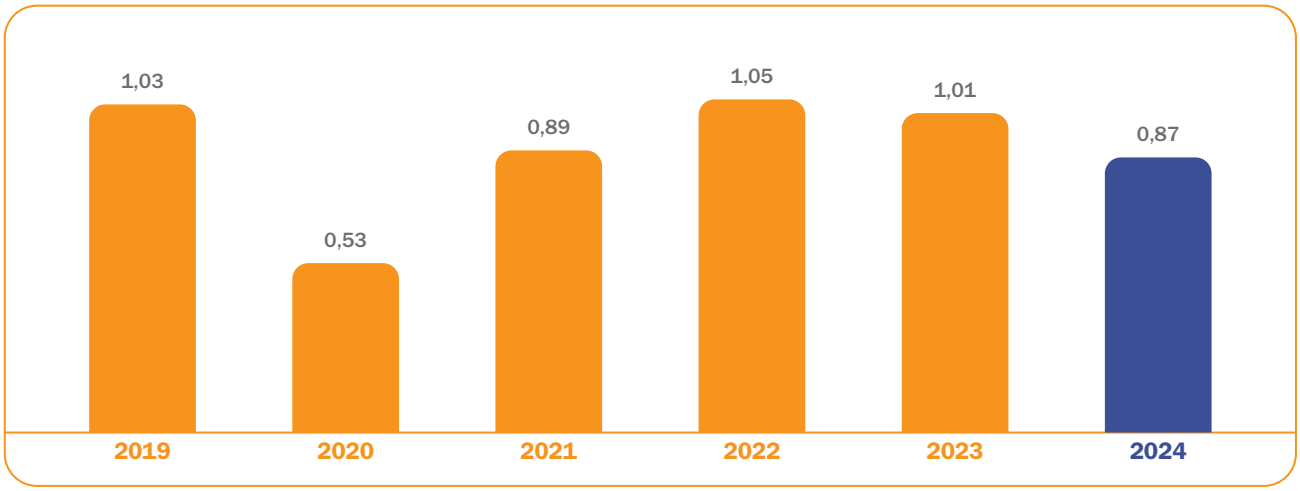
B. **Cars**
The Association of Indonesian Automotive Industries (GAIKINDO) reported that domestic car sales in 2024 contracted by 13.93% compared to the previous year. Total car sales reached 866 thousand units, falling short of the 1 million-unit target.

The dynamics of the motor vehicle industry's development influenced the acquisition of general insurance premiums, which remained relatively stable throughout 2024.

Distribusi Sepeda Motor Domestik (Juta Unit)
Domestic Motorcycle Distribution (Million Units)



Penjualan Mobil Domestik (Juta Unit)
Domestic Car Sales Distribution (Million Units)



Perkembangan Sektor Perbankan

Segmen asuransi kredit juga memiliki kontribusi yang besar terhadap perolehan premi asuransi umum maupun reasuransi. Data OJK menunjukkan bahwa kondisi perbankan Indonesia pada 2024 masih tetap solid dari sisi intermediasi, permodalan, profitabilitas dan profil risiko.

A. **Intermediasi Perbankan**
Per akhir Desember 2024, pertumbuhan kredit perbankan mencapai 10,39% dibandingkan tahun sebelumnya. Pertumbuhan tertinggi tercatat pada kredit investasi yang tumbuh 13,62% dari tahun sebelumnya. Meskipun kredit tumbuh dobel digit, pertumbuhan Dana Pihak Ketiga (DPK) tumbuh lebih rendah dengan laju 4,48% dari tahun sebelumnya. Hal ini menyebabkan peningkatan rasio *Loan to Deposit* (LDR) yang mencapai 88,57%. Namun demikian, likuiditas di sektor perbankan masih tergolong baik.

Banking Sector Developments

The credit insurance segment also made a significant contribution to the premium income of both general insurance and reinsurance. Data from the Financial Services Authority (OJK) indicated that Indonesia's banking sector remained solid in 2024 in terms of intermediation, capitalization, profitability, and risk profile.

A. **Banking Intermediation**
As of the end of December 2024, bank loan growth reached 10.39% compared to the previous year. The highest growth was recorded in investment loan, which increased by 13.62% year-on-year. Despite the double-digit credit growth, Third-Party Funds (DPK) grew at a slower rate of 4.48% from the previous year. This resulted in an increase in the Loan-to-Deposit Ratio (LDR), which reached 88.57%. Nevertheless, liquidity in the banking sector remained in good condition.

B. **Permodalan**
Dari sisi permodalan, rasio kecukupan modal (*Capital Adequacy Ratio*/CAR) industri berada di 26,69% per akhir Desember 2024. Hal ini menunjukkan bahwa permodalan perbankan domestik tetap solid.

C. **Profitabilitas**
Masih tetap tingginya suku bunga acuan membuat Marjin Bunga Bersih (NIM) perbankan tergerus. OJK melaporkan posisi NIM perbankan berada di 4,62% per akhir Desember 2024 atau mengalami penurunan 19 basis poin (bps) dibanding tahun sebelumnya.

D. **Profil Risiko**
Berbagai indikator risiko seperti rasio kredit macet (NPL) serta rasio kredit berisiko (LaR) perbankan nasional menunjukkan penurunan dan tetap terjaga baik. Rasio NPL industri perbankan nasional per akhir Desember 2024 berada di 2,08% atau turun 11 bps dari tahun sebelumnya. Sementara itu, di waktu yang sama, LaR berada di 9,28% atau turun lebih dalam sebesar 166 bps dari tahun sebelumnya.

Secara keseluruhan, industri perbankan Indonesia dalam kondisi baik dan solid. Fokus pengelolaan risiko kredit dilakukan secara berhati-hati dengan memastikan pencadangan yang mencukupi serta menerapkan mekanisme *risk sharing* salah satunya melalui asuransi.

B. **Capitalization**
In terms of capitalization, the industry's Capital Adequacy Ratio (CAR) stood at 26.69% as of the end of December 2024. This indicated that domestic banking capitalization remained solid.

C. **Profitability**
The persistently high benchmark interest rates led to a decline in the banking sector's Net Interest Margin (NIM). OJK reported that the banking NIM stood at 4.62% as of the end of December 2024, marking a decrease of 19 basis points (bps) compared to the previous year.

D. **Risk Profile**
Various risk indicators, such as the Non-Performing Loan (NPL) ratio and the Loan at Risk (LaR) ratio, showed improvements and remained well-managed. The banking industry's NPL ratio stood at 2.08% as of the end of December 2024, down by 11 bps from the previous year. Meanwhile, during the same period, the LaR ratio declined more significantly, reaching 9.28%, a decrease of 166 bps from the previous year.

Overall, Indonesia's banking industry remained in a stable and solid condition. Credit risk management was carried out prudently by ensuring adequate provisioning and implementing risk-sharing mechanisms, including through insurance.

Indikator Perbankan Indonesia (%)
Indonesia Banking Indicators (%)

Indikator Indicators	Desember 2023 December 2023	Desember 2024 December 2024
Intermediasi Intermediary		
Pertumbuhan Kredit Loan Growth	10,38	10,39
Pertumbuhan Kredit Modal Kerja Working Capital Loan Growth	10,05	8,35
Pertumbuhan Kredit Investasi Investment Loan Growth	12,26	13,62
Pertumbuhan Kredit Konsumsi Consumption Loan Growth	9,10	10,61
Pertumbuhan Dana Pihak Ketiga Third Party Fund Growth	3,73	4,48
LDR	83,83	88,57
Permodalan Capital		
CAR	27,65	26,69
Profitabilitas Profitability		
NIM	4,81	4,62
ROA	2,74	2,69

Indikator Indicators	Desember 2023 December 2023	Desember 2024 December 2024
Profil Risiko Risk Profile		
NPL *Gross* Gross NPL	2,19	2,08
LaR	10,94	9,28

Perkembangan Sektor Migas

Tensi geopolitik terutama perang Rusia-Ukraina serta memanasnya konflik di Timur Tengah memicu volatilitas harga energi global. Meskipun harga minyak mentah mengalami kenaikan di semester I-2024, risiko perlambatan ekonomi global membuat harga komoditas energi mengalami penurunan di paruh kedua tahun 2024. Data Bank Dunia menunjukkan, rata-rata harga minyak mentah Brent dan West Texas Intermediate (WTI) di sepanjang tahun 2024 masing-masing USD 80,7/barel dan USD 75,8/barel. Rata-rata harga minyak mentah turun 2,3% dibandingkan rata-rata di tahun sebelumnya. Sementara itu, rata-rata harga gas alam AS dan Uni Eropa masing-masing USD 2,2/mmbtu dan USD 11,0/mmbtu atau mengalami kontraksi 13,7% dan 16,4%.

Oil & Gas Sector Development

Geopolitical tensions, particularly the Russia-Ukraine war and the escalating conflict in the Middle East, triggered volatility in global energy prices. Although crude oil prices rose in the first half of 2024, the risk of a global economic slowdown led to a decline in energy commodity prices in the second half of the year. Data from the World Bank indicated that the average prices of Brent and West Texas Intermediate (WTI) crude oil throughout 2024 stood at USD 80.7/barrel and USD 75.8/barrel, respectively. The average crude oil price declined by 2.3% compared to the previous year. Meanwhile, the average prices of natural gas in the U.S. and the European Union were recorded at USD 2.2/mmbtu and USD 11.0/mmbtu, reflecting contractions of 13.7% and 16.4%, respectively.

Pergerakan Harga Energi Global

Global Energy Prices Movement

Period	Rata-rata Harga Minyak Mentah Average Cruide Oil Prices (USD/barrel)		Rata-rata Harga Gas Alam Average Natural Gas Prices (USD/mmbtu)	
	Brent	WTI	US	EU
2020	42,3	39,3	2,0	3,2
2021	70,4	68,0	3,9	16,1
2022	99,8	94,4	6,4	40,3
2023	82,6	77,7	2,5	13,1
2024	80,7	75,8	2,2	11,0

Ekspor dan Impor Migas Indonesia Stabil

Di tengah tren pelemahan harga minyak dan gas global, kinerja perdagangan internasional Indonesia untuk sektor migas tetap solid. Data Badan Pusat Statistik (BPS) menunjukkan total ekspor migas Indonesia di sepanjang 2024 mencapai USD 15,9 miliar, sedangkan total nilai impor migas Indonesia di waktu yang sama mencapai USD 36,3 miliar. Baik ekspor maupun impor migas Indonesia di 2024 cenderung stabil dibandingkan dengan tahun 2023.

Indonesia's Oil and Gas Exports and Imports Remained Stable

Amid the global decline in oil and gas prices, Indonesia's international trade performance in the oil and gas sector remained solid. Statistics Indonesia data showed that throughout 2024, Indonesia's total oil and gas exports reached USD 15.9 billion, while total oil and gas imports amounted to USD 36.3 billion. Both exports and imports of oil and gas in 2024 remained relatively stable compared to 2023.

Ekspor dan Impor Migas Indonesia (USD Miliar)

Indonesia's Oil & Gas Exports and Imports (USD Billion)

Minyak & Gas Oil & Gas	2023	2024	Perubahan Changes
Ekspor Exports	15,9	15,9	-0.28%
Impor Imports	35,8	36,3	1.24%
Neraca Dagang Trade Balance	(19,9)	(20,4)	2.46%

Investasi di Sektor Migas Tumbuh Tinggi

Kementerian Energi dan Sumber Daya Mineral (ESDM) mencatat *lifting* migas sepanjang tahun 2024. Tercatat, akumulasi *lifting* migas pada tahun 2024 sebesar 1.606,4 mboepd, dengan *lifting* minyak bumi 579,7 mbopd dan gas bumi sebesar 5.481 mmscfd (setara 978,8 mboepd). Tren investasi di sektor migas juga mengalami pertumbuhan yang tinggi. Total akumulasi investasi migas di Indonesia di tahun 2024 mencapai USD 17,5 miliar atau tumbuh 17,4% dibandingkan tahun 2023.

High Growth in Oil and Gas Sector Investment

The Ministry of Energy and Mineral Resources (ESDM) recorded Indonesia's total oil and gas lifting throughout reached 1,606.4 mboepd, consisting of 579.7 mbopd of crude oil and 5,481 mmscfd (equivalent to 978.8 mboepd) of natural gas. Investment in the oil and gas sector also experienced significant growth. The total accumulated oil and gas investment in Indonesia in 2024 amounted to USD 17.5 billion, marking a 17.4% increase compared to 2023.

Total Investasi Migas Indonesia (USD Miliar)
Oil & Gas Investment in Indonesia (USD Billion)

Minyak & Gas Oil & Gas	2023	2024	Perubahan Changes
Total Investasi Total Investments	14.9	17.5	17,4%

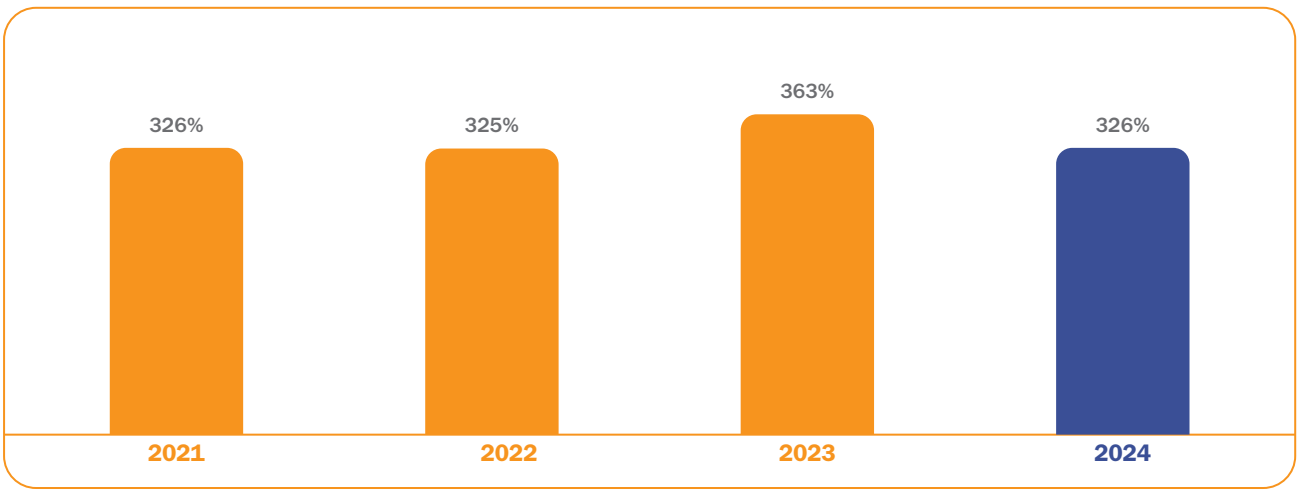
Tingkat Solvabilitas Asuransi Umum dan Reasuransi Tinggi diatas Ketentuan

High Solvency Levels in General Insurance and Reinsurance Exceeded Requirements

Salah satu indikator penting untuk menilai kesehatan industri asuransi adalah *Risk-Based Capital* (RBC), yang menunjukkan seberapa besar kemampuan permodalan perusahaan asuransi dalam menyerap risiko. Pada Desember 2024, industri asuransi umum dan reasuransi tercatat memiliki RBC sebesar 325,93%, jauh di atas ambang batas minimum yang ditetapkan oleh OJK, yaitu 120%. Hal ini menunjukkan bahwa permodalan industri asuransi umum dan reasuransi cukup kuat untuk menghadapi risiko yang mungkin timbul di masa depan. Selain itu, sektor asuransi umum dan reasuransi juga berhasil mempertahankan stabilitasnya meskipun ada beberapa tantangan eksternal, seperti volatilitas pasar finansial dan ketidakpastian ekonomi yang dipicu oleh faktor global. Sebagai bagian dari sektor yang dikelola dengan baik, asuransi umum dan reasuransi tetap dapat mempertahankan keseimbangan antara pertumbuhan dan mitigasi risiko.

One of the key indicators to assess the health of the insurance industry is the Risk-Based Capital (RBC), which reflects the ability of an insurance company to absorb risks through its capital reserves. As of December 2024, the general insurance and reinsurance industries recorded an RBC of 325.93%, significantly exceeding the minimum threshold set by the Financial Services Authority (OJK) of 120%. This demonstrates the robust capital position of the general insurance and reinsurance industries in addressing potential risks in the future. Additionally, these sectors have successfully maintained their stability despite external challenges such as financial market volatility and economic uncertainty driven by global factors. As part of a well-managed industry, the general insurance and reinsurance sectors continue to strike a balance between growth and risk mitigation.

Risk Based Capital (RBC) Industri Asuransi Umum dan Reasuransi Indonesia (%)
Risk-Based Capital (RBC) of Indonesia's General Insurance and Reinsurance Industry (%)



Kebijakan Modal Minimum untuk Penguatan Industri Asuransi

Minimum Capital Requirements to Strengthen the Insurance Industry

Dalam rangka penguatan sektor asuransi dan mengurangi potensi risiko yang ada, OJK terus memonitor pemenuhan kewajiban ekuitas oleh perusahaan asuransi dan reasuransi. Berdasarkan POJK No. 23 Tahun 2023 tentang Perizinan Usaha dan Kelembagaan Perusahaan Asuransi, perusahaan asuransi wajib memenuhi jumlah ekuitas yang dipersyaratkan pada tahun 2026. Hingga Desember 2024, sebanyak 107 perusahaan asuransi dan reasuransi dari 146 telah memenuhi kewajiban ekuitas minimum yang dipersyaratkan. Hal ini menunjukkan bahwa industri asuransi umum, secara keseluruhan, berada dalam posisi yang stabil untuk memenuhi regulasi yang ditetapkan oleh OJK.

To strengthen the insurance sector and mitigate potential risks, OJK continued to monitor the fulfillment of equity requirements by insurance and reinsurance companies. Under OJK Regulation (POJK) No. 23 of 2023 regarding Business Licensing and Institutional Requirements for Insurance Companies, insurance companies were required to meet the prescribed equity thresholds by 2026. As of December 2024, 107 insurance and reinsurance companies from 146 companies had fulfilled the minimum equity requirements. This indicated that the general insurance industry was in a stable position to comply with OJK's regulations.

Ketentuan Modal Minimum OJK

OJK's Minimum Equity Requirement

Jenis Perusahaan Companies Type	Ekuitas Minimum (Rp miliar) Minimum Equity (IDR billion)		
	2026	2028	
		KPPE 1	KPPE 2
Asuransi Insurance	250	500	1.000
Asuransi Syariah Sharia Insurance	100	200	500
Reasuransi Reinsurance	500	1.000	2.000
Reasuransi Syariah Sharia Reinsurance	200	400	1.000

Tantangan dan Prospek Asuransi Umum dan Reasuransi 2025

Challenges and Prospects for the General Insurance and Reinsurance Sector in 2025

Meskipun sektor asuransi umum dan reasuransi menunjukkan pertumbuhan yang positif, tantangan besar tetap ada, terutama di tengah ketidakpastian perekonomian global termasuk volatilitas di pasar keuangan hingga perubahan iklim yang dapat mempengaruhi risiko yang harus ditanggung oleh perusahaan asuransi dan reasuransi. Selain itu, dengan semakin tingginya tingkat literasi finansial masyarakat, perusahaan asuransi dan reasuransi perlu lebih giat untuk meningkatkan transparansi dan kualitas layanan termasuk melalui strategi transformasi digital agar dapat bersaing dalam pasar yang semakin ketat. Namun, dengan struktur permodalan yang solid dan pengawasan yang ketat dari OJK, sektor asuransi umum dan reasuransi di Indonesia diperkirakan akan terus berkembang. Langkah-langkah OJK untuk memperkuat pengaturan dan pengawasan, serta pemenuhan kewajiban ekuitas yang dipersyaratkan, memberikan keyakinan bahwa sektor ini akan mampu menghadapi tantangan dengan lebih baik di masa depan.

Despite the growth momentum demonstrated by the general insurance and reinsurance sectors, significant challenges remain, particularly amidst global economic uncertainties, including financial market volatility and climate change, which could impact the risks borne by insurance and reinsurance companies. Additionally, with the increasing level of financial literacy among the public, insurance and reinsurance companies must intensify efforts to enhance transparency and service quality, including through digital transformation strategies, to remain competitive in an increasingly tight market. However, supported by a solid capital structure and stringent oversight from the Financial Services Authority (OJK), Indonesia's general insurance and reinsurance sectors are projected to continue growing. The OJK's initiatives to strengthen regulations and supervision, as well as enforce equity compliance requirements, provide confidence that the sector will be better equipped to address future challenges.

Tinjauan Operasional
Operational Review

Tugu Insurance mengklasifikasikan kegiatan usahanya menjadi 4 (empat) segmen usaha utama yaitu asuransi umum, reasuransi usaha sewa dan bisnis terkait, serta usaha lainnya yang dikelola langsung maupun melalui anak usaha dan entitas asosiasi.

Tugu Insurance classifies its business activities into four main segments: general insurance, reinsurance, rental and related business activities, as well as other businesses managed directly or through subsidiaries and associated entities.

Segmen Usaha Asuransi Umum
General Insurance Business Segment

Segmen usaha Asuransi Umum dikelola oleh Tugu Insurance dan grup bisnisnya menawarkan berbagai produk baik untuk korporat maupun ritel. Ringkasan kinerja segmen usaha Asuransi Umum per 31 Desember 2024 sebagai berikut:

- Premi neto Rp1,2 triliun tumbuh 7%;
- Pendapatan *underwriting* Rp1,3 triliun tumbuh 1%;
- Beban *underwriting* Rp488 miliar mengalami penurunan 10%;
- Hasil *underwriting* Rp823 miliar tumbuh 9%.

The General Insurance Business Segment, managed by Tugu Insurance and its business group, offers a wide range of products catering to both corporate and retail customer. Summary of General Insurance segment performance as of 31 December 2024:

- Net premiums reached IDR1.2 trillion, grew by 7%;
- Underwriting revenues totaled IDR1.3 trillion, increased by 1%;
- Underwriting expenses amounted to IDR488 billion, declined 10%;
- Underwriting results stood at IDR823 billion, grew by 9%.

Segmen Usaha Asuransi Umum General Insurance Segment	Nilai (Rp ribu) Values (IDR thousands)		Pertumbuhan Growth
	2024	2023	
Pendapatan Premi Neto Net Premium	1.236.834.407	1.153.694.430	7%
Pendapatan *Underwriting* Underwriting Revenues	1.311.002.661	1.296.290.921	1%
Beban *Underwriting* Underwriting Expenses	(488.332.189)	(543.085.048)	-10%
Hasil *Underwriting* Underwriting Results	822.670.472	753.205.873	9%

Segmen Usaha Reasuransi
Reinsurance Segment

Segmen usaha reasuransi fokus pada pemberian jasa dalam pertanggungan terhadap risiko klaim yang didapat oleh perusahaan asuransi. Segmen usaha ini dilayani oleh PT Tugu Reasuransi Indonesia (TuguRe) yang merupakan anak usaha Perseroan. Ringkasan kinerja segmen usaha Reasuransi per 31 Desember 2024 sebagai berikut:

- Premi neto Rp2,5 triliun tumbuh 33%;
- Pendapatan *underwriting* Rp1,6 triliun tumbuh 27%;

The Reinsurance segment focused on providing risk coverage services for claims liabilities incurred by insurance companies. This segment is served by PT Tugu Reasuransi Indonesia (TuguRe), a subsidiary of the company. Summary of Reinsurance segment performance as of 31 December 2024:

- Net premiums reached IDR2.5 trillion, grew by 33%;
- Underwriting revenues totaled IDR1.6 trillion, increased by 27%;

- Beban *underwriting* Rp1,5 triliun, mengalami peningkatan 13%; dan
- Hasil *underwriting* Rp94 miliar membalikkan kondisi dari rugi menjadi untung.

- Underwriting expenses amounted to IDR1.3 trillion, increased by 13%; and
- Underwriting results stood at IDR94 billion, achieved turnaround from a loss to be profitable.

Segmen Usaha Reasuransi Reinsurance Segment	Nilai (Rp ribu) Values (IDR thousands)		Pertumbuhan Growth
	2024	2023	
Premi Neto Net Premium	2.532.233.236	1.907.433.864	33%
Pendapatan *Underwriting* Underwriting Revenues	1.642.287.369	1.294.479.809	27%
Beban *Underwriting* Underwriting Expenses	(1.548.320.975)	(1.364.543.735)	13%
Hasil *Underwriting* Underwriting Results	93.966.394	(70.063.926)	1.179%

Segmen Usaha Sewa dan Lainnya

Rental and Other Business Segment

Perseroan memiliki anak usaha yang bergerak di segmen sewa properti dan kendaraan melalui PT Pratama Mitra Sejati serta usaha surveyor dan manajemen risiko melalui PT Synergy Risk Management Consultants. Keduanya merupakan anak usaha Tugu Insurance yang kinerja keuangannya dikonsolidasikan ke dalam laporan keuangan Grup. Ringkasan kinerja segmen usaha sewa dan lainnya per 31 Desember 2024 sebagai berikut:

- Pendapatan usaha Rp474 miliar mengalami penurunan 36%;
- Beban usaha tercatat sebesar Rp400 miliar atau meningkat 8% dari tahun sebelumnya;
- Laba usaha pada 2024 tercatat sebesar Rp61 miliar.

The company has subsidiaries operating in the property and vehicle rental segment through PT Pratama Mitra Sejati, as well as in the surveyor and risk management business through PT Synergy Risk Management Consultants. Both are subsidiaries of Tugu Insurance, and their financial performance is consolidated into the Group's financial statements. Summary of rental and other business segment performance as of 31 December 2024:

- Operating revenue of IDR474 billion decreased by 36%;
- Operating expenses were recorded at IDR400 billion, increasing by 8% from the previous year;
- Operating profit in 2024 was recorded at IDR61 billion.

Segmen Usaha Sewa dan bisnis terkait, dan Lainnya Rental and Other Business Segment	Nilai (Rp ribu) Values (IDR thousands)		Pertumbuhan Growth
	2024	2023	
Pendapatan usaha Operating revenues	474.764.487	740.133.161	-36%
Beban usaha Operating expenses	(400.407.647)	(372.350.758)	8%
Laba usaha Operating income	60.930.195	340.234.133	-82%

Kontribusi Masing-masing Segmen Usaha terhadap Laba Konsolidasian

Contribution of Business Segments to Consolidated Profit

Per 31 Desember 2024, segmen usaha asuransi umum masih menjadi kontributor terbesar terhadap laba tahun berjalan konsolidasian perseroan dengan proporsi sebesar 82%. Namun perbaikan laba juga dialami oleh segmen usaha reasuransi yang sebelumnya mencatatkan kerugian dan menjadi untung di 2024 serta peningkatan laba dari segmen usaha rental dan lainnya.

As of 31 December 2024, the general insurance business segment remained the largest contributor to the Company's consolidated profit for the year, accounting for 82% of the total. However, improvements were also seen in the reinsurance business segment, which transitioned from a loss to profitability in 2024, along with an increase in profit from the rental and other business segments.

Segmen Usaha Business Segments	Rp ribu IDR thousands		Pertumbuhan Growth	Kontribusi Contribution
	2024	2023		
Asuransi Umum General Insurance	617.438.674	1.259.477.783	-51%	82%
Reasuransi *) Reinsurance	100.778.312	(41.245.734)	-344%	13%
Penyewaan dan Lainnya Rental and Others	60.930.195	340.234.133	-82%	8%
Eliminasi Elimination	(28.634.390)	(256.364.913)	-89%	4%
Laba Tahun Berjalan Income for The Year	750.512.791	1.302.101.269	-42%	100%

* Segmen Reasuransi berbalik menjadi untung di 2024
Reinsurance segments turned to be profitable in 2024

Tinjauan Keuangan
Financial Review

Standar Penyajian Informasi dan Kesesuaian terhadap SAK
Standards for the Presentation of Financial Information and Conformity with the FAS

Analisis dan pembahasan kinerja keuangan dalam 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 & Rekan (Anggota Jaringan RSM) dengan pendapat wajar dalam semua hal yang material untuk tahun yang berakhir pada 31 Desember 2024 dan 31 Desember 2023. Laporan keuangan Perusahaan disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang mencakup Pernyataan dan Interpretasi yang diterbitkan oleh Dewan Standar Akuntansi Keuangan (DSAK) Ikatan Akuntan Indonesia, serta peraturan Pasar Modal yang diterbitkan oleh Ikatan Akuntan Indonesia. Di antaranya, Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) No. VIII.G.7 mengenai Pedoman Penyajian Laporan Keuangan, dan Keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 mengenai Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

The analysis and discussion of financial performance in this Annual Report are based on 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 (a member of the RSM Network) and received an unqualified opinion for the years ended 31 December 2024 and 31 December 2023. The Company's financial statements are prepared and presented in compliance with the Financial Accounting Standards (FAS) in Indonesia, specifically 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, as well as the Capital Market Regulations set by the Indonesian Institute of Accountants. This includes, among other regulations, the Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) Regulation No. VIII.G.7 regarding Guidelines for the Presentation of Financial Statements and the Decree of the Chairman of Bapepam-LK No. KEP-347/BL/2012 on the Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

Laporan Posisi Keuangan Konsolidasian
Consolidated Statement of Financial Position

Berikut adalah Laporan Posisi Keuangan Konsolidasian Tugu Insurance per 31 Desember 2024 yang menunjukkan adanya pertumbuhan yang solid.

The following is the Consolidated Statement of Financial Position of Tugu Insurance as of 31 December 2024 that reflected a solid growth.

Laporan Posisi Keuangan Konsolidasian Consolidated Statement of Financial Position	Rp ribu IDR thousands		Pertumbuhan Growth
	2024	2023	
Jumlah Aset Total Assets	26.350.070.532	25.137.942.615	5%
Jumlah Liabilitas Total Liabilities	15.841.520.960	14.858.084.382	7%
Ekuitas Equity	10.508.549.572	10.279.858.233	2%
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	26.350.070.532	25.137.942.615	5%

Aset

Pada 31 Desember 2024, Perusahaan mencatatkan total aset sebesar Rp26,3 triliun, meningkat sebesar 5% dibandingkan dengan tahun sebelumnya. Peningkatan posisi aset Tugu Insurance terutama disebabkan oleh kenaikan efek-efek, aset tetap dan aset reasuransi. Berikut adalah ringkasan aset Tugu Insurance konsolidasian per 31 Desember 2024:

- Efek-efek mengalami peningkatan 26% menjadi Rp7,7 triliun seiring dengan penempatan arus kas untuk investasi terutama efek berupa obligasi baik yang diakui dengan nilai wajar melalui laba rugi maupun tersedia untuk dijual;
- Aset tetap mengalami peningkatan sebesar 80% dibandingkan tahun sebelumnya. Peningkatan aset tetap ini terutama disebabkan karena adanya reklasifikasi dari Aset Investasi Properti menjadi Aset Tetap;
- Aset reasuransi tercatat sebesar Rp8,0 triliun, atau naik 10%. Pertumbuhan aset reasuransi terutama sejalan dengan pertumbuhan premi yang dicatatkan oleh Perseroan.

Assets

As of 31 December, the Company reported total assets of IDR26.3 trillion, an increase of 5% compared to the previous year. The increase in Tugu Insurance's asset position was primarily driven by the growth in marketable securities, fixed assets, and reinsurance assets. Below is a summary of Tugu Insurance's consolidated assets as of 31 December 2024:

- Marketable securities increased by 26% to IDR7.7 trillion driven placement of investments primarily in bonds recognized at fair value through profit or loss as well as those classified as available for sales;
- Fixed assets increased by 80% compared to the previous year, primarily driven by the reclassification of Investment Property Assets into Fixed Assets;
- Reinsurance assets were recorded at IDR8.0 trillion, reflecting a 10% increase. This growth was primarily in line with the Company's premium expansion.

Aset (Rp Ribu) Assets (IDR Thousands)	**2024**	**2023**	**Pertumbuhan** Growth
Kas dan Bank Cash on Hand and in Banks	358.000.320	537.857.224	-33%
Deposito Berjangka Time Deposits	2.160.840.127	3.080.099.520	-30%
Efek-Efek Marketable Securities	7.677.715.514	6.071.399.365	26%
Penyertaan Langsung Direct Participation	28.019.206	36.254.223	-23%
Investasi pada Entitas Asosiasi Investment in Associates	177.265.802	166.639.022	6%
Properti Investasi Investment Properties	1.179.943.393	2.317.627.368	-49%
Jumlah Investasi **Total Investment**	**11.223.784.042**	**11.672.019.498**	**-4%**
Piutang Premi dan Sesi, Neto Premium and Cession Receivables, Net	1.616.850.321	1.859.030.780	-13%
Piutang Koasuransi, Neto Coinsurance Receivables, Net	192.273.045	422.878.924	-55%
Piutang Reasuransi dan Retrosesi, Neto Reinsurance and Retrocession Receivables, Net	486.022.965	655.594.034	-26%
Piutang Lain-Lain Other Receivables	335.086.216	266.796.478	26%
Aset Tetap, Neto Fixed Assets, Net	2.906.940.891	1.614.302.861	80%
Aset Tak Berwujud, Neto Intangible Assets, Net	123.678.966	113.420.431	9%
Aset Hak Guna, Neto Right Use of Assets, Net	23.367.109	10.357.593	126%
Aset Reasuransi Reinsurance Assets	8.023.804.564	7.262.059.610	10%
Biaya Dibayar Di Muka dan Uang Muka Prepaid Expenses and Advances	56.730.903	32.437.029	75%
Pajak Dibayar Di Muka Prepaid Taxes	79.681.846	35.238.365	126%

Aset (Rp Ribu) Assets (IDR Thousands)	2024	2023	Pertumbuhan Growth
Aset Pajak Tangguhan Deferred Tax Assets, Net	293.205.718	281.650.749	4%
Aset Lain-Lain Other Assets	630.643.626	374.299.039	68%
Jumlah Aset Total Assets	**26.350.070.532**	**25.137.942.615**	**5%**

Liabilitas

Pada 31 Desember 2024, Perusahaan mencatatkan total liabilitas sebesar Rp15,8 triliun, meningkat sebesar 7% dibandingkan dengan tahun sebelumnya. Peningkatan liabilitas terutama sejalan dengan pertumbuhan premi. Dalam mengelola liabilitas, Perseroan mengedepankan prinsip tata kelola yang berhati-hati terutama dalam mengelola risiko.

Liabilities

As of 31 December, the Company reported total liabilities of IDR15.8 trillion, an increase of 7% compared to the previous year. The increase in liabilities was primarily in line with premium growth. In managing liabilities, the Company prioritized prudent governance principles, particularly in risk management.

Liabilitas (Rp ribu) Liabilities (IDR thousands)	2024	2023	Pertumbuhan Growth
Utang Reasuransi dan Retrosesi Reinsurance and Retrocession Payables	1.835.027.181	1.891.733.387	-3%
Utang Komisi Commissions Payables	96.142.324	43.569.121	121%
Utang Klaim Claims Payables	155.449.063	313.786.300	-50%
Utang Koasuransi Coinsurance Payables	91.592.644	73.562.226	25%
Pinjaman Diterima Borrowings	527.075.229	296.149.553	78%
Utang Pembiayaan Konsumen dan Sewa Pembiayaan Consumer Finance and Lease Payables	117.815.784	45.513.893	159%
Liabilitas Sewa Lease Liabilities	24.567.325	6.194.693	297%
Beban Akrual Accrued Expenses	289.365.193	290.477.838	-0%
Tagihan Kekurangan Pembayaran Pajak Tax Underpayment Bill	-	3.256.171	
Utang Pajak Taxes Payables	50.973.809	180.342.673	-72%
Utang Lain-Lain Other Payables	251.399.834	270.437.331	-7%
Liabilitas Asuransi Insurance Liabilities	12.171.114.196	11.147.535.021	9%
Liabilitas Imbalan Kerja Employee Benefits Liabilities	230.998.378	295.526.175	-22%
Jumlah Liabilitas Total Liabilities	**15.841.520.960**	**14.858.084.382**	**7%**

Ekuitas

Pada 31 Desember 2024, Perusahaan mencatatkan ekuitas sebesar Rp10,5 triliun, meningkat sebesar 2% dibandingkan dengan tahun sebelumnya. Peningkatan terjadi seiring dengan peningkatan laba ditahan yang menunjukkan bahwa Tugu Insurance konsisten mampu mencetak laba.

Equity

As of 31 December, the Company reported an equity of IDR10.5 trillion, an increase of 2% compared to the previous year. The increase was driven by the growth in retained earnings, demonstrating that Tugu Insurance consistently achieved profitability.

Ekuitas (Rp ribu) Equity (IDR thousands)	2024	2023	Pertumbuhan Growth
Modal Saham Share Capital	177.778.780	177.778.780	0%
Tambahan Modal Disetor Additional Paid in Capital	625.460.209	625.460.209	0%
Selisih Kurs Penjabaran Laporan Keuangan Translation Adjustments	(32.356.770)	(37.679.259)	-14%
Selisih Transaksi antara Pemegang Saham Entitas Anak Difference In Transaction between Shareholders of a Subsidiary	105.555.883	105.555.883	0%
Keuntungan yang belum Direalisasi atas Efek-Efek yang Tersedia untuk Dijual, Neto Unrealized Gains on Available-For-Sale Marketable Securities, Net	(95.569.506)	8.409.087	-1237%
Surplus Revaluasi Aset Tetap, Neto Fixed Assets Revaluation Surplus	1.998.384.997	2.027.351.117	-1%
Saldo Laba Sudah Ditentukan Penggunaannya Appropriated Retained Earnings	413.313.271	413.313.271	0%
Saldo Laba Belum Ditentukan Penggunaannya Unappropriated Retained Earnings	6.578.903.836	6.262.074.018	5%
Sub-Jumlah Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk Equity Attributable to Equity Holders of the Parent	9.771.470.700	9.582.263.106	2%
Kepentingan Non-Pengendali Non-Controlling Interest	737.078.872	697.595.127	6%
Jumlah Ekuitas **Total Equity**	**10.508.549.572**	**10.279.858.233**	**2%**

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statement of Profit or Loss and Other Comprehensive Income

Berikut adalah Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian Tugu Insurance per 31 Desember 2024. Perseroan berhasil membukukan pertumbuhan laba usaha yang solid di sepanjang 2024 yang ditopang oleh pertumbuhan pendapatan dan terjaganya beban usaha. Terjadinya penurunan laba tahun berjalan bukan disebabkan oleh penurunan kinerja Tugu Insurance, melainkan perseroan tidak lagi mencatatkan pendapatan sekali waktu yang pada 2023 diperoleh dari kemenangan kasus hukum atas Citibank N.A dan bukan merupakan pendapatan inti yang berasal dari aktivitas operasional Perseroan.

The following is the Consolidated Statement of Profit or Loss and Other Comprehensive Income for Tugu Insurance as of 31 December 2024. The Company achieved robust growth in operating income throughout 2024, supported by an increase in revenue and disciplined cost management. The decline in net profit for the year did not reflect a deterioration in the Company's performance and mainly attributed to the absence of one-off income recognized in 2023 from a legal settlement with Citibank N.A., which was non-recurring and not derived from the Company's core operational activities

Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian (Rp ribu) Consolidated Statement of Profit or Loss and Other Comprehensive Income (IDR thousands)	2024	2023	Pertumbuhan Growth
Jumlah Pendapatan Total Revenues	3.933.396.286	3.591.484.745	10%
Jumlah Beban Operasional Total Operating Expenses	(3.117.424.101)	(3.021.517.941)	3%
Laba Usaha Sebelum Pendapatan/(Beban) Lain-Lain, Neto Operating Income Before Other Income/(Expenses), Net	815.972.185	569.966.804	43%
Pendapatan/(Beban) Lain-Lain, Neto Other Income/(Expenses), Net	106.043.082	1.054.600.500	-90%
Laba Usaha Operating Income	922.015.267	1.624.567.304	-43%
Laba Tahun Berjalan **Income for the Year**	**750.512.791**	**1.302.101.269**	**-42%**

Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian (Rp ribu) Consolidated Statement of Profit or Loss and Other Comprehensive Income (IDR thousands)	2024	2023	Pertumbuhan Growth
Diatribusikan kepada pemilik entitas induk Attributable to equity owners of parent entity	700.854.404	1.322.393.811	-47%
Kepentingan non-pengendali Non-controlling interest	49.658.387	(20.292.542)	-345%
Jumlah Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	666.949.261	1.352.122.314	-51%
Diatribusikan kepada pemilik entitas induk Attributable to equity owners of parent entity	627.454.605	1.372.504.501	-54%
Kepentingan non-pengendali Non-controlling interest	39.494.656	(20.382.187)	-294%

Jumlah Pendapatan

Jumlah pendapatan konsolidasi Tugu Insurance hingga 31 Desember 2024 mencapai Rp3,9 triliun mengalami pertumbuhan sebesar 10% dibanding tahun sebelumnya. Hal ini terutama ditopang oleh pertumbuhan Pendapatan *underwriting* yang memberikan kontribusi sebesar 76% terhadap total pendapatan di tahun buku 2024.

Total Revenues

Tugu Insurance's consolidated revenues as of 31 December 2024 reached IDR3.9 trillion, reflecting a 10% growth compared to the previous year. This increase was primarily driven by the growth in underwriting revenue, which contributed 76% to the total revenue for the 2024 fiscal year.

Jumlah Pendapatan Total Revenues	Nilai (Rp ribu) Values (IDR thousands)		Pertumbuhan Growth	Kontribusi Contribution	
	2024	2023		2024	2023
Jumlah Pendapatan *Underwriting* Total Underwriting Revenues	2.970.259.235	2.609.564.109	14%	76%	73%
Pendapatan Investasi Investment Income	443.286.914	579.830.038	-24%	11%	16%
Pendapatan Usaha Lainnya Other Operating Revenues	519.850.137	402.090.598	29%	13%	11%
Jumlah Pendapatan Total Revenues	3.933.396.286	3.591.484.745	10%	100%	100%

Jumlah Pendapatan *Underwriting*

Tugu Insurance mencatatkan jumlah pendapatan *underwriting* sebesar Rp3,0 triliun hingga 31 Desember 2024. Pendapatan *underwriting* tumbuh 14% dibanding tahun sebelumnya terutama ditopang oleh:

- Pendapatan premi bruto yang tumbuh 11% menjadi Rp8,5 triliun;
- Pertumbuhan pendapatan premi bruto terutama ditopang oleh peningkatan premi bruto dari segmen asuransi kebakaran dan properti yang tumbuh 38%.

Total Underwriting Revenues

Tugu Insurance recorded total underwriting revenue of IDR3.0 trillion as of 31 December 2024. Total underwriting revenues grew by 14% compared to the previous year, primarily driven by:

- Gross premium increased by 11% to IDR8.5 trillion;
- The growth in gross premium income was mainly supported by an increase in gross premiums from the fire and property insurance segment, which grew by 38%.

Jumlah Pendapatan *Underwriting* (Rp ribu) Total Underwriting Revenues (IDR thousands)	2024	2023	Pertumbuhan Growth
Pendapatan Premi Bruto Gross Premiums			
Kebakaran Fire	3.816.554.795	2.761.246.559	38%
Pengangkutan Marine Cargo	474.202.463	478.172.067	-1%
Rekayasa Engineering	482.033.990	931.430.484	-48%

Jumlah Pendapatan *Underwriting* (Rp ribu) Total Underwriting Revenues (IDR thousands)	2024	2023	Pertumbuhan Growth
Rangka Kapal Marine Hull	691.834.093	682.819.238	1%
Offshore	520.703.534	553.460.217	-6%
Onshore	338.765.372	68,397,209	395%
Penerbangan Aviation	799.590.774	814.214.329	-2%
Lainnya Miscelaneous	1.413.192.497	1.419.783.965	0%
Jumlah **Total**	**8.536.877.518**	**7.709.524.068**	**11%**
Premi Reasuransi dan Retrosesi Reinsurance and Retrocession Premium	(4.754.995.256)	(4.368.028.394)	9%
Perubahan Premi yang belum merupakan Pendapatan dan Liabilitas Manfaat Polis Masa Depan Changes in Unearned Premium Reserves and Liabilities for Future Policy Benefits	(314.399.802)	(711.844.970)	-56%
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	296.196.402	450.280.969	-34%
Pendapatan Premi, Neto Premium Income, Net	3.763.678.862	3.079.931.673	22%
Beban Komisi, Neto Commissions Expenses, Net	(793.419.627)	(470.367.564)	69%
Jumlah Pendapatan Underwriting Total Underwriting Revenues	2.970.259.235	2.609.564.109	14%

Pendapatan Investasi

Pendapatan investasi Tugu Insurance per 31 Desember 2024 tercatat sebesar Rp443 miliar, dengan kontribusi terbesar adalah pendapatan bunga baik dari penempatan di deposito berjangka maupun obligasi.

Investment Income

Tugu Insurance's investment income as of 31 December 2024 was IDR443 billion, with the largest contribution coming from interest income generated through placements in time deposits and bonds.

Pendapatan Investasi (Rp ribu) Investment Income (IDR thousands)	2024	2023	Pertumbuhan Growth
Penghasilan Bunga Interest Income	469.732.911	446.797.913	5%
Laba/(Rugi) Selisih Perubahan Nilai Wajar Properti Investasi Gain/(Loss) on Revaluation Increment of Investment Property	(25.318.820)	24.705.589	-202%
Keuntungan/(kerugian) dari Perubahan Nilai Wajar Efek Gain/(loss) on Changes in Fair Value of Marketable Securities	(37.882.067)	63.041.616	-160%
Penghasilan Dividen Dividend Income	17.261.802	39.986.423	-57%
Lain-Lain Others	19.493.088	5.298.497	268%
Pendapatan Investasi Invesment Income	443.286.914	579.830.038	-24%

Pendapatan Usaha Lainnya

Pendapatan usaha lainnya Tugu Insurance mencapai Rp519 miliar per 31 Desember 2024. Pos ini mencatatkan pertumbuhan 29% dibanding tahun sebelumnya. Pendapatan usaha lainnya Tugu Insurance merupakan pendapatan yang dikonsolidasikan dari anak usaha terutama untuk bisnis sewa dan penjualan kendaraan yang dicatatkan oleh PT Pratama Mitra Sejati dan jasa survei yang dicatatkan oleh PT Synergy Risk Management Consultants.

Other Operating Revenue

Tugu Insurance's other operating revenues amounted to IDR519 billion as of 31 December 2024, reflecting a growth of 29% compared to the previous year. Tugu Insurance's other operating revenues consist of consolidated revenue from its subsidiaries, primarily derived from the rental and vehicle sales business recorded by PT Pratama Mitra Sejati and survey services recorded by PT Synergy Risk Management Consultants.

Pendapatan Usaha Lainnya (Rp ribu) Other Operating Revenues (IDR thousand)	2024	2023	Pertumbuhan Growth
Usaha Sewa Rental Business	363.178.459	212.806.882	71%
Jasa Survei Survey Fee	72.154.381	86.643.986	-17%
Penjualan Kendaraan Sales of Vehicles	84.517.297	102.639.730	-18%
Pendapatan Usaha Lainnya Other Operating Revenues	519.850.137	402.090.598	29%

Jumlah Beban

Tugu Insurance mencatatkan jumlah beban konsolidasi sebesar Rp3,0 triliun hingga 31 Desember 2024. Jumlah beban mengalami kenaikan 53% dibandingkan dengan tahun sebelumnya. Beban klaim neto masih menjadi penyumbang terbesar jumlah beban sejalan dengan kontribusi bisnis asuransi umum dan reasuransi yang paling besar. Pendapatan/(beban) lain-lain neto Tugu Insurance mengalami penurunan signifikan akibat tidak lagi mencatatkan pendapatan sekali waktu atas kemenangan kasus hukum dengan Citibank N.A yang dicatat pada tahun buku 2023. Namun pendapatan ini bukan merupakan pendapatan yang berasal dari aktivitas operasional inti Tugu Insurance. Total beban operasional inti terhadap total pendapatan Tugu Insurance pada 2024 sebesar 79% atau membaik dari capaian 2023 sebesar 84% yang mencerminkan peningkatan efisiensi operasional Perseroan. Hal ini menjadi pendorong pertumbuhan laba usaha inti Tugu Insurance di 2024.

Total Expenses

Tugu Insurance recorded total consolidated expenses of IDR3.0 trillion as of 31 December 2024, representing an increase of 53% compared to the previous year. Net claims expenses remained the largest contributor to total expenses, reflecting the significant contribution of the general insurance and reinsurance businesses. Net other income/(expenses) experienced a significant decline due to the absence of one-off income from the legal case victory against Citibank N.A., which was recorded in the 2023 fiscall year. However, this income was not derived from Tugu Insurance's core operational activities. Tugu Insurance's core operating expenses accounted for 79% of total revenues in 2024 marking an improvement from 84% in 2023, reflecting the Company's enhanced operational efficiency. This efficiency improvement served as a key driver for the growth of Tugu Insurance's core operating profit in 2024.

Jumlah Beban (Rp ribu) Total Expenses (IDR thousands)	Nilai (Rp ribu) Values (IDR thousands)		Pertumbuhan Growth	Kontribusi Contribution	
	2024	2023		2024	2023
Jumlah Beban Klaim Neto Total Net Claim Expenses	(2.047.669.814)	(1.911.033.003)	7%	68%	97%
Beban Usaha Operating Expenses	(760.121.157)	(812.220.956)	-6%	25%	41%
Beban Usaha Lainnya Other Operating Expenses	(309.633.130)	(298.263.982)	4%	10%	15%
Pendapatan/(Beban) Lain-Lain Neto Other Income/(Expenses), Net	106.043.082	1.054.600.500	-90%	-3%	-54%
Jumlah Beban Total Expenses	**(3.011.381.019)**	**(1.966.917.441)**	**53%**	**100%**	**100%**

Jumlah Beban Klaim Neto

Tugu Insurance mencatatkan jumlah beban klaim neto sebesar Rp2,0 triliun hingga 31 Desember 2024. Jumlah beban klaim neto mengalami peningkatan 7% dibandingkan tahun sebelumnya, seiring dengan meningkatnya perubahan aset reasuransi atas estimasi liabilitas klaim.

Total Net Claims Expenses

Tugu Insurance recorded net claims expenses of IDR2.0 trillion as of 31 December 2024. Net claims expenses increased by 7% compared to the previous year, in line with the increase in changes in reinsurance assets for estimated liabilities claims.

Jumlah Beban Klaim Neto (Rp ribu) Total Net Claim Expenses (IDR thousands)	2024	2023	Pertumbuhan Growth
Klaim Bruto Gross Claims			
Kebakaran Fire	(1.037.752.395)	(886.522.886)	17%
Pengangkutan Marine Cargo	(106.044.545)	(140.664.410)	-25%
Rekayasa Engineering	(196.177.106)	(158.852.752)	23%
Rangka Kapal Marine Hull	(225.792.204)	(198.262.600)	14%
Offshore	(140.446.131)	(323.314.309)	-57%
Onshore	(36.086.915)	(13.947.695)	159%
Penerbangan Aviation	(46.332.456)	(38.244.053)	21%
Lainnya Miscelaneous	(901.192.554)	(1.025.578.184)	-12%
Jumlah **Total**	**(2.689.824.306)**	**(2.785.386.889)**	**-3%**
Klaim Reasuransi dan Retrosesi Reinsurance and Retrocession Claims	885.785.313	1.361.523.348	-35%
Perubahan Estimasi Liabilitas Klaim Changes in Estimated Claims Liabilities	(709.179.372)	(638.438.007)	11%
Perubahan Aset Reasuransi atas Estimasi Liabilitas Klaim Changes In Reinsurance Assets for Estimated Liabilities Claims	465.548.551	151.268.545	208%
Jumlah Beban Klaim Neto Total Net Claim Expenses	(2.047.669.814)	(1.911.033.003)	7%

Beban Usaha

Tugu Insurance mencatatkan beban usaha sebesar Rp760 miliar hingga 31 Desember 2024. Beban usaha Perseroan mengalami penurunan 6% dibandingkan tahun sebelumnya. Penurunan pada beban usaha menunjukan bahwa Perseroan berhasil menjaga efektifitas dan efisiensi dalam menjalankan kegiatan operasionalnya.

Operating Expenses

Tugu Insurance recorded operating expenses of IDR760 billion as of 31 December 2024. Comnpany's operating expenses decreased by 6% compared to the previous year. This decline in operating expenses demonstrated the Company's success in maintaining effectiveness and efficiency in its operational activities.

Beban Usaha (Rp ribu) Operating Expenses (IDR thousands)	2024	2023	Pertumbuhan Growth
Gaji dan Tunjangan Salaries and Allowance	(533.910.405)	(525.735.146)	2%
Penyusutan dan Amortisasi Depreciation and Amortization	(28.700.829)	(40.720.001)	-30%
Jasa Professional Professional Services	(42.860.559)	(79.588.685)	-46%
Umum General	(22.367.008)	(28.447.038)	-21%
Pemasaran Marketing	(44.866.264)	(66.733.064)	-33%
Imbalan Kerja Pension Benefits	(38.042.904)	(46.003.729)	-17%

Beban Usaha (Rp ribu) Operating Expenses (IDR thousands)	2024	2023	Pertumbuhan Growth
(Penyisihan)/Pemulihan Kerugian Penurunan Nilai dan Hapus Buku Piutang (Allowance)/Recovery for Impairment Losses and Write-Off Receivables	5.280.959	17.391.969	-70%
Perlengkapan Kantor Office Supplies	(13.553.628)	(13.803.349)	-2%
Supervisi Supervision	(317.886)	(18.668.527)	-98%
Pemeliharaan dan Perbaikan Repairs and Maintenance	(12.494.996)	(7.832.728)	60%
Lain-Lain Others	(28.287.637)	(2.080.658)	1260%
Jumlah **Total**	**760.121.157**	**812.220.956**	**-6%**

Beban Usaha Lainnya

Tugu Insurance mencatatkan beban usaha lainnya sebesar Rp309 miliar hingga 31 Desember 2024. Beban usaha lainnya tumbuh 4% dan tetap terjaga. Beban usaha lainnya merupakan beban anak usaha yang dikonsolidasikan dalam Laporan Laba Rugi Tugu Insurance.

Other Operating Expenses

Tugu Insurance recorded other operating expenses of IDR309 billion as of 31 December 2024, which increased by 4% while remaining well-managed. These other operating expenses were derived from the expenses of the Company's subsidiaries consolidated into Tugu Insurance's Statement of Profit or Loss.

Beban Usaha Lainnya (Rp ribu) Other Operating Expenses (IDR thousands)	2024	2023	Pertumbuhan Growth
Penyusutan dan Amortisasi Depreciation and Amortization	(51.171.081)	(64.563.523)	-21%
Jasa Pihak Ketiga Third Party Services	(59.748.167)	(67.158.928)	-11%
Harga Pokok Penjualan Kendaraan Cost of Vehicles	(73.600.269)	(81.526.083)	-10%
Umum General	(4.979.651)	(34.756.979)	-86%
Gaji dan Tunjangan Salaries and Allowance	(34.843.755)	(18.654.131)	87%
Perbaikan dan Pemeliharaan Repairment and Maintenance	(35.842.120)	(18.211.768)	97%
Pemasaran Marketing	(2.259.227)	(11.785.952)	-81%
Lainnya Others	(47.188.860)	(1.606.618)	2837%
Jumlah **Total**	**(309.633.130)**	**(298.263.982)**	**4%**

Pendapatan/(Beban) Lain-lain Neto

Tugu Insurance mencatatkan pendapatan lain-lain neto sebesar Rp106 miliar hingga 31 Desember 2024. Pendapatan lain-lain neto merupakan pos yang berisikan pendapatan atau beban keuangan neto dan pos ini mengalami penurunan signifikan dibandingkan tahun sebelumnya karena Tugu Insurance tidak lagi mencatat pendapatan sekali waktu dari kasus litigasi melawan Citibank N.A.

Other Income/(Expenses), Net

Tugu Insurance recorded a net other income/(expenses) of IDR106 billlion as of 31 December 2024. The net other income or expeses which comprises net financial income or expenses, experienced a significant decline compared to the previous year. This decrease was primarily due to Tugu Insurance no longer recognizing the one-time income from the litigation case against Citibank N.A.

Pendapatan/(Beban) Lain-lain Neto (Rp ribu) Other Income/(Expenses), Net (IDR thousand)	2024	2023	Pertumbuhan Growth
Keuntungan/(Kerugian) Kurs Mata Uang Asing Neto Gain/(Loss) On Foreign Exchange Net	38.898.490	(2.835.945)	1472%
Pendapatan Unit Syariah Sharia Unit Revenue	11.037.265	9.143.977	21%
Pendapatan Jasa Giro Interest on Current Account	(1.033.915)	2.682.564	-139%
Keuntungan Penjualan Aset Tetap Gain on Sale of Fixed Assets	86.501	6.557	1219%
Beban Bunga - Sewa Modal Interest Expenses - Capital Lease	(8.403)	(19.075)	-56%
Beban Bank Bank Charges	(621.334)	(2.569.083)	-76%
Beban Bunga Pinjaman Borrowing Interest Income	(29.454.135)	(12.804.817)	130%
Beban Bunga Pembiayaan dan Sewa Finance and Lease Interest Expenses	(3.631.481)	(5.278.681)	-31%
Keuntungan/(Kerugian) Litigasi Gain/(Loss) on Litigation	44.737.505	84.407.040	-47%
Laba/(Rugi) Lainnya Gain/(Loss) Others	46.032.589	981.867.963	-95%
Jumlah **Total**	**106.043.082**	**1.054.600.500**	**-90%**

Laba

Laba tahun berjalan Tugu Insurance mencapai Rp751 miliar per 31 Desember 2024. Laba tahun berjalan turun 42% dibandingkan tahun sebelumnya. Namun jika pendapatan sekali waktu dari kemenangan kasus hukum atas Citibank N.A dikeluarkan yang selanjutnya disebut sebagai laba (inti) tahun berjalan mengalami pertumbuhan 63%.

Income

The net income for the year of Tugu Insurance reached IDR751 billion as of 31 December 2024. The net income for the year declined 42% from the previous year. However, excluding the one-off income from the legal case victory against Citibank N.A., the core net income for the year demonstrated a growth of 63%.

Laba (Rp ribu) Income (IDR thousands)	2024	2023	Pertumbuhan Growth
Laba Sebelum Bagian Laba Bersih Entitas Asosiasi san Beban Pajak Final dan Pajak Penghasilan Income Before Share in Associates' Net Income and Final Tax and Income Tax Expenses	922.015.267	1.624.567.304	-43%
Bagian Laba Bersih Entitas Asosiasi Share in Associates' Net Income	11.366.384	7.763.237	46%
Laba Sebelum Beban Pajak Final dan Pajak Penghasilan Income Before Final Tax and Income Tax Expenses	933.381.651	1.632.330.541	-43%
Beban Pajak Final Final Tax Expenses	(69.280.090)	(52.159.894)	33%
Laba Sebelum Beban Pajak Penghasilan Income Before Income Tax Expenses	864.101.561	1.580.170.647	-45%

Laba (Rp ribu) Income (IDR thousands)	2024	2023	Pertumbuhan Growth
Beban Pajak Penghasilan Income Tax Expenses	(113.588.770)	(278.069.378)	-59%
Laba Tahun Berjalan **Income for the Year**	**750.512.791**	**1.302.101.269**	**-42%**
Diatribusikan kepada Pemilik Entitas Induk Attributable to Equity Owners of Parent Entity	700.854.404	1.322.393.811	-47%
Kepentingan Non-Pengendali Non-Controlling Interest	49.658.387	(20.292.542)	-345%
Jumlah Penghasilan Komprehensif Tahun Berjalan **Total Comprehensive Income for the Year**	**666.949.261**	**1.352.122.314**	**-51%**
Diatribusikan kepada Pemilik Entitas Induk Attributable to Equity Owners of Parent Entity	627.454.605	1.372.504.501	-54%
Kepentingan Non-Pengendali Non-Controlling Interest	39.494.656	(20.382.187)	-294%

Laba per Saham Earning per Share	2024	2023
Laporan Konsolidasi Consolidated Statements		
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk (Rp miliar) Net income attributable to owners of the parent entity (IDR billion)	701	1.322
Rata-rata tertimbang saham biasa yang beredar (nilai penuh dalam miliar) Weighted average number of outstanding common stock (full amount in billion)	3,56	3,56
Laba per saham dasar dan dilusian (Rp) Earning per share basic and diluted (IDR)	197	372
Penyesuaian Adjustment		
Laba tahun berjalan (Rp miliar) Net income for the year (IDR billion)	751	1.302
Penyesuaian dari pendapatan sekali waktu (Rp miliar) Adjustment for one-time income (IDR billion)	(44)	(868)
Laba tahun berjalan inti (Rp miliar) Core net income for the year (IDR billion)	707	434
Rata-rata tertimbang saham biasa yang beredar (nilai penuh dalam miliar) Weighted average number of outstanding common stock (full amount in billion)	3,56	3,56
Laba per saham dasar dan dilusian inti (Rp) Core earning per share basic and diluted (IDR)	199	122

Laporan Arus Kas Konsolidasian

Tugu Insurance mencatatkan penurunan kas dan bank sebesar Rp180 miliar hingga 31 Desember 2024. Penurunan ini disebabkan karena Tugu Insurance tidak lagi mendapatkan arus kas dari kemenangan kasus hukum atas Citibank N.A pada arus kas yang diperoleh dari aktivitas operasi serta Perseroan membagikan dividen untuk tahun buku 2023. Posisi kas dan bank per 31 Desember 2024 tercatat sebesar Rp358 miliar. Berikut adalah rinciannya:

Consolidated Statement of Cash Flows

Tugu Insurance recorded a decrease in cash and bank balances of IDR180 billion as of 31 December 2024. This decline was attributed to the absence of cash inflows from the legal case victory against Citibank N.A., which had previously contributed to operating cash flows, as well as the distribution of dividends for the 2023 financial year. The cash and bank balance as of 31 December 2024 stood at IDR358 billion. The details are as follows:

Laporan Arus Kas Konsolidasi (Rp ribu) Consolidated Statement of Cash Flows (IDR thousands)	2024	2023	Pertumbuhan Growth
Kas Neto yang Diperoleh dari Aktivitas Operasi Net Cash Provided from Operating Activities	413.779.149	2.128.649.029	-81%
Kas Neto yang Digunakan untuk Aktivitas Investasi Net Cash Used for Investing Activities	(335.142.039)	(2.094.902.465)	-84%
Kas Neto yang Digunakan untuk Aktivitas Pendanaan Net Cash Used for Financing Activities	(254.471.544)	(101.381.075)	151%
Kenaikan/(Penurunan) Kas Neto Net Increase/(Decrease) In Cash	(175.834.434)	(67.634.511)	160%
Penyesuaian Atas Selisih Kurs Adjustment for Forex Difference	(4.022.470)	(3.494.364)	15%
Kas dan Bank Awal Tahun Cash and Banks at Beginning of Year	537.857.224	608.986.099	-12%
Kas dan Bank Akhir Tahun Cash and Banks at End of Year	358.000.320	537.857.224	-33%

Arus Kas dari Aktivitas Operasi

Tugu Insurance mencatatkan arus kas yang diperoleh dari aktivitas operasi sebesar Rp414 miliar hingga 31 Desember 2024. Arus kas dari aktivitas operasi tetap positif meskipun tidak lagi mendapatkan penerimaan atas litigasi.

Cash Flows from Operating Activities

Tugu Insurance recorded a cash flows provided from operating activities of IDR414 billion as of 31 December 2024. Operating cash flows remained positive despite the absence of receipts from litigation settlements.

Arus Kas dari Aktivitas Operasi (Rp ribu) Cash Flows from Operating Activities (IDR thousands)	2024	2023	Pertumbuhan Growth
Penerimaan Kas dari Tertanggung, Reasuradur, dan Pelanggan Cash Receipts from Insured, Reinsurers, and Customers	9.705.540.486	8.499.827.503	14%
Pembayaran Kas kepada Tertanggung, Reasuradur, Pemasok, dan Karyawan Cash Paid to Insured, Reinsurers, Suppliers, and Employees	(9.087.432.170)	(7.303.259.682)	24%
Pembayaran Pajak Penghasilan Income Tax Paid	(204.329.167)	(198.596.293)	3%
Penerimaan Klaim atas Pengembalian Pajak Cash Receipts from Claim for Tax Refund	-	18.328.138	
Penerimaan atas Litigasi Cash Receipts from Litigation	-	1.112.349.363	
Arus Kas Neto yang Diperoleh dari Aktivitas Operasi **Net Cash Flows Provided by Operating Activities**	**413.779.149**	**2.128.649.029**	**-81%**

Arus Kas dari Aktivitas Investasi

Tugu Insurance mencatatkan arus kas neto yang digunakan untuk aktivitas investasi sebesar Rp335 miliar hingga 31 Desember 2024. Arus kas untuk aktivitas investasi terutama untuk penempatan investasi di aset-aset likuid seperti efek-efek serta untuk belanja modal kendaraan bermotor.

Cash Flows from Investing Activities

Tugu Insurance recorded net cash outflows used for investing activities amounting to IDR335 thousand as of 31 December 2024. These outflows were primarily allocated to investments in liquid assets, such as marketable securities, and capital expenditures for motor vehicles.

Arus Kas dari Aktivitas Investasi (Rp ribu) Cash Flows from Investing Activities (IDR thousands)	2024	2023	Pertumbuhan Growth
Penerimaan Bunga Interest Received	469.732.911	446.797.913	5%
Penerimaan Dividen Dividends Received	17.261.802	43.395.981	-60%
Penempatan Investasi, Neto Placement of Investment, Net	(637.938.482)	(2.216.923.649)	-71%
Perolehan Aset Tetap Acquisition of Fixed Assets	(184.810.506)	(368.082.172)	-50%

Arus Kas dari Aktivitas Investasi (Rp ribu) Cash Flows from Investing Activities (IDR thousands)	2024	2023	Pertumbuhan Growth
Hasil Penjualan Aset Tetap Proceeds From Sales of Fixed Assets	612.236	21.331	2770%
Perolehan Properti Investasi Acquisition of Investment Property	-	(111.869)	
Arus Kas Neto yang Digunakan untuk Aktivitas Investasi **Net Cash Flows Used for Investing Activities**	**(335.142.039)**	**(2.094.902.465)**	**-84%**

Arus Kas dari Aktivitas Pendanaan

Tugu Insurance mencatatkan arus kas dari aktivitas pendanaan sebesar Rp254 miliar hingga 31 Desember 2024. Kontributor terbesar arus kas dari aktivitas pendanaan adalah pembayaran dividen ke pemegang saham. Tugu Insurance membagikan dividen dengan rasio *payout* 40% dari laba bersih untuk tahun buku 2023 yang dibagikan ke dalam dua termin, yaitu dividen interim pada Desember 2024 dan dividen tunai pada Mei 2024.

Cash Flows Used in Financing Activities

Tugu Insurance recorded cash flows from financing activities amounting to IDR254 billion as of 31 December 2024. The largest contributor to financing cash flows was the payment of dividends to shareholders. Tugu Insurance distributed dividends with a payout ratio of 40% of the net profit for the 2023 financial year, divided into two installments: an interim dividend in December 2024 and a cash dividend in May 2024.

Arus Kas dari Aktivitas Pendanaan (Rp ribu) Cash Flows from Financing Activities (IDR thousands)	2024	2023	Pertumbuhan Growth
Pembayaran Dividen Dividends Paid	(438.257.922)	(244.362.381)	79%
Pembayaran Pinjaman Diterima Payment of Borrowings	(148.655.251)	(71.485.703)	108%
Pencairan Pinjaman Diterima Proceeds of Borrowings Receiving	379.580.927	246.288.544	54%
Pembiayaan Utang Sewa Pembiayaan Konsumen dan Sewa Pembiayaan Payment of Consumer Finance and Lease Payable	(19.224.102)	(23.102.483)	-17%
Pembayaran Bunga Sewa Pembiayaan Payment of Lease Payable Interest	(21.835.313)	(5.278.681)	314%
Pembayaran Liabilitas Sewa Payment of Lease Liabilities	(6.079.883)	(3.440.371)	77%
Arus Kas Neto yang Digunakan untuk Aktivitas Pendanaan **Net Cash Flows Used in Financing Activities**	**(254.471.544)**	**(101.381.075)**	**151%**

Rasio Profitabilitas dan Rentabilitas

Selain melakukan monitoring secara berkala pada setiap akun di laporan posisi keuangan, laba rugi dan arus kas, manajemen juga terus memantau rasio-rasio yang berkaitan dengan profitabilitas serta rentabilitas untuk segmen asuransi umum maupun reasuransi sesuai dengan pedoman Surat Edaran Otoritas Jasa Keuangan atau SEOJK No. 1/SEOJK.05/2021. Adapun rasio profitabilitas dan rentabilitas yang disajikan dalam Laporan Tahunan ini mengacu pada kinerja konsolidasian dengan rincian sebagai berikut:

Profitability and Rentability Ratios

In addition to conducting regular monitoring of each account in the statements of financial position, profit or loss, and cash flows, management also continuously monitors ratios related to profitability and rentability for both general insurance and reinsurance segments, in accordance with the guidelines set forth in the Financial Services Authority Circular Letter (SEOJK) No. 1/SEOJK.05/2021. The profitability and rentability ratios presented in this Annual Report are based on consolidated performance, with the details as follows:

Rasio Profitabilitas dan Rentabilitas Konsolidasi Consolidated Profitability & Rentability Ratios	2024	2023
Loss Rasio Loss Ratio	54,4%	62,0%
Rasio Beban Expenses Ratio	38,5%	41,5%
Rasio Operasi Gabungan (COR) Combined Operating Ratio (COR)	92,9%	103,5%
Rasio Pengembalian Aset (ROA) Return on Assets (ROA)	2,8%	5,2%
Rasio Pengembalian Ekuitas (ROE) Return on Equity (ROE)	7,1%	12,6%

Rasio-rasio seperti *loss ratio*, rasio beban serta rasio operasi gabungan (COR) menunjukkan perbaikan di tahun 2024 dibandingkan dengan tahun 2023. Manajemen memandang hal ini sejalan dengan kesuksesan mengelola risiko serta efisiensi operasional yang konsisten dilakukan di internal organisasi Tugu Insurance. Rasio operasi gabungan berada di 93% mengindikasikan bahwa Tugu Insurance mampu mencetak laba *underwriting*. Hal ini terjadi baik di perusahaan induk maupun perbaikan kinerja anak usaha reasuransi yang dijalankan oleh TuguRe.

Rasio pengembalian aset (ROA) dan rasio pengembalian ekuitas (ROE) mengalami penurunan. Namun hal ini disebabkan oleh faktor yang bersifat kejadian tidak berulang terkait litigasi. Namun, secara kinerja operasional inti baik untuk segmen asuransi umum maupun reasuransi terus menunjukkan perbaikan yang berarti.

Key ratios such as the loss ratio, expense ratio, and combined operating ratio demonstrated improvements in 2024 compared to 2023. Management attributes this to the successful implementation of risk management strategies and consistent operational efficiency within Tugu Insurance's organization. A combined operating ratio of 93% indicates that Tugu Insurance successfully achieved underwriting profits, both at the parent company level and through the improved performance of its reinsurance subsidiary, TuguRe.

The return on assets (ROA) and return on equity (ROE) ratios experienced a decline. However, this was primarily due to non-recurring factors related to litigation. Despite this, the core operational performance of both the general insurance and reinsurance segments continued to show meaningful improvements.

Kemampuan Membayar Kewajiban
Ability to Pay Liabilities

Dalam melihat kemampuan untuk membayar liabilitas baik kepada pemegang polis atau nasabah, manajemen menggunakan kerangka rasio-rasio pemenuhan kewajiban jangka pendek maupun jangka panjang. Adapun rincian rasio-rasio pemenuhan kewajiban jangka pendek dan jangka panjang baik untuk segmen asuransi umum maupun reasuransi ditampilkan sebagai berikut:

In assessing the ability to meet liabilities to policyholders or customers, management utilizes a framework of short-term and long-term liability fulfillment ratios. The details of the short-term and long-term liability fulfillment ratios for both the general insurance and reinsurance segments are presented as follows:

Pemenuhan Kewajiban Jangka Pendek
Ability to Pay Short Term Liabilities

Rasio Pemenuhan Kewajiban Jangka Pendek Short-Term Liabilities Fulfillment Ratios	Segmen Asuransi Umum General Insurance Segment		Segmen Reasuransi Reinsurance Segment	
	2024	2023	2024	2023
Rasio Likuiditas Liquidity Ratio	157%	153%	197%	228%
Rasio Kecukupan Investasi Investment Adequacy Ratio	590%	541%	126%	125%

- Rasio pemenuhan kewajiban jangka pendek untuk segmen asuransi umum dan reasuransi dalam kondisi sehat;
- Rasio Likuiditas segmen asuransi umum dan reasuransi di atas 100% menunjukkan jumlah aset lancar yang melebihi kewajiban lancar sehingga menunjukkan kemampuan Perseroan untuk memenuhi kewajiban tepat waktu; dan
- Rasio Kecukupan Investasi (RKI) baik untuk segmen asuransi umum maupun reasuransi berada di atas 100% yang menunjukkan tingkat kesehatan keuangan yang tinggi untuk memenuhi kewajiban kepada pemegang polis atau nasabah.

- The short-term liability fulfillment ratio for the general insurance and reinsurance segments was in a healthy condition;
- The liquidity ratio for the general insurance and reinsurance segments exceeded 100%, indicating that current assets surpassed current liabilities, demonstrating the Company's ability to meet its obligations in a timely manner; and
- The Investment Adequacy Ratio (IAR) for both the general insurance and reinsurance segments was above 100%, reflecting a high level of financial health to fulfill obligations to policyholders or customers.

Pemenuhan Kewajiban Jangka Panjang
Ability to Pay Long Term Liabilities

Rasio Pemenuhan Kewajiban Jangka Panjang Long-Term Liabilities Fulfillment Ratios	Segmen Asuransi Umum General Insurance Segment		Segmen Reasuransi Reinsurance Segment	
	2024	2023	2024	2023
Rasio Pemenuhan Solvabilitas (RBC) Solvency Fulfillment Ratio (RBC)	432%	530%	183%	181%

Tingkat pemenuhan solvabilitas menggunakan indikator *Risk-Based Capital* (RBC) sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan No. 71/POJK.05/2016. Per 31 Desember 2024, rasio pemenuhan solvabilitas (RBC) untuk segmen asuransi umum dan reasuransi telah memenuhi ketentuan minimum yang disyaratkan oleh OJK sebesar 120% dan berada dalam kondisi sehat. Dengan demikian Tugu Insurance tidak memiliki permasalahan untuk memenuhi kewajiban jangka panjang yang didukung dengan permodalan yang kuat serta strategi manajemen risiko yang berhati-hati.

The solvency fulfillment level was measured using the Risk-Based Capital (RBC) indicator as stipulated in the Financial Services Authority Regulation No. 71/POJK.05/2016. As of 31 December 2024, the solvency fulfillment ratio (RBC) for the general insurance and reinsurance segments met the minimum requirement of 120% mandated by the Financial Services Authority (OJK) and was in a healthy condition. Accordingly, Tugu Insurance had no issues in fulfilling long-term obligations, supported by strong capitalization and prudent risk management strategies.

Peringkat
Rating

Kemampuan Tugu Insurance untuk memenuhi kewajiban tidak hanya dilihat dari sisi internal melalui profil likuiditas dan solvabilitas. Namun dari sisi external, A.M Best juga mengafirmasi *Rating* Kekuatan Keuangan Tugu Insurance dengan Predikat A- (Excellent) dan Peringkat Kredit Penerbit Jangka Panjang (Long-Term Issuer Credit Rating/ Long-Term ICR) sebesar "a-" (Excellent) dan Peringkat Skala Nasional Indonesia (Indonesia National Scale Rating/NSR) sebesar aaa.ID (Exceptional). Tugu Insurance secara konsisten mampu mempertahankan *rating* global yang baik selama 8 tahun berturut-turut sejak 2016 hingga 2024. Di tahun 2024, A.M Best menilai Tugu Insurance memiliki kekuatan neraca keuangan yang sangat baik (*very strong*) didukung oleh tingkat risiko investasi yang moderat dan aset reasuransi yang dalam penilaian AM Best memiliki kualitas kredit yang baik.

Tugu Insurance's capacity to meet its obligations is evaluated not only through internal assessments of liquidity and solvency profiles but also gained an external recognition. A.M. Best has affirmed the company's Financial Strength Rating (FSR) A- (Excellent), its Long-Term Issuer Credit Rating (Long-Term ICR) at "a-" (Excellent), and its Indonesia National Scale Rating (NSR) at aaa. ID (Exceptional). Demonstrating a strong and stable performance, Tugu Insurance has successfully maintained these high global ratings for eight consecutive years, from 2016 to 2024. In 2024, A.M. Best assessed Tugu Insurance as having a very strong financial balance sheet, supported by moderate investment risk and reinsurance assets that A.M. Best evaluated as having strong credit quality.

Agensi Pemeringkat Rating Agency	Peringkat Rating
A.M Best	• Financial Strength Rating (FSR): A- (Excellent) • Long-Term Issuer Credit Rating (Long-Term ICR): "a-" (excellent) • Indonesia National Scale Rating (NSR): aaa.ID (Exceptional)

Kolektabilitas
Collectability

Tugu Insurance secara berkala terus memantau tingkat kolektabilitas piutang dalam rangka untuk mempertahankan posisi likuiditas keuangan yang solid serta untuk mengetahui apabila terdapat kemungkinan piutang yang tidak tertagih dan perlu dihapusbukukan. Pada 2024, tingkat kolektabilitas piutang Tugu Insurance membaik terjaga di level yang sehat dan manajemen berpandangan bahwa pencadangan yang dilakukan telah mencukupi untuk mitigasi risiko ke depan.

Tugu Insurance regularly monitors the collectability of receivables to maintain a solid financial liquidity position and to identify any potential uncollectible receivables that may need to be written off. In 2024, the collectability level of Tugu Insurance's receivables improved and at a healthy level. Management believes that the provisions made are sufficient to mitigate future risks.

Kolektabilitas Collectability	2024	2023
Rasio Perputaran Piutang (Hari) Receivables Turnover Ratio (Days)	33	56

Struktur dan Pengelolaan Modal
Capital Structure and Management

Struktur Modal
Capital Structure

Struktur permodalan Tugu Insurance secara konsolidasi per 31 Desember 2024 disajikan sebagai berikut:

The capital structure of Tugu Insurance at a consolidated levels as of 31 December 2024, is presented as follows:

EKUITAS (Rp ribu) EQUITY (IDR thousands)	2024	2023
Modal Saham Share Capital	177.778.780	177.778.780
Tambahan Modal Disetor Additional Paid in Capital	625.460.209	625.460.209
Selisih Kurs Penjabaran Laporan Keuangan Translation Adjustments	(32.356.770)	(37.679.259)
Selisih Transaksi antara Pemegang Saham Entitas Anak Difference In Transaction Between Shareholders of a Subsidiary	105.555.883	105.555.883
Keuntungan yang belum Direalisasi atas Efek-Efek yang Tersedia untuk Dijual, Neto Unrealized Gains on Available-For-Sale Marketable Securities, Net	(95.569.506)	8.409.087
Surplus Revaluasi Aset Tetap, Neto Fixed Assets Revaluation Surplus	1.998.384.997	2.027.351.117
Saldo Laba sudah Ditentukan Penggunaannya Appropriated Retained Earnings	413.313.271	413.313.271
Saldo Laba belum Ditentukan Penggunaannya Unappropriated Retained Earnings	6.578.903.836	6.262.074.018
Sub-Jumlah Ekuitas yang dapat Diatribusikan kepada Pemilik Entitas Induk Equity Attributable to Equity Holders of the Parent	9.771.470.700	9.582.263.106
Kepentingan Non-Pengendali Non-Controlling Interest	737.078.872	697.595.127
Jumlah Ekuitas **Total Equity**	**10.508.549.572**	**10.279.858.233**

Kebijakan Pengelolaan Modal
Capital Management Policy

Tugu Insurance menerapkan kebijakan permodalan yang bertujuan untuk secara hati-hati memenuhi persyaratan modal regulasi, mendiversifikasi sumber permodalan guna mendukung rencana strategis jangka panjang, serta mengalokasikan modal secara efektif pada segmen bisnis dengan potensi profil risiko-keuntungan yang optimal. Kebijakan ini juga mencakup investasi strategis dan penyertaan modal pada entitas anak untuk memenuhi kebutuhan serta harapan pemangku kepentingan, termasuk regulator dan investor.

Tugu Insurance adopts a capital policy designed to prudently meet regulatory capital requirements, diversify funding sources to support long-term strategic objectives, and allocate capital effectively to business segments with strong potential for optimal risk-return profiles. This policy also includes strategic investments and equity placements in subsidiaries to address the needs and expectations of stakeholders, including regulators and investors.

Tugu Insurance memastikan bahwa struktur permodalannya tetap kokoh untuk mengelola risiko kredit, risiko pasar, dan risiko operasional. Hal ini dilakukan baik untuk mendukung pertumbuhan bisnis dalam kondisi ekonomi normal maupun untuk menghadapi kemungkinan tekanan atau tantangan ekonomi di masa mendatang.

Tugu Insurance ensures that its capital structure remains robust, enabling it to effectively manage credit, market, and operational risks. This approach supports sustainable business growth under normal economic conditions while preparing for potential economic challenges or stress scenarios in the future.

Ikatan Material untuk Investasi Barang Modal

Material Commitment for Capital Expenditure

Tugu Insurance tidak memiliki ikatan material untuk investasi barang modal pada tahun buku 2024. Oleh karena itu, Perseroan tidak menyajikan informasi terkait hal tersebut, yang mencakup:

- Nama pihak yang terlibat dalam ikatan;
- Tujuan dari perikatan tersebut;
- Sumber dana yang telah disiapkan untuk memenuhi perikatan tersebut;
- Denominasi mata uang yang digunakan dalam perikatan tersebut; dan
- Langkah-langkah strategis yang direncanakan oleh Perseroan untuk mengelola risiko dari eksposur mata uang asing yang terkait.

Tugu Insurance did not have any material commitments for capital expenditure investments in the 2024 fiscal year. Consequently, the Company does not provide information related to such matters, including:

- The name of the parties involved in the commitment;
- The purpose of the commitment;
- The funding sources prepared to fulfill the commitment;
- The currency denomination used in the commitment; and
- Strategic measures planned by the Company to mitigate risks related to foreign exchange exposure associated with the commitment.

Realisasi Investasi Barang Modal

Realization of Capital Expenditure

Investasi Barang Modal

Capital Expenditure

Tugu Insurance secara berkelanjutan merealisasikan investasi barang modal setiap tahun sebagai bagian dari komitmennya untuk mendukung operasional dan pengembangan bisnis jangka panjang. Investasi ini mencakup pengeluaran dana untuk pengadaan aset atau investasi strategis yang diharapkan mampu memberikan manfaat berkelanjutan dan meningkatkan daya saing perusahaan di masa depan.

Tugu Insurance consistently undertakes capital expenditure investments each year as part of its commitment to supporting long-term business operations and development. These investments involve the allocation of funds to acquire assets or strategic investments expected to deliver sustainable benefits and enhance the company's competitive edge in the future.

Realisasi Investasi Barang Modal 2024
Realization of Capital Expenditure in 2024

Berikut adalah realisasi investasi barang modal Tugu Insurance di tahun 2024, berdasarkan jenis dan nilainya:

The following is the realization of Tugu Insurance's capital expenditure investments in 2024, categorized by type and value:

Realisasi Investasi Barang Modal (Rp juta) Realization of Capital Expenditure (IDR million)	2024	2023
Kendaraan Bermotor Vehicles	436.179	288.576
Pengembangan Sistem Informasi Information System Development	28.416	34.822
Renovasi Gedung Perkantoran Office Building Renovation	0	29.809
Peralatan Computer Computer Equipment	527	11.734
Gedung, Mebel dan Peralatan Kantor Building, Furniture and Stationeries	152	3.141

Peruntukan Barang Modal
Capital Expenditure Allocation

- Pembelian kendaraan memberikan kontribusi terbesar dalam realisasi investasi barang modal di 2024. Pembelian kendaraan dimaksudkan untuk menunjang rencana bisnis jangka panjang penyewaan maupun penjualan kendaraan yang dilakukan oleh PT Pratama Mitra Sejati, sebagai anak usaha Tugu Insurance;
- Pengembangan sistem informasi digunakan untuk menunjang strategi bisnis jangka panjang Tugu Insurance dalam rangka ekspansi ke segmen ritel melalui penyediaan platform teknologi yang dapat diakses langsung oleh nasabah. Hal ini bertujuan untuk meningkatkan efisiensi akuisisi nasabah ritel sekaligus simplifikasi bisnis proses terutama underwriting dalam rangka pengelolaan risiko;
- Renovasi gedung perkantoran ditujukan untuk menjaga nilai dari aset tetap perseroan, realisasi hanya terjadi di 2023,sementara tidak dianggarkan pada tahun 2024; dan
- Peralatan komputer, gedung, mebel dan kantor ditujukan untuk menunjang aktivitas operasional Tugu Insurance.

- The purchase of vehicles contributed the largest share to the realization of capital expenditure in 2024. This purchase was intended to support the long-term business plans of PT Pratama Mitra Sejati, a subsidiary of Tugu Insurance, in vehicle leasing and sales;
- The development of information systems was undertaken to support Tugu Insurance's long-term business strategy aimed at expanding into the retail segment by providing a technology platform accessible directly by customers. This initiative sought to enhance efficiency in acquiring retail customers while simplifying business processes, particularly in underwriting, to improve risk management;
- Office building renovations were carried out to preserve the value of the company's fixed assets; and the realization only occurred in 2023, while it was not budgeted for in 2024; and
- Purchased of computer equipment, buildings, furniture, and office supplies were made to support the operational activities of Tugu Insurance.

Informasi Material Terkait Investasi, Ekspansi, Divestasi, Akuisisi dan Restrukturisasi Utang/Modal

Material Information Related to Investment, Expansion, Divestment, Acquisition and Debt/Capital Restructuring

Tugu Insurance tidak melakukan aktivitas investasi, ekspansi, divestasi, akuisisi, dan restrukturisasi utang dan/atau modal yang bersifat material di sepanjang 2024.

Tugu Insurance telah melakukan divestasi kepemilikan saham di PT Asuransi Staco Mandiri pada Agustus 2024. Seluruh saham PT Asuransi Staco Mandiri yang dimiliki oleh Tugu Insurance melalui anak usaha yaitu PT Tugu Pratama Interindo sebanyak 5,28% telah dialihkan dan tidak lagi dicatat sebagai bagian dari investasi pada penyertaan langsung. Namun transaksi divestasi ini tidak bersifat transaksi material sebagaimana tertuang dalam Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020.

Seluruh informasi material sebagaimana disebutkan dalam Peraturan Otoritas Jasa Keuangan No. 31/POJK.04/2015 telah disampaikan oleh Tugu Insurance melalui Keterbukaan Informasi yang disampaikan dan diunggah ke situs resmi Bursa Efek Indonesia.

Tugu Insurance did not engage in any material investment, expansion, divestment, acquisition, or debt and/or capital restructuring activities throughout 2024.

Tugu Insurance completed the divestment of its shareholding in PT Asuransi Staco Mandiri in August 2024. All shares of PT Asuransi Staco Mandiri, representing 5.28%, which were owned by Tugu Insurance through its subsidiary, PT Tugu Pratama Interindo, were transferred and are no longer recorded as part of direct investment holdings. However, this divestment transaction did not qualify as a material transaction as defined under the Financial Services Authority Regulation (POJK) No. 17/POJK.04/2020.

All material information, as stipulated in the Financial Services Authority Regulation (POJK) No. 31/POJK.04/2015, has been duly disclosed by Tugu Insurance through Information Disclosure submitted and uploaded to the official website of the Indonesia Stock Exchange.

Penjualan dan Pemasaran
Sales and Marketing

Pangsa Pasar
Market Share

Tugu Insurance mencatatkan total premi bruto konsolidasian sebesar Rp8,5 miliar pada 2024 atau tumbuh 11% dibandingkan dengan tahun 2023. Apabila ditinjau dari masing-masing segmen usaha, baik untuk segmen asuransi umum maupun reasuransi, adapun rinciannya sebagai berikut:

- Total premi bruto Tugu Insurance (induk) mencapai Rp5,7 triliun per 31 Desember 2024 atau setara dengan pangsa pasar 4% dari total premi bruto yang dicatatkan oleh industri asuransi umum; dan
- Total premi bruto TuguRe yang mengelola usaha reasuransi Perseroan mencapai Rp2,5 triliun per 31 Desember 2024 atau setara dengan pangsa pasar 2% dari total premi bruto yang dicatatkan oleh industri reasuransi.

Tugu Insurance recorded a consolidated gross premium total of IDR8,5 billion in 2024, reflecting an 11% growth compared to 2023. When analyzed by business segment, both the general insurance and reinsurance segments show the following details:

- The total gross premium of Tugu Insurance (parent company) reached IDR5,7 trillion as of 31 December 2024, equivalent to a 4% market share of the total gross premium recorded by the general insurance industry.
- The total gross premium of TuguRe, which manages the Company's reinsurance business, reached IDR2,5 trillion as of 31 December 2024, equivalent to a 2% market share of the total gross premium recorded by the reinsurance industry.



Strategi Pemasaran
Marketing Strategy

Untuk semakin memperkuat posisi Tugu Insurance di pasar, manajemen telah memformulasikan strategi pemasaran yang fokus pada tiga aspek utama yaitu penguatan bisnis *captive* dan ekspansi ke bisnis non-*captive* untuk layanan korporat serta penetrasi ke segmen ritel.

Penguatan Bisnis *Captive*
Fokus strategi pemasaran adalah peningkatan kualitas layanan dan optimalisasi bisnis menyasar ekosistem Grup Pertamina.

Ekspansi ke Bisnis *Non-Captive*
Strategi pemasaran yang fokus untuk memperkuat sinergi dengan ekosistem BUMN maupun swasta lain dengan tetap memperhatikan prinsip kehati-hatian dalam pengelolaan risiko.

Penetrasi ke Segmen Ritel
Fokus utama strategi pemasaran ke segmen ritel atau *mass market* adalah dengan penawaran produk asuransi yang relevan dengan tetap memperhatikan aspek efisiensi biaya akuisisi nasabah terutama melalui:
- Optimalisasi kanal distribusi dan PoSS;
- Kemitraan strategis dengan pemain di sektor ritel, perusahaan *multi-finance*, *dealer* serta mitra bank; dan
- Transformasi digital penyediaan aplikasi seperti t ride dan t drive serta *website* untuk nasabah dapat mengakses langsung produk maupun layanan yang disediakan oleh Tugu Insurance.

To further strengthen Tugu Insurance's position in the market, management has formulated a marketing strategy focused on three key aspects: strengthening the captive business, expanding into non-captive business for corporate services, and penetrating the retail segment.

Strengthening the Captive Business
The marketing strategy focuses on enhancing service quality and optimizing business opportunities by targeting the Pertamina Group ecosystem.

Expansion into Non-Captive Business
The marketing strategy aims to strengthen synergies with the ecosystems of state-owned enterprises (BUMN) and other private entities while adhering to prudent risk management principles.

Penetration into the Retail Segment
The primary focus of the marketing strategy for the retail or mass market segment is offering relevant insurance products while maintaining cost-efficiency in customer acquisition. This is achieved through:
- Optimization of distribution channels and Points of Sales and Services (PoSS);
- Strategic partnerships with players in the retail sector, multi-finance companies, dealers, and partner banks; and
- Digital transformation through the development of applications such as t ride and t drive, as well as a customer-accessible website, enabling direct access to Tugu Insurance's products and services.

Dampak Perubahan Harga terhadap Penjualan/Pendapatan Perusahaan

The Impact of Price Changes on the Company's Sales/Revenue

Sepanjang tahun 2024, tidak terdapat dampak yang signifikan dari perubahan harga terhadap penjualan/pendapatan perseroan. Namun Tugu Insurance terus memantau berbagai indikator ekonomi maupun data-data industri yang selanjutnya dijadikan sebagai acuan untuk formulasi strategi bisnis perseroan. Berikut adalah indikator-indikator yang secara berkala menjadi fokus pemantauan:

- Pertumbuhan ekonomi;
- Tingkat suku bunga acuan;
- Laju inflasi;
- Tingkat suku bunga obligasi;
- Pergerakan kurs nilai tukar;
- Pergerakan IHSG;

- Harga komoditas terutama energi;
- Premi industri asuransi umum dan reasuransi;

- Klaim industri asuransi umum dan reasuransi;

- Penjualan kendaraan bermotor; dan
- Perkembangan pasar *property*.

Throughout 2024, there was no significant impact of price changes on the company's sales/revenue. However, Tugu Insurance consistently monitors various economic indicators and industry data, which are subsequently used as references for formulating the company's business strategies. The following indicators are regularly monitored:

- Economic growth;
- Benchmark interest rates;
- Inflation rate;
- Bond interest rates;
- Exchange rate movements;
- IHSG (Indonesia Stock Exchange Composite Index) performance;
- Commodities price particularly energy;
- Premiums in the general insurance and reinsurance industry;
- Claims in the general insurance and reinsurance industry;
- Motor vehicle sales; and
- Property market developments.

Strategi, Target dan Realisasi 2024
Strategies, Target and Realization 2024

Formulasi Strategi 2024
2024 Strategy Formulation

Dinamika ekonomi global yang menantang di sepanjang 2024 serta volatilitas di pasar keuangan yang tinggi menjadi risiko tersendiri untuk pelaku usaha asuransi maupun reasuransi dalam mengelola aset dan liabilitas. Di tengah berbagai tantangan yang ada, ketahanan sistem keuangan nasional tetap terjaga. Sektor asuransi umum dan reasuransi tetap tumbuh dan berdaya tahan.

The challenging global economic dynamics throughout 2024, combined with high volatility in financial markets, pose significant risks for insurance and reinsurance players in managing assets and liabilities. Amid these challenges, the resilience of the national financial system remained intact, with the general insurance and reinsurance sectors continuing to grow and demonstrated strong resilience.

Merespons berbagai dinamika yang ada, Tugu Insurance telah melakukan formulasi strategi yang tepat dengan semangat untuk tetap melangkah maju di 2024 dengan kesiapan yang memadai. Aspirasi Tugu Insurance untuk menjadi perusahaan asuransi umum nomor 1 di Indonesia diejawantahkan menjadi strategi bisnis yang *feasible* untuk mencapai target jangka panjang tersebut.

In response to these dynamics, Tugu Insurance has formulated a precise strategy, embodying a spirit of readiness to move forward in 2024. Tugu Insurance aspires to become the number one general insurance company in Indonesia, targeting gross premiums of more than IDR10 trillion and net profits exceeding IDR850 billion by 2029. This aspiration has been translated into a feasible business strategy to achieve its long-term goals.

Adapun strategi Tugu Insurance untuk tahun 2024 fokus pada 5 pilar utama untuk menjawab tantangan di industri yang meliputi:

Tugu Insurance's 2024 strategy focused on five key pillars to address industry challenges:

Pertumbuhan Bisnis
Business Growth

Dalam rangka mencapai target jangka panjang Perusahaan, Tugu Insurance secara grup telah memformulasikan strategi untuk menumbuhkan bisnis asuransi yang efektif, yaitu dengan melakukan optimalisasi bisnis *captive* sebagai sektor utama, menumbuhkan dan mengembangkan bisnis non-*captive* termasuk penetrasi segmen ritel serta ekspansi bisnis reasuransi.

In order to achieve the Company's long-term targets, Tugu Insurance, as a group, has formulated a strategy to grow its insurance business effectively. This strategy involves optimizing captive business as the main sector, expanding and developing non-captive business, including penetrating the retail segment, and expanding the reinsurance business.

Aksi Korporasi melalui Reinvestasi
Corporate Actions through Reinvestment

Tidak hanya berfokus pada pertumbuhan organik, Tugu Insurance juga melakukan aksi dalam rangka menumbuhkan penguatan bisnis anorganik, yaitu dengan pengembangan asuransi yang berbasis prinsip syariah yang memiliki prospek cerah. Di sisi lain, Tugu Insurance juga terus memperkuat anak usaha yang bergerak di sektor asuransi umum, reasuransi maupun sektor non-asuransi.

Not only focusing on organic growth, Tugu Insurance also takes strategic actions to strengthen its inorganic business growth by developing insurance based on Sharia principles, which has promising prospects. On the other hand, Tugu Insurance continues to strengthen its subsidiaries operating in the general insurance, reinsurance, and non-insurance sectors.

Transformasi Aset
Asset Transformation

Sebagai perusahaan yang bergerak di sektor keuangan, Tugu Insurance memahami bahwa pengelolaan aset menjadi lebih produktif menjadi salah satu tonggak utama untuk memberikan nilai tambah bagi pemegang saham. Fokus strategi transformasi aset di 2024 adalah untuk meningkatkan imbal hasil yang dilakukan melalui optimalisasi investasi pada instrumen keuangan, fokus pengelolaan piutang untuk mendukung likuiditas perusahaan yang solid hingga strategi manajemen aset properti untuk memberikan imbal hasil yang lebih menarik serta kompetitif.

As a financial sector company, Tugu Insurance recognizes that making assets more productive is a key pillar in delivering added value to shareholders. The focus of asset transformation strategies in 2024 included optimizing investments in financial instruments, focusing on receivables management to support solid corporate liquidity, and implementing property asset management strategies to generate more attractive and competitive returns.

Transformasi Sumber Daya Manusia
People Transformation

Tugu Insurance memahami bahwa Sumber Daya Manusia (SDM) merupakan aspek yang penting dalam organisasi. Untuk mencapai tujuan jangka panjang, kualitas SDM perlu senantiasa untuk ditingkatkan agar lebih adaptif dalam menjawab berbagai tantangan dalam mewujudkan visi perusahaan untuk menjadi perusahaan asuransi umum nomor 1 di Indonesia. Fokus strategi transformasi SDM Tugu Insurance di 2024 melalui pemetaan kebutuhan talenta masa depan, perencanaan dan suksesi, akuisisi talenta unggul dan *employer branding* hingga pengembangan talenta unggul dan strategi retensi talenta unggul.

Tugu Insurance understands that Human Resources (HR) is a crucial aspect of the organization. To achieve its long-term goals, the quality of HR must be continuously improved to become more adaptive in addressing various challenges in realizing the company's vision of becoming the number one general insurance company in Indonesia. Tugu Insurance's HR transformation strategy in 2024 focuses on mapping future talent needs, planning and succession, acquiring top talent and employer branding, as well as developing top talent and implementing talent retention strategies.

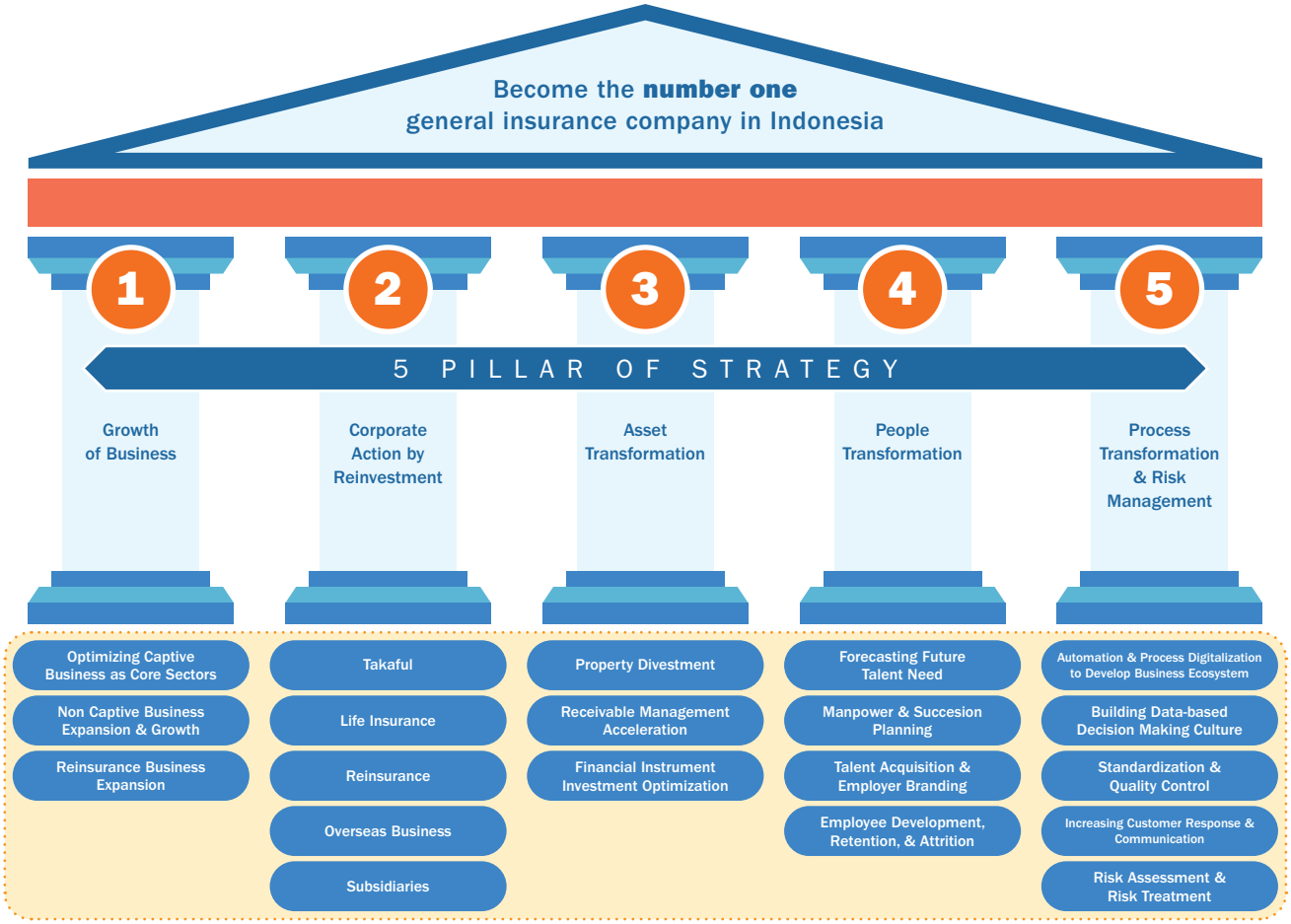
Transformasi Proses dan Manajemen Risiko
Process Transformation and Risk Management

Transformasi proses memegang peranan penting dalam efisiensi biaya. Selain itu, proses juga berkaitan erat dengan manajemen risiko. Oleh sebab itu, Tugu Insurance telah memformulasikan strategi transformasi proses dan manajemen risiko di 2024 dengan agenda utama meliputi otomatisasi dan digitalisasi proses untuk membentuk ekosistem bisnis digital yang handal, menciptakan budaya pengambilan keputusan berbasis data, melakukan standardisasi dan *quality control* untuk proses bisnis yang *critical*, meningkatkan respons dan komunikasi dengan pelanggan serta melalukan penilaian risiko dan penanganannya.

Process transformation plays a crucial role in cost efficiency and is also closely related to risk management. Therefore, Tugu Insurance has formulated a process transformation and risk management strategy for 2024. The key agenda includes automation and digitization of processes to build a robust digital business ecosystem, fostering a data-driven decision-making culture, standardizing and implementing quality control for critical business processes, enhancing customer response and communication, as well as conducting risk assessments and mitigation.

Strategi-strategi ini mencerminkan komitmen Tugu Insurance dalam menghadapi tantangan industri dan mencapai pertumbuhan berkelanjutan sekaligus mempertahankan posisinya sebagai perusahaan asuransi umum terkemuka di Indonesia.

These strategies reflect Tugu Insurance's commitment to overcoming industry challenges and achieving sustainable growth while maintaining its position as a leading general insurance company in Indonesia.



Target dan Realisasi 2024
2024 Targets and Realization

Tugu Insurance telah menyusun Rencana Kerja dan Anggaran Perusahaan (RKAP) untuk 2024 yang berisi berbagai target yang perlu untuk dicapai di tahun tersebut. Di tengah berbagai tantangan yang ada, Tugu Insurance mampu melampaui target-target yang telah ditetapkan terutama untuk aspek pertumbuhan premi bruto, rasio *loss*, rasio beban dan rasio operasi gabungan (COR). Sementara untuk laba tahun berjalan mengalami penurunan yang lebih disebabkan oleh faktor yang tidak berulang karena adanya pendapatan sekali waktu dari kasus litigasi dengan Citibank N.A. Berikut rinciannya:

Tugu Insurance had prepared its Corporate Work Plan and Budget (RKAP) for 2024, outlining various targets to be achieved during the year. Despite the challenges, Tugu Insurance successfully exceeded the set targets, particularly in terms of gross premium growth, loss ratio, expense ratio, and combined operating ratio (COR). However, income for the year experienced a decline, primarily due to non-recurring factors, namely a one-time income from a litigation case with Citibank N.A. The details are as follows:

Indikator (Konsolidasi) Indicators (Consolidated)	2024	
	Target Target	Realisasi Realization
Pertumbuhan Premi Bruto Gross Premium Growth	6%	10,7%
Rasio Loss Loss Ratio	<60%	54,4%
Rasio Beban Expense Ratio	<50%	38,5%
Rasio Operasi Gabungan (COR) Combined Operating Ratio (COR)	<90%	92,9%
Pertumbuhan Laba Tahun Berjalan Income for the Year Growth	-17%	-42,3%

Prospek Usaha dan Pedoman 2025

Business Outlook and Guidance for 2025

Prospek Usaha

Business Outlook

Tahun 2025 masih akan menjadi tahun yang menantang untuk perekonomian global. Kondisi geopolitik yang ditandai dengan adanya fragmentasi menimbulkan risiko untuk rantai pasok. Kebijakan Presiden Donald Trump yang proteksionis turut berdampak pada kebijakan moneter dengan adanya risiko kembali meningkatnya inflasi. Dengan demikian ruang pemangkasan suku bunga lanjutan berpotensi menjadi lebih terbatas sebagaimana dikemukakan oleh The Fed.

The year 2025 is expected to remain challenging for the global economy. Geopolitical conditions, marked by fragmentation, pose risks to supply chains. The U.S. President Donald Trump's protectionist policies have also impacted monetary policies, with the risk of rising inflation. Consequently, as stated by the Federal Reserve, the room for further interest rate cuts may become more limited.

Ekonomi Indonesia diperkirakan tetap tumbuh solid sesuai dengan laju intrinsik historisnya. Kebijakan pemerintah Presiden Prabowo Subianto untuk mendorong ekonomi tumbuh 8% turut meningkatkan optimisme pelaku pasar. Di sisi lain, kebijakan pertumbuhan ekonomi 8% juga menciptakan peluang untuk sektor jasa keuangan dan asuransi. Peran asuransi terutama asuransi umum akan semakin sentral terutama dalam pengelolaan risiko untuk mencapai pertumbuhan yang berkelanjutan. Merespons kebutuhan tersebut, Otoritas Jasa Keuangan (OJK) telah menyiapkan kebijakan yang digunakan untuk memperkuat sektor asuransi lewat penguatan modal serta pemisahaan unit bisnis syariah

Indonesia's economy is projected to continue growing solidly, consistent with its historical intrinsic pace. The economic policies of President Prabowo Subianto, aimed at achieving 8% growth, have fostered optimism among market players. On the other hand, this growth target creates opportunities for the financial services and insurance sectors. The role of insurance, particularly general insurance, is becoming increasingly central, especially in managing risks to achieve sustainable growth. In response to these needs, the Financial Services Authority (OJK) has introduced policies to strengthen the insurance sector through capital reinforcement and the separation of Sharia business units.

Menyongsong tahun 2025 dengan berbagai tantangan yang ada, Tugu Insurance tetap optimis untuk melangkah maju dengan berbagai inisiatif untuk tetap memberikan nilai tambah bagi seluruh pemangku kepentingan. Adapun langkah-langkah strategis yang diambil Perseroan untuk tahun 2025 adalah sebagai berikut:

- Penguatan strategi manajemen aset dan liabilitas serta pengelolaan risiko dengan prinsip kehati-hatian terutama dalam menghadapi fluktuasi harga aset keuangan serta tekanan terhadap nilai tukar rupiah;
- Melanjutkan upaya pemisahaan Unit Usaha Syariah (UUS) sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 11 Tahun 2023;
- Optimalisasi anak perusahaan dan imbal hasil aset, termasuk melalui pelepasan aset yang kurang produktif;
- Penerapan PSAK 117 serta peningkatan sistem secara efektif untuk memastikan aspek kepatuhan dan transparansi; dan
- Peluncuran situs resmi perseroan untuk memberikan akses kepada nasabah ritel dalam melakukan pembelian produk asuransi yang dibutuhkan.

As Tugu Insurance approaches 2025 amidst these challenges, the Company remains optimistic about advancing with various initiatives to continue delivering added value to all stakeholders. The Company's strategic steps for 2025 are as follows:

- Strengthening asset-liability management strategies and prudent risk management, particularly in navigating financial asset price fluctuations and pressure on the rupiah exchange rate;
- Continuing the separation of the Sharia Business Unit (UUS) in compliance with Financial Services Authority Regulation (POJK) No. 11 of 2023;
- Optimizing asset returns, including divesting underperforming assets;
- Implementing PSAK 117 and enhancing systems effectively to ensure compliance and transparency; and
- Launching the Company's official website to provide retail customers with easier access to purchase necessary insurance products.

Pedoman 2025

2025 Guidance

Mempertimbangkan berbagai perkembangan di atas, Tugu Insurance telah menyusun pedoman untuk kinerja Perseroan pada 2025 dengan premi diharapkan tumbuh 11,6%; rasio *loss* di 58,9%; rasio operasi kombinasi (COR) di 99,5% dan laba tahun berjalan -16%. Manajemen akan berupaya semaksimal mungkin untuk mengoptimalkan kinerja Perseroan di masa mendatang.

Considering the various developments mentioned above, Tugu Insurance has formulated guidance for the Company's performance in 2025, with premiums expected to grow by 11.6%, a loss ratio of 58.9%, a combined operating ratio (COR) of 99.5%, and a net profit decline -16%. The management is committed to making every possible effort to optimize the Company's performance in the years ahead.

Dividen
Dividend

Kebijakan Dividen
Dividend Policy

Sesuai dengan yang tercantum dalam Prospektus Penawaran Umum Perdana Saham, manajemen menetapkan kebijakan untuk membayarkan dividen hingga 30% dari laba bersih konsolidasi, dimulai sejak tahun buku 2017. Besaran dividen disesuaikan dengan keuntungan tahun berjalan, kondisi keuangan perusahaan, dan Keputusan Rapat Umum Pemegang Saham (RUPS) sesuai Anggaran Dasar Perseroan.

As stated in the Initial Public Offering (IPO) Prospectus, the management established a policy to distribute dividends of up to 30% of consolidated net income, starting from the 2017 fiscal year. The amount is adjusted based on annual profits, the Company's financial health, and General Meeting of Shareholders (GMS) decisions per the Articles of Association.

Faktor-faktor yang memengaruhi pembagian dividen mencakup laba bersih, dana cadangan, kebutuhan belanja modal, arus kas, serta keberhasilan pelaksanaan strategi bisnis. Sebagian besar faktor ini berada di luar kendali perusahaan.

Factors influencing dividend distribution include net income, reserves, capital expenditure needs, cash flow, and the success of business strategies. Most of these factors are beyond the Company's control.

Pembagian Dividen
Dividend Payment

Sejak Penawaran Umum Perdana Saham, Tugu Insurance secara konsisten memberikan dividen kepada pemegang saham sebagai bentuk komitmen untuk memberikan nilai tambah kepada pemegang saham. Berikut adalah rincian pembagian dividen Tugu Insurance dalam tiga tahun terakhir yang telah mendapat persetujuan Rapat Umum Pemegang Saham Tahunan (RUPST) dalam periode 3 tahun terakhir:

Since its Initial Public Offering (IPO), Tugu Insurance has consistently distributed dividends to shareholders as a commitment to delivering added value. Below is the detailed breakdown of Tugu Insurance's dividend distribution over the past 3 years, as approved by the Annual General Meeting of Shareholders (AGMS) during this period:

Tahun Buku Fiscal Year	Tanggal Pengumuman Announcement Date	Tanggal Pembayaran Payment Date	Nilai Dividen Tunai (Rp ribu) Cash Dividend Paid (IDR thousands)	Rasio Payout Dividen Dividend Payout Ratio	Dividen per Saham (Rp) Dividend per Share (IDR)
2021	19 Mei 2022 19 May 2022	16 Juni 2022 16 June 2022	126.592.141	40%	71,2
2022	3 Mei 2023 3 May 2023	26 Mei 2023 26 May 2023	138.860.307	40%	78,1
2023*	2 Mei 2024 2 May 2024	29 Mei 2024 29 May 2024	528.957.524	40%	148,8

*Termasuk pembayaran dividen interim pada 20 Desember 2023
*Including interim dividend paid on 20 December 2023

Penggunaan Dana Hasil Penawaran Umum

The Use of Proceeds from Public Offerings

Dana yang Diperoleh dari Penawaran Umum Perdana Saham

Funds Raised from Initial Public Offering (IPO)

Pada 28 Mei 2018, Perseroan melakukan aksi korporasi berupa Penawaran Umum Perdana Saham (IPO) dengan menerbitkan 177.777.800 saham baru atas nama dari portepel yang setara dengan 10% dari modal ditempatkan dan disetor dengan harga nominal Rp100 per saham dan ditawarkan ke publik dengan harga Rp3.850 per saham. Total dana yang berhasil dihimpun dari aksi korporasi ini adalah Rp684.444.530 ribu dan setelah dikurangi dengan berbagai biaya, total dana terkumpul bersih adalah senilai Rp658.702.171 ribu.

On 28 May 2018, the Company conducted a corporate action in the form of an Initial Public Offering (IPO) by issuing 177,777,800 new shares from the portfolio, representing 10% of the issued and paid-up capital. The shares were offered to the public at a nominal price of IDR100 per share and an offering price of IDR3,850 per share. The total funds raised from this corporate action amounted to IDR684,444,530 thousand. After deducting various expenses, the net proceeds were IDR658,702,171 thousand.

Penawaran Umum Saham Perdana Initial Public Offering		(Rp ribu) (IDR Thousands)
Jumlah Hasil Penawaran Umum **Total Proceeds from Public Offering**		**684.444.530**
Biaya Penawaran Umum Public Offering Costs	Jumlah Total	25.742.359
	Jasa Penjamin Emisi Underwriting Fees	14.041.101
	Biaya BEI dan KSEI IDX and KSEI Fees	363.368
	Jasa Akuntan Publik Public Accountant Services	1.123.760
	Jasa Notaris Notary Services	132.000
	Jasa Penilai Valuation Services	649.423
	Jasa Biro Administrasi Efek Securities Administration Bureau Services	136.000
	Biaya Akuntan Accounting Fees	95.373
	Biaya Lain-lain Miscellaneous Costs	7.365.020
	Jasa Kantor Hukum Legal Office Services	1.499.414
	Jasa Konsultan Lain-lain Other Consultant Services	336.900
Hasil Bersih **Net Proceeds**		**658.702.171**

Rencana Alokasi Penggunaan Dana yang Diperoleh dari Penawaran Umum Perdana Saham

Planned Allocation of Funds Raised from the Initial Public Offering (IPO)

Mengacu pada Prospektus Penawaran Umum Perdana Saham Perseroan, dana yang dihimpun setelah dikurangi dengan biaya-biaya akan dialokasikan dengan rincian sebagai berikut:

1. Sekitar 70% akan digunakan untuk memperkuat modal Perseroan dalam rangka pengembangan bisnis Perseroan sebagai berikut:
   a. Sekitar 40% untuk pengembangan infrastruktur pemasaran Perseroan;
   b. Sekitar 40% untuk pengembangan infrastruktur teknologi informasi dan operasional lainnya; dan
   c. Sekitar 20% untuk *re-branding* dan promosi produk Perseroan.
2. Sekitar 30% akan digunakan untuk pengembangan usaha dalam bentuk peningkatan penyertaan modal pada Entitas Anak yaitu TuguRe melalui Interindo untuk memperkuat modal di bidang reasuransi.

Referring to the Initial Public Offering (IPO) Prospectus, the funds raised, net of expenses, will be allocated as follows:

1. Approximately 70% will be used to strengthen the Company's capital for business development, detailed as:
   a. Around 40% for developing the Company's marketing infrastructure;
   b. Around 40% for developing information technology and other operational infrastructure; and
   c. Around 20% for rebranding and promoting the Company's products.
2. Approximately 30% will be used for business development in the form of additional capital investment in the Subsidiary, TuguRe, through Interindo, to strengthen its reinsurance capital.

Realisasi Penggunaan Dana

Realization of Proceeds Utilization

Hingga 31 Desember 2024, Perseroan telah merealisasikan sebanyak Rp586.091.520 ribu atau setara 89% dari dana bersih setelah dikurangi biaya yang dihimpun dari Penawaran Umum Perdana Saham. Ke depan Tugu Insurance akan terus memastikan dana yang dihimpun akan dialokasikan sebagaimana mestinya sesuai yang tercantum dalam Prospektus Perseroan. Laporan Realisasi Penggunaan Dana dari Penawaran Umum Perdana Saham ini telah dikirimkan dan diunggah di situs resmi Bursa Efek Indonesia (BEI) pada tanggal 14 Januari 2025. Berikut rinciannya:

As of 31 December 2024, the Company had utilized IDR586,091,520 thousand, equivalent to 89% of the net proceeds after deducting expenses raised from the Initial Public Offering (IPO). Going forward, Tugu Insurance will continue to ensure that the funds raised are allocated appropriately and in accordance with the Company's Prospectus. The Report on the Realization of Proceeds Utilization from the Initial Public Offering has been submitted and uploaded to the official website of the Indonesia Stock Exchange (IDX) on 14 January 2025. Details are presented as follows:

Alokasi (Rp ribu) Allocation (IDR thousands)	**Rencana Pengunaan Dana** Planned Use of Funds	**Realisasi Penggunaan Dana** Realization of Fund Usage	**Persen Realisasi** Realization Percentage
Infrastruktur Pemasaran Marketing Infrastructure	184.436.608	184.436.608	100,0%
IT & Operasional Lainnya IT & Other Operations	184.436.608	184.436.608	100,0%
Re-branding & Promosi Produk Re-branding & Product Promotion	92.218.304	92.218.304	100,0%
Penyertaan Modal TuguRe Capital Investment in TuguRe	197.610.651	125.000.000	63,3%
Total	**658.702.171**	**586.091.520**	**89,0%**
Sisa Dana Hasil Penawaran Umum Remaining Proceeds from Public Offering		72.610.651	11,0%

Informasi dan Fakta Material setelah Tanggal Laporan Keuangan

Material Information Subsequent to Financial Report Date

Pada tanggal 21 Februari 2025, Entitas Anak, PT Tugu Pratama Interindo, melikuidasi TRB (London) Ltd sesuai dengan Surat Keputusan Final Gazette Notice dengan No. 02085536. Pemberitahuan ini dipublikasikan di London Gazette, yang menandakan bahwa perusahaan tersebut telah secara resmi dihapus dari daftar Companies House dan dilikuidasi.

On 21 February 2025, the subsidiary, PT Tugu Pratama Interindo, liquidated TRB (London) Ltd in accordance with the Final Gazette Notice Decision No. 02085536. This notice was published in the London Gazette, signifying that the company has been officially removed from the Companies House register and liquidated.

Informasi Keuangan yang Telah Dilaporkan yang Mengandung Kejadian Luar Biasa dan Jarang Terjadi

Reported Financial Information Containing Extraordinary and Rare Events

Tidak terdapat informasi keuangan dan fakta material yang mengandung kejadian luar biasa dan jarang terjadi sampai dengan diterbitkannya Laporan Tahunan ini.

There is no material information or facts containing an extraordinary and rare event up to the issuance of this Annual Report.

Informasi Material Terkait Transaksi Material yang Mengandung Benturan Kepentingan

Material Information on Material Transactions Containing Conflict of Interest

Tidak terdapat informasi dan fakta material yang terkait transaksi material yang mengandung benturan kepentingan sampai dengan diterbitkannya Laporan Tahunan ini.

There is no material information or facts related to material transactions involving conflicts of interest up to the issuance of this Annual Report.

Informasi Material Terkait Transaksi Afiliasi

Material Information on Affiliates Transactions

Definisi Pihak Berelasi

Definition of Related Parties

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 its business activities, the Company engages in transactions with related parties in accordance with Statement of Financial Accounting Standards (PSAK) No. 7 on "Related Party Disclosures."

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, is controlled by, or is under common control with the Company and its Subsidiaries; (ii) has an interest in the Company and its Subsidiaries that provides significant influence over the Company and its Subsidiaries; or (iii) has joint control over the Company and its Subsidiaries;
2. The party is related to the Company and its Subsidiaries;
3. The party is a joint venture in which the Company and its Subsidiaries are a venturer;
4. The party is a member of the key management personnel of the Company and its Subsidiaries or their parent company;
5. The party is a close family member of the individual described in point (a) or (d);
6. The party is an entity controlled, jointly controlled, or significantly influenced by, or for which significant voting rights in such an entity are directly or indirectly held by, an individual described in point (d) or (e); or
7. The party is a post-employment benefit program for the benefit of employees of the Company and its Subsidiaries, or an entity related to the Company and its Subsidiaries.

Nama Pihak Berelasi dan Sifat Hubungan Afiliasi
Berikut adalah rincian Pihak Berelasi dan Sifat Hubungan Afiliasi dengan Perseroan:

Names of Related Parties and Nature of Affiliation
Below are the details of the Related Parties and the Nature of their Affiliation with the Company:

No.	Pihak-Pihak Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
1	Pemerintah RI	Entitas induk terakhir Ultimate parent	Obligasi Bonds
2	Komisaris dan Direksi Commissioners and Directors	Personil manajemen kunci Key management personnel	Beban Gaji dan Kesejahteraan Karyawan Salaries and Employees Benefits
3	PT Pertamina (Persero) Tbk	Entitas induk Parent entity	Obligasi, Penutupan Asuransi, Piutang Premi dan Sesi Bonds, Insurance Premium, Premium and Cession Receivable

No.	Pihak-Pihak Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
4	PT Pertamina Patra Niaga	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Utang Klaim, Piutang Premi dan Sesi Claim Payable, Premium and Cession Receivable
5	PT Pelita Air Service (Persero) Tbk	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Penutupan Asuransi, Piutang Premi dan Sesi Insurance Premium, Premium and Cession Receivable
6	PT Pertamina Energy Terminal	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang Premi dan Sesi Premium and Cession Receivable
7	PT Pertamina Drilling Services Indonesia	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
8	PT Pertamina Lubricants	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang Premi dan Sesi, Penutupan Asuransi Premium and Cession Receivable, Insurance Premium
9	PT Elnusa Tbk	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Obligasi Bonds
10	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 and Cession Receivable, Insurance Premium
11	PT Pertamina Geothermal Energy	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang Premi dan Sesi Premium and Cession Receivable
12	Pertamina International Shipping Pte Ltd	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang Premi dan Sesi, Penutupan Asuransi Premium and Cession Receivable, Insurance Premium
13	PT Asuransi Samsung Tugu	Entitas Asosiasi Associate Entity	Piutang Premi dan Sesi, Penutupan Asuransi Premium and Cession Receivable, Insurance Premium
14	PT Patra Trading	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang Premi dan Sesi, Penutupan Asuransi Premium and Cession Receivable, Insurance Premium
15	PT Pertamina Drilling Contractor	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang Premi dan Sesi, Penutupan Asuransi Premium and Cession Receivable, Insurance Premium
16	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
17	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
18	PT Prima Armada Raya	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Penutupan Asuransi, Piutang Premi dan Sesi Insurance Premium, Premium and Cession Receivable
19	PT Elnusa Petrofin Indonesia	Entitas yang dikendalikan oleh entitas induk Entity controlled by parent entity	Piutang Premi dan Sesi Premium and Cession Receivable
20	PT Asuransi Jasa Indonesia	Entitas berelasi dengan Pemerintah Government – related entities	Piutang Premi dan Sesi, Utang Koasuransi, Piutang reasuransi dan retrosesi, Utang Klaim, Utang Koasuransi, Penutupan Asuransi Premium and Cession Receivable, Coinsurance Payable, Reinsurance and retrocession receivable, Claim Payable, Coinsurance Payable, Insurance Premium
21	PT Asuransi Kredit Indonesia	Entitas berelasi dengan Pemerintah Government – related entities	Piutang Premi dan Sesi, Piutang Koasuransi, Utang Koasuransi, Penutupan Asuransi Premium and Cession Receivable, Coinsurance Receivable, Coinsurance Payable, Insurance Premium

No.	Pihak-Pihak Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
22	PT Asuransi Ekspor Indonesia (Asei)	Entitas berelasi dengan Pemerintah Government – related entities	Utang Koasuransi, Penutupan Asuransi, Utang Claim, Piutang Premi dan Sesi, Piutang Koasuransi Coinsurance Payable, Insurance Premium, Claim Payable, Premium and Cession Receivable, Coinsurance Receivable
23	PT Asuransi Dharma Bangsa	Entitas berelasi dengan Pemerintah Government – related entities	Utang Koasuransi, Utang Reasuransi, Penutupan Asuransi, Piutang Reasuransi dan Retrosesi Coinsurance Payable, Reinsurance Payable, Insurance Premium, Reinsurance and retrocession receivable
24	PT Asuransi Jasa Raharja Putra	Entitas berelasi dengan Pemerintah Government – related entities	Utang Koasuransi, Penutupan Asuransi, Piutang Reasuransi dan Retrosesi, Utang Klaim Coinsurance Payable, Insurance Premium, Reinsurance and retrocession receivable, Claim Payable
25	PT Reasuransi Indonesia Utama (Persero)	Entitas berelasi dengan Pemerintah Government – related entities	Utang Reasuransi, Piutang Reasuransi dan Retrosesi, Penutupan Asuransi, Piutang Premi dan Sesi Reinsurance Payable, Reinsurance and retrocession receivable, Insurance Premium, Premium and Cession Receivable
26	PT Asuransi Bringin Sejahtera Artamakmur (BSAM)	Entitas berelasi dengan Pemerintah Government – related entities	Utang Koasuransi, Penutupan Asuransi Coinsurance Payable, Insurance Premium
27	PT Reasuransi Nasional Indonesia (Nasre)	Entitas berelasi dengan Pemerintah Government – related entities	Piutang Reasuransi dan Retrosesi, Piutang Premi dan Sesi, Utang Reasuransi, Penutupan Asuransi Reinsurance and retrocession receivable, Premium and Cession Receivable, Reinsurance Payable, Insurance Premium
28	PT BRI Asuransi Indonesia	Entitas berelasi dengan Pemerintah Government – related entities	Piutang Koasuransi, Utang Koasuransi, Penutupan Asuransi, Piutang Premi dan Sesi Coinsurance Receivable, Coinsurance Payable, Insurance Premium, Premium and Cession Receivable
29	PT Asuransi Jiwasraya (Persero)	Entitas berelasi dengan Pemerintah Government – related entities	Utang Klaim, Penutupan Asuransi Claim Payable, Insurance Premium
30	PT Mandiri Utama Finance	Entitas berelasi dengan Pemerintah Government – related entities	Utang Reasuransi, Penutupan Asuransi Reinsurance Payable, Insurance Premium
31	PT Bank Pembangunan Daerah Jawa Tengah	Entitas berelasi dengan Pemerintah Government – related entities	Kas dan Setara Kas, Obligasi Cash and Cash Equivalent, Bonds
32	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
33	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
34	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
35	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
36	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

No.	Pihak-Pihak Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
37	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
38	PT Bank DKI	Entitas berelasi dengan Pemerintah Government – related entities	Kas dan Setara Kas, Deposito Berjangka Cash and Cash Equivalent, Time Deposits
39	PT Telkom Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham, Obligasi Shares, Bonds
40	PT Aneka Tambang (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham Shares
41	PT Wijaya Karya (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham Shares
42	PT Semen Gresik (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham Shares
43	PT Indocement Tunggal Perkasa Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham Shares
44	PT Waskita Karya (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham, Obligasi Shares, Bonds
45	PT Bukit Asam Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham Shares
46	PT Jasa Marga (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham, Obligasi Shares, Bonds
47	PT Adhi Karya (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham Shares
48	PT Wijaya Karya Beton Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham Shares
49	PT Timah Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham, Obligasi Shares, Bonds
50	PT Pembangunan Perumahan (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham Shares
51	PT Waskita Beton Precast Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham Shares
52	PT Mayora Indah (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
53	PT Kereta Api Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
54	PT Perusahaan Listrik Negara (Persero)	Entitas berelasi dengan Pemerintah Government – related entities	Piutang premi dan sesi, Obligasi Premium and Cession receivable, Bonds
55	PT Pupuk Indonesia (Persero)	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
56	PT Sarana Multigriya Finansial (Persero)	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
57	PT Marga Lingkar Jakarta	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
58	PT Angkasa Pura II (Persero)	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
59	PT Bank Mandiri Taspen	Entitas berelasi dengan Pemerintah Government – related entities	Kas dan Setara Kas, Obligasi Cash and Cash Equivalent, Bonds
60	PT Bank Pembangunan Daerah Sumatera Utara	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
61	PT Sarana Multi Infrastruktur	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
62	PT Semen Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah Government – related entities	Saham, Obligasi Shares, Bonds
63	Perusahaan Umum Pembangunan Perumahan Nasional	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
64	PT Pelabuhan Indonesia (Persero)	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi, Utang Klaim Bonds, Claim Payable

No.	Pihak-Pihak Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat dari Transaksi Nature of Transaction
65	PT Permodalan Nasional Madani	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi, Reksa Dana Bonds, Mutual Fund
66	PT Bank Ekspor Impor Indonesia (Persero)	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
67	PT Pegadaian (Persero)	Entitas berelasi dengan Pemerintah Government – related entities	Obligasi Bonds
68	PT Bahana TCW Investment Management	Entitas berelasi dengan Pemerintah Government – related entities	Reksa Dana Mutual Fund
69	PT Danareksa Investment Management	Entitas berelasi dengan Pemerintah Government – related entities	Reksa Dana Mutual Fund
70	PT Semen Padang	Entitas berelasi dengan Pemerintah Government – related entities	Utang Klaim Claim Payable
71	PT Berlian Jasa Terminal Indonesia	Entitas berelasi dengan Pemerintah Government – related entities	Utang Klaim Claim Payable
72	PT Pupuk Kalimantan Timur	Entitas berelasi dengan Pemerintah Government – related entities	Piutang premi dan sesi Premium and Cession Receivable
73	PT Petrokimia Gresik	Entitas berelasi dengan Pemerintah Government – related entities	Piutang premi dan sesi Premium and Cession Receivable
74	PT Pupuk Sriwidjaja Palembang	Entitas berelasi dengan Pemerintah Government – related entities	Piutang premi dan sesi Premium and Cession Receivable
75	PT Pupuk Iskandar Muda	Entitas berelasi dengan Pemerintah Government – related entities	Piutang premi dan sesi Premium and Cession Receivable
76	PT Pupuk Kujang Cikampek	Entitas berelasi dengan Pemerintah Government – related entities	Piutang premi dan sesi Premium and Cession Receivable
77	PT Citilink Indonesia	Entitas berelasi dengan Pemerintah Government – related entities	Piutang premi dan sesi Premium and Cession Receivable
78	PT Patra Logistik	Entitas berelasi dengan Pemerintah Government – related entities	Piutang premi dan sesi Premium and Cession Receivable

Pengungkapan dan Realisasi
Disclosure and Realization

Seluruh sifat dan transaksi dengan Pihak-pihak Berelasi sebagai bagian dari Kebijakan Akuntansi Penting terkait Hubungan Afiliasi (Pihak Berelasi) Tugu Insurance pada tahun buku 2024 telah diungkapkan dan realisasinya dapat dilihat dalam Laporan Keuangan Konsolidasian Perseroan yang berakhir pada 31 Desember 2024 dan terlampir dalam Laporan Tahunan ini.

All the nature and transactions with Related Parties, as part of Tugu Insurance's Significant Accounting Policies regarding Affiliated Relationships (Related Parties) for the 2024 fiscal year, have been disclosed and their realization can be found in the Company's Consolidated Financial Statements for the year ended 31 December 2024, which are attached to this Annual Report.

Pernyataan Direksi atas Kewajaran Transaksi dengan Pihak Berelasi
Statement of the Board of Directors on the Fairness of Transactions with Related Parties

Tugu Insurance memastikan bahwa seluruh transaksi dengan pihak berelasi dilakukan sesuai dengan prosedur yang tepat, mengacu pada Peraturan OJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, serta PSAK No. 7 tentang Pengungkapan Pihak-Pihak Berelasi. Transaksi tersebut dilaksanakan dengan penuh kehati-hatian dan selaras dengan praktik bisnis yang berlaku umum. Direksi memastikan bahwa seluruh transaksi afiliasi dilakukan sesuai dengan praktik bisnis yang berlaku umum dan memenuhi prinsip kewajaran transaksi (*arm's length principle*).

Tugu Insurance ensures that all transactions with related parties are conducted in accordance with proper procedures, referring to OJK Regulation No. 42/POJK.04/2020 on Affiliated Transactions and Conflict of Interest Transactions, as well as PSAK No. 7 on Related Party Disclosures. These transactions are carried out with due care and in alignment with generally accepted business practices. The Board of Directors affirms that all affiliated transactions are conducted in accordance with standard business practices and adhere to the arm's length principle to ensure fairness.

Peran Dewan Komisaris dan Komite Audit
The Role of the Board of Commissioners and Audit Committee

Dewan Komisaris dan Komite Audit telah menjalankan tugasnya dengan melakukan prosedur yang memadai untuk memastikan bahwa seluruh transaksi afiliasi dilakukan sesuai dengan praktik bisnis yang berlaku umum. Hal ini termasuk memastikan bahwa transaksi tersebut memenuhi prinsip kewajaran (*arm's length principle*).

The Board of Commissioners and the Audit Committee have fulfilled their responsibilities by implementing proper procedures to ensure that all affiliated transactions are conducted in accordance with generally accepted business practices. This includes ensuring that such transactions comply with the fairness principle (arm's length principle).

Perubahan Peraturan Perundang-Undangan yang Berpengaruh Signifikan terhadap Perusahaan
Regulatory Changes with Significant Impact on the Company

Berikut adalah daftar Peraturan Perundang-Undangan yang berdampak signifikan terhadap Perseroan:

Below is the list of Laws and Regulations with Significant Impact on the Company:

Peraturan Regulation	Pokok Kebijakan Key Policy	Dampak Impact
SEOJK 10/ SEOJK.05/2024 Mekanisme dan Tata Cara Pemisahan Unit Syariah Perusahaan Asuransi dan Perusahaan Reasuransi	• **Tujuan pemisahan**: untuk memperkuat ketahanan dan daya saing industri asuransi dan reasuransi syariah. Pemisahan ini mendukung operasional yang independen, meningkatkan efisiensi, serta memungkinkan perusahaan untuk fokus pada pengembangan bisnis berbasis syariah sambil melindungi kepentingan pemegang polis. • **Mekanisme pemisahan**: melalui pendirian perusahaan asuransi atau reasuransi syariah baru, diikuti dengan pengalihan portofolio syariah atau mengalihkan portofolio syariah ke perusahaan asuransi atau reasuransi syariah yang telah memiliki izin usaha • **Pengawasan dan kepatuhan OJK**: Perusahaan harus mematuhi peraturan OJK, termasuk penyampaian rencana kerja terperinci, analisis keuangan, dan memperoleh persetujuan. Pelaporan rutin, pengungkapan publik, dan kepatuhan terhadap prinsip-prinsip syariah selama proses berlangsung adalah hal yang wajib.	Tugu Insurance sedang dalam proses pemisahan Unit Usaha Syariah (UUS) melalui mekanisme yang telah ditetapkan oleh OJK
SEOJK 10/ SEOJK.05/2024 Mechanism and Procedures for the Separation of Sharia Units in Insurance and Reinsurance Companies	• **Purpose of Separation**: to strengthen the resilience and competitiveness of the Sharia insurance and reinsurance industry. This separation supports independent operations, improves efficiency, and enables companies to focus on Sharia-based business development while protecting the interests of policyholders. • **Separation Mechanism**: through the establishment of a new Sharia insurance or reinsurance company or by the transfer of Sharia portfolios, or by transferring Sharia portfolios to an existing Sharia insurance or reinsurance company with a valid operating license. • **OJK Oversight and Compliance**: Companies must comply with OJK regulations, including submitting detailed work plans, conducting financial analysis, and obtaining approvals. Routine reporting, public disclosure, and adherence to Sharia principles throughout the process are mandatory.	Tugu Insurance is currently in the process of spinning-off its Sharia Business Unit (UUS) in accordance with the mechanisms established by OJK.

Perubahan Kebijakan Akuntansi

Changes in Accounting Policy

DSAK-IAI telah menerbitkan beberapa standar baru, amandemen, penyesuaian atas standar yang ada, serta interpretasi. Pembaruan ini bertujuan untuk meningkatkan transparansi dan kepatuhan dalam kerangka pelaporan keuangan. Berikut adalah rinciannya:

The DSAK-IAI has issued several new standards, amendments, adjustments to existing standards, and interpretations. These updates aim to enhance transparency and compliance within financial reporting frameworks. Below is the details:

Efektif Berlaku sejak 1 Januari 2024 Effective as of 1 January 2024	
Amandemen PSAK Amendment of PSAK	**Aspek** Aspects
PSAK 1	Penyajian Laporan Keuangan terkait Liabilitas Jangka Panjang dengan Kovenan. Presentation of Financial Statements regarding Long-Term Liabilities with Covenants.
PSAK 73	Liabilitas Sewa dalam Transaksi Jual dan Sewa-Balik. Lease Liabilities in a Sale and Leaseback Transaction.
PSAK 2	Laporan Arus Kas dan PSAK 60: Instrumen Keuangan: Pengungkapan terkait pengaturan pembiayaan pemasok. Statement of Cash Flows and PSAK 60: Financial Instruments: Disclosures concerning supplier financing arrangements.
PSAK 101	Penyajian Laporan Keuangan Syariah. Presentation of Sharia Financial Statements.
PSAK 109	Akuntansi Zakat, Infak, dan Sedekah. Accounting for Zakat, Infaq, and Sadaqah.

Efektif Berlaku sejak 1 Januari 2025
Effective as of 1 January 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
- Amandemen PSAK 117: Kontrak Asuransi tentang Penerapan Awal PSAK 117 dan PSAK 71 – Informasi Komparatif;
- Amandemen PSAK 10: Pengaruh Perubahan Kurs Valuta Asing tentang kekurangan ketertukaran

New standard and amandment 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
- Amandments PSAK 117: Insurance Contract regarding Initial Application of PSAK 117 and PSAK 71 – Comparative Information;
- Amandments PSAK 10: Foreign Exchange Rate regarding lack of exchangeability.

05
Tata Kelola Perusahaan
Corporate Governance




Insurance
tugu
Reach New Heights

1.

Komitmen dan Prinsip Tata Kelola Perusahaan

Commitment and Principles of Corporate Governance



Komitmen terhadap Tata Kelola Perusahaan

Commitment to Corporate Governance

Sebagai salah satu perusahaan asuransi umum dengan nilai kapitalisasi pasar terbesar di Bursa Efek Indonesia (BEI), Tugu Insurance yang memiliki visi untuk menjadi perusahaan asuransi umum nomor satu di Indonesia. Tugu Insurance senantiasa menjunjung tinggi komitmen untuk terus meningkatkan tata kelola perusahaan sesuai dengan peraturan yang berlaku serta praktik terbaik untuk mencapai tujuan jangka panjang Perusahaan.

Komitmen untuk menerapkan tata kelola perusahaan yang baik di Tugu Insurance selanjutnya dituangkan ke dalam Prinsip dan Pedoman Tata Kelola Perusahaan sebagai landasan utama Perseroan untuk melangkah maju dan merespons berbagai tantangan ke depan dengan tetap fokus memberikan kebermanfaatan kepada seluruh pemangku kepentingan. Prinsip dan Pedoman Tata Kelola Perusahaan merupakan aspek yang terus dijunjung tinggi oleh seluruh insan Tugu Insurance baik Dewan Komisaris, Direksi hingga seluruh lapisan karyawan Perseroan.

As one of the general insurance companies with the largest market capitalization on the Indonesia Stock Exchange (BEI), Tugu Insurance has a vision to become the number one general insurance company in Indonesia. Tugu Insurance consistently upholds its commitment to continuously enhance corporate governance in accordance with applicable regulations and best practices to achieve the company's long-term objectives.

Tugu Insurance's commitment to implementing good corporate governance is further embodied in the Company's Governance Principles and Guidelines, which serve as the foundation for advancing forward and addressing future challenges while maintaining a strong focus on delivering value to all stakeholders. The Governance Principles and Guidelines are consistently upheld by all members of Tugu Insurance, including the Board of Commissioners, the Board of Directors, and employees at all levels within the Company.

Prinsip Tata Kelola Perusahaan

Principles of Corporate Governance

Prinsip Tata Kelola Perusahaan yang dijalankan di Tugu Insurance mengacu pada tiga landasan hukum utama yaitu:

- Peraturan Otoritas Jasa Keuangan No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian;
- Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. Per-2/MBU/03/2023 tentang

The corporate governance principles implemented at Tugu Insurance are based on three key legal foundations:

- Financial Services Authority Regulation No. 73/POJK.05/2016 on Good Corporate Governance for Insurance Companies;
- Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No.

Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan

- Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 yang merupakan pemutakhiran dari PUGKI 2019.

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian pasal 2 ayat 2, prinsip Tata Kelola Perusahaan yang baik terdiri dari elemen TARIF (*Transparency, Accountability, Responsibility, Independency* dan *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

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.

Per-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises; and
- Indonesian Corporate Governance General Guidelines (PUGKI) 2021, which is an update of PUGKI 2019.

In accordance with Financial Services Authority Regulation No. 73/POJK.05/2016, Article 2, Paragraph 2, good corporate governance principles consist of the TARIF elements (Transparency, Accountability, Responsibility, Independency, and Fairness), which are defined as follows:

1. **Transparency** – Openness in the decision-making process and in disclosing and providing relevant information about the insurance company, ensuring accessibility for stakeholders in accordance with applicable laws and regulations in the insurance sector, as well as industry standards, principles, and best practices;

2. **Accountability** – Clarity of functions and responsibilities of the company's governing bodies to ensure that the insurance company's performance is conducted transparently, fairly, effectively, and efficiently;

3. **Responsibility** – Compliance with applicable laws and regulations in the insurance sector, as well as ethical values, industry standards, principles, and best practices in insurance operations;

4. **Independency** – The condition in which the insurance company is managed independently and professionally, free from conflicts of interest and undue influence or pressure from any party that contradicts applicable laws and ethical standards; and

5. **Fairness** – Equity, balance, and fairness in fulfilling stakeholders' rights based on contractual agreements, legal provisions, and ethical values, ensuring alignment with industry standards and corporate governance best practices.

Di sisi lain, Prinsip Tata Kelola Perusahaan Tugu Insurance mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. Per-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara pasal 3 ayat 2 juga menggunakan elemen TARIF sebagai prinsip utama:

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.

Apabila mengacu pada PUGKI 2021, maka prinsip utama Tata Kelola Perusahaan di Tugu Insurance fokus pada empat pilar, yaitu: Perilaku Beretika, Akuntabilitas, Transparan dan Keberlanjutan.

On the other hand, Tugu Insurance's Corporate Governance Principles refer to the Regulation of the Indonesian Minister of State-Owned Enterprises No. Per-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Activities of Significant State-Owned Enterprises, Article 3, paragraph 2, which also uses the TARIF element as the main principle:

1. **Transparency** – Openness in decision-making processes and in disclosing material and relevant company information;
2. **Accountability** – Clarity in the functions, implementation, and responsibilities of corporate bodies to ensure effective company management;
3. **Responsibility** – Compliance in corporate management with applicable laws and sound corporate principles;
4. **Independency** – A condition in which the company is managed professionally without conflicts of interest or undue influence/pressure that contradicts legal regulations and sound corporate principles; and
5. **Fairness** – Fairness and equality in fulfilling stakeholders' rights based on agreements and applicable legal regulations.

According to PUGKI 2021, the main principles of Corporate Governance at Tugu Insurance focus on four pillars, namely: Ethical Behavior, Accountability, Transparency, and Sustainability.

2.

Implementasi, Pengawasan dan Penilaian Tata Kelola Perusahaan

Implementation, Supervision, and Evaluation of Corporate Governance

Implementasi, Pengawasan dan Penilaian Tata Kelola Perusahaan

Implementation, Supervision, and Evaluation of Corporate Governance

Implementasi dan Pengawasan Tata Kelola Perusahaan
Pokok-pokok penerapan dan pengawasan Tata Kelola Perusahaan di Tugu Insurance dapat dirangkum sebagai berikut:

- **Partisipasi Aktif dan Akuntabilitas** – Seluruh Insan Tugu Insurance berpartisipasi dan bertanggung-jawab terhadap penerapan Tata Kelola Perusahaan;
- **Penguatan Direktorat Kepatuhan dan Manajemen Risiko** – Direktorat Kepatuhan dan Manajemen Risiko di bawah Direktur Kepatuhan dan Manajemen Risiko untuk meningkatkan pengawasan tata kelola;
- **Fungsi Tata Kelola yang Menyeluruh** – Direktorat Kepatuhan dan Manajemen risiko senantiasa melaksanakan fungsi analisis kebijakan, penyusunan, pemutakhiran/penyempurnaan, sosialisasi, implementasi, pemantauan dan koordinasi pelaporan tata kelola yang disesuaikan dengan peraturan perundang-undangan yang berlaku, kondisi perkembangan industri serta praktik terbaik Tata Kelola Perusahaan;
- **Fungsi Pengawasan oleh Dewan Komisaris** – Dewan Komisaris memiliki fungsi dalam hal pengawasan Tata Kelola Perusahaan di Tugu Insurance;
- **Pemberdayaan Organ Komite** – Dewan Komisaris senantiasa memberdayakan fungsi Komite di bawah Dewan Komisaris yang mencakup Komite Audit, Komite Pemantau Risiko, Komite Tata Kelola Terintegrasi dan Komite Nominasi dan Remunerasi dalam menjalankan fungsi pengawasan Tata Kelola Perusahaan;

Implementation and Supervision of Corporate Governance
The key aspects of corporate governance implementation and supervision at Tugu Insurance can be summarized as follows:

- **Active Participation and Accountability** – All members of Tugu Insurance actively participate in and are responsible for the implementation of corporate governance;
- **Strengthening the Compliance and Risk Management Directorate** – The Compliance and Risk Management Directorate operates under the Director of Compliance and Risk Management to enhance governance oversight;
- **Comprehensive Governance Functions** – The Compliance and Risk Management Directorate continuously performs policy analysis, formulation, updates/refinements, dissemination, implementation, monitoring, and coordination of governance reporting, ensuring alignment with prevailing laws and regulations, industry developments, and corporate governance best practices;
- **Board of Commissioners' Oversight Role** – The Board of Commissioners is responsible for overseeing corporate governance implementation at Tugu Insurance;
- **Empowerment of Committee Organs** – The Board of Commissioners consistently empowered the functions of the Committees under the Board of Commissioners, which included the Audit Committee, Risk Monitoring Committee, Integrated Governance Committee, and the Nomination and Remuneration Committee, in carrying out the corporate governance oversight function;

- **Fungsi Pemberian Nasihat oleh Dewan Komisaris** – Dewan Komisaris memberikan saran atau input terhadap Direksi atas usulan Komite di Bawah Dewan Komisaris terkait dengan penguatan dan penyempurnaan Tata Kelola Perusahaan di Tugu Insurance; dan

- **Fungsi Pengawasan Tata Kelola yang Kolaboratif** – Direksi, Dewan Komisaris maupun Komite secara bersama-sama senantiasa berkoordinasi untuk memastikan Tata Kelola Perusahaan Tugu Insurance tetap sesuai dengan Prinsip dan Pedoman yang telah disusun.

- **Advisory Role of the Board of Commissioners** – The Board of Commissioners provides recommendations and inputs to the Board of Directors based on proposals from the Board Committees, particularly regarding corporate governance enhancements and refinements at Tugu Insurance; and

- **Collaborative Governance Supervision** – The Board of Directors, Board of Commissioners, and Committees work in coordination to ensure that the corporate governance practices of Tugu Insurance remain in compliance with the established Principles and Guidelines.

Penilaian Tata Kelola Perusahaan

Tugu Insurance secara berkala melakukan penilaian terhadap penerapan Tata Kelola Perusahaan. Tujuan dari penilaian ini adalah untuk mengevaluasi penerapan Tata Kelola Perusahaan serta untuk memetakan area atau domain tata kelola yang perlu diperkuat. Penilaian Tata Kelola Perusahaan di Tugu Insurance menggunakan dua pendekatan utama yaitu Pendekatan Penilaian Sendiri (*Self-Assessment*) serta Pendekatan Penilaian oleh Pihak Eksternal.

Pendekatan Penilaian Sendiri

Penilaian Sendiri atas Penerapan Tata Kelola Perusahaan yang Baik di Tugu Insurance mengacu kepada Surat Edaran Otoritas Jasa Keuangan No. 1/SEOJK.05/2018 tentang Bentuk dan Susunan Laporan Berkala Perusahaan Asuransi dan Perusahaan Reasuransi. Laporan Penerapan Tata Kelola Perusahaan yang Baik untuk tahun buku 2023 memiliki skor 4,79, dengan rincian sebagai berikut:

Corporate Governance Assessment

Tugu Insurance periodically conducts evaluations of the implementation of Corporate Governance. The purpose of these evaluations is to assess the application of Corporate Governance and to map out the areas or domains that need strengthening. Tugu Insurance's Corporate Governance evaluation utilizes two main approaches: the Self-Assessment Approach and the External Assessment Approach.

Self-Assessment Approach

The Self-Assessment of the Implementation of Good Corporate Governance at Tugu Insurance refers to the Financial Services Authority Circular Letter No. 1/SEOJK.05/2018 regarding the Format and Composition of Periodic Reports of Insurance and Reinsurance Companies. The Good Corporate Governance Implementation Report for the 2023 fiscal year scored 4.79, with the following details:

Hasil Penilaian Sendiri Pelaksanaan Tata Kelola Perusahaan Tugu Insurance
Results of the Self-Assessment on Corporate Governance Implementation at Tugu Insurance

Tahun Laporan Reporting Year	2023
Tanggal Penyampaian Reporting Date	26 April 2024
Peringkat *Score*	4,79
Definisi Peringkat Score Definition	Kriteria D Criteria D
Analisis Analysis	Perusahaan memiliki kebijakan tertulis mengenai Pertanyaan/Pernyataan dalam kuesioner Penerapan Tata Kelola Perusahaan Yang Baik dan kebijakan tersebut dilaksanakan secara konsisten namun belum diupdate secara berkala. The company has a written policy regarding the questions/statements in the Good Corporate Governance Implementation questionnaire, and this policy is implemented consistently but has not been updated regularly.

Pada saat Laporan Tahunan 2024 disusun, perusahaan masih dalam proses penyusunan Laporan Penilaian Sendiri atas Penerapan Tata Kelola Perusahaan yang Baik, yang mana sesuai dengan ketentuan dalam Peraturan OJK No. 55/POJK.05/2017 tentang Laporan Berkala Perusahaan Perasuransian batas waktu penyampaian Laporan tersebut paling lambat tanggal 30 April tahun berikutnya.

Pendekatan Penilaian oleh Pihak Eksternal

Informasi Umum Penilaian

Tugu Insurance juga melakukan penilaian pelaksanaan Tata Kelola Perusahaan yang dilakukan oleh pihak eksternal yang independen. Penilaian oleh pihak eksternal independen dilakukan setiap dua tahun sekali dan terakhir dilakukan untuk tahun buku 2023. Penilaian Tata Kelola Perusahaan oleh pihak eksternal independen dengan proses penunjukan sesuai dengan kebijakan pengadaan barang dan jasa yang berlaku di Perseroan dan dikoordinasikan oleh fungsi kepatuhan.

Parameter Penilaian

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; dan
6. Aspek Lainnya.

Informasi Pihak Eksternal yang Ditunjuk untuk Penilaian

Berikut adalah informasi terkait pihak eksternal independen yang ditunjuk untuk memberikan penilaian atas pelaksanaan Tata Kelola Perusahaan Tugu Insurance untuk periode tahun buku 2023:

At the time of preparing the 2024 Annual Report, the company was still in the process of compiling the Self-Assessment Report on the Implementation of Good Corporate Governance. In accordance with the provisions of the OJK Regulation No. 55/POJK.05/2017 on Periodic Reports of Insurance Companies, the submission deadline for this report is no later than 30 April of the following year.

External Party Assessment Approach

General Information on Assessment

Tugu Insurance also conducted an external independent assessment of its corporate governance implementation. This external assessment is carried out biennially, with the most recent evaluation conducted for the 2023 financial year. The external independent assessment follows a selection process in accordance with the Company's procurement policies and procedures and is coordinated by the compliance function to ensure adherence to governance standards.

Assessment Parameters

The corporate governance assessment was conducted using the parameters set by the Ministry of State-Owned Enterprises (BUMN), as stipulated in the Secretary of the Minister of State-Owned Enterprises Decree No. SK-16/S-MBU/2012, dated 6 June 2012, regarding Indicators for the Evaluation and Assessment of Good Corporate Governance Implementation in State-Owned Enterprises (SOEs). The governance assessment covers the following key aspects:

1. Commitment to the Sustainable Implementation of Good Corporate Governance;
2. Shareholders and General Meetings of Shareholders (GMS);
3. Board of Commissioners;
4. Board of Directors;
5. Disclosure and Transparency; and
6. Other Relevant Aspects.

Information of Appointed External Independent Assessor

The following provides information on the independent external party appointed to conduct the corporate governance assessment for Tugu Insurance's 2023 fiscal year reporting period:

Jenis Penilaian Type of Assessment	Penilaian Tata Kelola Perusahaan Assessment on Corporate Governance
Nama Penilai Assessor Name	PT Pratama Indomitra Konsultan
Periode Penilaian Assessment Period	2023
Tempat Place	Wisma Tugu I, Jl. H. R. Rasuna Said Kav. C8-9 Jakarta
Waktu Pelaporan Reporting Date	17 Desember 2024 17 December 2024

Hasil Penilaian

Berdasarkan hasil penilaian terhadap Tata Kelola Perusahaan yang dilakukan oleh pihak eksternal independen, Tugu Insurance mendapatkan nilai 95,73% untuk periode tahun buku 2023. Nilai tersebut mengalami peningkatan dibandingkan dengan periode tahun buku 2021. Berikut adalah rincian hasil penilaian Tata Kelola Perusahaan untuk periode tahun buku 2023:

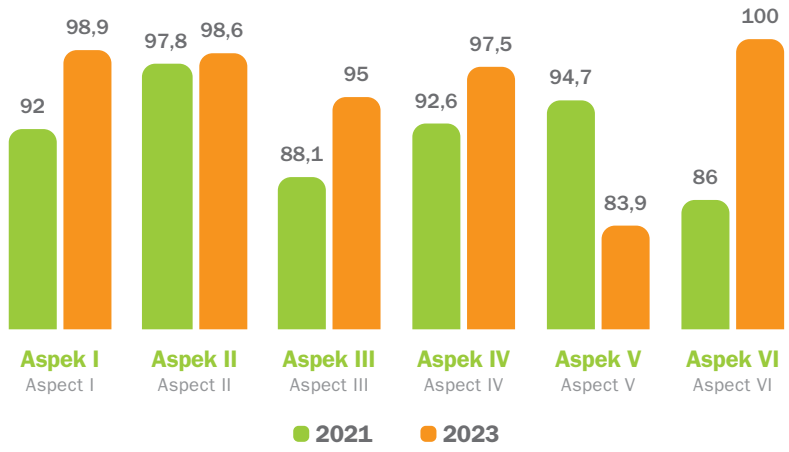
Assessment Results

Based on the Corporate Governance assessment conducted by independent external parties, Tugu Insurance achieved a score of 95.73% for the 2023 fiscal year period. This score represents an improvement compared to the 2021 fiscal year period. The following are the details of the Corporate Governance assessment results for the 2023 fiscal year period:

Aspek Penilaian GCG GCG Assessment Aspects	Nilai Maksimal Maximum Score	2023			2021		
		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	7,00	6,92	98,91%	Sangat Baik Very Good	6,456	92,23%	Sangat Baik Very Good
Aspek II Pemegang Saham dan RUPS **Aspect II** Shareholders and GMS	9,00	8,87	98,56%	Sangat Baik Very Good	8,802	97,80%	Sangat Baik Very Good
Aspek III Dewan Komisaris Aspect III Board of Commisioners	35,00	33,26	95,02%	Sangat Baik Very Good	30,839	88,11%	Sangat Baik Very Good
Aspek IV Direksi Aspect IV Board of Directors	35,00	34,13	97,51%	Sangat Baik Very Good	32,411	92,60%	Sangat Baik Very Good
Aspek V Pengungkapan Informasi dan Transparansi **Aspect V** Information Disclosure and Transparency	9,00	7,55	83,87%	Baik Good	8,520	94,67%	Sangat Baik Very Good
Aspek VI Aspek Lainnya **Aspect VI** Other Aspects	5,00	5,00	100%	Sangat Baik Very Good	4,286	86,00%	Sangat Baik Very Good
Jumlah **Total**	**100,00**	**95,730**	**95,73%**	**Sangat Baik** **Very Good**	**91,314**	**91,31%**	**Sangat Baik** **Very Good**

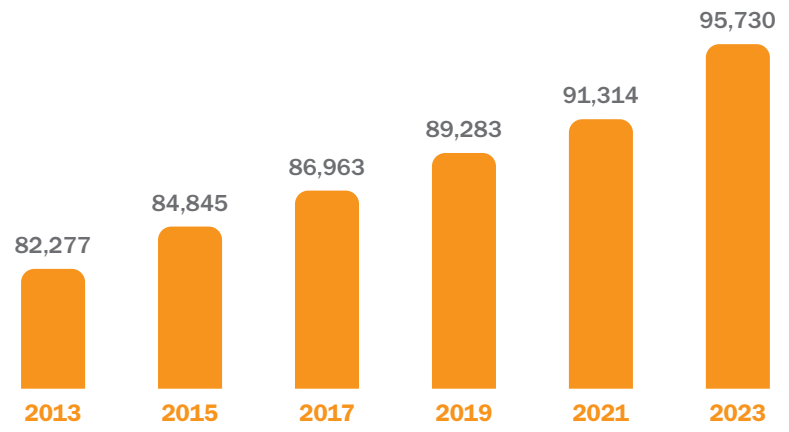
Skor Penilaian Aspek Tata Kelola Perusahaan Tahun Buku 2023

Corporate Governance Aspects Assessment Score 2023



Tren Historis Nilai Pelaksanaan Tata Kelola Perusahaan TUGU Insurance

Historical Trend of Corporate Governance Implementations Scores at TUGU Insurance





3.

Struktur dan Fungsi Organ Tata Kelola Perusahaan

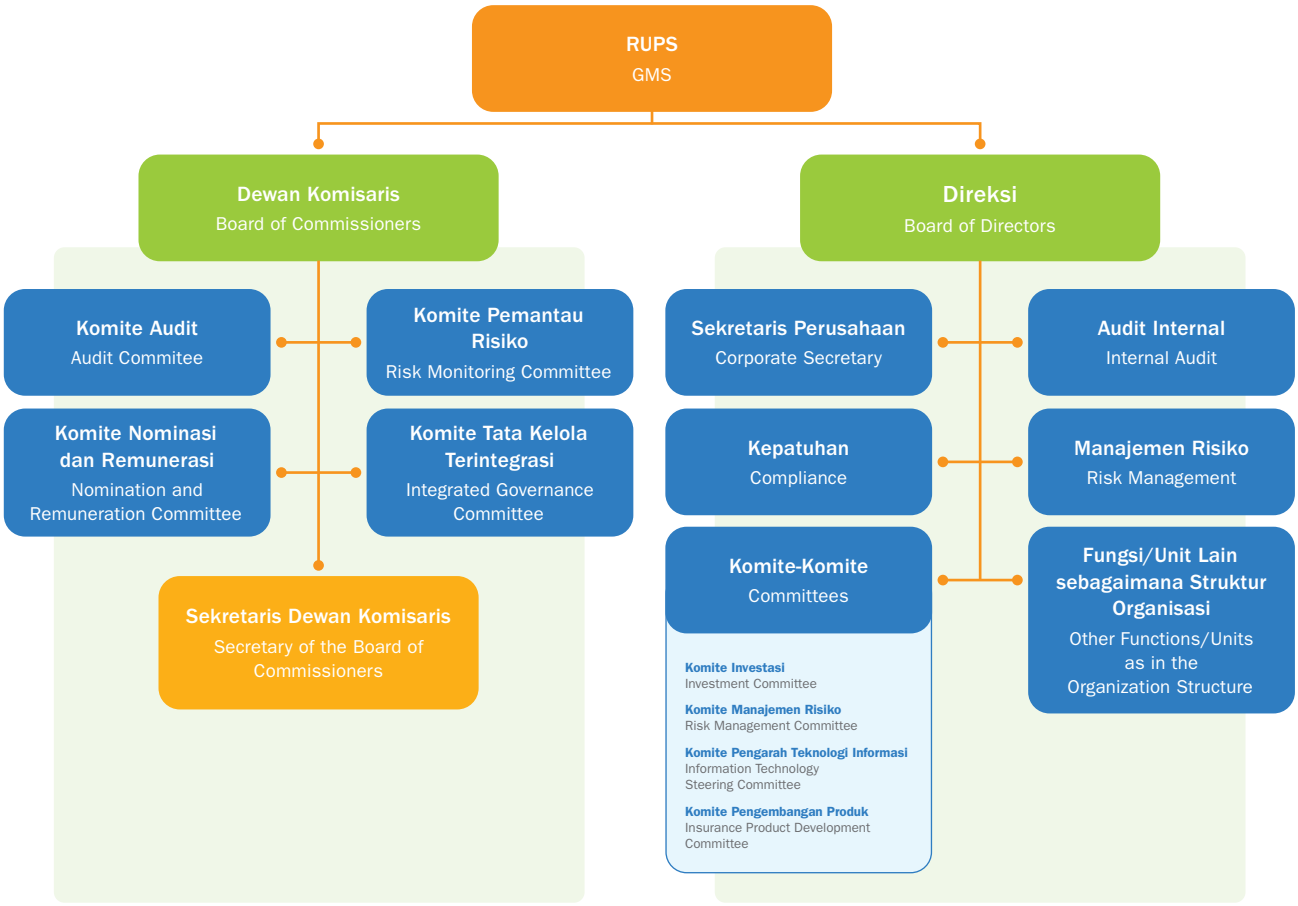
Organ Structure and Function of Corporate Governance

Struktur dan Fungsi Organ Tata Kelola Perusahaan

Organ Structure and Function of Corporate Governance

Tugu Insurance menerapkan struktur tata kelola yang terdiri dari organ utama yang meliputi Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi, serta organ pendukung yang mencakup berbagai komite baik di bawah Dewan Komisaris maupun Direksi, Sekretaris Perusahaan, Audit Internal, serta Tim *Ad-Hoc*. Selain itu, fungsi Kepatuhan dan Manajemen Risiko yang berada di bawah Direktur Kepatuhan dan Manajemen Risiko, memastikan pengelolaan risiko dan kepatuhan terhadap regulasi. Sinergi antara organ utama dan pendukung ini memperkuat transparansi, akuntabilitas, dan efektivitas tata kelola sesuai prinsip *Good Corporate Governance* (GCG).

Tugu Insurance implements a governance structure that consists of primary bodies, including the General Meeting of Shareholders (RUPS), the Board of Commissioners, and the Board of Directors, as well as supporting bodies that encompass various committees under both the Board of Commissioners and the Board of Directors, the Corporate Secretary, Internal Audit, and the Ad-Hoc Team. In addition, the Compliance and Risk Management functions, which operate under the Director of Compliance and Risk Management, ensure risk management and regulatory compliance. The synergy between these primary and supporting bodies reinforces transparency, accountability, and the effectiveness of governance in accordance with Good Corporate Governance (GCG) principles.



Mekanisme Tata Kelola Perusahaan
Corporate Governance Mechanisme

Tugu Insurance menerapkan tata kelola perusahaan dengan struktur yang jelas dan terintegrasi. RUPS memegang otoritas tertinggi, Dewan Komisaris bertugas mengawasi dan memberi saran, sementara Direksi menjalankan operasional dengan independensi sesuai regulasi. Perusahaan menetapkan kebijakan yang mengatur tugas, wewenang, serta hubungan antarorgan sesuai dengan peraturan perundang-undangan, Anggaran Dasar Perusahaan, serta kebijakan internal berdasarkan prinsip saling menghormati dan akuntabilitas.

Tugu Insurance implements corporate governance with a clear and integrated structure. The General Meeting of Shareholders (GMS) holds the highest authority, the Board of Commissioners supervises and provides recommendations, while the Board of Directors independently manages operations in compliance with regulations. The company establishes policies that define responsibilities, authorities, and inter-organ relationships in accordance with applicable laws, the Articles of Association, and internal policies, based on principles of mutual respect and accountability.

Pedoman Tata Kelola Perusahaan, Etika dan Pedoman Lainnya
Corporate Governance Guidelines, Ethics, and Other Policies

Setiap elemen tata kelola di Tugu Insurance menjalankan tugasnya sesuai dengan peraturan yang berlaku, didukung oleh pedoman kerja yang menjadi acuan utama dalam menjalankan fungsi masing-masing. Pedoman ini tidak hanya berperan sebagai kebijakan pendukung dalam penerapan tata kelola perusahaan, tetapi juga mencerminkan komitmen terhadap disiplin dan akuntabilitas berbasis prinsip tata kelola yang baik.

Each element of governance at Tugu Insurance carries out its duties in accordance with applicable regulations, supported by work guidelines that serve as the primary reference in executing their respective functions. These guidelines not only act as supporting policies in the implementation of corporate governance but also reflect a strong commitment to discipline and accountability based on good governance principles.

Selain sebagai referensi kerja, struktur tata kelola mencakup panduan umum yang berlaku bagi seluruh karyawan. Panduan ini secara resmi menjadi kebijakan perusahaan setelah disetujui oleh Dewan Komisaris dan Direksi, yang mencakup Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*/COCG) dan Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct*/CoC). Keduanya dievaluasi dan diperbarui secara berkala agar tetap selaras dengan regulasi dan perkembangan bisnis perusahaan.

In addition to serving as a work reference, the governance structure includes general guidelines applicable to all employees. These guidelines officially become company policy after being approved by the Board of Commissioners and the Board of Directors, and they include the Code of Corporate Governance (COCG) and the Code of Conduct (CoC). Both are regularly evaluated and updated to remain aligned with regulations and the company's business developments.

Pedoman Tata Kelola Perusahaan pertama kali ditetapkan melalui SKD No. 27/SKD/CSG-TPI/IX/08 pada 18 September 2008 dan telah diperbarui dengan Revisi Ke-2 (No. A-001/6500/2022). Pedoman ini menjadi panduan utama bagi Dewan Komisaris, Direksi, komite pendukung, serta pemangku kepentingan lainnya dalam menjalankan peran mereka.

The Code of Corporate Governance was first established through SKD No. 27/SKD/CSG-TPI/IX/08 on 18 September 2008 and has been updated with its Second Revision (No. A-001/6500/2022). This guideline serves as the primary reference for the Board of Commissioners, Board of Directors, supporting committees, and other stakeholders in fulfilling their roles.

Sementara itu, Pedoman Sistematika Etika Usaha dan Tata Perilaku pertama kali diberlakukan melalui SKD No. 03/SKD/CSG-TPI/I/2009 pada 15 Januari 2009, dengan pembaruan terakhir dalam Revisi Ke-2 pada 25 Agustus 2021 (SKD No. 67/SKD/06/ERL-ATPI/IX/2021, 28 September 2021). Pedoman ini menjadi standar perilaku bagi seluruh insan Tugu dalam menjalankan bisnis guna mencapai visi, misi, dan tujuan strategis perusahaan.

Meanwhile, the Code of Conduct was first enacted through SKD No. 03/SKD/CSG-TPI/I/2009 on 15 January 2009, with the latest update in its Second Revision on 25 August 2021 (SKD No. 67/SKD/06/ERL-ATPI/IX/2021, 28 September 2021). This guideline establishes behavioral standards for all Tugu personnel in conducting business to achieve the company's vision, mission, and strategic objectives.

Pedoman Tata Kelola Perusahaan juga senantiasa dilengkapi dan dimutakhirkan untuk merespons dinamika dan perkembangan zaman yang mencakup berbagai pedoman meliputi:

- Konflik Kepentingan;
- Pengendalian Gratifikasi;
- Strategi Anti-*Fraud*;
- Penanganan Keluhan dan Pengaduan Pelanggan;
- Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU-PPT);
- Keterbukaan Informasi;
- LHKPN;
- Kepemilikan Saham Anggota Dewan Komisaris dan Direksi;
- Kebijakan Komunikasi dengan Pemegang Saham;
- Kebijakan Manajemen Risiko;
- Pengadaan Barang dan Jasa;
- Sistem *Whistleblowing*;
- Kebijakan Privasi; dan
- Kebijakan Transaksi Bagi Orang Dalam.

Tugu Insurance berkomitmen untuk menciptakan lingkungan yang mendukung penerapan pedoman tersebut di atas secara konsisten guna memperkuat tata kelola perusahaan yang berkelanjutan.

The Code of Corporate Governance is continuously refined and updated to adapt to evolving trends and developments. It encompasses various guidelines, including:

- Conflict of Interest;
- Gratification Control;
- Anti-Fraud Strategy;
- Customer Complaints and Dispute Resolution;
- Anti-Money Laundering and Counter-Terrorism Financing (APU-PPT);
- Information Disclosure;
- State Officials' Asset Report (LHKPN);
- Share Ownership by Members of the Board of Commissioners and Board of Directors;
- Communication Policy with Shareholders;
- Risk Management Policy;
- Procurement of Goods and Services;
- Whistleblowing System;
- Privacy Policy; and
- Insider Trading Policy.

Tugu Insurance is committed to fostering an environment that consistently supports the implementation of these guidelines, reinforcing sustainable corporate governance.

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; dan
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; and
4. The Company's Articles of Association.

Jenis RUPS
Type of GMS

Perusahaan memiliki 2 (dua) jenis RUPS:
1. RUPS Tahunan (RUPST)
   RUPS Tahunan harus diselenggarakan setiap tahun dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku berakhir, kecuali dalam kondisi tertentu yang diatur oleh Otoritas Jasa Keuangan atau peraturan perundang-undangan yang berlaku. Hal-hal yang diputuskan dalam RUPST meliputi:
   a. Persetujuan Laporan Tahunan Perusahaan, termasuk pengesahan Laporan Keuangan Tahunan serta laporan tugas pengawasan Dewan Komisaris;
   b. Persetujuan penentuan penggunaan laba bersih Perusahaan;

The Company has 2 (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 end of the fiscal year, except in certain conditions stipulated by the Financial Services Authority or applicable laws and regulations. The AGMS addresses 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 of the allocation 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)
Perusahaan dapat menyelenggarakan RUPSLB kapan saja sesuai dengan kebutuhan untuk kepentingan Perusahaan.

c. Approval of the appointment of a public accounting firm; and
d. Other matters requiring 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 as needed for the benefit of the Company.

Informasi tentang Pelaksanaan RUPS di Tahun 2024
Information on GMS Implementation in 2024

Sepanjang tahun 2024, Perseroan telah menyelenggarakan 1 (satu) kali RUPST pada 29 April 2024. RUPST diselenggarakan secara fisik maupun online (*hybrid*) dan dihadiri oleh pemegang saham, Dewan Komisaris, Direksi, dan perwakilan dari lembaga/profesi penunjang pasar modal.

Throughout 2024, The Company has held 1 (one) AGMS on 29 April 2024. 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 melakukan RUPST tersebut dengan memenuhi prosedur yang telah diatur dengan melakukan pemberitahuan, pengumuman, dan pemanggilan dengan rincian sebagai berikut:

The Company conducts the Annual General Meeting of Shareholders (AGM) by complying with the established procedures through 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
14 Maret 2024 14 March 2024	21 Maret 2024 21 March 2024	Pemanggilan RUPST: 5 April 2024 AGMS Call : 5 April 2024 Ralat pemanggilan RUPST: 26 April 2024 Correction to the AGMS Call: 26 April 2024	29 April 2024 29 April 2024	2 Mei 2024 2 May 2024

Kehadiran Pemegang Saham dalam RUPST
Attendance of Shareholders in the AGMS

Keikutsertaan pemegang saham dalam RUPST 2024 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 the year 2024 was conducted through one of the following methods:
1. Attending the meeting in person;
2. Attending the meeting electronically via the eASY.KSEI application; or
3. Being represented by another party through an electronic power of attorney via the eASY.KSEI application or by submitting a written power of attorney.

Mekanisme Pengambilan Keputusan
Decision-Making Mechanism

Mekanisme pengambilan keputusan dalam RUPS Tahunan adalah sebagai berikut:

Keputusan Rapat dilakukan dengan cara musyawarah untuk mufakat. Dalam hal musyawarah untuk mufakat tidak tercapai, maka keputusan diambil dengan pemungutan suara.

The decision-making mechanism at the Annual GMS is as follows:

Meeting decisions are made based on deliberation for consensus. In the event that mutual deliberation for consensus is not reached, the decisions are made through voting. The decision is valid if it is approved by more than 1/2 (one half) of all shares with voting rights present at the Meeting.

Keterlibatan Pihak Independen dalam Penghitungan Suara
Involvement of Independent Parties in the Vote Counting

Dalam pelaksanaan RUPST, Perusahaan menunjuk pihak independen untuk menghitung kuorum kehadiran rapat dan melaksanakan pemungutan suara, yaitu Notaris Mala Mukti SH, LL.M, dan Registrar Saham, PT Datindo Entrycom.

Involvement of Independent Parties in the Vote Counting In the (AGMS), the Company appoints independent parties to count the meeting's attendance quorum and conduct the voting, namely Notary Mala Mukti SH, LL.M, and the Share Registrar, PT Datindo Entrycom.

Keputusan RUPST
Resolutions of AGMS

Keputusan RUPST 2024 dituangkan dalam Berita Acara RUPST PT Asuransi Tugu Pratama Indonesia Tbk No. 189 tanggal 29 April 2024, dibuat dihadapan Notaris Mala Mukti SH, LL.M.

The decision of the AGMS 2024 is recorded in the AGMS Minutes of PT Asuransi Tugu Pratama Indonesia Tbk No. 189 dated 29 April 2024, made in the presence of Notary Mala Mukti SH, LL.M.

1 Mata Acara 1 | Agenda 1

Persetujuan Laporan Tahunan Perseroan tahun buku 2023 disertai pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de-charge*) kepada Direksi dan Dewan Komisaris.
Approval of the 2023 financial year Annual Report of the Company, accompanied by the granting of full release and discharge (volledig acquit et de-charge) to the Board of Directors and the Board of Commissioners of the Company.

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
	3.027.161.450 suara atau 99,7318145% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 3,027,161,450 votes 99.7318145% of the total shares with legal voting rights present at the Meeting.	8.140.140 suara atau 0,2681822% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 8,140,140 votes or 0.2681822% of the total shares with legal voting rights present at the Meeting.	100 suara atau 0,0000033% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or 0.0000033% of the total shares with legal 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 2023, yang tercermin dalam laporan posisi keuangan dan laporan laba rugi serta penghasilan komprehensif lain Konsolidasian Perseroan beserta penjelasannya yang telah diaudit Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar, dan Rekan, sesuai laporan No. 002209/2.1030/AU.1/08/1298-2/1/III/2024 tanggal 22 Maret 2024, dengan pendapat "Wajar dalam semua hal yang material". 2. Atas telah disetujuinya Laporan Tahunan Perseroan, termasuk Laporan Tugas Dewan Komisaris, serta disahkannya Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada 31 Desember 2023, 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 31 Desember 2023, sepanjang: a. Tindakan-tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk laporan keuangan) tahun buku yang berakhir Desember 2023. 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 Report and ratified the Company's Consolidated Financial Statements for the financial year ended 31 December 2023, which are reflected in the consolidated statement of financial position and income statement and other comprehensive income of the Company with its explanations, which have been audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar and Partners, according to report No. 002209/2.1030/AU.1/08/1298-2/1/III/2024 dated 22 March 2024, with the opinion "Fairly stated in all material respects". 2. Upon the approval of the Company's Annual Report, including the Board of Commissioners Supervisory Report, and the ratification of the Company's Consolidated Financial Statements for the financial year ended 31 December 2023, the Meeting granted full release and discharge of responsibility (volledig acquit et de charge) to the Board of Directors for management actions, and to the Board of Commissioners for the supervisory actions that have been carried out in the financial year ended 31 December 2023, as long as: a. These actions are reflected in the Company's Annual Report (including consolidated financial statements) for the year ended December 2023. b. These actions are not criminal acts and/or unlawful acts.
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana. Completed/realized.	

2 Mata Acara 2 | Agenda 2

Penetapan penggunaan laba bersih Perseroan tahun buku 2023.
Determination of the appropriation of the Company's net profits for the 2023 financial 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
	3.030.166.990 suara atau 99,8308339% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 3,030,166,990 votes or 99.8308339% of the total shares with legal voting rights present at the Meeting.	5.134.600 suara atau 0,1691628% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 5,134,600 votes or 0.1691628% of the total shares with legal voting rights present at the Meeting.	100 suara atau 0,0000033% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or 0.0000033% of the total shares with legal 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 2023 sebesar Rp1.322.393.811.000,- sebagai berikut: a. Sebesar 40% dari Laba Tahun Berjalan yang dapat diatribusikan kepada pemilik entitas induk Perseroan atau sebesar Rp528.957.524.400,- sebagai dividen kepada pemegang saham sesuai dengan porsi kepemilikan saham pada Perseroan dengan rincian sebagai berikut: i. Telah dibayarkan sebesar Rp90.710.513.158,- sesuai dengan Pemberitahuan Kepada Pemegang Saham Tentang Pembagian Dividen Interim pada tanggal 28 November 2023; dan ii. Akan dibayarkan secara tunai sebesar Rp438.247.011.242,- Pelunasan pembayaran dividen kepada pemegang saham harus dilakukan terlebih dahulu sebelum pembayaran Tantiem Direksi dan Dewan Komisaris Perseroan. b. Sebesar 60% dari Laba Tahun Berjalan yang dapat diatribusikan kepada pemilik entitas induk Perseroan atau sebesar Rp793.436.286.600,- sebagai laba ditahan. 2. Memberikan kuasa dan wewenang kepada Direksi Perseroan untuk mengatur tata cara pembayaran dividen tunai dimaksud selambat-lambatnya 30 hari setelah diumumkannya ringkasan RUPS Tahunan Perseroan ini.	1. Determine the Use of Income for the Year attributable to equity holders of the parent entity for the Financial Year ended 31 December 2023 amounted to IDR1,322,393,811,000 as follows: a. 40% of the Income for the Year attributable to equity holders of the parent entity or IDR528,957,524,400 as dividends to shareholders in accordance with their respective shares ownership portion, with the following details: i. IDR90,710,513,158 has been paid in accordance with the Announcement to Shareholders regarding the Distribution of Interim Dividends on 28 November 2023; and ii. Will be paid in cash amounting to IDR438,247,011,242. Dividend payments to shareholders must be made before the tantiem payment for the Company's Board of Directors and Board of Commissioners. b. 60% of the Income for the Year attributable to equity holders of the parent entity or IDR793,436,286,600 as retained earnings. 2. Grants the power and authority to the Board of Directors of the Company to arrange the cash dividend payment distribution procedure no later than 30 days after the announcement of the summary of the Company's Annual GMS.
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana. Completed/realized.	

3 Mata Acara 3 | Agenda 3

Penunjukan Kantor Akuntan Publik (KAP) untuk tahun buku 2024.
Appointment of the Company's Public Accountant Firm for the 2024 financial 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
	3.019.449.639 suara atau 99,4777438% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 3,019,449,639 votes or 99.4777438% of the total shares with legal voting rights present at the Meeting.	5.134.600 suara atau 0,1691628% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 5,134,600 votes or 0.1691628% of the total shares with legal voting rights present at the Meeting.	10.717.451 suara atau 0,3530934% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 10,717,451 votes or 0.3530934% of the total shares with legal 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 31 Desember 2024, berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, termasuk menunjuk KAP pengganti bilamana, karena sebab apa pun juga berdasarkan ketentuan pasar modal di Indonesia apabila KAP yang ditunjuk tidak dapat melaksanakan tugasnya, dengan bahwa KAP tersebut terdaftar di Otoritas Jasa Keuangan dengan terlebih dahulu berkoordinasi kepada Pemegang Saham Pengendali, dalam hal ini PT Pertamina (Persero). To grant authority and power to the Board of Commissioners of the Company to appoint a Public Accounting Firm (KAP) for auditing the Company's Financial Statements for the fiscal year ending on 31 December 2024, including the fees for their services, in compliance with applicable laws and regulations. This also includes appointing a replacement KAP if, for any reason, the appointed KAP is unable to perform their duties, provided that the KAP is registered with the Financial Services Authority, and with prior coordination with the Controlling Shareholder, in this case, PT Pertamina (Persero).	
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana melalui Surat Keputusan Dewan Komisaris No. 36/S/KOM-ATPI/VI/2024. Completed/realized through the Board of Commissioners' Decree No. 36/S/KOM-ATPI/VI/2024.	

4 Mata Acara 4 | Agenda 4

Penetapan penghargaan atas kinerja (tantiem) tahun 2023 kepada Direksi dan Dewan Komisaris serta penetapan remunerasi tahun 2024 kepada Direksi, Dewan Komisaris, dan Dewan Pengawas Syariah (DPS).
Determination of tantiem for the 2023 financial year to the Board of Directors and the Board of Commissioners of the Company and remuneration for the 2024 financial year for the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board of the Company.

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
	3.030.166.990 suara atau 99,8308339% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 3,030,166,990 votes or 99.8308339% of the total shares with legal voting rights present at the Meeting.	5.134.600 suara atau 0,1691628% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 5,134,600 votes or 0.1691628% of the total shares with legal voting rights present at the Meeting.	100 suara atau 0,0000033% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or 0.0000033% of the total shares with legal 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 PT Pertamina (Persero) sebagai pemegang saham pengendali, untuk menetapkan Penghargaan atas Kinerja (Tantiem/Insentif Kinerja/Insentif Khusus) bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2023. 2. Remunerasi Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan, dengan terlebih dahulu mendapat persetujuan 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 buku 2024. Perseroan wajib melaporkan secara tertulis kepada PT Pertamina (Persero) selaku pemegang saham pengendali terkait implementasi dari penetapan penghargaan atas Kinerja (Tantiem/Insentif Kinerja/Insentif Khusus) Tahun 2023 kepada Direksi dan Dewan Komisaris, serta penetapan Remunerasi Tahun 2024 kepada Direksi, Dewan Komisaris, dan Dewan Pengawas Syariah (DPS) selambat-lambatnya 3 (tiga) bulan setelah implementasi.	1. Tantiem Grants the power and authority to the Company's Board of Commissioners, with prior approval from PT Pertamina (Persero) as the controlling shareholder, to determine Performance Rewards (Tantiem/Performance Incentives/Special Incentives) for members of the Company's Board of Directors and Board of Commissioners for the 2023 financial year. 2. Remuneration Grants the power and authority to the Company's Board of Commissioners, with prior approval from PT Pertamina (Persero) as the controlling shareholder, to determine the amount of salary/honorarium, allowances, and facilities for members of the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board (DPS) of the Company for the 2024 financial year. The Company is obliged to submit a written report to PT Pertamina (Persero) as the controlling shareholder regarding the implementation of the 2023 Performance Rewards (Tantiem/Performance Incentives/Special Incentives) to the Board of Directors and Board of Commissioners, as well as the 2024 Remuneration determination for the Board of Directors, Board of Commissioners, and the Sharia Supervisory Board (DPS) no later than 3 (three) months after implementation.
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana. Completed/realized.	

5 Mata Acara 5 | Agenda 5

Persetujuan laporan pertanggungjawaban realisasi penggunaan dana hasil Penawaran Umum.
Approval of the accountability report on the utilization of proceeds from the Initial 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
	3.030.166.990 suara atau 99,8308339% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 3,030,166,990 votes or 99.8308339% of the total shares with legal voting rights present at the Meeting.	5.134.600 suara atau 0,1691628% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 5,134,600 votes or 0.1691628% of the total shares with legal voting rights present at the Meeting.	100 suara atau 0,0000033% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 100 votes or 0.0000033% of the total shares with legal voting rights present at 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 sebesar Rp25.742.358.837,- • Dana yang telah direalisasikan dan peruntukannya sebesar Rp586.091.519.814,10. Dana yang masih tersisa Rp72.610.651.348,90 dan alasan dana tersebut belum terealisasi dikarenakan semua kegiatan yang tercantum dalam prospektus dilakukan secara bertahap. Perseroan akan merealisasikan sisa dana hasil Penawaran Umum Perdana Saham sebesar Rp72.610.651.348,90 di tahun 2024 atau tahun berikutnya dengan tetap memperhatikan peraturan perundang-undangan yang berlaku dan prinsip GCG.	Approved the Accountability Report of the Realization of the Use of Proceeds from the Public Offering: • The total of proceeds obtained amounted to IDR684,444,530,000,- • The total emission cost amounted to IDR25,742,358,837,- • The realization of the use of proceeds that have been used amounted to IDR586,091,519,814.10. The remaining funds amounted to IDR72,610,651,348.90, and the reason it has not been realized is that all activities mentioned in the prospectus are carried out in stages. The Company will realize the remaining funds from the Initial Public Offering of IDR72,610,651,348.90 in 2024 or the following year while considering compliance with applicable laws and regulations and GCG principles.
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana. Completed/realized.	

6 Mata Acara 6 | Agenda 6

Persetujuan perubahan susunan pengurus Perseroan.
Approval of the changes in the management composition of the Company.

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
	2.993.279.604 suara atau 98,6155549% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 2,993,279,604 votes or 98.6155549% of the total shares with legal voting rights present at the Meeting.	5.471.900 suara atau 0,1802753% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 5,471,900 votes or 0.1802753% of the total shares with legal voting rights present at the Meeting.	36.550.186 suara atau 1,2041698% dari seluruh saham dengan hak suara yang hadir dalam Rapat. 36,550,186 votes or 1.2041698% of the total shares with legal voting rights present at the Meeting.

Keputusan Rapat Meeting Resolutions	1. Pemberhentian dengan hormat Nyonya Dian Masyita terhitung sejak ditutupnya Rapat dengan ucapan terima kasih atas segala sumbangan, tenaga, dan pikiran yang diberikan selama menjabat sebagai Presiden Komisaris merangkap Komisaris Independen. 2. Pengangkatan kembali Tuan Emil Hakim sebagai Direktur Keuangan dan Layanan Korporat terhitung sejak ditutupnya Rapat sampai dengan penutupan Rapat Umum Pemegang Saham (RUPS) Tahunan ke-3 (ketiga) pada akhir 1 (satu) periode masa jabatan dimaksud dengan memperhatikan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku, namun demikian tidak mengurangi hak RUPS untuk memberhentikan anggota Direksi tersebut sewaktu-waktu sebelum masa jabatannya berakhir. 3. Pengangkatan Tuan Abdul Ghofar sebagai Presiden Komisaris merangkap Komisaris Independen 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 ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku, namun demikian tidak mengurangi hak RUPS untuk memberhentikan Anggota Komisaris tersebut sewaktu-waktu sebelum masa jabatannya berakhir. 4. Bagi Anggota Dewan Komisaris dan Direksi yang diangkat sebagaimana angka 2 (dua) dan 3 (tiga) di atas yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Dewan Komisaris dan Direksi, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. 5. Dengan adanya pemberhentian dan pengangkatan Dewan Komisaris dan Direksi sebagaimana dimaksud pada angka 1 (satu), 2 (dua), dan 3 (tiga) di atas maka susunan keanggotaan Dewan Komisaris dan Direksi PT Asuransi Tugu Pratama Indonesia Tbk menjadi sebagai berikut:	1. Honorably discharged Mrs. Dian Masyita as of the closing of the Meeting with appreciation for all the contributions, energy, and thoughts given while serving as President Commissioner and Independent Commissioner. 2. Re-appointed Mr. Emil Hakim as Finance and Corporate Services Director starting from the closing of the Meeting until the closing of the 3rd (third) Annual General Meeting of Shareholders (GMS) at the end of 1 (one) period term of office referred with due observance of the Company's Articles of Association and applicable laws and regulations, however, does not reduce the right of the GMS to dismiss members of the Board of Directors at any time before their term of office ends. 3. Appointed Mr. Abdul Ghofar as President Commissioner and concurrently Independent Commissioner effective from the date of the Financial Services Authority (OJK) Fit and Proper Test Results and until the closing of the 3rd (third) Annual GMS at the end of 1 (one) period term of office with due observance of the Company's Articles of Association and applicable laws and regulations, however, does not reduce the right of the GMS to dismiss the Commissioner at any time before their term of office ends. 4. For the appointed members of the Board of Commissioners and the Board of Directors as mentioned above in point 2 (two) and 3 (three), members of the Board of Commissioners, and members of the Board of Directors who are still serving in other positions that are prohibited by laws and regulations to be held concurrently with the positions of members of the Board of Commissioners and the Board of Directors then those concerned must resign or be dismissed from that position. 5. With the dismissal and appointment of the Board of Commissioners and the Board of Directors as mentioned above in point 1 (one), 2 (two), and 3 (three), the composition of the membership of the Board of Commissioners and the Board of Directors of PT Asuransi Tugu Pratama Indonesia Tbk. is as follows:

	DEWAN KOMISARIS Presiden Komisaris/Komisaris Independen: Abdul Ghofar*	**BOARD OF COMMISSIONERS** President Commissioner/Independent Commissioner: Abdul Ghofar*
	Komisaris: Bagus Agung Rahadiansyah	Commissioner: Bagus Agung Rahadiansyah
	Komisaris: Samuel Ramna	Commissioner: Samuel Ramna
	Komisaris Independen: Poerwo Tjahjono	Independent Commissioner: Poerwo Tjahjono
	Komisaris Independen: Tajudin Noor	Independent Commissioner: Tajudin Noor
	*) Efektif sejak tanggal ditetapkannya Hasil Penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK)	*) Waiting for the fit and proper test result from Financial Services Authority (OJK).
	DIREKSI Presiden Direktur: Tatang Nurhidayat	**BOARD OF DIRECTORS** President Director: Tatang Nurhidayat
	Direktur Keuangan & Layanan Korporat: Emil Hakim	Financial & Corporate Service Director: Emil Hakim
	Direktur Pemasaran Asuransi: Ery Widiatmoko	Insurance Marketing Director: Ery Widiatmoko
	Direktur Teknik: Sudarlin	Technical Director: Sudarlin
	Direktur Kepatuhan & Manajemen Risiko: Edi Yoga Prasetyo	Compliance & Risk Management Director: Edi Yoga Prasetyo
	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 susunan Direksi dan Dewan Komisaris Perseroan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia.	Granting authority with the right of substitution to the Company's Board of Directors to take all necessary actions related to this agenda decision in accordance with applicable laws and regulations, including formalizing it in a separate Notarial Deed and notifying the composition of the Company's Board of Directors and Board of Commissioners to the Ministry of Law and Human Rights of the Republic of Indonesia.
Tindak Lanjut/Realisasi Follow-up/Realization	Selesai/terlaksana. Sdr. Abdul Ghofar dinyatakan memenuhi persyaratan untuk menjadi Presiden Komisaris merangkap Komisaris Independen Perseroan oleh OJK pada tanggal 03 Desember 2024, sehingga pengangkatan Sdr. Abdul Ghofar sebagai Presiden Komisaris merangkap Komisaris Independen terhitung efektif sejak 03 Desember 2024, yang dituangkan dalam Akta Pernyataan Keputusan Rapat No. 81 tanggal 20 Desember 2024, dibuat di hadapan notaris Mala Mukti SH, LL.M. Completed/realized. Mr. Abdul Ghofar has been declared to meet the requirements to become the President of the Board of Commissioners concurrently serving as an Independent Commissioner of the Company by the OJK on December 03, 2024. Consequently, his appointment as President Commissioner cum Independent Commissioner becomes effective as of 03 December 03 2024, as recorded in the Notarial Deed of Meeting Decision No. 81 dated 20 December 20 2024, executed in the presence of Notary Mala Mukti SH, LL.M.	

Informasi tentang Keputusan RUPST Sebelumnya dan Realisasinya

Information on Resolution and Realization of Prior 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 1 | Agenda 1

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 serta penghasilan komprehensif lain Konsolidasian Perseroan beserta penjelasannya yang telah diaudit oleh 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, serta 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 Public Accounting Firm (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. Selesai/terlaksana. The resolution is effective immediately. Completed/realized.

2 Mata Acara 2 | Agenda 2

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 3 | Agenda 3

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 4 | Agenda 4

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. Selesai/terlaksana. The resolution is effective immediately. Completed/realized.	

5 Mata Acara 5 | Agenda 5

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. Selesai/terlaksana. The resolution is effective immediately. Completed/realized.		

6 Mata Acara 6 | Agenda 6

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. 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, to implement the 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. 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 7 | Agenda 7

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/realized. The stock split of TUGU is effective on 24 May 2023.	

8 Mata Acara 8 | Agenda 8

Persetujuan Perubahan 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 9 | Agenda 9

Persetujuan Perubahan Susunan Pengurus.
Approval of Changes to 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:
   a. Sdr. Adi Zakaria Afiff sebagai Komisaris Independen;
   b. Sdr. Jafril Khalil sebagai Ketua Dewan Pengawas Syariah;
   c. Sdr. Muhammad Maksum sebagai Dewan Pengawas Syariah;
   d. Sdr. Syaiful Azhar sebagai Direktur Teknik; dan
   e. 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:
   a. Sdr. Poerwo Tjahjono sebagai Komisaris Independen; dan
   b. Sdr. Ery Widiatmoko sebagai Direktur Pemasaran Asuransi.

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 gratitude for all the contributions of energy and thoughts given during their tenure, to these following people:
   a. Mr. Adi Zakaria Afiff as Independent Commissioner;
   b. Mr. Jafril Khalil as Chairperson of the Sharia Supervisory Board;
   c. Mr. Muhammad Maksum as Sharia Supervisory Board;
   d. Mr. Syaiful Azhar as Technical Director; and
   e. 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 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, 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:
   a. Mr. Poerwo Tjahjono as Independent Commissioner; and
   b. Mr. Ery Widiatmoko as Director of Insurance Marketing.

	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: a. Sdr. Samuel Lie sebagai Komisaris; b. Sdr. Tajudin Noor sebagai Komisaris Independen; c. Sdr. Muhammad Maksum sebagai Ketua Dewan Pengawas Syariah; d. Sdri. Siti Hannah sebagai Dewan Pengawas Syariah; e. Sdr. Sudarlin sebagai Direktur Teknik; dan f. Sdr. Edi Yoga Prasetyo sebagai Direktur Kepatuhan & Manajemen Risiko.	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: a. Mr. Samuel Lie as Commissioner; b. Mr. Tajudin Noor as Independent Commissioner; c. Mr. Muhammad Maksum as Chairperson of the Sharia Supervisory Board; d. Ms. Siti Hannah as Sharia Supervisory Board; e. Mr. Sudarlin as Technical Director; and f. Mr. Edi Yoga Prasetyo as Director of Compliance & Risk Management.
	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.	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, Board of Commissioners, and Sharia Supervisory Board, then the members concerned must resign or be dismissed from his position.
	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:	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:

DEWAN KOMISARIS	**BOARD OF COMMISSIONERS**
Presiden Komisaris/Komisaris Independen: Dian Masyita	President Commissioner/Independent Commissioner: Dian Masyita
Komisaris: Samuel Lie*	Commissioner: Samuel Lie*
Komisaris: Bagus Agung Rahadiansyah*	Commissioner: Bagus Agung Rahadiansyah*
Komisaris Independen: Poerwo Tjahjono	Independent Commissioner: Poerwo Tjahjono
Komisaris Independen: Tajudin Noor*	Independent Commissioner: Tajudin Noor*
DEWAN PENGAWAS SYARIAH	**SHARIA SUPERVISORY BOARD**
Ketua: Muhammad Maksum	Chairman: Muhammad Maksum
Anggota: Siti Hannah*	Member: Siti Hannah*
DIREKSI	**BOARD OF DIRECTORS**
Presiden Direktur: Tatang Nurhidayat	President Director: Tatang Nurhidayat
Direktur Teknis: Sudarlin*	Technical Director: Sudarlin*
Direktur Kepatuhan & Manajemen Risiko: Edi Yoga Prasetyo*	Compliance & Risk Management Director: Edi Yoga Prasetyo*
Direktur Keuangan & Layanan Korporat: Emil Hakim	Finance & Corporate Service Director: Emil Hakim
Direktur Pemasaran Asuransi: Ery Widiatmoko	Insurance Marketing Director: Ery Widiatmoko
*) Menunggu penetapan hasil penilaian Kemampuan dan Kepatutan Otoritas Jasa Keuangan (OJK)	*) Waiting for the results of the Financial Services Authority (OJK) Fit and Proper Test to be determined
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.	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.	• Mr. Bagus Agung Rahadiansyah was declared to have met the requirements to become a Company Commissioner by 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.
	• 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.	• Mr. Sudarlin was declared to have fulfilled the requirements to become the Company's Technical Director by 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.
	• 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.	• Mr. Samuel Lie/Samuel Ramna was declared to have met the requirements to become a Company Commissioner by 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.
	• 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.	• 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.
	• Sdr. Tajudin Noor dinyatakan memenuhi persyaratan untuk menjadi Komisaris Independen Perseroan oleh OJK pada tanggal 18 Januari 2024, sehingga pengangkatan Sdr. 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.	• 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.
	• Sdri. Siti Hannah dinyatakan memenuhi persyaratan untuk menjadi anggota Dewan Pengawas Syariah Perseroan oleh OJK pada tanggal 17 Januari 2024, sehingga pengangkatan Sdri. 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.	• 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.

3.B

Dewan Komisaris
Board of Commissioners

Dalam menjalankan Perusahaan, Direksi Tugu Insurance diawasi oleh Dewan Komisaris, yang juga memberikan nasihat terkait kebijakan. Dewan Komisaris bertanggung jawab kepada RUPS, yang mencerminkan akuntabilitas mereka dalam mengawasi pengelolaan Perusahaan. Akuntabilitas ini menegaskan komitmen untuk menerapkan prinsip-prinsip tata kelola perusahaan sebagai bagian dari upaya menjaga dan meningkatkan kerangka tata kelola Perusahaan.

In running the Company, Tugu Insurance's Board of Directors is supervised by the Board of Commissioners, who also provide advice regarding policies. The Board of Commissioners is responsible to the GMS, reflecting their accountability in supervising the Company's management. This accountability underscores the commitment to implementing corporate governance principles as part of maintaining and enhancing the Company's governance framework.

Ketentuan Masa Jabatan Dewan Komisaris
Provisions for the Term of Office of the Board of Commissioners

Anggota Dewan Komisaris diangkat dan diberhentikan oleh Rapat Umum Pemegang Saham (RUPS) sesuai dengan peraturan dan ketentuan yang berlaku serta harus lulus uji kelayakan dan kepatutan yang ditetapkan oleh OJK. Masa jabatan anggota Dewan Komisaris dimulai pada tanggal yang ditentukan dalam RUPS serta diangkat dan berakhir pada penutupan RUPS Tahunan ketiga setelah tanggal pengangkatan, kecuali ditentukan lain dalam RUPS. Setelah masa jabatan berakhir, anggota Dewan Komisaris dapat diangkat kembali berdasarkan keputusan RUPS. Masa jabatan anggota Dewan Komisaris dapat dihentikan apabila:

1. Mengundurkan diri;
2. Tidak memenuhi persyaratan hukum yang berlaku;
3. Meninggal dunia;
4. Diberhentikan berdasarkan keputusan RUPS.

Members of the Board of Commissioners are appointed and removed by the General Meeting of Shareholders (GMS) in accordance with relevant laws and regulations and must pass the fit and proper test established by the OJK. The term of office for Board members begins on the date specified in the GMS where they are appointed and ends at the conclusion of the third Annual GMS following their appointment, unless otherwise stated in the GMS. Upon the expiration of their term, Board members may be reappointed based on a GMS resolution. The term of a Board member may be terminated in the event of:

1. Resignation;
2. Failure to meet the applicable legal requirements;
3. Demise;
4. Dismissal by GMS resolution.

Komposisi Dewan Komisaris Tahun 2024
The Board of Commissioners Composition in 2024

Pada tahun 2024, Perusahaan mengalami perubahan dalam komposisi Dewan Komisaris berdasarkan Keputusan RUPS Tahunan pada tanggal 29 April 2024. Berdasarkan perubahan tersebut, komposisi Dewan Komisaris Perusahaan terdiri dari 1 (satu) Presiden Komisaris yang juga menjabat sebagai Komisaris Independen, dan 4 (empat) Anggota Dewan Komisaris, yang 2 (dua) di antaranya adalah Komisaris Independen. Informasi lengkap tentang perubahan komposisi Dewan Komisaris Tugu Insurance sepanjang tahun 2024 dapat dilihat dalam Bab Profil Perusahaan pada Laporan Tahunan ini.

In 2024, the Company underwent a change in the composition of the Board of Commissioners, as determined by the Annual GMS Resolution on 29 April 2024. Following these changes, the Board of Commissioners now consists of 1 (one) President Commissioner who also serves as an Independent Commissioner, and 4 (four) Commissioners, 2 (two) of whom are Independent Commissioners. Detailed information on the changes in the composition of Tugu Insurance's Board of Commissioners throughout 2024 can be found in the Company Profile Chapter of this Annual Report.

Berdasarkan komposisi ini, Perusahaan telah memenuhi ketentuan dalam *Board Manual* dan Peraturan OJK No. 73/POJK.05/2016 tentang *Good Corporate Governance* untuk

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

Perusahaan Asuransi ("POJK No. 73"), yang mengatur bahwa Dewan Komisaris Perusahaan Asuransi harus terdiri dari sekurang-kurangnya 3 (tiga) anggota. Seluruh anggota Dewan Komisaris Tugu Insurance adalah Warga Negara Indonesia dan berdomisili di Indonesia, sebagaimana diatur dalam Pasal 19 ayat (5) POJK No. 73.

Corporate Governance for Insurance Companies ("POJK No. 73"), which stipulates 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 outlined in Article 19 paragraph (5) of POJK No. 73.

Komposisi ini sesuai dengan Board Manual dan memenuhi ketentuan Peraturan OJK No. 73/POJK.05/2016 tentang *Good Corporate Governance* untuk Perusahaan Asuransi ("POJK No. 73"), yang mengatur bahwa Dewan Komisaris Perusahaan Asuransi harus terdiri dari sekurang-kurangnya 2 (dua) anggota, dengan jumlah Komisaris Independen minimal 30% (tiga puluh persen) dari total anggota Dewan Komisaris; dan 1 (satu) anggota Dewan Komisaris diangkat sebagai Presiden Komisaris.

This composition adheres to the Board Manual and meets the requirements 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, with the number of Independent Commissioners being 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 the President Commissioner.

Adapun komposisi Dewan Komisaris Tugu Insurance per 31 Desember 2024 adalah sebagai berikut:

The composition of the Tugu Insurance Board of Commissioners as of 31 December 2024 is as follows:

Nama Name	Jabatan Position
Abdul Ghofar	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner
Bagus Agung Rahadiansyah	Komisaris Commissioner
Samuel Ramna	Komisaris Commissioner
Poerwo Tjahjono	Komisaris Independen Independent Commissioner
Tajudin Noor	Komisaris Independen Independent Commissioner

Buku Panduan Kerja Dewan Komisaris (*Board Manual*)

The Board of Commissioners' Work Guidelines (Board Manual)

Dewan Komisaris telah menetapkan Pedoman Kerja Dewan Komisaris sebagai acuan untuk melaksanakan tugas dan tanggung jawab pengawasannya. Pedoman ini merupakan bagian dari Buku Pedoman Dewan Komisaris yang disetujui oleh Dewan Komisaris dan Direksi pada tanggal 1 Desember 2014, dan diubah pada tanggal 31 Desember 2021. Buku Pedoman Dewan Komisaris merupakan bagian yang tidak terpisahkan dari Anggaran Dasar Perusahaan dan Struktur *Soft Corporate Governance* Perusahaan.

The Board of Commissioners has established the Board of Commissioners' Work Guidelines to serve as a framework for fulfilling its supervisory duties and responsibilities. These guidelines are part of the Board Manual, which was approved by both the Board of Commissioners and the Board of Directors on 1 December 2014, and amended on 31 December 2021. The Board Manual is an integral component of the Company's Articles of Association and its Corporate Governance Soft Structure.

Buku Pedoman Dewan Komisaris mengatur hubungan kerja antara Dewan Komisaris dan Direksi sesuai dengan ketentuan yang tercantum dalam Anggaran Dasar Perusahaan, hasil Rapat Umum Pemegang Saham (RUPS), dan/atau ketentuan peraturan perundang-undangan yang berlaku. Beberapa hal yang diatur dalam Buku Pedoman Dewan Komisaris antara lain:

The Board Manual governs the working relationship between the Board of Commissioners and the Board of Directors, in accordance with the provisions outlined in the Company's Articles of Association, the decisions of the General Meeting of Shareholders (GMS), and the applicable laws and regulations. Specific matters addressed in the Board Manual regarding the Board of Commissioners include, but are not limited to:

1. Persyaratan dan jabatan rangkap jabatan Dewan Komisaris;
2. Komposisi Dewan Komisaris
3. Masa jabatan, pengangkatan dan pemberhentian Dewan Komisaris;
4. Tugas, wewenang dan kewajiban Dewan Komisaris;
5. Rapat Dewan Komisaris;
6. Waktu kerja Dewan Komisaris;
7. Komunikasi Dewan Komisaris;
8. Dewan Komisaris dalam RUPS;
9. Fungsi pendukung; dan
10. Pelaporan dan pertanggungjawaban Dewan Komisaris.

1. Requirements and Concurrent Positions of the Board of Commissioners;
2. Composition of the Board of Commissioners;
3. Term of Office, Appointment, and Dismissal of the Board of Commissioners;
4. Duties, Authorities, and Responsibilities of the Board of Commissioners;
5. Board of Commissioners Meetings;
6. Working Hours of the Board of Commissioners;
7. Communication of the Board of Commissioners;
8. Board of Commissioners in the General Meeting of Shareholders (GMS);
9. Supporting Functions; and
10. 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
Dewan Komisaris memiliki tugas utama untuk mengawasi dan memberikan nasihat kepada manajemen Perusahaan yang dijalankan oleh Direksi. Selain itu, Dewan Komisaris juga bertanggung jawab untuk mengawasi kebijakan terkait penyusunan dan pelaksanaan tata kelola perusahaan di Perusahaan. Dewan Komisaris memantau dan memastikan bahwa praktik tata kelola perusahaan telah diterapkan secara efektif dan berkelanjutan.

Tanggung Jawab dan Wewenang Dewan Komisaris
Dewan Komisaris, baik secara bersama-sama dengan anggota lain atau secara individu, memiliki kewenangan berikut setiap saat:

1. Memeriksa buku, dokumen, kas, dan surat berharga lainnya, serta aset Perusahaan untuk tujuan verifikasi;
2. Mengakses tempat, bangunan, dan kantor yang digunakan oleh Perusahaan;
3. Meninjau kebijakan dan tindakan yang telah dan akan dilakukan oleh Direksi;
4. Memberikan arahan kepada Direksi mengenai pelaksanaan rencana dan kebijakan Perusahaan;
5. Meminta Direksi dan/atau pejabat lainnya, dengan persetujuan Direksi, untuk menghadiri rapat Dewan Komisaris;
6. Meneliti, menganalisis, dan menandatangani Rencana Jangka Panjang dan Rencana Kerja serta Anggaran (RKAP) Perusahaan yang disusun oleh Direksi, sesuai dengan ketentuan Anggaran Dasar Perusahaan;
7. Memberikan nasihat kepada Direksi dalam melaksanakan pengelolaan Perusahaan;
8. Menunjuk dan memberhentikan Sekretaris Dewan Komisaris;
9. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar Perusahaan;

The Board of Commissioners' Main Duties
The primary responsibility of the Board of Commissioners is to oversee and provide guidance to the Company's management, which is carried out by the Board of Directors. Additionally, the Board of Commissioners is responsible for supervising the policies related to the development and implementation of corporate governance within the Company. The Board of Commissioners monitors and ensures that corporate governance practices are effectively and continuously implemented.

The Board of Commissioners' Authority and Responsibilities
The Board of Commissioners, either collectively with other members or individually, has the following authorities at any time:

1. Inspect the Company's books, documents, cash, and other securities, as well as the Company's assets for verification purposes;
2. Access the premises, buildings, and offices used by the Company;
3. Review all policies and actions that have been or will be undertaken by the Board of Directors;
4. Provide guidance to the Board of Directors on the implementation of the Company's plans and policies;
5. Request the Board of Directors and/or other officials, with the Board of Directors' approval, to attend Board of Commissioners' meetings;
6. Review, analyze, and sign the Company's Long-Term Plan and Work Plan and Budget prepared by the Board of Directors, in accordance with the Company's Articles of Association;
7. Offer advice to the Board of Directors in managing the Company;
8. Appoint and dismiss the Secretary of the Board of Commissioners;
9. Temporarily dismiss members of the Board of Directors, in line with the provisions of the Company's Articles of Association;

10. Bekerja sama dengan ahli untuk hal-hal tertentu dan dalam jangka waktu tertentu dengan biaya ditanggung oleh Perusahaan, jika dianggap perlu;
11. Melakukan pengelolaan Perusahaan dalam kondisi tertentu dan untuk jangka waktu tertentu, sesuai dengan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku;
12. Menghadiri Rapat Direksi dan memberikan pandangan mengenai hal-hal yang dibahas;
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 Perusahaan dan memberikan pendapat serta saran kepada Rapat Umum Pemegang Saham;
15. Segera melaporkan kepada Rapat Umum Pemegang Saham jika ada tanda-tanda penurunan kinerja Perusahaan atau peristiwa penting lainnya yang perlu diketahui oleh Rapat Umum Pemegang Saham;
16. Meneliti dan menganalisis laporan berkala dan tahunan yang disusun oleh Direksi serta menandatangani Laporan Tahunan;
17. Memberikan penjelasan, pendapat, dan saran kepada Rapat Umum Pemegang Saham mengenai Laporan Tahunan, jika diminta;
18. Menyusun program kerja tahunan untuk dimasukkan dalam RKAP;
19. Mengusulkan Akuntan Publik untuk mengaudit laporan keuangan tahunan pada Rapat Umum Pemegang Saham;
20. Melaksanakan kewenangan pengawasan dan pemberian nasihat lainnya, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan Rapat Umum Pemegang Saham.

Kewajiban Dewan Komisaris

1. Dalam melaksanakan tugasnya, setiap anggota Dewan Komisaris harus:
   a. Mematuhi Anggaran Dasar, peraturan perundang-undangan, serta prinsip-prinsip profesionalisme, efisiensi, transparansi, independensi, akuntabilitas, tanggung jawab, dan keadilan;

   b. Bertindak dengan itikad baik, kehati-hatian, dan tanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perusahaan dan sesuai dengan tujuan dan sasaran Perusahaan;
2. Membuat Risalah Rapat Dewan Komisaris dan menyimpan salinannya;
3. Melaporkan kepada Perusahaan terkait kepemilikan saham mereka dan/atau saham keluarga mereka di Perusahaan dan perusahaan lain;
4. Memberikan laporan terkait tugas pengawasan yang telah dilaksanakan pada tahun buku sebelumnya kepada Rapat Umum Pemegang Saham (RUPS);

10. Collaborate with experts on specific matters for a designated period, at the Company's expense, if deemed necessary;
11. Manage the Company in specific circumstances and for a limited period, as stipulated in the Articles of Association and applicable laws and regulations;

12. Attend Board of Directors' meetings and provide insights on the matters discussed;
13. Exercise other supervisory powers as long as they do not conflict with the laws, Articles of Association, and/or General Meeting of Shareholders' resolutions;

14. Monitor the development of the Company's activities and provide opinions and recommendations to the General Meeting of Shareholders;
15. Report immediately to the General Meeting of Shareholders if there are signs of a decline in the Company's performance or other critical events that need to be brought to the shareholders' attention;
16. Review and analyze periodic and annual reports prepared by the Board of Directors and sign the Annual Report;
17. Provide explanations, opinions, and suggestions on the Annual Report to the General Meeting of Shareholders, if requested;
18. Prepare annual work programs to be included in the RKAP;
19. Propose a Public Accountant to audit the annual financial statements at the General Meeting of Shareholders;
20. Perform other supervisory and advisory duties, as long as they do not conflict with the laws, Articles of Association, and/or resolutions of the General Meeting of Shareholders.

The Board of Commissioners' Obligations

1. In carrying out their duties, each member of the Board of Commissioners must:
   a. Adhere to the Articles of Association, laws, and regulations, as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness;
   b. Act with good faith, prudence, and responsibility in supervising and advising the Board of Directors for the benefit of the Company, in line with the Company's goals and objectives;

2. Record Minutes of the Board of Commissioners' Meetings and retain copies;
3. Report to the Company their own share ownership and/or that of their family in the Company and other companies;
4. Provide a report on the supervisory duties carried out in the previous fiscal year to the General Meeting of Shareholders (GMS);

5. Dalam kondisi tertentu, Dewan Komisaris harus mengadakan RUPS Tahunan dan RUPS lainnya sesuai dengan kewenangannya yang diatur dalam peraturan perundang-undangan dan Anggaran Dasar;
6. Untuk mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris harus membentuk Komite sesuai dengan peraturan perundang-undangan yang berlaku dan dapat membentuk Komite lain sesuai dengan kebutuhan Perusahaan;
7. Mengevaluasi kinerja komite-komite yang mendukung pelaksanaan tugas dan tanggung jawab mereka di akhir tahun buku;
8. Dewan Komisaris bersama Direksi diwajibkan untuk menyusun:
   a. Pedoman yang mengikat setiap anggota Dewan Komisaris dan Direksi, sesuai dengan ketentuan peraturan perundang-undangan yang berlaku;
   b. Kode Etik yang berlaku bagi seluruh anggota Dewan Komisaris, Direksi, karyawan, serta mendukung organ-organ pendukung Perusahaan sesuai dengan peraturan perundang-undangan yang berlaku.

5. Under certain conditions, the Board of Commissioners must convene an Annual GMS and other GMS in accordance with their authority as outlined in the legislation and the Articles of Association;
6. To support the effective execution of their duties and responsibilities, the Board of Commissioners must establish Committees in compliance with applicable laws and regulations and may form other Committees as needed by the Company;
7. Evaluate the performance of the committees that assist in the execution of their duties and responsibilities at the end of the fiscal year;
8. The Board of Commissioners, together with the Board of Directors, is required to establish:
   a. Guidelines that bind all members of the Board of Commissioners and Directors, in line with the provisions of applicable laws and regulations;
   b. A Code of Conduct that applies to all members of the Board of Commissioners, Directors, employees, and supports the Company's supporting organs in accordance with applicable laws and regulations.

Rekomendasi Dewan Komisaris
The Board of Commissioners' Recommendations

Pada tahun 2024, Dewan Komisaris melanjutkan perannya dalam mengawasi dan memberikan nasihat kepada manajemen untuk memastikan Perusahaan beroperasi demi kepentingan pemegang saham dan pemangku kepentingan lainnya. Rekomendasi Dewan berfokus pada kombinasi pertumbuhan strategis dan optimasi operasional, yang dibangun atas kemajuan yang dicapai pada tahun 2022 dan 2023. Area-area fokus utama mencakup:

1. Mencapai target kinerja keuangan dan mengoptimalkan tingkat *Risk-Based Capital* (RBC);
2. Memastikan pemanfaatan (*usefulness*) dan optimasi *Enterprise Resources Planning* (ERP), termasuk dalam penerapan PSAK 117;
3. Memperkuat kontribusi anak perusahaan terhadap kinerja keseluruhan Perusahaan;
4. Optimasi pengelolaan aset dan properti investasi;
5. Memastikan kepatuhan terhadap hukum dan sistem tata kelola perusahaan dalam semua tindakan korporasi;
6. Melanjutkan peningkatan pengendalian internal, dengan fokus khusus pada pengelolaan piutang;
7. Meningkatkan kompetensi sumber daya manusia untuk mendukung *talent mobility* dan pertumbuhan di masa depan;
8. Memastikan *spin-off* unit syariah sepenuhnya mematuhi peraturan perundang-undangan yang terbaru;
9. Penelahaan, memberikan tanggapan dan rekomendasi serta persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP) termasuk Rencana Bisnis dan

In 2024, the Board of Commissioners continued its role in supervising and providing advice to management to ensure the Company operates in the best interests of shareholders and other stakeholders. The Board's recommendations focused on a combination of strategic growth and operational optimization, building upon the progress achieved in 2022 and 2023. The key focus areas included:

1. Achieving financial performance targets and optimizing the Risk-Based Capital (RBC) ratio;
2. Ensuring the effective utilization and optimization of Enterprise Resource Planning (ERP), including its application in the implementation of PSAK 117;
3. Strengthening the contribution of subsidiaries to the overall Company performance;
4. Optimizing the management of assets and investment properties;
5. Ensuring compliance with laws and corporate governance systems in all corporate actions;
6. Continuing the enhancement of internal controls, with a particular focus on accounts receivable management;
7. Improving human resource competencies to support talent mobility and future growth;
8. Ensuring the spin-off of the Sharia unit fully complies with the latest regulations;
9. Reviewing, providing feedback and recommendations, and approving the Company's Work Plan and Budget (RKAP), Long-Term Corporate Plan (RJPP), including the Business Plan and Sustainable Finance Action Plan,

Rencana Aksi keuangan Berkelanjutan, serta *Key Performance Indicator* (KPI) Perusahaan;
10. Evaluasi penerapan kebijakan dan prosedur APU (Anti Pencucian Uang), PPT (Pencegahan Pendanaan Terorisme), dan PPPSPM (Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal);
11. Pemantauan dan evaluasi atas pelaksanaan dan realisasi RKAP serta realisasi Rencana Bisnis Perusahaan.

as well as the Company's Key Performance Indicators (KPI);
10. Evaluating the implementation of Anti-Money Laundering (APU), Counter-Terrorism Financing (PPT), and Prevention of Financing for the Proliferation of Weapons of Mass Destruction (PPPSPM) policies and procedures;
11. Monitoring and evaluating the implementation and realization of the RKAP and the Company's Business Plan.

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 membuat keputusan bersama dan membahas kinerja Direksi dalam mengelola Perusahaan. Berdasarkan Anggaran Dasar Perusahaan, Dewan Komisaris wajib mengadakan rapat sekurang-kurangnya sekali sebulan, dengan rapat yang melibatkan Direksi minimal empat kali dalam setahun, dan rapat dengan Auditor Eksternal setidaknya sekali dalam setahun. Selain itu, Dewan Komisaris dapat mengadakan rapat kapan saja atas permintaan satu atau beberapa anggota Dewan Komisaris atau Direksi, dengan menyebutkan masalah yang akan dibahas.

Rapat Internal Dewan Komisaris
Pada tahun 2024, Dewan Komisaris mengadakan 18 kali rapat internal termasuk 1 (satu) kali rapat dengan Auditor Eksternal. Tabel berikut menunjukkan total jumlah rapat internal yang diadakan oleh Dewan Komisaris:

The Board of Commissioners' Meeting Provisions
The Board of Commissioners meeting serves as a platform for its members to make collective decisions and evaluate the performance of the Board of Directors in managing the Company. According to the Company's Articles of Association, the Board of Commissioners is required to meet at least once a month, with meetings involving the Board of Directors at least four times a year, and at least one meeting with the External Auditor annually. Additionally, the Board of Commissioners may hold meetings at any time upon request by one or more members of the Board of Commissioners or the Board of Directors, specifying the topics to be discussed.

The Board of Commissioners' Internal Meeting
In 2024, the Board of Commissioners held 18 internal meetings, including one (1) meeting with the External Auditor.The table below shows the total number of internal meetings held by the Board of Commissioners:

Nama Dewan Komisaris Name of Board of Commissioners	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Tingkat Kehadiran Attendance Rate in %
Dian Masyita [1)]	7	7	100%
Abdul Ghofar [2)]	2	2	100%
Bagus Agung Rahadiansyah	18	17	94%
Samuel Ramna	18	15	83%
Poerwo Tjahjono	18	18	100%
Tajudin Noor [3)]	17	17	100%

[1)] Sudah tidak menjabat sejak ditutupnya RUPST tanggal 29 April 2024
No longer serving since the closing of the Annual General Meeting of Shareholders (AGMS) on 29 April 2024

[2)] Diangkat oleh RUPST pada tanggal 29 April 2024 dan sudah efektif menjabat sesuai hasil kelulusan fit and proper test dari OJK tanggal 3 Desember 2024
Appointed by the AGMS on 29 April 2024, and officially assumed the position following the fit and proper test approval from OJK on 3 December 2024

[3)] Diangkat oleh RUPST pada tanggal 28 April 2023 dan sudah efektif menjabat sesuai hasil kelulusan fit and proper test dari OJK tanggal 18 Januari 2024
Appointed by the AGMS on 28 April 2023, and officially assumed the position following the fit and proper test approval from OJK on 18 January 2024

Rapat Dewan Komisaris Mengundang Direksi

Di tahun 2024, Dewan Komisaris juga mengadakan rapat dengan mengundang Direksi yang diselenggarakan sebanyak 10 (sepuluh) kali dengan jumlah rapat dan kehadiran anggota Dewan Komisaris sebagai berikut:

The Board of Commissioners' Joint Meeting with the Board of Directors

In 2024, the Board of Commissioners held 10 (ten) 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 [1)]	3	3	100%
Abdul Ghofar [2)]	1	1	100%
Bagus Agung Rahadiansyah	10	10	100%
Samuel Ramna	10	8	80%
Poerwo Tjahjono	10	10	100%
Tajudin Noor [3)]	10	10	100%

1) Sudah tidak menjabat sejak ditutupnya RUPST tanggal 29 April 2024
No longer serving since the closing of the Annual General Meeting of Shareholders (AGMS) on 29 April 2024
2) Diangkat oleh RUPST pada tanggal 29 April 2024 dan sudah efektif menjabat sesuai hasil kelulusan *fit and proper test* dari OJK tanggal 3 Desember 2024
Appointed by the AGMS on 29 April 2024, and officially assumed office following the fit and proper test approval from OJK on 3 December 2024
3) Diangkat oleh RUPST pada tanggal 28 April 2023 dan sudah efektif menjabat sesuai hasil kelulusan *fit and proper test* dari OJK tanggal 18 Januari 2024
Appointed by the AGMS on 28 April 2023, and officially assumed office following the fit and proper test approval from OJK on 18 January 2024

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 29 April 2024** Attendance at Annual GMS on 29 April 2024
Dian Masyita [1)]	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	Hadir Present
Abdul Ghofar [2)]	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	Tidak Hadir Absent
Bagus Agung Rahadiansyah	Komisaris Commissioner	Hadir Present
Samuel Ramna	Komisaris Commissioner	Hadir Present
Poerwo Tjahjono	Komisaris Independen Independent Commissioner	Hadir Present
Tajudin Noor [3)]	Komisaris Independen Independent Commissioner	Hadir Present

1) Sudah tidak menjabat sejak ditutupnya RUPST tanggal 29 April 2024
No longer serving since the closing of the Annual General Meeting of Shareholders (AGMS) on 29 April 2024
2) Diangkat oleh RUPST pada tanggal 29 April 2024 dan sudah efektif menjabat sesuai hasil kelulusan *fit and proper test* dari OJK tanggal 3 Desember 2024
Appointed by the AGMS on 29 April 2024, and officially assumed office following the fit and proper test approval from OJK on 3 December 2024
3) Diangkat oleh RUPST pada tanggal 28 April 2023 dan sudah efektif menjabat sesuai hasil kelulusan *fit and proper test* dari OJK tanggal 18 Januari 2024
Appointed by the AGMS on 28 April 2023, and officially assumed office following the fit and proper test approval from OJK on 18 January 2024

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 tetap berkomitmen untuk melaksanakan program orientasi komprehensif bagi anggota Dewan Komisaris yang baru diangkat. Program ini dirancang untuk memberikan pengetahuan penting kepada anggota Dewan agar memahami perusahaan, kerangka kerja operasionalnya, serta peran tata kelola mereka, sehingga dapat mendukung pelaksanaan tugas dan tanggung jawab secara efektif.

Kebijakan yang mengatur program orientasi ini tercantum dalam Pedoman Dewan (*Board Manual*) dengan ketentuan sebagai berikut:

1. Anggota Dewan Komisaris yang baru diangkat wajib mendapatkan pengenalan tentang kondisi umum Perusahaan;
2. Sekretaris Perusahaan, atau pejabat yang melaksanakan fungsi Sekretaris Perusahaan, bertanggung jawab untuk memfasilitasi program ini;
3. Program orientasi mencakup:
   a. Penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di Perusahaan;
   b. Informasi tentang tugas, tanggung jawab, dan hak Dewan Komisaris serta Direksi, termasuk pembatasan hukum dan persyaratan kepatuhan;
   c. Gambaran umum tentang tujuan, karakteristik, dan ruang lingkup kegiatan perusahaan, kinerja keuangan dan operasional, strategi bisnis, risiko, serta sistem pengendalian internal; dan
   d. Informasi terkait kewenangan yang didelegasikan, sistem audit internal dan eksternal, kebijakan pengendalian internal, serta peran Komite Audit.
4. Metode pelaksanaan program dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perusahaan dan cabang, tinjauan dokumen Perusahaan, serta pendekatan lain yang disesuaikan dengan kebutuhan anggota baru.

Sepanjang tahun 2024, Dewan Komisaris yang baru diangkat telah mengikuti program orientasi sebagai berikut:

Orientation Program of the Board of Commissioners' Newly Appointed Members

Tugu Insurance remains committed to conducting a comprehensive orientation program for newly appointed members of the Board of Commissioners. This program is designed to provide essential knowledge to help members understand the Company, its operational framework, and their governance roles, ensuring effective execution of their duties and responsibilities.

The policies governing the orientation program are outlined in the Board Manual and include the following provisions:

1. Newly appointed members of the Board of Commissioners must receive an introduction to the Company's general condition;
2. The Corporate Secretary, or an appointed official performing the Corporate Secretary's functions, is responsible for facilitating the program;
3. The orientation program covers:
   a. Implementation of Good Corporate Governance principles within the Company;
   b. Duties, responsibilities, and rights of the Board of Commissioners and Board of Directors, including legal restrictions and compliance requirements;
   c. An overview of the Company's objectives, core activities, financial and operational performance, business strategies, risks, and internal control systems; and
   d. Information on delegated authority, audit systems, internal control policies, and the Audit Committee's role.
4. The program's methods include presentations, meetings, site visits to Company facilities and branches, document reviews, and other relevant approaches tailored to the needs of new members.

Throughout 2024, the newly appointed Board of Commissioners participated in an orientation program with the following details:

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Abdul Ghofar	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	2 Juli 2024 2 July 2024	Jakarta	Induksi Pengenalan Perusahaan Company Introduction Induction	Fungsi Human Capital Management Human Capital Management Function

Pelatihan dan/atau Peningkatan Kompetensi Anggota Dewan Komisaris

Tugu Insurance berkomitmen untuk meningkatkan efektivitas kerja Dewan Komisaris melalui program peningkatan kompetensi. Program ini bertujuan untuk mengasah keterampilan dan pengetahuan anggota Dewan demi mendukung kinerja yang optimal. Kebijakan terkait, sebagaimana diatur dalam Pedoman Dewan (*Board Manual*), meliputi:

1. Program peningkatan kompetensi dirancang untuk meningkatkan efektivitas kerja Dewan Komisaris;
2. Perencanaan program peningkatan kompetensi harus dimasukkan ke dalam rencana kerja dan anggaran Dewan Komisaris;
3. Anggota Dewan Komisaris yang mengikuti program peningkatan kompetensi, seperti seminar, pelatihan, atau kegiatan serupa, wajib memberikan wawasan yang diperoleh melalui presentasi kepada anggota Dewan lainnya;
4. Setiap anggota yang mengikuti program bertanggung jawab untuk menyusun laporan pelaksanaan program peningkatan kompetensi tersebut; dan
5. Laporan ini disampaikan kepada Dewan Komisaris untuk memastikan transparansi dan pembelajaran kolektif.

Sepanjang tahun 2024, Dewan Komisaris telah mengikuti sejumlah program peningkatan kompetensi sebagai berikut:

Training and/or Competency Enhancement of the Board of Commissioners

Tugu Insurance upholds a commitment to ensuring the effectiveness of the Board of Commissioners through competency enhancement programs. These programs aim to refine the skills and knowledge of the Board to support optimal performance. The policies, as outlined in the Board Manual, include:

1. The competency enhancement program is designed to improve the work effectiveness of the Board of Commissioners;
2. The planning for competency enhancement programs must be incorporated into the work plan and budget of the Board of Commissioners;
3. Members of the Board of Commissioners participating in competency enhancement programs—such as seminars, training, or similar activities—are required to share insights by providing presentations to other Board members;
4. Each member who participates in the program is responsible for preparing a report on its implementation; and
5. These reports are submitted to the Board of Commissioners to ensure transparency and collective learning.

The following are competency enhancement programs attended by Members of the Board of Commissioners in 2024:

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Dian Masyita [1)]	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	15-19 Januari 2024 15-19 Januari 2024	Online Via Zoom	*Executive Education-Cybersecurity: The Intersection of Policy and Tecknology;*	Harvard Kennedy School
		29 Februari 2024 29 February 2024	Online Via Zoom	PVML Fit & Proper Test Assessor Summit 2024: Arah Pengembangan Usaha Jasa Pembiayaan Pada Lembaga Pembiayaan, Perusahaan Modal Ventura, Lembaga Keuangan Mikro dan Lembaga Jasa Keuangan Lainnya PVML Fit & Proper Test Assessor Summit 2024: Direction of Business Development in Financing Services for Financing Institutions, Venture Capital Companies, Microfinance Institutions, and Other Financial Services Institutions	Otoritas Jasa Keuangan (OJK) Financial Services Authority

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Abdul Ghofar [2)]	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	3 Juli 2024 3 July 2024	Online Via Zoom	Pelatihan dan Ujian QRGP QRGP Training and Examination	Widya Dharma Artha
		9 Agustus 2024 9 August 2024	Online Via Zoom	Pathways to Charted Accountant Indonesia (Sebagai Pembicara) Pathways to Chartered Accountant Indonesia (Speaker)	Ikatan Akuntan Indonesia (IAI) dan BUMN School of Excellence Indonesian Institute of Accountants (IAI) and BUMN School of Excellence
		24-25 September 2024	Swiss-Belhotel, Jambi	Towards An Inclusive and Sustainable Economy Based on The Principles of Entrepreneurship and Financial Digitalization (Sebagai Pembicara) Towards an Inclusive and Sustainable Economy Based on the Principles of Entrepreneurship and Financial Digitalization (Speaker)	Jambi Economic, Business, and Accounting Conference (JEBAC)
		11 Oktober 2024 11 October 2024	Online Via Zoom	Pathways to Charted Accountant Indonesia (Sebagai Pembicara) Pathways to Chartered Accountant Indonesia (Speaker)	Ikatan Akuntan Indonesia (IAI) dan BUMN School of Excellence Indonesian Institute of Accountants (IAI) and BUMN School of Excellence
		6 Desember 2024 6 December 2024	Online Via Zoom	Pathways to Charted Accountant Indonesia (Sebagai Pembicara) Pathways to Chartered Accountant Indonesia (Speaker)	Ikatan Akuntan Indonesia dan BUMN School of Excellence Indonesian Institute of Accountants and BUMN School of Excellence

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Bagus Agung Rahadiansyah	Komisaris Commissioner	5 Maret 2024 5 March 2024	Online Via Zoom	Analisa Laporan Keuangan Perusahaan Asuransi Berbasis PSAK 74 dan Dampaknya Bagi Perkembangan Industri Asuransi Financial Statement Analysis of Insurance Companies Based on PSAK 74 and Its Impact on the Insurance Industry Development	Widya Dharma Artha
		29 November 2024 29 November 2024	Online Via Zoom	*Risk Control & Self-Assessment In Insurance Company*	Widya Dharma Artha
		9 Desember 2024 9 December 2024	Online Via Zoom	Nasabah dan Transaksi Mencurigakan (Apa yang Perlu Diketahui dan Dilakukan) Customers and Suspicious Transactions (What Needs to Be Known and Done)	PT Grajosa Resources
Samuel Ramna	Komisaris Commissioner	5 Maret 2024 5 March 2024	Online Via Zoom	Analisa Laporan Keuangan Perusahaan Asuransi Berbasis PSAK 74 dan Dampaknya Bagi Perkembangan Industri Asuransi Financial Statement Analysis of Insurance Companies Based on PSAK 74 and Its Impact on the Development of the Insurance Industry	Widya Dharma Artha
		22 November 2024	Online Via Zoom	*Seeing the Unseen Enemies: Crucial Role of Whistleblowers in Detecting and Preventing Cyberfraud*	Institute of Compliance Professional Indonesia (ICoPI)
		4 Desember 2024 4 December 2024	Online via Zoom	*Risk Beyond 2024-Master Class Resilient Leadership: ESG, AI, and GRC in Modern Risk Governance*	Enterprise Risk Management Academy (ERMA)

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Poerwo Tjahjono	Komisaris Independen Independent Commissioner	27 Juni 2024 27 Juni 2024	Online via Zoom	Mengintegrasikan manajemen kepatuhan: Implementasi POJK 22/2023 dari teori ke aksi: Kasus Pelindungan Konsumen Integrating Compliance Management: Implementation of POJK 22/2023 from Theory to Action (Consumer Protection Case)	Center for Risk Management & Sustainability (CRMS)
		29 November 2024	Online Via Zoom	*Risk Control & Self-Assessment In Insurance Company*	Widya Dharma Artha
		9 Desember 2024 9 Deccember 2024	Online Via Zoom	Nasabah dan Transaksi Mencurigakan (Apa yang Perlu Diketahui dan Dilakukan) Customers and Suspicious Transactions (What Needs to Be Known and Done)	PT Grajosa Resources
Tajudin Noor [3]	Komisaris Independen Independent Commissioner	21 Mei 2024 21 May 2024	Online via Zoom	*Prefessional Development Program - Anti Fraud Risk Management*	Indonesia Risk Management Professional Association (IRMAPA)
		27 Juni 2024 27 Juni 2024	Online via Zoom	Mengintegrasikan manajemen kepatuhan: Implementasi POJK 22/2023 dari teori ke aksi: Kasus Pelindungan Konsumen Integrating Compliance Management: Implementation of POJK 22/2023 from Theory to Action (Consumer Protection Case)	Center for Risk Management & Sustainability (CRMS)
		5-6 Desember 2024 5-6 December 2024	Online via Zoom	*Risk Beyond 2024-Sustainable Symphony: Echoes of Change*	Enterprise Risk Management Academy (ERMA)
		9 Desember 2024 9 December 2024	Online Via Zoom	Nasabah dan Transaksi Mencurigakan (Apa yang Perlu Diketahui dan Dilakukan) Customers and Suspicious Transactions (What Needs to Be Known and Done)	PT Grajosa Resources

[1] Sudah tidak menjabat sejak ditutupnya RUPST tanggal 29 April 2024
No longer serving since the closing of the Annual General Meeting of Shareholders (AGMS) on 29 April 2024

[2] Diangkat oleh RUPST pada tanggal 29 April 2024 dan sudah efektif menjabat sesuai hasil kelulusan *fit and proper test* dari OJK tanggal 3 Desember 2024
Appointed by the AGMS on 29 April 2024, and officially assumed office following the fit and proper test approval from OJK on 3 December 2024

[3] Diangkat oleh RUPST pada tanggal 28 April 2023 dan sudah efektif menjabat sesuai hasil kelulusan *fit and proper test* dari OJK tanggal 18 Januari 2024
Appointed by the AGMS on 28 April 2023, and officially assumed office following the fit and proper test approval from OJK on 18 January 2024

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Performance Assessment of the Committee under the Board of Commissioners

Untuk mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris Tugu Insurance telah membentuk beberapa komite, yaitu: Komite Audit, Komite Pemantauan Risiko, dan Komite Nominasi dan Remunerasi. Pembentukan komite-komite ini disesuaikan dengan peraturan yang berlaku serta kebutuhan Perusahaan.

Komite-komite tersebut bertugas membantu Dewan Komisaris dalam memantau, mengevaluasi, dan memastikan hal-hal berikut:

- Efektivitas informasi keuangan dan sistem pengendalian internal;
- Pelaksanaan manajemen risiko, audit internal, dan audit eksternal;
- Kepatuhan serta penanganan pengaduan terkait pelaporan keuangan;
- Penerapan prinsip tata kelola perusahaan yang baik (GCG) sesuai peraturan yang berlaku; dan
- Pelaksanaan fungsi nominasi dan remunerasi untuk Direksi dan Dewan Komisaris, bekerja sama dengan perusahaan induk.

Untuk mendukung pelaksanaan tugasnya, Dewan Komisaris juga didukung oleh Sekretaris Dewan Komisaris, dengan biaya yang ditanggung oleh Perusahaan.

Dewan Komisaris secara berkala mengevaluasi kinerja komite-komite di bawahnya melalui penilaian 360 derajat dengan menggunakan Survei Perilaku AKHLAK dan Indikator Kinerja Utama (KPI). Penilaian ini mencakup aspek perencanaan, pelaksanaan tugas, pelaporan, dan aspek dinamis.

Program kerja komite dilaksanakan melalui mekanisme rapat komite yang melibatkan divisi/unit kerja terkait, serta evaluasi mendalam yang dilakukan oleh masing-masing komite di luar forum rapat. Hasil evaluasi dan rekomendasi tersebut disampaikan secara tertulis kepada Dewan Komisaris, sehingga memastikan proses pengawasan yang menyeluruh dan transparan.

Pada tahun 2024, Dewan Komisaris menilai bahwa Komite-Komite di bawah pengawasannya 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:

To support the effective execution of their duties and responsibilities, the Board of Commissioners of Tugu Insurance has established several committees: the Audit Committee, the Risk Monitoring Committee, and the Nomination and Remuneration Committee. These committees are formed in line with applicable regulations and the Company's needs.

The committees assist the Board of Commissioners in monitoring, evaluating, and ensuring the following:

- Effectiveness of financial information and the internal control system;
- Implementation of risk management, internal audit, and external audit processes;
- Compliance and resolution of complaints related to financial reporting;
- Application of corporate governance principles according to prevailing regulations; and
- Execution of nomination and remuneration functions for the Board of Directors and the Board of Commissioners, in coordination with the parent company.

To facilitate their duties, the Board of Commissioners is supported by the Secretary of the Board of Commissioners, whose services are funded by the Company.

The Board of Commissioners regularly evaluates the performance of its committees through a 360-degree assessment, incorporating the AKHLAK Behavior Survey and Key Performance Indicators (KPI). The assessment covers planning, execution, reporting, and dynamic aspects of the committees' work.

The committees execute their work plans via a structured meeting mechanism that involves related divisions or work units and through in-depth evaluations conducted outside formal meetings. The findings and recommendations from these evaluations are submitted in writing to the Board of Commissioners, ensuring a comprehensive and transparent supervisory process.

In 2024, the Board of Commissioners assessed that the Committees under its supervision effectively carried out their duties and responsibilities in accordance with the Committee Charters and applicable laws and regulations. The detailed evaluation 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 2024, Komite Audit mengadakan 43 (empat puluh tiga) 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 its Subsidiaries' Financial Statements, monitored financial performance, evaluated audit planning and execution, followed up on audit results, and recommended the appointment of a Public Accounting Firm to audit the Company's and its Subsidiaries' Financial Statements. The committee has also reviewed the adequacy of management's efforts in designing and implementing an effective internal control system, coordinated with internal auditors in carrying out their duties, monitored the effectiveness of management's efforts in risk assessment and management, as well as compliance with laws and regulations, monitored the effectiveness of the whistleblower mechanism for employees or third parties, and maintained the confidentiality of the company's documents, data, and information. In carrying out its duties and responsibilities in 2024, the Audit Committee held 43 (forty-three) meetings, including coordination meetings with other Committees of the Board of Commissioners, meetings with management, and attended training and seminars to enhance its competencies.
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*, dan membina hubungan profesional dengan Komite lain dan Manajemen. Dalam melaksanakan tugas dan tanggung jawabnya pada 2024, Komite Pemantau Risiko mengadakan 27 (dua puluh tujuh) 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 overseeing the implementation of risk management to ensure alignment with the Company's policies. This includes overseeing the establishment of risk management policies by the Board of Directors, ensuring that the tolerance levels set are adequate and aligned with the Company's needs; monitoring the management of risks within the Company, particularly the efforts and strategies carried out by the Board of Directors; ensuring that risk reporting is submitted to the Board of Commissioners in accordance with their requirements; ensuring compliance with Good Corporate Governance (GCG) principles and the Code of Conduct, and fostering professional relationships with other Committees and Management. In carrying out its duties and responsibilities in 2024, the Risk Monitoring Committee held 27 (twenty-seven) meetings, including coordination meetings with other Committees of the Board of Commissioners and meetings with management. The development program for the Risk Monitoring Committee was implemented in line with the Company's strategic programs, through seminars, workshops, and training sessions.

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 pejabat pada satu tingkat di bawah Direksi. Terkait hal tersebut, Komite Nominasi dan Remunerasi antara lain telah melaksanakan 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. Lebih lanjut, Komite Nominasi dan Remunerasi telah membantu Dewan Komisaris melakukan penilaian kinerja berdasarkan tolok ukur yang telah ditetapkan dan kesesuaian remunerasi yang diterima, memberikan rekomendasi terkait program pengembangan kompetensi anggota Dewan Komisaris dan Direksi. Pada perubahan struktur organisasi untuk mencapai tujuan Perseroan, Komite Nominasi dan Remunerasi memberikan pertimbangan terkait struktur, kebijakan dan besaran Remunerasi untuk mempertahankan tingkat kompetitif Perseroan terhadap industri asuransi di Indonesia. Dalam melaksanakan tugas dan tanggung jawabnya pada 2024, Komite Nominasi dan Remunerasi mengadakan 21 (dua puluh satu) 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 in performing its functions and duties related to the nomination and remuneration of the members of the Board of Directors and the Board of Commissioners, as well as the nomination of officers one level below the Board of Directors. In this regard, the Nomination and Remuneration Committee has made recommendations to the Board of Commissioners on the composition of positions of the Board of Commissioners and the Board of Directors, policies, and criteria required in the nomination process, as well as the performance evaluation policies for the members of the Board of Commissioners and Board of Directors. Furthermore, the Nomination and Remuneration Committee has assisted the Board of Commissioners in conducting performance assessments based on established benchmarks and ensuring the alignment of remuneration with the performance. The Committee has also provided recommendations on the competency development programs for the members of the Board of Commissioners and Board of Directors. In terms of organizational structure changes to achieve the Company's objectives, the Nomination and Remuneration Committee has provided considerations regarding the structure, policies, and levels of remuneration to maintain the Company's competitiveness within the Indonesian insurance industry. In carrying out its duties and responsibilities in 2024, the Nomination and Remuneration Committee held 21 (twenty one) meetings. In addition, the additional tasks assigned to Committee members have been carried out in accordance with the directions and outcomes of internal meetings or meetings with relevant parties to achieve the Company's strategic programs.

No.	Komite dan Fungsi di Bawah Dewan Komisaris Committees and Function under the Board of Commissioners	Hasil Penilaian Kinerja	Performance Assessment Result
4.	Komite Tata Kelola Terintegrasi Integrated Governance Committee	Komite Tata Kelola Terintegrasi dibentuk atas arahan dari Pemegang Saham Pengendali untuk mematuhi Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman tata Kelola dan Kegiatan Korporasi Signifikan BUMN. Komite Tata Kelola Terintegrasi telah membantu Dewan Komisaris dalam melakukan pengawasan dan pemberian nasihat terhadap kegiatan entitas Tugu Group yang terkait dengan bidang tugas Komite Tata Kelola Terintegrasi diantaranya mengevaluasi kebijakan Tata Kelola Terintegrasi dan memberikan rekomendasi kepada Dewan Komisaris terkait penyempurnaan kebijakan Tata Kelola Terintegrasi tersebut, pemantauan dan evaluasi atas keselarasan dan penerapan kebijakan Tata Kelola Terintegrasi di Tugu Group; dan memberikan rekomendasi perbaikan tata kelola, berupa upaya mitigasi dan solusi, atas isu strategis di Tugu Group berdasarkan hasil penelaahan dan evaluasi yang terintegrasi. Dalam melaksanakan tugas dan tanggung jawabnya pada 2024, Komite Tata Kelola Terintegrasi telah melaksanakan 3 (tiga) kali rapat dan hasil rapat dituangkan dalam risalah rapat untuk didokumentasikan dengan baik.	The Integrated Governance Committee was established under the direction of the Controlling Shareholder to comply with Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 regarding the Guidelines for Governance and Significant Corporate Activities of SOEs. The Integrated Governance Committee has assisted the Board of Commissioners in overseeing and providing advice on the activities of Tugu Group entities related to the Committee's responsibilities, including evaluating Integrated Governance policies and providing recommendations to the Board of Commissioners for the improvement of these policies, monitoring and evaluating the alignment and implementation of Integrated Governance policies within Tugu Group, and offering governance improvement recommendations, such as mitigation efforts and solutions, for strategic issues within Tugu Group based on integrated reviews and evaluations.In carrying out its duties and responsibilities in 2024, the Integrated Governance Committee held 3 (three) meetings, and the results of these meetings were documented in meeting minutes for proper record-keeping.
5.	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 a coordinator in all administrative activities carried out at the Board of Commissioners' Secretariat. The Secretary coordinates the Board of Commissioners' activities within the Company, such as meetings, gatherings, and other related events. Along with the Board of Commissioners' Committees, the Secretary helps prepare the Board of Commissioners' Annual Work Plan and Budget (RKA), conducts analysis of the Company's RKAP (Annual Work Plan and Budget) and Business Plan, and provides recommendations to the Board of Commissioners. Additionally, the Secretary takes meeting minutes and prepares summaries for 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' secretarial responsibilities.

3.C

Direksi
Board of Directors

Direksi merupakan badan pengelola Perusahaan yang sepenuhnya berwenang dan bertanggung jawab dalam mengelola Perusahaan untuk menciptakan nilai tambah dan memastikan kelangsungan usaha.

The Board of Directors is the governing body of the Company, fully empowered and accountable for overseeing its management to create value and ensure business continuity.

Setiap anggota Direksi menjalankan tugas dan mengambil keputusan sesuai dengan pembagian tugas dan wewenang yang tercantum dalam Anggaran Dasar, dengan tetap mematuhi peraturan dan perundang-undangan yang berlaku.

Each Board member carries out their responsibilities and makes decisions in line with the division of duties and authority outlined in the Articles of Association, while adhering to applicable laws and regulations.

Rapat Umum Pemegang Saham (RUPS) memiliki kewenangan tertinggi dalam hal pengangkatan dan pemberhentian anggota Direksi. Sebagai bentuk akuntabilitas, Direksi bertanggung jawab penuh atas laporan pengelolaan Perusahaan yang disampaikan kepada RUPS, sebagai implementasi dari prinsip-prinsip *Good Corporate Governance* (GCG).

The General Meeting of Shareholders (GMS) holds the ultimate authority in the appointment and removal of Board members. In line with the principles of Good Corporate Governance (GCG), the Board of Directors is responsible for submitting the Company's management report to the GMS as part of its commitment to transparency and accountability.

Ketentuan Masa Jabatan Direksi
Provisions for Term of Office of the Board of Directors

Sesuai dengan ketentuan yang ditetapkan dalam RUPS, masa jabatan anggota Direksi yang diangkat oleh RUPS akan berlaku efektif sejak tanggal diterbitkannya penetapan lulus uji kemampuan dan kepatutan oleh OJK, dan berakhir pada saat penutupan RUPS Tahunan ke-3 (tiga), yang menandai akhir dari satu periode masa jabatan. Namun, hak RUPS untuk memberhentikan anggota Direksi kapan saja sebelum masa jabatannya berakhir tetap berlaku.

In accordance with the provisions set forth in the General Meeting of Shareholders (GMS), the term of office of the members of the Board of Directors appointed by the GMS shall become effective from the date of the issuance of the OJK's decision on passing the fit and proper test, and will end at the closing of the third (3rd) Annual GMS, marking the end of one term of office. However, this does not affect the GMS's right to dismiss any member of the Board of Directors at any time before the end of their term.

Masa jabatan anggota Direksi akan berakhir apabila yang bersangkutan mengalami salah satu dari kondisi berikut:
1. Mengundurkan diri secara resmi;
2. Meninggal dunia;
3. Diberhentikan berdasarkan keputusan Rapat Umum Pemegang Saham;
4. Ditempatkan di bawah pengampuan berdasarkan putusan pengadilan yang sah; dan
5. Tidak lagi memenuhi persyaratan yang ditentukan oleh perundang-undangan yang berlaku.

The term of office of a member of the Board of Directors shall end if the member:
1. Resigns;
2. Passes away;
3. Is dismissed by a decision of the General Meeting of Shareholders;
4. Is placed under legal guardianship by a court decision; and
5. No longer meets the requirements set forth by applicable laws and regulations.

Komposisi Direksi Tahun 2024
The Board of Directors Composition in 2024

Tugu Insurance menetapkan komposisi Direksi berdasarkan pada kompleksitas bisnis Perseroan dan struktur organisasi sehingga memungkinkan pengambilan keputusan 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 salah satu di antara anggota Direksi tersebut adalah Presiden Direktur.

Di tahun 2024, komposisi Direksi Tugu Insurance tidak mengalami perubahan sesuai dengan keputusan RUPS Tahunan tanggal 29 April 2024. Informasi lengkap mengenai perubahan komposisi Direksi Tugu Insurance sepanjang tahun 2024 dapat dilihat pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Adapun komposisi Direksi Tugu Insurance per 31 Desember 2024 adalah sebagai berikut:

Tugu Insurance determines the composition of the Board of Directors based on the complexity of the Company's business and organizational structure, enabling effective, accurate, and prompt decision-making to achieve the Company's objectives. The Board Manual stipulates that the number of members of the Board of Directors must be at least 3 (three), with one of them serving as the President Director.

In 2024, the composition of Tugu Insurance's Board of Directors was not changed in accordance with the decision of the Annual General Meeting of Shareholders (AGMS) held on 29 April 2024. Detailed information regarding the changes in the composition of Tugu Insurance's Board of Directors throughout 2024 can be found in the Company Profile section of this Annual Report.

The composition of Tugu Insurance's Board of Directors as of 31 December 2024, 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 Guideline (Board Manual)

Dalam menjalankan tugas dan tanggung jawabnya, Direksi memiliki Pedoman (*Board Manual*) yang 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.

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;

In carrying out their duties and responsibilities, the Board of Directors follows a Board Manual based on OJK Regulation No. 33/2014, which outlines the key duties and functions. As of 31 December 2021, the Board of Commissioners and the Board of Directors have approved the Board Manual, which is an integral part of the Company's Articles of Association and its GCG Soft Structure. The Board Manual governs the working relationship between the Board of Commissioners and the Board of Directors, in accordance with the provisions outlined in the Company's Articles of Association and/or applicable laws and regulations.

The following matters related to the Board of Directors are outlined in the Board Manual, including:
1. Requirements, multiple positions, composition, and term of office of the Board of Directors;
2. Duties, authority, obligations, and responsibilities of the Board of Directors;

3. Rapat Direksi;
4. Waktu kerja Direksi;
5. Komunikasi Direksi;
6. Direksi dalam RUPS;
7. Batasan dan wewenang Direksi;
8. Fungsi pendukung; dan
9. Pelaporan dan pertanggungjawaban Direksi.

3. Board of Directors meetings;
4. Working hours of the Board of Directors;
5. Communication within the Board of Directors;
6. The role of the Board of Directors in the General Meeting of Shareholders (GMS);
7. Limits and authority 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 mengenai segala hal dan kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, dan/atau Keputusan Rapat Umum Pemegang Saham (RUPS);
2. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perseroan sesuai dengan maksud, tujuan, dan 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;
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 (RUPS) untuk disetujui dan disahkan;
8. Menyampaikan Neraca, Laporan Laba Rugi, dan perubahan Direksi dan Dewan Komisaris yang disahkan oleh Rapat Umum Pemegang Saham (RUPS) kepada Menteri yang membidangi Hukum dan Hak Asasi Manusia, sesuai dengan ketentuan peraturan perundang-undangan.
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;

The Board of Directors has the following duties and responsibilities:

1. The Board of Directors is responsible for carrying out all actions related to the management of the Company in the best interest of the Company and in accordance with the objectives and purposes of the Company. The Board of Directors represents the Company both inside and outside of court in all matters and events, with the limitations set forth in the laws and regulations, the Articles of Association, and/or the decisions of the General Meeting of Shareholders (GMS);
2. To ensure and guarantee the implementation of the Company's business and activities in accordance with its objectives, purposes, and business operations;
3. To prepare and submit the Company's Long-Term Plan (RJPP), Work Plan and Budget (RKAP), and any amendments in a timely manner, and submit them to the Board of Commissioners for approval;
4. To provide explanations to the Board of Commissioners regarding the RJPP and RKAP;
5. To prepare the Annual Report as part of the responsibility for managing the Company, as well as the financial documents of the Company as stipulated in the laws regarding Company Documents;
6. To prepare the Financial Statements based on Financial Accounting Standards and submit them to a Public Accountant for auditing;
7. To submit and explain the Annual Report, including the Financial Statements, to the General Meeting of Shareholders (GMS) for approval and ratification;
8. To submit the Balance Sheet, Profit and Loss Statement, and changes in the Board of Directors and Board of Commissioners, which have been ratified by the General Meeting of Shareholders (GMS), to the Minister of Law and Human Rights, in accordance with the applicable laws and regulations;
9. To maintain and store at the Company's registered office:
   - The Shareholder Register;
   - The Special Register;
   - Minutes of the General Meeting of Shareholders (GMS);
   - Minutes of the Board of Commissioners' meetings and Board of Directors' meetings;

- Laporan Tahunan dan dokumen keuangan Perseroan;
- 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 sesuai dengan cara dan waktu yang ditentukan dalam 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 diminta oleh 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 pengurusan, Direksi wajib menyelenggarakan RUPS Tahunan dan RUPS Lainnya sesuai dengan peraturan perundang-undangan dan Anggaran Dasar;

17. Direksi wajib membentuk komite, dengan memperhatikan peraturan perundang-undangan 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 perundang-undangan 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 perundang-undangan 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;

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;

- The Annual Report and financial documents of the Company;
- Other corporate documents.

10. To establish an accounting system in accordance with Financial Accounting Standards and based on internal control principles, particularly the segregation of duties in management, recording, storage, and supervision;

11. To submit periodic reports in the manner and within the time frame as stipulated by applicable regulations, as well as other reports whenever requested by the Board of Commissioners;
12. To prepare the Company's organizational structure along with details and responsibilities;
13. To provide explanations on any matters asked or requested by members of the Board of Commissioners;

14. To prepare and establish the Company's organizational structure;
15. To fulfill other obligations as stipulated in the Articles of Association and determined by the General Meeting of Shareholders (GMS) in accordance with applicable laws;
16. In carrying out management duties and responsibilities, the Board of Directors must hold the Annual General Meeting of Shareholders (AGMS) and other General Meetings of Shareholders as required by applicable laws and the Articles of Association;
17. The Board of Directors is required to form committees, taking into account the applicable laws and regulations;

18. If committees are formed, the Board of Directors is obligated to evaluate the performance of each committee at the end of each financial year;
19. The Board of Directors, together with the Board of Commissioners, is required to prepare:
    a. Guidelines that bind each member of the Board of Directors and Board of Commissioners, in accordance with the applicable laws and regulations;
    b. A code of ethics applicable to all members of the Board of Directors, Board of Commissioners, employees, and other supporting organs of the Company, in accordance with the applicable laws and regulations.
20. Each member of the Board of Directors is fully responsible, jointly and severally, for any losses suffered by the Company caused by errors or negligence of a member of the Board of Directors in performing their duties;
21. A member of the Board of Directors cannot be held accountable for the Company's losses if they can prove:
    a. The losses were not caused by their errors or negligence;
    b. They have carried out management duties in good faith, with full responsibility, and with caution for the benefit of the Company and in accordance with the Company's objectives and purposes;

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 di dalam maupun di luar pengadilan mengenai 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; dan
24. Setiap anggota Direksi wajib melaksanakan tugas dan tanggung jawab dengan itikad baik, penuh tanggung jawab, dan kehati-hatian.

c. They did not have a conflict of interest, either directly or indirectly, regarding the management actions that caused the loss; and
d. They have taken action to prevent or mitigate the continuation of such losses.

22. The Board of Directors represents the Company legally and directly, both inside and outside of court, regarding all matters and events, binding the Company to other parties and vice versa, as well as carrying out all actions related to both management and ownership, with limitations.
23. In carrying out its management duties and responsibilities, the Board of Directors must hold the Annual General Meeting of Shareholders (AGMS) and other General Meetings of Shareholders as required by applicable laws and the Articles of Association; and
24. Each member of the Board of Directors must perform their duties and responsibilities in good faith, with full accountability, and with caution.

Wewenang Direksi
The Authorities of the Board of Directors

Direksi memiliki wewenang untuk menetapkan kebijakan mengenai pengelolaan 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, serta 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, serta penghasilan lain bagi pekerja Perseroan sesuai dengan 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;
4. Melakukan segala tindakan dan perbuatan lainnya yang berkaitan dengan 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 yang 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;

The Board of Directors has the authority to establish policies regarding the management of the Company, which includes:

1. To regulate the delegation of authority by the Board of Directors to represent the Company both in and outside of court, to one or several appointed members of the Board of Directors, or to one or several employees of the Company, either individually or collectively, or to other parties; and to regulate the delegation of authority to represent the Company to Branch Heads or Representative Heads, both domestically and internationally;
2. To regulate provisions related to the Company's employment, including the determination of salaries, pensions or old-age benefits, and other earnings for the Company's employees in accordance with applicable laws and the decisions of the General Meeting of Shareholders;
3. To appoint and dismiss the Company's employees based on the Company's employment regulations and the prevailing labor laws;
4. To take any actions and perform any other deeds related to the management and ownership of the Company's assets, to bind the Company with other parties and/or to bind other parties to the Company, as well as to represent the Company in and outside of court on all matters and events, subject to limitations as stipulated in the applicable laws, the Articles of Association, and/or the resolutions of the General Meeting of Shareholders;
5. The President Director has the right and authority to act for and on behalf of the Board of Directors and is duly authorized to represent the Company;

6. Dalam hal Presiden Direktur tidak hadir atau berhalangan karena sebab apapun juga, maka Presiden Direktur dapat menunjuk 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.

6. In the event the President Director is absent or unable to attend for any reason, the President Director may appoint another member of the Board of Directors to act for and on behalf of the Board of Directors and duly represent the Company;
7. If the President Director does not make such an appointment, any member of the Board of Directors has the right and authority to act for and on behalf of the Board of Directors and duly represent the Company, based on an appointment by the Board of Directors meeting;
8. A member of the Board of Directors is not authorized to represent the Company if:
   a. There is a legal dispute between the Company and the relevant member of the Board of Directors; or
   b. The relevant member of the Board of Directors has a conflict of interest with the Company.
9. In the event of circumstances as referred to in point 8, the party authorized to represent the Company is:
   a. Another member of the Board of Directors who does not have a conflict of interest with the Company;
   b. The Board of Commissioners, if all members of the Board of Directors have a conflict of interest with the Company; or
   c. Another party appointed by the GMS, if all members of the Board of Directors or the Board of Commissioners have a conflict of interest with the Company.
10. The allocation of duties and authority for each member of the Board of Directors shall be determined by the GMS. If the GMS does not determine it, the allocation of duties and authority for each member of the Board of Directors shall be decided based on the resolution 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 dan tanggung jawabnya, Direksi memerlukan persetujuan tertulis dari Dewan Komisaris dengan mematuhi peraturan perundang-undangan yang berlaku serta anggaran dasar Perseroan. Adapun hal-hal yang memerlukan persetujuan tersebut antara lain:

1. Membuka atau menutup kantor cabang, kantor perwakilan, atau jaringan kantor lainnya di lokasi lain, baik di dalam maupun luar wilayah Republik Indonesia, yang ditetapkan oleh Direksi dengan persetujuan Dewan Komisaris;
2. Saham yang masih disimpan oleh Perseroan akan dikeluarkan dengan persetujuan Rapat Umum Pemegang Saham (RUPS). Syarat dan harga saham yang akan dikeluarkan ditentukan oleh Direksi setelah mendapat persetujuan tertulis dari Dewan Komisaris;
3. Menyusun Rencana Jangka Panjang Perseroan (RJPP), Rencana Kerja dan Anggaran Perseroan

In carrying out its duties and responsibilities, the Board of Directors requires written approval from the Board of Commissioners, in compliance with the applicable laws and the company's Articles of Association. The matters that require such approval include the following:

1. Opening or closing branch offices, representative offices, or other office networks at other locations, both within 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 held by the Company will be issued with the approval of the General Meeting of Shareholders (GMS). The terms and price of the shares to be issued are determined by the Board of Directors, subject to prior written approval from the Board of Commissioners;
3. Preparing the Company's Long-Term Plan (RJPP), Work Plan and Budget (RKAP), and any amendments thereto,

(RKAP), serta perubahan-perubahannya, dan menyampaikannya kepada Dewan Komisaris untuk mendapatkan persetujuan;
4. Meminjam atau meminjamkan uang atas nama Perseroan (tidak termasuk pengambilan uang dari Perseroan melalui pinjaman di Bank), dengan nilai yang telah atau akan ditentukan oleh Dewan Komisaris;
5. Mengagunkan harta Perseroan dan memberikan jaminan dengan nilai yang melebihi batas yang telah atau akan ditetapkan oleh Dewan Komisaris;
6. Melepaskan aktiva tetap berupa tanah dan bangunan;

7. Menghapuskan aktiva tetap selain tanah dan bangunan, dengan nilai yang melebihi 25% (dua puluh lima persen) dari total nilai seluruh aktiva tetap Perseroan non-konsolidasi berdasarkan laporan keuangan audit non-konsolidasi tahun buku sebelumnya untuk keperluan tahun buku berjalan;
8. Menghapuskan piutang macet dengan nilai yang melebihi batas yang telah atau akan ditetapkan oleh Dewan Komisaris;
9. Mendirikan usaha baru atau berpartisipasi dalam perusahaan lain, baik di dalam maupun luar negeri, yang tidak terkait dengan penyelamatan piutang sesuai dengan ketentuan yang berlaku;
10. Melakukan likuidasi, menutup, atau melepaskan sebagian atau seluruh penyertaan pada perusahaan lain, baik di dalam maupun luar negeri;
11. Mengadakan kerja sama dengan badan usaha atau pihak di luar kegiatan usaha operasional Perseroan, dalam bentuk kerja sama operasi, kontrak manajemen, dan perjanjian lainnya yang memiliki sifat serupa, dengan jangka waktu atau nilai yang melebihi batas yang telah ditetapkan oleh Dewan Komisaris.
12. Penjualan saham yang masih disimpan (saham dalam portepel) pada anak perusahaan Perseroan yang mengakibatkan kepemilikan Perseroan pada perusahaan anak terdilusi, sehingga menyebabkan Perseroan kehilangan kendali atas anak perusahaan tersebut;
13. Melakukan 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 jika tindakan tersebut termasuk dalam kategori transaksi material yang dikecualikan oleh peraturan Pasar Modal;
14. Mengubah struktur organisasi Perseroan di bawah Direksi, hingga tingkat grup (divisi);
15. Penyampaian rencana kerja tahunan oleh Direksi yang wajib mendapatkan persetujuan dari Dewan Komisaris;

16. Pembagian dividen interim yang ditetapkan berdasarkan keputusan Rapat Direksi, setelah memperoleh persetujuan Dewan Komisaris, dengan memperhatikan proyeksi perolehan laba dan kemampuan keuangan Perseroan.

and submitting them to the Board of Commissioners for approval;

4. Borrowing or lending money on behalf of the Company (excluding withdrawing money from the Company through a bank loan), with the amount to be determined by the Board of Commissioners;
5. Pledging the Company's assets and providing guarantees with values exceeding the limits set or to be set by the Board of Commissioners;
6. Disposing of fixed assets in the form of land and buildings;
7. Disposing of fixed assets other than land and buildings, with an amount exceeding 25% (twenty-five percent) of the total value of the Company's non-consolidated fixed assets based on the non-consolidated audited financial statements of the previous fiscal year for the current fiscal year;
8. Writing off bad debts with values exceeding the limits set or to be set by the Board of Commissioners;

9. Establishing a new business or participating in another company, either domestically or internationally, which is not related to debt recovery in accordance with applicable regulations;
10. Liquidating, closing, or disposing of part or all of the investments in another company, either domestically or internationally;
11. Entering into partnerships with business entities or parties outside the operational activities of the Company, in the form of joint ventures, management contracts, and other agreements of a similar nature, with durations or values exceeding the limits set by the Board of Commissioners.
12. The sale of shares held in custody (shares in portfolio) in the Company's subsidiary that results in the dilution of the Company's ownership in the subsidiary, thereby causing the Company to lose control over the subsidiary;

13. Taking actions that are considered material transactions as defined by regulations in the Capital Market sector, with a specific value set by the Board of Commissioners, except when such actions fall under material transactions exempted by Capital Market regulations;

14. Changing the Company's organizational structure under the Board of Directors, up to the group (division) level;
15. The submission of the annual work plan by the Board of Directors, which must be approved by the Board of Commissioners;
16. The distribution of interim dividends, which is determined based on a resolution of the Board of Directors, after obtaining approval from the Board of Commissioners, considering 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 secara jelas dan komprehensif, sesuai dengan keahlian dan bidangnya. Pembagian tugas dan tanggung jawab ini bertujuan untuk memastikan pelaksanaan serta kelangsungan pencapaian sasaran Perseroan di masa mendatang secara lebih efisien dan efektif. Pembagian tugas Direksi diatur berdasarkan Keputusan Sirkuler Direksi (Board of Directors Resolution) No. 001/2021 tanggal 11 Januari 2021 mengenai Pembagian Tugas dan Wewenang Direksi, yang berlaku efektif sejak 13 November 2020, dan mengalami perubahan pada Keputusan Sirkuler Direksi (Board of Directors Resolution) No. 004/BoR/CSG-ATPI/V/2022 tanggal 17 Mei 2022, yang mencakup hal-hal berikut:

- Penggabungan wewenang, tugas, dan tanggung jawab Direktur Pemasaran Asuransi Minyak & Gas dan Direktur Pemasaran Asuransi Non-Minyak & Gas sebagaimana tercantum dalam BoR No. 001/2021, yang dialihkan kepada Direktur Pemasaran Asuransi;
- Pembagian wewenang, tugas, dan tanggung jawab Presiden Direktur.

Adapun pembagian tugas dan wewenang masing-masing Direksi, antara lain:

The Company regulates the division of duties, functions, and responsibilities of each member of the Board of Directors according to their expertise in a clear and comprehensive manner. This segregation of duties and responsibilities is designed to ensure the effective implementation and long-term sustainability of the Company's goals in a more efficient and effective way. Each member of the Board of Directors is assigned specific responsibilities based on their respective areas of expertise. The duties and responsibilities of each member of the Board of Directors are outlined in the Board of Directors Resolution No. 001/2021, dated 11 January 2021, regarding the Segregation of the Board of Directors' Duties and Authorities, which has been effective since 13 November 2020, and amended by Board of Directors Resolution No. 004/BoR/CSG-ATPI/V/2022, dated 17 May 2022, regarding the following:

- The merging of the authorities, duties, and responsibilities of the Director of Oil & Gas Insurance Marketing and the Director of Non-Oil & Gas Insurance Marketing, as outlined in BoR No. 001/2021, to be transferred to the Director of Insurance Marketing;
- The segregation of authorities, duties, and responsibilities of the President Director.

The division of duties and authorities of each member of the Board of Directors includes, but is not limited to, the following:

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 kegiatan Perseroan, yang mencakup, namun tidak terbatas pada: 1. Bertindak untuk dan atas nama Direksi serta mewakili Perseroan. 2. Menyusun kebijakan, rencana, dan program kerja Perseroan secara umum, termasuk 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 kepada karyawan yang berada di Direktorat di bawahnya. 6. Melaksanakan hal-hal yang diatur dalam Anggaran Dasar serta ketentuan yang berlaku.	The President Director holds the authority, duties, and responsibilities in the Company's activities, including but not limited to: 1. Acting for and on behalf of the Board of Directors and representing the Company. 2. Formulating policies, plans, and work programs for the Company in general, as well as other strategic matters. 3. Preparing and declaring the Shareholders' Resolutions in a notarial deed. 4. Signing all Company documents in accordance with applicable regulations. 5. Delegating part of their authority and/or granting power of attorney to employees within the Directorate. 6. Carrying out tasks as specified in the Articles of Association and applicable regulations.

Nama Name	Jabatan Position	Tugas dan Tanggung Jawab	Duties and Responsibilities
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 dalam 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 yang berkaitan dengan aktivitas keuangan, serta aktivitas yang berada dalam Direktorat di bawahnya, seperti: menandatangani dokumen-dokumen perjanjian terkait fasilitas perbankan, menandatangani akta gadai/fidusia, serta perjanjian terkait aktivitas keuangan lainnya, surat menyurat, memo, dan dokumen lainnya yang berkaitan dengan aktivitas keuangan Perseroan. 4. Memberikan sebagian kewenangannya dan/atau memberikan kuasa kepada karyawan yang berada di Direktorat di bawahnya. 5. Melaksanakan hal-hal yang diatur dalam Anggaran Dasar dan ketentuan yang berlaku.	The Director of Finance and Corporate Services holds the authority, duties, and responsibilities related to financial activities and corporate services, as well as matters within the Directorate under their responsibility, including but not limited to: 1. Acting for and on behalf of the Board of Directors and representing the Company in relation to financial activities. 2. Developing policies, plans, and work programs. 3. Preparing and signing documents related to financial activities, as well as activities within the Directorate under their responsibility, such as: signing agreements related to banking facilities, signing pledge/fiduciary deed agreements, as well as agreements related to other financial activities, correspondence, memos, and other documents related to the Company's financial activities. 4. Delegating part of their authority and/or granting power of attorney to employees within the Directorate. 5. Carrying out tasks as regulated in the Articles of Association and applicable regulations.
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 dalam 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 yang berkaitan dengan aktivitas pemasaran serta hal-hal lainnya yang berada dalam Direktorat di bawahnya, seperti: perjanjian (termasuk perjanjian fidusia), dokumen-dokumen tender, surat menyurat, memo, persetujuan terkait aktivitas pemasaran, serta dokumen lainnya. 4. Memberikan sebagian kewenangannya dan/atau memberikan kuasa kepada karyawan yang berada di Direktorat di bawahnya. 5. Melaksanakan hal-hal yang diatur dalam Anggaran Dasar dan ketentuan yang berlaku.	The Director of Insurance Marketing holds the authority, duties, and responsibilities related to marketing activities, as well as other matters within the Directorate under their responsibility, including but not limited to: 1. Acting for and on behalf of the Board of Directors and representing the Company in relation to marketing activities. 2. Developing policies, plans, and work programs. 3. Preparing and signing documents related to insurance marketing activities, as well as other matters within the Directorate under their responsibility, such as: agreements (including Fiduciary Agreements), tender documents, correspondence, memos, approvals related to marketing activities, and other relevant documents. 4. Delegating part of their authority and/or granting power of attorney to employees within the Directorate. 5. Carrying out tasks as regulated in the Articles of Association and applicable regulations.

Nama Name	Jabatan Position	Tugas dan Tanggung Jawab	Duties and Responsibilities
Sudarlin	Direktur Teknik Technical Director	Direktur Teknik memiliki wewenang, tugas, dan tanggung jawab terkait aktivitas teknik, serta hal-hal lainnya yang berada dalam 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 yang berkaitan dengan aktivitas Teknik dan aktivitas yang berada dalam Direktorat di bawahnya, seperti: perjanjian, surat menyurat, memo, dokumen persetujuan, serta dokumen lainnya. 4. Memberikan sebagian kewenangannya dan/atau memberikan kuasa kepada karyawan yang berada di Direktorat di bawahnya. 5. Melaksanakan hal-hal yang 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.
Edi Yoga Prasetyo	Direktur 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 yang berkaitan dengan aktivitas kepatuhan dan manajemen risiko, serta hal-hal lainnya yang berada dalam Direktorat di bawahnya, seperti: perjanjian, surat menyurat, memo, dan dokumen lainnya. 4. Memberikan sebagian kewenangannya dan/atau memberikan kuasa kepada karyawan yang berada di Direktorat di bawahnya. 5. Melaksanakan hal-hal yang diatur dalam Anggaran Dasar dan ketentuan yang berlaku.	In general, the authorities, duties and responsibilities of the Director of Compliance & Risk Management includes 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 sekali dalam sebulan atau dapat diadakan kapan saja apabila dianggap perlu oleh satu atau lebih anggota Direksi, atau atas permintaan tertulis dari satu atau lebih anggota Dewan Komisaris, atau atas permintaan tertulis dari satu (1) Pemegang Saham atau lebih yang bersama-sama mewakili 1/10 (satu persepuluh) bagian dari jumlah seluruh saham dengan hak suara yang sah;

The Board of Directors Meeting Provisions
The legal basis for the implementation of the Board of Directors' meetings includes, but is not limited to:

1. The Board Manual, which stipulates that Tugu Insurance's Board of Directors meetings are held at least once a month or may be held at any time if deemed necessary by one or more members of the Board of Directors, or upon written request by one or more members of the Board of Commissioners, or upon written request from one (1) or more Shareholders collectively representing 1/10 (one-tenth) of the total shares with valid voting rights;

2. Berdasarkan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan Anggaran Dasar, yang menyatakan bahwa Direksi wajib mengadakan rapat Direksi secara berkala paling kurang satu (1) kali dalam setiap bulan, dan rapat Direksi bersama Dewan Komisaris secara berkala paling kurang satu (1) kali dalam empat (4) bulan; dan

3. Berdasarkan POJK No. 73/POJK.05/2016 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian, yang mewajibkan Direksi perusahaan untuk menyelenggarakan rapat Direksi secara berkala paling sedikit satu (1) kali dalam sebulan dan rapat Direksi bersama Dewan Komisaris paling sedikit empat (4) kali dalam setahun.

Pelaksanaan Rapat Direksi dipimpin oleh Presiden Direktur. Apabila Presiden Direktur tidak dapat hadir atau berhalangan, yang tidak perlu dibuktikan kepada pihak ketiga, maka Rapat Direksi akan dipimpin oleh seorang anggota Direksi yang dipilih dari dan oleh Direksi yang hadir. Hasil Rapat Direksi wajib dituangkan dalam risalah rapat yang didokumentasikan dengan baik. Setiap perbedaan pendapat yang muncul dalam keputusan Rapat Direksi harus dicatat secara jelas dalam risalah rapat, disertai dengan alasan perbedaan pendapat tersebut.

Hingga akhir tahun 2024, Direksi telah melaksanakan Rapat Direksi sebanyak 28 kali dan Rapat Gabungan dengan Dewan Komisaris sebanyak 10 kali. Adapun jumlah Rapat Direksi serta kehadiran masing-masing anggota Direksi dalam Rapat sepanjang tahun 2024 adalah sebagai berikut:

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 mandates that the Board of Directors hold periodic meetings at least once (1) a month, and that the Board of Directors meet with the Board of Commissioners periodically at least once (1) every four (4) months; and
3. POJK No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies, which requires the company's Board of Directors to hold periodic meetings at least once (1) a month, and that meetings between the Board of Directors and the Board of Commissioners occur at least four (4) times per year.

The Board of Directors' meeting is chaired by the President Director. In the event that the President Director is unable to attend the meeting, and this does not need to be proven to a third party, the 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 must be documented in the minutes and properly recorded. Any dissenting opinions raised during the decision-making process of the Board of Directors' meeting must be clearly stated in the minutes, along with the reasons for the dissent.

By the end of 2024, the Board of Directors had conducted 28 Board of Directors Meetings and 10 Joint Meetings with the Board of Commissioners. The number of Board of Directors Meetings held and the attendance of each member throughout 2024 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	28	27	96%
Emil Hakim	28	28	100%
Ery Widiatmoko	28	26	93%
Edi Yoga Prasetyo	25	25	100%
Sudarlin	28	26	93%

Jumlah Rapat dan Kehadiran Direksi dalam Rapat Komisaris Mengundang Direksi Tahun 2024
Total Meeting and Attendance of Board of Directors in Joint Meeting with the Board of Commissioners in 2024

Nama Direksi Name of Board of Directors	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Tingkat Kehadiran Attendance Rate in %
Tatang Nurhidayat	10	10	100%
Emil Hakim	10	9	90%
Ery Widiatmoko	10	10	100%
Edi Yoga Prasetyo	10	10	100%
Sudarlin	10	10	100%

Kehadiran Direksi pada RUPS Tahunan
The Board of Directors Attendance in Annual GMS

Nama Dewan Komisaris Name of Board of Commissioners	Jabatan Position	Kehadiran pada RUPS 29 April 2024 Attendance at Annual GMS on 29 April 2024
Tatang Nurhidayat	Presiden Direktur President Director	Hadir Present
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Service Director	Hadir Present
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	Hadir Present
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Hadir Present
Sudarlin	Direktur Teknik Technical Director	Hadir Present

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 orientasi bagi Direksi yang baru diangkat untuk memberikan pemahaman tentang Perseroan. Program ini bertujuan agar Direksi yang baru dapat memahami tugas, tanggung jawab, dan proses bisnis Perseroan, serta dapat bekerja selaras dengan Organ Perseroan lainnya. Pelaksanaan program orientasi bagi Direksi yang baru diangkat dilaksanakan oleh fungsi Sekretaris Perusahaan.

Pada tahun 2024, tidak ada anggota Direksi baru yang diangkat, sehingga Perseroan tidak melaksanakan program orientasi bagi Direksi baru.

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 mereka 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 untuk meningkatkan efektivitas kerja Direksi;
2. Rencana pelaksanaan 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 guna berbagi informasi dan pengetahuan; dan
4. Anggota Direksi yang bersangkutan wajib membuat laporan mengenai pelaksanaan Program Peningkatan Kompetensi dan menyampaikannya 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 them with knowledge about the Company. The program aims to help them understand their duties and responsibilities as members of the Board of Directors, the Company's business processes, and to ensure they work in harmony with the other organs of the Company. The orientation program for newly appointed Directors is conducted by the Corporate Secretary function.

In 2024, there were no new members appointed to the Board of Directors; therefore, the Company did not conduct an orientation program for new Directors.

Competency Enhancement of the Board of Directors
Tugu Insurance considers its members of the Board of Directors as one of the Company's key assets, playing an important role in its success. To ensure the Board stays updated on the latest developments in the Company's core business and applicable laws and regulations, Tugu Insurance organizes competency enhancement programs for the Board of Directors.

The provisions regarding the competency enhancement program for the Board of Directors are as follows:
1. The competency enhancement program is conducted to improve the effectiveness of the Board's work;
2. The plan to implement the competency enhancement program must be included in the Board of Directors' work plan and budget;
3. Each member of the Board of Directors who participates in the competency enhancement program, such as seminars and/or training, is required to present to the other Board members in order to share information and knowledge; and
4. The concerned Board member must prepare 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 2024, sebagai berikut:

The competency enhancement programs attended by the Board of Directors throughout 2024 are as follows:

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Tatang Nurhidayat	Presiden Direktur President Director	16 Juli 2024 16 July 2024	Jakarta	Sosialisasi Anti Fraud & *Whistleblowing System* Anti-Fraud & Whistleblowing System Socialization	Tugu Institute
		26 Agustus 2024 26 August 2024	Jakarta	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* untuk Manajemen Socialization and Training on the Implementation of Strategy and Service Blueprint for Management	Tugu Institute
		4 November 2024 4 November 2024	Singapur Singapore	20th Singapore International Insurance Conference	Singapore Reinsurance Association
		21 Oktober 2024 21 October 2024	Jakarta	Pemantapan Nilai-Nilai Kebangsaan Strengthening of National Values	Pertamina
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Service Director	26 Agustus 2024 26 August 2024	Jakarta	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* Untuk Manajemen Socialization and Training on the Implementation of Strategy and Service Blueprint for Management	Tugu Institute
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	26 Agustus 2024 26 August 2024	Jakarta	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* Untuk Manajemen Socialization and Training on the Implementation of Strategy and Service Blueprint for Management	Tugu Institute
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	26 Agustus 2024 26 August 2024	Jakarta	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* Untuk Manajemen Socialization and Training on the Implementation of Strategy and Service Blueprint for Management	Tugu Institute
		22 September 2024 22 September 2024	Jakarta	*Insurance Summit*	AAUI
		26 November 2024 26 November 2024	Jakarta	Pelatihan dan Uji Profesi Ajun Ahli Asuransi Syariah-Program Khusus Training and Professional Certification Exam for Associate Expert in Sharia Insurance – Special Program	IIS

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Sudarlin	Direktur Teknik Technical Director	26 Agustus 2024 26 August 2024	Jakarta	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* Untuk Manajemen Socialization and Training on the Implementation of Strategy and Service Blueprint for Management	Tugu Institute
		24 September 2024 24 September 2024	Hong Kong	30th East Asian Insurance Congress (EAIC)	The Hong Kong Federation of Insurers (HKFI)
		4 November 2024 4 November 2024	Singapur Singapore	20th Singapore International Insurance Conference	Singapore Reinsurance Association

Penilaian Kinerja Komite-komite di Bawah Direksi

Performance Assessment of Committee under the Board of Directors

Pada tahun 2024, Direksi menilai bahwa Komite Investasi, Komite Manajemen Risiko, dan Komite Pengarah Teknologi Informasi telah melaksanakan tugas dan tanggung jawabnya dengan baik. Penilaian ini didasarkan pada kinerja Komite-komite tersebut yang diukur menggunakan *Key Performance Indicator* (KPI), yang mencakup beberapa indikator penilaian 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 bahwa Komite Investasi, Komite Manajemen Risiko, dan Komite Pengarah Teknologi Informasi telah menunjukkan kinerja yang baik dalam menjalankan tugas dan tanggung jawabnya pada tahun 2024. Penilaian ini didasarkan pada realisasi pemenuhan tugas masing-masing Komite, kompetensi dan keterampilan anggota, serta tingkat kehadiran mereka dalam Rapat Komite. Direksi juga menilai bahwa Komite-komite tersebut telah bekerja secara efektif dan memberikan kontribusi serta rekomendasi yang mendukung Direksi dalam melaksanakan tugas dan tanggung jawab pengelolaan perusahaan sesuai dengan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

In 2024, the Board of Directors assessed that the Investment Committee, Risk Management Committee, and Information Technology Steering Committee have effectively carried out their duties and responsibilities. This assessment is based on the Board's evaluation of these Committees' performance using Key Performance Indicators (KPIs), which include the following assessment criteria:

1. The realization of the total number of Committee meetings held and work plans implemented;
2. Attendance rates and participation levels in the meetings;
3. Submission of review results to the Board of Commissioners;
4. Timely preparation and submission of Committee reports.

The Board of Directors concluded that the Investment Committee, Risk Management Committee, and Information Technology Steering Committee have performed well in fulfilling their respective duties and responsibilities in 2024. This conclusion is based on the completion of each Committee's tasks, the competence and skills of the members, and the level of attendance at Committee meetings. The Board also assessed that these Committees have worked effectively, providing valuable contributions and recommendations that support the Board of Directors in 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 Directors and the Board of Commissioners

Penilaian Kinerja Dewan Komisaris

The Board of Commissioners' Performance Assessment

Perseroan melakukan evaluasi kinerja Dewan Komisaris melalui *Key Performance Indicators* (KPI) yang disusun secara bersama-sama. KPI ini disusun berdasarkan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP), yang disepakati bersama oleh manajemen dengan memperhatikan visi dan misi Perusahaan, serta masukan dan arahan dari Pemegang Saham dalam Rapat Umum Pemegang Saham (RUPS).

The Company evaluates the performance of the Board of Commissioners using Key Performance Indicators (KPIs) that are developed collaboratively. These KPIs are based on the Company's Long-Term Corporate Plan (RJPP) and Annual Work Plan and Budget (RKAP), which are agreed upon by the management, taking into account the Company's vision and mission, as well as input and direction from the Shareholders during the General Meeting of Shareholders (GMS).

Prosedur Pelaksanaan Penilaian Kinerja Dewan Komisaris

Pemegang Saham dalam Rapat Umum Pemegang Saham (RUPS) berhak untuk melakukan evaluasi atas kinerja Dewan Komisaris setiap tahunnya. Penilaian kinerja Dewan Komisaris dilakukan melalui sistem *self-assessment* oleh Dewan Komisaris. Selanjutnya, sistem penilaian kinerja ini akan dievaluasi oleh Pemegang Saham dalam RUPS.

Procedure of the Board of Commissioners' Performance Assessment

Shareholders have the right to evaluate the performance of the Board of Commissioners annually through the General Meeting of Shareholders (GMS). The performance assessment of the Board of Commissioners is carried out using a self-assessment system by the Board of Commissioners. This performance assessment system will then be evaluated by the Shareholders in the GMS.

Kriteria Penilaian Kinerja Dewan Komisaris

Secara umum, penilaian kinerja anggota Dewan Komisaris ditentukan berdasarkan tugas dan tanggung jawab yang tercantum dalam peraturan perundang-undangan yang berlaku, Anggaran Dasar Perusahaan, dan amanat pemegang saham.

Penilaian kinerja Dewan Komisaris dilakukan berdasarkan pencapaian *Key Performance Indicators* (KPI) serta memperhatikan hasil survei perilaku AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif). KPI merupakan ukuran untuk menilai keberhasilan pelaksanaan tugas dan tanggung jawab Dewan Komisaris dalam melakukan pengawasan dan memberikan nasihat.

Aspek yang dinilai dalam KPI Dewan Komisaris untuk tahun 2024 mencakup empat aspek utama, yaitu: Aspek perencanaan, Aspek pelaksanaan tugas, Aspek pelaporan, dan Aspek dinamis.

Board of Commissioners' Performance Assessment Criteria

In general, the performance assessment of the members of the Board of Commissioners is determined based on their duties and responsibilities as outlined in the applicable laws and regulations, the Company's Articles of Association, and the shareholders' mandate.

The performance assessment of the Board of Commissioners is conducted based on the achievement of Key Performance Indicators (KPI) and by taking into account the AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif) behavior survey. The KPI serves as an assessment measure of the successful implementation of the supervisory and advisory duties and responsibilities of the Board of Commissioners.

The aspects assessed in the KPI for the Board of Commissioners in 2024 include 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 Dewan Komisaris Name of Board of Commissioners	Jabatan Position	Pencapaian Kinerja 2024 Achievement in 2024
Abdul Ghofar [1)]	Presiden Komisaris & Komisaris Independen President Commissioner & 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 an Independent Commissioner in accordance with the Board Manual and established KPIs. • Possesses the competencies that align with the scope of duties and responsibilities. • Attendance in Board of Commissioners meetings was 100%, and in Board of Commissioners meetings with the Board of Directors, the attendance was also 100%.
Bagus Agung Rahadiansyah	Komisaris 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 94% dan dalam Rapat Dewan Komisaris Mengundang Direksi adalah 100%. • Has carried out duties and responsibilities as an Independent Commissioner in accordance with the Board Manual and established KPIs. • Possesses the competencies that align with the scope of duties and responsibilities. • Attendance in Board of Commissioners meetings was 94%, and in Board of Commissioners meetings with the Board of Directors, the attendance was 100%.
Samuel Ramna	Komisaris 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 83% dan dalam Rapat Dewan Komisaris Mengundang Direksi adalah 80%. • Has carried out duties and responsibilities as an Independent Commissioner in accordance with the Board Manual and established KPIs. • Possesses the competencies that align with the scope of duties and responsibilities. • Attendance in Board of Commissioners meetings was 83%, and in Board of Commissioners meetings with the Board of Directors, the attendance was 80%.
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 an Independent Commissioner in accordance with the Board Manual and established KPIs. • Possesses the competencies that align with the scope of duties and responsibilities. • Attendance in Board of Commissioners meetings was 100%, and in Board of Commissioners meetings with the Board of Directors, the attendance was 100%.
Tajudin Noor [2)]	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 an Independent Commissioner in accordance with the Board Manual and established KPIs. • Possesses the competencies that align with the scope of duties and responsibilities. • Attendance in Board of Commissioners meetings was 100%, and in Board of Commissioners meetings with the Board of Directors, the attendance was 100%.

[1)] Diangkat oleh RUPST pada tanggal 29 April 2024 dan sudah efektif menjabat sesuai hasil kelulusan *fit and proper test* dari OJK tanggal 3 Desember 2024
Appointed by the AGMS on 29 April 2024, and officially assumed office following the fit and proper test approval from OJK on 3 December 2024

[2)] Diangkat oleh RUPST pada tanggal 28 April 2023 dan sudah efektif menjabat sesuai hasil kelulusan *fit and proper test* dari OJK tanggal 18 Januari 2024
Appointed by the AGMS on 28 April 2023, and officially assumed office following the fit and proper test approval from OJK on 18 January 2024

Pihak yang Melakukan Penilaian Kinerja Dewan Komisaris

Pihak yang bertanggung jawab untuk melakukan penilaian kinerja Dewan Komisaris adalah Pemegang Saham dalam Rapat Umum Pemegang Saham atau dalam Rapat Pemegang Saham Pengendali. Penilaian kinerja ini dilakukan berdasarkan hasil *self-assessment* yang disampaikan oleh Dewan Komisaris. Hasil evaluasi kinerja tersebut juga berfungsi sebagai sarana untuk menilai serta meningkatkan efektivitas Dewan Komisaris.

The Party Conducting the Board of Commissioners' Performance Assessment

The party responsible for conducting the performance assessment of the Board of Commissioners is the Shareholders at the General Meeting of Shareholders (GMS) or at the Meeting of the Controlling Shareholder. This performance assessment is based on the self-assessment results submitted by the Board of Commissioners. The results of the performance evaluation also serve as a tool for evaluating and improving 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 Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP), atas kesepakatan manajemen dengan memperhatikan visi dan misi Perusahaan serta masukan/arahan Pemegang Saham dalam Rapat Umum Pemegang Saham (RUPS). KPI mengukur capaian kinerja dan diturunkan kepada setiap anggota Direksi, dengan sasaran kinerja masing-masing, sehingga diharapkan setiap anggota Direksi dapat berkontribusi untuk mencapai kinerja Direksi secara berkesinambungan.

The Company assesses the performance of the Board of Directors through Key Performance Indicators (KPIs), which are prepared collectively. The KPIs are developed based on the Company's Long-Term Corporate Plan (RJPP) and Annual Work Plan and Budget (RKAP), in agreement with management, taking into account the Company's vision and mission, as well as input and directions from the Shareholders at the General Meeting of Shareholders (GMS). KPIs measure performance achievements and are then cascaded down to each member of the Board of Directors as their specific performance targets. This approach is intended to ensure that each member of the Board contributes to the overall performance of the Board of Directors on a sustainable basis.

Untuk mencapai kinerja yang diinginkan sesuai dengan target, setiap anggota Direksi menetapkan strategi-strategi yang akan ditempuh berdasarkan kondisi perkembangan dan kebutuhan Perseroan. Faktor-faktor Kunci Keberhasilan (*Critical Success Factors*) ditentukan berdasarkan kondisi Perseroan dari sisi pasar, operasional, dan faktor-faktor penunjang lainnya.

To meet these performance targets, each member of the Board of Directors sets the strategies they will pursue based on the Company's development needs and conditions. The Critical Success Factors (CSFs) are determined by evaluating the Company's situation from the perspectives of the market, operations, and other supporting factors.

Pihak yang Melakukan Penilaian Kinerja Direksi

Procedure of the Board of Directors' Performance Assessment



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.

Tahap Kedua: Evaluasi Penilaian Kinerja
Dewan Komisaris memberikan umpan balik setelah melakukan evaluasi terhadap Laporan Pencapaian Kinerja, dengan memperhatikan penerapan Tata Nilai Budaya AKHLAK dan memberikan pendapat serta saran atas pencapaian kinerja, termasuk di dalamnya rekomendasi Skor atau Nilai Akhir bagi masing-masing anggota Direksi.

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 Initiatives*;
4. Implementasi Tata Kelola Perusahaan yang Baik (GCG) dan HSSE (*Health, Safety, Security, and Environment*);
5. Ketaatan terhadap peraturan perundang-undangan yang berlaku, Anggaran Dasar, ketentuan RUPS, serta kebijakan Perseroan;
6. Kontribusi dalam melaksanakan tugas dan tanggung jawab pengurusan Perseroan;
7. Komitmen dalam memajukan kepentingan Perseroan;
8. Tingkat kehadiran dalam Rapat Direksi, Rapat Gabungan Direksi dengan Dewan Komisaris, serta Rapat Direksi dengan Komite dan fungsi-fungsi di bawah Direksi; dan
9. Optimalisasi pelaksanaan sinergi dalam Pertamina Group.

First Stage: Performance Measurement and Reporting
The Board of Directors evaluates the performance of each Directorate and collegially based on the Company's achievements according to the established timeline, using methods that meet reliability and validity aspects. 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.

Second Stage: Performance Assessment Evaluation
The Board of Commissioners provides feedback after evaluating the Performance Achievement Report, taking into account the AKHLAK Cultural Values and offering opinions and suggestions on performance achievements. This includes recommendations for the Score or Final Score for each Director.

Third Stage: Enactment of Performance Achievement Report
The Directors' Achievement Score or Value is approved during the Performance Review, after evaluation and clarification by the Board of Commissioners and Shareholders regarding the Company's Performance Achievement Report.

Board of Directors' Performance Criteria

The Board of Directors' performance criteria, which are determined collegially, include:

1. The Company Work Plan and Budget (RKAP) for the current year and an overview of financial performance reports, such as: Net Profit, Overhead Costs, EBITDA, RBC, COR, and investment realization (ABI);
2. Achievement of the work programs of the Committees and functions under the Board of Directors;
3. Implementation of Strategic Initiative Programs;
4. Implementation of Good Corporate Governance (GCG) and HSSE (Health, Safety, Security, and Environment);
5. Compliance with applicable laws and regulations, the Articles of Association, provisions of the General Meeting of Shareholders (GMS), and the Company's policies;
6. Contribution to fulfilling the duties and responsibilities of the Company's management;
7. Commitment to advancing the Company's interests;
8. Attendance rate at the Board of Directors meetings, Joint Meetings of the Board of Directors with the Board of Commissioners, and Board of Directors' Meetings with Committees and functions under the Board of Directors; and
9. Optimization of synergies within Pertamina Group.

Kriteria kinerja secara kolegial tersebut kemudian diturunkan kepada masing-masing individu Direksi. Uraian berikut ini menggambarkan fokus utama yang digunakan untuk melakukan penilaian selain dari penilaian yang ditetapkan secara kolegial:

Penilaian Kinerja Masing-masing Anggota Direksi

Informasi mengenai penilaian kinerja masing-masing anggota Direksi hingga akhir tahun 2024 dapat dilihat sebagai berikut:

The collegial performance criteria are cascaded down to each individual member of the Board of Directors. The following descriptions outline the main focus areas for conducting assessments, in addition to those established collegially:

Performance Assessment of the Board of Directors Members

The following table presents the performance assessment of each member of the Board of Directors until the end of 2024:

Nama Direksi Name of Board of Directors	Jabatan Position	Pencapaian Kinerja 2024 Achievement in 2024
Tatang Nurhidayat	Presiden Direktur President Director	1. Tercapainya target EBITDA sesuai RKAP tahun berjalan. 2. Tercapaunya target RBC sesuai RKAP tahun berjalan 3. Tercapainya peringkat Internasional AM Best A- 4. Terlaksananya Strategi Inisiatif dan Aksi Korporasi Perusahaan 1. Achievement of EBITDA target as per the current year's RKAP. 2. Achievement of RBC target as per the current year's RKAP. 3. Achievement of AM Best A- international rating. 4. Implementation of the Company's Strategic Initiatives and Corporate Actions.
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Service Director	1. Tercapainya rasio keuangan sesuai RKAP tahun berjalan 2. Terlaksananya Integrasi Sistem Keuangan untuk Persiapan Penerapan PSAK 117 3. Tercapainya tenggat waktu penyampaian Laporan Keuangan ke Regulator 1. Achievement of financial ratio targets as per the current year's RKAP. 2. Implementation of Financial System Integration for the Preparation of PSAK 117 Adoption. 3. Timely submission of Financial Reports to the Regulator.
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	1. Tercapainya Premi Bruto sesuai RKAP tahun berjalan. 2. Tercapainya target pertumbuhan bisnis *non captive*. 3. Tercapainya indeks *Customer Satisfaction* & indeks *Loyalty* sesuai target. 1. Achievement of Gross Premium in accordance with the current year's RKAP. 2. Achievement of the target growth for non-captive business. 3. Achievement of Customer Satisfaction Index & Loyalty Index as per the target.
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	1. Tercapainya tenggat waktu penyampaian laporan kepatuhan kepada regulator. 2. Tercapainya implementasi GCG sesuai target. 3. Tercapainya peringkat komposit pengelolaan risiko perusahaan sesuai target. 1. Timely submission of compliance reports to the regulator. 2. Successful implementation of GCG as per the target. 3. Achievement of the company's composite risk management rating as per the target.
Sudarlin	Direktur Teknik Technical Director	1. Tercapainya hasil *underwriting* sesuai RKAP tahun berjalan. 2. Tercapainya *loss ratio* sesuai RKAP tahun berjalan. 3. Tercapainya indeks *customer satisfaction* & *Loyalty Index* sesuai target. 1. Achievement of underwriting results as per the current year's RKAP. 2. Achievement of loss ratio as per the current year's RKAP. 3. Achievement of Customer Satisfaction Index & Loyalty Index as per the target.

Pihak yang Melakukan Penilaian

Pihak yang bertanggung jawab melakukan penilaian atas kinerja Direksi adalah Dewan Komisaris, yang 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 responsible for assessing the performance of the Board of Directors is the Board of Commissioners, assisted by the Nomination and Remuneration Committee. The assessment is conducted based on the evaluation of the performance of each Directorate and collegially, based on the Company's achievements.

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 kewenangan untuk mengangkat dan memberhentikan anggota Dewan Komisaris dengan mempertimbangkan visi, misi, dan rencana strategis perusahaan, sehingga memungkinkan pengambilan keputusan yang efektif, cepat, tepat, dan independen. Dalam proses pengangkatan Dewan Komisaris, kandidat Komisaris dapat diajukan oleh pemegang saham pengendali. Profil dan kualifikasi masing-masing kandidat akan dibahas oleh Komite Nominasi dan Remunerasi dalam rapat nominasi. Kandidat yang terpilih akan diangkat setelah mendapatkan persetujuan dari RUPS. Berikut adalah uraian mengenai mekanisme nominasi dan pengangkatan Dewan Komisaris.

The GMS holds full authority to appoint and dismiss members of the Board of Commissioners, taking into account the Company's vision, mission, and strategic plans to facilitate effective, swift, precise, and independent decision-making. When appointing members to the Board of Commissioners, candidates may be nominated by the controlling shareholder. The Nomination and Remuneration Committee will review and discuss the profile and qualifications of each candidate during the nomination meeting. The selected candidate will be appointed upon receiving approval from the GMS. The mechanism for the nomination and appointment of the Board of Commissioners can be outlined 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 merupakan Pihak Utama Perseroan yang bergerak di bidang Lembaga Jasa Keuangan diwajibkan untuk mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK) sebelum melaksanakan tugas, tindakan, dan fungsinya sebagai anggota Dewan Komisaris. Untuk memberikan persetujuan tersebut, OJK akan melakukan penilaian kemampuan dan kepatutan terhadap calon anggota Dewan Komisaris.

In accordance with Financial Services Authority Regulation No. 27/POJK.03/2016 dated 22 July 2016 concerning the Fit and Proper Test for the Main Parties of Financial Services Institutions, candidates for the Board of Commissioners who are considered the Main Parties of the Company must obtain approval from the Financial Services Authority (OJK) before performing their duties, actions, and functions as members of the Board of Commissioners.

Anggota Dewan Komisaris yang telah lulus penilaian kemampuan dan kepatutan tanpa catatan serta telah memperoleh persetujuan dari OJK, menunjukkan bahwa yang bersangkutan memenuhi persyaratan integritas, kompetensi, dan reputasi keuangan yang memadai. Adapun daftar anggota Dewan Komisaris yang telah menjalani penilaian kemampuan dan kepatutan oleh OJK per 31 Desember 2024 adalah sebagai berikut:

To grant this approval, OJK conducts a fit and proper test for prospective Board members. Those who have passed the test without any remarks and have received approval from OJK are deemed to meet the required standards of integrity, competence, and adequate financial reputation. The list of Board of Commissioners members who have undergone the OJK fit and proper test and compliance as of 31 December 2024 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
Abdul Ghofar	Presiden Komisaris & Komisaris Independen President Commissioner & Independent Commissioner	Surat Keputusan OJK No. S-3626/PD.021/2024 – Lulus OJK Decree No. S-3626/PD.021/2024 – Pass	5 Desember 2024 5 December 2024
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 Ramna	Komisaris Commissioner	Surat Keputusan 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. 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 umum, prosedur penetapan remunerasi Dewan Komisaris dilakukan melalui tahapan-tahapan berikut:

- Komite Nominasi dan Remunerasi menyusun dan mengevaluasi struktur, kebijakan, serta besaran remunerasi Dewan Komisaris sesuai dengan peraturan perundang-undangan yang berlaku. Struktur remunerasi ini dapat mencakup 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, kebijakan, dan besaran remunerasi Dewan Komisaris;
- Dewan Komisaris kemudian akan menyampaikan usulan terkait honorarium bagi Dewan Komisaris serta tantiem kepada Pemegang Saham untuk mendapatkan persetujuan dalam RUPS.

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 follows:

- The Nomination and Remuneration Committee prepares and evaluates the structure, policies, and amount of remuneration for the Board of Commissioners in accordance with applicable laws and regulations. The remuneration structure includes salary, honorarium, incentives, and/or benefits, which may be fixed and/or variable;
- Based on the evaluation results, the Nomination and Remuneration Committee will provide recommendations to the Board of Commissioners regarding the remuneration structure, policies, and the amount of remuneration;
- The Board of Commissioners will submit a proposal regarding honorarium for the Board of Commissioners and bonuses to the Shareholders for approval at the General Meeting of Shareholders (GMS).

Kriteria Penetapan Remunerasi Dewan Komisaris

Dalam melaksanakan tugas dan tanggung jawabnya, Dewan Komisaris menerima sejumlah remunerasi dan fasilitas lainnya. Kebijakan pemberian remunerasi dan fasilitas bagi Dewan Komisaris mengacu pada keputusan Pemegang Saham yang ditetapkan dalam Rapat Umum Pemegang Saham (RUPS), dengan memperhatikan hasil kajian yang dilakukan oleh Perusahaan. Kajian mengenai struktur dan jumlah remunerasi Dewan Komisaris didasarkan pada hal-hal berikut:

- Ketentuan dan peraturan perundang-undangan yang berlaku;
- Ketentuan yang berlaku pada PT Pertamina (Persero) sebagai Pemegang Saham Pengendali;
- Kinerja Perusahaan;
- Kewajaran dalam konteks industri perasuransian;
- Regulasi terkait remunerasi lainnya, seperti Upah Minimum dan Undang-Undang Ketenagakerjaan.

Pengkajian ulang terhadap Kebijakan Remunerasi dilakukan secara berkala, termasuk kajian mengenai remunerasi untuk Dewan Komisaris, Direksi, dan Pegawai.

Struktur Remunerasi Dewan Komisaris Tahun 2024

Hasil keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan pada tanggal 29 April 2024 telah menyetujui untuk memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan, dengan terlebih dahulu mendapatkan persetujuan dari Pemegang Saham Perseroan, yaitu PT Pertamina (Persero) sebagai Pemegang Saham Pengendali, untuk menetapkan Tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2024. Selain itu, juga disetujui penetapan besarnya gaji/honorarium, tunjangan, dan fasilitas bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun 2024. Jumlah realisasi remunerasi untuk anggota Dewan Komisaris pada tahun 2024 adalah sebesar Rp15.748.538.660.

Nominasi Direksi

RUPS memiliki wewenang penuh untuk mengangkat dan memberhentikan anggota Direksi, yang dilakukan dengan mempertimbangkan visi, misi, dan rencana strategis Perseroan. Dalam proses pengangkatan Direksi, usulan pengangkatan anggota Direksi kepada RUPS harus didasarkan pada rekomendasi dari Dewan Komisaris atau Komite yang menjalankan fungsi nominasi. Kandidat yang terpilih akan diangkat setelah memperoleh persetujuan dari RUPS. Adapun mekanisme nominasi dan pengangkatan Direksi dapat dijelaskan sebagai berikut:

Criteria for Determining the Board of Commissioners Remuneration

In carrying out their duties and responsibilities, the Board of Commissioners receives remuneration and other facilities, in accordance with the resolutions of the Shareholders as determined in the General Meeting of Shareholders (GMS), taking into account the results of studies conducted by the Company. The review of the structure and amount of remuneration for the Board of Commissioners is based on the following factors:

- Applicable laws and regulations;
- Provisions applicable to PT Pertamina (Persero) as the Controlling Shareholder;
- Company performance;
- Fairness within the Insurance Industry;
- Regulations related to other forms of remuneration, such as Minimum Wage and the Labor Law.

The Remuneration Policy is reviewed periodically, including a review of the remuneration for the Board of Commissioners, Directors, and Employees.

Board of Commissioners Remuneration in 2024

The resolution of the Annual General Meeting of Shareholders (AGMS) held on 29 April 2024, approved the granting of 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 the bonus for the members of the Board of Directors and the Board of Commissioners for the 2024 fiscal year, as well as to determine the amount of salary/honorarium, allowances, and facilities for the members of the Board of Directors and the Board of Commissioners for the 2024 fiscal year. The actual remuneration for members of the Board of Commissioners in 2024 amounted to IDR15,748,538,660.

The Board of Directors Nomination

The GMS holds full authority to appoint and dismiss members of the Board of Directors, taking into account the Company's vision, mission, and strategic plans. In the appointment process, proposals for the appointment of Board members to the GMS must be made based on recommendations from the Board of Commissioners or Committees responsible for the nomination function. Selected candidates will be appointed upon approval by the GMS. The mechanism for the nomination and appointment of Directors is outlined 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 baru berlaku efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK) terkait Penilaian Kemampuan dan Kepatutan. Untuk mengikuti proses Uji Kelayakan dan Kepatutan, Perseroan mengajukan permohonan untuk memperoleh persetujuan calon anggota Direksi kepada OJK.

Daftar anggota Direksi yang telah menjalani penilaian kemampuan dan kepatutan oleh OJK hingga akhir tahun 2024 dapat dilihat sebagai berikut:

In accordance with Financial Services Authority Regulation No. 27/POJK.03/2016 regarding the Fit and Proper Test for Key Parties of Financial Services Institutions, the appointment of members of the Board of Directors becomes effective only after obtaining approval from the Financial Services Authority (OJK) for the Fit and Proper Test. To participate in the Fit and Proper Test process, the Company submits an application to obtain approval for the prospective Board members from OJK.

The list of Board of Directors members who have undergone the OJK Fit and Proper Test as of the end of 2024 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
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 Finance & Corporate Service Director	Surat Keputusan OJK No. KEP-48/KDK.05/2021 – Lulus OJK Decree No. KEP-48/KDK.05/2021 – Pass	10 September 2021 10 September 2021
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	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 Compliance & Risk Management Director	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

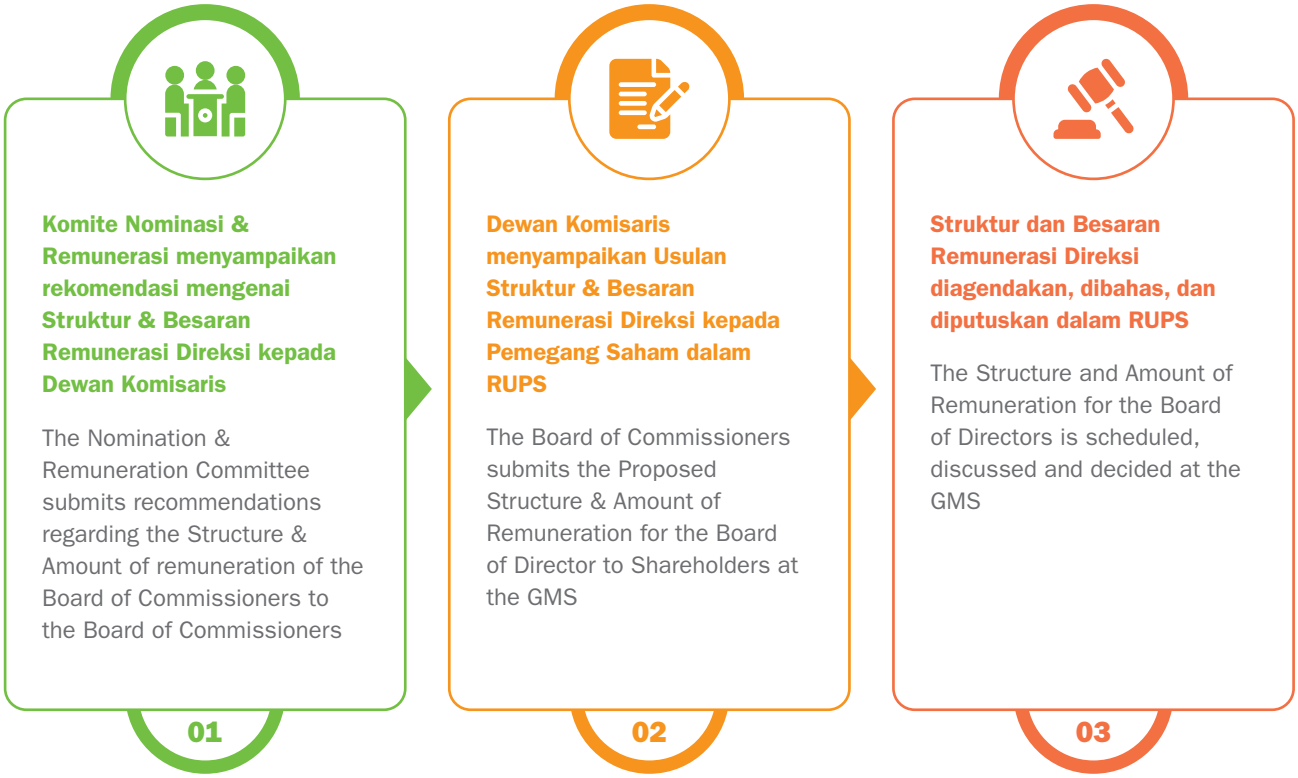
Secara garis besar, prosedur penetapan remunerasi Direksi dilakukan melalui tahapan sebagai berikut:

- Komite Nominasi dan Remunerasi menyusun dan mengevaluasi struktur, kebijakan, dan besaran remunerasi bagi Direksi. Struktur remunerasi tersebut dapat mencakup 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 bagi Direksi; dan
- Dewan Komisaris akan menyampaikan usulan mengenai honorarium, gaji, serta tantiem bagi Direksi kepada Pemegang Saham untuk mendapatkan persetujuan dalam Rapat Umum Pemegang Saham (RUPS).

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:

- The Nomination and Remuneration Committee prepares and evaluates the structure, policies, and amount of remuneration for the Board of Directors. The remuneration structure includes salary, honorarium, incentives, and/or allowances, which may be 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; and
- The Board of Commissioners will submit proposals regarding the honorarium, salary, and bonus for the Board of Directors to the Shareholders for approval at the General Meeting of Shareholders (GMS).



Kriteria Penetapan Remunerasi Direksi

Dalam melaksanakan tugas dan tanggung jawabnya, Direksi menerima sejumlah remunerasi dan fasilitas lainnya. Kebijakan pemberian remunerasi dan fasilitas bagi Direksi mengacu pada keputusan Pemegang Saham yang ditetapkan dalam Rapat Umum Pemegang Saham, dengan mempertimbangkan hasil kajian yang dilakukan oleh Perseroan. Kajian mengenai struktur dan jumlah remunerasi untuk Direksi didasarkan pada hal-hal berikut:

- Ketentuan dan perundang-undangan yang berlaku;
- Ketentuan yang berlaku pada PT Pertamina (Persero) sebagai Pemegang Saham Pengendali;
- Kinerja Perseroan;
- Kewajaran dalam konteks industri perasuransian; dan
- Regulasi terkait remunerasi lainnya, seperti Upah Minimum dan Undang-Undang Ketenagakerjaan.

Pengkajian ulang terhadap Kebijakan Remunerasi dilakukan secara berkala, termasuk kajian mengenai remunerasi Dewan Komisaris, Direksi, dan Pegawai.

Struktur Remunerasi Direksi Tahun 2024

Hasil keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan pada tanggal 29 April 2024 menyetujui pemberian kuasa dan wewenang kepada Dewan Komisaris Perseroan, dengan terlebih dahulu mendapatkan persetujuan dari Pemegang Saham Perseroan, yaitu PT Pertamina (Persero) sebagai Pemegang Saham Pengendali, untuk menetapkan Tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2024, serta untuk menetapkan besarnya gaji/honorarium, tunjangan, dan fasilitas bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun 2024. Jumlah realisasi remunerasi anggota Direksi pada tahun 2024 sebesar Rp36.306.721.725.

Criteria for Determining the Board of Directors Remuneration

In carrying out their duties and responsibilities, the Board of Directors receives remuneration and other facilities. The policy for providing remuneration and other facilities to the Board of Directors refers to the Shareholders' resolution as determined in the General Meeting of Shareholders, considering 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;
- Provisions applicable to PT Pertamina (Persero) as the Controlling Shareholder;
- Company performance;
- Fairness within the Insurance Industry; and
- Regulations related to other forms of remuneration, such as Minimum Wage and Labor Laws.

The Remuneration Policy is reviewed periodically, including a review of the remuneration for the Board of Commissioners, Directors, and Employees.

The Board of Directors Remuneration in 2024

The resolution of the Annual General Meeting of Shareholders (AGMS) on 29 April 2024, approved the granting of 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 bonus for the members of the Board of Directors and the Board of Commissioners for the 2024 fiscal year, and to determine the amount of salary/honorarium, allowances, and facilities for the members of the Board of Directors and the Board of Commissioners for the 2024 fiscal year. The actual remuneration for the members of the Board of Directors in 2024 amounted to IDR36,306,721,725.

3.F

Dewan Pengawas Syariah
Sharia Supervisory Board

Dewan Pengawas Syariah (DPS) merupakan bagian dari Organ Perusahaan yang memiliki 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 berwenang dalam penetapan fatwa di bidang syariah, sebagaimana diatur dalam Undang-Undang No. 40 Tahun 2014 tentang Perasuransian.

The Sharia Supervisory Board (SSB) is part of the Company's organizational structure and has the duty and supervisory functions to oversee the management of the Company's business activities in accordance with Sharia Principles, which refer to Islamic law principles in insurance activities based on fatwas issued by institutions authorized to determine fatwas 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.

The Sharia Supervisory Board was established based on Article 35 (1) of OJK Regulation 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 or Reinsurance Companies that conduct 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 Dewan Pengawas Syariah (DPS) terdiri dari satu orang atau lebih ahli syariah yang diangkat oleh Rapat Umum Pemegang Saham (RUPS) atas rekomendasi Dewan Syariah Nasional (DSN), sebuah badan yang berada di bawah Majelis Ulama Indonesia (MUI). Masa jabatan anggota DPS adalah tiga tahun terhitung sejak penunjukan dalam bentuk akta notaris, namun RUPS memiliki wewenang untuk memberhentikan anggota DPS jika terbukti melanggar ketentuan dalam Anggaran Dasar Perusahaan beserta perubahan-perubahannya.

The Sharia Supervisory Board consists of one or more Sharia experts appointed by the General Meeting of Shareholders (GMS) based on the recommendation of the National Sharia Council (DSN), an agency under the Indonesian Ulema Council (MUI). The term of office for the Sharia Supervisory Board is three years from the date of appointment, as documented in a notarial deed. However, the GMS has the authority to dismiss members of the Sharia Supervisory Board if they are found to have violated the provisions of the Company's Articles of Association and its amendments.

Pengangkatan anggota DPS berlaku efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK) melalui 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 mengikuti proses Penilaian Kemampuan dan Kepatutan, Perseroan mengajukan permohonan untuk memperoleh persetujuan calon anggota DPS kepada OJK.

The appointment of Sharia Supervisory Board members is effective upon receiving approval from the Financial Services Authority (OJK) based on the Fit and Proper Test, in accordance with 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 participate in the Fit and Proper Test process, the Company submits a request for approval of Sharia Supervisory Board members to the OJK.

Susunan Keanggotaan Dewan Pengawas Syariah
Sharia Supervisory Board Membership Composition

Per 31 Desember 2024, komposisi anggota DPS terdiri dari satu orang ketua dan satu orang anggota:

As of 31 December 2024, 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
Prof. 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 Dewan Pengawas Syariah
Profile of Sharia Supervisory Board Members



Nama Name	**Prof. Dr. H. Muhammad Maksum, S.H., M.A., MDC**
Jabatan Position	Ketua DPS Sharia Supervisory Board Chairman
Masa Jabatan Term of Office	2023-2026
Kewarganegaraan Citizenship	Indonesia
Usia Age	47 tahun 47 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). • Magister Hukum Ekonomi di University of Perpignan Via Domitia, Prancis (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 Capital Market Expert 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). • Master of Islamic Economy at Syarif Hidayatullah State Islamic University (2007). • Bachelor's Degree in Sharia, Faculty of Sharia 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 of the Faculty of Sharia and Law at UIN Syarif Hidayatullah (2023-present). • Sharia Supervisory Board Member at Bank DKI Sharia Unit (2021-present). • Sharia Supervisory Board Member at Bank Jago (2021-present). • Secretary of the DSN-MUI Daily Management Board for Banking (2020-2025). • Sharia Supervisory Board Member at PT Allianz Global Investment (2018-present). • Sharia Supervisory Board Member at PT Asuransi Tugu Pratama Indonesia Tbk (2017-present). • Licensed Competency Assessor for Sharia Supervisory from the National Professional Certification Agency (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.	



Nama Name	**dr. Siti Hannah, M.K.M.**
Jabatan Position	Anggota DPS Sharia Supervisory Board Member
Masa Jabatan Term of Office	2023-2026
Kewarganegaraan Citizenship	Indonesia
Usia Age	45 tahun 45 years old
Domisili Domicile	DKI Jakarta

Riwayat Penunjukan Appointment History	Akta Notaris Jose Dima Satria, S.H., M.Kn. No. 1 tanggal 1 Februari 2024. Notarial Deed of Jose Dima Satria, S.H., M.Kn. 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 Office (2017-2019). • Doctor at North Larangan Community Health Center, Tangerang City Health Office (2014-2016). • Supervisor of Health Cadres, a collaboration between PDUI and BTPN (2013-2014). • Interactive Dialogue Doctor, a collaboration between PDUI and BTPN (2011-2014). • Health Services Doctor, a collaboration between PDUI and BTPN (2011-2014). • Banten Provincial Health Office (2010-2014). • Regional Non-Permanent Doctor, Banten Province (2007-2010). • Chairman of the Supervisory Board, 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

Dewan Pengawas Syariah (DPS) memiliki tugas pokok untuk melaksanakan pengawasan serta memberikan 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 *tabarru'*, dana *tanahud*, dana perusahaan, maupun dana investasi peserta;
2. Produk asuransi syariah yang dipasarkan; dan
3. Praktik pemasaran produk asuransi syariah.

The Sharia Supervisory Board (SSB) has the primary duty to carry out supervisory tasks and provide advice and recommendations to the Board of Directors to ensure that the Company's business activities comply with Sharia Principles. These supervisory and advisory duties are carried out on:
1. Activities related to the management of assets and liabilities, including tabarru' and tanahud funds, company funds, and participant investment funds;
2. Marketed sharia insurance products; and
3. Marketing practices of sharia insurance products.

Pemberian Nasihat, Saran serta Pengawasan Pemenuhan Prinsip Syariah di Pasar Modal

Tugas pengawasan serta pemberian nasihat dan saran oleh Dewan Pengawas Syariah (DPS) dilakukan melalui rapat yang diselenggarakan sebagai berikut:
1. Rapat Rutin, yang diselenggarakan setiap bulan atau minimum enam kali dalam satu tahun (sesuai dengan POJK No. 73/POJK.05/2016 tanggal 28 Desember 2016). Dalam rapat ini, Tim Syariah akan memberikan informasi terkini kepada DPS mengenai:
   a. Pencapaian bisnis dan tinjauan atas rencana kerja;
   b. Tindak lanjut atas notulen rapat dari periode sebelumnya;
   c. Membahas potensi bisnis yang ditemui dan membahas hal-hal yang perlu didiskusikan serta meminta pendapat dari sudut pandang Syariah.

Provision of Advice, Suggestion, and Supervision on Fulfillment of Sharia Principles in Capital Market

Advisory and supervisory duties are carried out by the Sharia Supervisory Board through meetings with the following details:
1. Regular Meeting, held every month or at least 6 (six) times a year (in accordance with POJK No. 73/POJK.05/2016 dated 28 December 2016). In these meetings, the Sharia Team provides the Sharia Supervisory Board with the latest information regarding:
   a. Business achievements and a review of the work plan;
   b. Follow-up on the minutes of the meetings from the previous period;
   c. Discussion of existing business opportunities and relevant matters that need to be addressed, requiring opinions from a Sharia perspective.

2. Rapat *Ad Hoc*/Sewaktu-waktu, yang diselenggarakan jika ada keperluan mendesak untuk meminta pandangan dari DPS.

2. Ad Hoc Meetings, held as needed when there is an urgent need to seek opinions from the Sharia Supervisory Board.

Rapat dan Tingkat Kehadiran Dewan Pengawas Syariah

Sharia Supervisory Board Meeting Frequency

Ketentuan Rapat Dewan Pengawas Syariah (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 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 tersebut; dan
4. Anggota DPS yang hadir maupun yang tidak hadir dalam rapat DPS berhak menerima salinan risalah rapat DPS.

Pada tahun 2024, DPS telah melaksanakan rapat internal sebanyak 6 (enam) kali. Jumlah rapat tersebut telah memenuhi ketentuan POJK No. 73/2016, dengan rincian jumlah rapat dan kehadiran dalam rapat DPS sebagaimana tabel berikut:

The provisions of Sharia Supervisory Board (SSB) Meetings as stipulated in POJK No. 73/POJK.05/2016 (POJK No. 73/2016) concerning Good Corporate Governance for Insurance Companies are as follows:

1. The Sharia Supervisory Board is required to hold regular SSB Meetings at least 6 (six) times a year;
2. The results of the Sharia Supervisory Board Meetings as referred to in paragraph (1) must be documented in the minutes of the SSB meeting and properly recorded;
3. Dissenting opinions expressed during the Sharia Supervisory Board Meeting resolutions must be clearly stated in the minutes of the meeting along with the reasons for the dissenting opinions; and
4. Members of the Sharia Supervisory Board, whether present or absent, are entitled to receive a copy of the minutes of the meeting.

In 2024, the Sharia Supervisory Board held 6 (six) internal meetings. The total number of Sharia Supervisory Board meetings has complied with the provisions of POJK No. 73/2016, with the details of the meetings and attendance as shown 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	6	6	100%	-
dr. Siti Hannah, M.K.M.	6	5	83%	-

4.

Komite dan Fungsi di Bawah Dewan Komisaris

Committees Under The Board of Commissioners

4.A

Komite Audit

Audit Committee

Dalam mendukung pelaksanaan tugas Dewan Komisaris, Komite Audit menjalankan fungsi pengawasan atas hal-hal yang berkaitan dengan informasi keuangan, sistem pengendalian internal, serta efektivitas pemeriksaan oleh auditor internal dan eksternal. Komite Audit melakukan pemantauan dan evaluasi terhadap perencanaan dan pelaksanaan audit untuk menilai kecukupan pengendalian internal, termasuk proses pelaporan keuangan.

Pembentukan Komite Audit di Tugu Insurance berpedoman pada Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, serta Peraturan Otoritas Jasa Keuangan No. 73/POJK.05/2016 tentang Penerapan Tata Kelola yang Baik bagi Perusahaan Perasuransian.

Piagam Komite Audit

Piagam Komite Audit adalah pedoman kerja Komite Audit dalam melaksanakan fungsinya untuk membantu tugas pengawasan Dewan Komisaris. Dengan adanya piagam tersebut, diharapkan tugas dan kewenangan Komite Audit dapat dilaksanakan secara profesional, efisien, efektif, independen, serta bebas dari intervensi.

Piagam Komite Audit disusun berdasarkan peraturan perundang-undangan yang berlaku dan merupakan bagian dari struktur tata kelola perusahaan Tugu Insurance. Piagam ini pertama kali disahkan oleh Dewan Komisaris pada 7 Mei 2014, dan telah dikaji ulang serta dimutakhirkan secara berkala. Pembaruan terakhir disahkan oleh Dewan Komisaris pada 12 November 2021.

Dalam Piagam Komite Audit Tugu Insurance diatur mengenai pembentukan, organisasi dan masa kerja, tugas, tanggung jawab dan wewenang, prosedur kerja, mekanisme pelaporan, serta penanganan pengaduan.

To support the duties of the Board of Commissioners, the Audit Committee performs supervisory functions on matters related to financial information, internal control systems, as well as the effectiveness of audits conducted by both internal and external auditors. This includes monitoring and evaluating the planning and execution of audits to assess the adequacy of internal controls, particularly in the financial reporting process.

The establishment of Tugu Insurance's Audit Committee is based on the Financial Services Authority Regulation No. 55/POJK.04/2015 regarding the Establishment and Guidelines for the Work 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.

Audit Committee Charter

The Audit Committee Charter outlines the operational procedures of the Audit Committee in carrying out its duties to assist the Board of Commissioners in their supervisory role. This charter is designed to ensure that the Audit Committee's duties and authorities are executed in a professional, efficient, effective, independent, and intervention-free manner.

The Audit Committee Charter is a key part of Tugu Insurance's Good Corporate Governance (GCG) Soft Structure and is created in compliance with prevailing laws and regulations. Initially approved by the Board of Commissioners on 7 May 2014, the charter is periodically reviewed and updated. The most recent update was approved on 12 November 2021.

The Charter covers several important aspects, including the formation, organization, and term of office of the Audit Committee, as well as its duties, responsibilities, and authorities. Additionally, it outlines the work procedures, reporting mechanisms, and the process for handling 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 jabatan anggota Komite Audit tidak boleh melebihi masa jabatan Dewan Komisaris dan dapat dipilih kembali hanya untuk satu periode berikutnya, sesuai dengan ketentuan dalam Peraturan Otoritas Jasa Keuangan, tanpa mengurangi hak Dewan Komisaris untuk memberhentikan anggota Komite Audit sewaktu-waktu.

The Audit Committee's members are appointed and dismissed by the Board of Commissioners. The term of office of the Audit Committee members may not exceed the term of office of the Board of Commissioners and may be reappointed for only one subsequent period, as stipulated in the Financial Services Authority regulations, without prejudice to the right of the Board of Commissioners to dismiss them at any time.

Komposisi Komite Audit terdiri dari seorang Ketua dan minimal 2 (dua) orang anggota. Ketua Komite Audit adalah Komisaris Independen, sementara anggotanya dapat terdiri dari Komisaris dan/atau pihak luar yang independen. Ketua dan anggota Komite Audit diangkat oleh Dewan Komisaris berdasarkan persyaratan kompetensi dan kebutuhan Perseroan, dengan mengacu pada peraturan perundang-undangan yang berlaku.

The Audit Committee consists of a Chairman and at least two (2) members. The Chairman of the Audit Committee serves as an Independent Commissioner, while the members may consist of Commissioners and/or independent external parties. The Chairman and members of the Audit Committee are appointed by the Board of Commissioners based on competency requirements and the Company's needs, in accordance with applicable laws and regulations.

Pada tahun 2024, susunan anggota Komite Audit telah disahkan dalam Surat Keputusan Dewan Komisaris No. No. 10/SKK-ATPI/X/2024 dan disampaikan kepada Otoritas Jasa Keuangan melalui Surat No. 095/S/CRD-ATPI/X/2024 tanggal 3 Oktober 2024.

In 2024, the composition of the Audit Committee was approved in the Board of Commissioners Decree No. 10/SKK-ATPI/X/2024 and submitted to the Financial Services Authority (OJK) through Letter No. 095/S/CRD-ATPI/X/2024 dated 3 October 2024.

Adapun susunan keanggotaan Komite Audit Tugu Insurance per 31 Desember 2024 adalah sebagai berikut:

The composition of the Audit Committee of Tugu Insurance as of 31 December 2024 is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Term of Office
Poerwo Tjahjono	Ketua Chairman	Surat Keputusan Dewan Komisaris No. 09/SKK-ATPI/XII/2023 tanggal 29 Desember 2023 tentang Perubahan Susunan Anggota Komite Audit PT Asuransi Tugu Pratama Indonesia Tbk. Board of Commissioners Decree No. 09/SKK-ATPI/XII/2023 dated 29 December 2023 regarding the Change in the Composition of the Audit Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2024-31 Desember 2026 1 January 2024-31 December 2026
Dini Rosdini	Anggota Member	Surat Keputusan Dewan Komisaris No. 09/SKK-ATPI/XII/2023 tanggal 29 Desember 2023 tentang Perubahan Susunan Anggota Komite Audit PT Asuransi Tugu Pratama Indonesia Tbk. Board of Commissioners Decree No. 09/SKK-ATPI/XII/2023 dated 29 December 2023 regarding the Change in the Composition of the Audit Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2024-14 Agustus 2024 1 January 2024-14 August 2024
Bambang Suprihanto	Anggota Member	Surat Keputusan Dewan Komisaris No. 09/SKK-ATPI/XII/2023 tanggal 29 Desember 2023 tentang Perubahan Susunan Anggota Komite Audit PT Asuransi Tugu Pratama Indonesia Tbk. Board of Commissioners Decree No. 09/SKK-ATPI/XII/2023 dated 29 December 2023 regarding the Change in the Composition of the Audit Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2024-31 Desember 2026 1 January 2024-31 December 2026
Ari Marsudi	Anggota Member	Surat Keputusan Dewan Komisaris No. 10/SKK-ATPI/X/2024 tanggal 1 Oktober 2024 tentang Perubahan Susunan Anggota Komite Audit PT Asuransi Tugu Pratama Indonesia Tbk. Board of Commissioners Decree No. 10/SKK-ATPI/X/2024 dated 1 October 2024 regarding the Change in the Composition of the Audit Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Oktober 2024-30 September 2027 1 October 2024-30 September 2027

Profil Komite Audit
Audit Committee Profile

Nama Name	**Poerwo Tjahjono**
Jabatan Position	Ketua Komite Audit Chair of the Audit Committee
Keterangan Description	Profil lengkap Bapak Poerwo Tjahjono dapat dilihat pada profile Dewan Komisaris pada Laporan Tahunan ini. The full profile of Mr. Poerwo Tjahjono can be found in the Board of Commissioners profile section of this Annual Report.

Nama Name	**Bambang Suprihanto**
Jabatan Position	Anggota Member
Masa Jabatan Term of Office	1 Oktober 2024 s.d 30 September 2027 1 October 2024-30 September 2027
Kewarganegaraan Citizenship	Indonesia
Usia Age	58 tahun 58 years old
Domisili Domicile	Kota Bogor, Jawa Barat
Pendidikan dan Pelatihan Education and Training	• Master in Financial Management, Universitas Jendral Soedirman • Sarjana Ekonomi Manajemen, Universitas Gajah Mada • Master in Financial Management, Universitas Jenderal Soedirman • Bachelor's Degree in Economics Management, Universitas Gajah Mada
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Internasional Director PPTE Singapore (PPTE Tokyo Subsidiary) 2022 • President Director PPTE Tokyo (Pertamina Affiliate) 2022 • Vice Presiden Gas, Power & NRE Business Development and Portofolio (2019-2022) • Vice President Corporete Action & Synergy (2018-2019) • Vice President Finance Project (2016-2018) • Vice President Treasury Pertamina Gas (2013-2016) • AR Manager (Controller) (2011-2013) • Finance Manager Unit Pemasaran III & IV (2009-2011) • SAP Project (2007-2008) • Controller Unit Pengolahan IV & V (2003-2007) Tidak memiliki rangkap jabatan di Tugu Insurance maupun perusahaan/lembaga lain. • International Director, PPTE Singapore (PPTE Tokyo Subsidiary) (2022) • President Director, PPTE Tokyo (Pertamina Affiliate) (2022) • Vice President Gas, Power & NRE Business Development and Portfolio (2019-2022) • Vice President Corporate Action & Synergy (2018-2019) • Vice President Finance Project (2016-2018) • Vice President Treasury, Pertamina Gas (2013-2016) • AR Manager (Controller) (2011-2013) • Finance Manager, Unit Pemasaran III & IV (2009-2011) • SAP Project (2007-2008) • Controller, Unit Pengolahan IV & V (2003-2007) No concurrent positions in Tugu Insurance or other companies/institutions.
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali. No affiliation with members of the Board of Commissioners, Board of Directors, or Major/Controlling Shareholders.

Nama Name	**Ari Marsudi**
Jabatan Position	Anggota Member
Masa Jabatan Term of Office	1 Oktober 2024 s.d 30 September 2027 1 October 2024-30 September 2027
Kewarganegaraan Citizenship	Indonesia
Usia Age	62 tahun 62 years old
Domisili Domicile	Tangerang Selatan, Banten

Pendidikan dan Pelatihan Education and Training	Ekonomi Akuntansi, Universitas Gadjah Mada Bachelor's Degree in Accounting Economics, Universitas Gadjah Mada	
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Nomination & Remuneration Committee, Board of Commissioners, PT. Pertamina Hulu Energi (Juli 2020-Agustus 2023) • Risk Management & Human Resources Committee, Board of Commissioners, PT. Pertamina Hulu Energi. (Oktober 2019-Juni 2020) • Vice President Financial Accounting & Reporting, Controller, Dit. Keuangan, PT. Pertamina (Persero) (Desember 2015-Juli 2018) • Chief of Investment Committee, PT Asuransi Jiwa Tugu Mandiri (Januari 2017-Juli 2018) • Vice President Controller, Dit. Finance & Business Support, PT. Pertamina Hulu Energi (Juni 2012-Desember 2015) • Manager General Accounting, Dit. Keuangan, PT Pertamina (Persero) (Juli 2010-Juni 2012) • Manager Finance & Account, PCPP Operating Co. Sd. Bhd., Block SK 305, Malaysia (Januari 2006-Juni 2010) • Finance Manager, Daerah Operasi Hulu Eksplorasi & Produksi Kalimantan, PT. Pertamina (Persero) (Juni 2005-Desember 2005) • Head of Controller, Daerah Operasi Hulu Eksplorasi & Produksi Jawa Bagian Barat, PT. Pertamina (Persero) (Maret 2004-Mei 2005) • Head of Controller, Daerah Operasi Hulu Eksplorasi & Produksi Prabumulih, PERTAMINA. (Desember 2001-Februari 2004) • Head of Controller, Daerah Operasi Hulu Eksplorasi & Produksi Jambi, PERTAMINA (Juli 1996-November 2001) • Supervisor Oil & Gas Accounting and Refinery Cost Reporting, Keuangan UP III Plaju, PERTAMINA (September 1992-Juni 1996) • Management Trainee: Bimbingan Profesi Sarjana Akuntansi (BPSA), Dit. Finance, PERTAMINA (Oktober 1991-September 1992) • Lecturer of Economic & Business Faculty, Diponegoro University, Semarang • Auditor of Koperasi Jasa Audit, Semarang • Auditor of KAP Tahrir Hidayat & Rekan, Semarang (Agustus 1988-September 1991) • Lecturer of Stikubank, Semarang (September 1987-Juli 1988) Tidak memiliki rangkap jabatan di Tugu Insurance maupun perusahaan/lembaga lain.	• Nomination & Remuneration Committee, Board of Commissioners, PT Pertamina Hulu Energi (July 2020-August 2023) • Risk Management & Human Resources Committee, Board of Commissioners, PT Pertamina Hulu Energi (October 2019-June 2020) • Vice President of Financial Accounting & Reporting, Controller, Finance Directorate, PT Pertamina (Persero) (December 2015-July 2018) • Chief of Investment Committee, PT Asuransi Jiwa Tugu Mandiri (January 2017-July 2018) • Vice President Controller, Finance & Business Support Directorate, PT Pertamina Hulu Energi (June 2012-December 2015) • General Accounting Manager, Finance Directorate, PT Pertamina (Persero) (July 2010-June 2012) • Finance & Account Manager, PCPP Operating Co. Sd. Bhd., Block SK 305, Malaysia (January 2006-June 2010) • Finance Manager, Upstream Exploration & Production Operations, Kalimantan Region, PT Pertamina (Persero) (June 2005-December 2005) • Head of Controller, Upstream Exploration & Production Operations, West Java Region, PT Pertamina (Persero) (March 2004-May 2005) • Head of Controller, Upstream Exploration & Production Operations, Prabumulih, PERTAMINA (December 2001-February 2004) • Head of Controller, Upstream Exploration & Production Operations, Jambi, PERTAMINA (July 1996-November 2001) • Supervisor of Oil & Gas Accounting and Refinery Cost Reporting, Finance, UP III Plaju, PERTAMINA (September 1992-June 1996) • Management Trainee: Bachelor's Degree Accounting Professional Development Program (BPSA), Finance Directorate, PERTAMINA (October 1991-September 1992) • Lecturer at the Faculty of Economics & Business, Diponegoro University, Semarang • Auditor at Koperasi Jasa Audit, Semarang • Auditor at KAP Tahrir Hidayat & Rekan, Semarang (August 1988-September 1991) • Lecturer at Stikubank, Semarang (September 1987-July 1988) Does not hold concurrent positions at Tugu Insurance or any other company/institution.
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/Pengendali. No affiliation with members of the Board of Commissioners, Board of Directors, or Major/Controlling Shareholders.	

Persyaratan dan Kualifikasi Anggota Komite Audit

Terms and Qualifications of Audit Committee Members

Sebagai perusahaan terbuka, Tugu Insurance tunduk pada Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 ("POJK No. 55/2015") tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit. Sesuai dengan POJK No. 55/2015, anggota Komite Audit Tugu Insurance telah mematuhi ketentuan yang berlaku dan memenuhi persyaratan yang ditetapkan.

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, the members of Tugu Insurance's Audit Committee have adhered to the applicable rules and requirements.

Anggota Komite Audit Perseroan juga telah memenuhi kualifikasi pendidikan dan pengalaman kerja yang relevan, yang wajib dimiliki oleh anggota Komite Audit perusahaan perasuransian, sebagai berikut:

The Company's Audit Committee members have also met the educational qualifications and relevant work experience that must be held by members of the Audit Committee of an insurance company, as follows:

Kriteria Criteria	Poewo Tjahjono	Dini Rosdini	Bambang Suprihanto	Ari Marsudi
Memiliki integritas yang tinggi, kemampuan, pengetahuan, dan pengalaman yang memadai sesuai dengan latar belakang pendidikan, 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, as well as the ability to communicate effectively, including allocating 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 serta peraturan lain yang relevan. Understand the laws and regulations in the insurance sector and other relevant legislation.	✓	✓	✓	✓
Memiliki pengetahuan yang baik mengenai kondisi keuangan perusahaan asuransi serta senantiasa meningkatkan kompetensi melalui pendidikan dan pelatihan. Have good knowledge of the financial condition of the insurance company and continuously improve competence through education and training.	✓	✓	✓	✓
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 andal, 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.	✓	✓	✓	✓

Kriteria Criteria	Poewo Tjahjono	Dini Rosdini	Bambang Suprihanto	Ari Marsudi
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 dan anggotanya tidak memiliki benturan kepentingan yang dapat mempengaruhi kemandiriannya dalam menjalankan tugas. Mereka tidak memiliki hubungan darah dengan anggota Komite Audit lainnya, Direksi, atau Pemegang Saham hingga derajat ketiga, baik secara vertikal maupun horizontal, atau melalui ikatan perkawinan. Selain itu, mereka juga tidak memiliki hubungan keuangan dengan pihak-pihak tersebut.

To maintain its independence, the Audit Committee is chaired by an Independent Commissioner, and its members have no conflicts of interest that affect their independence in carrying out their duties. They do not have blood relations with fellow members of the Audit Committee, the Board of Directors, or Shareholders up to the third degree of consanguinity, either vertically or horizontally, or through marital relationships, and they do not have financial relationships with any of these parties.

Demikian pula, anggota lain dari Komite Audit adalah pihak eksternal yang tidak memiliki hubungan keuangan, pengelolaan, kepemilikan saham, dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau Pemegang Saham Pengendali, atau hubungan lain yang dapat mempengaruhi kemampuannya untuk bertindak secara independen.

Similarly, the other members of the Audit Committee are external parties who have no financial, managerial, shareholding, and/or familial relations with the Board of Commissioners, the Board of Directors, or the controlling Shareholders, nor any other relationships that could influence their ability to act independently.

Independensi anggota Komite Audit dapat dilihat dalam tabel berikut:

The independence of the Audit Committee members is outlined in the following table:

Tabel Hubungan Kekeluargaan dan Hubungan Keuangan
Table of the 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 [1)]	✕	✕	✕	✕	✕	✕
Bambang Suprihanto	✕	✕	✕	✕	✕	✕
Ari Marsudi [2)]	✕	✕	✕	✕	✕	✕

1) Tidak lagi menjabat sebagai Anggota Komite Audit sejak tanggal 14 Agustus 2024
No longer serving as a Member of the Audit Committee as of 14 August 2024

2) Efektif menjabat sebagai Anggota Komite Audit sejak 1 Oktober 2024
Effectively appointed as a Member of the Audit Committee starting 1 October 2024

Tabel Independensi
Independence Table

Aspek Independensi Independence Aspect	Poerwo Tjahjono	Dini Rosdini	Bambang Suprihanto	Ari Marsudi
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 the last 6 (six) months.	✓	✓	✓	✓
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, baik 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 a business relationship, either directly or indirectly, with the business activities of the Issuer or Public Company.	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik atau pejabat pemerintah daerah. Does not serve as an administrator of political parties or a local government official.	✓	✓	✓	✓

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
   a. 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;
   b. 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;
   c. Memberikan persetujuan awal (*pre-approval*) untuk jasa non-audit yang akan ditugaskan kepada auditor independen;
   d. Memantau dan memastikan bahwa auditor independen telah melakukan audit atas laporan keuangan sesuai dengan Standar Profesional Akuntan Publik;
   e. Memberikan pendapat independen jika terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya;
   f. Mengusulkan pemutusan hubungan kerja dengan auditor independen kepada Dewan Komisaris jika:
      i. Terdapat indikasi kuat bahwa independensi auditor independent diragukan;
      ii. Terbukti bahwa auditor independen tidak melakukan audit sesuai dengan Standar Profesional Akuntan Publik setelah mendapat teguran resmi dari Komite Audit.
2. Sistem Pengendalian Internal
   a. Melakukan penelaahan atas ketaatan terhadap ketentuan peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan;
   b. Melakukan penelaahan atas kecukupan usaha manajemen dalam mendesain dan melaksanakan sistem pengendalian internal yang efektif;
   c. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal; dan

The Audit Committee is responsible for providing opinions or suggestions to the Board of Commissioners regarding reports or matters submitted by the Board of Directors. The Audit Committee also continuously identifies issues that require the Board of Commissioners' attention and performs other duties related to the Board of Commissioners' responsibilities, including the following:

1. Financial Reports
   a. Reviewing the adequacy of financial information released by the Company to the public and/or authorities, including financial statements, projections, and other reports related to the Company's financial information;
   b. Providing recommendations to the Board of Commissioners on the appointment of public accountants and public accounting firms based on independence, scope of work, and remuneration for general audits of the Company's financial reports, proposing audit service fees, and overseeing the audit work, including recommending the termination of the relationship with a public accountant and/or public accounting firm;
   c. Granting pre-approval for non-audit services to be assigned to independent auditors;
   d. Monitoring and ensuring that the independent auditor has conducted the audit of the financial statements in accordance with the Professional Standards for Public Accountants;
   e. Providing an independent opinion in cases of disagreement between management and the auditor regarding the services provided;
   f. Proposing the termination of the relationship with the independent auditor to the Board of Commissioners if:
      i. There are strong indications that the independence of the independent auditor has been compromised;
      ii. It is proven that the independent auditor has not conducted the audit according to the Professional Standards for Public Accountants after receiving a formal warning from the Audit Committee.
2. Internal Control Systems
   a. Reviewing compliance with laws and regulations related to the Company's activities;
   b. Reviewing the adequacy of management's efforts to design and implement an effective internal control system;
   c. Reviewing the implementation of internal audits and monitoring the follow-up actions taken by the Board of Directors on internal audit findings; and

d. Memastikan pengendalian internal dilakukan dengan baik.

3. Koordinasi dengan Audit Internal
   Melakukan koordinasi dengan auditor internal dalam pelaksanaan tugasnya.
4. Manajemen Risiko dan Kepatuhan terhadap Peraturan Perundang-Undangan
   a. Melakukan pemantauan terhadap efektivitas manajemen dalam upaya penilaian dan pengelolaan risiko serta kepatuhan terhadap peraturan perundang-undangan;
   b. Melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi, dan berkoordinasi dengan Komite Pemantau Risiko.
5. Pengaduan kepada Perusahaan (*Whistleblower*)
   a. Melakukan pemantauan terhadap efektivitas mekanisme pengaduan dari pegawai atau pihak ketiga yang dilakukan oleh manajemen;
   b. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan.
6. Kerahasiaan Dokumen dan Informasi
   Menjaga kerahasiaan dokumen, data, dan informasi perusahaan.

d. Ensuring that the internal control system is implemented properly.

3. Coordination with Internal Audit
   Coordinating with internal auditors in the execution of their duties.
4. Risk Management and Compliance with Legislation
   a. Monitoring the effectiveness of management's efforts in assessing and managing risks, as well as ensuring compliance with laws and regulations;
   b. Reviewing the implementation of risk management activities carried out by the Board of Directors and coordinating with the Risk Monitoring Committee.
5. Complaints to the Company (Whistleblower Mechanism)
   a. Monitoring the effectiveness of the whistleblower mechanism for complaints from employees or third parties handled by management.
   b. Reviewing complaints related to accounting and the Company's financial reporting processes.
6. Confidentiality of Documents and Information
   Ensuring 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 2024, antara lain:

The competency enhancement programs participated by the Audit Committee members throughout 2024 are as follows:

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Poerwo Tjahjono	Ketua Chairman	Informasi peningkatan kompetensi/pelatihan Bapak Poerwo Tjahjono dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Dewan Komisaris pada bab tata kelola ini. Information on Mr. Poerwo Tjahjono's competency development/training can be found in the competency development/training information for the Board of Commissioners members in this governance chapter			
Bambang Suprihanto	Anggota Member	5 Maret 2024 5 March 2024	Online via Zoom	Analisa Laporan Keuangan Perusahaan Asuransi Berbasis PSAK 74 dan Dampaknya Bagi Perkembangan Industri Asuransi Analysis of Insurance Company Financial Statements Based on PSAK 74 and Its Impact on the Development of the Insurance Industry	Widya Dharma Artha (WDA)

Rapat dan Tingkat Kehadiran Komite Audit
Audit Committee Meeting and Attendance Rate

Komite Audit mengadakan rapat secara berkala minimal 1 (satu) kali dalam 3 (tiga) bulan. Rapat dapat dilaksanakan apabila dihadiri oleh lebih dari 1/2 (setengah) jumlah anggota. Keputusan rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat.

Pada tahun 2024, Komite Audit telah mengadakan 43 (empat puluh tiga) rapat, termasuk rapat gabungan dengan Komite Pemantau Risiko dan Komite Nominasi dan Remunerasi, serta rapat dengan manajemen. Sebagian rapat-rapat tersebut diselenggarakan secara daring melalui Microsoft Teams (MTeams).

meeting can be conducted if attended by more than half of the total members. Decisions made in the Audit Committee meetings are based on consensus through deliberation.

In 2024, the Audit Committee held 43 (forty-three) meetings, including joint sessions with the Risk Monitoring Committee and the Nomination and Remuneration Committee, as well as meetings with management. Some of these meetings were held online via Microsoft Teams (MTeams).

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Kehadiran dalam % Attendance in %	Tidak Hadir dengan Surat Kuasa Absence with Power of Attorney
Poerwo Tjahjono	43	43	100%	1
Bambang Suprihanto	43	42	95%	1
Dini Rosdini [1)]	22	20	100%	2
Ari Marsudi [2)]	16	16	100%	-

[1)] Tidak menjabat lagi sebagai Anggota Komite Audit terhitung sejak tanggal 14 Agustus 2024
No longer serving as a Member of the Audit Committee effective from 14 August 2024
[2)] Efektif menjabat sebagai Anggota Komite Audit terhitung sejak tanggal 1 Oktober 2024
Effectively serving as a Member of the Audit Committee starting from 1 October 2024

Laporan Pelaksanaan Tugas Komite Audit
Report on the Implementation of Audit Committee's Duties

Sepanjang tahun 2024, Komite Audit telah melaksanakan berbagai tugasnya dengan rincian sebagai berikut:

1. Pengawasan terhadap Pengendalian Internal
   a. Pembahasan Revisi RKAP 2024, Pembahasan Rancangan RKAP dan KPI Perseroan Tahun 2025. Komite Audit melakukan pembahasan Revisi RKAP 2024, Pembahasan Rancangan RKAP dan KPI Perseroan Tahun 2025 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) 2024, 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.

The report on the implementation of the Audit Committee's duties in 2024 is as follows:

1. Supervision of Internal Control
   a. Discussion on the 2024 RKAP Revision, Draft RKAP, and Company KPI for 2025. The Audit Committee conducted discussions on the 2024 RKAP Revision, the Draft RKAP, and the Company's KPI for 2025 together with other committees and management before being presented to the Board of Commissioners for approval.
   b. Regular Meetings with Internal Auditors were held as per the work plan, covering general and specific audit results, the ongoing year's work plan, progress on the 2024 PKPT (Annual Audit Work Program) implementation, and preparations for PSAK 117 implementation. Additionally, meetings were conducted with management regarding the implementation of good corporate governance, business processes, and the company's monthly performance analysis.

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 2024 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 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.

2. The Audit Committee held meetings with Internal Audit to monitor the follow-up actions on external auditor findings.
3. In accordance with OJK regulations, the Audit Committee provided recommendations for the appointment of the External Auditor for the 2024 Fiscal Year, taking into account the evaluation and oversight of the external auditor's performance.
4. Compliance of Financial Statements with Applicable Accounting Standards
   a. Review of Management Reports
      The Audit Committee reviewed the Management Report concerning the company's financial performance. The review findings were presented in a meeting with the Board of Commissioners as input for the Board's supervisory role over the Board of Directors.
   b. In-Depth Analysis of Interim Issues in Financial Statement Audits
      Throughout the financial statement audit process, the Audit Committee, together with the Board of Commissioners, monitored the audit process. The Audit Committee held meetings with external auditors and reviewed audit findings on the Financial Statements. For any issues arising during the audit, Audit Committee members conducted an in-depth analysis in accordance with applicable Accounting Standards and assessed their impact on the financial statements.
   c. Review of Information to Be Published by the Company.

4.B

Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee

Untuk memenuhi ketentuan dalam Peraturan OJK No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik ("POJK No. 34/2014"), Tugu Insurance telah membentuk Komite Nominasi dan Remunerasi yang berada di bawah naungan dan bertanggung jawab kepada Dewan Komisaris.

Komite Nominasi dan Remunerasi memiliki tugas dan tanggung jawab untuk mendukung pelaksanaan fungsi serta tugas Dewan Komisaris terkait aspek Nominasi dan Remunerasi, baik di tingkat Dewan Komisaris, Direksi, anggota Komite di bawah Dewan Komisaris, hingga posisi dua tingkat di bawah Direksi Perseroan.

In accordance with OJK Regulation No. 34/POJK.04/2014 on the Nomination and Remuneration Committee for Issuers or Public Companies ("POJK No. 34/2014"), Tugu Insurance has established a Nomination and Remuneration Committee that operates under and is accountable to the Board of Commissioners.

The Nomination and Remuneration Committee is tasked with supporting the Board of Commissioners in performing its functions and duties related to nominations and remuneration. This includes responsibilities at the Board of Commissioners level, the Board of Directors, committee members under the Board of Commissioners, and roles up to two levels below the Company's Board of Directors.

Piagam Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Charter

Pelaksanaan tata kerja Komite Nominasi dan Remunerasi diatur dalam Piagam Komite, yang secara berkala diperbarui dan disempurnakan sesuai dengan perkembangan peraturan perundang-undangan yang berlaku serta kondisi terkini. Piagam Komite Nominasi dan Remunerasi terakhir diperbarui dan disempurnakan pada 4 Oktober 2022, dengan pengesahan oleh Dewan Komisaris.

Piagam tersebut mencakup ketentuan terkait pembentukan, struktur organisasi dan masa kerja, serta tugas, tanggung jawab, dan wewenang dari Komite Nominasi dan Remunerasi.

The Nomination and Remuneration Committee performs its duties and responsibilities in accordance with the Nomination and Remuneration Committee Charter, which is regularly refined and updated to align with the latest developments in applicable laws, regulations, and current conditions. The most recent update and enhancement of the Nomination and Remuneration Committee Charter was approved by the Board of Commissioners on 4 October 2022.

This Charter outlines provisions regarding the establishment, organizational structure, term of office, as well as the duties, responsibilities, and authority 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 terdiri atas paling sedikit 3 (tiga) orang anggota, dengan rincian sebagai berikut:
   a. Ketua merangkap anggota: Seorang Komisaris Independen.
   b. Anggota lainnya dapat berasal dari:
      i. Anggota Dewan Komisaris;
      ii. Pihak eksternal dari Emiten atau Perusahaan Publik; atau

The composition and membership of the Company Nomination and Remuneration Committee are as follows:

1. The Nomination and Remuneration Committee must consist of at least 3 (three) members, with the following stipulations:
   a. Chairman: 1 (one) individual serving concurrently as an Independent Commissioner.
   b. Other members may include:
      i. Members of the Board of Commissioners;
      ii. External parties from outside the Issuer or Public Company; or

iii. Pihak yang memegang posisi manajerial di bawah Direksi yang bertanggung jawab atas sumber daya manusia.

c. Mayoritas anggota Komite Nominasi dan Remunerasi tidak boleh berasal dari pihak yang memegang posisi manajerial di bawah Direksi yang bertanggung jawab atas sumber daya manusia.

2. Anggota Komite Nominasi dan Remunerasi dari luar Emiten atau Perusahaan Publik harus memenuhi persyaratan berikut:
   a. Tidak memiliki hubungan afiliasi dengan Emiten atau Perusahaan Publik, anggota Direksi, anggota Dewan Komisaris, atau Pemegang Saham Utama Emiten atau Perusahaan Publik tersebut;
   b. Memiliki pengalaman yang relevan dengan bidang Nominasi dan/atau Remunerasi;
   c. Tidak merangkap jabatan sebagai anggota komite lainnya di Emiten atau Perusahaan Publik tersebut.

iii. Individuals holding managerial positions under the Board of Directors responsible for human resources.

c. The majority of the members must not come from individuals holding managerial positions under the Board of Directors responsible for human resources.

2. Members of the Nomination and Remuneration Committee who are external to the Issuer or Public Company must meet the following criteria:
   a. They must not have any affiliation with the Issuer or Public Company, members of the Board of Directors, members of the Board of Commissioners, or the Majority Shareholders of the Issuer or Public Company;
   b. They must have relevant experience in Nomination and/or Remuneration;
   c. They must not concurrently serve as members of other committees within the Issuer or Public Company.

Pada tahun 2024, susunan anggota Komite Nominasi dan Remunerasi telah ditetapkan melalui Surat Keputusan Dewan Komisaris No. 02/SKK-ATPI/I/2024 pada tanggal 19 Januari 2024.

In 2024, the composition of the Nomination and Remuneration Committee was established through the Board of Commissioners' Decree No. 02/SKK-ATPI/I/2024 dated 19 January 2024.

Pada tahun 2024, susunan keanggotaan Komite Nominasi dan Remunerasi Tugu Insurance adalah sebagai berikut:

In 2024, 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 Term of Office
Dian Masyita [1)]	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. Board of Commissioners' Decree No. 01/SKK-ATPI/IV/2023 dated 28 April 2023 concerning the Changes in the Composition of the Nomination and Remuneration Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	28 April 2023
Tajudin Noor [2)]	Ketua Chairman	Surat Keputusan Dewan Komisaris No. 02/SKK-ATPI/I/2024 tanggal 19 Januari 2024 tentang Perubahan Susunan Anggota Komite Nominasi dan Remunerasi PT Asuransi Tugu Pratama Indonesia Tbk. Board of Commissioners' Decree No. 02/SKK-ATPI/I/2024 dated 19 January 2024 concerning the Changes in the Composition of the Nomination and Remuneration Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	18 Januari 2024 18 January 2024
Zaäfri Ananto Husodo	Anggota Member	Surat Keputusan Dewan Komisaris No. 11/SKK-ATPI/XII/2023 tanggal 29 Desember 2023 tentang Perubahan Susunan Anggota Komite Nominasi dan Remunerasi PT Asuransi Tugu Pratama Indonesia Tbk. Board of Commissioners' Decree No. 11/SKK-ATPI/XII/2023 dated 29 December 2023 concerning the Changes in the Composition of the Nomination and Remuneration Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2024 s.d 31 Desember 2026 1 January 2024 – 31 December 2026
Arinto Setyo Mulyawan	Anggota Member	Surat Keputusan Dewan Komisaris No. 11/SKK-ATPI/XII/2023 tanggal29 Desember 2023 tentang Pengangkatan Kembali Komite Nominasi dan Remunerasi PT Asuransi Tugu Pratama Indonesia Tbk. Board of Commissioners' Decree No. 11/SKK-ATPI/XII/2023 dated 29 December 2023 concerning the Reappointment of the Nomination and Remuneration Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2024 s.d 31 Desember 2026 1 January 2024 – 31 December 2026

[1)] Tidak lagi menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak tanggal 18 Januari 2024
No longer serving as Chairman of the Nomination and Remuneration Committee since 18 January 2024

[2)] Efektif menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak 18 Januari 2024
Effectively serving as Chairman of the Nomination and Remuneration Committee since 18 January 2024

Profil Komite Nominasi dan Remunerasi Per 31 Desember 2024

Profile of Member of the Nomination and Remuneration Committee as of 31 December 2024

Nama Name	**Tajudin Noor**
Jabatan Position	Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee
Keterangan Description	Profil lengkap Bapak Tajudin Noor dapat dilihat pada profile Dewan Komisaris pada Laporan Tahunan ini. The full profile of Mr. Tajudin Noor can be found in the Board of Commissioners' profile section of this Annual Report.

Nama Name	**Zaäfri Ananto Husodo**
Jabatan Position	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee
Masa Jabatan Term of Office	1 Januari 2024 s.d 31 Desember 2026 1 January 2024 – 31 December 2026
Kewarganegaraan Citizenship	Indonesia
Usia Age	50 tahun 50 years old
Domisili Domicile	DKI Jakarta
Pendidikan dan Pelatihan Education and Training	• 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). • Doctor (PhD) in Finance and Banking from the Australian School of Business, UNSW (2008), specializing in risk in the financial system. • Master of Management in Finance and Banking from Universitas Indonesia (2000), specializing in information dissemination in the capital market. • Bachelor of Economics in Human Resources from Universitas Sebelas Maret (1997), specializing in human resource planning in the public sector. • Holds Certified Enterprise Risk Governance (CERG) and Qualified Risk Governance Professional (QRGP) certifications.

Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• 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 kerjasama 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. Rangkap Jabatan: • 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.	• Serving as a Supervisory Board Member for Nord Anglia Education Jakarta since 2013, responsible for establishing and maintaining collaborations with institutions in Indonesia, monitoring school operations in terms of human resource composition, financial performance, and operational risks. • Chair of the Graduate Program in Management since 2022, managing human resources and students, overseeing operational risk management, curriculum development and management, and fostering collaborations with local and international institutions. • Secretary of the Graduate Program in Management from 2018 to 2022, responsible for internal program operations, human resource management, and academic administration. • Served as a Special Staff to the Vice-Rector II from 2014 to 2018, focusing on financial analysis and business process management at Universitas Indonesia. • Research Advisor since 2003, contributing to research-based policy development for Bank Indonesia, the Financial Services Authority (OJK), and the Ministry of Finance. Concurrent Positions: • Supervisory Board Member for Nord Anglia Education Jakarta since 2013, overseeing institutional collaborations, human resource composition, financial performance, and operational risk management. • Actively involved in managing the Graduate Program in Management at FEB-UI since 2009 and serving as a Finance Lecturer since 2000.
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali Has no affiliated relationship with members of the Board of Commissioners, Board of Directors, and Major/ Controlling Shareholders.	

Nama Name	**Arinto Setyo Mulyawan**	
Jabatan Position	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	
Masa Jabatan Term of Office	1 Januari 2024 s.d 31 Desember 2026 1 January 2024 – 31 December 2026	
Kewarganegaraan Citizenship	Indonesia	
Usia Age	46 tahun 46 years old	
Domisili Domicile	Bekasi	
Pendidikan dan Pelatihan Education and Training	• S2 Magister Ekonomi-Magister Perencanaan Kebijakan Publik dari Universitas Indonesia, Jakarta (2012) dengan spesialisasi pada perencanaan dan kebijakan publik serta pengelolaan sumber daya manusia. • S1 Sarjana Ekonomi (IESP) dari Universitas Diponegoro, Semarang (2001) dengan spesialisasi pada ilmu ekonomi makro dan studi perencanaan pembangunan.	• Master's Degree in Economics – Master of Public Policy Planning from the University of Indonesia, Jakarta (2012), with a specialization in public policy planning and human resource management. • Bachelor's Degree in Economics (Development Economics) from Diponegoro University, Semarang (2001), with a specialization in macroeconomics and development planning studies.

Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Kepala Bagian Manajemen Hubungan Kelembagaan Negara Biro Komunikasi dan Layanan Informasi, Sekretariat Jenderal Kementerian Keuangan (2023-sekarang) • Dewan Pengawas BLU Museum & Cagar Budaya Kementerian Pendidikan, Kebudayaan, Riset & Teknologi (2023-2024) • Kepala Bagian Tata Usaha dan Pengelolaan Data Pusat Analisis dan Harmonisasi Kebijakan, Sekretariat Jenderal Kementerian Keuangan (2020-2023) • Wakil Ketua Task Force Sekretaris Jenderal Sekretariat Jenderal Kementerian Keuangan (2018-2023) • Kepala Bagian Tata Usaha Pusat Analisis dan Harmonisasi Kebijakan, Sekretariat Jenderal Kementerian Keuangan (2016-2020) • Anggota Komite Pemantau Risiko PT. Bank Bukopin, Tbk (2013-2021) • Sekretaris Dewan Pengawas BLU Sekolah Tinggi Akuntansi Negara (STAN) (2011-2012) • Kepala Subbidang Program dan Kegiatan IC Pusat Analisis dan Harmonisasi Kebijakan, Sekretariat Jenderal (2009-2016) • Pelaksana Pusat Analisis dan Harmonisasi Kebijakan, Sekretariat Jenderal (2007) • Pelaksana Sekretariat Ditjen Perbendaharaan, Direktorat Jenderal Perbendaharaan (2005-2007) • Pelaksana Kanwil XVII DJPB Palangkaraya, Direktorat Jenderal Perbendaharaan (2003-2005) • Pelaksana Sekretariat DJA, Direktorat Jenderal Anggaran (2002-2003)	• Head of Institutional Relations Management Division Bureau of Communication and Information Services, Secretariat General, Ministry of Finance (2023-present) • Supervisory Board Member of BLU Museum & Cultural Heritage Ministry of Education, Culture, Research & Technology (2023-2024) • Head of Administration and Data Management Division Center for Policy Analysis and Harmonization, Secretariat General, Ministry of Finance (2020–2023) • Deputy Chair of the Secretary-General Task Force Secretariat General, Ministry of Finance (2018–2023) • Head of Administration Division Center for Policy Analysis and Harmonization, Secretariat General, Ministry of Finance (2016–2020) • Member of the Risk Monitoring Committee PT Bank Bukopin, Tbk (2013–2021) • Secretary of the BLU Supervisory Board State College of Accountancy (STAN) (2011–2012) • Head of Program and IC Activities Subdivision Center for Policy Analysis and Harmonization, Secretariat General (2009–2016) • Staff Center for Policy Analysis and Harmonization, Secretariat General (2007) • Staff Secretariat of the Directorate General of Treasury, Directorate General of Treasury (2005–2007) • Staff Regional Office XVII DJPB Palangkaraya, Directorate General of Treasury (2003–2005) • Staff Secretariat of the Directorate General of Budget (DJA), Directorate General of Budget (2002–2003)
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali. Has no affiliated relationship with members of the Board of Commissioners, Board of Directors, and Major/ 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. Selain itu, anggota Komite Nominasi dan Remunerasi tidak memiliki benturan kepentingan yang dapat memengaruhi kemandiriannya dalam melaksanakan tugas. Mereka juga tidak memiliki hubungan darah hingga derajat ketiga dengan sesama anggota Komite Nominasi dan Remunerasi, Direksi, dan Pemegang Saham, baik secara vertikal, horizontal, maupun melalui ikatan perkawinan, serta tidak memiliki hubungan keuangan dengan pihak-pihak tersebut.

To maintain its independence, the Nomination and Remuneration Committee is chaired by an Independent Commissioner, who has no affiliation with the Board of Commissioners, the Board of Directors, or the Controlling Shareholders of the Company. Furthermore, the members of the Nomination and Remuneration Committee must not have any conflicts of interest that could impact their independence in performing their duties. They must not be related by blood, up to the third degree, to fellow members of the Nomination and Remuneration Committee, the Board of Directors, or Shareholders, either vertically or horizontally, or through marriage, and they must not have any financial relationships 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 Kekeluargaan dan Hubungan Keuangan
Table of the 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 [1)]	✕	✕	✕	✕	✕	✕
Tajudin Noor [2)]	✕	✕	✕	✕	✕	✕
Zaäfri Ananto Husodo	✕	✕	✕	✕	✕	✕
Arinto Setyo Mulyawan	✕	✕	✕	✕	✕	✕

[1)] Tidak lagi menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak tanggal 18 Januari 2024
No longer serving as Chairman of the Nomination and Remuneration Committee since 18 January 2024
[2)] Efektif menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak 18 Januari 2024
Effectively serving as Chairman of the Nomination and Remuneration Committee since 18 January 2024

Tabel Independensi
Independence Table

Aspek Independensi Independence Aspect	Dian Masyita [1)]	Tajudin Noor [2)]	Zaäfri Ananto Husodo	Arinto Setyo Mulyawan
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 tanggal 18 Januari 2024
No longer serving as Chairman of the Nomination and Remuneration Committee since 18 January 2024
[2)] Efektif menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak 18 Januari 2024
Effectively serving as Chairman of the Nomination and Remuneration Committee since 18 January 2024

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:
      i. Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris;

Duties and Responsibilities of the Nomination and Remuneration Committee
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:
      i. The composition of the members of the Board of Directors and/or the Board of Commissioners;

ii. Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi; dan
iii. 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; dan
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;
   c. Menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi *Deputy Director* dan *Group Head* untuk disampaikan kepada Direksi; dan
   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.

ii. The policies and criteria required in the nomination process; and
iii. The performance evaluation policies for the Board of Directors and/or Board of Commissioners members.

b. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and/or Board of Commissioners based on the 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 the Board of Commissioners;
d. Provide proposals/recommendations for candidates who meet the requirements as members of the Board of Directors and/or 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 for discussion and decision 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 be submitted to the General Meeting of Shareholders; and
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. 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. 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; and
   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. Carry out 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 2024, antara lain:

The competency enhancement programs participated in by members of the Nomination and Remuneration Committee throughout 2024 are as follows:

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Tajudin Noor	Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee	Informasi peningkatan kompetensi/pelatihan Bapak Tajudin Noor dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Dewan Komisaris pada bab tata kelola ini. Information on Mr. Tajudin Noor's competency development/training can be found in the competency development/training section for the Board of Commissioners members in this governance chapter.			
Zaäfri Ananto Husodo	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	25-26 Juli 2024 25-26 July 2024	Online via Zoom	*Life Cycle Asessment (LCA) and Carbon Reduction Strategy*	Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR) Risk Management Professional Certification Institute (LSPMR)
		12 Agustus 2024 12 August 2024	Bandung, Intercontinental Hotel	*Generative Artificial Intelligence*	FEB UI
		13 Agustus 2024 13 August 2024	Bandung, Intercontinental Hotel	*Zona Integritas*	FEB UI
		13 Agustus 2024 13 August 2024	Bandung, Intercontinental Hotel	*Pelaporan LHKPN sebagai Barometer Integritas* LHKPN Reporting as an Integrity Barometer	FEB UI dan KPK
		24 September 2024 24 September 2024	FEB UI, Depok	*Continuous Improvement Review Seminar*	AACSB International dan FEB UI

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Arinto Setyo Mulyawan	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	13-28 Mei 2024 13-28 May 2024	Online	Tata Kelola terkait Badan Layanan Umum Governance Related to Public Service Agencies (BLU)	Pusat Pendidikan dan Pelatihan Kepemimpinan dan Manajerial, Badan Pendidikan dan Pelatihan Keuangan, Kementerian Keuangan Center for Leadership and Managerial Education and Training, Financial Education and Training Agency, Ministry of Finance
		28 Mei-26 Juni 2024 28 May-26 June 2024	Online	*Managing Change: Being Adaptive and Agile*	Pusat Pendidikan dan Pelatihan Kepemimpinan dan Manajerial, Badan Pendidikan dan Pelatihan Keuangan, Kementerian Keuangan Center for Leadership and Managerial Education and Training, Financial Education and Training Agency, Ministry of Finance
		14 Agustus-10 November 2024 14 August-10 November 2024	Online	Penguatan Integritas dan Pencegahan Korupsi Strengthening Integrity and Corruption Prevention	Pusat Pendidikan dan Pelatihan Kepemimpinan dan Manajerial, Badan Pendidikan dan Pelatihan Keuangan, Kementerian Keuangan Center for Leadership and Managerial Education and Training, Financial Education and Training Agency, Ministry of Finance

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. Jika keputusan berdasarkan musyawarah mufakat tidak tercapai, pengambilan keputusan dilakukan berdasarkan suara terbanyak.

Per 31 Desember 2024, Komite Nominasi dan Remunerasi telah melaksanakan 21 kali rapat, termasuk rapat gabungan dengan Komite Pemantau Risiko dan Komite

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 is required to hold periodic meetings at least once every four months. Decisions in the Nomination and Remuneration Committee meetings are made through deliberation to reach a consensus. If consensus cannot be reached, the decision is made based on the majority vote.

As of 31 December 2024, the Nomination and Remuneration Committee has held 21 meetings, including joint meetings with the Risk Monitoring Committee

Audit, serta rapat dengan manajemen. Adapun rincian kehadiran anggota Komite Nominasi dan Remunerasi adalah sebagai berikut:

and the Audit Committee, as well as meetings with management. The attendance details of the Nomination and Remuneration Committee members are as follows:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Kehadiran dalam % Attendance in %	Tidak Hadir dengan Surat Kuasa Absence with Power of Attorney
Dian Masyita [1)]	2	2	100%	-
Tajudin Noor [2)]	19	19	100%	2
Zaäfri Ananto Husodo	21	21	100%	-
Arinto Setyo Mulyawan	21	20	95%	-

1) Tidak lagi menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak tanggal 18 Januari 2024
No longer serving as Chairman of the Nomination and Remuneration Committee since 18 January 2024
2) Efektif menjabat sebagai Ketua Komite Nominasi dan Remunerasi sejak 18 Januari 2024
Effectively serving as Chairman of the Nomination and Remuneration Committee since 18 January 2024

Laporan Pelaksanaan Tugas Komite Nominasi dan Remunerasi

Report on Implementation of Nomination and Remuneration Committee Duties

Per 31 Desember 2024, Komite Nominasi dan Remunerasi telah melaksanakan tugas-tugas sebagai berikut:

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 2025 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 2023;
4. Komite Nominasi dan Remunerasi telah melakukan tinjauan dan evaluasi terhadap kebijakan remunerasi perusahaan untuk tingkat Group Head di tahun 2024 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;
5. Komite Nominasi dan Remunerasi telah memberikan rekomendasi calon yang memenuhi syarat sebagai Group Head kepada Dewan Komisaris sebagai bahan pertimbangan untuk diputuskan dalam rapat Dewan Komisaris;

Here is the report on the implementation of the duties of the Nomination and Remuneration Committee as of 31 December 2024:

1. The Nominations and Remuneration Committee has conducted an evaluation and provided recommendations regarding the replacement of the Board of Directors and the Board of Commissioners whose term has expired at the 2023 General Meeting of Shareholders, in accordance with applicable provisions.
2. The Nominations and Remuneration Committee has conducted an evaluation and provided recommendations concerning the formulation of the Company's Key Performance Indicators for 2025, in line with applicable provisions and the Company's long-term strategy.
3. The Nominations and Remuneration Committee has conducted an evaluation and provided recommendations to the Board of Commissioners regarding the proposals for performance bonuses and the adjustment of remuneration for the Board of Directors and the Board of Commissioners for 2023.
4. The Nominations and Remuneration Committee has reviewed and evaluated the Company's remuneration policy for the Group Head level for 2024, and has provided recommendations to ensure that the policy remains externally competitive, internally aligned, considers the company's risk management aspects, and complies with all applicable provisions.
5. The Nominations and Remuneration Committee has provided recommendations on qualified candidates for the position of Group Head to the Board of Commissioners for consideration and decision at the upcoming meeting.

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.

6. The Nominations and Remuneration Committee has reviewed the existing performance evaluation system for the Board of Directors and the Board of Commissioners and has offered insights and suggestions, taking into account applicable provisions, best practices from leading companies, and adherence to sound corporate governance principles.
7. The Nominations and Remuneration Committee has provided recommendations regarding the capability development program for members of the Board of Directors and/or the Board of Commissioners.
8. The Nominations and Remuneration Committee has conducted monitoring and evaluation of the implementation of the human resources management system overall, as well as its integration with other systems.
9. The Nominations and Remuneration Committee has monitored and evaluated the succession planning program, an integral component of the Company's talent management system.
10. The Nominations and Remuneration Committee has reviewed the proposed changes to the organizational structure and submitted its findings for consideration and decision 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 in establishing a competent and independent supervisory system and implementation within the Company, the Risk Monitoring Committee adheres to the Charter as its Working Guidelines. The Risk Monitoring Committee Charter is one of the Soft Structure Governance documents of Tugu Insurance and is prepared in accordance with relevant 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 establishment, organization and tenure, duties, responsibilities and authority, work procedures and processes, as well as the reporting mechanism of the Risk Monitoring Committee. The Charter was first ratified by the Board of Commissioners in December 2012, with the most recent update approved on 4 October 2022.

Susunan, Dasar Pengangkatan, dan Masa Jabatan Komite Pemantau Risiko
Composition, Basis of Appointment, and Term of Office of the Risk Monitoring Committee

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.

The Risk Monitoring Committee consists of at least three (3) members, comprising one (1) chairman, who also serves as a member and is an Independent Commissioner, one (1) member with expertise in risk management and/or actuarial science, and one (1) member with expertise in finance, economics, and/or insurance.

Susunan keanggotaan Komite Pemantau Risiko Tugu Insurance per 31 Desember 2024 adalah sebagai berikut:

The composition of the Risk Monitoring Committee of Tugu Insurance as of 31 December 2024 is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Term of Office
Dian Masyita	Ketua Komite Pemantau Risiko Chairman of the Risk Monitoring Committee	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 Board of Commissioners' Decree No. 10/SKK-ATPI/XI/2022 dated 8 November 2022 concerning Changes in the Composition of the Risk Monitoring Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	8 November 2022 s.d 29 April 2024 8 November 2022 – 29 April 2024
Tajudin Noor	Ketua Komite Pemantau Risiko Chairman of the Risk Monitoring Committee	Surat Keputusan Dewan Komisaris No. 06/SKK-ATPI/V/2024 tanggal 6 Mei 2024 tentang Perubahan Susunan Anggota Komite Pemantau Risiko PT Asuransi Tugu Pratama Indonesia Tbk Board of Commissioners' Decree No. 06/SKK-ATPI/V/2024 dated 6 May 2024 concerning Changes in the Composition of the Risk Monitoring Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	29 April 2024 s.d 13 Desember 2024 29 April 2024 – 13 December 2024
Abdul Ghofar	Ketua Komite Pemantau Risiko Chairman of the Risk Monitoring Committee	Surat Keputusan Dewan Komisaris No. 17/SKK-ATPI/XII/2024 tanggal 13 Desember 2024 tentang Perubahan Susunan Anggota Komite Pemantau Risiko PT Asuransi Tugu Pratama Indonesia Tbk Board of Commissioners' Decree No. 17/SKK-ATPI/XII/2024 dated 13 December 2024 concerning Changes in the Composition of the Risk Monitoring Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	13 Desember 2024 13 December 2024
Aria Farah Mita	Anggota Komite Pemantau Risiko Member of the Risk Monitoring Committee	Surat Keputusan Dewan Komisaris No. 10/SKK-ATPI/XII/2023 tanggal 29 Desember 2023 tentang Perubahan Susunan Anggota Komite Pemantau Risiko PT Asuransi Tugu Pratama Indonesia Tbk Board of Commissioners' Decree No. 10/SKK-ATPI/XII/2023 dated 29 December 2023 concerning Changes in the Composition of the Risk Monitoring Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2024 s.d 31 Desember 2026 1 January 2024 – 31 December 2026
Ersa Tri Wahyuni	Anggota Komite Pemantau Risiko Member of the Risk Monitoring Committee	Surat Keputusan Dewan Komisaris No. 10/SKK-ATPI/XII/2023 tanggal 29 Desember 2023 tentang Perubahan Susunan Anggota Komite Pemantau Risiko PT Asuransi Tugu Pratama Indonesia Tbk Board of Commissioners' Decree No. 10/SKK-ATPI/XII/2023 dated 29 December 2023 concerning Changes in the Composition of the Risk Monitoring Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Januari 2024 s.d 30 September 2024 1 January 2024 – 30 September 2024
Desi Adhariani	Anggota Komite Pemantau Risiko Member of the Risk Monitoring Committee	Surat Keputusan Dewan Komisaris No. 11/SKK-ATPI/X/2024 tanggal 1 Oktober 2024 tentang Perubahan Susunan Anggota Komite Pemantau Risiko PT Asuransi Tugu Pratama Indonesia Tbk. Board of Commissioners' Decree No. 11/SKK-ATPI/X/2024 dated 1 October 2024 concerning Changes in the Composition of the Risk Monitoring Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Oktober 2024 s.d 30 September 2027 1 October 2024 – 30 September 2027
Arif Suryawan	Anggota Komite Pemantau Risiko Member of the Risk Monitoring Committee		

Profil Komite Pemantau Risiko Per 31 Desember 2024

Profile of Member of the Risk Monitoring Committee as of 31 December 2024

Nama Name	**Abdul Ghofar**
Jabatan Position	Ketua Komite Pemantau Risiko Chairman of the Risk Monitoring Committee
Keterangan	Profil lengkap Bapak Abdul Ghofar dapat dilihat pada profile Dewan Komisaris pada Laporan Tahunan ini. The full profile of Mr. Abdul Ghofar can be found in the Board of Commissioners' profile section of this Annual Report.

Nama Name	**Aria Farah Mita**
Jabatan Position	Anggota Komite Pemantau Risiko Member of the Risk Monitoring Committee
Masa Jabatan Term of Office	1 Januari 2024 s.d 31 Desember 2026 1 January 2024 – 31 December 2026
Kewarganegaraan Citizenship	Indonesia
Usia Age	46 tahun 46 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). • Doctorate (PhD) in Accounting (2015). • Master's Degree (MSc) in Management Science from Universitas Indonesia (2009). • Bachelor's Degree (S1) in Economics from Universitas Indonesia (1999). • Holds certifications including Certified Public Accountant (CPA), Chartered Accountant (CA), Certification in Audit Committee Practices (CACP), Qualified Risk Governance Professional (QRGP), and Certified in Enterprise Risk Governance (CERG).
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• 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). Rangkap Jabatan: • Staf pengajar tetap di Departemen Akuntansi Fakultas Ekonomi dan Bisnis Universitas Indonesia (2001-sekarang). • Board Member of the Indonesian Institute of Public Accountants (IAPI) and the Indonesian Institute of Accountants (IAI) (2020–present). • Auditor at Ernst & Young (1999–2001) and RSM Indonesia (2010–2011 and 2016–2020). • Author of academic articles, books, and researcher in the fields of international accounting standards, financial accounting, and corporate governance (2010–present). • Researcher and Consultant for Bank Indonesia, USAID, GIZ, and the Accounting Development Center at Universitas Indonesia (2010–present). • Audit Committee Member at Bank Jabar Banten (2010–2011). • Assistant Director of Finance at Universitas Indonesia (2009). • Corporate Governance Scorecard Assessor at the Indonesian Institute of Corporate Directorship (IICD) (2008–2011). Concurrent Position: Permanent Lecturer at the Department of Accounting, Faculty of Economics and Business, Universitas Indonesia (2001–present).
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali. Has no affiliated relationship with members of the Board of Commissioners, Board of Directors, and Major/ Controlling Shareholders.

Nama Name	**Desi Adhariani**
Jabatan Position	Anggota Komite Pemantau Risiko Member of the Risk Monitoring Committee
Masa Jabatan Term of Office	1 Oktober 2024 s.d 30 September 2027 1 October 2024 – 30 September 2027
Kewarganegaraan Citizenship	Indonesia
Usia Age	49 tahun 49 years old
Domisili Domicile	Depok, Jawa Barat Depok, West Java
Pendidikan dan Pelatihan Education and Training	• Victoria University Melbourne, Australia PhD Program in Accounting, Faculty of Business and Law (2010-2015) • Universitas Indonesia Post Graduate Program, Master Level, majoring in Financial Management (2002-2004) • Universitas Indonesia Bachelor Program in Accounting (1994-1998) • Chartered Accountant, Ikatan Akuntan Indonesia (IAI) • Certified in Sustainability for Finance, ACCA (Association of Chartered Certified Accountants) and IAI (Ikatan Akuntan Indonesia) • Certified in Circular Entrepreneurship, Rochester Institute of Technology • Sertifikat Kompetensi Pendamping UMKM, Badan Nasional Sertifikasi Profesi (BNSP) • Victoria University Melbourne, Australia PhD Program in Accounting, Faculty of Business and Law (2010–2015) • Universitas Indonesia Postgraduate Program, Master Level, majoring in Financial Management (2002–2004) • Universitas Indonesia Bachelor's Degree in Accounting (1994–1998) • Chartered Accountant, Indonesian Institute of Accountants (IAI) • Certified in Sustainability for Finance, ACCA (Association of Chartered Certified Accountants) and IAI (Indonesian Institute of Accountants) • Certified in Circular Entrepreneurship, Rochester Institute of Technology • Certification in MSME Assistance Competency, National Professional Certification Agency (BNSP)
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Universitas Indonesia: Director of Department of Accounting FEB UI (2024-Sekarang) • Universitas Indonesia: Head of Study Program, Lecturer, Researcher, and Consultant (2001-Sekarang) • Universitas Indonesia: Internal Auditor (2007) • Universitas Indonesia: Accounting Manager for Faculty of Engineering (2001-2002) • Ernst and Young Public Accounting Firm: Auditor (1998-2000) • Universitas Indonesia: Director of the Department of Accounting, Faculty of Economics and Business (FEB UI) (2024–Present) • Universitas Indonesia: Head of Study Program, Lecturer, Researcher, and Consultant (2001–Present) • Universitas Indonesia: Internal Auditor (2007) • Universitas Indonesia: Accounting Manager for the Faculty of Engineering (2001–2002) • Ernst & Young Public Accounting Firm: Auditor (1998–2000)
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/ Pengendali. Has no affiliated relationship with members of the Board of Commissioners, Board of Directors, and Major/ Controlling Shareholders.

Nama Name	**Arif Suryawan**
Jabatan Position	Anggota Komite Pemantau Risiko Member of the Risk Monitoring Committee
Masa Jabatan Term of Office	1 Oktober 2024 s.d 30 September 2027 1 October 2024 – 30 September 2027
Kewarganegaraan Citizenship	Indonesia
Usia Age	53 tahun 53 years old
Domisili Domicile	DKI Jakarta
Pendidikan dan Pelatihan Education and Training	• S2 Sekolah Tinggi Ilmu Ekonomi IPWI Jakarta • S1 Universitas Brawijaya • Master's Degree (S2) – Sekolah Tinggi Ilmu Ekonomi IPWI Jakarta • Bachelor's Degree (S1) – Universitas Brawijaya

Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Asisten Staf Khusus Wakil Presiden (Oktober 2022-2024) • Area Collection & Recovery Manager Malang, PT Bank Syariah Mandiri (2020-2021) • Area Collection & Recovery Manager Jakarta Warung Buncit, PT Bank Syariah Mandiri (2019-2020) • Area Collection & Recovery Manager Denpasar, PT Bank Syariah Mandiri (2017-2019) • Corporate Asset Disposal NPF Officer, PT Bank Syariah Mandiri (2016-2017) • Asset Disposal Analyst 1 Asset Disposal Dept, PT Bank Syariah Mandiri (2015-2016) • AO Asset Disposal, PT Bank Syariah Mandiri (2014-2015) • Analyst Officer Commercial, PT Bank Syariah Mandiri (2014-2014) • Analyst Officer Non Korporasi, PT Bank Syariah Mandiri (2012-2014) • Cita Tenun Indonesia (2009-2011) • PT Lameddekom Pratama (2007-2009) • Wirausaha (2002-2007) • PT Bank Mandiri (Persero) (1999-2002) • PT Bank Dagang Negara (1997-1999)	• Assistant to the Special Staff of the Vice President (October 2022–2024) • Area Collection & Recovery Manager Malang, PT Bank Syariah Mandiri (2020–2021) • Area Collection & Recovery Manager Jakarta Warung Buncit, PT Bank Syariah Mandiri (2019–2020) • Area Collection & Recovery Manager Denpasar, PT Bank Syariah Mandiri (2017–2019) • Corporate Asset Disposal NPF Officer, PT Bank Syariah Mandiri (2016–2017) • Asset Disposal Analyst 1, Asset Disposal Dept, PT Bank Syariah Mandiri (2015–2016) • AO Asset Disposal, PT Bank Syariah Mandiri (2014–2015) • Analyst Officer Commercial, PT Bank Syariah Mandiri (2014) • Analyst Officer Non-Corporate, PT Bank Syariah Mandiri (2012–2014) • Cita Tenun Indonesia (2009–2011) • PT Lameddekom Pratama (2007–2009) • Entrepreneur (2002–2007) • PT Bank Mandiri (Persero) (1999–2002) • PT Bank Dagang Negara (1997–1999)
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/Pengendali. Has no affiliated relationship with members of the Board of Commissioners, Board of Directors, and Major/Controlling Shareholders.	

Independensi Komite Pemantau Risiko
Independence of the Risk Monitoring Committee

Untuk menjaga independensinya, Komite Pemantau Risiko diketuai oleh Abdul Ghofar sebagai Presiden Komisaris/Komisaris Independen yang tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, dan Pemegang Saham Utama/Pengendali Perseroan.

To maintain its independence, the Risk Monitoring Committee is chaired by Abdul Ghofar, who serves as President Commissioner/Independent Commissioner and has no affiliated relationship with the Board of Commissioners, Board of Directors, or the Company's Major/Controlling Shareholders.

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.

All members of the Risk Monitoring Committee from independent parties do not have any financial, managerial, share ownership, and/or family relationships with the Board of Commissioners, Board of Directors, and/or Major/Controlling Shareholders, nor any relationships with the Company that could affect their ability to act independently.

Tabel Hubungan Kekeluargaan dan Hubungan Keuangan
Table of the 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 [1)]	✕	✕	✕	✕	✕	✕
Tajudin Noor [2)]	✕	✕	✕	✕	✕	✕
Abdul Ghofar [3)]	✕	✕	✕	✕	✕	✕
Aria Farah Mita	✕	✕	✕	✕	✕	✕

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
Ersa Tri Wahyuni [4]	✕	✕	✕	✕	✕	✕
Desi Adhariani [5]	✕	✕	✕	✕	✕	✕
Arif Suryawan [6]	✕	✕	✕	✕	✕	✕

1) Tidak lagi menjabat sebagai Ketua Komite Pemantau Risiko terhitung sejak tanggal 29 April 2024
No longer serving as Chairman of the Risk Monitoring Committee effective 29 April 2024
2) Efektif menjabat sebagai Ketua Pemantau Risiko terhitung sejak tanggal 29 April 2024
Effectively serving as Chairman of the Risk Monitoring Committee starting 29 April 2024
3) Efektif menjabat sebagai Ketua Komite Pemantau Risiko terhitung sejak tanggal 13 Desember 2024
Effectively serving as Chairman of the Risk Monitoring Committee starting 13 December 2024
4) Tidak lagi menjabat sebagai Anggota Komite Pemantau Risiko terhitung sejak tanggal 30 September 2024
No longer serving as a Member of the Risk Monitoring Committee effective 30 September 2024
5) Efektif menjabat sebagai Anggota Komite Pemantau Risiko terhitung sejak tanggal 1 Oktober 2024
Effectively serving as a Member of the Risk Monitoring Committee starting 1 October 2024
6) Efektif menjabat sebagai Anggota Komite Pemantau Risiko terhitung sejak tanggal 1 Oktober 2024
Effectively serving as a Member of the Risk Monitoring Committee starting 1 October 2024

Tabel Independensi
Independence Table

Aspek Independensi Independence Aspect	Dian Masyita	Tajudin Noor	Abdul Ghofar	Aria Farah Mita	Ersa Tri Wahyuni	Desi Adhariani	Arif Suryawan
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.	✓	✓	✓	✓	✓	✓	✓

Tugas dan Tanggung Jawab Komite Pemantau Risiko
Duties and Responsibilities of the Risk Monitoring Committee

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:

The Risk Monitoring Committee is responsible for assisting the Board of Commissioners in monitoring the implementation of risk management formulated by the Board of Directors and assessing the risk tolerance that the Company can undertake. The duties and responsibilities of the Tugu Insurance Risk Monitoring Committee include:

1. Pelaksanaan Bidang Pemantauan Risiko.
   a. Manajemen Risiko.
      i. Mengawasi agar keberadaan kebijakan manajemen risiko yang disusun oleh Direksi, termasuk toleransi yang diambil telah memadai dan sesuai dengan kebutuhan Perseroan;
      ii. 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;
      iii. Mengawasi agar pelaporan risiko telah disampaikan kepada Komisaris sesuai dengan ketentuan dan kebutuhan Komisaris.
   b. Hubungan dengan Komite lain dan Manajemen.
      i. Berkoordinasi dengan komite lain dalam tugasnya mengawasi dan mengevaluasi laporan keuangan;
      ii. Mendapatkan akses informasi yang diperlukan untuk melaksanakan tugasnya dari Manajemen;
      iii. 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.

1. Implementation of Risk Monitoring Activities
   a. Risk Management
      i. Ensuring that the risk management policies formulated by the Board of Directors, including the defined risk tolerance, are adequate and aligned with the Company's needs.
      ii. Monitoring risk management within the Company, particularly the business and strategic efforts undertaken by the Board of Directors. This oversight includes the identification, analysis, assessment, and mitigation of risks to ensure compliance with the applicable policies.
      iii. Ensuring that risk reporting is submitted to the Board of Commissioners in accordance with the established regulations and requirements.
   b. Coordination with Other Committees and Management
      i. Coordinating with other committees in overseeing and evaluating financial reports.
      ii. Gaining access to necessary information from Management to perform its duties effectively.
      iii. Coordinating with the Audit Committee in monitoring risk management.
2. Maintaining confidentiality of company documents, data, and information.
3. Conducting self-assessment on the performance of the Risk Monitoring Committee's duties.

Program Pengembangan Kompetensi Komite Pemantau Risiko

Competency Development Program for the Risk Monitoring Committee

Komite Pemantau Risiko telah mengikuti program peningkatan kompetensi sepanjang tahun 2024, antara lain:

The Risk Monitoring Committee has participated in various competency enhancement programs throughout 2024, including:

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Abdul Ghofar	Ketua Komite Pemantau Risiko Chairman of the Risk Monitoring Committee	Informasi peningkatan kompetensi/pelatihan Bapak Abdul Ghofar dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Dewan Komisaris pada bab tata kelola ini. Information on Mr. Abdul Ghofar's competency development/training can be found in the competency development/training section for the Board of Commissioners members in this governance chapter.			

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Aria Farah Mita	Anggota Komite Pemantau Risiko Member of the Risk Monitoring Committee	17 Februari 2024 17 February 2024	Online via Zoom	Update Aturan Perpajakan dan SAK Terbaru 2024 Update on Tax Regulations and the Latest 2024 Accounting Standards (SAK)	Forum Akuntan Manajemen (FAM) Management Accountants Forum (FAM)
		17 Juli 2024 17 July 2024	Fakultas Ekonomi dan Bisnis Universitas 17 Agustus 1945 Surabaya (UNTAG) Faculty of Economics and Business, Universitas 17 Agustus 1945 Surabaya (UNTAG)	The Role of Accounting in Transforming The World Towards Sustainable Development With 5P (People, Planet, Prosperity, Peace, Partnership, Spirit of Patriotism) - SEBAGAI PEMBICARA The Role of Accounting in Transforming the World Towards Sustainable Development with 5P (People, Planet, Prosperity, Peace, Partnership, Spirit of Patriotism) – As Speaker	International Conference KRA XI 2024
		25-26 Juli 2024 25-26 July 2024	Online via Zoom	Life Cycle Asessment (LCA) and Carbon Reduction Strategy	Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR) Risk Management Professional Certification Institute (LSPMR)
		12 Agustus 2024 12 August 2024	Hybrid	Workshop Generative Artificial Intelligence	FEB UI dan AMBA Association
		13 Agustus 2024 13 August 2024	Bandung	KPK Talks: Pelaporan LHKPN sebagai Barometer Integritas KPK Talks: LHKPN Reporting as an Integrity Barometer	FEB UI dan AMBA Association
		13 Agustus 2024 13 August 2024	Bandung	Workshop Manajemen Risiko Risk Management Workshop	FEB UI dan AMBA Association
		13 Agustus 2024 13 August 2024	Bandung	Workshop Zona Integritas Integrity Zone Workshop	FEB UI dan AMBA Association
		22 Agustus 2024 22 August 2024	Online via Zoom	Core Concepts of Circular Entrepreneurship	RIT Course

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Ersa Tri Wahyuni	Anggota Komite Pemantau Risiko Member of the Risk Monitoring Committee	21-22 Februari 2024 21-22 February 2024	Gedung LPPI Jakarta LPPI Building, Jakarta	Implementasi PSAK 74 dan Tantangan Industri Asuransi di 2024 Implementation of PSAK 74 and Challenges in the Insurance Industry in 2024	Lembaga Pengembangan Perbankan Indonesia (LPPI) Indonesian Banking Development Institute (LPPI)
		26 Juni 2024 26 June 2024	Bandung	Penguatan Tata Kelola, Manajemen Risiko dan Kepatuhan (GRC) Sektor Publik Menuju Indonesia Emas 2045 Strengthening Governance, Risk Management, and Compliance (GRC) in the Public Sector Towards Golden Indonesia 2045	IRMAPA
Desi Adhariani	Anggota Komite Pemantau Risiko Member of the Risk Monitoring Committee	12 Juni 2024 12 June 2024	Online via Zoom	Issues and Challenges in Governance for Sustainability: Corporate and Public Sectors	Fakultas Ekonomi Bisnis Universitas Andalas Faculty of Economics and Business, Universitas Andalas
		20 Juni 2024 20 June 2024	Universitas Pendidikan Indonesia (UPI), Bandung	AKUNTalk: Exploring Data Analysis Techniques for Enhancing Financial Decision Making	Faculty of Economics and Business Education Universitas Pendidikan Indonesia (UPI)
		17 Juli 2024 17 July 2024	Online via Zoom	Implementation of Sustainability Reporting in Indonesia	Institut Akuntan Publik Indonesia (IAPI) Indonesian Institute of Public Accountants (IAPI)
		22 Agustus 2024 22 August 2024	Online via Zoom	Core Concepts of Circular Entrepreneurship	RIT Course
		26 Agustus 2024 26 August 2024	Online via Zoom	Envision a Sustainable Future: Creating Societies and Pathways to Global Transformation	University of Jember and Asosiasi Program Studi S2 Akuntansi Indonesia (APSSAI) University of Jember and Indonesian Master's Program in Accounting Association (APSSAI)
		28 September 2024 28 September 2024	Online via Zoom	PSAK 241: Akuntansi Agrikultur PSAK 241: Agricultural Accounting	Economic and Business Indonesia Fair (EBIF)
		9 Oktober 2024 9 October 2024	Hotel Aston Priority Simatupang and Conference Center, Jakarta	Workshop "Carbon Trading & Carbon Tax in Indonesia"	Fakultas Ekonomi Bisnis Universitas Indonesia Faculty of Economics and Business, Universitas Indonesia
		22 November 2024 22 November 2024	Online via Zoom	Seeing the Unseen Enemies: Crucial Role of Whistleblowers in Detecting and Preventing Cyberfraud	Institute of Compliance Professional Indonesia (ICoPI)

Rapat dan Tingkat Kehadiran Komite Pemantau Risiko

Meetings and Attendance of the Risk Monitoring Committee

Sepanjang tahun 2024, Komite Pemantau Risiko telah melaksanakan 27 (dua puluh tujuh) 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 2024, the Risk Monitoring Committee held 27 (twenty seven) meetings, including joint meetings with the Nomination and Remuneration Committee and the Audit Committee, as well as meetings with management. Some of these meetings were conducted online via Microsoft Teams (MTeams).

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Kehadiran dalam % Attendance in %	Tidak Hadir dengan Surat Kuasa Absence with Power of Attorney
Dian Masyita [1)]	8	8	100%	-
Tajudin Noor [2)]	18	18	100%	1
Abdul Ghofar [3)]	1	1	100%	-
Aria Farah Mita	21	21	100%	2
Ersa Tri Wahyuni [4)]	20	19	95%	-
Desi Adhariani [5)]	7	7	100%	-
Arif Suryawan [6)]	7	6	86%	-

1) Tidak lagi menjabat sebagai Ketua Komite Pemantau Risiko terhitung sejak tanggal 29 April 2024
No longer serving as Chairman of the Risk Monitoring Committee effective 29 April 2024
2) Efektif menjabat sebagai Ketua Pemantau Risiko terhitung sejak tanggal 29 April 2024
Effectively serving as Chairman of the Risk Monitoring Committee starting 29 April 2024
3) Efektif menjabat sebagai Ketua Komite Pemantau Risiko terhitung sejak tanggal 13 Desember 2024
Effectively serving as Chairman of the Risk Monitoring Committee starting 13 December 2024
4) Tidak lagi menjabat sebagai Anggota Komite Pemantau Risiko terhitung sejak tanggal 30 September 2024
No longer serving as a Member of the Risk Monitoring Committee effective 30 September 2024
5) Efektif menjabat sebagai Anggota Komite Pemantau Risiko terhitung sejak tanggal 1 Oktober 2024
Effectively serving as a Member of the Risk Monitoring Committee starting 1 October 2024
6) Efektif menjabat sebagai Anggota Komite Pemantau Risiko terhitung sejak tanggal 1 Oktober 2024
Effectively serving as a Member of the Risk Monitoring Committee starting 1 October 2024

Laporan Pelaksanaan Tugas Komite Pemantau Risiko Tahun 2024

Risk Monitoring Committee Activity Report for 2024

Per 31 Desember 2024, Komite Pemantau Risiko telah melaksanakan tugas-tugas sebagai berikut:

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, serta kepatuhan atas penyampaian laporan-laporan yang disyaratkan oleh regulator (OJK);

As of 31 December 2024, the Risk Monitoring Committee has carried out the following duties:

1. Supervised the implementation of Enterprise Risk Management (ERM) through regular monitoring with the ERM division, including oversight of integrated risk management functions with subsidiaries.
2. Monitored credit risk management related to receivables, as well as the risk of impairment in investment and investment properties.
3. Oversaw the company's investment policies and implementation, including investment policies related to subsidiaries.
4. Conducted intensive supervision of business process risks, particularly regarding IT support and retail business progress.
5. Monitored the Company's compliance with regulations, including adherence to reporting obligations required by regulators (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. Supervised the Company's obligations in preparing the Sustainability Report, as required by POJK No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies.
7. Collaborated with other Board of Commissioners' Committees to conduct monthly performance monitoring of the Company.
8. Worked alongside other Board of Commissioners' Committees to oversee the preparation of the Company's Annual Budget Plan (RKAP) and Long-Term Corporate Plan (RJPP).
9. Cooperated with the Audit Committee to monitor the Company's readiness for PSAK 117 implementation regarding Insurance Contracts, which has a significant impact on both the Company and the insurance industry.
10. Enhanced the capacity of the Risk Monitoring Committee through training, seminars, and sharing sessions.

4.D

Komite Tata Kelola Terintegrasi

Integrated Governance Committee

Komite Tata Kelola Terintegrasi sesuai dengan ketentuan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara (BUMN) tanggal 24 Maret 2023 ("Peraturan Menteri BUMN PER-2/MBU/03/2023") jo. Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts-14/C00000/2023-S0 tanggal 23 Oktober 2023 tentang Penetapan Kategori dan Klasifikasi Risiko Subholding dan Anak Perusahaan di bawah *Holding*; serta Surat Direktur Keuangan PT Pertamina (Persero) Nomor 024/H00000/2024-S4 perihal Reminder Tindak Lanjut Implementasi Permen BUMN PER/2/MBU/03/2023 tanggal 31 Januari 2024.

The Integrated Governance Committee operates in accordance with Minister of State-Owned Enterprises (BUMN) Regulation No. PER-2/MBU/03/2023 on Governance Guidelines and Significant Corporate Activities of State-Owned Enterprises (BUMN) dated 24 March 2023 ("Ministerial Regulation PER-2/MBU/03/2023"), in conjunction with the Decree of the President Director of PT Pertamina (Persero) No. Kpts-14/C00000/2023-S0 dated 23 October 2023 concerning the Determination of Risk Categories and Classifications for Subholdings and Subsidiaries under the Holding, as well as the Letter from the Finance Director of PT Pertamina (Persero) No. 024/H00000/2024-S4 regarding the Reminder on the Follow-up Implementation of Ministerial Regulation PER-2/MBU/03/2023 dated 31 January 2024.

Komite Tata Kelola Terintegrasi telah membantu Dewan Komisaris dalam melakukan pengawasan dan pemberian nasihat terhadap kegiatan entitas Tugu Group yang terkait dengan bidang tugas Komite Tata Kelola Terintegrasi diantaranya mengevaluasi kebijakan Tata Kelola Terintegrasi dan memberikan rekomendasi kepada Dewan Komisaris terkait penyempurnaan kebijakan Tata Kelola Terintegrasi tersebut, pemantauan dan evaluasi atas keselarahan dan penerapan kebijakan Tata Kelola Terintegrasi di Tugu Group; dan memberikan rekomendasi perbaikan tata kelola, berupa upaya mitigasi dan solusi, atas isu strategis di Tugu Group berdasarkan hasil penelaahan dan evaluasi yang terintegrasi

The Integrated Governance Committee has assisted the Board of Commissioners in overseeing and providing advice on activities within Tugu Group related to its scope of duties. This includes evaluating Integrated Governance policies and providing recommendations to the Board of Commissioners for policy improvements, monitoring and evaluating the alignment and implementation of Integrated Governance policies within Tugu Group, providing governance improvement recommendations, including mitigation efforts and solutions for strategic issues within Tugu Group, based on integrated assessments and evaluations.

Piagam Komite Tata Kelola Terintegrasi

Integrated Governance Committee Charter

Perseroan memiliki Piagam Komite Tata Kelola Terintegrasi, yang disahkan oleh Dewan Komisaris pada 25 April 2024.

The Company has an Integrated Governance Committee Charter, which was approved by the Board of Commissioners on 25 April 2024.

Piagam Komite Tata Kelola Terintegrasi bertujuan agar Komite Tata Kelola Terintegrasi dapat melaksanakan tugas dan tanggung jawabnya secara efisien, transparan, kompeten, independen, bisa dipertanggungjawabkan, dan dapat diterima oleh pihak-pihak yang berkepentingan. Piagam Komite Tata Kelola Terintegrasi mengatur tentang pembentukan, organisasi dan masa kerja, tugas, tanggung jawab dan wewenang, tata cara dan prosedur kerja serta mekanisme pelaporan Komite Tata Kelola Terintegrasi.

The Integrated Governance Committee Charter aims to ensure that the Integrated Governance Committee carries out its duties and responsibilities efficiently, transparently, competently, independently, accountably, and in a manner acceptable to stakeholders. The Charter regulates the establishment, organization and tenure, duties, responsibilities and authority, work procedures and processes, as well as the reporting mechanism of the Integrated Governance Committee.

Susunan, Dasar Pengangkatan, dan Masa Jabatan Komite Tata Kelola Terintegrasi

Composition, Basis of Appointment, and Term of Office of the Integrated Governance Committee

Anggota Komite Tata Kelola Terintegrasi terdiri dari sekurang-kurangnya 1 (satu) orang Komisaris Independen Perseroan sebagai ketua, Seluruh Anggota Komite Pemantau Risiko sebagai Anggota, dan Direktur Kepatuhan & Manajemen Risiko sebagai Sekretaris.

The Integrated Governance Committee consists of at least one (1) Independent Commissioner of the Company as Chairman, all members of the Risk Monitoring Committee as Members, and the Director of Compliance & Risk Management as Secretary.

Susunan keanggotaan Komite Tata Kelola Terintegrasi Tugu Insurance per 31 Desember 2024 adalah sebagai berikut:

The composition of the Integrated Governance Committee of Tugu Insurance as of 31 December 2024 is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Term of Office
Dian Masyita	Ketua Komite Tata Kelola Terintegrasi Chairman of the Integrated Governance Committee	Surat Keputusan Dewan Komisaris No. 05/SKK-ATPI/IV/2024 tanggal 25 April 2024 tentang Pembentukan Komite Tata Kelola Terintegrasi PT Asuransi Tugu Pratama Indonesia Tbk Board of Commissioners' Decree No. 05/SKK-ATPI/IV/2024 dated 25 April 2024 concerning the Establishment of the Integrated Governance Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	25 April s.d 29 April 2024 25 April – 29 April 2024
Tajudin Noor	Ketua Komite Tata Kelola Terintegrasi Chairman of the Integrated Governance Committee		29 April 2024 s.d 13 Desember 2024 29 April 2024 – 13 December 2024
Abdul Ghofar	Ketua Komite Tata Kelola Terintegrasi Chairman of the Integrated Governance Committee	Surat Keputusan Dewan Komisaris No. 12/SKK-ATPI/X/2024 tanggal 1 Oktober 2024 tentang Perubahan Komite Tata Kelola Terintegrasi PT Asuransi Tugu Pratama Indonesia Tbk Board of Commissioners' Decree No. 12/SKK-ATPI/X/2024 dated 1 October 2024 concerning the Amendments to the Integrated Governance Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	13 Desember 2024 s.d sekarang 13 December 204 - current
Aria Farah Mita	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee	Surat Keputusan Dewan Komisaris No. 05/SKK-ATPI/IV/2024 tanggal 25 April 2024 tentang Pembentukan Komite Tata Kelola Terintegrasi PT Asuransi Tugu Pratama Indonesia Tbk Board of Commissioners' Decree No. 05/SKK-ATPI/IV/2024 dated 25 April 2024 concerning the Establishment of the Integrated Governance Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	25 April 2024 s.d sekarang 25 April 2024 - present
Ersa Tri Wahyuni	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee		25 April 2024 s.d 30 September 2024 25 April 2024 – 30 September 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Term of Office
Desi Adhariani	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee	Surat Keputusan Dewan Komisaris No. 12/SKK-ATPI/X/2024 tanggal 1 Oktober 2024 tentang Perubahan Komite Tata Kelola Terintegrasi PT Asuransi Tugu Pratama Indonesia Tbk Board of Commissioners' Decree No. 12/SKK-ATPI/X/2024 dated 1 October 2024 concerning the Amendments to the Integrated Governance Committee of PT Asuransi Tugu Pratama Indonesia Tbk.	1 Oktober 2024 s.d sekarang 1 October 2024 - current
Arif Suryawan	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee		

Profil Komite Tata Kelola Terintegrasi Per 31 Desember 2024

Profile of Member of the Integrated Governance Committee as of 31 December 2024

Nama Name	**Abdul Ghofar**
Jabatan Position	Ketua Komite Tata Kelola Terintegrasi Chairman of the Integrated Governance Committee
Keterangan Description	Profil lengkap Bapak Abdul Ghofar dapat dilihat pada profile Dewan Komisaris pada Laporan Tahunan ini. The full profile of Mr. Abdul Ghofar can be found in the Board of Commissioners' profile section of this Annual Report.

Nama Name	**Aria Farah Mita**
Jabatan Position	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee
Keterangan Description	Profil lengkap Ibu Aria Farah Mita dapat dilihat pada Profil Komite Pemantau Risiko pada Laporan Tahunan ini. The full profile of Ms. Aria Farah Mita's can be found in the Risk Monitoring Committee profile section of this Annual Report.

Nama Name	**Desi Adhariani**
Jabatan Position	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee
Keterangan Description	Profil lengkap Ibu Desi Adhariani dapat dilihat pada Profil Komite Pemantau Risiko pada Laporan Tahunan ini. The full profile of Ms. Desi Adhariani can be found in the Risk Monitoring Committee Profile section of this Annual Report.

Nama Name	**Arif Suryawan**
Jabatan Position	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee
Keterangan Description	Profil lengkap Bapak Arif Suryawan dapat dilihat pada Profil Komite Pemantau Risiko pada Laporan Tahunan ini. The full profile of Mr. Arif Suryawan can be found in the Risk Monitoring Committee Profile section of this Annual Report.

Independensi Komite Tata Kelola Terintegrasi

Independence of the Integrated Governance Committee

Untuk menjaga independensinya, Komite Tata Kelola Terintegrasi diketuai oleh Abdul Ghofar sebagai Presiden Komisaris/Komisaris Independen yang tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, dan Pemegang Saham Utama/Pengendali Perseroan.

To maintain its independence, the Integrated Governance Committee is chaired by Abdul Ghofar, serving as President Commissioner/Independent Commissioner, who has no affiliated relationship with the Board of Commissioners, Board of Directors, or the Company's Major/Controlling Shareholders.

Anggota Komite Tata Kelola Terintegrasi dari pihak independen (non-komisaris) tidak boleh berasal dari kalangan pejabat maupun pegawai Tugu Insurance dan tidak berasal dari kantor konsultan hukum terkait yang sedang memberikan jasa Tugu Insurance, dan bukan berasal dari satuan kerja pengaturan maupun pengawasan Otoritas Jasa Keuangan.

Independent (non-commissioner) members of the Integrated Governance Committee must not be officials or employees of Tugu Insurance, affiliated with any legal consulting firm currently providing services to Tugu Insurance, or part of the regulatory or supervisory division of the Financial Services Authority (OJK).

Seluruh anggota Komite Tata Kelola Terintegrasi 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.

All independent members of the Integrated Governance Committee have no financial, managerial, share ownership, and/or family relationships with the Board of Commissioners, Board of Directors, and/or Major/Controlling Shareholders, nor any relationship with the Company that could impact their ability to act independently.

Tabel Hubungan Kekeluargaan dan Hubungan Keuangan
Table of the 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	✕	✕	✕	✕	✕	✕
Tajudin Noor	✕	✕	✕	✕	✕	✕
Abdul Ghofar	✕	✕	✕	✕	✕	✕
Aria Farah Mita	✕	✕	✕	✕	✕	✕
Ersa Tri Wahyuni	✕	✕	✕	✕	✕	✕
Desi Adhariani	✕	✕	✕	✕	✕	✕
Arif Suryawan	✕	✕	✕	✕	✕	✕

Tabel Independensi
Independence Table

Aspek Independensi Independence Aspect	Dian Masyita	Tajudin Noor	Abdul Ghofar	Aria Farah Mita	Ersa Tri Wahyuni	Desi Adhariani	Arif Suryawan
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.	✓	✓	✓	✓	✓	✓	✓

Tugas dan Tanggung Jawab Komite Tata Kelola Terintegrasi

Duties and Responsibilities of the Integrated Governance Committee

Komite Tata Kelola Terintegrasi mempunyai wewenang, tugas dan tanggung jawab sebagai berikut:

1. Melakukan evaluasi kebijakan Tata Kelola Terintegrasi;
2. Melakukan pemantauan dan evaluasi atas keselarasan dan penerapan kebijakan TKT di Anak perusahaan Perseroan;
3. Melakukan evaluasi pelaksanaan Tata Kelola Terintegrasi, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi;
4. Memberikan rekomendasi kepada Dewan Komisaris untuk penyempurnaan kebijakan Tata Kelola Terintegrasi;
5. Melakukan komunikasi dengan unit kerja untuk fungsi antara lain Audit Internal, Hukum dan Kepatuhan, Keuangan dan Manajemen Risiko, Sumber Daya Manusia, dan aspek fungsi Operasional Usaha yang diperlukan, untuk memperoleh informasi, klarifikasi serta meminta laporan yang diperlukan secara terintegrasi;
6. Mengevaluasi kebijakan Tata Kelola Terintegrasi (TKT) dan memberikan rekomendasi kepada Dewan Komisaris terkait penyempurnaan kebijakan TKT tersebut, untuk kemudian dimonitor pelaksanaannya oleh Sekretaris Komite Tata Kelola Terintegrasi;
7. Memberikan rekomendasi perbaikan tata Kelola, berupa upaya mitigasi dan solusi, atas isu strategis di Holding/Subholding/Anak Perusahaan Perseroan berdasarkan hasil penelaahan dan evaluasi yang terintegrasi;
8. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Tata Kelola Terintegrasi lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS;
9. Memfasilitasi *sharing* dan *benchmarking* dari entitas-entitas di dalam lingkup perusahaan para anggota Komite, untuk mengakselerasi efektivitas penerapan Tata Kelola Terintegrasi melalui *lesson learned* dari entitas yang dimaksud;
10. Menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya; dan
11. Anggota Komite Audit, Komite Pemantau Risiko, serta Komite Nominasi dan Remunerasi berperan dalam Komite Tata Kelola Terintegrasi dalam bentuk penugasan.

The Integrated Governance Committee has the authority, duties, and responsibilities as follows:

1. Conducting evaluations of Integrated Governance policies.
2. Monitoring and evaluating the alignment and implementation of Integrated Governance policies in the Company's subsidiaries.
3. Evaluating the implementation of Integrated Governance, at a minimum through assessments of the adequacy of internal controls and the execution of compliance functions in an integrated manner.
4. Providing recommendations to the Board of Commissioners for the improvement of Integrated Governance policies.
5. Communicating with relevant work units, including Internal Audit, Legal and Compliance, Finance and Risk Management, Human Resources, and Business Operations, to obtain information, clarifications, and necessary integrated reports.
6. Evaluating Integrated Governance (TKT) policies and providing recommendations to the Board of Commissioners for policy improvements, which will then be monitored by the Secretary of the Integrated Governance Committee.
7. Providing governance improvement recommendations, including mitigation efforts and solutions, for strategic issues within the Holding/Subholding/Subsidiaries based on integrated review and evaluation results.
8. Monitoring and evaluating the implementation of other Integrated Governance functions in accordance with applicable laws and regulations, the Company's Articles of Association, and/or General Meeting of Shareholders (GMS) decisions.
9. Facilitating sharing sessions and benchmarking among entities within the scope of the Committee members' companies to accelerate the effectiveness of Integrated Governance implementation through lesson-learned practices.
10. Carrying out other authorities, duties, and responsibilities related to its function.
11. Members of the Audit Committee, Risk Monitoring Committee, and Nomination and Remuneration Committee participate in the Integrated Governance Committee through specific assignments.

Program Pengembangan Kompetensi Komite Tata Kelola Terintegrasi

Competency Development Program for the Integrated Governance Committee

Komite Tata Kelola Terintegrasi telah mengikuti program peningkatan kompetensi sepanjang tahun 2024, antara lain:

The Integrated Governance Committee has participated in various competency development programs throughout 2024, including:

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Abdul Ghofar	Ketua Komite Tata Kelola Terintegrasi Chairman of the Integrated Governance Committee	Informasi peningkatan kompetensi/pelatihan Bapak Abdul Ghofar dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Dewan Komisaris pada bab tata kelola ini. Information on Mr. Abdul Ghofar's competency development/training can be found in the competency development/training section for the Board of Commissioners members in this governance chapter.			
Aria Farah Mita	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee	Informasi peningkatan kompetensi/pelatihan Ibu Aria Farah Mita telah disajikan pada bagian Komite Pemantau Risiko. Information on Ms. Aria Farah Mita's competency development/training has been presented in the Risk Monitoring Committee section.			
Ersa Tri Wahyuni	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee	Informasi peningkatan kompetensi/pelatihan Ibu Ersa Tri Wahyuni telah disajikan pada bagian Komite Pemantau Risiko. Information on Ms. Ersa Tri Wahyuni's competency development/training has been presented in the Risk Monitoring Committee section.			
Desi Adhariani	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee	Informasi peningkatan kompetensi/pelatihan Ibu Desi Adhariani telah disajikan pada bagian Komite Pemantau Risiko. Information on Ms. Desi Adhariani's competency development/training has been presented in the Risk Monitoring Committee section.			

Rapat dan Tingkat Kehadiran Komite Tata Kelola Terintegrasi

Meetings and Attendance of the Integrated Governance Committee

Selama tahun 2024, Komite Tata Kelola Terintegrasi telah menyelenggarakan 3 (tiga) kali rapat. Berikut informasi frekuensi rapat dan tingkat kehadiran Anggota Komite Tata Kelola Terintegrasi dalam rapat di tahun 2024:

Throughout 2024, the Integrated Governance Committee held three (3) meetings. Below is the information on the meeting frequency and attendance rate of the Integrated Governance Committee members in 2024:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Kehadiran dalam % Attendance in %	Tidak Hadir dengan Surat Kuasa Absence with Power of Attorney
Dian Masyita [1)]	-	-	-	-
Tajudin Noor [2)]	3	3	100%	-
Abdul Ghofar [3)]	-	-	-	-
Aria Farah Mita	3	3	100%	-
Ersa Tri Wahyuni [4)]	3	3	100%	-
Desi Adhariani [5)]	-	-	-	-
Arif Suryawan [6)]	-	-	-	-

1) Tidak lagi menjabat sebagai Ketua Komite Tata Kelola Terintegrasi terhitung sejak tanggal 29 April 2024
No longer serving as Chairman of the Integrated Governance Committee effective 29 April 2024
2) Efektif menjabat sebagai Ketua Komite Tata Kelola Terintegrasi sejak tanggal 29 April 2024
Effectively serving as Chairman of the Integrated Governance Committee starting 29 April 2024
3) Efektif menjabat sebagai Ketua Komite Tata Kelola Terintegrasi terhitung sejak tanggal 13 Desember 2024
Effectively serving as Chairman of the Integrated Governance Committee starting 13 December 2024
4) Tidak lagi menjabat sebagai Anggota Komite Tata Kelola Terintegrasi terhitung sejak tanggal 30 September 2024
No longer serving as Member of the Integrated Governance Committee effective 30 September 2024
5) Efektif menjabat sebagai Anggota Komite Tata Kelola Terintegrasi terhitung sejak tanggal 1 Oktober 2024
Effectively serving as Member of the Integrated Governance Committee starting 1 October 2024
6) Efektif menjabat sebagai Anggota Komite Pemantau Tata Kelola Terintegrasi sejak tanggal 1 Oktober 2024
Effectively serving as Member of the Integrated Governance Monitoring Committee starting 1 October 2024

Laporan Pelaksanaan Tugas Komite Tata Kelola Terintegrasi

Report on the Implementation of Duties of the Integrated Governance Committee

Selama tahun 2024, Komite Tata Kelola Terintegrasi telah melaksanakan tugasnya yaitu melakukan 3 (tiga) kali rapat yang terdiri dari 2 (dua) kali rapat dengan Fungsi Enterprise Risk Management (ERM) dan 1 (satu) kali dengan Direktorat Kepatuhan & Manajemen Risiko. Dalam rapat tersebut membahas terkait Pelaksanaan Risk Maturity Assessment Pertamina Group, Implementasi Tata Kelola Terintegrasi dengan Implementasi di Pertamina (Persero) dan Implementasi ERM.

Throughout 2024, the Integrated Governance Committee has carried out its duties by holding three (3) meetings, consisting of two (2) meetings with the Enterprise Risk Management (ERM) Function and one (1) meeting with the Directorate of Compliance & Risk Management. These meetings discussed the implementation of the Risk Maturity Assessment for Pertamina Group, the implementation of Integrated Governance in alignment with Pertamina (Persero), and the implementation of Enterprise Risk Management (ERM).

4.E

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 sebagai penghubung antara 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 its supervisory duties and functions, particularly in the area of secretarial matters and acting as a liaison 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 2024, Sekretaris Dewan Komisaris adalah Ulum Tri Handayani, yang diangkat berdasarkan Surat Keputusan Dewan Komisaris No. 12/SKK-ATPI/XII/2023 tanggal 29 Desember 2023.

As of 31 December 2024, the Secretary of the Board of Commissioners is Ulum Tri Handayani, who was appointed based on the Board of Commissioners' Decree No. 12/SKK-ATPI/XII/202 dated 29 December 2023.

Nama Name	**Ulum Tri Handayani**
Jabatan Position	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners
Masa Jabatan Term of Office	1 Januari 2024 s.d 31 Desember 2026 1 January 2024 – 31 December 2026
Kewarganegaraan Citizenship	Indonesia
Usia Age	36 tahun 36 years old
Domisili Domicile	Jakarta Barat West Jakarta
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's Degree in Accounting from Universitas Indonesia, graduated in 2015. • Bachelor's Degree in Economics, majoring in Accounting from Universitas Brawijaya, graduated in 2011.
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	Accounting Staff, PT Ground Risk Management (2012-2013). Tidak memiliki rangkap jabatan di Tugu Insurance maupun perusahaan/lembaga lain. Accounting Staff at PT Ground Risk Management (2012–2013). Does not hold any concurrent positions at Tugu Insurance or any other company/institution.
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan Pemegang Saham Utama/Pengendali. Has no affiliated relationship with members of the Board of Commissioners, Board of Directors, or Major/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; dan
5. Pengumpulan data atau informasi yang relevan dengan pelaksanaan tugas Dewan Komisaris.

Dalam membantu Dewan Komisaris, Sekretaris Dewan Komisaris bertugas:
1. Koordinator dalam seluruh kegiatan administrasi yang dilaksanakan di Sekretariat Dewan Komisaris;
2. Koordinator kegiatan Dewan Komisaris seperti rapat, pertemuan dan lain-lain;
3. Bersama Komite Dewan Komisaris, menyusun Rencana Kegiatan dan Anggaran (RKA) Dewan Komisaris setiap tahun;
4. Bersama Komite Dewan Komisaris, melakukan analisis RKAP Perseroan, *Business Plan* Perseroan dan rekomendasinya kepada Dewan Komisaris;
5. Notulis dan membuat *summary* pada setiap rapat antara Dewan Komisaris dan Direksi;
6. Tugas-tugas lain yang berhubungan dengan bidang kesekretariatan 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; and
5. Collection of the data or information relevant to implementing the Board of Commissioners' duties.

In assisting the Board of Commissioners, the Secretary of the Board of Commissioners is responsible for:
1. Coordinating all administrative activities carried out in the Secretariat of the Board of Commissioners.
2. Coordinating Board of Commissioners' activities, such as meetings, gatherings, and other events.
3. Collaborating with the Board of Commissioners' Committees to prepare the Annual Work Plan and Budget (RKA) for the Board of Commissioners.
4. Working with the Board of Commissioners' Committees to analyze the Company's Annual Budget Plan (RKAP), Business Plan, and providing recommendations to the Board of Commissioners.
5. Taking minutes and summarizing discussions in meetings between the Board of Commissioners and the Board of Directors.
6. Performing other tasks related to the secretariat functions of the Board of Commissioners.

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 2024, antara lain:

Throughout 2024, the Secretary of the Board of Commissioners participated in the following competence enhancement programs:

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Ulum Tri Handayani	Sekretaris Dewan Komisaris Secretary of the Board of Commissioners	27 Juni 2024 27 June 2024	Online via Zoom	Mengintegrasikan manajemen kepatuhan: Implementasi POJK 22/2023 dari teori ke aksi: Kasus Pelindungan Konsumen Integrating Compliance Management: Implementation of POJK 22/2023 from Theory to Action: Consumer Protection Case	Center for Risk Management & Sustainability (CRMS)

5.

Komite dan Fungsi di Bawah Direksi

Committees and Functions Under the Board of Directors

5.A

Komite Investasi

Investment Committee

Sesuai dengan 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. Ketaatan terhadap kebijakan dan strategi investasi tersebut harus dievaluasi secara berkala, paling sedikit satu kali dalam setahun. Oleh karena itu, Direksi telah membentuk Komite Investasi untuk membantu dalam merumuskan kebijakan investasi serta 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 required to establish written investment policies and strategies. Compliance with these policies and strategies is evaluated periodically, at least once a year. Therefore, the Board of Directors has established an Investment Committee to assist in formulating investment policies and monitoring the implementation of the policies in effect.

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 harus terdiri dari paling sedikit:

1. Anggota Direksi yang membawahi fungsi pengelolaan investasi; dan
2. Aktuaris perusahaan atau tenaga ahli perusahaan.

Komite Investasi dibentuk berdasarkan Surat Keputusan Direksi No. 002/SKD/05/LEC-ATPI/IV/2024 tanggal 5 April 2024 tentang Pembentukan Komite Investasi PT Asuransi Tugu Pratama Indonesia Tbk. Adapun komposisi keanggotaan Komite Investasi per 31 Desember 2024 adalah sebagai berikut:

In accordance with the provisions of POJK No. 73/POJK.05/2016 concerning Good Corporate Governance for Insurance Companies, the Investment Committee must consist of at least:

1. A member of the Board of Directors who oversees the investment management function; and
2. The company's actuary or experts from the company.

The Investment Committee was established based on the Board of Directors Decree No. 002/SKD/05/LEC-ATPI/IV/2024 dated 5 April 2024, regarding the Establishment of the Investment Committee of PT Asuransi Tugu Pratama Indonesia Tbk. The composition of the Investment Committee as of 31 December 2024, is as follows:

Posisi Position	Nama Name	Jabatan Position	Periode Masa Jabatan Term of Office
Ketua Chairman	Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Efektif sejak 5 April 2024 Effective since 5 April 2024
Anggota Member	Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Services Director	
	Sudarlin	Direktur Teknik Technical Director	
	Kristy Damayanti	SVP Strategic Management & Corporate Development	
	Aldy Rifianto	Plt. Financial Accounting Group Head Acting Financial Accounting Group Head	
	Muhamad Baskoro	Legal & Compliance Group Head	
	Jonathan David Nandana	ERM, APU PPT & Policy Group Head	
	Arkan Dewantara	Tenaga Ahli Perusahaan Company Expert	
	M Ivan Faizal	Aktuaris Perusahaan Company Actuaria	

Profil Komite Investasi Per 31 Desember 2024
Profile of Investment Committee as of 31 December 2024

Untuk Profil Direktur Kepatuhan & Manajemen Risiko, Direktur Keuangan & Layanan Korporat, dan Direktur Teknik dapat dilihat pada profil Direksi.

For the Profile of the Compliance & Risk Management Director, Finance & Corporate Services Director, and Technical Director can be viewed on the profile of the Board of Directors.

Nama Name	**Kristy Damayanti**
Jabatan Position	SVP Strategic Management & Corporate Development
Kewarganegaraan Citizenship	Indonesia
Usia Age	46 tahun 46 years old
Domisili Domicile	Jakarta Timur East Jakarta
Pendidikan dan Pelatihan Education and Training	• Master in Finance & Insurance, University of Florence Italy (2006). • Sarjana Pertanian, Institut Pertanian Bogor (2003). Pelatihan • Employee Engagement Summit 2022: Employee Engagement Di Era Adaptasi Kebiasaan Baru! Are You Ready? • TILEARN 039: Treaty Expose 2023 • People Management Development Program Batch 3 • Tilearn 042: Implementasi SMAP Dalam Menunjang Kegiatan Operasional Perusahaan • Coaching For Empowering Your Team • TILEARN 054 : APU, PPT & PPPSPM Di Sektor Jasa Keuangan Berbasis Pojk No. 8 Tahun 2023 • Contract Lease Management • Finance & Fund Management • TILEARN 061 - Financial Wellbeing Series Bijak Mengelola Keuangan Dan Pentingnya Investasi • 30th East Asian Insurance Congress (EAIC) • Transformasi Menuju Efisiensi: Strategi & Implementasi Di Industri • Tishare 015 - Nasabah Dan Transaksi Mencurigakan: Apa Yang Perlu Diketahui dan Dilakukan?	• Master in Finance & Insurance, University of Florence Italy (2006). • Bachelor's Degree in Agriculture from Bogor Agricultural University (2003). Training • Employee Engagement Summit 2022: Employee Engagement in the Era of New Habit Adaptation! Are You Ready? • TILEARN 039: Treaty Expose 2023 • People Management Development Program Batch 3 • TILEARN 042: Implementation of SMAP in Supporting Company Operational Activities • Coaching for Empowering Your Team • TILEARN 054: AML, CTF & PPPSPM in the Financial Services Sector Based on POJK No. 8 of 2023 • Contract Lease Management • Finance & Fund Management • TILEARN 061 - Financial Wellbeing Series: Smart Financial Management and the Importance of Investment • 30th East Asian Insurance Congress (EAIC) • Transformation Towards Efficiency: Strategy & Implementation in the Industry • TISHARE 015: Customers and Suspicious Transactions: What Needs to Be Known and Done?

Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• SVP Strategic Management & Corporate Development (2023-sekarang) • Direktur - PT Interindo (2023-sekarang) • Strategic Planning & Mgt. Accounting Group Head (2022-2023) • Fin. Planning & Evaluation Group Head (2016-2022) • Verification & Tax Operation Dept. Head (2014-2016) • Budget & Performance Analyst Manager (2013-2014) • Performance Analyst Sr. Officer (2008-2013)	• SVP Strategic Management & Corporate Development (2023-Present) • Director - PT Interindo (2023-Present) • Strategic Planning & Management Accounting Group Head (2022-2023) • Financial Planning & Evaluation Group Head (2016- 2022) • Verification & Tax Operation Dept. Head (2014-2016) • Budget & Performance Analyst Manager (2013-2014) • Performance Analyst Sr. Officer (2008-2013)
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, Directors, and Major/Controlling Shareholders.	

Nama Name	**Aldy Rifianto**	
Jabatan Position	Plt. Financial Accounting Group Head Acting Financial Accounting Group Head	
Kewarganegaraan Citizenship	Indonesia	
Usia Age	38 tahun 38 years old	
Domisili Domicile	Depok	
Pendidikan dan Pelatihan Education and Training	S2- Universitas Gadjah Mada (Manajemen) Pelatihan • Employee Engagement Summit 2022: Employee Engagement Di Era Adaptasi Kebiasaan Baru! Are You Ready? • Ey Reporting and Calculation Platform (Rcp) As Ifrs 17 Solution • Tilearn 039: Treaty Expose 2023 • People Management Development Program Batch 3 • Risk Management Forum Pertamina Group 2023 • Tilearn 042: Implementasi Smap Dalam Menunjang Kegiatan Operasional Perusahaan • Coaching For Empowering Your Team • Training For Facilitator: How to Enhance the Skill on Becoming Excellent Trainer • Reinsurance Class of Excellence • QCRO • Persiapan Implementasi Psak 117 (Kontrak Asuransi), Psak 109 (Instrumen Keuangan), Dan Iftrs 18	Master's Degree - Universitas Gadjah Mada (Management) Training • Employee Engagement Summit 2022: Employee Engagement in the Era of New Habit Adaptation! Are You Ready? • EY Reporting and Calculation Platform (RCP) as IFRS 17 Solution • TILEARN 039: Treaty Expose 2023 • People Management Development Program Batch 3 • Risk Management Forum Pertamina Group 2023 • TILEARN 042: Implementation of SMAP in Supporting Company Operational Activities • Coaching for Empowering Your Team • Training for Facilitators: How to Enhance Skills to Become an Excellent Trainer • Reinsurance Class of Excellence • QCRO • Preparation for the Implementation of PSAK 117 (Insurance Contracts), PSAK 109 (Financial Instruments), and IFRS 18
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Plt. Financial Accounting Group Head (2024-sekarang) • Production Accounting Department Head (2022-2024) • Budgeting & Forecasting Department Head (2018-2022) • Fin. Acc. Officer (2013-2018) • Senior Administrator (2013)	• Acting Financial Accounting Group Head (2024-Present) • Production Accounting Department Head (2022-2024) • Budgeting & Forecasting Department Head (2018-2022) • Financial Accounting Officer (2013-2018) • Senior Administrator (2013)
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, Directors, and Major/Controlling Shareholders.	

Nama Name	**Muhamad Baskoro**	
Jabatan Position	Legal & Compliance Group Head	
Kewarganegaraan Citizenship	Indonesia	
Usia Age	42 tahun 42 years old	
Domisili Domicile	Tangerang	
Pendidikan dan Pelatihan Education and Training	S2 - University Of Groningen (International Economic And Business Law) Pelatihan • Undang- Undang Pelindungan Data Pribadi	Master's Degree - University of Groningen (International Economic and Business Law) Training • Personal Data Protection Law
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	Legal, Compliance & Data Protection Group Head (2025 - sekarang) Legal, Compliance & Data Protection Group Head (2025 - 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, or Major/Controlling Shareholders.	

Nama Name	**Jonathan David Nandana**	
Jabatan Position	ERM, APU PPT & Policy Group Head	
Kewarganegaraan Citizenship	Indonesia	
Usia Age	44 tahun 44 years old	
Domisili Domicile	Tangerang	
Pendidikan dan Pelatihan Education and Training	S2 - Prasetiya Mulya (Magister Manajemen) Pelatihan • Employee Engagement Summit 2022: Employee Engagement Di Era Adaptasi Kebiasaan Baru! Are You Ready • Fugsi Pengawasan Entitas Dalam Lingkup Tata Kelola Risiko & Peran Internal Audit Dalam Manajemen Risiko • QCRO • People Management Development Program Batch 3 • Risk Management Forum Pertamina Group 2023 • Tilearn 042: Implementasi Smap Dalam Menunjang Kegiatan Operasional Perusahaan • Coaching For Empowering Your Team • Tilearn 054 : Apu, Ppt & Pppspm Di Sektor Jasa Keuangan • Undang- Undang Pelindungan Data Pribadi	Master's Degree - Prasetiya Mulya (Master of Management) Training • Employee Engagement Summit 2022: Employee Engagement in the Era of New Habit Adaptation! Are You Ready? • Supervisory Function of Entities in the Scope of Risk Governance & the Role of Internal Audit in Risk Management • QCRO • People Management Development Program Batch 3 • Risk Management Forum Pertamina Group 2023 • TILEARN 042: Implementation of SMAP in Supporting Company Operational Activities • Coaching for Empowering Your Team • TILEARN 054: AML, CTF & PPPSPM in the Financial Services Sector • Personal Data Protection Law
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• ERM, HSSE & APU PPT GROUP HEAD (2024-sekarang) • BUSINESS DEVELOPMENT GROUP HEAD (2023-2024) • Strategic Partnership Group Head (2023) • Marketing & Services Group Head (2022-2023) • Corporate Communication & Relation Group Head (2020-2022)	• ERM, HSSE & APU PPT Group Head (2024-Present) • Business Development Group Head (2023-2024) • Strategic Partnership Group Head (2023) • Marketing & Services Group Head (2022-2023) • Corporate Communication & Relation Group Head (2020-2022)
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, or Major/Controlling Shareholders.	

Nama Name	**Arkan Dewantara**	
Jabatan Position	Tenaga Ahli Perusahaan Company Expert	
Kewarganegaraan Citizenship	Indonesia	
Usia Age	48 tahun 48 years old	
Domisili Domicile	Jakarta Barat	
Pendidikan dan Pelatihan Education and Training	S2- Universitas Indonesia (Teknik Industri) Pelatihan • The 1st Indonesia Insurance Summit • Risk Management Forum Pertamina Group 2023 • Coaching For Empowering Your Team • TILEARN 054 : APU, PPT & PPPSPM Di Sektor Jasa Keuangan • TILEARN 047 : Right Service Experience For The Right Customer • ISO 27001 Mengenai Sistem Manajemen Keamanan Informasi (SMKI) dan ISO 37001 Mengenai Sistem Manajemen Anti Penyuapan (SMAP) • Enhacing Back Office Performance to Provide Service Excellence Batch 5 • Asuransi Kredit & Penjaminan Kredit	Master's Degree - Universitas Indonesia (Industrial Engineering) Training • The 1st Indonesia Insurance Summit • Risk Management Forum Pertamina Group 2023 • Coaching for Empowering Your Team • TILEARN 054: AML, CTF & PPPSPM in the Financial Services Sector • TILEARN 047: Right Service Experience for the Right Customer • ISO 27001: Information Security Management System (ISMS) and ISO 37001: Anti-Bribery Management System (ABMS) • Enhancing Back Office Performance to Provide Service Excellence Batch 5 • Credit Insurance & Credit Guarantee
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Marine & Aviation Claim Department Head (2019-sekarang) • Cargo & Hull U/W Dept. Head (2017-2019) • Sr. Underwriter (2013-2017) • Underwriter (2013)	• Marine & Aviation Claim Department Head (2019-Present) • Cargo & Hull Underwriting Department Head (2017-2019) • Senior Underwriter (2013-2017) • Underwriter (2013)
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, or Major/Controlling Shareholders.	

Nama Name	**M. Ivan Faizal**
Jabatan Position	Aktuaris Perusahaan Company Actuaria
Kewarganegaraan Citizenship	Indonesia
Usia Age	44 tahun 44 years old
Domisili Domicile	Bekasi

Pendidikan dan Pelatihan Education and Training	S2 - Universitas Indonesia (Manajemen Aktuaria) Pelatihan • EY Reporting And Calculation Platform (RCP) as IFRS 17 Solution • International Financial Reporting For Insurers Certificate Program • Actuaries In Challenging Economics • Indonesian Actuaries Congress 2023 Shaping Future Actuaries • People Management Development Program Batch 3 • Risk Management Forum Pertamina Group 2023 • Coaching For Empowering Your Team • Continuous Improvement Program Dan Implementasi Konsep Menuju Annual Pertamina Quality Awards (APQA) 2025 • 7th Indonesian Actuaries Summit 2024 • PSAK 117 • Indonesian Actuarial Conference 2024 • Asuransi Kredit & Penjaminan Kredit	Master's Degree - Universitas Indonesia (Actuarial Management) Training • EY Reporting and Calculation Platform (RCP) as IFRS 17 Solution • International Financial Reporting for Insurers Certificate Program • Actuaries in Challenging Economics • Indonesian Actuaries Congress 2023 – Shaping Future Actuaries • People Management Development Program Batch 3 • Risk Management Forum Pertamina Group 2023 • Coaching for Empowering Your Team • Continuous Improvement Program and Implementation of Concepts Towards Annual Pertamina Quality Awards (APQA) 2025 • 7th Indonesian Actuaries Summit 2024 • PSAK 117 • Indonesian Actuarial Conference 2024 • Credit Insurance & Credit Guarantee
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Appointed Actuary (2023-Sekarang) • Actuary Department Head (2020-2023) • Sr. Underwriter (2020) • Underwriter (2017-2019) • Analyst (2014-2017) • Portfolio Analyst (2013-2014)	• Appointed Actuary (2023-Present) • Actuary Department Head (2020-2023) • Senior Underwriter (2020) • Underwriter (2017-2019) • Analyst (2014-2017) • Portfolio Analyst (2013-2014)
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, or Major/Controlling Shareholders.	

Pernyataan Independensi Komite Investasi
Statement of Investment Committee's Independence

Komite Investasi bertanggung jawab langsung kepada Direksi. Dalam melaksanakan fungsinya, seluruh anggota Komite Investasi bersifat independen serta wajib mematuhi dan memenuhi ketentuan hukum serta regulasi yang berlaku.

The Investment Committee reports directly to the Board of Directors. In performing its functions, all members of the Investment Committee are independent, compliant, and must adhere 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 2024, antara lain:

Investment Committee members enhanced their competencies in 2024 by participating in the following competency enhancement programs:

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Informasi peningkatan kompetensi/pelatihan Bp. Edi Yoga Prasetyo dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Edi Yoga Prasetyo's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.		
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Services Director	Informasi peningkatan kompetensi/pelatihan Bp. Emil Hakim dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Emil Hakim's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.		
Sudarlin	Direktur Teknik Technical Director	Informasi peningkatan kompetensi/pelatihan Bp. Sudarlin dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Sudarlin's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.		
Kristy Damayanti	SVP Strategic Management & Corporate Development	Online, 16 Juli 2024 Online, 16 July 2024	Sosialisasi *Anti Fraud & Whistleblowing System* Anti-Fraud & Whistleblowing System Socialization	Tugu Institute X Internal Audit Group
		Jakarta, 26 Agustus 2024 Jakarta, 26 August 2024	*Continuous Improvement Program* dan Implementasi Konsep Menuju *Annual Pertamina Quality Awards* (APQA) 2025 Continuous Improvement Program and Implementation of Concepts Towards Annual Pertamina Quality Awards (APQA) 2025	Tugu Institute X Research, Development & Transformation Group
		Jakarta, 26 Agustus 2024 Jakarta, 26 August 2024	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		Jakarta, 29 Juli 2024 Jakarta, 29 July 2024	*M&A Complete Cycle*	Pertamina
		Hongkong, 24 September 2024 Hongkong, 24 September 2024	30th East Asian Insurance Congress (EAIC)	East Asian Insurance Congress
		Jakarta, 28 Agustus 2024 Jakarta, 28 August 2024	TILEARN 063 - Menuju *Digital Service Insurance Company* TILEARN 063 - Towards a Digital Service Insurance Company	Tugu Institute X Research, Development & Transformation Group
		Online, 30 September 2024 Online, 30 September 2024	"Transformasi Menuju Efisiensi: Strategi & Implementasi di Industri Perasuransian" Transformation Towards Efficiency: Strategy & Implementation in the Insurance Industry	Asosiasi Ahli Management Asuransi Indonesia Indonesian Insurance Management Experts Association (Aamai)

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
		Jakarta, 9 Desember 2024 Jakarta, 9 December 2024	Tishare 015 - Nasabah dan Transaksi Mencurigakan: Apa yang perlu diketahui dan dilakukan? TISHARE 015 - Customers and Suspicious Transactions: What Needs to Be Known and Done?	Tugu Institute X ERM, HSSE, APU PPT Group
Aldy Rifianto	Plt. Financial Accounting Group Head Acting Financial Accounting Group Head	Jakarta, 6 Maret 2024 Jakarta, 6 March 2024	*Enhancing Back Office Performance To Provide Service Excellence Batch 7*	Markplus Institute
		Jakarta, 7 Maret 2024 Jakarta, 7 March 2024	*Training For Facilitator: How To Enhance the Skill on Becoming Excellent Trainer*	Markplus Institute
		Jakarta, 7 Juni 2024 Jakarta, 7 June 2024	Sosialisasi Internal Memo *Workflow* Internal Memo Workflow Socialization	Tugu Institute X MDM
		Online, 16 Juli 2024 Online, 16 July 2024	Sosialisasi *Anti-Fraud & Whistleblowing System* Anti-Fraud & Whistleblowing System Socialization	Tugu Institute X Internal Audit Group
		Jakarta, 26 Agustus 2024 Jakarta, 26 August 2024	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		Switzerland, 19 Agustus 2024 Switzerland, 19 August 2024	*Reinsurance Class of Excellence*	Swiss Re
		Jakarta, 28 Agustus 2024 Jakarta, 28 August 2024	Tilearn 063 - Menuju *Digital Service Insurance Company* TILEARN 063 - Towards a Digital Service Insurance Company	Tugu Institute X Research, Development & Transformation Group
		Jakarta, 17 September 2024 Jakarta, 17 September 2024	QCRO	Widya Dharma Artha
		Bogor, 25 Oktober 2024 Bogor, 25 October 2024	Persiapan Implementasi PSAK 117 (Kontrak Asuransi), PSAK 109 (Instrumen Keuangan), dan IFRS 18 Preparation for the Implementation of PSAK 117 (Insurance Contracts), PSAK 109 (Financial Instruments), and IFRS 18	Ikatan Akuntan Indonesia
		Jakarta, 10 Desember 2024 Jakarta, 10 December 2024	Undang-Undang Perlindungan Data Pribadi Personal Data Protection Law	Tugu Institute X Legal & Compliance Group
		Jakarta, 23 Juli 2024 Jakarta, 23 July 2024	Seminar *PraPlanning Cycle* Pre-Planning Cycle Seminar	Tugu Institute
Muhamad Baskoro	Legal & Compliance Group Head	Jakarta, 11 Desember 2024 Jakarta, 11 December 2024	Undang- Undang Perlindungan Data Pribadi Personal Data Protection Law	Tugu Institute X Legal & Compliance Group

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
Jonathan David Nandana	ERM, APU PPT & Policy Group Head	Jakarta, 27 Juni 2024 Jakarta, 27 June 2024	Tilearn 061 - *Financial Wellbeing Series* Bijak Mengelola Keuangan dan Pentingnya Investasi Tilearn 061 - Financial Wellbeing Series: Smart Financial Management and the Importance of Investment	Tugu Institute
		Online, 16 Juli 2024 Online, 16 July 2024	Sosialisasi *Anti-fraud & Whistleblowing System* Anti-Fraud & Whistleblowing System Socialization	Tugu Institute X Internal Audit Group
		Jakarta, 26 Agustus 2024 Jakarta, 26 August 2024	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		Jakarta, 28 Agustus 2024 Jakarta, 28 August 2024	Tilearn 063 - Menuju *Digital Service Insurance Company* Tilearn 063 - Towards a Digital Service Insurance Company	Tugu Institute X Research, Development & Transformation Group
		Jakarta, 11 Desember 2024 Jakarta, 11 December 2024	Undang-Undang Perlindungan Data Pribadi Personal Data Protection Law	Tugu Institute X Legal & Compliance Group
		Jakarta, 23 Juli 2024 Jakarta, 23 July 2024	Seminar *PraPlanning Cycle* Pre-Planning Cycle Seminar	Tugu Institute
		Jakarta, 18 Desember 2024 Jakarta, 18 December 2024	Sertifikasi *First Aid Kit* First Aid Kit Certification	Phitagoras
Arkan Dewantara	Tenaga Ahli Perusahaan Company Expert	Jakarta, 4 Maret 2024 Jakarta, 4 March 2024	Enhancing Back Office Performance to Provide Service Excellence Batch 5	MarkPlus Institute
		Jakarta 27 Juni 2024 Jakarta, 27 June 2024	Tilearn 061 - Financial Wellbeing Series Bijak Mengelola Keuangan dan Pentingnya Investasi Tilearn 061 - Financial Wellbeing Series: Smart Financial Management and the Importance of Investment	Tugu Institute
		Online, 16 Juli 2024 Online, 16 July 2024	Sosialisasi Anti-Fraud & Whistleblowing System Anti-Fraud & Whistleblowing System Socialization	Tugu Institute x Internal Audit Group
		Jakarta, 28 Agustus 2024 Jakarta, 28 August 2024	Tilearn 063 - Menuju Digital Service Insurance Company Tilearn 063 - Towards a Digital Service Insurance Company	Tugu Institute x Research, Development & Transformation Group
		Jakarta, 11 Desember 2024 Jakarta, 11 December 2024	Asuransi Kredit & Penjaminan Kredit Credit Insurance & Credit Guarantee	Ahli Asuransi Learning Center
		Jakarta, 26 September 2024 Jakarta, 26 September 2024	Menuju Pelayanan Back Office yang “Trust”, “Easy”, & “Friendly” - Batch 1 Towards a "Trust," "Easy," & "Friendly" Back Office Service - Batch 1	Frontier

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
M. Ivan Faizal	Aktuaris Perusahaan Company Actuary	Online, 24 Juli 2024 Online, 24 July 2024	Menyambut IFRS 17 Welcoming IFRS 17	PAI (Persatuan Aktuaris Indonesia - Society of Actuaries of Indonesia)
		Jakarta, 4 Maret 2024 Jakarta, 4 March 2024	*Enhancing Back Office Performance to Provide Service Excellence Batch 5*	MarkPlus Institute
		Jakarta, 7 Maret 2024 Jakarta, 7 March 2024	*Training For Facilitator: How to Enhance the Skill on Becoming Excellent Trainer*	MarkPlus Institute
		Jakarta, 7 Juni 2024 Jakarta, 7 June 2024	Sosialisasi *Internal Memo Workflow* Internal Memo Workflow Socialization	Tugu Institute x MDM (Master Data Management)
		Online, 16 Juli 2024 Jakarta, 16 July 2024	Sosialisasi *Anti-Fraud & Whistleblowing System* Anti-Fraud & Whistleblowing System Socialization	Tugu Institute x Internal Audit Group
		Jakarta, 26 Agustus 2024 Jakarta, 26 August 2024	*Continuous Improvement Program* dan Implementasi Konsep Menuju *Annual Pertamina Quality Awards* (APQA) 2025	Tugu Institute x Research, Development & Transformation Group
		Semarang, 20 Agustus 2024 Semarang, 20 August 2024	7th Indonesian Actuaries Summit 2024	PAI (Persatuan Aktuaris Indonesia)
		Jakarta, 28 Agustus 2024 Jakarta, 28 August 2024	Tilearn 063 - Menuju *Digital Service Insurance Company* Tilearn 063 - Towards a Digital Service Insurance Company	Tugu Institute x Research, Development & Transformation Group
		Jakarta, 15 Oktober 2024 Jakarta, 15 October 2024	PSAK 117	Institute of Public Accountants of Indonesia (Institut Akuntan Publik Indonesia - IAPI)
		Jakarta, 20 November 2024 Jakarta, 20 November 2024	*Indonesian Actuarial Conference* 2024	Indonesian Society of Actuaries (Persatuan Aktuaris Indonesia - PAI)
		Jakarta, 11 Desember 2024 Jakarta, 11 December 2024	Asuransi Kredit & Penjaminan Kredit Indonesian Actuarial Conference 2024	Ahli Asuransi Learning Center
		Jakarta, 9 Desember 2024 Jakarta, 9 December 2024	Tishare 015 - Nasabah dan Transaksi Mencurigakan : Apa yang perlu diketahui dan dilakukan? Tishare 015 - Customers and Suspicious Transactions: What Needs to Be Known and Done?	Tugu Institute x ERM, HSSE, APU PPT Group
		Jakarta, 10 Oktober 2024 Jakarta, 10 October 2024	Menuju Pelayanan *Back Office* yang “Trust”, “Easy”, & “Friendly” - *Batch* 7 Towards a "Trust," "Easy," & "Friendly" Back Office Service - Batch 7	Frontier
		Jakarta, 23 Juli 2024 Jakarta, 23 July 2024	Seminar *PraPlanning Cycle* Pre-Planning Cycle Seminar	Tugu Institute

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 Kepala Grup Manajemen Investasi & Treasury, 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 Kepala Grup Manajemen Investasi & Treasury serta kegiatan Manajer Investasi yang berasal dari luar Perusahaan;
7. Mengembangkan, mengkaji, dan menetapkan kebijakan dan strategi tahunan pengelolaan *Asset Liability Management* (ALMA);
8. Melakukan tinjauan secara periodik terhadap posisi likuiditas dalam bentuk aset likuid;
9. Menetapkan rambu-rambu/batasan dan petunjuk pengelolaan serta pengendalian risiko yang berdampak pada:
   a. Risiko Likuiditas (*Liquidity Management*);
   b. Risiko Pasar seperti Risiko Suku Bunga (*Interest Rate Management*);
   c. Risiko Nilai Tukar (*Currency Management*).
10. Menyampaikan informasi kepada Direksi mengenai setiap perkembangan ketentuan dan peraturan terkait yang mempengaruhi strategi dan kebijakan ALMA.

The Investment Committee of Tugu Insurance has the following duties, responsibilities, and authorities:
1. Set investment targets and acceptable levels of risk;
2. Determine investment limits and policies in accordance with government regulations and prevailing laws;
3. Collaborate with the Investment & Financial Risk Management Group Head to establish the investment portfolio allocation policy, which is expected to achieve the predetermined investment return target;
4. Set the criteria/qualifications that must be met when selecting external investment experts/managers;
5. Appoint the institution responsible for the safekeeping of assets (custodian);
6. Oversee the activities of the Investment & Financial Risk Management Group Head as well as external Investment Managers;
7. Develop, review, and establish annual policies and strategies for Asset Liability Management (ALMA);
8. Periodically review the liquidity position in the form of liquid assets;
9. Set boundaries and guidelines for the management and control of risks that impact:
   a. Liquidity Risk (Liquidity Management);
   b. Market Risk, such as Interest Rate Risk (Interest Rate Management);
   c. Exchange Rate Risk (Currency Management).
10. Provide the pBoard of Directors with information on any developments in relevant regulations that affect ALMA's strategy and policies.

Kebijakan dan Pelaksanaan Rapat
Meeting Policy and Implementation Policy

Komite Investasi wajib melakukan rapat berkala dengan ketentuan sebagai berikut:
1. Komite wajib melakukan rapat paling sedikit 3 (tiga) bulan sekali;
2. Rapat Komite dipimpin oleh Ketua Komite. Dalam hal Ketua Komite berhalangan hadir, Ketua Komite akan menunjuk salah satu Anggota Komite untuk bertugas sebagai pimpinan rapat;
3. Pembahasan dalam rapat Komite dapat berupa rapat tatap muka atau penandatanganan sirkuler;
4. Rapat dianggap sah dan berwenang mengambil keputusan yang mengikat apabila telah memenuhi kuorum kehadiran anggota;

Meeting Policy and Implementation Policy
The Committee is required to hold regular meetings under the following conditions:
1. The Committee must hold a meeting at least once every 3 (three) months;
2. Committee meetings are chaired by the Committee Chairman. If the Chairman is unable to attend, the Chairman will appoint one of the Committee Members to act as the meeting chair;
3. Discussions in the Committee may take the form of meetings or circular resolutions;
4. Meetings are considered valid and authorized to make binding decisions if they meet the quorum for member attendance;

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;
9. Setiap perbedaan pendapat (*dissenting opinion*) dalam rapat harus secara jelas dinyatakan dalam Risalah Rapat beserta alasannya; dan
10. Anggota Komite yang hadir maupun yang tidak hadir dalam rapat berhak menerima salinan risalah rapat Komite.

5. A meeting will meet the quorum if attended by 2/3 (two-thirds) of the Committee Members. The meeting's decision will be valid if approved by 2/3 (two-thirds) of the Committee Members present;
6. Decisions may be made by unanimous vote of the Committee Members present or by majority vote (>50%) of the Committee Members present;
7. In the event of a tie vote, the decision of the meeting shall be submitted to the meeting chairman;
8. In conducting the Committee meeting, in addition to being attended by Committee Members, the meeting may invite relevant parties (invitees) according to the agenda being discussed;
9. Any dissenting opinions in the meeting must be clearly stated in the minutes of the meeting along with the reasons; and
10. Both present and absent Committee Members are entitled to receive a copy of the meeting minutes.

Selama tahun 2024, Komite Investasi telah menyelenggarakan 4 (empat) kali rapat dengan rincian kehadiran sebagai berikut:

During 2024, the Investment Committee held four (4) meetings with the following attendance details:

Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Kehadiran dalam % Attendance in %	Tidak Hadir dengan Surat Kuasa Absence with Power of Attorney
Edi Yoga Prasetyo	4	4	100%	-
Emil Hakim	4	4	100%	-
Sudarlin	4	2	50%	-
Kristy Damayanti	4	4	100%	-
Aldy Rifianto	4	4	100%	-
Muhamad Baskoro [1)]	2	1	50%	-
Jonathan David Nandana [2)]	1	1	100%	-
Arkan Dewantara	4	3	75%	-
M Ivan Faizal	4	4	100%	-

1) Menjabat sebagai anggota Komite Investasi sejak 28 Oktober 2024
Serving as a member of the Investment Committee since 28 October 2024
2) Menjabat sebagai anggota Komite Investasi sejak 1 November 2024
Serving as a member of the Investment Committee since 1 November 2024

Laporan Pelaksanaan Tugas Komite Investasi
Investment Committee Duties Implementation Report

Berikut adalah laporan pelaksanaan tugas Komite Investasi di tahun 2024:
1. Melakukan 4 kali rapat Komite Investasi sepanjang tahun 2024.
2. Melakukan monitoring terhadap *Asset & Liability Management* (ALMA).
3. Melakukan revitalisasi Pedoman Kebijakan Investasi 2024.
4. Mengoptimalkan alokasi investasi perusahaan dengan memilih instrumen investasi yang memberikan tingkat yield lebih tinggi dengan tetap memperhatikan tingkat risiko yang telah ditetapkan.

The following is a report on the implementation of the Investment Committee's duties in 2024:
1. Held four (4) Investment Committee meetings throughout 2024.
2. Monitored Asset & Liability Management (ALMA).
3. Revitalized the 2024 Investment Policy Guidelines.
4. Optimized the company's investment allocation by selecting investment instruments that offer higher yields while maintaining the predetermined risk levels.

5.B

Komite Manajemen Risiko
Risk Management Committee

Tugu Insurance telah membentuk Komite Manajemen Risiko dengan tujuan untuk membantu Direksi dalam memantau implementasi Manajemen Risiko, mengantisipasi potensi risiko yang mungkin terjadi seiring dengan pertumbuhan bisnis Tugu Insurance, memantau perkembangan eksposur risiko, serta meninjau pelaksanaan dan pembaruan kebijakan, proses, dan prosedur Manajemen Risiko yang berkelanjutan.

Tugu Insurance has established the Risk Management Committee to support the Board of Directors in monitoring the implementation of Risk Management, anticipating potential risks that may arise in line with Tugu Insurance's business growth, monitoring the development of risk exposure, and reviewing the ongoing implementation and updates of Risk Management policies, processes, and procedures.

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 Kerja;
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; dan
4. Term of Reference Komite Manajemen Risiko PT Asuransi Tugu Pratama Indonesia Tbk.

Legal basis:
1. Law No. 40 of 2007 on Limited Liability Companies, as partially 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 Companies, and Sharia Reinsurance Companies; and
4. Terms of Reference of the 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, serta beberapa Pejabat Eksekutif Perusahaan (satu tingkat di bawah Direksi) yang berhubungan dengan pengelolaan risiko dan pengendalian internal Perusahaan. Anggota komite terdiri dari Anggota Tetap dengan hak suara dan Anggota Tidak Tetap tanpa hak suara dalam pen
gambilan keputusan.

The 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) who are involved in 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.

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 2024, antara lain:

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 2024 is as follows:

Posisi Position	Nama Name	Jabatan Position	Periode Masa Jabatan Term of Office
Ketua Komite Committee Chair	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. Three (3) years and may be reappointed without limiting the Board of Directors' right to change the composition of the Risk Management Committee at any time.
Wakil Ketua Vice Chair	Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Services Director	
Sekretaris Secretary	Jonathan David Nandana	ERM & Legal Group Head	
Anggota Member	Sudarlin	Direktur Teknik Techincal Director	
	Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	
	Edwar	Plt. Investment & Treasury Management Group Head Acting Investment & Treasury Management Group Head	
	Andy Prasetyo Wibowo	Strategic Management Group Head	
	Resti Setia Utari	Internal Audit Group Head	
	Muhamad Baskoro	Legal & Compliance 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. Officials related to the topics discussed and/or recommended in the Risk Management Committee, except for proposers of transactions or matters that deviate from normal procedures.		

Profil Komite Manajemen Risiko Per 31 Desember 2024

Untuk Profil Direktur Kepatuhan & Manajemen Risiko, Direktur Keuangan & Layanan Korporat, Direktur Teknik, dan Direktur Pemasaran Asuransi dapat dilihat pada profil Direksi dalam Laporan Tahunan ini.

Profile of Risk Management Committee as of 31 December 2024

The profiles of the Director of Compliance & Risk Management, Director of Finance & Corporate Services, Technical Director, and Director of Insurance Marketing can be found in the Board of Directors' profile section of this Annual Report.

Nama Name	**Jonathan David Nandana**
Jabatan Position	ERM, APU PPT & Policy Group Head
Untuk profil Bapak Jonathan David Nandana dapat dilihat pada profil anggota Komite Investasi dalam Laporan Tahunan ini The profile of Mr. Jonathan David Nandana can be found in the Investment Committee members' profile section of this Annual Report.	

Nama Name	**Edwar**
Jabatan Position	Plt. Investment & Treasury Management Group Head Acting Investment & Treasury Management Group Head
Kewarganegaraan Citizenship	Indonesia
Usia Age	45 tahun 45 years old
Domisili Domicile	Depok

Pendidikan dan Pelatihan Education and Training	S1 - Universitas Padjadjaran (Ekonomi) Pelatihan • Sosialisasi Internal Memo Workflow • Sosialisasi Dan Pelatihan Implementasi Strategy And Service Blue Print untuk Manajemen • TILEARN 063 - Menuju Digital Service Insurance Company • Annual Membership 2024 - CFA Institute • Business Valuation Batch Iii • Undang- Undang Pelindungan Data Pribadi • Seminar PraPlanning Cycle	Bachelor's Degree - Universitas Padjadjaran (Economics) Training • Internal Memo Workflow Socialization • Socialization and Training on Strategy and Service Blueprint Implementation for Management • TILEARN 063 - Towards a Digital Service Insurance Company • Annual Membership 2024 - CFA Institute • Business Valuation Batch III • Personal Data Protection Law • Pre-Planning Cycle Seminar
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Plt. Investment & Treasury Mgt. Group Head (2023-sekarang) • Capital Market Department Head (2021-2023)	• Acting Investment & Treasury Management Group Head (2023-Present) • Capital Market Department Head (2021-2023)
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, or Major/Controlling Shareholders.	

Nama Name	**Andy Prasetyo Wibowo**	
Jabatan Position	Strategic Management Group Head	
Kewarganegaraan Citizenship	Indonesia	
Usia Age	47 tahun 47 years old	
Domisili Domicile	Tangerang	
Pendidikan dan Pelatihan Education and Training	S1 - Universitas Brawijaya (Akuntansi) Pelatihan • Pemasaran Asuransi Pengangkutan Barang • Training For Facilitator: How To Enhance The Skill On Becoming Excellent Trainer • Sosialisasi Anti Fraud & Whistleblowing System • Continuous Improvement Program dan Implementasi Konsep Menuju Annual Pertamina	Bachelor's Degree - Universitas Brawijaya (Accounting) Training • Marketing of Cargo Insurance • Training for Facilitators: How to Enhance Skills to Become an Excellent Trainer • Anti-Fraud & Whistleblowing System Socialization • Continuous Improvement Program and Implementation of Concepts Towards Annual Pertamina Quality Awards (APQA) 2025
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Strategic Mangement Group Head (2024-sekarang) • Financial Accounting Group Head (2023-2024) • Accounting Group Head (2018-2022) • Budgeting & Evaluation Dept. Head (2018)	• Strategic Mangement Group Head (2024-Present) • Financial Accounting Group Head (2023-2024) • Accounting Group Head (2018-2022) • Budgeting & Evaluation Department Head (2018)
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, or Major/Controlling Shareholders.	

Nama Name	**Resti Setia Utari**
Jabatan Position	Internal Audit Group Head
Untuk profil Ibu Resti Setia Utami dapat dilihat pada profil Internal Audit Group Head dalam Laporan Tahunan ini. The profile of Ms. Resti Setia Utami can be found in the Internal Audit Group Head profile section of this Annual Report.	

Nama Name	**Muhamad Baskoro**
Jabatan Position	Legal & Compliance Group Head
Untuk profil Bapak Muhamad Baskoro dapat dilihat pada profil anggota Komite Investasi dalam Laporan Tahunan ini. The profile of Mr. Muhamad Baskoro can be found in the Investment Committee members' profile section of this Annual Report.	

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 for insurance companies. The Risk Management Committee has guidelines for carrying out its duties, as outlined in the Terms of Reference (ToR) 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 2024, antara lain:

Members of the Risk Management Committee enhanced their competencies throughout 2024 by participating in the following competency enhancement programs:

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Informasi peningkatan kompetensi/pelatihan Bp. Edi Yoga Prasetyo dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Edi Yoga Prasetyo's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.		
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Services Director	Informasi peningkatan kompetensi/pelatihan Bp. Emil Hakim dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Emil Hakim's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.		

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
Jonathan David Nandana	ERM & Legal Group Head	Informasi pelatihan dan peningkatan kompetensi Bapak Jonathan David Nandana dapat dilihat pada pelatihan dan peningkatan kompetensi anggota Komite Investasi dalam Laporan Tahunan ini. Information on Mr. Jonathan David Nandana competency development/training can be found in the competency development/training section for Investment Committee members in this governance chapter.		
Sudarlin	Direktur Teknik Technical Director	Informasi peningkatan kompetensi/pelatihan Bp. Sudarlin dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Sudarlin's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.		
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	Informasi peningkatan kompetensi/pelatihan Bp. Ery Widiatmoko dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Ery Widiatmoko's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.		
Edwar	Plt. Investment & Treasury Management Group Head Acting Investment & Treasury Management Group Head	Jakarta, 7 Juni 2024 Jakarta, 7 June 2024	Sosialisasi *Internal Memo Workflow* Internal Memo Workflow Socialization	Tugu Institute x MDM (Master Data Management)
		Jakarta, 26 Agustus 2024 Jakarta, 26 August 2024	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		Jakarta, 28 Agustus 2024 Jakarta, 28 August 2024	Tilearn 063 - Menuju *Digital Service Insurance Company* Tilearn 063 - Towards a Digital Service Insurance Company	Tugu Institute x Research, Development & Transformation Group
		Jakarta, 10 Juli 2024 Jakarta, 10 July 2024	*Annual Membership* 2024 - CFA Institute	CFA Institute
		Jakarta, 23 Oktober 2024 Jakarta, 23 October 2024	*Business Valuation Batch* III	PERTAMINA
		Jakarta, 10 Desember 2024 Jakarta, 10 December 2024	Undang-Undang Perlindungan Data Pribadi Personal Data Protection Law	Tugu Institute X Legal & Compliance Group
		Jakarta, 23 Juli 2024 Jakarta, 23 July 2024	Seminar *PraPlanning Cycle* Pre-Planning Cycle Seminar	Tugu Institute

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
Andy Prasetyo Wibowo	Strategic Management Group Head	Online, 6 Juni 2024 Online, 6 June 2024	Pemasaran Asuransi Pengangkutan Barang Marketing of Cargo Insurance	ITIKAD Academy
		Jakarta, 7 Maret 2024 Jakarta, 7 March 2024	*Training For Facilitator: How to Enhance the Skill on Becoming Excellent Trainer*	MarkPlus Institute
		Online, 16 Juli 2024 Online, 16 July 2024	Sosialisasi *Anti-Fraud & Whistleblowing System* Anti-Fraud & Whistleblowing System Socialization	Tugu Institute x Internal Audit Group
		Jakarta, 26 Agustus 2024 Jakarta, 26 August 2024	*Continuous Improvement Program* dan Implementasi Konsep Menuju *Annual Pertamina Quality Awards* (APQA) 2025	Tugu Institute x Research, Development & Transformation Group
		Jakarta 26 Agustus 2024 Jakarta, 26 August 2024	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		Jakarta, 17 Juli 2024 Jakarta, 17 July 2024	*Corporate Strategy*	*Pertamina*
		Jakarta, 28 Agustus 2024 Jakarta, 28 August 2024	Tilearn 063 - Menuju *Digital Service Insurance Company* Tilearn 063 - Towards a Digital Service Insurance Company	Tugu Institute x Research, Development & Transformation Group
		Online, 25 November 2024 Online, 25 November 2024	Mini MBA	Kuncie x SBM ITB
		Online, 25 Oktober 2024 Online, 25 October 2024	Integritas dan Tata Kelola Perusahaan	Sinergi Daya Prima
		Jakarta, 16 Oktober 2024 Jakarta, 16 October 2024	*Carbon Credit Insurance*	APARI & AAMAI (Indonesian Insurance Professional Associations)
		Jakarta, 9 Desember 2024 Jakarta, 9 December 2024	Tishare 015 - Nasabah dan Transaksi Mencurigakan : Apa yang perlu diketahui dan dilakukan? Tishare 015 - Customers and Suspicious Transactions: What Needs to Be Known and Done?	Tugu Institute x ERM, HSSE, APU PPT Group

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
Resti Setia Utari	Internal Audit Group Head	Bandung, 5 Februari 2024 Bandung, 5 February 2024	ERMAP/ERMCP	CRMS
		Banyuwangi, 4 Juli 2024 Banyuwangi, 4 July 2024	"Peningkatan Pemahaman Mengenai Pemahaman Global Internal Audit Standards 2024" Enhancing Understanding of the 2024 Global Internal Audit Standards	FKSPI
		Jakarta, 7 Juni 2024 Jakarta, 7 June 2024	Sosialisasi *Internal Memo Workflow* Internal Memo Workflow Socialization	Tugu Institute x MDM (Master Data Management)
		Online, 16 Juli 2024 Online, 16 July 2024	Sosialisasi *Anti-Fraud & Whistleblowing System* Anti-Fraud & Whistleblowing System Socialization	Tugu Institute x Internal Audit Group
		Jakarta, 26 Agustus 2024 Jakarta, 26 August 2024	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		Jakarta, 28 Agustus 2024 Jakarta, 28 August 2024	Tilearn 063 - Menuju *Digital Service Insurance Company* Tilearn 063 - Towards a Digital Service Insurance Company	Tugu Institute x Research, Development & Transformation Group
		Semarang, 12 September 2024 Semarang, 12 September 2024	*Navigating The Global Internal Audit Standards*	The Institute of Internal Auditors
		Jakarta, 23 Juli 2024 Jakarta, 23 July 2024	Seminar *PraPlanning Cycle* Pre-Planning Cycle Seminar	Tugu Institute
Muhamad Baskoro	Legal & Compliance Group Head	Informasi pelatihan dan peningkatan kompetensi Bapak Muhamad Baskoro dapat dilihat pada pelatihan dan peningkatan kompetensi anggota Komite Investasi dalam Laporan Tahunan ini. Information on Mr. Muhamad Baskoro competency development/training can be found in the competency development/training section for Investment Committee members in this governance chapter.		

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; dan
3. Mendapatkan masukan dan atau saran dari pihak luar Perusahaan yang berkaitan dengan tugasnya.

The Risk Management Committee of Tugu Insurance has the following duties and responsibilities:

1. Evaluate and provide recommendations to the President Director regarding Risk Management;
2. Formulate policies, strategies, and guidelines for the implementation of Risk Management and its amendments;
3. Establish the level of risk appetite and risk tolerance, the Risk Management framework, and contingency plans to anticipate unusual conditions;
4. Make improvements or adjustments to the implementation of Risk Management based on evaluations of its execution, including refining the Risk Management process periodically or incidentally due to changes in the Company's external and internal conditions, which may affect funding adequacy, the Company's Risk profile, and the effectiveness of Risk Management based on evaluation outcomes;
5. Determine matters concerning business decisions that deviate from normal procedures.

The Risk Management Committee has the authority to:

1. Make decisions related to managing the Company's Risks based on the applicable Work System;
2. Provide recommendations to the President Director on matters requiring the approval of the Board of Directors and/or the Board of Commissioners; and
3. Obtain input and/or suggestions from external parties 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;

The Risk Management Committee must conduct regular meetings with the following stipulations:

1. The Committee is required to hold Committee meetings quarterly within 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 Deputy Chairman of the Committee to act as the meeting chairman;
3. Discussions in the Risk Management Committee can be held through a meeting or circular signing;
4. The discussion theme at the Risk Management Committee Meeting refers to the scope of discussion outlined in the meeting's agenda;
5. Meetings are considered valid and have the authority to make binding decisions if the quorum of member attendance is met;

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.

Selama tahun 2024, Komite Manajemen Risiko telah menyelenggarakan 4 (empat) kali rapat dengan rincian kehadiran sebagai berikut:

6. Meetings will have a quorum if attended by 2/3 (two-thirds) of the Committee members. The meeting's decision will be valid if approved by 2/3 (two-thirds) of the members present at the meeting;
7. Decisions can be made by unanimous vote from the permanent members of the Committee present, or based on a majority vote (>50%) from the permanent members present;
8. The Committee Secretary prepares 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 in favor is equal to the number of votes against, the decision of the meeting shall be referred to the Chairman of the Meeting;
10. In the execution of Committee meetings, apart from being attended by Committee Members, the Committee Secretary may invite parties (invitees) deemed relevant according to the agenda discussed;
11. The follow-up status from the previous meeting is presented at the beginning of each Risk Management Committee meeting;
12. Any dissenting opinion in the meeting must be clearly stated in the Minutes of the Meeting, along with the reasons;
13. The Minutes of the Meeting are drafted by the Committee Secretary and must be signed by the Chairman of the meeting;
14. Committee members, whether present or not, are entitled to receive a copy of the Minutes of the Committee meeting.

During 2024, the Risk Management Committee held four (4) meetings with the following attendance details:

Nama Name	**Jumlah Rapat** Total Meetings	**Jumlah Kehadiran** Total Attendance	**Kehadiran dalam %** Attendance in %	**Tidak Hadir dengan Surat Kuasa** Absence with Power of Attorney
Edi Yoga Prasetyo	4	4	100%	
Emil Hakim	4	2	50%	
Jonathan David Nandana	2	2	100%	
Sudarlin	4	2	50%	
Ery Widiatmoko	4	1	25%	
Edwar	4	3	75%	
Resti Setia Utari	4	2	50%	
Muhammad Baskoro	2	2	100%	

Laporan Pelaksanaan Tugas Komite Manajemen Risiko

Report on the Implementation of Risk Management Committee's Duties

Berikut adalah laporan pelaksanaan tugas Komite Manajamen Risiko di tahun 2024:

1. Melakukan Rapat Komite Manajemen Risiko 4 (empat) kali dalam setahun.
2. Memberikan rekomendasi tindak lanjut pada Rapat Komite Manajemen Risiko.
3. Bersama Unit Kerja Manajemen Risiko melakukan kajian pemantauan terhadap risiko yang di hadapai dalam aktivitas-aktivitas operasional perusahaan.

The following is a report on the implementation of the Risk Management Committee's duties in 2024:

1. Conducted 4 (four) Risk Management Committee meetings throughout the year.
2. Provided follow-up recommendations in Risk Management Committee meetings.
3. Collaborated with the Risk Management Unit to conduct risk monitoring assessments related to the company's operational activities.

5.C

Komite Pengarah Teknologi Informasi

Information Technology Steering Committee

Tugu Insurance telah membentuk Komite Pengarah Teknologi Informasi ("Komite") dengan tujuan mendukung Direksi dalam menjalankan tugas dan tanggung jawabnya. Komite ini bertugas memantau penerapan Manajemen Risiko, mengantisipasi potensi risiko yang dapat muncul seiring pertumbuhan bisnis perusahaan, memantau perkembangan eksposur risiko, serta meninjau pelaksanaan dan pembaruan kebijakan, proses, dan prosedur Manajemen Risiko secara berkelanjutan.

Tugu Insurance has set up an Information Technology Steering Committee ("Committee") to assist the Board of Directors in fulfilling their duties and responsibilities. The Committee focuses on monitoring Risk Management implementation, anticipating potential risks in line with the company's business growth, tracking the development of risk exposure, and reviewing as well as updating the policies, processes, and procedures for ongoing Risk Management.

Susunan Keanggotaan, Dasar Pengangkatan, dan Masa Jabatan

Membership Composition, Basis of Appointment, and Term of Office

Ketentuan mengenai pengangkatan dan masa jabatan Komite Pengarah Teknologi Informasi adalah 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:
   a. Ketua Komite/Anggota Tetap: Direktur Keuangan dan Layanan Korporat;
   b. Wakil Ketua/Anggota Tetap: Direktur Kepatuhan & Manajemen Risiko;
   c. Sekretaris/Anggota Tetap: Information Technology Group Head;
   d. Anggota Tetap:
      i. Direktur Pemasaran Asuransi;
      ii. Direktur Teknik;

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 recommendations from the Committee. The Committee operates independently and reports directly to the Board of Directors;
2. The term of office for Committee members is 3 (three) years and may be reappointed without prejudice to the Board of Directors' authority to modify the Committee's composition at any time;
3. The Committee consists of the Chairman, who concurrently serves as a Committee Member;
4. The Committee consists of the Deputy Chairman, who concurrently serves as a Committee Member;
5. The Committee consists of a Secretary, who concurrently serves as a Committee Member;
6. Committee members include Permanent Members with voting rights and Non-Permanent Members without voting rights;
7. Each member must adhere to applicable laws and regulations. The composition of members is as follows:
   a. Committee Chairman/Permanent Member: Finance and Corporate Services Director
   b. Deputy Chairman/Permanent Member: Compliance & Risk Management Director
   c. Secretary/Permanent Member: Information Technology Group Head
   d. Permanent Members:
      i. Insurance Marketing Director
      ii. Technical Director

iii. Research & Development Group Head;
iv. ERM & Business Process Group Head;
v. Financial Accounting Group Head;
vi. Business Development Group Head.

e. Anggota Tidak Tetap:
i. Broker Business Group Head;
ii. Strategic Business I Group Head;
iii. ERP Dept. Head;
iv. Application Development Dept. Head;
v. Master Data Management Dept. Head;
vi. Shared Service Dept. Head;
vii. Infrastructure & Facilities Dept. Head;
viii. IT Research & Development Officer
ix. 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.

Komite Pengarah Teknologi Informasi dibentuk berdasarkan Surat Keputusan Direksi No. 19/SKD/05/LEC-ATPI/XI/2023 tanggal 6 November 2023 tentang Pembentukan Komite Pengarah Teknologi Informasi PT Asuransi Tugu Pratama Indonesia Tbk. serta Memo Usulan Perubahan Term of Reference Komite Pengarah Teknologi Informasi No. 049/M/04/ITF-ATPI/V/2024 tanggal 20 Mei 2024. Adapun komposisi keanggotaan Komite Pengarah Teknologi Informasi per 31 Desember 2024 adalah sebagai berikut:

iii. Compliance Group Head
iv. ERM & Legal Group Head
v. Financial Planning & Evaluation Group Head
vi. Corporate Strategy & Transformation Group Head

e. Non-Permanent Members:
i. Broker Business Group Head;
ii. Strategic Business I Group Head;
iii. ERP Dept. Head;
iv. Application Development Dept. Head;
v. Master Data Management Dept. Head;
vi. Shared Service Dept. Head;
vii. Infrastructure & Facilities Dept. Head;
viii. IT Research & Development Officer
ix. 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.

The IT Steering Committee was established based on Board of Directors Decree No. 19/SKD/05/LEC-ATPI/XI/2023 dated 6 November 2023, regarding the Formation of the IT Steering Committee of PT Asuransi Tugu Pratama Indonesia Tbk., as well as the Proposal Memo for Amendment of the IT Steering Committee Terms of Reference No. 049/M/04/ITF-ATPI/V/2024 dated May 20, 2024.

Posisi Position	Nama Name	Jabatan Position	Masa Jabatan
Ketua Komite Committee Chair	Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Services Director	3 (tiga) tahun dan dapat diangkat kembali dengan tidak mengurangi hak Direksi untuk mengubah susunan Komite Pengarah TI sewaktu-waktu Three (3) years and may be reappointed without limiting the Board of Directors' right to change the composition of the IT Steering Committee at any time.
Wakil Ketua Vice Chair	Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	
Sekretaris Secretary	Arga Fajar Syah	Plt. Information Technology Group Head Acting Information Technology Group Head	
Anggota Tetap Permanent Member	Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	
	Sudarlin	Direktur Teknik Technical Director	
	M. Haikal Sedayo	Plt. Research, Development & Transformation Group Head Acting Research, Development & Transformation Group Head	
	Jonathan David Nandana	ERM & Business Process Group Head	
	Aldy Rifianto	Plt. Financial Accounting Group Head Acting Financial Accounting Group Head	
	Carolina Ledy Babbyana	Business Development Group Head	

Posisi Position	Nama Name	Jabatan Position	Masa Jabatan
Anggota Tidak Tetap Non Permanent Member	Alma Fatrizal	Broker Business Group Head	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. The highest-ranking official in the function related to the topics discussed and/or recommended in the IT Steering Committee, except for proposers of transactions or matters that deviate from normal procedures.
	Agung Hirawan	Strategic Business I Group Head	
	Indra Irnawan	Pjs. ERP Dept. Head Temporary ERP Dept. Head	
	Gilang Gita Purchila	Master Data Management Dept. Head Master Data Management Department Head	
	Rudy Firmansyah	Infrastructure & Facilities Dept. Head	
	Meiliana Atmadja	IT Research & Development Officer	

Profil Komite Pengarah Tekonologi Informasi Per 31 Desember 2024
Profile of IT Steering Committee as of 31 December 2024

Untuk Profil Direktur Keuangan & Layanan Korporat, Direktur Kepatuhan dan Manajemen Risiko, Direktur Pemasaran Asuransi dan Direktur Teknik dapat dilihat pada profil Direksi.

For the profiles of the Finance & Corporate Services Director, Compliance & Risk Management Director, Insurance Marketing Director and Technical Director can be seen on Profile of the Board of Directors.

Nama Name	**Arga Fajar Syah**
Jabatan Position	Plt. Information Technology Group Head Acting Information Technology Group Head
Kewarganegaraan Citizenship	Indonesia
Usia Age	40 tahun 40 years old
Domisili Domicile	Jakarta Selatan, DKI Jakarta
Pendidikan dan Pelatihan Education and Training	S1 - Teknik Informatika Bachelor's Degree - Informatics Engineering
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	ERP Project Manager Business Process & SOP Department Head
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, or Major/Controlling Shareholders.

Nama Name	**M. Haikal Sedayo**
Jabatan Position	Plt. Research, Development & Transformation Group Head Acting Research, Development & Transformation Group Head
Kewarganegaraan Citizenship	Indonesia
Usia Age	40 tahun 40 years old
Domisili Domicile	Bandung, Jawa Barat Bandung, West Java
Pendidikan dan Pelatihan Education and Training	S2 – Research & Earthquake and Active Tectonic Master's Degree – Research & Earthquake and Active Tectonics

Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	Data Science Dept. Head
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, or Major/Controlling Shareholders.

Nama Name	**Jonathan David Nandana**
Jabatan Position	ERM & Business Process Group Head
Untuk profil Bapak Jonathan David Nandana dapat dilihat pada profil anggota Komite Investasi dalam Laporan Tahunan ini. The profile of Mr. Jonathan David Nandana can be found in the Investment Committee members' profile section of this Annual Report.	

Nama Name	**Aldy Rifianto**
Jabatan Position	Plt. Financial Accounting Group Head Acting Financial Accounting Group Head
Untuk profil Bapak Aldy Rifianto dapat dilihat pada profil anggota Komite Investasi dalam Laporan Tahunan ini. The profile of Mr. Aldy Rifianto can be found in the Investment Committee members' profile section of this Annual Report.	

Nama Name	**Carolina Ledy Babbyana**
Jabatan Position	Business Development Group Head
Kewarganegaraan Citizenship	Indonesia
Usia Age	42 tahun 42 years old
Domisili Domicile	Jakarta Barat, DKI
Pendidikan dan Pelatihan Education and Training	S1- Ilmu Komunikasi Bachelor's Degree - Communication Science
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	Broker Business Group Head
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, or Major/Controlling Shareholders.

Nama Name	**Alma Fatrizal**
Jabatan Position	Broker Business Group Head
Kewarganegaraan Citizenship	Indonesia
Usia Age	47 tahun 47 years old
Domisili Domicile	Bogor
Pendidikan dan Pelatihan Education and Training	S1-Asuransi Bachelor's Degree - Insurance

Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	Sales & Distribution Group Head
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, or Major/Controlling Shareholders.

Nama Name	**Agung Hirawan**
Jabatan Position	Strategic Business I Group Head
Kewarganegaraan Citizenship	Indonesia
Usia Age	59 tahun 59 years old
Domisili Domicile	Jakarta
Pendidikan dan Pelatihan Education and Training	S2 – Manajemen Master's Degree - Management
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	Downstream Group Head
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, or Major/Controlling Shareholders.

Nama Name	**Indra Irnawan**
Jabatan Position	Application Development Dept. Head & Plt. ERP Dept. Head Application Development Department Head & Acting ERP Department Head
Kewarganegaraan Citizenship	Indonesia
Usia Age	37 tahun 37 years old
Domisili Domicile	Jakarta Barat, DKI
Pendidikan dan Pelatihan Education and Training	S1 – Akuntansi Bachelor's Degree - Accounting
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	Cash & Bank Officer
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, or Major/Controlling Shareholders.

Nama Name	**Gilang Gita Purchila**
Jabatan Position	Master Data Management Dept. Head
Kewarganegaraan Citizenship	Indonesia
Usia Age	43 tahun 43 years old
Domisili Domicile	Kota Tangerang, Banten

Pendidikan dan Pelatihan Education and Training	S1 – Manajemen Bachelor's Degree - Management
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	OCM, SS, & Master Data Stream Lead Learning & Development Department Head
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, or Major/Controlling Shareholders.

Nama Name	**Rudy Firmansyah**
Jabatan Position	Infrastructure & Facilities Dept. Head
Kewarganegaraan Citizenship	Indonesia
Usia Age	57 tahun 57 years old
Domisili Domicile	Bekasi, Jawa Barat Bekasi, West Java
Pendidikan dan Pelatihan Education and Training	S1 – Manajemen Bachelor's Degree - Management
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	Master Data Management Department Head
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, or Major/Controlling Shareholders.

Nama Name	**Meiliana Atmadja**
Jabatan Position	IT Research & Development Officer
Kewarganegaraan Citizenship	Indonesia
Usia Age	49 tahun 49 years old
Domisili Domicile	Jakarta
Pendidikan dan Pelatihan Education and Training	S1 – Manajemen Informatika Bachelor's Degree - Informatics Management
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	IT System Development Department Head (Maipark)
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, or 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 2024, di antaranya:

Members of the IT Steering Committee enhanced their competencies throughout 2024 by participating in the following programs:

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Emil Hakim	Direktur Keuangan & Layanan Korporat Finance & Corporate Services Director	Informasi peningkatan kompetensi/pelatihan Bp. Emil Hakim dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Emil Hakim's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.			
Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Informasi peningkatan kompetensi/pelatihan Bp. Edi Yoga Prasetyo dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Edi Yoga Prasetyo's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.			
Arga Fajar Syah	Plt. Information Technology Group Head Acting Information Technology Group Head	20 Mei 2024 20 May 2024	Jakarta	Qualified Chief Risk Officer (QCRO)	Widya Dharma Artha
		16 Juli 2024 16 July 2024	Jakarta	Anti Fraud & Whistle Blowing System	Tugu Institute
		23 Juli 2024 23 July 2024	Jakarta	Seminar Planning Cycle Planning Cycle Seminar	Tugu Institute
		12 September 2024	Jakarta	Training For Trainers : How to Achieve Service Excellence Through Service Values (TREND)	Tugu Institute
		28 Agustus 2024 28 August 2024	Jakarta	TILEARN 063 - Menuju Digital Service Insurance Company TILEARN 063 - Towards a Digital Service Insurance Company	Tugu Institute X Research, Development & Transformation Group
		19-20 November 2024	Jakarta	Artificial Intelligence (Certified)	MyEduSolve
		4-5 Desember 2024 4-5 December 2024	Jakarta	Cyber Security (Certified)	MyEduSolve
Sudarlin	Direktur Teknik Technical Director	Informasi peningkatan kompetensi/pelatihan Bp. Sudarlin dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Sudarlin's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.			

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
M. Haikal Sedayo	Plt. Research, Development & Transformation Group Head Acting Research, Development & Transformation Group Head	29 Januari 2024 29 January 2024	Jakarta	Training Tableau PREP	CYBERTREND
		28 Februari 2024 28 February 2024	Jakarta	Enhacing Back Office Performance to Provide Service Excellence Batch 3	Markplus Institute
		27 Juni 2024 27 June 2024	Jakarta	TILEARN 061 - Financial Wellbeing Series Bijak Mengelola Keuangan Dan Pentingnya Investasi TILEARN 061 - Financial Wellbeing Series: Smart Financial Management and the Importance of Investment	Tugu Institute
		16 Juli 2024 16 July 2024	Jakarta	Sosialisasi Anti Fraud & Whistleblowing System Anti-Fraud & Whistleblowing System Socialization	Tugu Institute X Internal Audit Group
		26 Agustus 2024 26 August 2024	Jakarta	Continuous Improvement Program Dan Implementasi Konsep Menuju Annual Pertamina Quality Awards (APQA) 2025 Continuous Improvement Program and Implementation of Concepts Towards Annual Pertamina Quality Awards (APQA) 2025	Tugu Institute X Research, Development & Transformation Group
		26 Agustus 2024 26 August 2024	Jakarta	Sosialisasi dan Pelatihan Implementasi Strategy And Service Blue Print Untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		28 Agustus 2024 28 August 2024	Jakarta	TILEARN 063 - Menuju Digital Service Insurance Company TILEARN 063 - Towards a Digital Service Insurance Company	Tugu Institute X Research, Development & Transformation Group

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
		17 September 2024 17 September 2024	Jakarta	QCRO	Widya Dharma Artha
		9 Desember 2024 9 December 2024	Jakarta	"Leading Change	Tugu Institute X Coach
		10 Desember 2024 10 December 2024	Jakarta	Innovation In Vuca World"	Tugu Institute X Legal & Compliance Group
Jonathan David Nandana	ERM & Business Process Group Head	Informasi pelatihan dan peningkatan kompetensi Bapak Jonathan David Nandana dapat dilihat pada pelatihan dan peningkatan kompetensi anggota Komite Investasi dalam Laporan Tahunan ini. Information on Mr. Jonathan David Nandana competency development/training can be found in the competency development/training section for Investment Committee members in this governance chapter.			
Aldy Rifianto	Plt. Financial Accounting Group Head Acting Financial Accounting Group Head	Informasi pelatihan dan peningkatan kompetensi Bapak Aldy Rifianto dapat dilihat pada pelatihan dan peningkatan kompetensi anggota Komite Investasi dalam Laporan Tahunan ini. Information on Mr. Aldy Rifianto competency development/training can be found in the competency development/training section for Investment Committee members in this governance chapter.			
Carolina Ledy Babbyana	Business Development Group Head	29 Januari 2024 29 January 2024	Jakarta	TILEARN 057: Aviation	Tugu Institute X Strategic Business III
		27 Juni 2024 27 June 2024	Jakarta	TILEARN 061 - Financial Wellbeing Series Bijak Mengelola Keuangan dan Pentingnya Investasi TILEARN 061 - Financial Wellbeing Series: Smart Financial Management and the Importance of Investment	Tugu Institute
		7 Juni 2024 7 June 2024	Jakarta	Sosialisasi Internal Memo Workflow Internal Memo Workflow Socialization	Tugu Institute X Mdm
		16 Juli 2024 16 July 2024	Online	Sosialisasi Anti Fraud & Whistleblowing System Anti-Fraud & Whistleblowing System Socialization	Tugu Institute X Internal Audit Group
		26 Agustus 2024 26 August 2024	Jakarta	Sosialisasi dan Pelatihan Implementasi Strategy And Service Blue Print Untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		22 Agustus 2024 22 August 2024	Online	Leadership for Sustainable Impact : GRC,ESG, AND SDGS	GRC SUMMIT

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
		28 Agustus 2024 28 August 2024	Jakarta	TILEARN 063 - Menuju Digital Service Insurance Company TILEARN 063 - Towards a Digital Service Insurance Company	Tugu Institute X Research, Development & Transformation Group
		19 Desember 2024 19 December 2024	Jakarta	Recharge Your Energy - Empowering Performance and Productivity	Tugu Institute X Sales & Distribution Group
		11 Desember 2024 11 December 2024	Jakarta	Asuransi Kredit & Penjaminan Kredit Credit Insurance & Credit Guarantee	Ahli Asuransi Learning Center
		10 Desember 2024 10 December 2024	Jakarta	Undang-Undang Pelindungan Data Pribadi Personal Data Protection Law	Tugu Institute X Legal & Compliance Group
		29 Januari 2024 29 January 2024	Jakarta	Product knowledge Aviation Training	Tugu Institute
		23 Juli 2024 23 July 2024	Jakarta	Seminar PraPlanning Cycle Pre-Planning Cycle Seminar	Tugu Institute
Alma Fatrizal	Broker Business Group Head	16 Juli 2024 16 July 2024	Online	Sosialisasi Anti Fraud & Whistleblowing System Anti-Fraud & Whistleblowing System Socialization	Tugu Institute X Internal Audit Group
		26 Agustus 2024 26 August 2024	Jakarta	Sosialisasi dan Pelatihan Implementasi Strategy And Service Blue Print Untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		29 November 2024	Online	Risk Control & Self Assessment In Insurance Company	Widya Dharma Artha
		23 Juli 2024 23 July 2024	Jakarta	Seminar PraPlanning Cycle Pre-Planning Cycle Seminar	Tugu Institute

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Agung Hirawan	Strategic Business I Group Head	7 Juni 2024 7 June 2024	Jakarta	Sosialisasi Internal Memo Workflow Internal Memo Workflow Socialization	Tugu Institute X MDM
		26 Agustus 2024 26 August 2024	Jakarta	Sosialisasi dan Pelatihan Implementasi Strategy And Service Blue Print Untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		10 Desember 2024 10 December 2024	Jakarta	Undang-Undang Pelindungan Data Pribadi Personal Data Protection Law	Tugu Institute X Legal & Compliance Group
		23 Juli 2024 23 July 2024	Jakarta	Seminar PraPlanning Cycle Pre-Planning Cycle Seminar	Tugu Institute
Indra Irnawan	Pjs. ERP Dept. Head Temporary ERP Dept. Head	15 Februari 2024 15 February 2024	Jakarta	Enhacing Back Office Performance To Provide Service Excellence Batch 2	Markplus Institute
		7 Juni 2024 7 June 2024	Jakarta	Sosialisasi Internal Memo Workflow Internal Memo Workflow Socialization	Tugu Institute X MDM
		12 September 2024 12 September 2024	Jakarta	Training For Trainers : How To Achieve Service Excellence Through Service Values (TREND)	Tugu Institute X Research, Development & Transformation Group
		28 Agustus 2024 28 August 2024	Jakarta	TILEARN 063 - Menuju Digital Service Insurance Company TILEARN 063 - Towards a Digital Service Insurance Company	Tugu Institute X Research, Development & Transformation Group
		12 September 2024	Jakarta	Training For Trainer : How To Achieve Service Excellence Through Service Values (TREND)	Frontier
		9 Desember 2024 9 December 2024	Online	QRMP	Widya Dharma Artha
		4-5 Desember 2024 4-5 December 2024	Jakarta	Training Cisco: Cyber Security	MyEduSolve

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Gilang Gita Purchila	Master Data Management Dept. Head	5 Maret 2024 5 March 2024		Enhacing Back Office Performance To Provide Service Excellence Batch 6	Markplus Institute
		7 Juni 2024 7 June 2024		Sosialisasi Internal Memo Workflow Internal Memo Workflow Socialization	Tugu Institute X MDM
		16 Juli 2024 16 July 2024		Sosialisasi Anti Fraud & Whistleblowing System Anti-Fraud & Whistleblowing System Socialization	Tugu Institute X Internal Audit Group
		12 September 2024		Training For Trainers : How To Achieve Service Excellence Through Service Values (TREND)	Tugu Institute X Research, Development & Transformation Group
		28 Agustus 2024 28 August 2024		TILEARN 063 - Menuju Digital Service Insurance Company TILEARN 063 - Towards a Digital Service Insurance Company	Tugu Institute X Research, Development & Transformation Group
		12 September 2024			Markplus Institute
		19-20 November 2024	Jakarta	Artificial Intelligence (Certified)	MyEduSolve
		4-5 Desember 2024 4-5 December 2024	Jakarta	Cyber Security (Certified)	MyEduSolve
		5 Maret 2024 5 March 2024		Enhacing Back Office Performance To Provide Service Excellence Batch 6	Markplus Institute
		7 Juni 2024 7 June 2024		Sosialisasi Internal Memo Workflow Internal Memo Workflow Socialization	Tugu Institute X MDM

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
		16 Juli 2024 16 July 2024		Sosialisasi Anti Fraud & Whistleblowing System Anti-Fraud & Whistleblowing System Socialization	Tugu Institute X Internal Audit Group
		12 September 2024		Training For Trainers : How To Achieve Service Excellence Through Service Values (TREND)	Tugu Institute X Research, Development & Transformation Group
		28 Agustus 2024 28 August 2024		TILEARN 063 - Menuju Digital Service Insurance Company TILEARN 063 - Towards a Digital Service Insurance Company	Tugu Institute X Research, Development & Transformation Group
		12 September 2024			Markplus Institute
		19-20 November 2024	Jakarta	Artificial Intelligence (Certified)	MyEduSolve
		4-5 Desember 2024 4-5 December 2024	Jakarta	Cyber Security (Certified)	MyEduSolve
Rudy Firmansyah	Infrastructure & facilities Dept. Head	28 Februari 2024 28 February 2024	Jakarta	Enhacing Back Office Performance To Provide Service Excellence Batch 3	Markplus Institute
		27 Juni 2024 27 June 2024	Jakarta	TILEARN 061 - Financial Wellbeing Series Bijak Mengelola Keuangan Dan Pentingnya Investasi TILEARN 061 - Financial Wellbeing Series: Smart Financial Management and the Importance of Investment	Tugu Institute
		7 Juni 2024 7 June 2024	Jakarta	Sosialisasi Internal Memo Workflow Internal Memo Workflow Socialization	Tugu Institute X MDM
		16 Juli 2024 16 July 2024	Online	Sosialisasi Anti Fraud & Whistleblowing System Anti-Fraud & Whistleblowing System Socialization	Tugu Institute X Internal Audit Group
		28 Agustus 2024 28 August 2024	Jakarta	TILEARN 063 - Menuju Digital Service Insurance Company TILEARN 063 - Towards a Digital Service Insurance Company	Tugu Institute X Research, Development & Transformation Group

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
		1 Oktober 2024 1 October 2024	Jakarta	Menuju Pelayanan Back Office Yang "Trust", "Easy", & "Friendly" - Batch 2 Towards a "Trust," "Easy," & "Friendly" Back Office Service - Batch 2	Frontier
		4-5 Desember 2024 4-5 December 2024	Jakarta	Cyber Security (Certified)	MyEduSolve
Meiliana Atmadja	IT Research & Development Officer	29 Januari 2024 29 January 2024	Jakarta	Training Tableau Prep	Cybertrend
		28 Februari 2024 28 February 2024	Jakarta	Enhacing Back Office Performance To Provide Service Excellence Batch 3	Markplus Institute
		9 Desember 2024 9 December 2024	Jakarta	Tishare 015 - Nasabah dan Transaksi Mencurigakan : Apa Yang Perlu Diketahui dan Dilakukan? TISHARE 015 - Customers and Suspicious Transactions: What Needs to Be Known and Done?	Tugu Institute X ERM, HSSE, APU PPT Group
		26 September 2024	Jakarta	Menuju Pelayanan Back Office Yang "Trust", "Easy", & "Friendly" - Batch 1 Towards a "Trust," "Easy," & "Friendly" Back Office Service - Batch 1	Frontier

Tugas dan Tanggung Jawab
Duties and Responsibilities

Komite Pengarah TI Tugu Insurance memiliki tugas dan tanggung jawab sebagai berikut:

1. Menetapkan rencana pengembangan teknologi informasi dan kebijakan Perusahaan terkait penggunaan teknologi informasi;
2. Merumuskan kebijakan dan prosedur utama teknologi informasi, seperti kebijakan pengamanan teknologi informasi dan manajemen risiko terkait penggunaannya;
3. Memastikan kesesuaian proyek teknologi informasi yang disetujui dengan rencana pengembangan teknologi informasi;
4. Memastikan pelaksanaan proyek teknologi informasi sesuai dengan rencana proyek yang telah disepakati (*project charter*);
5. Menjamin penyelenggaraan teknologi informasi sesuai dengan kebutuhan sistem informasi manajemen dan kegiatan usaha 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 to the use of information technology;
3. Ensuring the conformity of approved information technology projects with information technology development plans;
4. Ensuring the conformity of the implementation of information technology projects with the agreed project plans (project charters);
5. Ensuring the implementation of information technology aligns with the needs of management information systems and the Company's business activities;

6. Menilai efektivitas mitigasi risiko atas investasi Perusahaan di sektor teknologi informasi agar investasi tersebut berkontribusi terhadap pencapaian tujuan Perusahaan;
7. Memantau kinerja teknologi informasi dan mengupayakan peningkatan kinerja teknologi informasi;
8. Mengatasi berbagai masalah terkait teknologi informasi yang tidak dapat diselesaikan oleh satuan kerja pengguna dan penyelenggara secara efektif, efisien, dan tepat waktu; dan
9. Menjamin kecukupan dan alokasi sumber daya teknologi informasi yang dimiliki oleh Perusahaan.

Komite Pengarah TI memiliki pedoman kerja yang dituangkan dalam *Term of Reference* (ToR) Komite Pengarah TI PT Asuransi Tugu Pratama Indonesia Tbk.

6. Evaluating the effectiveness of risk mitigation for the Company's investment in the information technology sector to ensure the investment contributes to achieving the Company's goals;
7. Monitoring information technology performance and efforts to improve information technology performance;
8. Resolving various problems related to information technology that cannot be solved by the users and administrators' work units in an effective, efficient, and timely manner; and
9. Ensuring the adequacy and allocation of information technology resources owned by the Company.

The IT Steering Committee operates under guidelines outlined in the Terms of Reference (ToR) for 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 2 (dua) 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, rapat akan dipimpin oleh Wakil Ketua atau Ketua Pengganti;
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 diantaranya adalah Direktur yang membawahi Teknologi Informasi dan Direktur yang membawahi fungsi manajemen risiko;
7. Keputusan rapat Komite diambil berdasarkan musyawarah mufakat;
8. Dalam hal tidak terjadi musyawarah mufakat sesuai dengan poin 4.7 diatas, pengambilan keputusan diambil melalui *voting* berdasarkan dengan hak suara setuju lebih dari ½ (satu per dua) dari total suara dalam rapat;

The IT Steering Committee must conduct regular meetings with the following stipulations:
1. The Committee meetings are held at least 4 (four) times 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, the meeting will be chaired by the Deputy Chairman or alternate chair;
3. The Committee Secretary prepares for the meetings, sends invitations, determines the meeting agenda, and reviews the suitability of the materials to be presented at the meeting;
4. Voting rights are only held by Committee members who serve as Directors;
5. In the implementation of IT Steering Committee meetings, apart from being attended by Committee Members, the Committee Secretary may invite relevant parties (invitees) based on the agenda being discussed;
6. An Information Technology Steering Committee meeting is considered valid and has the right to make binding decisions or is deemed to meet quorum if attended by at least 51% (fifty-one percent) of the total members with voting rights, including two 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. If consensus deliberation does not occur, decisions are taken by voting, with more than ½ (one-half) of the total votes in favor;

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; dan
11. Anggota Komite yang hadir maupun yang tidak hadir dalam rapat Komite Pengarah Teknologi Informasi berhak menerima salinan risalah rapat Komite.

9. The results of the Committee meeting must be documented in the minutes of the Information Technology Steering Committee meeting and submitted to all Directors and members of the Committee meeting;
10. Any dissenting opinions at the meeting must be clearly stated in the Minutes of the Meeting along with the reasons; and
11. Committee members who are present and absent from the Information Technology Steering Committee meeting are entitled to receive a copy of the minutes of the Committee meeting.

Selama tahun 2024, Komite Pengarah Teknologi Informasi telah menyelenggarakan 1 kali rapat dengan rincian kehadiran sebagai berikut:

In 2024, the IT Steering Committee held 1 meeting, with the following attendance details for its members:

Nama Name	**Jumlah Rapat** Total Meetings	**Jumlah Kehadiran** Total Attendance	**Kehadiran dalam %** Attendance in %	**Tidak Hadir dengan Surat Kuasa** Absence with Power of Attorney
Emil Hakim	1	1	100%	
Edi Yoga Prasetyo	1	1	100%	
Ery Widiatmoko	1	1	100%	
Sudarlin	1	1	100%	
Arga Fajar Syah	1	1	100%	
M. Haikal Sedayo	1	1	100%	
Jonathan David Nandana	1	1	100%	
Aldy Rifianto	1	1	100%	
Carolina Ledy Babbyana	1	1	100%	
Alma Fatrizal	1	1	100%	
Agung Hirawan	1	1	100%	
Indra Irnawan	1	1	100%	
Gilang Gita Purchila	1	1	100%	
Rudy Firmansyah	1	1	100%	
Meiliana Atmadja	1	1	100%	

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 setahun mengenai pelaksanaan tugas serta rekomendasi Komite. Laporan komite dibuat oleh Sekretaris Komite dan wajib ditandatangani oleh Ketua Komite. Per 31 Desember 2024, pelaksanaan kinerja Komite Pengarah Teknologi Informasi antara lain, selama tahun 2024 telah menjalankan tugas dan tanggung jawab sesuai fungsinya dan juga telah menyelenggarakan *meeting* koordinasi Komite Pengarah Teknologi Informasi yang dituangkan dalam Risalah Rapat (*Minutes of Meeting*) KPTI 2024.

The Committee submits a periodic report at least once a year regarding the implementation of its duties and recommendations. The report is prepared by the Committee Secretary and must be signed by the Committee Chairman. As of 31 December 2024, the performance of the Information Technology Steering Committee among others, in 2024, has carried out duties and responsibilities in accordance with its functions and has also conducted coordination meetings of the Information Technology Steering Committee, as documented in the 2024 ITSC Meeting Minutes.

5.D

Komite Pengembangan Produk Asuransi

Insurance Product Development Committee

Tugu Insurance telah membentuk Komite Pengembangan Produk Asuransi dengan tujuan membantu Direksi dalam rangka memantau implementasi pengembangan produk asuransi seiring dengan pertumbuhan bisnis Perseroan, memantau perkembangan eksposur produk asuransi, meninjau pelaksanaan serta pengkinian kebijakan, proses dan prosedur yang terkait dengan pengembangan produk yang berkelanjutan.

Tugu Insurance has established the Insurance Product Development Committee to assist the Board of Directors in monitoring the implementation of insurance product development in line with the company's business growth. The committee also oversees the development of insurance product exposure, reviews the execution and updates of policies, processes, and procedures related to sustainable product development.

Susunan Keanggotaan, Dasar Pengangkatan, dan Masa Jabatan

Membership Composition, Basis of Appointment, and Term of Office

Ketentuan mengenai pengangkatan dan masa jabatan Komite Pengembangan Produk Asuransi adalah sebagai berikut:

1. Anggota Komite diangkat dan diberhentikan oleh Direksi, berdasarkan rekomendasi dari Komite; Komite bersifat independen dan bertanggung jawab langsung kepada Direktur yang membawahi fungsi pengembangan produk asuransi;
2. Direktur yang membawahi fungsi pengembangan produk asuransi sebagai Penanggung Jawab Utama sekaligus sebagai Ketua Komite;
3. Direktur yang membawahi fungsi pemasaran sebagai Wakil Ketua Komite merangkap sebagai Anggota Tetap Komite;
4. Pejabat yang bertanggung jawab terhadap fungsi pengembangan produk sebagai Sekretaris Komite merangkap sebagai Anggota Tetap Komite;
5. Pejabat yang bertanggung jawab terhadap fungsi operasional sebagai Anggota Tetap Komite;
6. Pejabat yang bertanggung jawab terhadap fungsi manajemen risiko sebagai Anggota Tetap Komite;
7. Pejabat yang bertanggung jawab terhadap fungsi pemasaran sebagai Anggota Tetap Komite;
8. Aktuaris sebagai Anggota Tetap Komite;
9. Anggota Komite terdiri dari Anggota Tetap dengan hak suara dan Anggota tanpa hak suara.

Komite Pengembangan Produk Asuransi dibentuk berdasarkan Surat Keputusan Direksi No. 006/SKD/05/LCD-ATPI/X/2024 tanggal 1 Oktober 2024 tentang Pembentukan Komite Pengembangan Produk Asuransi PT Asuransi Tugu Pratama Indonesia Tbk. Adapun susunan Komite Pengembangan Produk Asuransi per 31 Desember 2024, adalah sebagai berikut:

The provisions regarding the appointment and term of office of the Insurance Product Development Committee are as follows:

1. Committee members are appointed and dismissed by the Board of Directors, based on recommendations from the Committee. The Committee is independent and reports directly to the Director overseeing insurance product development;
2. The Director overseeing insurance product development serves as the Primary Responsible Party and Committee Chair;
3. The Director overseeing marketing serves as the Vice Chair of the Committee and concurrently as a Permanent Member of the Committee;
4. The official responsible for product development serves as the Committee Secretary and concurrently as a Permanent Member of the Committee;
5. The official responsible for operations serves as a Permanent Member of the Committee;
6. The official responsible for risk management serves as a Permanent Member of the Committee;
7. The official responsible for marketing serves as a Permanent Member of the Committee;
8. The Actuary serves as a Permanent Member of the Committee;
9. Committee members consist of Permanent Members with voting rights and Members without voting rights.

The Insurance Product Development Committee was established based on Board of Directors Decree No. 006/SKD/05/LCD-ATPI/X/2024, dated 1 October 2024, regarding the Formation of the Insurance Product Development Committee of PT Asuransi Tugu Pratama Indonesia Tbk.

Posisi Position	Nama Name	Jabatan Position	Periode Masa Jabatan Term of Office
Penanggung Jawab Utama/ Ketua Komite Primary Responsible Party/ Committee Chair	Edi Yoga Prasetyo	Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director	Efektif sejak tanggal 1 Oktober 2024 Effective since 1 October 2024
Wakil Ketua Komite/Anggota Tetap Vice Chair of the Committee/ Permanent Member	Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	
Sekretaris/Anggota Tetap Secretary/Permanent Member	M. Haikal Sedayo	Plt. Research, Development & Transformation Group Head Acting Research, Development & Transformation Group Head	
Anggota Tetap Permanent Member	Rahmat Hidayat	Plt. Operation Group Head Acting Operation Group Head	
	Jonathan David Nandana	ERM, HSSE & APU PPT Group Head	
	Rully Hendra Wijaya	Strategic Business II Group Head	
	Carolina Ledy Babbyana	Business Development Group Head	
	M. Ivan Faizal	Aktuaris Perusahaan	
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. Officials related to the topics discussed and/or recommended in the Risk Management Committee, except for proposers of transactions or matters that deviate from normal procedures.		

Profil Komite Pengembangan Produk Asuransi Per 31 Desember 2024
Profile of the Insurance Product Development Committee as of 31 December 2024

Untuk Profil Direktur Kepatuhan dan Manajemen Risiko dan Direktur Pemasaran Asuransi dapat dilihat pada profil Direksi.

The profiles of the Director of Compliance & Risk Management and Director of Insurance Marketing can be found in the Board of Directors' profile section.

Nama Name	**M. Haikal Sedayo**
Jabatan Position	Plt. Research, Development & Transformation Group Head Acting Research, Development & Transformation Group Head
Untuk profil Bapak M. Haikal Sedayo dapat dilihat pada profil anggota Komite Pengarah Teknologi Informasi dalam Laporan Tahunan ini. The profile of Mr. M. Haikal Sedayo can be found in the IT Steering Committee members' profile section of this Annual Report.	

Nama Name	**Rahmat Hidayat**	
Jabatan Position	Plt. Operation Group Head Acting Operation Group Head	
Kewarganegaraan Citizenship	Indonesia	
Usia Age	40 tahun 40 years old	
Domisili Domicile	Jakarta	
Pendidikan dan Pelatihan Education and Training	S2 - Universitas Mercubuana (Manajemen) Pelatihan • QCRO • Sosialisasi Anti Fraud & Whistleblowing System • Sosialisasi Dan Pelatihan Implementasi Strategy And Service Blue Print Untuk Manajemen • TILEARN 063 - Menuju Digital Service Insurance Company • Undang- Undang Pelindungan Data Pribadi • Seminar PraPlanning Cycle	Master's Degree - Universitas Mercu Buana (Management) Training QCRO • Anti-Fraud & Whistleblowing System Socialization • Socialization and Training on Strategy and Service Blueprint Implementation for Management • TILEARN 063 - Towards a Digital Service Insurance Company • Personal Data Protection Law • Pre-Planning Cycle Seminar

Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Plt. Operation Group Head Acting Operation Group Head (2024-sekarang) • Project Management Department Head (2023) • Procurement Department Head (2022-2023) • Procurement Manager (2018-2022)	• Acting Operation Group Head Acting Operation Group Head (2024-present) • Project Management Department Head (2023) • Procurement Department Head (2022-2023) • Procurement Manager (2018-2022)
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, or Major/Controlling Shareholders.	

Nama Name	**Jonathan David Nandana**
Jabatan Position	ERM, HSSE & APU PPT Group Head
Untuk profil Bapak Jonathan David Nandana dapat dilihat pada profil anggota Komite Investasi dalam Laporan Tahunan ini. The profile of Mr. Jonathan David Nandana can be found in the Investment Committee members' profile section of this Annual Report.	

Nama Name	**Rully Hendra Wijaya**	
Jabatan Position	Strategic Business II Group Head	
Kewarganegaraan Citizenship	Indonesia	
Usia Age	43 tahun 43 years old	
Domisili Domicile	Depok	
Pendidikan dan Pelatihan Education and Training	S1 - Universitas Indonesia (Teknik Industri) Pelatihan • Ekosistem Digital : Penciptaan Nilai Dalam Asuransi • TILEARN 061 - Financial Wellbeing Series Bijak Mengelola Keuangan Dan Pentingnya Investasi • Sosialisasi Internal Memo Workflow • Sosialisasi Dan Pelatihan Implementasi Strategy and Service Blue Print Untuk Manajemen • Leadership For Sustainable Impact : Grc,Esg, And Sdgs • Undang-Undang Pelindungan Data Pribadi • Seminar PraPlanning Cycle	Bachelor's Degree - Universitas Indonesia (Industrial Engineering) Training • Digital Ecosystem: Value Creation in Insurance • TILEARN 061 - Financial Wellbeing Series: Smart Financial Management and the Importance of Investment • Internal Memo Workflow Socialization • Socialization and Training on Strategy and Service Blueprint Implementation for Management • Leadership for Sustainable Impact: GRC, ESG, and SDGs • Personal Data Protection Law • Pre-Planning Cycle Seminar
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Strategic Business II Group Head (2023-sekarang) • Pjs. Strategic Business III Group Head (Nov 2024) • Strategic Partnership Group Head (2023) • Aviation & Aerospace Group Head (2018-2023) • Direct Business II Dept. Head (2018)	• Strategic Business II Group Head (2023-present) • Acting Strategic Business III Group Head (Nov 2024) • Strategic Partnership Group Head (2023) • Aviation & Aerospace Group Head (2018-2023) • Direct Business II Department Head (2018)
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, or Major/Controlling Shareholders.	

Nama Name	**Carolina Ledy Babbyana**
Jabatan Position	Business Development Group Head
Untuk profil Ibu Carolina Ledy Babbyana dapat dilihat pada profil anggota Komite Pengarah Teknologi Informasi dalam Laporan Tahunan ini. The profile of Ms. Carolina Ledy Babbyana can be found in the IT Steering Committee members' profile section of this Annual Report.	

Nama Name	**M. Ivan Faizal**
Jabatan Position	Aktuaris Perusahaan Company Actuary
Untuk profil Bapak M. Ivan Faizal dapat dilihat pada profil anggota Komite Investasi dalam Laporan Tahunan ini. The profile of Mr. M. Ivan Faizal can be found in the Investment Committee members' profile section of this Annual Report.	

Program Peningkatan Kompetensi Komite Pengembangan Produk Asuransi

Competency Development Program for the Insurance Product Development Committee

Komite Pengembangan Produk Asuransi telah mengikuti program peningkatan kompetensi sepanjang tahun 2024, di antaranya:

As of 31 December 2024, the composition of the Insurance Product Development Committee is as follows:

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
Edi Yoga Prasetyo	Direktur Kepatuhan dan Manajemen Risiko Compliance & Risk Management Director	Informasi peningkatan kompetensi/pelatihan Bp. Edi Yoga Prasetyo dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Edi Yoga Prasetyo's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.		
Ery Widiatmoko	Direktur Pemasaran Asuransi Insurance Marketing Director	Informasi peningkatan kompetensi/pelatihan Bp. Ery Widiatmoko dapat dilihat pada informasi peningkatan kompetensi/pelatihan anggota Direksi pada bab tata kelola ini. Information on Mr. Ery Widiatmoko's competency development/training can be found in the competency development/training section for Board of Directors members in this governance chapter.		
M. Haikal Sedayo	Plt. Research, Development & Transformation Group Head Acting Research, Development & Transformation Group Head	Informasi pelatihan dan peningkatan kompetensi Bapak M. Haikal Sedayo dapat dilihat pada pelatihan dan peningkatan kompetensi anggota Komite Pengarah Teknologi Informasi dalam Laporan Tahunan ini Information on Mr. M. Haikal Sedayo competency development/training can be found in the competency development/training section for Information Technology Steering Committee members in this governance chapter.		

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
Rahmat Hidayat	Plt. Operation Group Head Acting Operation Group Head	Online, 20 Mei 2024 Online, 20 May 2024	QCRO	Widya Dharma Artha
		Online, 16 Juli 2024 Online, 16 July 2024	Sosialisasi *Anti-Fraud & Whistleblowing System* Anti-Fraud & Whistleblowing System Socialization	Tugu Institute x Internal Audit Group
		Jakarta, 26 Agustus 2024 Jakarta, 26 August 2024	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		Jakarta, 28 Agustus 2024 Jakarta, 28 August 2024	Tilearn 063 - Menuju *Digital Service Insurance Company* Tilearn 063 - Towards a Digital Service Insurance Company	Tugu Institute x Research, Development & Transformation Group
		Jakarta, 10 Desember 2024 Jakarta, 10 December 2024	Undang-Undang Perlindungan Data Pribadi Personal Data Protection Law	Tugu Institute X Legal & Compliance Group
		Jakarta, 23 Juli 2024 Jakarta, 23 July 2024	Seminar *PraPlanning Cycle* Pre-Planning Cycle Seminar	Tugu Institute
Jonathan David Nandana	ERM, HSSE & APU PPT Group Head	Informasi pelatihan dan peningkatan kompetensi Bapak Jonathan David Nandana dapat dilihat pada pelatihan dan peningkatan kompetensi anggota Komite Investasi dalam Laporan Tahunan ini. Information on Mr. Jonathan David Nandana competency development/training can be found in the competency development/training section for Investment Committee members in this governance chapter.		
Rully Hendra Wijaya	Strategic Business II Group Head	Online, 31 Mei 2024 Online, 31 May 2024	Ekosistem Digital: Penciptaan Nilai Dalam Asuransi Digital Ecosystem: Value Creation in Insurance	WDA
		Jakarta, 27 Juni 2024 Jakarta, 27 June 2024	Tilearn 061 - *Financial Wellbeing Series* Bijak Mengelola Keuangan dan Pentingnya Investasi Tilearn 061 - Financial Wellbeing Series: Smart Financial Management and the Importance of Investment	Tugu Institute
		Jakarta, 7 Juni 2024 Jakarta, 7 June 2024	Sosialisasi *Internal Memo Workflow* Internal Memo Workflow Socialization	Tugu Institute x MDM (Master Data Management)
		Jakarta, 26 Agustus 2024 Jakarta, 26 August 2024	Sosialisasi dan Pelatihan Implementasi *Strategy and Service Blue Print* untuk Manajemen Socialization and Training on Strategy and Service Blueprint Implementation for Management	Tugu Institute X Research, Development & Transformation Group
		Online, 22 Agustus 2024 Online, 22 August 2024	Leadership For Sustainable Impact: GRC, ESG, and SDGS	GRC Summit
		Jakarta, 10 Desember 2024 Jakarta, 10 December 2024	Undang-Undang Perlindungan Data Pribadi Personal Data Protection Law	Tugu Institute X Legal & Compliance Group
		Jakarta, 23 Juli 2024 Jakarta, 23 July 2024	Seminar *PraPlanning Cycle* Pre-Planning Cycle Seminar	Tugu Institute

Nama Name	Jabatan Position	Tempat dan Tanggal Place and Date	Subjek Subject	Penyelenggara Organizer
Carolina Ledy Babbyana	Business Development Group Head	Informasi pelatihan dan peningkatan kompetensi Ibu Carolina Ledy Babbyana dapat dilihat pada pelatihan dan peningkatan kompetensi anggota Komite Pengarah Teknologi Informasi dalam Laporan Tahunan ini. Information on Ms. Carolina Ledy Babbyana competency development/training can be found in the competency development/training section for Information Technology Steering Committee members in this governance chapter.		
M. Ivan Faizal	Aktuaris Perusahaan Company Actuary	Informasi pelatihan dan peningkatan kompetensi Bapak M. Ivan Faizal dapat dilihat pada pelatihan dan peningkatan kompetensi anggota Komite Investasi dalam Laporan Tahunan ini Information on Mr. M. Ivan Faizal competency development/training can be found in the competency development/training section for Investment Committee members in this governance chapter.		

Tugas dan Tanggung Jawab
Duties and Responsibilities

Komite Pengembangan Produk Asuransi Tugu Insurance memiliki tugas dan tanggung jawab untuk melakukan tinjauan dan memberikan rekomendasi atas:
1. Pengembangan Produk Asuransi berdasarkan hasil kajian atau pengujian Produk Asuransi
2. Pengklasifikasian Produk Asuransi yang:
   a. Perlu mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK); atau
   b. Dilaporkan kepada OJK
3. Pemasaran Produk Asuransi, berupa:
   a. Melanjutkan pemasaran Produk Asuransi
   b. Mengubah Produk Asuransi; dan/atau
   c. Menghentikan pemasaran Produk Asuransi

Pemberian rekomendasi atas perubahan produk asuransi pada poin 3 dilakukan berdasarkan evaluasi produk asuransi yang dilakukan oleh Aktuaris Perusahaan dan/atau anggota Komite Pengembangan Produk Asuransi lain.

Komite Pengembangan Produk Asuransi memiliki pedoman kerja yang dituangkan dalam *Term of Reference* (ToR) Komite Pengembangan Produk Asuransi PT Asuransi Tugu Pratama Indonesia Tbk.

The Insurance Product Development Committee of Tugu Insurance has the duties and responsibilities to review and provide recommendations on:
1. Insurance Product Development based on the results of studies or product testing.
2. Classification of Insurance Products, including:
   a. Products that require approval from the Financial Services Authority (OJK); or
   b. Products that must be reported to OJK.
3. Marketing of Insurance Products, including:
   a. Continuing the marketing of insurance products.
   b. Modifying insurance products.
   c. Discontinuing the marketing of insurance products.

Recommendations for changes to insurance products, as stated in point 3, are made based on the evaluation of insurance products conducted by the Company's Actuary and/or other members of the Insurance Product Development Committee.

The Insurance Product Development Committee operates based on work guidelines outlined in the Terms of Reference (ToR) of the Insurance Product Development Committee of PT Asuransi Tugu Pratama Indonesia Tbk.

Kebijakan dan Pelaksanaan Rapat
Meeting Policy and Implementation Policy

Komite Pengembangan Produk Asuransi wajib melakukan rapat berkala dengan ketentuan sebagai berikut:
1. Komite wajib melakukan rapat Komite paling sedikit 4 (empat) kali dalam satu tahun.
2. Rapat Komite dipimpin oleh Ketua Komite. Dalam hal Ketua Komite berhalangan hadir, maka Ketua Komite akan menunjuk diantara anggota Tetap untuk bertugas sebagai pimpinan rapat.

The Insurance Product Development Committee must conduct regular meetings with the following stipulations:
1. The Committee must hold at least four (4) meetings per year.
2. Committee meetings are led by the Committee Chair. If the Chair is unable to attend, they will appoint a Permanent Member to preside over the meeting.

3. Sekretaris Komite melakukan persrapan rapat, membuat undangan, menentukan agenda rapat, dan mereview kesesuaian materi yang akan disampaikan dalam rapat serta menyusun risalah rapat Komite.
4. Pembahasan dalam Komite dapat berupa rapat ataupun penandatanganan sirkuler.
5. Tema pembahasan pada Rapat Komite merujuk pada cakupan pembahasan dalam Rapat Komite Pengembangan Produk Asuransi
6. Rapat dianggap sah dan berwenang mengambil keputusan yang mengikat apabila telah memenuhi kuorum kehadiran anggota.
7. Rapat akan memenuhi kuorum apabila dihadiri oleh 2/3 (dua per tiga) anggota Komite
8. Keputusan dapat diambil dengan suara bulat dari Anggota Komite yang hadir atau berdasarkan suara mayoritas (>50%) dari Anggota Komite yang hadir.
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, 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.
12. Setiap perbedaan pendapat (*dissenting opinion*) dalam rapat harus secara jelas dinyatakan dalam Risalah Rapat beserta alasannya.
13. Anggota Komite yang hadir maupun yang tidak hadir dalam rapat Komite berhak menerima salinan risalah rapat Komite.

3. The Committee Secretary is responsible for preparing meetings, sending invitations, setting the agenda, reviewing the relevance of materials to be presented, and preparing the meeting minutes.
4. Discussions within the Committee may take place through meetings or circular decision-making.
5. The discussion topics in Committee Meetings refer to the scope of discussions within the Insurance Product Development Committee Meetings.
6. Meetings are considered valid and authorized to make binding decisions if they meet the quorum of attendance.
7. A meeting meets the quorum if attended by two-thirds (2/3) of the Committee members.
8. Decisions are made unanimously by the attending Committee members or by a majority vote (>50%) of those present.
9. If the number of votes in favor is equal to the number of votes against, the decision is left to the Meeting Chair.
10. In Committee meetings, external invitees may be invited if relevant to the discussion agenda.
11. The status of follow-up actions from previous meetings is presented at the beginning of each Committee meeting.
12. Any dissenting opinions during the meeting must be clearly stated in the Minutes of Meeting, along with the reasons.
13. All Committee members, whether present or absent, are entitled to receive a copy of the meeting minutes.

Selama tahun 2024, Komite Pengembangan Produk Asuransi telah menyelenggarakan 2 (dua) kali rapat dengan rincian kehadiran sebagai berikut:

In 2024, the Insurance Product Development Committee held 2 meetings, with the following attendance details for its members:

Nama Name	**Jumlah Rapat** Total Meetings	**Jumlah Kehadiran** Total Attendance	**Kehadiran dalam %** Attendance in %	**Tidak Hadir dengan Surat Kuasa** Absence with Power of Attorney
Edi Yoga Prasetyo	2	2	100%	-
Ery Widiatmoko	2	2	100%	-
M. Haikal Sedayo	2	2	100%	-
Rahmat Hidayat	2	1	50%	-
Jonathan David Nandana	2	2	100%	-
Rully hendra Wijaya	2	2	100%	-
Carolina Ledy Babbyana	2	1	50%	-
M.Ivan Faizal	2	2	100%	-

Laporan Pelaksanaan Tugas Komite Pengembangan Produk Asuransi

Report on the Implementation of Tasks by the Insurance Product Development Committee

Komite membuat laporan berkala paling sedikit 1 (satu) kali dalam setahun mengenai pelaksanaan tugas serta rekomendasi Komite. Laporan komite dibuat oleh Sekretaris Komite dan wajib ditandatangani oleh Ketua Komite. Per 31 Desember 2024, pelaksanaan kinerja Komite Pengembangan Produk Asuransi antara lain:

1. *Meeting* Perdana Komite Pengembangan Produk dengan topik Rencana Bisnis Pengembangan Produk untuk tahun 2025 dilaksanakan pada 11 November 2024;
2. *Meeting* Komite Pengembangan Produk dengan topik Pembahasan Definisi Bisnis Retail dilaksankan pada tanggal 19 Desember 2024.

Pelaksanaan Kinerja Komite Pengembangan Produk dilakukan 2 (dua) kali dalam periode 2024 dikarenakan Pembentukan Komite Pengembangan Produk ditetapkan per tanggal 1 Oktober 2024.

The Committee prepares a periodic report at least once a year on the implementation of its duties and recommendations. The report is prepared by the Committee Secretary and must be signed by the Committee Chair. As of December 31, 2024, the performance implementation of the Insurance Product Development Committee includes:

1. The inaugural meeting of the Insurance Product Development Committee with the topic Product Development Business Plan for 2025 was held on 11 November 2024.
2. A committee meeting discussing the topic Retail Business Definition was held on 19 December 2024.

The Insurance Product Development Committee conducted two (2) meetings in 2024, as the committee was officially established on 1 October 2024.

5.E

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 itu, Sekretaris Perusahaan wajib memastikan pemenuhan kepatuhan perusahaan terhadap peraturan perundang-undangan di bidang pasar modal.

The Corporate Secretary of Tugu Insurance serves as a liaison, bridging the interests between the Company and external parties, particularly in maintaining the public perception of the Company's image and ensuring information disclosure. Any information provided by the Corporate Secretary to the public is considered official information from the Company. Additionally, the Corporate Secretary is responsible for ensuring 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 dan 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 satu level di bawah Direksi sebagai Sekretaris Perusahaan;
4. Sekretaris Perusahaan dilarang merangkap jabatan apapun di perusahaan publik lain; dan
5. Sekretaris Perusahaan Perseroan memiliki pengetahuan mengenai peraturan yang berkaitan dengan Perseroan, hubungan masyarakat, keterampilan administratif, dan pengalaman yang mendukung pelaksanaan tugasnya.

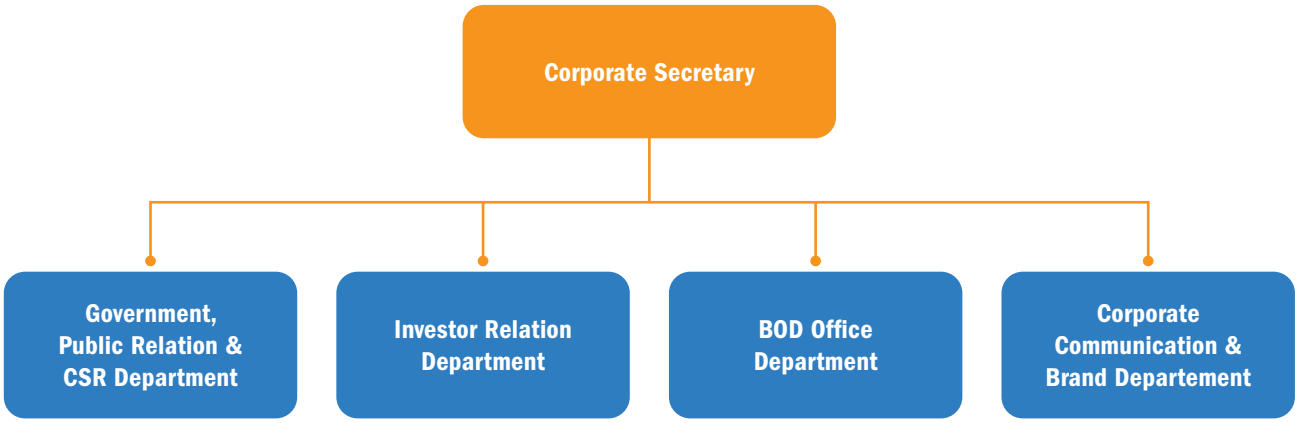
The provisions regarding the position and appointment of the Corporate Secretary at Tugu Insurance are as follows:

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 reports 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 designate one of its officials 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; and
5. The Company's Corporate Secretary should have knowledge of regulations that involve the Company, along with public relations skills, administrative skills, and experience that support the implementation of their duties.

Keorganisasian Sekretaris Perusahaan
Organization of Corporate Secretary

Struktur organisasi Corporate Secretary Group Tugu Insurance ditetapkan sesuai Keputusan Direksi No. 104/SKD/04/HCM-ATPI/VIII/2024 tanggal 9 Agustus 2024 tentang Struktur Organisasi PT Asuransi Tugu Pratama Indonesia Tbk.

The organizational structure of the Corporate Secretary Group Tugu Insurance is established in accordance with the Board of Directors' Decision No. 104/SKD/04/HCM-ATPI/VIII/2024 dated 9 August 2024, 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. 37/S/01/PD-ATPI/III/2024 tanggal 1 Maret 2024, posisi Sekretaris Perusahaan dijabat rangkap oleh Direktur Kepatuhan dan Manajemen Risiko, Edi Yoga Prasetyo. Profil Bapak Edi Yoga Prasetyo dapat dilihat pada profil Direksi di Laporan Tahunan ini.

Based on the letter reported to the OJK with No. 37/S/01/PD-ATPI/III/2024 dated 1 March 2024, the position of Corporate Secretary is concurrently held by the Director of Compliance and Risk Management, Edi Yoga Prasetyo. Mr. Edi Yoga Prasetyo's profile can be found in the Board of Directors' profile in this Annual Report.

Tugas dan Tanggung Jawab Sekretaris Perusahaan
Corporate Secretary's Duties and Responsibilities

Dalam menjalankan peranan pentingnya dalam memfasilitasi komunikasi antara organ perusahaan, menjaga hubungan antara Perseroan dengan *stakeholders*, dan memastikan kepatuhan terhadap peraturan yang berlaku, Sekretaris Perusahaan memiliki tugas dan tanggung jawab sebagai berikut:

1. Menentukan anggaran operasional untuk Group dan mengawasi penggunaannya untuk memastikan efektivitas anggaran;
2. Menetapkan sasaran dan target kerja untuk Group, mengkoordinasi dan mengevaluasi pelaksanaannya untuk memastikan pencapaian sasaran dan target kerja Group;
3. Merekomendasikan jumlah SDM yang diperlukan untuk memastikan efektivitas pencapaian sasaran dan target kerja Group;
4. Menilai kinerja dan kompetensi bawahan untuk memastikan pencapaian kinerja individu dan pengembangan kompetensi bawahan;

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. 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 CSR untuk meningkatkan efektivitas proses kerja di Corporate Secretary Group;

7. Mengawasi dan mengevaluasi pelaksanaan proses komunikasi perusahaan dan 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 dan implementasi;
9. Memastikan implementasi budaya dan nilai-nilai yang telah ditetapkan oleh Perusahaan di lingkup Corporate Secretary Group;
10. Mengendalikan dan mengoordinasi seluruh kegiatan komunikasi perusahaan, hubungan masyarakat, serta mendampingi Direksi dan/atau mewakili Perusahaan dalam berkomunikasi dengan pihak eksternal yang berkepentingan untuk memberikan pelayanan kepada stakeholders atas informasi relevan yang dibutuhkan;

11. Melaksanakan proses koordinasi dan menjadi penghubung antara Direksi dengan Dewan Komisaris, Pemegang Saham, masyarakat, dan 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 dan Direksi. Sekretaris Perusahaan juga mengkoordinir penyusunan risalah rapat untuk memastikan agenda rapat di tingkat Pemegang Saham, Komisaris, dan Direksi terlaksana dengan baik;

13. Mengendalikan dan mengoordinasi penyusunan Laporan Tahunan dan Laporan Berkelanjutan untuk memastikan tersedianya laporan tahunan dan laporan berkelanjutan secara komprehensif, akurat, menarik, tepat waktu, dan sesuai dengan persyaratan regulasi;

14. Mengendalikan dan mengevaluasi pelaksanaan program CSR yang bersifat strategis, komprehensif, dan berkelanjutan untuk memastikan pelaksanaannya secara optimal;

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. 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. Mengendalikan dan mengoordinasi kegiatan kesekretariatan perusahaan, penyimpanan dokumen penting, serta pengelolaan dan pemutakhiran informasi mengenai perusahaan yang disampaikan kepada *stakeholders* melalui berbagai media untuk menjamin akurasi dan ketersediaan dokumen penting dan informasi mengenai perusahaan;
16. Sebagai penghubung/mediator antara Direksi, pegawai, Dewan Komisaris, pemegang saham, regulator, asosiasi, masyarakat, media massa, dan pihak eksternal lainnya;
17. Mengoordinir kegiatan terkait perubahan dan perkembangan peraturan perundang-undangan yang terkait dengan bidang usaha perusahaan, menganalisis dampaknya terhadap perusahaan, dan menyampaikan hasil kajian kepada Direksi.

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 analyze their impact on the Company and submit the results of the study to the Board of Directors.

Pelatihan Sekretaris Perusahaan
Corporate Secretary's Training

Selama tahun 2024, Sekretaris Perusahaan secara rutin mengikuti berbagai pelatihan, *workshop*, dan seminar yang rinciannya sebagai berikut:

During 2024, the Corporate Secretary routinely participated in various training sessions, workshops, and seminars, the details of which are as follows:

Nama Name	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Edi Yoga Prasetyo	26 Agustus 2024 26 August 2024	Jakarta	Sosialisasi Dan Pelatihan Implementasi Strategy And Service Blue Print Untuk Manajemen Socialization And Training On The Implementation Of Strategy And Service Blueprint For Management	Tugu Institute X Research, Development & Transformation Group
	22 September 2024 22 September 2024	Bali	Insurance Summit	AAUI
	26 November 2024 26 November 2024	Jakarta	Pelatihan Dan Uji Profesi Ajun Ahli Asuransi Syariah-Program Khusus Training And Professional Examination For Junior Islamic Insurance Expert – Special Program	Islamic Insurance Society
	(End 28 Mei 2024) (End 28 May 2024)	Jakarta	Program Pendidikan Magister Manajemen (MM) Master Of Management Education Program (MM)	Institut Pertanian Bogor

Laporan Pelaksanaan Tugas Sekretaris Perusahaan

Report on Implementation of Corporate Secretary Duties

Dalam menjalankan peran pentingnya dalam memfasilitasi komunikasi antara organ perusahaan, hubungan antara Perseroan dengan *stakeholders*, dan memastikan kepatuhan terhadap peraturan yang berlaku, Sekretaris Perusahaan pada Desember 2024 memiliki tugas dan tanggung jawab sebagai berikut:

1. **Government, Public Relations & CSR**
   Government, Public Relations & CSR Department memiliki tanggung jawab untuk melakukan kegiatan komunikasi eksternal perusahaan dan serta menjalin hubungan harmonis dengan para pemangku kepentingan. Dalam membangun kerja sama 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 2024, *Government, Public Relation & CSR Department* telah melakukan serangkaian kegiatan dalam *media relations & engagement,* di antaranya kegiatan silahturahmi dengan wartawan media berupa *media visit, media interview* serta *media courtesy*.

   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* untuk 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*).

   Government, Public Relation & CSR Department telah melakukan pelaporan Rencana Aksi Keuangan Berkelanjutan (RAKB) untuk periode 2025 serta melaksanakan kegiatan *Corporate Social Responsibility* (CSR). Kegiatan CSR Tugu Insurance dikenal dengan Bakti Tugu yang terdiri dari 4 (empat) pilar kegiatan yaitu, Bakti untuk Kesehatan dan Keselamatan, Bakti untuk Lingkungan Hidup, Bakti untuk Pendidikan dan Literasi Keuangan, dan Bakti untuk Pemberdayaan Ekonomi. Pembahasan mengenai kegiatan CSR yang

Report on Implementation of Corporate Secretary Duties
The Corporate Secretary plays a key role in facilitating communication between the company's organs, managing the relationships between the company and its stakeholders, and ensuring compliance with applicable regulations. As of December 2024, the duties of the Corporate Secretary include:

1. **Government, Public Relations & CSR**
   The Government, Public Relations & CSR Department is responsible for executing the company's external communications and establishing harmonious relationships with its stakeholders. In fostering strong cooperation with external parties, the department is tasked with media relations and engagement, ensuring that Tugu Insurance maintains positive relationships with media journalists and reporters.

   Throughout 2024, the department carried out a series of media relations and engagement activities, including social visits with media personnel such as media visits, media interviews, and courtesy visits.

   The department also conducted media monitoring and analysis to provide information on various media reports—whether concerning Tugu Insurance's group business, regulatory issues, or matters related to the Company. This media monitoring plays a role in calculating the PR Value and Advertorial Value for Tugu Insurance's published media coverage.

   Additionally, the department periodically issues press releases and publishes a summarized Financial Report in accordance with applicable laws and regulations. It has also fulfilled its reporting obligations to regulators (the Financial Services Authority and the Indonesia Stock Exchange) for both routine and special (ad hoc) reports.

   Furthermore, the department submitted the Sustainable Financial Action Plan (RAKB) for the 2025 period and executed Corporate Social Responsibility (CSR) activities. Tugu Insurance's CSR initiatives, known as Bakti Tugu, consist of four pillars: Bakti for Health and Safety, Bakti for Environmental Sustainability, Bakti for Education and Financial Literacy, and Bakti for Economic Empowerment. A more comprehensive discussion of the CSR activities conducted throughout 2024 is presented in the

telah dilakukan selama tahun 2024 dipaparkan secara lebih komprehensif dalam Laporan Keberlanjutan (*Sustainability Report*) 2024 Perseroan.

2. **Investor Relations**
   Investor Relations Department secara aktif melakukan pertemuan dengan analis, komunitas saham dan investasi, serta secara rutin melakukan korespondensi dengan investor untuk memberikan update informasi terkait kondisi dan kinerja perusahaan.

   Sepanjang tahun 2024, Investor Relation telah mengkoordinasikan penyelenggaraan Rapat Umum Pemengang Saham Tahunan (RUPST) tahun buku 2023 pada 29 April 2024, dan *Public Expose* Tahunan pada 4 Desember 2024, termasuk juga menyusun Laporan Tahunan 2023 untuk mendapat persetujuan pemegang saham melalui RUPS.

3. **BOD Office**
   BOD Office merupakan fungsi yang mengkoordinir seluruh kegiatan Direksi, mulai dari *daily meeting*, *budgeting*, pertemuan dengan *business partner*, perjalanan dinas, serta memastikan terpenuhinya pelaporan dan dokumentasi terkait kewajiban Direksi Perseroan sesuai dengan ketentuan dan perundangan yang berlaku.

   Pada tahun 2024, BOD Office telah melaksanakan berbagai rangkaian kegiatan diantaranya adalah pengendalian terhadap kinerja korporat seperti *Performance Review* (induk) dan *Performance Dialogue* (Anak Perusahaan). Kemudian dilakukan juga penyusunan arahan strategi korporat 2024 melalui penyelenggaraan BOD *Retreat*, yang kemudian di-*cascading* kepada jajaran BOD *minus one* pada kegiatan *Planning Cycle* sebagai bentuk komunikasi dua arah antara penyampaian strategi perusahaan dari Direksi, dan direspon dengan proposal rencana bisnis dari fungsi terkait. Selain itu, BOD Office juga mengkoordinir pelaksanaan BOD *Meeting* yang dilakukan secara rutin setiap bulannya.

4. **Corporate Communication & Brand**
   Corporate Communication & Brand Department merupakan bagian dari Corporate Secretary Group, yang memiliki tanggung jawab dalam melakukan kampanye merek perusahaan melalui berbagai aktivitas dan strategi komunikasi baik secara internal maupun eksternal melalui strategi komunikasi yang sesuai dengan target segmen Perusahaan.

   Pada tahun 2024, Corporate Communication & Brand Dept melakukan berbagai kampanye merek ataupun aktivitas promosi komunikasi melalui kanal media digital maupun aktivitas luar ruangan, baik dalam pemanfaatan *own asset* Perusahaan (*Website* dan Sosial Media) maupun kanal online/digital lainnya yang merupakan mainstream media Perusahaan.

Company's 2024 Sustainability Report.

2. **Investor Relations**
   The Investor Relations Department actively holds meetings with analysts, stock and investment communities, and routinely communicates with investors to provide updates on the company's condition and performance.

   Throughout 2024, Investor Relations coordinated the organization of the Annual General Meeting of Shareholders (AGMS) for the 2023 fiscal year on 29 April 2024, and the Annual Public Expose on 4 December 2024, as well as preparing the 2023 Annual Report to obtain shareholder approval through the General Meeting of Shareholders.

3. **BOD Office**
   The BOD Office is a function that coordinates all activities of the Board of Directors, ranging from daily meetings, budgeting, meetings with business partners, and business trips, to ensuring that the reporting and documentation obligations of the Company's Board of Directors are met in accordance with applicable regulations and laws.

   In 2024, the BOD Office carried out a series of activities including oversight of corporate performance through the Performance Review (for the parent company) and Performance Dialogue (for subsidiaries). It also prepared the 2024 corporate strategy directives by organizing a BOD Retreat, which was then cascaded to the BOD minus one level during the Planning Cycle as a form of two-way communication between the Board of Directors' presentation of the corporate strategy and the business plan proposals from the relevant functions. Additionally, the BOD Office coordinated the monthly BOD Meetings.

4. **Corporate Communication & Brand**
   The Corporate Communication & Brand Department is part of the Corporate Secretary Group and is responsible for conducting the company's brand campaigns through various communication activities and strategies, both internally and externally, in line with the company's target segments.

   In 2024, the Corporate Communication & Brand Department executed various brand campaigns and promotional communication activities through digital media channels as well as outdoor events, utilizing the company's own assets (website and social media) and other online/digital channels that serve as the company's mainstream media.

Selain itu, di tahun 2024 Corporate Communication & Brand Department juga terus memberikan *support* kepada fungsi internal di 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.

Additionally, in 2024 the department continued to support the company's internal functions by providing the necessary Marketing Kits/Promotional Tools, and by collaborating with related functions in executing campaigns related to the internalization of the BUMN and Pertamina core value known as AKHLAK.

Melanjutkan transformasi merek yang dilakukan 2018 silam, di tahun ini *Corporate Communication & Brand Departemen* Bersama fungsi terkait 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 4,42. Sedangkan NPS (*Net Promoter Score*) berhasil didapatkan di angka 4,57 dari skala 5,00

Continuing the brand transformation initiated in 2018, this year the Corporate Communication & Brand Department, together with related functions, conducted research on the Customer Satisfaction & Loyalty Index among the general public, existing customers, and business partners, resulting in a Customer Satisfaction & Loyalty Index score of 4.42. Meanwhile, the Net Promoter Score (NPS) was achieved at 4.57 out of 5.00.

Pada tahun 2025, strategi komunikasi perusahaan akan berorientasi pada pendekatan yang lebih humanis, mengutamakan kemudahan akses informasi, serta tetap memperkuat citra perusahaan sebagai entitas yang terpercaya. Strategi ini dirancang untuk memperkuat kedekatan dengan pelanggan, sekaligus mendukung visi perusahaan untuk menjadi perusahaan asuransi umum nomor satu di Indonesia dengan menghadirkan inovasi produk serta layanan yang unggul.

In 2025, the company's communication strategy will focus on a more humanistic approach, prioritizing ease of access to information while continuing to strengthen the company's image as a trusted entity. This strategy is designed to enhance customer closeness and support the company's vision of becoming Indonesia's number one general insurance company by delivering superior product innovations and services.

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 2024, antara lain sebagai berikut:

In carrying out activities to build relationships with regulators and to fulfill its obligation to provide information to them, the Corporate Secretary has sent correspondence to the OJK and BEI throughout 2024, including the following:

No.	Nomor Surat Letter Number	Tanggal Date	Kepada To	Perihal Regarding
1	001/S/01/COS-ATPI/I/2024	2 Januari 2024 2 January 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode Desember 2023 Foreign Currency Debt Report for the Period December 2023
2	008/S/01/COS-ATPI/I/2024	5 Januari 2024 5 January 2024	OJK, BEI	Laporan Registrasi Efek Periode 31 Desember 2023 Securities Registration Report as of 31 December 2023
3	010/S/01/COS-ATPI/I/2024	19 Januari 2024 19 January 2024	OJK	Surat Keterbukaan Informasi hasil FPT Disclosure Letter of FPT Results
4	011/S/01/COS-ATPI/I/2024	19 Januari 2024 19 January 2024	OJK	Surat Keterbukaan Informasi Hasil FPT Disclosure Letter of FPT Results
5	012/S/01/COS-ATPI/I/2024	20 Januari 2024 20 January 2024	OJK	Surat Pernyataan Penyampaian Informasi KTP BOD dan BOC Statement Letter on Submission of BOD and BOC ID Information
6	018/S/01/COS-ATPI/II/2024	1 Februari 2024 1 February 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode Januari 2024 Foreign Currency Debt Report for the Period January 2024
7	020/S/01/COS-ATPI/II/2024	6 Februari 2024 6 February 2024	OJK, BEI	Laporan Registasi Efek Periode 31 Januari 2024 Securities Registration Report as of 31 January 2024
8	024/S/01/COS-ATPI/III/2024	4 Maret 2024 4 March 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode Februari 2024 Foreign Currency Debt Report for the Period February 2024
9	025/S/01/COS-ATPI/III/2024	5 Maret 2024 5 March 2024	OJK, BEI	Laporan Registrasi Efek Periode Februari 2024 Securities Registration Report Period February 2024
10	027/S/01/COS-ATPI/III/2024	14 Maret 2024 14 March 2024	OJK, BEI	Pemberitahuan Pelaksanaan RUPST 2024 Notice of Annual General Meeting (AGM) Implementation 2024
11	028/S/01/COS-ATPI/III/2024	21 Maret 2024 21 March 2024	OJK, BEI	Pengumuman Pelaksanaan RUPST 2024 Announcement of AGM Implementation 2024

No.	Nomor Surat Letter Number	Tanggal Date	Kepada To	Perihal Regarding
12	029/S/01/COS-ATPI/III/2024	22 Maret 2024 22 March 2024	OJK, BEI	Penyampaian Bukti Iklan Pengumuman RUPST Submission of Advertisement Proof of AGM Announcement
13	031/S/01/COS-ATPI/III/2024	26 Maret 2024 26 March 2024	OJK	Bukti Iklan LK Tahunan Konsolidasian (*Audited*) Tahun Buku 2023 Evidence of public disclosure announcement for the 2023 Consolidated Annual Financial Statements (Audited)
14	032/S/01/COS-ATPI/III/2024	26 Maret 2024 26 March 2024	OJK	Penyampaian Laporan Keuangan Tahunan (*Audited*) Tahun Buku 2023 Submission of the 2023 Annual Financial Statements (Audited)
15	032/S/01/COS-ATPI/IV/2024	1 April 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode Maret 2024 Foreign Currency Debt Report for the Period March 2024
16	033/S/01/COS-ATPI/IV/2024	5 April 2024	OJK, BEI	Laporan Registrasi Efek Periode Maret 2024 Securities Registration Report Period March 2024
17	035/S/01/COS-ATPI/IV/2024	3 April 2024	OJK	Penyampaian Laporan Keberlanjutan (*Sustainability Report*) Tahun Buku 2023 Submission of Sustainability Report for Fiscal Year 2023
18	036/S/01/COS-ATPI/IV/2024	3 April 2024	OJK Pengawasan Asuransi	Penyampaian Laporan Keberlanjutan (*Sustainability Report*) Tahun Buku 2023 Submission of Sustainability Report for Fiscal Year 2023
19	037/S/01/COS-ATPI/IV/2024	5 April 2024	OJK, BEI	Surat Pengantar Pemanggilan RUPST 2024 Cover Letter for AGM Summons 2024
20	038/S/01/COS-ATPI/IV/2024	5 April 2024	OJK, BEI	Penyampaian Laporan Tahunan (*Annual Report*) Tahun Buku 2023 Submission of the 2023 Annual Report
21	039/S/01/COS-ATPI/IV/2024	5 April 2024	OJK, BEI	Surat Pengantar Bukti Publikasi Pemanggilan RUPST Cover Letter for Proof of Publication of AGM Summons
22	044/S/01/COS-ATPI/IV/2024	16 April 2024	OJK IKNB	Penyampaian Laporan Tahunan (*Annual Report*) Tahun Buku 2023 Submission of the 2023 Annual Report
23	048/S/01/COS-ATPI/IV/2024	26 April 2024	OJK BEI	Penyampaian Laporan Keuangan Interim 31 Maret 2024 Submission of Interim Financial Statements as of 31 March 2024
24	049/S/01/COS-ATPI/IV/2024	26 April 2024	OJK, BEI	Ralat Pemanggilan Rapat Umum Pemegang Saham Tahunan Correction of Annual General Meeting Summons
25	050/S/01/COS-ATPI/IV/2024	26 April 2024	OJK, BEI	Pemberitahuan Ralat Pemanggilan RUPST 2024 Correction Notice of AGM Summons ATPI
26	051/S/01/COS-ATPI/V/2024	2 Mei 2024 2 May 2024	OJK, BEI	Penyampaian Ringkasan Risalah RUPST Submission of Summary Minutes of AGM 2024
27	052/S/01/COS-ATPI/V/2024	2 Mei 2024 2 May 2024	OJK, BEI	Penyampaian jadwal dan tata cara pembagian dividen Tahun Buku 2023 Submission of Schedule and Procedures for Dividend Distribution for Fiscal Year 2023
28	053/S/01/COS-ATPI/IV/2024	30 April 2024	OJK	Penyampaian Bukti Iklan Laporan Keuangan Tahunan Submission of Evidence of Public Disclosure for the Annual Financial Statements
29	054/S/01/COS-ATPI/IV/2024	30 April 2024	OJK IKNB	Penyampaian Bukti Iklan Laporan Keuangan Tahunan Submission of Evidence of Public Disclosure for the Annual Financial Statements
30	055/S/01/COS-ATPI/V/2024	2 Mei 2024 2 May 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode April 2024 Foreign Currency Debt Report for the Period April 2024
31	056/S/01/COS-ATPI/V/2024	2 Mei 2024 2 May 2024	OJK	Laporan Informasi atau Fakta Material Perubahan Anggota Dewan Komisaris Information or Material Fact Report Regarding Board of Commissioner Member
32	057/S/01/COS-ATPI/V/2024	3 Mei 2024 3 May 2024	OJK, BEI	Penyampaian Bukti Publikasi Ringkasan Risalah RUPST dan Tata Cara serta Jadwal Pembayaran Dividen Disclosure of Evidence of Publication of the Summary of the Annual General Meeting of Shareholders (AGMS) Minutes, the Procedures and Schedule for Dividend Payment
33	058/S/01/COS-ATPI/V/2024	6 Mei 2024 6 May 2024	OJK, BEI	Laporan Registrasi Efek Periode April 2024 Securities Registration Report Period April 2024
34	060/S/01/COS-ATPI/V/2024	15 Mei 2024 15 May 2024	OJK	Pelaporan Perubahan Kepemilikan Saham Report of Changes in Share Ownership

No.	Nomor Surat Letter Number	Tanggal Date	Kepada To	Perihal Regarding
35	061/S/01/COS-ATPI/V/2024	17 Mei 2024 17 May 2024	OJK	Pelaporan Perubahan Kepemilikan Saham Report of Changes in Share Ownership
36	064/S/01/COS-ATPI/V/2024	20 Mei 2024 20 May 2024	OJK	Perubahan Susunan Anggota Komite Nominasi dan Remunerasi Changes in Nomination and Remuneration Committee Members
37	065/S/01/COS-ATPI/V/2024	21 Mei 2024 21 May 2024	KSEI	Instruksi Pendistribusian Dividen Tunai TUGU Instruction for Cash Dividend Distribution TUGU
38	067/S/01/COS-ATPI/V/2024	28 Mei 2024 28 May 2024	OJK	Pelaporan Perubahan Kepemilikan Saham Report of Changes in Share Ownership
39	069/S/01/COS-ATPI/V/2024	28 Mei 2024 28 May 2024	OJK, BEI	Penyampaian Risalah Rapat Umum Pemegang Saham Tahunan PT Asuransi Tugu Pratama Indonesia Tbk. Submission of Minutes of Annual General Meeting PT Asuransi Tugu Pratama Indonesia Tbk.
40	070/S/01/COS-ATPI/VI/2024	3 Juni 2024 3 June 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode Mei 2024 Foreign Currency Debt Report for the Period May 2024
41	071/S/01/COS-ATPI/VI/2024	5 Juni 2024 5 June 2024	OJK, BEI	Laporan Registrasi Efek Periode Mei 2024 Securities Registration Report Period May 2024
42	075/S/01/COS-ATPI/VI/2024	10 Juni 2024 10 June 2024	OJK	Pelaporan Perubahan Kepemilikan Saham Report of Changes in Share Ownership
43	076/S/01/COS-ATPI/VI/2024	24 Juni 2024 24 June 2024	OJK	Pelaporan Perubahan Kepemilikan Saham Report of Changes in Share Ownership
44	082/S/01/COS-ATPI/VII/2024	3 Juli 2024 3 July 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode Juni 2024 Foreign Currency Debt Report for the Period June 2024
45	083/S/01/COS-ATPI/VII/2024	5 Juli 2024 5 July 2024	OJK, BEI	Laporan Registrasi Efek Periode Juni 2024 Securities Registration Report Period June 2024
46	093/S/01/COS-ATPI/VII/2024	22 Juli 2024 22 July 2024	OJK, BEI	Penyampaian Laporan Keuangan Interim 30 Juni 2024 Submission of Interim Financial Statements as of 30 June 2024
47	095/S/01/COS-ATPI/VII/2024	29 Juli 2024 29 July 2024	OJK	Penyampaian Informasi Bukti Pengumuman Laporan Keuangan Tengah Tahunan Information Disclosure on Announcement of the Mid Year Report
48	096/S/01/COS-ATPI/ VIII/2024	1 Agustus 2024 1 August 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode Juli 2024 Foreign Currency Debt Report for the Period July 2024
49	097/S/01/COS-ATPI/ VIII/2024	5 Agustus 2024 5 August 2024	OJK, BEI	Laporan Registrasi Efek Period Juli 2024 Securities Registration Report Period July 2024
50	099/S/01/COS-ATPI/ VIII/2024	19 Agustus 2024 19 August 2024	OJK	Penyampaian Informasi Mengenai Perubahan Komite Audit Information Disclosure on Changes in Audit Committee
51	100/S/01/COS-ATPI/IX/2024	5 September 2024	OJK, BEI	Laporan Registrasi Efek Periode Agustus 2024 Securities Registration Report Period August 2024
52	102/S/01/COS-ATPI/IX/2024	2 September 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode Agustus 2024 Foreign Currency Debt Report for the Period August 2024
53	103/S/01/COS-ATPI/X/2024	4 Oktober 2024 4 October 2024	OJK, BEI	Laporan Registrasi Efek Periode September 2024 Securities Registration Report Period September 2024
54	105/S/01/COS-ATPI/X/2024	2 Oktober 2024 2 October 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode September 2024 Foreign Currency Debt Report for the Period September 2024
55	107/S/01/COS-ATPI/X/2024	17 Oktober 2024 17 October 2024	OJK	Pelaporan Perubahan Kepemilikan Saham Report of Changes in Share Ownership
56	109/S/01/COS-ATPI/X/2024	22 Oktober 2024 22 October 2024	OJK, BEI	Penyampaian Laporan Keuangan Interim 30 September 2024 Submission of Interim Financial Statements as of 30 September 2024
57	112/S/01/COS-ATPI/XI/2024	4 November 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode Oktober 2024 Foreign Currency Debt Report for the Period October 2024
58	113/S/01/COS-ATPI/XI/2024	5 November 2024	OJK, BEI	Laporan Registrasi Efek Periode Oktober 2024 Securities Registration Report Period October 2024
59	115/S/01/COS-ATPI/XI/2024	11 November 2024	OJK	Laporan Perubahan Kepemilikan Saham Share Ownership Change Report
60	117/S/01/COS-ATPI/XI/2024	19 November 2024	BEI	Pemberitahuan Rencana *Public Expose* 2024 Notice of Public Expose Plan 2024
61	119/S/01/COS-ATPI/XI/2024	20 November 2024	OJK	Laporan Perubahan Kepemilikan Saham Share Ownership Change Report

No.	Nomor Surat Letter Number	Tanggal Date	Kepada To	Perihal Regarding
62	120/S/01/COS-ATPI/XI/2024	20 November 2024	OJK	Laporan Perubahan Kepemilikan Saham Share Ownership Change Report
63	121/S/01/COS-ATPI/XI/2024	29 November 2024	OJK	Laporan Perubahan Kepemilikan Saham Share Ownership Change Report
64	122/S/01/COS-ATPI/XI/2024	29 November 2024	OJK	Laporan Perubahan Kepemilikan Saham Share Ownership Change Report
65	123/S/01/COS-ATPI/XI/2024	29 November 2024	OJK	Laporan Perubahan Kepemilikan Saham Share Ownership Change Report
66	124/S/01/COS-ATPI/XI/2024	29 November 2024	OJK	Laporan Perubahan Kepemilikan Saham Share Ownership Change Report
67	125/S/01/COS-ATPI/XI/2024	29 November 2024	OJK	Laporan Perubahan Kepemilikan Saham Share Ownership Change Report
68	126/S/01/COS-ATPI/XI/2024	29 November 2024	BEI	Penyampaian Materi Public Expose tahun 2024 Submission of Public Expose Materials year 2024
69	151/S/01/COS-ATPI/XII/2024	5 Desember 2024 5 December 2024	OJK, BEI	Laporan Registrasi Efek Periode November 2024 Securities Registration Report Period November 2024
70	153/S/01/COS-ATPI/XII/2024	6 Desember 2024 6 December 2024	BEI	Penyampaian Hasil *Public Expose* PT Asuransi Tugu Pratama Indonesia Tbk Tahun 2024 Submission of Public Expose Results PT Asuransi Tugu Pratama Indonesia Tbk year 2024
71	154/S/01/COS-ATPI/XII/2024	6 Desember 2024 6 December 2024	OJK	Laporan Data Hutang dalam Valuta Asing Periode November 2024 Foreign Currency Debt Report for the Period November 2024
72	155/S/01/COS-ATPI/XII/2024	6 Desember 2024 6 December 2024	OJK, BEI	Laporan Informasi atau Fakta Material Information or Material Fact Report
73	156/S/01/COS-ATPI/XII/2024	13 Desember 2024 13 December 2024	OJK	Perubahan Susunan Anggota Komite Pemantau Risiko Changes in Risk Oversight Committee Members
74	157/S/01/COS-ATPI/XII/2024	18 Desember 2024 18 December 2024	OJK	Laporan Perubahan Kepemilikan Saham Share Ownership Change Report

5.E

Audit Internal
Internal Audit

Sesuai dengan Peraturan Otoritas Jasa Keuangan ("POJK") No. 2/POJK.05/2014 tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian serta POJK No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal, Perseroan telah membentuk Internal Audit Group sebagai bagian dari sistem pengendalian internal.

Internal Audit Group melakukan jasa *assurance* dan konsultasi secara independen dan objektif, guna memberikan nilai tambah bagi Perseroan. Fungsi ini berperan dalam mendukung Perseroan untuk mencapai tujuan melalui evaluasi dan peningkatan berkelanjutan (*continuous improvement*) atas tata kelola, manajemen risiko, serta pengendalian internal Perseroan. Selain itu, Internal Audit juga berperan sebagai mitra strategis dalam memberikan *insights* dan rekomendasi kepada manajemen dalam tata kelola, manajemen risiko, dan pengendalian internal.

Dalam menjalankan tugas dan tanggung jawabnya, Internal Audit mengacu pada *International Professional Practices Framework*® (IPPF) yang diterbitkan oleh *The Institute of Internal Auditors* (IIA)

In accordance with Financial Services Authority Regulation ("POJK") No. 2/POJK.05/2014 on Good Corporate Governance for Insurance Companies and POJK No. 56/POJK.04/2015 on the Formation and Guidelines for Formulating the Internal Audit Unit Charter, the Company has established the Internal Audit Group as part of its internal control system.

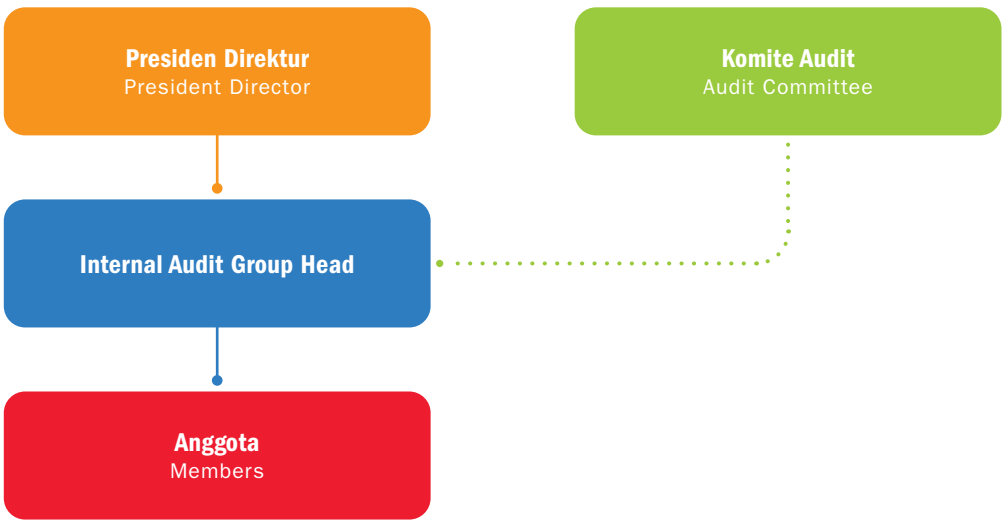
The Internal Audit Group provides independent and objective assurance and consulting services to add value for the Company. This Function plays a key role in supporting the Company in achieving its objectives through evaluation and continuous improvement of corporate governance, risk management, and internal control. Additionally, Internal Audit serves as a strategic partner, offering insights and recommendations to management in corporate governance, risk management, and internal control.

In carrying out its duties and responsibilities, Internal Audit adheres to the International Professional Practices Framework® (IPPF) issued by The Institute of Internal Auditors (IIA).

Struktur Organisasi dan Kedudukan Internal Audit Group
Organizational Structure and Position of the Internal Audit Group

Struktur organisasi Internal Audit Group per 31 Desember 2024 adalah sebagai berikut:

The organizational structure of Internal Audit Group as of 31 December 2024, is as follows:



1. Internal Audit Group dipimpin oleh Internal Audit Group Head, yang diangkat dan diberhentikan langsung oleh Presiden Direktur setelah mendapat persetujuan Dewan Komisaris;
2. Internal Audit Group Head bertanggung jawab penuh dan langsung kepada Presiden Direktur;
3. Internal Audit Group Head memiliki hubungan *administrative reporting* kepada Presiden Direktur dan *functional reporting* kepada Komite Audit;
4. Setiap anggota Internal Audit Group bertanggung jawab secara langsung kepada Internal Audit Group Head;
5. Presiden Direktur dapat memberhentikan Internal Audit Group Head setelah memperoleh persetujuan Dewan Komisaris, apabila yang bersangkutan tidak memenuhi persyaratan sebagai Auditor Internal sebagaimana diatur dalam POJK No. 56/POJK.04/2015 dan/atau gagal atau tidak cakap dalam menjalankan tugasnya.

1. The Internal Audit Group is led by the Internal Audit Group Head, who is appointed and dismissed directly by the President Director, subject to approval from the Board of Commissioners;
2. The Internal Audit Group Head is fully and directly accountable to the President Director;
3. The Internal Audit Group Head has an administrative reporting line to the President Director and a functional reporting line to the Audit Committee;
4. Each member of the Internal Audit Group reports directly to the Internal Audit Group Head;
5. The President Director may dismiss the Internal Audit Group Head, with approval from the Board of Commissioners, if the individual does not meet the qualifications as an Internal Auditor, as stipulated in POJK No. 56/POJK.04/2015, and/or fails or is deemed incompetent in carrying out their duties.

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 efektif menjabat sebagai Internal Audit Group Head 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 Directors No. 016/SKD/01/HCS-RTM/ATPI/II/2022 dated 10 February 2022, Resti Setia Utari serves as the Internal Audit Group Head, effective since 16 February 2022. The appointment of the Internal Audit Group Head has been communicated to the Financial Services Authority through the Decree of the Board of Directors No. 016/SKD/01/HCS-RTM/ATPI/II/2022 dated 10 February 2022.

Nama Name	**Resti Setia Utari**	
Jabatan Position	Internal Audit Group Head	
Masa Jabatan Term of Office	16 Februari 2022-sekarang 16 February 2022-present	
Kewarganegaraan Citizenship	Indonesia Indonesian	
Usia Age	53 tahun 53 years old	
Domisili Domicile	Jakarta Jakarta	
Pendidikan dan Pelatihan Education and Training	• Magister Management, Universitas Negeri Jakarta • Sertifikasi Forensik Auditor • Sertifikasi Profesional Risk Management	• Master of Management, Universitas Negeri Jakarta • Certified Forensic Auditor (CFrA) • Enterprise Risk Management Certified Professional (ERMCP)
Riwayat Pekerjaan dan Rangkap Jabatan Work History and Concurrent Position	• Group Head Internal Audit 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 Pertamina (Persero) (2011-2015) • Auditor di Kantor Akuntan Publik Osman Bing Satrio & Rekan, 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). • 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, Deloitte Touche Tohmatsu, Public Accountant (1997-2011)
Hubungan Afiliasi Affiliation Relations	Tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, dan Pemegang Saham Utama/Pengendali. Has no affiliation with the Board of Commissioners, Board of Directors, and Majority/Controlling Shareholders.	

Tugas dan Tanggung Jawab Internal Audit Group

Duties and Responsibilities of Internal Audit Group

Internal Audit Group memiliki tugas dan tanggung jawab diantaranya:

1. Melaksanakan pengawasan atas kegiatan operasional dan bisnis Perseroan melalui jasa *assurance* dan konsultasi;
2. Menyusun, mengusulkan, dan melaksanakan Program Kerja Pengawasan Tahunan ("PKPT") yang disetujui oleh Direktur Utama dan Komite Audit;
3. Memastikan setiap kegiatan internal audit dilakukan dengan pengawasan yang memadai, didukung oleh kertas kerja audit, serta memberikan rekomendasi, saran, dan *insight* yang dapat diimplementasikan oleh *auditee*;
4. Melakukan pengujian dan evaluasi secara independen, objektif, dan berbasis risiko atas tata kelola, manajemen risiko, pengendalian internal, serta kepatuhan atas ketentuan internal dan eksternal yang berlaku;
5. Memberikan rekomendasi untuk pengembangan berkelanjutan (*continuous improvement*) atas tata kelola, manajemen risiko, dan pengendalian internal;
6. Berkoordinasi dengan Komite Audit dan Fungsi Internal Audit perusahaan induk Perseroan atas pelaksanaan kegiatan audit internal;
7. Melaporkan hasil internal audit kepada Direktur Utama, Direktur terkait, dan Komite Audit;
8. Melakukan monitoring pemenuhan rekomendasi audit internal dan eksternal, serta melaporkannya secara berkala kepada Direktur Utama, Direktur terkait, dan Komite Audit;
9. Berkoordinasi dengan auditor eksternal terkait pelaksanaan audit eksternal di Perseroan;
10. Mengkoordinasikan pelaksanaan *Whistleblowing System* (WBS) di Perseroan, termasuk penerimaan pengaduan melalui kanal-kanal yang tersedia, tindak lanjut laporan, serta komunikasi dengan pihak-pihak yang relevan;
11. Melaporkan hasil kegiatan Internal Audit kepada Presiden Direktur dan Komite Audit;
12. Melaksanakan tugas lain (*ad hoc*) yang diberikan oleh Direksi, dan/atau Komite Audit secara objektif dan independen.

The Internal Audit Group has duties and responsibilities, amongst others:

1. Conducting supervision on the Company's operational and business activities through the assurance and advisory services;
2. Developing, proposing, and implementing the Annual Audit Plan (AAP), which is approved by the President Director and the Audit Committee;
3. Ensuring that each internal audit activity is carried out with adequate supervision, supported by audit workpapers, and provides recommendations, advice, and insights that can be implemented by the auditee;
4. Independently and objectively conducting risk-based testing and evaluation of corporate governance, risk management, internal control, and compliance with applicable internal and external regulations;
5. Providing recommendations for continuous improvement in corporate governance, risk management, and internal control;
6. Coordinating with the Audit Committee and the Internal Audit Function of the parent company regarding the implementation of internal audit activities;
7. Reporting internal audit results to the President Director, relevant Directors, and the Audit Committee;
8. Monitoring the fulfillment recommendations derived from internal and external audits, and reporting them periodically to the President Director, relevant Directors, and the Audit Committee;
9. Coordinating with external auditors regarding the execution of external audits within the Company;
10. Coordinating the implementation of the Whistleblowing System (WBS) in the Company, including receiving complaints through available channels, following up on reports, and communicating with relevant parties;
11. Reporting the results of Internal Audit activities to the President Director and the Audit Committee;
12. Carrying out other ad hoc assignments assigned by the Board of Directors and/or the Audit Committee, in an objective and independent manner.

Piagam Internal Audit

Internal Audit Charter

Dalam menjalankan tugas dan tanggung jawabnya, Internal Audit Group berpedoman pada Piagam Audit Internal, yang ditandatangani oleh Internal Audit Group Head, Presiden Direktur, dan Presiden Komisaris pada tanggal 7 November 2022.

Piagam Internal Audit berisi Visi, Misi, Tujuan, dan Ruang Lingkup, Prinsip, Kedudukan Independensi, Wewenang Tugas dan Tanggung Jawab, serta Standar Pelaksanaan.

In carrying out its duties and responsibilities, the Internal Audit Group adheres to the Internal Audit Charter, which was signed by the Internal Audit Group Head, President Director, and President Commissioner on 7 November 2022.

The Internal Audit Charter contains Internal Audit's Vision, Mission, Objectives, and Scope, Principles, Position, Independence, Authority, Duties and Responsibilities, as well as Applicable Standards.

Pedoman dan Standar Kerja Internal Audit
Internal Audit Guidelines and Work Standards

Selain Piagam Internal Audit, Internal Audit Group juga berpedoman pada ketentuan-ketentuan berikut dalam menjalankan tugas dan fungsinya, diantaranya:
1. Kode Etik Auditor Internal;
2. Pedoman Pengelolaan Fungsi Internal Audit;
3. Pedoman Audit Investigasi; dan
4. *International Professional Practices Framework*® (IPPF) yang diterbitkan oleh *The Institute of Internal Auditors* (IIA).

In addition to the Internal Audit Charter, the Internal Audit Group also adheres to the following provisions in carrying out its duties and functions, including:
1. Code of Ethics for Internal Auditors;
2. Guidelines for Managing the Internal Audit Function;
3. Guidelines for Investigative Audits; and
4. International Professional Practices Framework® (IPPF) issued by The Institute of Internal Auditors (IIA).

Kualifikasi Anggota Internal Audit Group
Qualification of Internal Audit Group Members

Per 31 Desember 2024, Internal Audit Group terdiri dari 7 (tujuh) anggota, dengan komposisi sebagai berikut:

As of 31 December 2024, the Internal Audit Group consists of 7 (seven) members, with the following composition:

No.	Pangkat Position	Jumlah Total
1.	Group Head	1
2.	Department Head	2
3.	Senior Auditor	2
4.	Junior Auditor	1
5.	Staff	1
Total		**7**

Kualifikasi atau sertifikasi dari anggota Internal Audit Group, antara lain:
1. QIA (Qualified Internal Auditor);
2. CIAE (Certified Internal Audit Executive);
3. CIA (Certified Internal Auditor);
4. CACP (Certification in Audit Committee Practices);
5. ERMCP (Enterprise Risk Management Certified Professional);
6. CRMP (Certified Risk Management Professional);
7. CRMO (Certified Risk Management Officer);
8. CRP (Certified Risk Professional);
9. CFrA (Certified Forensic Auditor);
10. CA (Chartered Accountant);
11. AAIK (Ahli Asuransi Indonesia Kerugian);
12. AAAIK (Ajun Ahli Asuransi Indonesia Kerugian).

Qualification or certification of Internal Audit Group Members are, among others:
1. QIA (Qualified Internal Auditor);
2. CIAE (Certified Internal Audit Executive);
3. CIA (Certified Internal Auditor);
4. CACP (Certification in Audit Committee Practices);
5. ERMCP (Enterprise Risk Management Certified Professional);
6. CRMP (Certified Risk Management Professional);
7. CRMO (Certified Risk Management Officer);
8. CRP (Certified Risk Professional);
9. CFrA (Certified Forensic Auditor);
10. CA (Chartered Accountant);
11. AAIK (Indonesian General Insurance Expert);
12. AAAIK (Associate Indonesian General Insurance Expert).

Pengembangan Kompetensi Internal Audit Group
Competency Development of the Internal Audit Group

Perseroan memberikan kesempatan dan dukungan bagi anggota Internal Audit Group untuk meningkatkan kompetensi melalui berbagai pelatihan dan program pendidikan baik yang diselenggarakan oleh pihak internal maupun eksternal. Berikut pelatihan-pelatihan yang diikuti anggota Internal Audit Group selama tahun 2024:

The Company provides opportunities and support for Internal Audit Group members to enhance their competencies through various training programs and educational courses, both conducted by internal and external parties. Below are the training programs attended by Internal Audit Group members throughout 2024:

Nama Name	Jabatan Position	Tanggal Date	Tempat Place	Subjek Subject	Penyelenggara Organizer
Resti Setia Utari	Group Head	5, 7, dan 12 Februari 2024 5, 7, and 12 February 2024	Bandung	ERM Fundamentals	CRMS
	Group Head	4-5 Juli 2024 4-5 July 2024	Banyuwangi	Global Internal Audit Standard: Journey for The Future of Internal Audit Function to Creating Value	IIA Indonesia
Brian Anugerah	Department Head	9-11 September 2024	Bandung	Pelatihan Internal Control over Financial Reporting (ICoFR)	PT Pertamina (Persero)
Arfan Aryanto Dalimunthe	Department Head	19-20 Desember 2024 19-20 December 2024	Jakarta	Pelatihan Internal Control over Financial Reporting (ICoFR)	PT Pertamina (Persero)
Linah	Senior Auditor	19-21 Juni 2024 19-21 June 2024	Jakarta	Upskilling Internal Auditor ISO 9001:2015; ISO 14001:2015; ISO 45001:2018 & ISO 37001:2016 – Cross Function Internal Auditor (CFIA)	PT Pertamina (Persero)
	Senior Auditor	19-20 Desember 2024 19-20 December 2024	Jakarta	Pelatihan Internal Control over Financial Reporting (ICoFR)	PT Pertamina (Persero)
Erlina Septiyaningrum	Senior Auditor	4-5 Juli 2024 4-5 July 2024	Banyuwangi	Global Internal Audit Standard: Journey for The Future of Internal Audit Function to Creating Value	IIA Indonesia
Silvya Eka Safitri	Junior Auditor	4-5 Juli 2024 4-5 July 2024	Banyuwangi	Global Internal Audit Standard: Journey for The Future of Internal Audit Function to Creating Value	IIA Indonesia
Arib Esga Satryo	Staff	4-5 Juli 2024 4-5 July 2024	Banyuwangi	Global Internal Audit Standard: Journey for The Future of Internal Audit Function to Creating Value	IIA Indonesia
	Staff	16-17 Desember 2024 16-17 December 2024	Jakarta	Certified Risk Management Officer (CRMO)	LSPMR

Pelaksanaan Rapat Internal Audit dengan Direksi dan/atau Komite Audit
Meeting Frequency of Internal Audit with the Board of Directors, and/or the Audit Committee

Nama Name	Jabatan Position	Frekuensi rapat dengan: Frequency of Meeting with:	
		Direksi Board of Directors	Komite Audit Audit Committee
Resti Setia Utari	Internal Audit Group Head	5	14

Pelaksanaan Kegiatan Internal Audit
Implementation of Internal Audit Activities

Selama tahun 2024, Internal Audit Group telah melaksanakan berbagai kegiatan, diantaranya:

1. Menyelesaikan seluruh penugasan sesuai dengan Program Kerja Pengawasan Tahunan ("PKPT");
2. Melakukan kegiatan-kegiatan konsultansi secara objektif dan independen;
3. Melakukan *monitoring* pemenuhan rekomendasi audit internal dan eksternal secara berkala;
4. Menerima dan menindaklanjuti laporan-laporan yang diterima melalui kanal-kanal *whistleblowing*;
5. Melakukan *sharing session* terkait *anti-fraud* dan *whistleblowing system* kepada para pekerja Perseroan dan anak perusahaan;
6. Menjadi *counterpart* atas pelaksanaan audit yang dilakukan oleh Kantor Akuntan Publik dan Regulator.

Throughout 2024, the Internal Audit Group has carried out various activities, including:

1. Completing all assignments in accordance with the Annual Audit Plan ("AAP");
2. Conducting consulting activities in an objective and independent manner;
3. Regularly monitoring the fulfillment of recommendations on internal and external audit recommendations;
4. Receiving and following up on reports submitted through the whistleblowing channels;
5. Conducting anti-fraud and whistleblowing system awareness sharing session for employees of the Company and its subsidiaries;
6. Acting as a counterpart for audits conducted by Public Accounting Firms and Regulators.

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 publicly listed insurance company regulated and supervised by the Financial Services Authority, Tugu Insurance requires an external auditor to prepare and present quality financial information. Therefore, in fulfilling its annual financial audit duties, Tugu Insurance engages the services of a Public Accounting Firm ("KAP") and public accountants from an independent external party to obtain a credible and accountable 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 serve as external entities for the Company, responsible for providing opinions on the conformity of the Company's financial statements with the applicable Financial Accounting Standards (SAK) in Indonesia. The presence of public accountants is governed by the Financial Services Authority (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, 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 General Meeting of Shareholders (GMS) based on the recommendations of the Board of Commissioners and the Audit Committee, in accordance with the provisions of 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, 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 2023 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 2024 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).

Berdasarkan surat keputusan No. 36/S/KOM-ATPI/VI/2024 tanggal 4 Juni 2024, dari Dewan Komisaris kepada Direksi perihal Tindak Lanjut atas Penetapan Kantor Akuntan Publik (KAP) Tahun Buku 2024, 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 2024.

Adapun Kantor Akuntan Publik dalam kurun waktu 5 (lima) tahun terakhir sebagai berikut.

The resolutions of the Annual GMS for the Fiscal Year 2023 delegated authority and power to the Company's Board of Commissioners to appoint a Public Accountant Firm (KAP) to audit the Company's Financial Statements for the financial year ending on 31 December 2024, including determining the service fees, in accordance with the applicable rules and regulations. The Board of Commissioners is also authorized to appoint a replacement KAP if, for any reason, the appointed KAP is unable to perform its duties according to the provisions of the capital market in Indonesia, with the criteria that the KAP is registered with the Financial Services Authority (OJK), and with prior communication to the Controlling Shareholder, in this case, PT Pertamina (Persero).

Based on Decision Letter No. 36/S/KOM-ATPI/VI/2024 dated 4 June 2024, from the Board of Commissioners to the Board of Directors regarding the Follow-Up on the Appointment of a Public Accounting Firm (KAP) for the Fiscal Year 2024, the Board of Commissioners has decided to appoint the Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar, and Partners (Member of the RSM Network) to conduct an audit of the Consolidated Financial Statements of PT Asuransi Tugu Pratama Indonesia Tbk and its Subsidiaries for the Fiscal Year 2024.

The Public Accountant 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
2024	Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Partners	Chairul Wismoyo	Rp1.538.392.857,00	Laporan keuangan konsolidasian menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup per 31 Desember 2024, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal 31 Desember 2024, sesuai dengan Standar Akuntansi Keuangan di Indonesia. The consolidated financial statements fairly present, in all material respects, the consolidated financial position of the Group as of 31 December 2024, as well as its financial performance and consolidated cash flows for the year ended 31 December 2024, in accordance with the 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
2023	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 Imam Santoso	Rp1.480.000.000	Laporan keuangan konsolidasian menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup per 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 Imam Santoso	Rp1.520.000.000	Laporan keuangan konsolidasian menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup per 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.
2021	KAP Purwantono, Sungkoro & Surja (firma anggota Ernst & Young Global Limited). KAP Purwantoro, 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.

Tahun Year	Kantor Akuntan Publik Public Accountant Firm	Nama Akuntan Accountant Name	Fee Auditor (Tanpa PPN) Auditor Fee (Excluded Tax)	Opini Opinion
2020	KAP Purwantono, Sungkoro & Surja (firma anggota Ernst & Young Global Limited). KAP Purwantoro, Sungkoro & Surja (member firm of Ernst & Young Global Limited).	Muhammad Kurniawan	Rp1.500.000.000	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.

Lingkup Pekerjaan
Scope of Work

Adapun biaya jasa Kantor Akuntan Publik untuk Tugu Insurance tahun 2024 tersebut meliputi cakupan pekerjaan sebagai berikut:
1. Laporan Keuangan Konvensional;
2. Laporan Keuangan Syariah;
3. Review Perhitungan RBC Konvensional; dan
4. Review Perhitungan RBC Syariah.

The services fee of the Public Accountant Firm for Tugu Insurance in 2024 includes the following work coverage:

1. Conventional Financial Statements;
2. Sharia Financial Statements;
3. Review of Conventional RBC Calculation; and
4. Review of Sharia RBC Calculation.

6.

Sistem Pengendalian Internal
Internal Control System

Sistem Pengendalian Internal merupakan elemen fundamental dalam aktivitas bisnis Perseroan. Sistem Pengendalian Internal adalah suatu proses, yang melibatkan Dewan Komisaris, Direksi, dan para pekerja di Perseroan, yang dirancang untuk memberikan keyakinan yang memadai (*reasonable assurance*) mengenai pencapaian tujuan yang berkaitan dengan operasi, pelaporan, dan kepatuhan.

The Internal Control System is a fundamental element of the Company's business activities. It is a process involving the Board of Commissioners, the Board of Directors, and employees, designed to provide reasonable assurance regarding the achievement of objectives related to operations, reporting, and compliance.

Sistem Pengendalian Internal dilaksanakan dengan tujuan untuk memastikan bahwa aktivitas bisnis Perseroan dilaksanakan sesuai dengan peraturan dan ketentuan yang berlaku, serta memastikan bahwa risiko-risiko pada aktivitas-aktivitas bisnis Perseroan telah termitigasi dengan memadai.

The Internal Control System is implemented to ensure that the Company's business activities are carried out in accordance with applicable laws and regulations, as well as to ensure that risks associated with business activities are adequately mitigated.

Kerangka Pengendalian Internal
Internal Control Framework

Seluruh pekerja memiliki peran dan tanggung jawab masing-masing dalam pelaksanaan Sistem Pengendalian Internal di Perseroan, dengan dukungan yang kuat dari Direksi dan Dewan Komisaris. Peran dan tanggung jawab tersebut terpetakan dalam Model Tiga Lini (*Three-Lines Model*) yang diadopsi oleh Perseroan, sebagai berikut:

All employees have roles and responsibilities in the implementation of the Company's Internal Control System, with strong support from the Board of Directors and the Board of Commissioners. These roles and responsibilities are mapped within the Three-Lines Model, which the Company has adopted, as follows:

1. **Lini Pertama** – Merupakan tanggung jawab seluruh unit kerja yang menjalankan kegiatan bisnis Perseroan. Pengendalian internal pada lini ini bersifat preventif, yang dilakukan dengan melaksanakan ketentuan internal dan eksternal yang berlaku serta melibatkan konsultasi dan komunikasi dengan lini kedua, ketiga, dan/atau direksi terkait guna memastikan kepatuhan dan efektivitas pelaksanaan kegiatan bisnis Perseroan.

2. **Lini Kedua** – Merupakan tanggung jawab unit kerja yang menjalankan fungsi kepatuhan dan manajemen risiko. Pengendalian internal pada lini ini bersifat detektif, dilakukan melalui pemantauan kepatuhan terhadap ketentuan internal dan eksternal yang berlaku serta pengelolaan risiko Perseroan.

3. **Lini Ketiga** – Merupakan tanggung jawab unit kerja yang menjalankan fungsi internal audit. Pengendalian internal pada lini ini bersifat direktif, dengan fokus pada evaluasi yang bersifat independen, objektif, dan berbasis risiko untuk mengidentifikasi *area of improvement* pada tata kelola, pengelolaan risiko, dan

1. **First Line** – The responsibility of all business units that carry out the Company's business activities. Internal control at this level is preventive, implemented through compliance with applicable internal and external regulations, as well as consultation and communication with the second line, third line, and/or relevant directors to ensure compliance and the effectiveness of business operations.

2. **Second Line** – The responsibility of units performing compliance and risk management functions. Internal control at this level is detective, carried out through monitoring compliance with applicable internal and external regulations, as well as managing enterprise risk.

3. **Third Line** – The responsibility of units performing the internal audit function. Internal control at this level is directive, focusing on independent, objective, and risk-based evaluations to identify areas for improvement in governance, risk management, and internal control. It also provides recommendations

pengendalian internal Perseroan, serta memberikan rekomendasi perbaikan atau penyempurnaan dalam rangka pengembangan berkelanjutan (*continuous improvement*).

for enhancements or refinements as part of the continuous improvement process.

Komponen-komponen Sistem Pengendalian Internal Perseroan mencakup:

Components of Internal Control System includes:

1. **Lingkungan Pengendalian**
   Lingkungan Pengendalian adalah serangkaian standar, proses, dan struktur yang secara menyeluruh memengaruhi sistem pengendalian internal. Lingkungan pengendalian menetapkan *tone* atau budaya dalam suatu entitas serta membentuk kesadaran akan pengendalian di seluruh tingkat organisasi. Lingkungan pengendalian berfungsi sebagai pondasi utama bagi seluruh komponen pengendalian internal lainnya, memberikan disiplin dan struktur dalam penerapannya.

   Perseroan membentuk lingkungan pengendalian yang baik diantaranya dengan:
   a. Penandatanganan Pakta Integritas oleh Direksi, Dewan Komisaris, dan seluruh pekerja;
   b. Penandatanganan komitmen penerapan Pedoman Etika Usaha dan Tata Perilaku (*Code of Conduct* – CoC) oleh seluruh Pekerja
   c. Penandatanganan Komitmen penerapan Pedoman Konflik Kepentingan (*Conflict of Interest* – CoI) oleh seluruh Pekerja
   d. Pembentukan struktur organisasi serta jalur pelaporan yang dirancang untuk dapat mengoptimalkan kegiatan operasional Perseroan;
   e. Nilai-nilai budaya kerja yang selaras dengan *core values* AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif).

1. **Control Environment**
   Control Environment is a set of standards, process, and structures that pervasively affects the system of internal control. The control environment sets the tone of an entity and influences the control consciousness of personnel. It is the foundation for all other components of internal control, providing discipline and structure.

   The Company establishes a strong control environment through the following measures:
   a. Signing of an Integrity Pact by the Board of Directors, Board of Commissioners, and all employees;
   b. Signing of a commitment to implement the Code of Conduct (CoC) by all employees;
   c. Signing of a commitment to implement the Conflict of Interest (CoI) Guidelines by all employees;
   d. Establishing an organizational structure and reporting lines designed to optimize the Company's operational activities;
   e. Corporate culture valueswhich are aligned with the AKHLAK core values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative).

2. **Penilaian Risiko**
   Penilaian risiko adalah identifikasi dan analisis risiko yang relevan terhadap pencapaian tujuan Perseroan. Proses penilaian risiko mencakup penilaian risiko itu sendiri dan kebutuhan untuk mengelola perubahan organisasi. Proses ini merupakan dasar untuk menentukan bagaimana risiko dikelola.

   Perseroan telah melakukan penilaian risiko di semua unit kerja, yang dikoordinasikan oleh fungsi *Enterprise Risk Management* ("ERM").

   Penilaian ini mencakup:
   a. Menetapkan penerimaan risiko (*risk appetite* dan *risk tolerance*);
   b. Mengukur risiko berdasarkan dampak dan probabilitas, yang dituangkan dalam matriks risiko untuk setiap fungsi dalam organisasi;
   c. Menetapkan strategi mitigasi risiko yang tepat.

2. **Risk Assessment**
   Risk assessment is the identification and analysis of relevant risks to achievement of the Company's objective. The risk assessment process encompasses an assessment of the risks themselves and the need to manage organizational change. This process is a basis for determining how the risks should be managed.

   The Company has conducted risk assessments across all business units, coordinated by Enterprise Risk Management ("ERM") function.

   This assessment includes:
   a. Determining risk acceptance levels (risk appetite and risk tolerance);
   b. Measuring risks based on impact and probability, which are documented in a risk matrix for each function within the organization;
   c. Establishing appropriate risk mitigation strategies.

3. **Aktivitas Pengendalian**
Aktivitas pengendalian merupakan kebijakan dan prosedur yang dirancang untuk memastikan bahwa arahan manajemen terlaksana dengan baik. Aktivitas ini diterapkan pada berbagai tingkat dalam entitas serta di berbagai tahapan proses. Aktivitas pengendalian dapat bersifat preventif maupun detektif, dan mencakup pemisahan tugas (*segregation of duties*).

Perseroan telah membuat dan menerapkan Sistem Tata Kerja ("STK") yang mencakup Pedoman serta Prosedur yang mengatur proses bisnis Perseroan, yang diperbarui secara berkala untuk memastikan relevansi dan efektivitasnya.

4. **Informasi dan Komunikasi**
Informasi yang relevan harus diidentifikasi, dikumpulkan, dan dikomunikasikan dalam bentuk dan waktu yang memungkinkan setiap individu menjalankan tugas dan tanggung jawabnya secara efektif. Sistem informasi memungkinkan organisasi untuk memperoleh, menghasilkan, menggunakan, dan mengomunikasikan informasi.

Dalam hal informasi dan komunikasi, Perseroan telah mengimplementasikan:
a. *Core Insurance System* dan *Enterprise Resource Planning* ("ERP") untuk menghasilkan informasi operasional dan keuangan untuk menudukung pengendalian internal;
b. Media komunikasi internal untuk mengkomunikasikan informasi yang relevan bagi para pekerja Perseroan, baik melalui email maupun portal Perseroan (*company portal*);
c. Mekanisme pelaporan ke pihak eksternal yang relevan (seperti auditor eksternal dan regulator) atas informasi terkait dengan pengendalian internal.

5. **Aktivitas Pengawasan**
Sistem pengendalian dan cara penerapannya dapat berubah seiring waktu. Pemantauan adalah proses yang bertujuan untuk menilai kualitas kinerja pengendalian internal secara berkelanjutan, guna memastikan bahwa pengendalian tetap efektif dan sesuai dengan kebutuhan Perseroan.

Pengawasan atas Sistem Pengendalian Internal dilakukan diantaranya dengan:
a. Kegiatan Internal Audit yang independen, objektif, serta berbasis risiko;
b. Rapat berkala antara Dewan Komisaris dan Direksi, untuk memastikan bahwa manajemen melaksanakan tanggung jawabnya secara efektif;
c. Rapat berkala antara Internal Audit Group dan Komite Audit, sebagai bagian dari pengawasan terhadap kegiatan Perseroan.

3. **Control Activities**
Control activities are the policies and procedures that help ensure management directives are carried out. They are applied at various levels of the entity and stages of process. They may be preventive or detective, and segregation of duties is present.

The Company has developed and implement Work System ("STK"), which includes guidelines and procedures governing the Company's business processes, regularly updated to ensure relevance and effectiveness.

4. **Information and Communication**
Pertinent information must be identified, captured, and communicated in a form and timeframe that enable people to carry out their responsibilities. Information system enable the organization to obtain, generate, use, and communicate information.

In terms of information and communication, the Company has implemented the following:
a. Core Insurance System and Enterprise Resource Planning (ERP) to generate operational and financial information in support of internal control;
b. Internal communication channels to disseminate relevant information to employees, including via email and the Company Portal;
c. Reporting mechanisms to relevant external parties (such as external auditors and regulators) for information related to internal control.

5. **Monitoring Activities**
Control systems and the way controls are applied change over time. Monitoring is a process that assess the quality of internal control performance over time to ensure that controls continue to meet the needs of the Company.

Monitoring of the Internal Control System among others, by carrying out:
a. Independent, objective, and risk-based Internal Audit activities;
b. Regular meetings between the Board of Commissioners and the Board of Directors to ensure that management fulfills its responsibilities effectively;
c. Regular meetings between the Internal Audit Group and the Audit Committee, as part of the oversight of the Company's activities.

Tinjauan atas Efektivitas Pengendalian Internal

Review of Internal Control Effectiveness

Manajemen mendorong dilakukannya evaluasi atas penerapan Pengendalian Internal secara berkelanjutan. Fungsi Internal Audit bertanggung jawab untuk melakukan evaluasi dan penilaian terhadap penerapan Pengendalian Internal, serta melakukan pemantauan perbaikan atau tindak lanjut rekomendasi audit internal dan eksternal. Evaluasi ini dilakukan untuk:

1. Memberikan keyakinan yang memadai (*reasonable assurance*) kepada Direksi dan para pemangku kepentingan mengenai kecukupan penerapan Pengendalian Internal Perseroan, baik dalam hal operasional maupun keuangan;
2. Memberikan rekomendasi untuk perbaikan berkelanjutan (*continuous improvement*) atas penerapan Pengendalian Internal di Perseroan.

Perseroan, dalam hal ini Internal Audit Group, telah melakukan evaluasi berbasis risiko terhadap efektivitas Pengendalian Internal, dan menghasilkan rekomendasi-rekomendasi yang diharapkan dapat memberikan nilai tambah bagi Pengendalian Internal Perseroan sebagai bentuk perbaikan berkelanjutan (*continuous improvement)*.

Management encourages continuous evaluations of Internal Control implementation. The Internal Audit function is responsible for assessing and evaluating the effectiveness of Internal Control implementation, as well as monitoring corrective actions or follow-ups on internal and external audit recommendations. This evaluation is conducted to:

1. Provide reasonable assurance to the Board of Directors and stakeholders regarding the adequacy of the Company's Internal Control implementation, both in operational and financial aspects;

2. Offer recommendations for continuous improvement in the implementation of Internal Control within the Company.

The Company, through the Internal Audit Group, has conducted a risk-based evaluation of Internal Control effectiveness, resulting in recommendations aimed at enhancing the Company's Internal Control as part of its continuous improvement initiatives.

Pernyataan Direksi atas Kecukupan Pengendalian Internal

Statement of the Board of Directors on the Adequacy of Internal Control

Manajemen telah melakukan evaluasi terhadap efektivitas Pengendalian Internal, dengan mempertimbangkan hasil audit internal dan eksternal, beserta rekomendasi-rekomendasinya. Berdasarkan evaluasi yang dilakukan sepanjang tahun 2024, Manajemen menilai bahwa sistem Pengendalian Internal yang diterapkan telah memadai dalam mendukung efektivitas operasional, mitigasi risiko, serta kepatuhan terhadap peraturan yang berlaku.

Management has conducted an evaluation of the effectiveness of Internal Control, taking into account the findings and recommendations from both internal and external audits. Based on the evaluation carried out throughout 2024, Management concludes that the implemented Internal Control System is adequate in supporting operational effectiveness, risk mitigation, and compliance with applicable regulations.

7.

Kebijakan Manajemen Risiko
Risk Management Policies

Manajemen Risiko
Internal Control System

Manajemen Risiko memegang peran krusial dalam menjaga keberlangsungan usaha dengan menghadapi berbagai risiko yang harus dikelola secara terencana, sistematis, dan terstruktur. Budaya Manajemen Risiko ini melibatkan proses dan struktur yang dirancang untuk mengelola peluang potensial dan dampak merugikan secara efektif.

Risk management plays a vital role in ensuring the continuity of the Company's business activities, enabling it to address various risks through a planned, systematic, and structured approach. It represents a culture where processes and structures are aligned to effectively manage potential opportunities and mitigate adverse impacts.

Untuk meminimalkan potensi kerugian sekaligus memaksimalkan peluang pencapaian tujuan, Tugu Insurance mengintegrasikan Manajemen Risiko ke dalam aktivitas bisnis dan operasional Perseroan. Pendekatan ini dilakukan dengan menerapkan prinsip kehati-hatian, Tata Kelola Perusahaan yang baik, serta mekanisme yang sesuai dengan regulasi yang ditetapkan oleh Regulator.

To minimize potential losses while maximizing the achievement of targets, Tugu Insurance integrates Risk Management into its business and operational activities. This approach is guided by the principles of prudence, Corporate Governance, and compliance with regulatory provisions.

Keberhasilan pengelolaan risiko memerlukan kerja sama dari seluruh pihak internal Perseroan. Proses ini merupakan bagian integral dari pengawasan internal yang melibatkan Dewan Komisaris, Dewan Pengawas Syariah, Direksi, Manajemen Senior, hingga seluruh lapisan Karyawan.

Achieving the Company's goals requires collaboration among all internal stakeholders. The risk management process is an integral part of internal oversight, 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 mencakup beberapa peraturan yang ditetapkan oleh Otoritas Jasa Keuangan (OJK), antara lain:

1. Peraturan OJK No. 69/POJK.05/2016 (28 Desember 2016) tentang Penyelenggaraan Usaha Perusahaan Asuransi, Asuransi Syariah, Reasuransi, dan Reasuransi Syariah;
2. Peraturan OJK No. 73/POJK.05/2016 (28 Desember 2016) tentang Tata Kelola Perusahaan yang Baik bagi Perusahaan Perasuransian;
3. Peraturan OJK No. 44/POJK.05/2020 (28 Agustus 2020) tentang Penerapan Manajemen Risiko Bagi Lembaga Jasa Keuangan Non-Bank;
4. Surat Edaran OJK No. 8/SEOJK.05/2021 (5 Februari 2021) tentang Penerapan Manajemen Risiko untuk Perusahaan Asuransi, Asuransi Syariah, Reasuransi, dan Reasuransi Syariah;

The legal basis for the implementation of risk management includes the following regulations:

1. Financial Services Authority Regulation No. 69/POJK.05/2016 (28 December 2016) concerning the Business Conduct of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies;
2. Financial Services Authority Regulation No. 73/POJK.05/2016 (28 December 2016) concerning Good Corporate Governance for Insurance Companies;
3. Financial Services Authority Regulation No. 44/POJK.05/2020 (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 (5 February 2021) concerning the Implementation of Risk Management at Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies;

5. Peraturan OJK No. 28/POJK.05/2020 (22 April 2020) tentang Penilaian Tingkat Kesehatan Lembaga Jasa Keuangan Non-Bank;
6. Peraturan OJK No. 4/POJK.05/2021 (9 Maret 2021) tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Lembaga Jasa Keuangan Non-Bank;
7. Surat Edaran OJK No. 22/SEOJK.05/2021 (24 Agustus 2021) tentang Penerapan Manajemen Risiko dalam Penggunaan Teknologi Informasi oleh Lembaga Jasa Keuangan Non-Bank;
8. Surat Edaran OJK No. 1/SEOJK.05/2021 (15 Januari 2021) tentang Penilaian Tingkat Kesehatan Perusahaan Asuransi, Asuransi Syariah, Reasuransi, dan Reasuransi Syariah;
9. Peraturan OJK No. 17/POJK.03/2014 (18 November 2014) tentang Penerapan Manajemen Risiko Terintegrasi Bagi Konglomerasi Keuangan;
10. Surat Edaran OJK No. 14/SEOJK.03/2015 (25 Mei 2015) tentang Penerapan Manajemen Risiko Terintegrasi Bagi Konglomerasi Keuangan;
11. Peraturan Kementrian BUMN No. 02 Tahun 2023 (03 Maret 2023) tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
12. Peraturan OJK No. 08/POJK.05/2023 (14 Juni 2023) tentang Penerapan Program Anti Pencucian Uang, Pencegahan Pendanaan Terorisme dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal;
13. Peraturan OJK No. 45/POJK.03/2020 (14 Oktober 2020) tentang Konglomerasi Keuangan.

Dalam penerapan Manajemen Risiko secara konsolidasi dengan Perusahaan anak, cucu, dan afiliasi, Perseroan berperan sebagai Perusahaan induk dalam Konsolidasi Tugu Grup. Dalam hal penerapan Manajemen Risiko Terintegrasi di grup Pertamina, di mana PT Pertamina (Persero) bertindak sebagai Entitas Utama, Perseroan berfungsi sebagai Entitas Anak Perusahaan.

Berdasarkan surat Otoritas Jasa Keuangan No. S-828/NB.21/2022 tertanggal 14 Desember 2022 mengenai Perubahan Status Konglomerasi Keuangan, Konglomerasi Keuangan Group Tugu tidak lagi memenuhi kriteria sebagai konglomerasi keuangan. Dengan demikian, efektif sejak tanggal surat tersebut, penerapan Manajemen Risiko Terintegrasi Konglomerasi Keuangan tidak lagi berlaku bagi Tugu Insurance.

5. Financial Services Authority Regulation No. 28/POJK.05/2020 (22 April 2020) concerning the Assessment of the Soundness of Non-Bank Financial Service Institutions;
6. Financial Services Authority Regulation No. 4/POJK.05/2021 (9 March 2021) concerning the 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 (24 August 2021) concerning the 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 (15 January 2021) concerning the Assessment of the Soundness Level of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies;
9. Financial Services Authority Regulation No. 17/POJK.03/2014 (18 November 2014) concerning the Implementation of Integrated Risk Management for Financial Conglomerates;
10. Financial Services Authority Circular Letter No. 14/SEOJK.03/2015 (25 May 2015) concerning the Implementation of Integrated Risk Management for Financial Conglomerates;
11. Ministry of BUMN Regulation No. 02 of 2023 (03 March 2023) concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
12. Financial Services Authority Regulation Regulation No. 08/POJK.05/2023 (14 June 2023) concerning Implementation of Anti-Money Laundering Programs, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction;
13. Financial Services Authority Regulation Regulation no. 45/POJK.03/2020 (14 October 2020) concerning Financial Conglomerates.

In the implementation of Risk Management on a consolidated basis with its subsidiaries, sub-subsidiaries, and affiliates, the Company acts as the holding company within the Tugu Group consolidation. In the context of Integrated Risk Management implementation within the Pertamina Group, where PT Pertamina (Persero) serves as the Main Entity, the Company functions as a Subsidiary Entity.

Based on the Financial Services Authority (OJK) letter No. S-828/NB.21/2022 dated 14 December 2022 regarding Changes in the Status of the Financial Conglomerate, the TUGU Group Financial Conglomerate no longer meets the criteria for a financial conglomerate. Consequently, as of the date of the OJK letter, the Financial Conglomerate Integrated Risk Management requirements no longer apply to Tugu Insurance.

Namun, dalam rangka memantau perkembangan grup Lembaga Jasa Keuangan, Perusahaan tetap ditunjuk sebagai koordinator untuk Group Keuangan Tugu.

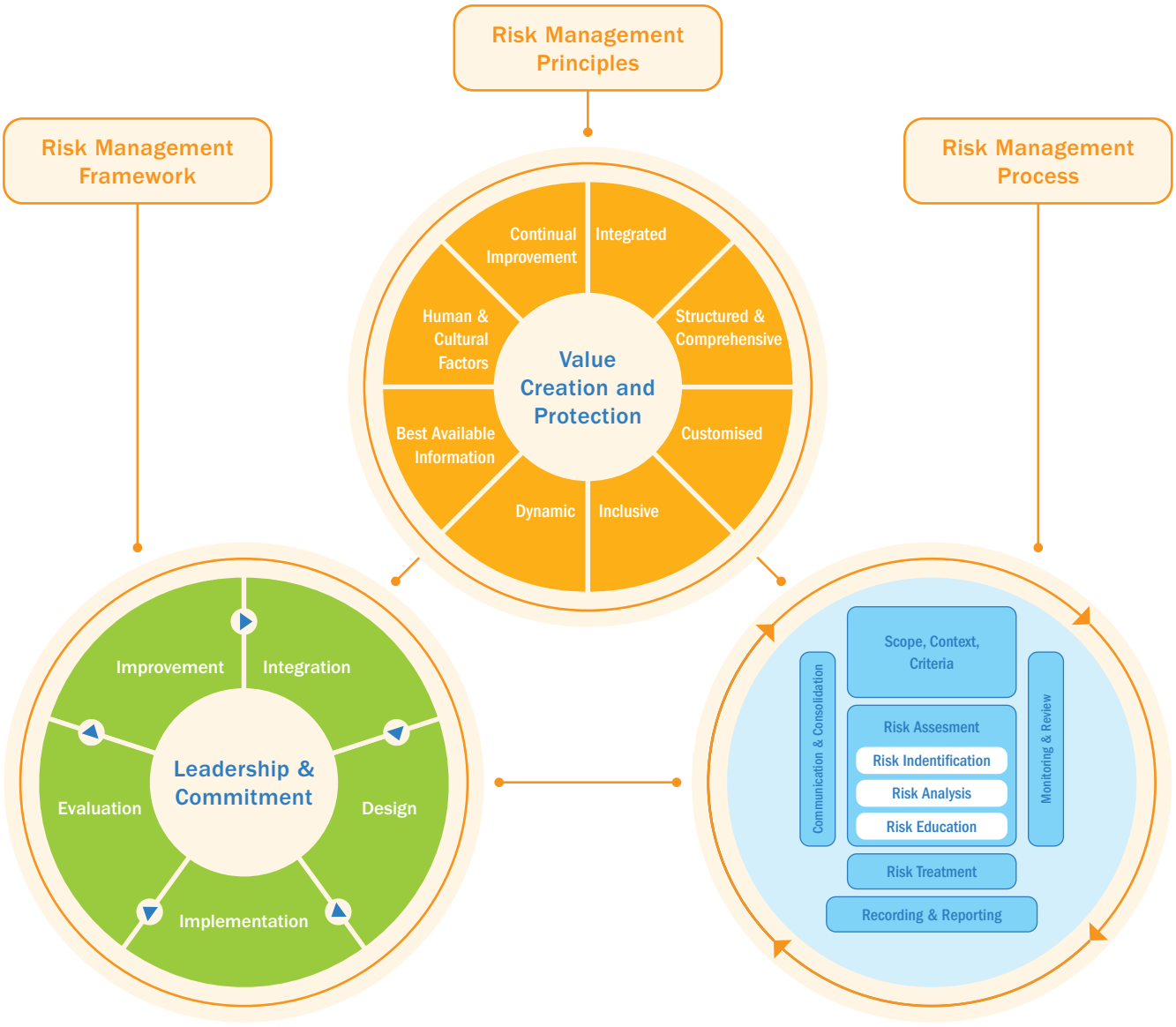
Despite this, the Company has been designated as the coordinator for monitoring the development of the Tugu Financial Group's Financial Services Institutions.

Kerangka Penerapan Manajemen Risiko

Risk Management Implementation Framework

Berdasarkan Kebijakan Umum Manajemen Risiko, Perseroan menerapkan kerangka Manajemen Risiko yang dirancang untuk selaras dengan strategi bisnis perusahaan, struktur organisasi, ketentuan internal, serta ketersediaan infrastruktur yang ada. Dalam pelaksanaannya, penerapan Manajemen Risiko mengacu pada standar SNI ISO 31000:2018 (Manajemen Risiko Berbasis Risiko), yang mencakup tiga elemen utama: prinsip, kerangka kerja, dan proses Manajemen Risiko.

The Company implements its Risk Management framework as outlined in the Company's General Risk Management Policy. This framework has been developed in alignment with the Company's business strategies, organizational structure, internal regulations, and infrastructure. The implementation of Risk Management adheres to the SNI ISO 31000:2018 standard (Risk-Based Risk Management), which consists of the principles, framework, and processes of Risk Management.

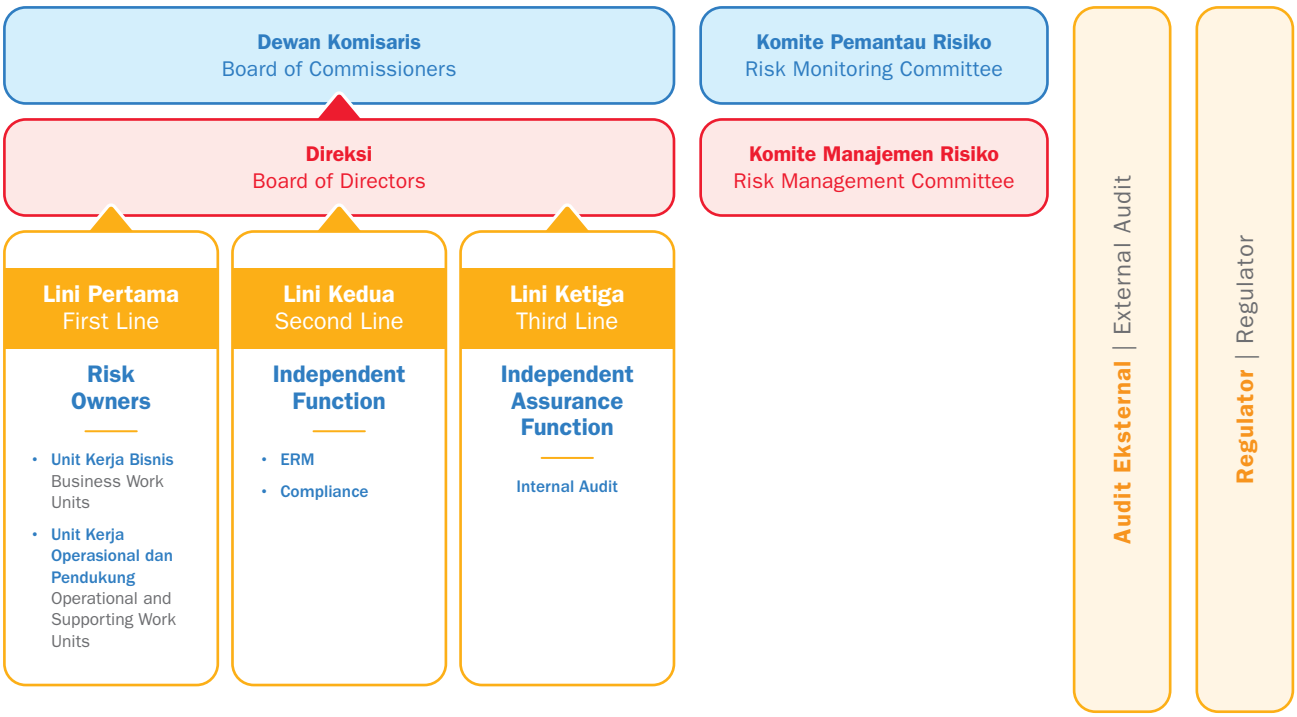


Landasan penerapan Manajemen Risiko adalah kerangka yang menjadi kunci keberhasilan dalam penerapan Manajemen Risiko Perseroan. Manajemen Risiko merupakan bagian dari Tata Kelola Perusahaan yang menjadi dasar dalam pengelolaan risiko di semua tingkatan Perseroan untuk pencapaian dan peningkatan kinerja. 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 komunikasi dan konsultasi, penetapan konteks, penilaian risiko, identifikasi risiko, perlakuan terhadap risiko, dan diakhiri dengan pemantauan serta pengkajian terhadap proses pengelolaan risiko. Pelaksanaan Manajemen Risiko di Tugu Insurance melibatkan seluruh unsur dalam organisasi, mulai dari manajemen hingga karyawan pelaksana. Seluruh unsur tersebut berperan aktif dalam konteks "Model Tiga Lini" untuk membantu Perseroan mengidentifikasi struktur dan proses yang terbaik dalam mencapai tujuan dan memfasilitasi Tata Kelola dan Manajemen Risiko yang kuat.

The Risk Management framework forms the foundation for the implementation of Risk Management at the Company. It is the key to success in managing risks within the Company. Risk Management is a part of Corporate Governance and serves as the basis for managing risks at all levels within the Company, with the aim of maintaining and enhancing performance. The Risk Management Framework is the result of developing Risk Management principles, which provide 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, risk response, and concludes with monitoring and reviewing the risk management process. The implementation of Risk Management at Tugu Insurance involves all elements of the organization, from management to all levels of employees. All of these elements play an active role within the context of the "Three Lines Model" to help the Company identify the best structures and processes to achieve its objectives and to support strong Governance and Risk Management.



Lini Pertama

Lini pertama sebagai unit Pemilik Risiko merupakan unit yang langsung mengidentifikasi dan mengelola Risiko dalam proses bisnis. Sistem pengendalian risiko bersifat pencegahan (preventive) berdasarkan kebijakan dan prosedur yang berlaku bagi unit kerja yang bersangkutan, termasuk komunikasi dan konsultan kepada manajemen puncak atau Direksi masing-masing.

First Line

The first line, as the Risk Owner unit, is the unit directly responsible for identifying and managing risks within business processes. The risk control system is preventive in nature, based on applicable policies and procedures for the respective work unit, including communication and consultation with top management or the respective Board of Directors.

Lini Kedua
Merupakan tugas dan tanggung jawab unit kerja yang menjalankan fungsi Manajemen Risiko dan fungsi Kepatuhan yang *independent* dalam mengukur, memantau dan memperlakukan Risiko secara agregat, mengembangkan metodologi dan kebijakan Manajemen Risiko Perusahaan, sistem pengendalian risiko bersifat pendeteksian (*detective*) melalui pemantauan kepatuhan *Risk Owner* terhadap kebijakan dan prosedur serta peraturan dan perundang-undangan yang berlaku, termasuk pendeteksian terhadap kecukupan kebijakan dan prosedur pada unit kerja bisnis/operasional yang bersangkutan.

Second Line
It is the duty and responsibility of the work unit that performs the independent Risk Management and Compliance functions to measure, monitor, and address risks in an aggregated manner, as well as to develop the Company's Risk Management methodologies and policies. The risk control system is detective in nature, carried out through monitoring the Risk Owner's compliance with policies, procedures, and applicable laws and regulations, including detecting the adequacy of policies and procedures within the relevant business/operational units.

Lini Ketiga
Lini ketiga adalah unit internal audit sebagai unit independen yang melaksanakan audit berbasis risiko untuk memastikan dan menguji tata kelola dan pengendalian risiko diterapkan secara efektif oleh Perusahaan, serta melaporkan temuannya kepada Manajemen dan organ pengurus untuk mendorong dan memfasilitasi pengembangan berkelanjutan.

Third Line
The third line is the internal audit unit, an independent unit that conducts risk-based audits to ensure and assess that governance and risk controls are effectively implemented by the Company. It also reports its findings to Management and governing bodies to encourage and facilitate continuous improvement.

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 Perseroan;
   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;

The Company has assigned 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 an independent unit from the Company's business and operational units and has the main responsibility to ensure that the implementation of risk management is effective within the Company. The responsibilities and authorities of the Risk Management Work Unit include:

1. Directly responsible to the Compliance & Risk Management Director;
2. Conducting activities such as:
   a. Risk identification, including inherent risks in the Company's business activities;
   b. Preparing risk measurement methods;
   c. Monitoring the implementation of the Risk Management strategy 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 set risk tolerance and limits;
   e. Conducting periodic reviews of the Risk Management process;
   f. Conducting risk assessments on the development or expansion of business activities;
   g. Evaluating the accuracy of internal models and the validity of data used in risk measurement;

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.

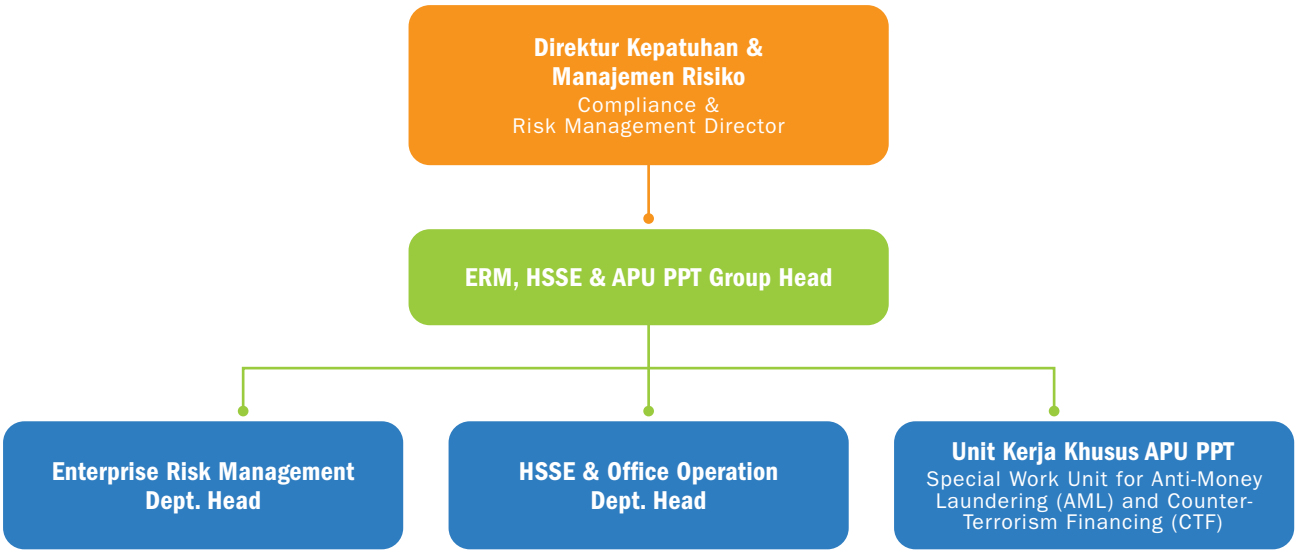
3. Menyusun dan menyampaikan laporan Manajemen Risiko, baik pelaporan internal maupun eksternal yang menjadi kewajiban Perseroan;
4. Memberikan rekomendasi kepada Satuan Kerja Bisnis/ Operasional dan Komite Manajemen Risiko sesuai kewenangan yang dimiliki;
5. Memberikan masukan kepada Direksi dalam penyusunan Kebijakan Manajemen Risiko Perseroan;
6. Mengembangkan budaya sadar risiko (*risk awareness*) di seluruh unit kerja Perseroan;
7. Berkoordinasi dengan Satuan Kerja Kepatuhan dan Satuan Kerja Audit Internal dalam rangka pelaksanaan *three lines of defense*.

h. Providing recommendations to business and operational functions as well as the Risk Management Committee in accordance with 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. Preparing and submitting Risk Management reports, both internal and external, which are the Company's obligations;
4. Providing recommendations to the Business/ Operational Work Units 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 a risk awareness culture across all work units within the Company;
7. Coordinating with the Compliance Unit and the Internal Audit Unit in 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 di Tugu Insurance meliputi:

1. Pengawasan Aktif oleh 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:

The scope of Tugu Insurance's Risk Management implementation includes:

1. Active Supervision by the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board. These three boards are responsible for ensuring the effectiveness of Risk Management implementation within the company. Therefore, the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board are required to:

a. Memahami jenis risiko dan tingkat risiko yang melekat pada kegiatan usaha Perseroan;
b. Memberikan arahan yang jelas dalam penerapan Manajemen Risiko;
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 dan 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 Perseroan agar sesuai dengan fatwa Dewan Syariah Nasional-Majelis Ulama Indonesia;
d. Menetapkan, memonitor, dan meninjau pelaksanaan mitigasi Top Risk Register pada bisnis yang sedang berjalan secara berkala;
e. *Monitoring* dan *review* atas *Early Warning System/ Key Risk Indicator* Perseroan secara berkala;
f. Pelaporan hasil penilaian profil risiko terintegrasi secara berkala;
g. Pelaporan hasil *self-assessment* Tingkat Kesehatan Perseroan (tata kelola yang baik, profil risiko, rentabilitas, dan permodalan) secara tahunan;
h. Meningkatkan kesadaran melalui pembuatan *flyer* Manajemen Risiko;
i. Mengadakan pertemuan antara Unit Kerja Manajemen Risiko dengan Komite Pemantau Risiko;
j. Mengikutsertakan pegawai dalam pelatihan, 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 dilakukan dengan memperhatikan antara lain karakteristik dan

a. Understand the types of risks and the levels of risks inherent in the company's business activities;
b. Provide clear guidance on Risk Management implementation;
c. Engage in active risk monitoring and mitigation;
d. Cultivate a Risk Management culture within the company;
e. Ensure an adequate organizational structure with defined duties and responsibilities to support the effective implementation of Risk Management;
f. Ensure the adequacy of both the quantity and quality of human resources to effectively implement Risk Management.

In practice, the implementation of Risk Management, alongside active supervision by the Board of Directors, the Board of Commissioners, and the Sharia Supervisory Board, is carried out through:

a. Regular meetings of the Risk Monitoring Committee;
b. Regular meetings of the Risk Management Committee;
c. Conducting periodic meetings of the Sharia Supervisory Board and overseeing compliance with sharia principles for products and activities of the Company's Sharia business unit in accordance with the fatwa of the National Sharia Council-Indonesian Ulema Council;
d. Establishing, monitoring, and reviewing the mitigation of the Company's Top Risk Register for ongoing business on a regular basis;
e. Monitoring and reviewing the Company's Early Warning System/Key Risk Indicators on a regular basis;
f. Reporting the results of the integrated risk profile assessment periodically;
g. Reporting the results of the Company's Soundness Level self-assessment (covering good corporate governance, risk profile, profitability, and capital) annually;
h. Raising awareness by creating Risk Management flyers;
i. Organizing meetings between the Risk Management Unit and the Risk Monitoring Committee;
j. Involving employees in training sessions, seminars, workshops, and 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, which are clearly defined and aligned with the Company's vision, mission, and business strategy. These policies and procedures are formulated by considering factors such as the characteristics

kompleksitas kegiatan bisnis, tingkat risiko yang akan diambil, 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, serta 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, serta 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) yang dimulai dari prinsip yang digunakan, kerangka kerja, dan standar proses Manajemen Risiko. Penerapan dilakukan dengan menggunakan alat yang telah dibentuk oleh unit kerja Manajemen Risiko, yang meliputi *risk register on-going business* dan pemantauan pelaksanaan mitigasi *risk register*, serta matriks yang digunakan sebagai alat untuk pengukuran/penilaian risiko, dan *level of guidance* untuk mengelola risiko. Penilaian dilakukan oleh seluruh unit kerja Perseroan (pemilik risiko).

Pelaksanaan proses Manajemen Risiko Perseroan dilakukan sebagai berikut:

a. Identifikasi Risiko
    i. Identifikasi risiko yang melekat pada kegiatan unit kerja dilakukan oleh masing-masing pemilik risiko (*risk owner*) berkoordinasi dengan masing-masing risk champion dari unit kerja terkait. Tujuannya adalah untuk mendorong unit kerja mengidentifikasi risiko yang melekat pada fungsi masing-masing dan melakukan mitigasi terhadap risiko yang dihadapi;
    ii. Menggunakan metode yang berlaku untuk seluruh aktivitas Perseroan;
    iii. Hasil profil risiko dari setiap fungsi/unit kerja didokumentasikan sebagai *risk register*.

and complexity of business activities, the level of risk appetite and tolerance, the risk profile, and applicable regulatory provisions. The adequacy of policies, procedures, and risk limits is determined through:

a. The Company's Risk Management Manual, which includes the Risk Management principles, framework, application, as well as authorities, responsibilities, and policies related to Risk Management;
b. The determination and periodic review of the Company's Risk Appetite Statement, along with monthly Key Risk Indicator/Early Warning System reporting to ensure that risks are managed within established risk tolerance limits and to provide adequate assurance in achieving the Company's goals and objectives. The Company continuously completes, enhances, and updates its Risk Management policies and procedures to align with business developments and regulatory requirements.

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 follows SNI ISO 31000:2018 (risk-based implementation of Risk Management), starting from the principles applied, the framework, and the standards for Risk Management processes. The implementation is carried out using tools developed by the Risk Management work unit, including the risk register for ongoing business and monitoring the mitigation of the risk register, as well as matrices used as tools for measuring/assessing risks and levels of guidance for risk management. The assessment is conducted by all work units within the Company (as risk owners).

The Company's Risk Management process is conducted as follows:

a. Risk Identification
    i. Identification of risks inherent in work unit activities is conducted by each risk owner in coordination with each risk champion from the respective work unit, with the aim of encouraging work units to identify risks inherent in their functions and mitigate the risks they face;
    ii. Applying methods that can be used for all activities in the Company;
    iii. Results of the risk profile from each function/work unit are documented as a risk register.

b. Pengukuran Risiko
   i. 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;
   ii. Setiap fungsi/unit kerja melakukan pengukuran setiap risiko dalam *risk register on going business*, baik yang bersifat kuantitatif maupun kualitatif, dengan mengacu pada kecenderungan yang terjadi di masa lalu, estimasi potensi kerugian, 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
   i. 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;
   ii. Pemantauan pelaksanaan mitigasi Risk Register setiap fungsi/unit kerja disajikan dalam laporan berkala setiap bulan, disertai dengan bukti 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, sehingga dapat digunakan oleh Direksi, Dewan Komisaris, dan satuan kerja terkait dalam penerapan Manajemen Risiko untuk menilai, memantau, dan memitigasi risiko yang dihadapi Perseroan, baik risiko keseluruhan/komposit maupun per jenis risiko, serta mendukung proses pengambilan keputusan oleh Direksi.

Dalam pengembangan infrastruktur sistem informasi manajemen risiko, Perseroan telah memiliki Sistem Informasi Manajemen Risiko berbasis Aplikasi web. Aplikasi tersebut adalah Tugu Enterprise Risk Management System (T-ERMS), yang mendukung kegiatan administratif pengelolaan risiko mulai dari proses identifikasi risiko, analisis risiko, pemantauan risiko, hingga penyampaian laporan risiko yang dapat dilakukan dengan mudah dan cepat.

b. Risk Measurement
   i. The risk measurement system is used to measure the Company's risk exposure as a reference for controlling. Risk measurement is conducted periodically on the Company's business and operational activities;
   ii. Each function/work unit measures each risk in the risk register ongoing business, both quantitatively and qualitatively, with reference to past trends and estimates of the Company's potential losses, as well as appropriate assumptions to support accuracy and fairness.

c. Risk Control
   The Company carries out risk control, among others through hedging mechanisms and risk mitigation methods.

d. Risk Monitoring
   i. The Company monitors the level of risk exposure, risk tolerance, and the results of stress testing on a regular and continuous basis, comparing the risks that arise with the risk limits that have been set;
   ii. 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 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 implementing Risk Management to assess, monitor, and mitigate the risks faced by the Company, both overall/composite risks and per risk, in the framework of decision-making 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, known as Tugu Enterprise Risk Management System (T-ERMS), supports administrative activities related to risk management, including risk identification, risk analysis, risk monitoring, and risk report submission, all of which can be executed easily and quickly.

T-ERMS dibangun pada bulan Agustus 2021 dan selesai pada bulan Desember 2023, yang terdiri dari dua modul:

a. Modul Tingkat Kesehatan Perusahaan dengan model penilaian Risk Based Nonbank Rating (RBNBR).
b. Modul manajemen risiko operasional.

Sistem Informasi Manajemen Risiko Perseroan meliputi penyampaian laporan-laporan berikut secara berkala:

a. Pelaporan hasil penilaian diri profil risiko terintegrasi konglomerasi keuangan;

b. Pelaporan Tingkat Kesehatan Perseroan berbasis Risiko;
c. Pelaporan pemantauan pelaksanaan mitigasi *Top Risk Register* untuk bisnis yang berjalan;
d. Pelaporan Pemantauan *Risk Appetite Statement, Early Warning System (Key Risk Indicator)*;
e. *Review* limit risiko (*rule rating*) dalam penilaian profil faktor kesehatan, yang mencakup Profil Risiko, Rentabilitas, dan Permodalan;
f. Pencatatan dan pembaruan *database* untuk potensi dan kerugian aktual Perseroan;
g. Uji kontrol internal terhadap mitigasi risiko yang telah direncanakan;
h. Rencana tindak lanjut manajemen.

4. Sistem Pengendalian Internal yang Menyeluruh. Terselenggaranya sistem pengendalian internal Perseroan yang handal dan efektif menjadi tanggung jawab seluruh satuan kerja operasional, satuan kerja pendukung, dan satuan kerja audit internal. Perseroan menerapkan konsep three lines of defense 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 bertugas untuk mengelola risiko terkait dengan 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 berfungsi sebagai *third line of defense*, yang bertugas memberikan jaminan independensi terhadap penerapan Manajemen Risiko di Perseroan.

   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 mencegah dan mendeteksi salah saji material secara tepat waktu.

T-ERMS was built in August 2021 and completed in December 2023. It consists of two modules:

a. Soundness Level Module of the Company with Risk Based Nonbank Rating (RBNBR) assessment model.
b. Operational risk management module.

The Company has a Risk Management Information System, which is manifested in the form of the following reports:

a. Reporting the results of self-assessment of the financial conglomerate's integrated risk profile on a regular basis;
b. Risk-based reporting of the Company's Soundness Level;
c. Reporting on the monitoring of Top Risk Register mitigation for ongoing business;
d. Risk Appetite Statement Monitoring Reporting and Early Warning System (Key Risk Indicator);
e. Review of the risk limit (rule rating) in assessing the Soundness Level factor profile, which includes Risk Profile, Profitability, and Capital;
f. Recording and updating the database for potential and actual Company losses;
g. Testing of internal controls on planned risk mitigation;
h. 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, supporting work units, and the internal audit work unit. The Company applies the "three lines of defense" concept in risk management. Risk management is carried out by all lines of the organization, with oversight provided by the Board of Commissioners and Directors.

   As risk owners, all business units and support units function as the first line of defense, managing risks related to their respective work units. Meanwhile, the Risk Management and Compliance work units function as the second line of defense, monitoring the implementation of corporate Risk Management policies and guidelines. The Internal Audit work unit serves as the third line of defense, providing independent assurance regarding the implementation of Risk Management in the Company.

   The Company implements an internal control system in Risk Management 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 diperlukan 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 bahwa risiko adalah tanggung jawab setiap orang (*everybody is a risk manager*).

The Company believes that a strong foundation is required to implement effective risk management, in order to instill the precautionary principle and the key values of risk across all employees. The Risk Management Unit proactively works to enhance the Company's risk management capabilities by providing full support and contributions in its implementation. They aim to foster a corporate risk culture throughout the Company's processes, emphasizing that everyone is a risk manager.

Satuan Kerja Manajemen Risiko (SKMR) melakukan penanaman budaya sadar risiko melalui kegiatan sepanjang tahun 2024, 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; dan
6. Forum komunikasi manajemen risiko.

The Risk Management Work Unit (SKMR) promoted risk awareness culture through activities throughout 2024, including:
1. Risk management training and awareness sessions;
2. Coaching clinics and assistance with the risk register;
3. Flyers and banners;
4. TV displays in office areas;
5. Distributing emails to all employees; and
6. Risk management communication forums.

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 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; dan
5. Efektivitas sistem pengendalian internal yang menyeluruh.

Tugu Insurance implements Risk Management in accordance with 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 for assessing risks;
2. Development of the risk exposure faced by the Company;
3. Adequate policies, procedures, and determination of risk limits;
4. Adequacy of risk identification, measurement, monitoring, and control processes; and
5. Effectiveness of the 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 conducted 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 Soundness 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:

1. Risiko Strategis;
2. Risiko Operasional;
3. Risiko Asuransi;
4. Risiko Kredit;
5. Risiko Pasar;
6. Risiko Likuiditas;
7. Risiko Hukum;
8. Risiko Kepatuhan; dan
9. Risiko Reputasi.

1. Risiko Strategi adalah risiko yang timbul akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan keputusan strategis, serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Dalam pengelolaan Risiko Strategi, Perseroan:
   a. Menyusun dan menetapkan strategi bisnis tahunan yang dituangkan dalam Rencana Kerja Anggaran Perusahaan (RKAP) dengan memperhatikan perubahan faktor eksternal dan faktor internal serta kriteria Risk Appetite dan Risk Tolerance sebagai landasan dalam pengambilan keputusan strategis Perseroan;
   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. Secara berkala melakukan Rapat Manajemen dengan agenda pembahasan Performance Review, selain itu dilakukan pemantauan dan evaluasi pelaksanaan strategi bisnis tahunan melalui pelaporan realisasi RKAP secara rutin/berkala;
   e. Memantau pencapaian target bisnis, 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:
   a. Menetapkan struktur organisasi dan pemenuhan kebutuhan SDM secara efektif dan efisien;
   b. Pengembangan budaya risiko kepada seluruh pegawai Perseroan dengan adanya sosialisasi dan pelatihan, *sharing session*, *coaching clinic*, dan *risk campaign*;

Pursuant to Financial Services Authority Regulation No. 44/POJK.05/2020 concerning the Application of Risk Management for Non-Bank Financial Services Institutions, the Company is required to apply Risk Management for the following types of risks:

1. Strategic Risk;
2. Operational Risk;
3. Insurance Risk;
4. Credit Risk;
5. Market Risk;
6. Liquidity Risk;
7. Legal Risk;
8. Compliance Risk; and
9. Reputational Risk.

1. Strategic Risk is the risk arising from inaccuracies in making and/or implementing strategic decisions and failure to anticipate changes in the business environment. The Company manages Strategic Risk by:
   a. Developing and determining the annual business strategy outlined in the Company's Budget and Plan (RKAP) based on changes in external factors and internal factors as well as Risk Appetite and Risk Tolerance criteria as a basis for making strategic decisions for the Company;
   b. Developing and defining the medium-term and long-term business strategy outlined in the Company's Long-Term Plan (RJPP);
   c. Monitoring and evaluating the implementation of the annual business strategy through periodic reporting on RKAP implementation;
   d. Regulary conducted Management Meeting with the agenda of discussing Performance Review, in addition to monitoring and evaluating the implementation of the annual business strategy through regular/periodic reporting of RKAP realization;
   e. Monitoring the achievement of business targets, evaluating problems and weaknesses found, and determining the necessary corrective measures.

2. Operational Risk is the risk arising from inadequate and/or malfunctioning internal processes, human error, system failure, and/or external events impacting the Company's operations. In managing Operational Risk, the Company does the following:
   a. Establishing an organizational structure and meeting HR needs effectively and efficiently;
   b. Developing a risk culture for employees through socialization and training, sharing sessions, coaching clinics and risk campaigns;

c. Menyusun dan menetapkan Sistem Tata Kerja (STK) di masing-masing fungsi/unit kerja;
d. Menetapkan *Code of Conduct* sebagai pedoman pelaksanaan etika kerja dan etika bisnis bagi pekerja Perseroan;
e. Menetapkan kebijakan larangan pemberian/penerimaan gratifikasi yang didukung dengan *Whistleblowing System*;
f. 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 akibat 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 yang mengacu pada:
      i. Strategi bisnis Perseroan;
      ii. Peraturan Otoritas Jasa Keuangan No. 14/POJK.05/2015 tentang Retensi Sendiri dan Dukungan Reasuransi Dalam Negeri;
      iii. 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 yang mengacu pada kebijakan internal Perseroan dan ketentuan peraturan dan perundang-undangan 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 berdasarkan peringkat perusahaan reasuransi yang baik dan sehat;
   b. Penyusunan kebijakan investasi sebagai dasar limit dan kriteria conterpart penempatan investasi, dan strategi investasi serta ketentuan Regulator terkait batasan investasi;
   c. Penempatan aset investasi yang memiliki risiko rendah, namun dengan yield yang optimal seperti pada penempatan Surat Berharga Negara (SBN);
   d. Pemantauan alokasi aset investasi dan pemenuhan terhadap batasan investasi yang diperkenankan;

c. Developing and establishing a Work System for each function/work unit;
d. Determining the Code of Conduct as a guideline for implementing work and business ethics for the Company's employees;
e. Issuing a policy prohibiting the giving and receiving of gratuities, supported by the Whistleblowing System;
f. Performing routine maintenance on Information Technology system infrastructure.

3. Insurance Risk is the risk of failure by an insurance company, reinsurance company, sharia insurance company, and sharia reinsurance company in fulfilling their obligations to policyholders, the insured, or participants due to inadequacy in the risk selection process (underwriting), premium or contribution determination, 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:
   a. Automatic treaty formation with reference to:
      i. The Company's business strategy;
      ii. Financial Services Authority Regulation No. 14/POJK.05/2015 concerning Self Retention and Domestic Reinsurance Support;
      iii. Financial Services Authority Circular No. 31/SEOJK.05/2015 concerning Self Retention Limit, Reinsurance Support Amount, and Reinsurance/Retrocession Program Report.
   b. Formulating and determining underwriting policy, underwriting authority, and claim authority in accordance with the Company's internal policies and applicable laws and regulations;
   c. Formulating and determining claims handling process in accordance with Service Level Agreement (SLA).

4. Credit Risk is the risk arising from the failure of other parties to fulfill their obligations to the Company. The Company manages Credit Risk by:
   a. Implementing a reinsurance support strategy based on the good rating and financial perdformance reinsurance companies;
   b. The formulation of investment policies as a basis for limits and criteria for counterparties in investment placement, investment strategies, and regulatory provisions related to investment restrictions.
   c. Placement investment assets that have low risk, but with optimal yields, such as placement of Government Securities (SBN);
   d. Monitoring investment asset allocation and compliance with permitted investment limits;

e. Identifikasi risiko dan mitigasi terhadap risiko kredit, khususnya terkait kolektabilitas premi dan risiko *counterparty*;
f. Monitoring kinerja keuangan dari *counterpart* untuk memastikan tingkat kesehatan *counterpart* dan meminimalkan potensi adanya *insolvency* dari *counterpart*.

5. Risiko Pasar adalah risiko pada posisi aset, liabilitas, ekuitas, dan/atau rekening administratif termasuk transaksi derivatif akibat perubahan kondisi pasar secara keseluruhan. Pengelolaan Risiko Pasar oleh Perseroan antara lain dilakukan dengan:
   a. Pemantauan *Asset Liability Management* (ALMA) secara berkala;
   b. Penetapan limit risiko pasar yang mengacu pada ketentuan internal dan peraturan perundang-undangan yang berlaku;
   c. Melakukan pengukuran risiko pasar seperti *Value at Risk* (VaR) dan *sensitivity analysis* untuk memastikan transaksi investasi masih berada di Risk Appetite ataupun Risk Tolerance Perseroan.

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. Melakukan pemantauan rasio likuiditas untuk memastikan Perseroan mampu memenuhi kewajiban sesuai dengan Risk Appetite dan Risk Tolerance;
   b. Melakukan *stress testing* solvabilitas untuk mengetahui dampak perubahan faktor pasar maupun faktor internal pada kondisi ekstrim (krisis) terhadap likuiditas;
   c. Memonitor indikator-indikator eksternal seperti suku bunga, nilai tukar USD/IDR, Indeks Harga Saham Gabungan (IHSG), serta informasi pasar terkini untuk meningkatkan kewaspadaan terhadap kondisi ekonomi yang tidak stabil;
   d. Melakukan pemantauan tingkat pembayaran klaim (*loss ratio*) secara berkala;
   e. Memastikan tingkat solvabilitas sesuai dengan Risk Appetite Perseroan dan batasan minimum ketentuan Regulator.

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. Perseroan memiliki unit kerja *legal advisory* dan unit kerja *litigation* yang mengelola Risiko Hukum apabila terdapat gugatan dari pihak eksternal;

e. Identifying and mitigating credit risks, especially related to premium collectability and counterparty risk;
f. Monitoring the financial performance of the counterparty to ensure the health level of the counterparty and minimize the potential for counterparty insolvency.

5. Market Risk is the risk related to the position of assets, liabilities, equity, and/or off-balance sheet items, including derivative transactions, due to changes in overall market conditions. The Company manages Market Risk, among other things, by:
   a. Periodically Monitoring Asset Liability Management (ALMA);
   b. Setting market risk limits based on internal provisions and applicable laws and regulations;
   c. Market risk measurements such as Value at Risk (VaR) and sensitivity analysis to ensure investment transactions are within the Company's Risk Appetite or Risk Tolerance.

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 easily be converted into cash, without disturbing the Company's activities and financial condition. The Company manages Liquidity Risk by:
   a. Monitoring liquidity ratios to ensure the Company is able to fulfill its obligations in accordance with Risk Appetite and Risk Tolerance;
   b. Conducting solvability stress testing to assess the impact of changes in market and internal factors in extreme conditions (crises) on liquidity;
   c. Monitoring external indicators, such as Rupiah interest rates, USD/IDR exchange rates, Composite Stock Price Index (JCI), and the latest market updates, to increase awareness of unfavorable economic conditions;
   d. Regularly monitoring the claim payment rate (loss ratio);
   e. Ensure the level of solvency is in accordance with the Company's Risk Appetite and minimum limits set by the Regulator.

7. Legal Risk is the risk arising from lawsuits and/or weaknesses in legal aspects. The Company manages Legal Risk, among other things, by:
   a. Company has a legal advisory work unit and a litigation work unit that manages Legal Risk if there is a lawsuit from an external party;

b. Perusahaan memiliki *Corporate Lawyer* yang membantu dalam pendampingan dan analisa kasus hukum kepada unit kerja legal *advisory* dan unit kerja *litigation* dalam mengelola permsalahan risiko hukum;
c. Melakukan *review* pembuatan Perjanjian Kerjasama (PKS), salah satunya aktivitas pemasaran khususnya kerja sama dengan pihak ketiga;
d. Melakukan *review* terhadap *policy wording* produk baru yang akan didaftarkan kepada regulator;
e. Menyelenggarakan forum hukum untuk membahas masalah terkait risiko hukum dan melakukan *sharing session* mengenai isu-isu penting yang dihadapi.

8. Risiko Kepatuhan adalah risiko akibat Perseroan tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan yang berlaku bagi Perseroan. Pengelolaan Risiko Kepatuhan oleh Perseroan antara lain dilakukan dengan:
   a. Memantau pemenuhan kewajiban Perseroan atas regulasi baru. Unit kerja kepatuhan melaksanakan memonitor *action plan* yang perlu dilakukan, dan me-*reminder* kewajiban regulasi kepada unit kerja terkait melalui *system Compliance*, *Governance Management System* (CGMS);
   b. Melakukan penilaian penerapan *Good Corporate Governance* yang dilakukan oleh pihak eksternal (independen);
   c. Bekerjasama dengan pihak ketiga untuk menyelenggarakan pelatihan terkait pengelolaan risiko kepatuhan, termasuk mengenai anti pencucian uang dan gratifikasi.

9. Risiko Reputasi adalah risiko yang timbul akibat menurunnya tingkat kepercayaan pemangku kepentingan akibat persepsi negatif terhadap Perseroan. Pengelolaan Risiko Reputasi oleh Perseroan antara lain dilakukan dengan:
   a. Meningkatkan citra merek dan pengakuan melalui *rebranding* dan kampanye;
   b. Menyediakan saluran resmi untuk menerima keluhan dan pertanyaan dari nasabah melalui Tugu Insurance Assistant (Call TIA) 1500458;
   c. Memantau dan mengevaluasi berbagai pemberitaan di media cetak, online, elektronik, dan media sosial secara berkala untuk mengukur efektivitas aktivitas publikasi dan komunikasi Perseroan.

b. company has a Corporate Lawyer who assists in assisting and analyzing legal cases for the legal advisory work unit and litigation work unit in managing legal risk issues;
c. Reviewing the preparation of Cooperation Agreements (PKS), one of which is marketing; activities, especially collaboration with third parties
d. Reviewing policies of new products to be registered with the regulator;
e. Organizing legal forums to discuss issues related to legal risks and conducting sharing sessions on important related topics.

8. Compliance Risk is the risk arising from the Company's failure to comply with and/or implement laws and regulations applicable to the Company. The Company manages Compliance Risk by:
   a. Monitoring the fulfillment of the Company's obligations under new regulations. The compliance unit conducts monitor action plans that need to be carried out, and remind regulatory obligations to related work units through the Compliance, Governance Management System (CGMS) system;
   b. Conduct an assessment of the implementation of Good Corporate Governance carried out by external (independent) parties;
   c. Collaborate with third parties to provide training related to compliance risk management, including anti-money laundering and gratification.

9. Reputational Risk is the risk arising from a decline in stakeholder trust due to negative perceptions of the Company. The Company manages Reputational Risk by:
   a. Rebranding and campaigns to improve brand image and recognition;
   b. Providing an official channel 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 assess the effectiveness of the Company's publications and communication activities.

Penilaian Tingkat Kesehatan Perseroan
Company Soundness Level Assessment

Berdasarkan Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 01/SEOJK.05/2021, Perseroan secara umum dalam kondisi sehat dan dinilai mampu menghadapi dampak negatif yang signifikan dari perubahan kondisi bisnis dan faktor eksternal lainnya. Hal ini tercermin

Based on the Financial Services Authority Circular Letter (SEOJK) No. 01/SEOJK.05/2021, the Company's condition is generally sound and is considered capable of facing significant negative influences from changes in business conditions and other external factors. This is reflected in

dalam peringkat faktor-faktor penilaian Tingkat Kesehatan Lembaga Jasa Keuangan Non-Bank sebagaimana diatur dalam SEOJK No. 01/SEOJK.05/2021, yang mencakup empat faktor penilaian, yaitu:

- Tata Kelola Perusahaan yang Baik;
- Profil Risiko;
- Rentabilitas;
- Permodalan.

Pada tahun 2024, Perseroan melakukan penilaian mandiri terhadap Peringkat Komposit Tingkat Kesehatan dengan hasil menunjukkan Peringkat Komposit 2 (dua). Hal ini mencerminkan bahwa Perseroan secara umum dalam kondisi sehat, sehingga dinilai mampu menghadapi dampak negatif yang signifikan dari perubahan kondisi bisnis dan faktor eksternal lainnya. Hal ini juga tercermin dari peringkat faktor-faktor penilaian, seperti penerapan Tata Kelola Perusahaan yang Baik, Profil Risiko, Rentabilitas, dan Permodalan yang secara keseluruhan baik.

the rating of the Soundness Rating Factors for Non-Bank Financial Services Institutions as outlined in SEOJK No. 01/SEOJK.05/2021, which includes four key assessment factors, namely:

- Good Corporate Governance;
- Risk Profile;
- Profitability;
- Capital.

In 2024, the Company conducted an independent self-assessment of the Composite Rating of the Insurance Company's Soundness Level, resulting in a Composite Rank of 2 (two). This indicates that the Company's condition is generally sound, and thus capable of facing significant negative impacts from changes in business conditions and other external factors. This is reflected in the ratings of the assessment factors, including the effective implementation of Good Corporate Governance, a solid Risk Profile, good Profitability, and overall strong 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	1	Manajemen Perusahaan telah melakukan Penerapan Tata Kelola Perusahaan Yang Baik yang secara umum Sangat Baik. Hal ini tercermin dari pemenuhan yang memadai atas prinsip-prinsip Tata Kelola Perusahaan Yang Baik. The Company's management has implemented Good Corporate Governance (GCG) with an overall assessment of Very Good. This is reflected in the adequate fulfillment of Good Corporate Governance principles.
2	Profil Risiko Risk Profile	2	Secara umum dengan mempertimbangkan aktivitas bisnis yang dilakukan perusahaan, kemungkinan kerugian yang dihadapi perusahaan dari risiko inheren komposit tergolong rendah selama periode waktu tertentu pada masa datang dan Kualitas Penerapan Manajemen Risiko secara komposit memadai, dalam hal terdapat kelemahan minor maka kelemahan tersebut perlu segera mendapatkan perhatian manajemen untuk diperbaiki. In general, considering the company's business activities, the potential losses from composite inherent risks are classified as low over a certain period in the future, and the overall implementation quality of risk management is adequate. However, if there are minor weaknesses, these should be promptly addressed by management for improvement.
3	Rentabilitas Profitability	2	Rentabilitas Perusahaan memadai, laba Perusahaan melebihi target, dan mendukung pertumbuhan permodalan. Beberapa faktor utama yang mempengaruhi penilaian kinerja Perusahaan dalam menghasilkan laba. The Company's profitability is adequate, with profits exceeding targets and supporting capital growth. Several key factors influence the Company's performance assessment in generating profit.
4	Permodalan Capital	2	Perusahaan memiliki kualitas dan kecukupan permodalan yang memadai relatif terhadap Profil Risiko, yang disertai dengan pengelolaan yang kuat sesuai dengan karakteristik, skala usaha, dan kompleksitas usaha Perusahaan. The Company has adequate capital quality and sufficiency relative to its Risk Profile, supported by strong management in accordance with the Company's characteristics, business scale, and complexity.
Peringkat Komposit Tingkat Kesehatan Composite Rating of Soundness Level		2	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 peringkat faktor-faktor penilaian antara lain Penerapan Tata Kelola Perusahaan Yang Baik Bagi Perusahaan, Profil Risiko, Rentabilitas dan Permodalan yang secara umum baik. It reflects the Company's overall healthy condition, indicating its ability to withstand significant negative impacts from changes in business conditions and other external factors. This is evidenced by the ratings of various assessment factors, including the implementation of Good Corporate Governance, Risk Profile, Profitability, and Capital, which are generally in good standing.

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 karena itu, Perseroan diwajibkan untuk menyusun dan melaporkan Tingkat Kesehatan secara konsolidasi sesuai dengan SEOJK No. 1/SEOJK.05/2021 tentang Penilaian Tingkat Perusahaan Asuransi, Perusahaan Asuransi Syariah, dan Perusahaan Reasuransi Syariah. Penilaian dilakukan menggunakan metode penilaian sendiri dengan model *Risk Based Nonbank Rating* (RBNBR) yang melibatkan penilaian tingkat kesehatan yang harus dikelola dalam Manajemen Risiko konsolidasi.

Tugu Insurance is the parent entity of the TUGU Group financial consolidation and the 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, which pertains to the Level Assessment of Insurance Companies, Sharia Insurance Companies, and Sharia Reinsurance Companies. The assessment is carried out using a self-assessment method with the Risk-Based Non-Bank Rating (RBNBR) model by evaluating the soundness level that must be managed within the consolidated Risk Management.

Hasil *self-assessment* tingkat kesehatan konsolidasi keuangan Tugu Insurance mencerminkan gabungan dari penilaian diri anggota konsolidasi keuangan dari Perseroan, anak perusahaan, dan afiliasi. Peringkat Komposit Tingkat Kesehatan Perseroan per 31 Desember 2024, berdasarkan penilaian konsolidasi dengan anak perusahaan/cucu perusahaan dan afiliasi, berada pada Peringkat 2 (dua). Berdasarkan SEOJK No. 1/SEOJK.05/2021, hal ini menunjukkan bahwa Perseroan secara umum dalam kondisi sehat dan dinilai mampu menghadapi pengaruh negatif yang signifikan akibat perubahan kondisi bisnis dan faktor eksternal lainnya. Hal ini tercermin dari faktor-faktor penilaian, antara lain Penerapan Tata Kelola Perusahaan yang Baik, Profil Risiko, Rentabilitas, dan Permodalan yang secara umum sangat baik.

The results of Tugu Insurance's self-assessment of the financial consolidation soundness level are a combination of self-assessments from the Company's financial consolidation members, subsidiaries, and sub-subsidiaries. The Composite Rating of the Company's Soundness Level as of December 31, 2024, in the consolidated assessment with subsidiaries, sub-subsidiaries, and affiliates, is at Rank 2 (two). Based on SEOJK No. 1/SEOJK.05/2021, this reflects that the Company's condition is generally good and is considered capable of facing significant negative impacts from changes in business conditions and other external factors. This is reflected in the ranking of assessment factors, 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	1	Penerapan Tata Kelola Perusahaan Yang Baik sudah dilakukan dengan Sangat Baik, dalam hal terdapat kelemahan penerapan prinsip Tata Kelola Perusahaan Yang Baik, maka secara umum kelemahan tersebut tidak signifikan dan dapat segera dilakukan perbaikan oleh manajemen Perusahaan. The implementation of Good Corporate Governance has been carried out Very Well. In cases where there are weaknesses in applying Good Corporate Governance principles, these weaknesses are generally not significant and can be promptly addressed by the Company's management.
2	Profil Risiko Risk Profile	2	Secara umum dengan mempertimbangkan aktivitas bisnis yang dilakukan perusahaan, kemungkinan kerugian yang dihadapi perusahaan dari risiko inheren komposit tergolong rendah selama periode waktu tertentu pada masa datang dan Kualitas Penerapan Manajemen Risiko secara komposit memadai, dalam hal terdapat kelemahan minor maka kelemahan tersebut perlu segera mendapatkan perhatian manajemen untuk diperbaiki. In general, considering the company's business activities, the potential losses from composite inherent risks are classified as low over a certain period in the future. The overall quality of Risk Management implementation is adequate. However, if there are minor weaknesses, they should be promptly addressed by management for improvement.
3	Rentabilitas Profitability	2	Rentabilitas Perusahaan memadai, laba Perusahaan melebihi target, dan mendukung pertumbuhan permodalan. Beberapa faktor utama yang mempengaruhi penilaian kinerja Perusahaan dalam menghasilkan laba. The Company's profitability is adequate, with profits exceeding targets and supporting capital growth. Several key factors influence the assessment of the Company's performance in generating profit.

No.	Faktor Penilaian *Assessment Factor*	Peringkat *Rank*	Definisi Peringkat *Ranking Definition*
4	Permodalan Capital	2	Perusahaan memiliki kualitas dan kecukupan permodalan yang memadai relatif terhadap Profil Risiko, yang disertai dengan pengelolaan yang kuat sesuai dengan karakteristik, skala usaha, dan kompleksitas usaha Perusahaan. The Company has adequate capital quality and sufficiency relative to its Risk Profile, supported by strong management aligned with the Company's characteristics, business scale, and complexity.
Peringkat Komposit Tingkat Kesehatan Composite Rating of Soundness Level		2	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 peringkat faktor-faktor penilaian antara lain Penerapan Tata Kelola Perusahaan Yang Baik Bagi Perusahaan, Profil Risiko, Rentabilitas dan Permodalan yang secara umum baik. It reflects the Company's overall healthy condition, indicating its ability to withstand significant negative impacts from changes in business conditions and other external factors. This is evidenced by the ratings of various assessment factors, including the implementation of Good Corporate Governance, Risk Profile, Profitability, and Capital, which are generally in good standing.

Penilaian Peringkat Profil Risiko Perseroan Individual

Individual Company Risk Profile Rating Assessment

Peringkat Komposit Profil Risiko Perseroan secara individu pada periode 31 Desember 2024 adalah Peringkat 2 (dua). Peringkat Risiko Inheren pada periode 31 Desember 2024 tergolong Peringkat 2 (Sedang Rendah), sementara Kualitas Penerapan Manajemen Risiko (KPMR) pada periode 31 Desember 2024 tergolong Peringkat 2 (Agak Kuat). Hal ini berarti kemungkinan kerugian yang dihadapi selama periode waktu tertentu di masa depan untuk Tingkat Risiko Inheren tergolong Rendah, serta Kualitas Penerapan Manajemen Risiko (KPMR) memadai meskipun terdapat beberapa kelemahan minor yang dapat diselesaikan dalam aktivitas bisnis normal.

Individual Company Risk Profile Rating Assessment
The Composite Rating of the Company's individual Risk Profile for the period ending 31 December 2024, is assessed at Rank 2 (two). The Inherent Risk Rating for the same period is classified as Rank 2 (Low to Moderate), while the Quality of Risk Management Implementation (KPMR) for the same period is classified as Rank 2 (Satisfactory). This indicates that the likelihood of losses during a specified future period for the Inherent Risk Level is considered Low, and the Quality of Risk Management Implementation (KPMR) is deemed adequate, despite a few minor weaknesses that can be addressed during normal business operations.

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	1	2	1
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
Risiko Kepatuhan Compliance Risk	2	2	1
Risiko Reputasi Reputation Risk	2	2	2
Peringkat Komposit Composite Rating	2	2	2

Tinjauan Atas Efektivitas Sistem Manajemen Risiko

Review of Risk Management System Effectiveness

Berdasarkan Peringkat Komposit Tingkat Kesehatan Perseroan secara individu maupun konsolidasi per 31 Desember 2024 mencerminkan kondisi Perseroan yang secara umum sehat, hal ini mencerminkan kondisi Perseroan 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, Profil Risiko, Rentabilitas dan Permodalan yang secara umum baik. Dengan kata lain, Manajemen Risiko telah diterapkan dengan baik dan efektif.

Based on the Composite Rating of Risk Based Non Bank Rating individually and consolidated as of 31 December 2024, it reflects the generally good condition of the Company, this reflects the generally healthy condition of the Company, so that it is considered capable of facing significant negative influences from changes in business conditions and other external factors, reflected in the ranking of assessment factors including the Implementation of Good Corporate Governance, Risk Profile, Profitability and Capital which are generally good.

Perusahaan telah melaksanakan sistem pengendalian internal yang efektif dan memadai tercermin dari efektivitas pelaksanaan fungsi pengendalian internal seperti audit internal, manajemen risiko, kepatuhan dan pengendalian internal dari fungsi operasional dan fungsi bisnis Perusahaan.

The Company has implemented an effective and adequate internal control system as reflected in the effectiveness of the implementation of internal control functions such as internal audit, risk management, compliance and internal control of the Company's operational and business functions.

Pernyataan Direksi atas Kecukupan Manajemen Risiko

Board of Directors' Statement on Risk Management System Adequacy

Berdasarkan hasil evaluasi yang telah dilakukan, Manajemen menyimpulkan bahwa penerapan Sistem Manajemen Risiko di Perseroan telah memadai dalam melindungi Perseroan dari potensi kerugian yang dapat timbul akibat kegiatan usaha serta mendukung pencapaian sasaran yang telah ditetapkan.

Based on the evaluation conducted, Management concludes that the implementation of the Company's Risk Management System is adequate in safeguarding the Company from potential losses arising from business activities and in supporting the achievement of established objectives.

Manajemen juga menilai bahwa pengelolaan risiko strategis, operasional, asuransi, kredit, pasar, likuiditas, hukum, kepatuhan, dan reputasi di Perseroan telah dijalankan secara memadai. Mekanisme identifikasi, mitigasi, serta pemantauan terhadap masing-masing kategori risiko telah diterapkan secara efektif untuk menjaga stabilitas dan keberlanjutan bisnis Perseroan.

Management also assesses that the strategic, operational, insurance, credit, market, liquidity, legal, compliance, and reputational risks management in the Company has been conducted adequately. The mechanisms for identifying, mitigating, and monitoring each risk category have been effectively implemented to maintain the Company's stability and business sustainability.

Selain itu, Manajemen memandang bahwa Perseroan, baik individual maupun secara konsolidasi, berada dalam kondisi sehat.

Furthermore, Management considers that the Company's condition, both individually and on a consolidated basis, is in a healthy state.

8.

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 di mana 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 manifestation of the Company's efforts to adapt to business developments, deliver quality services, and provide easy online access quickly, anytime, and anywhere. The rapid development of the IT world drives the Company to continuously improve IT implementation, which is expected to strengthen its position in facing increasingly competitive business challenges by integrating all existing businesses, particularly in the insurance sector.

Visi dan Misi Tata Kelola Teknologi Informasi

Vision and Mission of Information Technology Governance

Mewujudkan peran IT sebagai *enabler* dalam menunjang pencapaian visi Perusahaan.

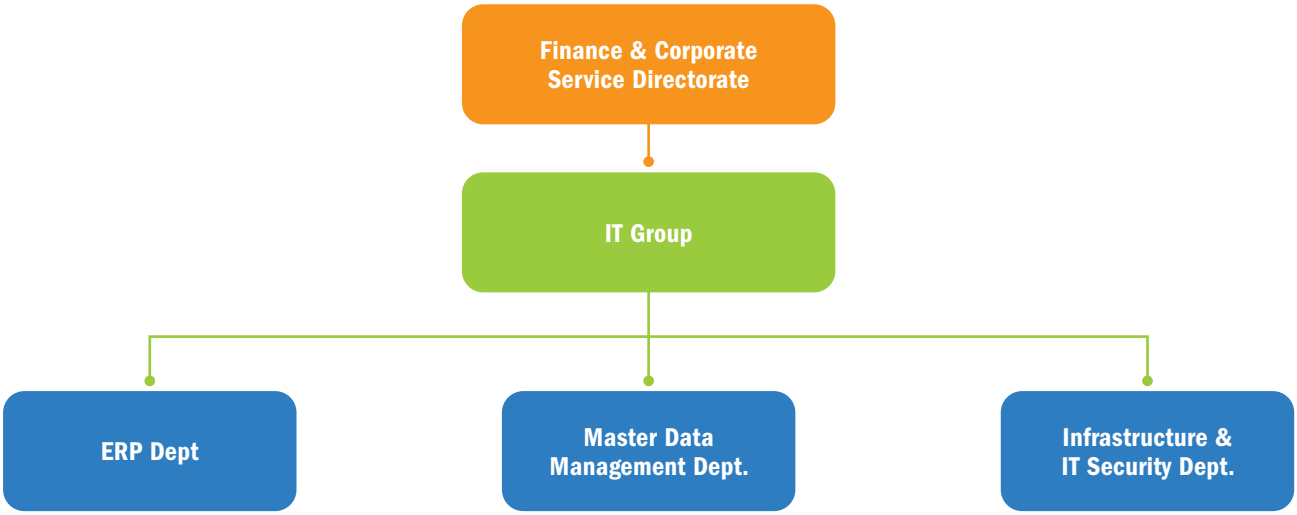
Realizing IT's role as enabler in supporting the Company's vision.

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 Director of Finance and Corporate Services, Mr. Emil Hakim, with the following organizational structure:



ITF Group dipimpin oleh Plt Arga Fajar Syah sebagai Kepala ITF Group dan bertanggung jawab langsung kepada Direktur Keuangan dan Layanan Korporat.

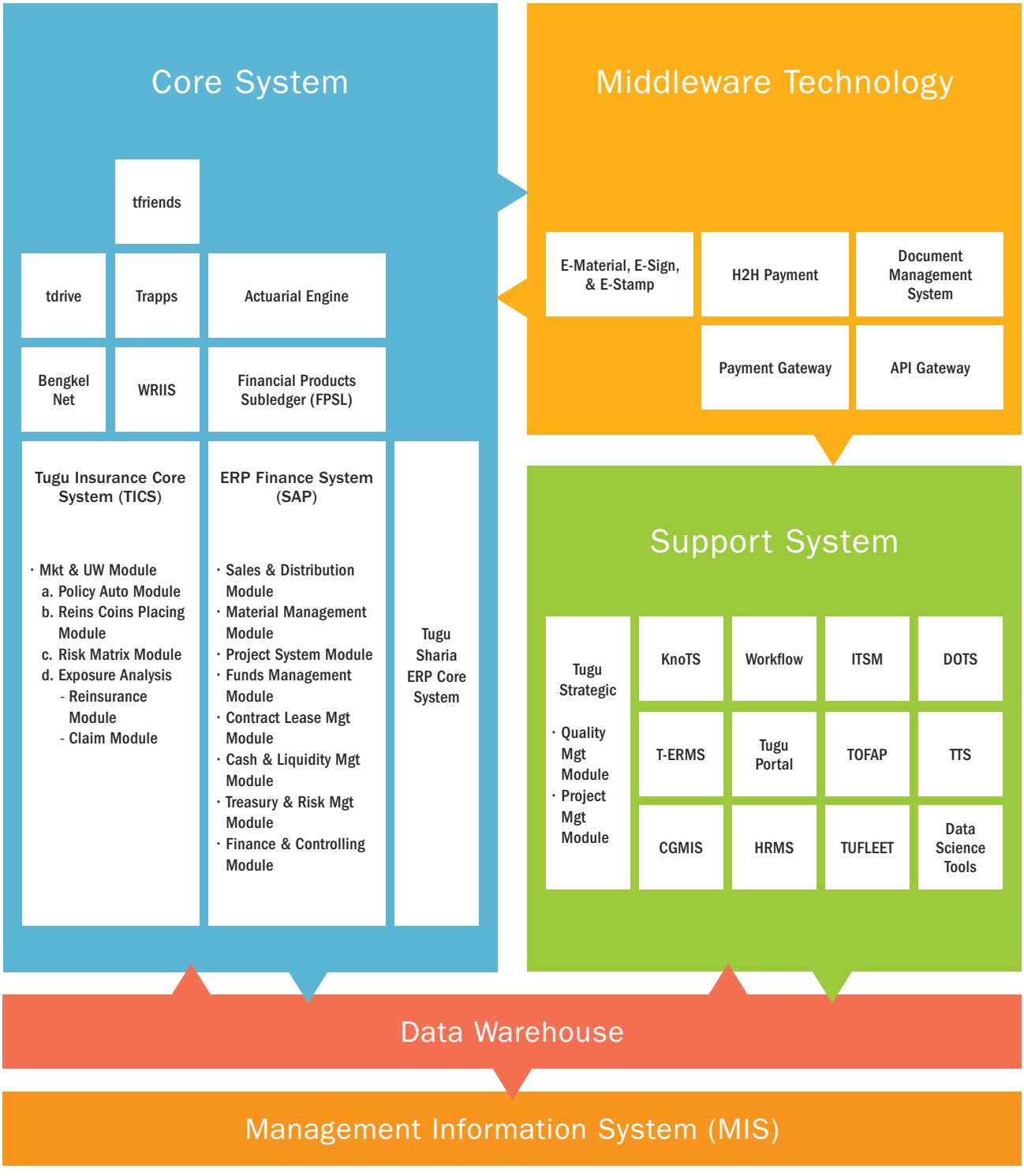
ITF Group is led by Plt Arga Fajar Syah as the ITF Group Head and reports directly to the Director of Finance and Corporate Services.

Dukungan *New Core System* dalam Aktivitas Bisnis

Support of the New Core System in Business Activities

Tugu Insurance telah melakukan implementasi Enterprise Resource Planning (ERP) baru yang mengintegrasikan seluruh proses bisnis dalam perseroan baik bisnis korporasi dan bisnis ritel. Dengan adanya ERP sistem yang baru Tugu Insurance akan semakin tangkas dalam melakukan penetrasi bisnis, ini karena ERP sistem yang baru didukung dengan teknologi terkini namun tetap sesuai dengan kebutuhan.

Support of the New Core System in Business Activities
Tugu Insurance has implemented a new Enterprise Resource Planning (ERP) system that integrates all business processes within the company, covering both corporate and retail businesses. With this new ERP system, Tugu Insurance will be more agile in business penetration, as it is supported by the latest technology while remaining aligned with the company's needs.



Cyber Security (Keamanan Dunia Maya)

Cyber Security

Keamanan dunia maya, atau *cyber security*, 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 siber yang dapat mengganggu integritas, kerahasiaan, dan ketersediaan informasi penting. Praktik keamanan dunia maya dilakukan tidak hanya oleh individu, tetapi juga oleh perusahaan dan organisasi lainnya. Tindakan ini bertujuan untuk melindungi pusat data dan infrastruktur komputer dari akses yang tidak sah. Strategi keamanan dunia maya yang efektif dapat memberikan lapisan perlindungan yang kuat terhadap serangan yang berusaha mengakses, mengubah, menghapus, atau memeras data dan sistem sensitif. Keamanan dunia maya juga berperan penting dalam mencegah serangan yang bertujuan mengganggu atau bahkan menghentikan operasi sistem dan perangkat.

Ada beberapa jenis keamanan dunia maya yang fokus pada perlindungan aspek-aspek tertentu dari sistem dan data, antara lain:

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 secara 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 yang tidak sah. Ini melibatkan enkripsi data, manajemen hak akses, dan pemulihan data;
5. Keamanan Identitas: Fokus pada perlindungan identitas pengguna dari pencurian dan penggunaan yang 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;
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;

Cyber Security refers to practices and technologies designed to protect computer systems, devices, networks, and data from cyber attacks, damage, or unauthorized access. Its goal 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 just limited to individuals, but also implemented by companies and other organizations. The objective is to protect data centers and other computer infrastructure from unauthorized access. An effective cyber security strategy provides robust protection against attacks that attempt to access, modify, delete, or extort sensitive data and systems. Cyber security is also crucial in preventing attacks that try to disrupt or halt the operations of systems and devices.

There are various types of cyber security focusing 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: Protecting applications and operating systems from malicious software attacks such as viruses, worms, trojans, and ransomware. This involves regular software updates, malware scanning, and the implementation of security policies;
3. Hardware Security: Securing computer hardware like servers, routers, and storage devices from unauthorized access and physical damage. This includes technologies like disk encryption and physical access controls;
4. Data Security: Protecting sensitive data from unauthorized access, theft, or deletion. This involves data encryption, access management, and data recovery procedures;
5. Identity Security: Focused on protecting user identities from theft and unauthorized use. This includes multi-factor authentication, identity management, and monitoring user activity;
6. Web Application Security: Protecting web applications from attacks such as SQL injection, cross-site scripting (XSS), and cross-site request forgery (CSRF). It involves developing secure code, scanning for vulnerabilities, and proper server configuration;
7. Cloud Security: Protecting data and applications stored in cloud environments. This includes data encryption, identity management, and strict access controls;

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; dan
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.

Beberapa ancaman keamanan dunia maya yang umum terjadi, antara lain:
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; dan
7. Serangan *Insider*: Ancaman dari dalam organisasi, seperti pegawai yang tidak jujur atau mantan pegawai yang masih memiliki akses ke sistem.

Keamanan dunia maya adalah aspek penting dalam dunia digital yang terus berkembang. Melindungi sistem dan data dari ancaman dunia maya 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.

8. Mobile Security: Securing mobile devices and applications from threats like malware, network attacks, and data theft. This involves using mobile security software, data encryption, and access management; and
9. Endpoint Security: Protecting endpoint devices like personal computers, laptops, and smartphones from attacks. This includes using endpoint security software, threat detection, and device management.

Common cyber security threats include:

1. Malware: Including viruses, worms, trojans, ransomware, and spyware that can damage systems, steal data, or extort money;
2. Phishing Attacks: Attempts to acquire sensitive information, such as passwords or financial data, by impersonating trusted entities through email, text, or social media;
3. DDoS Attacks: Attacks that aim to make online services unavailable by overwhelming a server or network with large amounts of internet traffic;
4. Man-in-the-Middle (MitM) Attacks: Where attackers intercept or manipulate communications between two secure parties, such as a user and a server;
5. Ransomware: Malicious software that encrypts a victim's data and demands a ransom payment for the decryption key;
6. Espionage and Data Theft: Attacks aimed at stealing confidential data, intellectual property, or personal information for financial or political motives; and
7. Insider Threats: Threats originating from within the organization, like dishonest employees or former employees with continued access to systems.

Cyber security is a vital and evolving aspect of the digital world. Protecting systems and data from cyber threats requires a strong combination of technical strategy, policies, and user awareness. By understanding the scope of cyber security and potential threats, organizations can develop strategies to reduce risks and protect their digital assets.

Disaster Recovery (Pemulihan Bencana)
Disaster Recovery

Terjadinya bencana yang sering kali tidak dapat diprediksi mendorong perusahaan untuk selalu siap menghadapi kemungkinan terburuk di masa depan. *Disaster Recovery* (DR) adalah konsep yang bertujuan untuk melindungi semua sistem, aplikasi, dan perangkat IT dari berbagai jenis bencana yang mungkin terjadi di masa depan. Tujuan

Disasters that are often unpredictable encourage the company to always be prepared to face the worst possibilities in the future. Disaster Recovery (DR) is a concept aimed at protecting all IT systems, applications, and devices from various types of disasters that may occur in the future. The main goal of disaster recovery is

utama dari *disaster recovery* adalah untuk mengambil langkah-langkah pencegahan terhadap kemungkinan kejadian yang tidak terduga.

Beberapa bencana atau kondisi yang dapat menyebabkan perusahaan harus melakukan Disaster Recovery antara lain:

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. Hal 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 penurunan 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; dan
7. Bencana Kesehatan atau Pandemi: Kejadian seperti pandemi penyakit menular atau bencana kesehatan dapat memaksa perusahaan untuk mengubah model operasi mereka atau menghadapi keterbatasan sumber daya manusia, sehingga memerlukan rencana pemulihan yang cepat dan adaptif.

Terdapat langkah-langkah dalam *Disaster Recovery* yang perlu dilakukan oleh perusahaan, di antaranya:

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;
   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.

to take preventive measures against unexpected events in the future.

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 significant service disruptions;
4. Software Failure: Failure of an operating system, database, or critical business application can disrupt a company's normal operations and lead to data loss or productivity decline;
5. Network Failure: Widespread network disruption or failure can halt communications between systems, users, or external services, disrupting the flow of information and business processes;
6. Physical Damage to IT Infrastructure: Physical damage caused by fire, flood, or other accidents can damage hardware, data centers, or other IT facilities; and\
7. Health Disasters or Pandemics: Events such as infectious disease pandemics or health crises may force companies to alter their operating models or deal with limited human resource availability, requiring rapid and adaptive recovery plans.

These are the 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. 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. 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 serta 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, di antaranya:

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; dan
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.

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 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 that 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 separate from the main data center;
4. Personnel Training and Awareness: Train personnel on recovery procedures and provide awareness on the importance of Disaster Recovery in maintaining business continuity; and
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 Rencana Jangka Panjang Perusahaan (RJPP), Perseroan berkontribusi secara mendalam dengan mempertimbangkan hasil analisis SWOT (*Strength, Weakness, Opportunity, and Threat*). Penerapan Teknologi Informasi (TI) merupakan salah satu dari 8 (delapan) pilar Program Kerja yang ditetapkan untuk memperkuat fondasi pengembangan bisnis Perseroan dalam rangka menjalankan kebijakan strategis dalam RJPP 2019-2026.

Saat ini, Tugu Insurance sedang melakukan pengembangan TI yang dituangkan dalam *Strategi inisiatif TI* dan disetujui Rapat KPTI yang dilakukan secara berkala. dengan cakupan hal-hal sebagai berikut:

1. Penyempurnaan Tata Kelola TI dan Sistem TI: Memastikan bahwa pengelolaan TI dilakukan dengan baik dan sistem TI dapat mendukung operasional bisnis yang efisien;
2. Penyediaan Aplikasi Baru untuk Dukungan Proses Bisnis dan Pengimplementasian Big Data: Mengembangkan aplikasi yang dapat mendukung proses bisnis yang lebih efektif serta memanfaatkan *big data* untuk analisis yang lebih mendalam;
3. Penyediaan *Advanced Predictive Analytics*: Implementasi teknologi analitik canggih untuk memberikan nilai lebih dengan memaksimalkan pemanfaatan layanan TI yang ada;
4. Pelaksanaan *Internet of Things* (IoT): Mengintegrasikan IoT untuk memperkaya data eksternal dan meningkatkan kualitas layanan serta pengambilan keputusan; dan
5. Penstabilan Sistem TI Secara Berkesinambungan: Melakukan upaya berkelanjutan untuk memastikan sistem TI tetap stabil dan dapat diandalkan dalam mendukung operasi perusahaan.

Adapun *roadmap* pengembangan TI sebagaimana tertuang dalam dokumen Strategy Inisiatif TI yang diperbaharui secara berkala, akan berfokus pada pencapaian di atas untuk mendukung pertumbuhan dan kelangsungan bisnis perusahaan dalam menghadapi tantangan industri yang semakin berkembang.

In preparing the Company's Long-Term Plan (RJPP), the Company makes a comprehensive contribution by considering the results of the SWOT (Strength, Weakness, Opportunity, and Threat) analysis. The implementation of IT is one of the 8 (eight) pillars of the Work Program set to strengthen the foundation of the Company's business development to execute the strategic policies in the Company's Long-Term Plan (RJPP) 2019-2026.

Currently, Tugu Insurance is developing its IT infrastructure as outlined in the IT Initiative Strategy, which has been approved in regular KPTI Meetings. The scope of this development includes the following:

1. Improvement of IT Governance and IT Systems: Enhancing the governance and systems of IT to ensure they effectively support business operations;
2. Provision of New Applications to Support Business Processes and Implement Big Data: Developing new applications that support business operations while leveraging big data to enhance decision-making and operations;
3. Provision of Advanced Predictive Analytics: Implementing advanced predictive analytics as an effort to maximize the value derived from IT services and data insights;
4. Implementation of Internet of Things (IoT): Incorporating IoT technologies to enrich external data, leading to more informed decisions and improved services; and
5. Continuous Stabilization of IT Systems: Ensuring that IT systems remain stable and resilient, supporting business continuity and operational efficiency.

The IT development roadmap, as outlined in the IT Initiative Strategy document, which is regularly updated, will focus on achieving the aforementioned goals to support the company's business growth and sustainability in facing the evolving industry challenges.

Pencapaian Teknologi Informasi Tahun 2024

Information Technology Achievements in 2024

Sepanjang tahun 2024, Perseroan telah melaksanakan berbagai inisiatif Teknologi Informasi, antara lain:

- *ERP SAP S/4 HANA untuk Sistem Keuangan;*
- *Tugu Insurance Core System (TICS);*
- *Tugu Sharia ERP Core System;*
- *Payment Gateway;*
- *API Gateway;*
- *Host-to-host Payment;*
- *DOTS (Digital Online Transaction System);* dan
- *Tugu Ticketing System.*

Throughout 2024, the Company has implemented various Information Technology initiatives, including:

- ERP SAP S/4 HANA for the Finance System;
- Tugu Insurance Core System (TICS);
- Tugu Sharia ERP Core System;
- Payment Gateway;
- API Gateway;
- Host-to-Host Payment;
- DOTS (Digital Online Transaction System); and
- Tugu Ticketing System.

Rencana Kerja Teknologi Informasi Tahun 2025

Information Technology 2025 Work Plan

Seiring dengan kebijakan strategis Perseroan yang tercantum dalam RJPP, Tugu Insurance menyusun rencana kerja Teknologi Informasi untuk tahun 2025, antara lain:

1. ERP
   a. *Next Generation Front End system* dengan AI dan *Blockchain*;
   b. Penyempurnaan ERP *Core System* untuk automasi proses bisnis;
   c. *Enhancement Management Information System*;
   d. Implementasi *Blockchain Backend.*
2. *Master Data & IT Governance*
   a. Penyempurnaan pedoman tata kelola Teknologi Informasi;
   b. Implementasi Tugu *Know Your Customer System*;
   c. *eWorkflow & eDocument (Centralization)*.
3. *Infrastructure & Facilities Dept*.
   a. Revitalisasi Topologi Infrastruktur TI;
   b. Implementasi IT *Security System*.

In line with the Company's strategic policies outlined in the RJPP, Tugu Insurance has developed the 2025 Information Technology Work Plan as follows:

1. ERP
   a. Next-Generation Front-End System with AI and Blockchain;
   b. Enhancement of the ERP Core System for Business Process Automation;
   c. Enhancement of the Management Information System;
   d. Implementation of Blockchain Backend.
2. Master Data & IT Governance
   a. Enhancement of IT Governance Guidelines;
   b. Implementation of the Tugu Know Your Customer System;
   c. eWorkflow & eDocument (Centralization)
3. Infrastructure & Facilities Dept.
   a. Revitalization of IT Infrastructure Topology;
   b. Implementation of IT Security System.

9.

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 2024, Anggota Direksi dan Anggota Dewan Komisaris Perseroan tidak terlibat dalam kasus hukum apapun dan/atau tidak sedang dalam proses beracara di lembaga pengadilan maupun arbitrase yang dapat memiliki dampak signifikan atau memberikan risiko bagi Perseroan.

Pada tahun 2024, Perseroan menghadapi sejumlah perkara hukum yang masih dalam proses penyelesaian dengan rincian sebagai berikut:

As of 31 December 2024, the members of the Board of Directors and the Board of Commissioners of the Company are not involved in any legal cases and/or are not currently undergoing litigation in any court or arbitration that could have a significant impact or pose a risk to the Company.

In 2024, the Company faced several legal matters that are still in the process of resolution, with the details as follows:

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 Appeal 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. Dispute over fund transfer transactions and account closure.	Sudah diputus oleh Final Appeal Court Hong kong dan berkekuatan hukum tetap. Dalam hal ini perkara dimenangkan oleh Tugu. It has been decided by the Final Appeal Court of Hong Kong and has obtained legal finality. In this case, the ruling was in favor of Tugu.	Meningkatkan laba konsolidasian Perseroan secara signifikan. Significantly increased the Company's consolidated profit.
2.	Perkara No. 411/Pdt.G/2024/PN.Jkt.Tmr. antara PT Asuransi Tugu Pratama Indonesia Tbk melawan PT Ganesa Dirgantara Case No. 411/Pdt.G/2024/PN.Jkt.Tmr. 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). Dalam perkara Gugatan tersebut juga melibatkan PT Mitra Aviasi Perkasa sebagai pihak Turut Tergugat. Subrogation Rights Lawsuit, filed by PT Asuransi Tugu Pratama Indonesia Tbk against the Defendant (PT Ganesa Dirgantara). This lawsuit also involves PT Mitra Aviasi Perkasa as a Co-Defendant.	Pengadilan Negeri Jakarta Timur. East Jakarta District Court.	Tidak berpengaruh terhadap laba/rugi konsilidasian Perseroan. No impact on the Company's consolidated profit/loss.

No.	Pokok Perkara Case	Deskripsi Description	Status Penyelesaian Settlement Status	Pengaruh terhadap Kondisi Perusahaan Potential Impact
3.	Perkara No. 726/Pdt.G/2024/PN.JKT.SEL antara PT Asuransi Tugu Pratama Indonesia Tbk melawan PT Tegma Engineering.	Gugatan Hak atas Subrogasi, PT Asuransi Tugu Pratama Indonesia Tbk terhadap Tergugat (PT Tegma Engineering). Dalam perkara Gugatan tersebut juga melibatkan PT Rekayasa Industri sebagai pihak Turut Tergugat.	Pengadilan Negeri Jakarta Selatan.	Tidak berpengaruh terhadap laba/rugi konsilidasian Perseroan.
	Case No. 726/Pdt.G/2024/PN.JKT.SEL between PT Asuransi Tugu Pratama Indonesia Tbk and PT Tegma Engineering.	Subrogation Rights Lawsuit, filed by PT Asuransi Tugu Pratama Indonesia Tbk against the Defendant (PT Tegma Engineering). This lawsuit also involves PT Rekayasa Industri as a Co-Defendant.	South Jakarta District Court.	No impact on the Company's consolidated profit/loss.
4.	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).	Gugatan Hak atas Subrogasi, PT Asuransi Tugu Pratama Indonesia Tbk terhadap Tergugat (PT Jasa Angkasa Semesta Tbk, PT Transnusa Aviation Mandiri). Dalam perkara Gugatan tersebut juga melibatkan Perusahaan Umum (PERUM) Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia selaku Turut Tergugat I dan PT Angkasa Pura II (Persero) selaku turut Tergugat II.	Mahkamah Agung Republik Indonesia.	Tidak berpengaruh terhadap laba/rugi konsilidasian Perseroan.
	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 Public Corporation for Air Navigation Service Providers of Indonesia, and PT Angkasa Pura II (Persero).	Subrogation Rights Lawsuit, filed by PT Asuransi Tugu Pratama Indonesia Tbk against the Defendants (PT Jasa Angkasa Semesta Tbk, PT Transnusa Aviation Mandiri). This lawsuit also involves the Public Corporation (PERUM) for Air Navigation Service Providers of Indonesia as Co-Defendant I and PT Angkasa Pura II (Persero) as Co-Defendant II.	Supreme Court of the Republic of Indonesia.	No impact on the Company's consolidated profit/loss.

Perkara Hukum yang Dihadapi Entitas Anak
Legal Cases Againts the Subsidiaries

Sepanjang tahun 2024, terdapat Entitas Anak menghadapi perkara hukum yang masih dalam proses penyelesaian.

Throughout 2024, 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.	Perkara No. 128/PDT.G/2019/PN.JKT.PST antara PT Tugu Reasuransi Indonesia dengan PT MNC Sekuritas. Case No. 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). Unlawful Act Lawsuit filed by the Plaintiff (PT Tugu Reasuransi Indonesia) against the Defendant (PT MNC Sekuritas).	Pengadilan Negeri Jakarta Pusat.* Central Jakarta District Court *	Tidak berpengaruh terhadap laba/rugi konsilidasian Perseroan. No impact on the Company's consolidated profit/loss.

* Mahkamah Agung menolak permohonan Peninjauan Kembali yang di ajukan oleh PT MNC Sekuritas sebagaimana Putusan Mahkamah Agung No. 357/PK/PDT/2024 tanggal 15 Mei 2024.
* The Supreme Court rejected the Judicial Review petition filed by PT MNC Sekuritas, as stated in Supreme Court Decision No. 357/PK/PDT/2024 dated 15 May 2024.

10.

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 2024, 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 2024, there were no administrative sanctions imposed on the current Board of Commissioners and/or Directors by the Financial Services Authority (OJK) or any other authorities.

11.

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 adalah pedoman yang mengikat yang mencakup etika bisnis, etika kerja, dan nilai-nilai yang harus diimplementasikan oleh seluruh anggota perusahaan. Tugu Insurance memiliki Kode Etik sebagai pedoman perilaku yang menjadi acuan bagi organ perusahaan dan pegawai dalam menerapkan nilai-nilai perusahaan. Jika diterapkan secara konsisten, nilai-nilai ini akan membentuk budaya perusahaan.

A Code of Conduct is a binding set of guidelines that encompasses business ethics, work ethics, and values that all personnel in the company must adhere to. In Tugu Insurance, the Code of Conduct serves as a behavioral framework for the company's leadership and employees in implementing the company's core values. When applied consistently, it shapes the company's culture.

Kode Etik Tugu Insurance tercantum 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. Pedoman ini telah diperbarui dengan Pedoman No. A-003/9100/2017 Revisi Ke-1 pada tanggal 5 Desember 2017 yang diberlakukan dengan SKD No. 007/SKD/CSG/TPI/II/2018 tanggal 7 Februari 2018, dan 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, mengenai Perubahan Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct* atau CoC) PT Asuransi Tugu Pratama Indonesia Tbk. Pembaharuan pedoman ini dilakukan untuk menyelaraskan dengan perkembangan perusahaan dan ketentuan yang berlaku.

Tugu Insurance's Code of Conduct is included in the Systematic Guideline for Business Ethics and Code of Conduct, which was initially ratified based on PT Tugu Pratama Indonesia's Board of Directors' Decree (SKD) No. 03/SKD/CSG-TPI/I/2009 dated 15 January 2009. It has since been updated with Guideline No. A-003/9100/2017 Revision 1, dated 5 December 2017, which was enforced by SKD No. 007/SKD/CSG/TPI/II/2018, dated February 7, 2018, and later revitalized through Guideline No. A-003/6500/2021 Revision 2, dated 25 August 2021, enforced by SKD No. 67/SKD/06/ERL-ATPI/IX/2021, dated 28 September 2021, which made changes to the Systematic Guideline for Business Ethics and Code of Conduct (CoC) of PT Asuransi Tugu Pratama Indonesia Tbk. This revision was made to align the guidelines with the company's ongoing development and applicable regulations.

Kode etik ini adalah salah satu dokumen dalam *Soft Structure* GCG Tugu Insurance yang menjadi acuan perilaku seluruh Insan Tugu. CoC ini wajib diterapkan oleh seluruh anggota perusahaan, termasuk Dewan Komisaris beserta perangkatnya, Dewan Pengawas Syariah, Direksi, dan Pekerja Tugu Insurance dalam mengelola perusahaan untuk mencapai visi, misi, dan tujuan perusahaan. Sebagai bagian dari komitmen dalam penerapan Kode Etik, seluruh Insan Tugu diwajibkan untuk menandatangani pernyataan kepatuhan dan integritas terhadap CoC.

The Code of Conduct is a key document within Tugu Insurance's GCG Soft Structure and serves as a guideline for the behavior of all Tugu personnel. It must be adhered to by all Tugu personnel, including the Board of Commissioners and its members, the Sharia Supervisory Board, the Board of Directors, and Tugu Insurance employees in managing the company to achieve its vision, mission, and objectives. As part of the commitment to implementing the Code of Conduct, Tugu personnel are required to sign a statement of compliance and integrity with the CoC.

Tujuan dari Pedoman Sistematika Etika Usaha dan Tata Perilaku Tugu Insurance adalah sebagai berikut:

1. Mengidentifikasi nilai dan standar etika yang selaras dengan visi dan misi perusahaan;

The purposes and objectives of Tugu Insurance's Systematic Guidelines for Business Ethics and Code of Conduct are as follows:

1. To identify ethical values and standards that align with the company's vision and mission;

2. Menjabarkan nilai-nilai inti AKHLAK sebagai dasar etika yang wajib diimplementasikan oleh Insan Tugu dalam menjalankan tugas;
3. Menjadi acuan perilaku bagi Insan Tugu dalam menjalankan tugas dan tanggung jawab masing-masing serta berinteraksi dengan pemangku kepentingan; dan
4. Menjelaskan secara rinci standar etika yang membantu Insan Tugu untuk menilai kegiatan yang diinginkan dan memberikan pertimbangan jika menemui keraguan dalam bertindak.

2. To outline the AKHLAK values as the ethical foundation that must be followed by Tugu personnel in carrying out their duties;
3. To serve as a behavioral guide for Tugu personnel in performing their respective duties and responsibilities and interacting with stakeholders; and
4. To provide a detailed explanation of ethical standards, helping Tugu personnel assess the preferred course of action and offering guidance when faced with doubts in their decision-making.

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:

1. Standar Etika Usaha:
   a. Etika Perusahaan dengan Pekerja;
   b. Etika Perusahaan dengan Pelanggan;
   c. Etika Perusahaan dengan Pesaing;
   d. Etika Perusahaan dengan Anak Perusahaan;
   e. Etika Perusahaan dengan Mitra Kerja;
   f. Etika Perusahaan dengan Pemerintah/Regulator;
   g. Etika Perusahaan dengan Masyarakat;
   h. Etika Perusahaan dengan Pemegang Saham;
   i. Etika Perusahaan dengan Tertanggung;
   j. Etika Perusahaan dengan Perusahaan Reasuransi;
   k. Etika Perusahaan dengan Agen;
   l. Etika Perusahaan dengan Penyedia Barang/Jasa/Pemasok;
   m. Etika Perusahaan dengan Media Massa;
   n. Etika Perusahaan dengan Organisasi Profesi dan Industri;
   o. Integritas Laporan Keuangan;
   p. Persaingan Usaha yang Sehat.

2. Standar Tata Perilaku:
   a. Etika Kerja Insan Tugu;
   b. Kerahasiaan Data dan Informasi;
   c. Aset/Harta Perusahaan;
   d. Perjalanan Dinas;
   e. Keamanan, Keselamatan, Kesehatan Kerja (K3) dan Lingkungan;
   f. Data dan Pelaporan;
   g. Benturan Kepentingan dan Penyalahgunaan Jabatan;
   h. Hadiah/Cinderamata/Entertainment (Gratifikasi);
   i. Penyelenggaraan Jamuan Bisnis;
   j. Pelanggaran atas Peraturan Perundangan dan Ketentuan Perusahaan;
   k. Aktivitas Politik;
   l. Tindak Pidana Pencucian Uang;
   m. Informasi Transaksi Orang Dalam (*Insider Trading*).

The key points of Tugu Insurance's Code of Conduct as outlined in the Systematic Guidelines for Business Ethics and Code of Conduct (CoC) are as follows:

1. Business Ethics Standards:
   a. Company and Workers Ethics;
   b. Company and Customers Ethics;
   c. Company and Competitors Ethics;
   d. Company and Subsidiaries Ethics;
   e. Company and Counterparts Ethics;
   f. Company and Government/Regulator Ethics;
   g. Company and the Society Ethics;
   h. Company and Shareholders Ethics;
   i. Company and Insured Ethics;
   j. Company and Reinsurance Ethics;
   k. Company and Agent Ethics;
   l. Company and Suppliers Ethics;
   m. Company and Mass Media Ethics;
   n. Company and Professional and Industry Organization Ethics;
   o. Integrity of Financial Statements;
   p. Healthy Business Competition Standards.

2. Code of Conduct:
   a. Collaboration among Employees Ethics;
   b. Data and Information Confidentiality;
   c. Corporate Assets/Properties;
   d. Business Trips;
   e. Occupational, Health, and Safety (OHS);
   f. Data and Reporting;
   g. Conflict of Interest and Abuse of Power;
   h. Gifts/Souvenirs/Entertainment (Gratification);
   i. Business Dinner;
   j. Violations of Company Regulations and Provisions;
   k. Political Activities;
   l. Money Laundering;
   m. 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 seluruh Insan Tugu. Kegiatan sosialisasi dilakukan melalui email blast, flyer, dan komik bertemakan implementasi CoC, portal internal, pengenalan kepada pegawai baru, dan penandatanganan Pakta Integritas 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 the Code of Conduct to Tugu Personnel. Dissemination activities are carried out through email blasts, flyers, and comics themed around the implementation of the Code of Conduct, an internal portal, an introduction to new employees, and the signing of the Integrity Pact by the Board of Commissioners, the 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, jika membutuhkan penjelasan lebih lanjut terkait etika perilaku yang berkaitan dengan pelaksanaan tugas dan tanggung jawabnya.

Every Tugu Personnel member can request clarification or submit questions regarding Business Ethics and the Code of Conduct to their direct supervisor, the Compliance function, or the HR function if further explanation is needed regarding ethical behavior related to the performance 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 untuk melakukan deklarasi komitmen dalam 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 their commitment to implementing the Systematic Guidelines for Business Ethics and the Code of Conduct. This commitment is documented in the form of an Integrity Pact, which is signed by the Board of Commissioners and the Board of Directors of Tugu Insurance. Employees' commitment statements in implementing the Code of Conduct guidelines are made through a system designed for the Compliance Group's requirements, namely the Compliance Online System (COS). This activity is conducted 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 Personnel must report any violations of the Business Ethics and Code of Conduct to their supervisor or the Whistleblowing Team, with the reporter's identity protected. The Whistleblowing Team follows up on each report and submits its findings to the Board of Directors according to their responsibilities. The Board of Directors determines the appropriate coaching actions, disciplinary sanctions, and/or corrective and preventive measures that must be implemented by direct supervisors in their respective areas. The sanctions applied are in accordance with the applicable rules and regulations.

Insan Tugu yang melakukan penyimpangan Etika Usaha dan Tata Perilaku (*Code of Conduct*) memiliki hak untuk memberikan penjelasan di hadapan atasan langsung

Tugu Personnel who violate the Business Ethics and Code of Conduct have the right to provide an explanation to their direct supervisor before any coaching or disciplinary

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.

actions are taken. The implementation of coaching, disciplinary actions, and/or corrective and preventive measures is carried out by the direct supervisor, with assistance from the HR function if necessary.

Sanksi terhadap Pelanggaran
Sanction for Violation

Perusahaan memberikan sanksi yang tegas dan konsisten kepada Insan Tugu yang melakukan pelanggaran Code of Conduct sesuai dengan ketentuan yang berlaku, dengan pemberian sanksi berupa Surat Teguran, Surat Peringatan 1, Surat Peringatan 2, Surat Peringatan 3, Pembebasan Tugas Sementara (skorsing) hingga sanksi Pemutusan Hubungan Kerja (PHK) tergantung jenis pelanggaran, frekuensi pelanggaran, bobot pelanggaran dan unsur kesengajaan. Selama tahun 2024, tidak terdapat pelanggaran terhadap kode etik yang terjadi di lingkungan perseroan.

The company imposes strict and consistent sanctions on Insan Tugu who violate the Code of Conduct in accordance with applicable regulations. Sanctions may include a Warning Letter, First Warning Letter, Second Warning Letter, Third Warning Letter, Temporary Suspension (skorsing), up to Termination of Employment (PHK), depending on the type, frequency, severity of the violation, and intent. Throughout 2024, there were no violations of the code of ethics within the company.

12.

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 the 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.

Adapun distribusi MESOP Perseroan telah dilakukan sejak 15 November 2018 hingga 28 Mei 2023. Setelah itu, seluruh hak opsi yang tidak digunakan menjadi gugur.

Per 31 Desember 2024, Perseroan tidak memiliki kebijakan yang melandasi adanya pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan karyawan.

Tugu Insurance has a long-term performance-based compensation policy for the Board of Directors and Employees in the form of an Employee and/or Management Stock Ownership Program. The Stock Ownership Program was approved at the 2018 General Meeting of Shareholders, as documented in Deed No. 23 dated 28 February 2018, Statement of Resolutions of the Shareholders. At this GMS, the Shareholders approved the issuance of options through the Management and Employee Stock Option Plan (MESOP) to purchase 88,888,800 (eighty-eight million eight hundred eighty-eight thousand eight hundred) new shares of the Company.

The MESOP distribution was carried out from 15 November 2018 to 28 May 2023. After that, all unexercised options expired.

As of 31 December 2024, the Company no longer have a policy underpinning the provision of long-term performance-based compensation for management and employees.

13.

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 pengungkapan kepemilikan saham Perseroan mengacu pada Peraturan Otoritas Jasa Keuangan Nomor 4 Tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka. Anggota Direksi dan Dewan Komisaris wajib menyampaikan informasi kepada Perseroan mengenai kepemilikan dan setiap perubahan kepemilikan saham. Penyampaian informasi tersebut harus dilakukan paling lambat 5 (lima) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan saham Perseroan.

The Company's share ownership disclosure policy refers to the Financial Services Authority Regulation Number 4 of 2024 concerning Reports on Ownership or Any Changes in Ownership of Shares in Public Companies and Reports on Pledged Share Activities of Public Companies. Members of the Board of Directors and Board of Commissioners are required to provide information to the Company regarding their ownership and any changes in share ownership. This information must be submitted no later than five (5) working days after the occurrence of ownership or any change in the ownership of the Company's shares.

Berikut ini adalah pelaporan transaksi pembelian dan/atau penjualan saham yang dilakukan oleh Direksi Perseroan sepanjang tahun 2024:

Below is the report on share purchase and/or sale transactions conducted by the Company's Board of Directors throughout 2024:

No	Nama Name	Tanggal Transaksi Transaction Date	Jenis Transaksi Transaction Type	Jumlah Saham Sebelum transaksi Number of Shares Before Transaction	Jumlah transaksi Transaction Volume	Jumlah Saham Setelah transaksi Number of Shares After Transaction	Harga (Rp) Price (IDR)	Tujuan Transaksi Transaction Purpose	Tanggal Pelaporan ke OJK Reporting Date to OJK
Presiden Direktur President Director									
1	Tatang Nurhidayat	8 Mei 2024 8 May 2024	Beli Buy	132.000	27.000	159.000	1.165	Investasi Investment	17 Mei 2024 17 May 2024
		13 Mei 2024 13 May 2024	Beli Buy	159.000	6.000	165.000	1.045		
		14 Mei 2024 14 May 2024	Beli Buy	165.000	3.500	168.500	1.040		
		30 Mei 2024 30 May 2024	Beli Buy	168.500	19.000	187.500	1.030	Investasi Investment	7 Juni 2024 7 June 2024
		4 Juni 2024 4 June 2024	Beli Buy	187.500	2.500	190.000	1.040		
		5 Juni 2024 5 June 2024	Beli Buy	190.000	3.000	193.000	1.040		

No	Nama Name	Tanggal Transaksi Transaction Date	Jenis Transaksi Transaction Type	Jumlah Saham Sebelum transaksi Number of Shares Before Transaction	Jumlah transaksi Transaction Volume	Jumlah Saham Setelah transaksi Number of Shares After Transaction	Harga (Rp) Price (IDR)	Tujuan Transaksi Transaction Purpose	Tanggal Pelaporan ke OJK Reporting Date to OJK
		12 Juni 2024 12 June 2024	Beli Buy	193.000	19.800	212.800	1.025	Investasi Investment	21 Juni 2024 21 June 2024
		13 Juni 2024 13 June 2024	Beli Buy	212.800	700	213.500	1.030		
		14 Juni 2024 14 June 2024	Beli Buy	213.500	19.500	233.000	1.005		
		19 Juni 2024 19 June 2024	Beli Buy	233.000	11.500	244.500	1.000		
		9 Oktober 2024 9 October 2024	Beli Buy	244.500	40.500	285.000	1.050	Investasi Investment	17 Oktober 2024 17 October 2024
		10 Oktober 2024 10 October 2024	Beli Buy	285.000	5.000	290.000	1.045		
		31 Oktober 2024 31 October 2024	Beli Buy	290.000	10.000	300.000	1.135	Investasi Investment	8 November 2024 8 November 2024
			Beli Buy	300.000	10.000	310.000	1.125		
		1 November 2024 1 November 2024	Beli Buy	310.000	1.000	311.000	1.125		
		4 November 2024 4 November 2024	Beli Buy	311.000	24.000	335.000	1.100		
			Beli Buy	335.000	50.000	385.000	1.095		
		5 November 2024 5 November 2024	Beli Buy	385.000	7.500	392.500	1.080		
			Beli Buy	392.500	7.500	400.000	1.090		
			Beli Buy	400.000	10.000	410.000	1.075		
		6 November 2024 6 November 2024	Beli Buy	410.000	9.500	419.500	1.075		
		11 November 2024 11 November 2024	Beli Buy	419.500	5.500	425.000	1.065	Investasi Investment	19 November 2024 19 November 2024
		14 November 2024 14 November 2024	Beli Buy	425.000	5.000	430.000	1.065		
		15 November 2024 15 November 2024	Beli Buy	430.000	5.000	435.000	1.060		
		15 November 2024 15 November 2024	Beli Buy	435.000	2.500	437.500	1.055		

No	Nama Name	Tanggal Transaksi Transaction Date	Jenis Transaksi Transaction Type	Jumlah Saham Sebelum transaksi Number of Shares Before Transaction	Jumlah transaksi Transaction Volume	Jumlah Saham Setelah transaksi Number of Shares After Transaction	Harga (Rp) Price (IDR)	Tujuan Transaksi Transaction Purpose	Tanggal Pelaporan ke OJK Reporting Date to OJK
		18 November 2024 18 November 2024	Beli Buy	437.500	2.500	440.000	1.045	Investasi Investment	28 November 2024 28 November 2024
		22 November 2024 22 November 2024	Beli Buy	440.000	704.000	1.144.000	1.142		
		22 November 2024 22 November 2024	Beli Buy	1.144.000	7.500	1.151.500	1.040		
		10 Desember 2024 10 December 2024	Beli Buy	1.151.500	2.500	1.154.000	1.050	Investasi Investment	18 Desember 2024 18 December 2024
		16 Desember 2024 16 December 2024	Beli Buy	1.154.000	2.500	1.156.500	1.045		
		19 Desember 2024 19 December 2024	Beli Buy	1.156.500	7.500	1.164.000	1.025	Investasi Investment	31 Desember 2024 31 December 2024
		23 Desember 2024 23 December 2024	Beli Buy	1.164.000	5.000	1.169.000	1.020		
			Beli Buy	1.169.000	5.000	1.174.000	1.025		
		24 Desember 2024 24 December 2024	Beli Buy	1.174.000	5.000	1.179.000	1.020		
Direktur Keuangan & Layanan Korporat Finance & Corporate Services Director									
1	Emil Hakim	13 Mei 2024 13 May 2024	Beli Buy	102.000	50.000	152.000	1.050	Investasi Investment	14 Mei 2024 14 May 2024
		22 November 2024 22 November 2024	Beli Buy	152.000	603.600	755.600	1.142	Investasi Investment	28 November 2024 28 November 2024
Direktur Kepatuhan & Manajemen Risiko Compliance & Risk Management Director									
1	Edi Yoga Prasetyo	21 Mei 2024 21 May 2024	Beli Buy	-	117.200	117.200	1.085	Investasi Investment	27 Mei 2024 27 May 2024
			Beli Buy	117.200	50.000	167.200	1.100		
		22 November 2024 22 November 2024	Beli Buy	167.200	413.400	580.600	1.142	Investasi Investment	28 November 2024 28 November 2024

No	Nama Name	Tanggal Transaksi Transaction Date	Jenis Transaksi Transaction Type	Jumlah Saham Sebelum transaksi Number of Shares Before Transaction	Jumlah transaksi Transaction Volume	Jumlah Saham Setelah transaksi Number of Shares After Transaction	Harga (Rp) Price (IDR)	Tujuan Transaksi Transaction Purpose	Tanggal Pelaporan ke OJK Reporting Date to OJK
Direktur Teknik Technical Director									
1	Sudarlin	8 Oktober 2024 8 October 2024	Beli Buy	15.000	20.000	35.000	1.155	Investasi Investment	11 Oktober 2024 11 October 2024
			Beli Buy	35.000	45.000	80.000	1.160		
			Beli Buy	80.000	47.500	127.500	1.150		
		15 November 2024 15 November 2024	Beli Buy	127.500	75.000	202.500	1.050	Investasi Investment	19 November 2024 19 November 2024
		22 November 2024 22 November 2024	Beli Buy	202.500	413.400	615.900	1.142	Investasi Investment	28 November 2024 28 November 2024
Direktur Marketing Asuransi Insurance Marketing Director									
1	Ery Widiatmoko	22 November 2024 22 November 2024	Beli Buy	-	603.600	603.600	1.142	Investasi Investment	28 November 2024 28 November 2024

Secara rutin, Perseroan juga menyampaikan laporan bulanan registrasi kepemilikan saham yang mencakup jumlah saham yang dimiliki oleh 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 mengenai Perubahan Peraturan No. I-E tentang Kewajiban Penyampaian Informasi.

The Company also regularly submits a monthly report on the share ownership registration, which includes the number of shares owned by each member of the Board of Directors and the Board of Commissioners, as stated in PT Bursa Efek Indonesia's Decree of the Board of Directors No. Kep-00066/BEI/09-2022 dated 30 September 2022, regarding the Obligation to Submit Information.

14.

Sistem Pelaporan Pelanggaran
Whistleblowing System

Salah satu upaya pendeteksian tindakan kecurangan atau *fraud*, Perseroan mengimplementasikan *Whistleblowing System* (WBS). WBS merupakan mekanisme untuk mengakomodasi pelaporan atas dugaan pelanggaran yang dilakukan oleh pihak internal atau eksternal yang berkaitan dengan Perseroan terhadap ketentuan eksternal dan internal, *code of conduct*, serta kode etik.

Sebagai dasar atau pedoman pelaksanaan dalam menangani pelaporan dugaan pelanggaran dari stakeholders serta menjamin terselenggaranya mekanisme pelaporan pelanggaran yang efektif, Perseroan telah memiliki Pedoman WBS yang berlaku sesuai dengan SK Direksi No. 06/SKD/06/ERLATPI/II/2022 tanggal 21 Februari 2022.

WBS merupakan salah satu wujud komitmen Perseroan dalam mendukung penerapan Tata Kelola Perusahaan yang Baik (GCG), serta praktik bisnis yang berintegritas.

Setiap Insan Tugu dan pihak eksternal dapat berpartisipasi dalam upaya pencegahan terjadinya pelanggaran dengan melaporkan setiap dugaan pelanggaran yang dilakukan disertai dengan bukti-bukti pendukungnya melalui mekanisme WBS yang disediakan oleh Perseroan.

One of the efforts to detect fraudulent activities, the Company implements a Whistleblowing System (WBS). The WBS is a mechanism designed to accommodate reports of alleged violations committed by internal or external parties related to the Company, against both external and internal regulations, the code of conduct, and the code of ethics.

As a basis or guideline for handling alleged violation reports from stakeholders and to ensure the effective operation of the reporting mechanism, the Company has established WBS Guidelines, which are in effect in accordance with the Board of Directors Decree No. 06/SKD/06/ERLATPI/II/2022 dated February 21, 2022.

The WBS is the manifestation of one of the Company's commitments to supporting the implementation of Good Corporate Governance (GCG) and conducting business practices with integrity.

Every member of Tugu and external parties can participate in preventing violations by reporting any suspected misconduct, along with supporting evidence, through the WBS mechanism provided by the Company.

Kanal-Kanal dan Cara Penyampaian Dugaan Pelanggaran melalui WBS
Channels and Methods for Reporting Alleged Violations through the WBS

Seluruh pihak, baik internal maupun eksternal Perseroan, dapat menyampaikan laporan dugaan pelanggaran disertai dengan bukti-bukti pendukung melalui kanal-kanal WBS yang disediakan Perseroan, sebagai berikut:

Clean 1 – apabila terlapor adalah pekerja Perseroan selain Dewan Komisaris dan Direksi

Email : clean1@tugu.com
Website : https://tugu.com/aduanlaporan?type=1&lang=id
Surat : Ditujukan ke Direksi PT Asuransi Tugu Pratama Indonesia Tbk
(Up: Tim Penanganan Pelaporan Pelanggaran)

All parties, both internal and external to the Company, may submit reports of alleged violations accompanied by supporting evidence through the WBS channels provided by the Company, as follows:

Clean 1 – if the reported party is an employee of the Company other than the Board of Commissioners and the Board of Directors

Email : clean1@tugu.com
Website : https://tugu.com/aduanlaporan?type=1&lang=id
Letter : Addressed to the Board of Directors of PT Asuransi Tugu Pratama Indonesia Tbk
(Attn: Violation Reporting Handling Team)

Clean 2 – apabila terlapor adalah Direksi, Dewan Komisaris, dan organ Pendukung Dewan Komisaris

Email : clean2@tugu.com
Website : https://tugu.com/aduanlaporan?type=2&lang=id
Surat : Ditujukan ke Komisaris PT Asuransi Tugu Pratama Indonesia Tbk (Up: Tim Penanganan Pelaporan Pelanggaran)

Selain itu, laporan juga dapat disampaikan ke kanal-kanal WBS PT Pertamina (Persero), yaitu dengan alamat:

Website : https://pertaminaclean.tipoffs.info
E-mail : pertaminaclean@tipoffs.com.sg
WA : +62 811-1067-9111
Telp : 135 ext. 5 atau 021-23507051
Faksimili : (021) 381 5912
Surat : Tip-offs Anonymous Pertamina Clean P.O. Box 2600 JKP 10026

Clean 2 – if the reported party is a member of the Board of Directors, the Board of Commissioners, or a supporting body of the Board of Commissioners

Email : clean2@tugu.com
Website : https://tugu.com/aduanlaporan?type=2&lang=id
Letter : Addressed to the Commissioner of PT Asuransi Tugu Pratama Indonesia Tbk (Attn: Violation Reporting Handling Team)

Additionally, reports may also be submitted to the PT Pertamina (Persero) WBS channels, at the following address:

Website : https://pertaminaclean.tipoffs.info
E-mail : pertaminaclean@tipoffs.com.sg
WhatsApp : +62 811-1067-9111
Phone : 135 ext. 5 or 021-23507051
Fax : (021) 381 5912
Letter : Tip-offs Anonymous Pertamina Clean, P.O. Box 2600 JKP 10026

Mekanisme Penanganan Laporan Dugaan Pelanggaran

Whistleblowing Report Handling Mechanism

1. Pelapor menyampaikan laporan disertai bukti-bukti pendukung melalui kanal-kanal WBS yang tersedia;
2. Tim Penanganan Pelaporan menerima dan menelaah laporan;
3. Apabila bukti-bukti pendukung dianggap cukup, Tim Penanganan Pelaporan menindaklanjuti laporan tersebut, atau meneruskan ke fungsi-fungsi yang relevan untuk ditindaklanjuti;
4. Hasil tindak lanjut laporan kemudian disampaikan ke Direksi dan Komite Audit.

Laporan dugaan pelanggaran yang disampaikan melalui kanal-kanal *Clean 2* akan diterima dan ditentukan tindak lanjutnya oleh Dewan Komisaris.

Laporan dugaan pelanggaran yang disampaikan melalui kanal-kanal WBS PT Pertamina (Persero) akan ditelaah dan ditindaklanjuti oleh Fungsi WBS di PT Pertamina (Persero), dengan berkoordinasi dengan pihak Perseroan apabila diperlukan.

Tim Penanganan Pelaporan Pelanggaran dikoordinasikan oleh Internal Audit Group Head.

1. The whistleblower submits whistleblowing report accompanied by supporting evidence through the available WBS channels;
2. The Whistleblowing Report Handling Team receives and reviews the report;
3. If the supporting evidence is deemed sufficient, the Whistleblowing Report Handling Team follows up on the report or forwards it to the relevant functions for further action;
4. The results of the follow-up are then communicated to the Board of Directors and the Audit Committee.

Whistleblowing report submitted through the Clean 2 channels will be received and the appropriate follow-up will be determined by the Board of Commissioners.

Whistleblowing report submitted through the PT Pertamina (Persero) WBS channels will be reviewed and followed up by the WBS Function at PT Pertamina (Persero), in coordination with the Company if necessary.

The Whistleblowing Report Handling Team is coordinated by the Internal Audit Group Head.

Ruang Lingkup Pelaporan Dugaan Pelanggaran Melalui Kanal-Kanal WBS

Scope of Whistleblowing Reports Through the WBS Channels

Dugaan-dugaan pelanggaran yang dapat dilaporkan melalui kanal-kanal WBS adalah:

- Korupsi;
- Suap;
- Gratifikasi;
- Benturan Kepentingan;
- Pencurian;
- Kecurangan;
- Pemerasan;
- Pelanggaran Hukum;
- Pelanggaran Kebijakan-Kebijakan Perusahaan;
- Penyalahgunaan Wewenang.

Alleged violations that may be reported through the available WBS are:

- Corruption;
- Bribery;
- Gratification;
- Conflict of Interest;
- Theft;
- Fraud;
- Extortion;
- Legal Violations;
- Violations of Company Policies;
- Abuse of Power.

Perlindungan bagi Pelapor

Protection for Whistleblower

Perseroan merahasiakan identitas Pelapor, sebagai bagian dari upaya dalam memberikan perlindungan bagi Pelapor dari tindakan yang merugikan Pelapor, serta untuk mendorong keberanian melaporkan pelanggaran. Selain itu, kanal-kanal WBS yang tersedia juga telah memungkinkan untuk dilakukan pelaporan secara anonim.

The Company keeps the identity of the whistleblower confidential as part of its efforts to protect whistleblowers from any actions that might harm them, as well as to encourage the courage to report violations. In addition, the available WBS channels also allow for anonymous reporting.

Sanksi/Tindak Lanjut atas Laporan Dugaan Pelanggaran

Sanctions/Follow-Ups of Whistleblowing Report

Perseroan memberikan sanksi sesuai ketentuan yang berlaku atas pelanggaran yang terbukti, sehingga dapat memberikan efek jera bagi pelaku pelanggaran maupun pihak lain yang memiliki niat melakukan pelanggaran.

The Company imposes sanctions in accordance with applicable regulations for proven violations, in order to deter both the violators and others who may intend to commit violations.

Realisasi Pelaporan Dugaan Pelanggaran Melalui WBS Tahun 2024

Realization of Reporting of Alleged Violations Through WBS in 2024

Selama tahun 2024, terdapat 2 (dua) laporan yang diterima dan ditindaklanjuti oleh Perusahaan melalui kanal WBS Perseroan.

During 2024, the Company received and followed up on 2 (two) reports through its WBS channels.

Segenap Insan Tugu Insurance senantiasa menjadikan WBS sebagai salah satu fungsi kontrol dan mitigasi terhadap risiko dan potensi pelanggaran.

All Tugu Insurance personnel consistently consider the WBS as one of the key functions for controlling and mitigating risks and potential violations.

15.

Kebijakan Antikorupsi

Anticorruption Policy

Seluruh insan Perseroan terus berperan aktif dalam upaya pencegahan dan pemberantasan praktik Korupsi, Kolusi, dan Nepotisme (KKN) serta Gratifikasi. Tugu Insurance menunjukkan komitmen penuh dalam mendukung langkah-langkah ini melalui berbagai program yang telah direalisasikan. Komitmen nyata Perseroan diwujudkan melalui penyempurnaan sistem dan prosedur pengadaan barang dan jasa, perbaikan kebijakan operasional, penerapan sistem pelaporan pelanggaran (*whistleblowing system*), serta penolakan terhadap praktik gratifikasi.

All Company personnel actively participate in preventing and eradicating Corruption, Collusion, Nepotism (KKN), and Gratification practices. Tugu Insurance is fully committed to supporting these efforts through the implementation of various programs. This commitment is demonstrated through enhancements to the goods and services procurement system and procedures, updates to operational policies, implementation of the whistleblowing system, and a firm stance against gratification practices.

Dalam aktivitas sehari-hari, seluruh pegawai Tugu Insurance diwajibkan untuk menerapkan nilai-nilai perusahaan, salah satunya adalah AMANAH (*Clean*), yaitu bekerja dengan integritas dan menjunjung tinggi kode etik perusahaan serta bisnis. Upaya preventif juga dilakukan melalui publikasi pengumuman penolakan praktik gratifikasi di situs web perusahaan menjelang perayaan hari besar keagamaan.

In daily operations, all Tugu Insurance employees are required to uphold the company's values, including AMANAH (Clean)—working with integrity and adhering to the company's code of conduct and business ethics. Preventive measures are also taken by posting announcements rejecting gratification practices on the company's website ahead of religious celebrations.

Komitmen dan kebijakan Antikorupsi Tugu Insurance telah dituangkan dalam Panduan Umum Tata Kelola Perusahaan, yang mencakup:

- Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct* atau CoC);
- Pedoman *Whistleblowing System* (WBS);
- Pedoman Pencegahan Pelanggaran 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.

Tugu Insurance's Anti-Corruption policy and commitment are outlined in the Company's General Guidelines on Good Corporate Governance (GCG), including:

- The Systematic Guidelines for Business Ethics and Code of Conduct;
- Whistleblowing System Guidelines;
- Guidelines for Preventing Violations of Conflict of Interest (CoI);
- Gratification Guidelines;
- Report of State Administrators' Assets (LHKPN) Guidelines;
- Goods and Services Procurement Guidelines;
- Anti-Bribery Management System (SMAP) Guidelines – ISO 37001:2016.

Berdasarkan kebijakan tersebut, Perseroan secara konsisten melakukan penyempurnaan dan evaluasi efektivitas setiap tahunnya. Dalam melaksanakan tugas dan tanggung jawab, seluruh insan Perseroan wajib memahami dan mematuhi setiap ketentuan terkait tindak pidana korupsi yang tercantum dalam Panduan Umum Tata Kelola.

Based on these policies, the Company continuously improves and evaluates their effectiveness annually. In carrying out their duties, every Tugu Insurance employee must understand and comply with all provisions related to corruption, as stated in the GCG General Guidelines.

Berikut ini adalah uraian program dan prosedur yang diterapkan Perseroan dalam mengatasi praktik korupsi, balas jasa (*kickbacks*), penipuan (*fraud*), suap, dan/atau gratifikasi.

Below are the programs and procedures implemented to address corruption, kickbacks, fraud, bribery, and/or gratification within the Company.

15.A

Pedoman Pencegahan Pelanggaran Konflik Kepentingan

Guidelines for Preventing Violations of Conflict of Interest

Dalam menjalankan aktivitas bisnisnya, Tugu Insurance berinteraksi dengan berbagai pemangku kepentingan, baik internal maupun eksternal. Dalam interaksi bisnis tersebut, konflik kepentingan kerap kali muncul dan tidak dapat dihindari dalam operasional sehari-hari. Oleh karena itu, untuk menjaga integritas hubungan bisnis Perusahaan, diperlukan pengaturan yang jelas terkait konflik kepentingan serta mekanisme pelaporannya di lingkungan PT Asuransi Tugu Pratama Indonesia Tbk.

In the course of its business activities, Tugu Insurance engages with multiple stakeholders, both internal and external. Given the nature of these business interactions, conflicts of interest are inevitable and often arise in daily operations. To ensure the integrity of the Company's business relationships, it is essential to establish clear regulations regarding conflict of interest and its reporting mechanism within PT Asuransi Tugu Pratama Indonesia Tbk.

Pedoman Pencegahan Pelanggaran Konflik Kepentingan

Conflict of Interest Guidelines

Perseroan telah menerbitkan Pedoman Pencegahan Pelanggaran Konflik Kepentingan No. A-001/TCE0030000/2024 Revisi 0 pada 23 September 2024. Pedoman ini memberikan arah dan acuan bagi seluruh Insan Tugu yang berkenaan dengan pencegahan Konflik Kepentingan di Perusahaan, agar sesuai dengan GCG, sehingga dapat mendorong terlaksananya etika bisnis yang tinggi dan mencegah kecurangan serta penyimpangan perilaku lainnya.

The Company has issued the Conflict of Interest Prevention Guidelines No. A-001/TCE0030000/2024 Revision 0 on 24 September 2024. These guidelines provide direction and reference for all Tugu personnel regarding the prevention of conflicts of interest within the Company, in accordance with Good Corporate Governance (GCG) principles, thereby promoting the implementation of high business ethics and preventing fraud and other behavioral deviations.

Bentuk-bentuk Konflik Kepentingan

Terdapat berbagai bentuk konflik kepentingan yang dapat terjadi di lingkungan kerja Insan Tugu diantaranya:

1. Situasi yang menyebabkan seseorang menerima dan/atau memberi gratifikasi yang bertentangan dengan ketentuan Internal Perusahaan dan peraturan perundang-undangan yang menyebabkan adanya suatu keputusan/tindakan yang menguntungkan pihak pemberi gratifikasi;
2. Situasi yang menyebabkan penggunaan kewenangan jabatan untuk kepentingan pribadi/golongan/pihak lain;
3. Rangkap Jabatan saat kondisi pada pengambilan keputusan atau tindakan yang diambil dapat menyebabkan Insan Tugu tidak dapat menjalankan tugas jabatannya secara profesional, independent dan akuntabel dan/atau mengakibatkan adanya keuntungan pribadi/pihak lain yang merugikan Perusahaan;
4. Situasi yang menyebabkan proses pengawasan tidak mengikuti prosedur karena adanya pengaruh dari pihak yang diawasi;
5. Situasi dimana pihak yang melakukan penilaian/audit adalah pihak yang sama dengan pihak yang sedang dinilai/diaudit;

Forms of Conflict of Interest

There are various forms of conflict of interest that may occur in the work environment of Tugu personnel, including:

1. Situations where a person receives and/or gives gratuities that violate the Company's internal regulations and laws, leading to decisions/actions that benefit the provider of the gratuity;
2. Situations where authority is used for personal, group, or third-party interests;
3. Holding multiple positions in circumstances where decision-making or actions taken may prevent Tugu personnel from performing their duties professionally, independently, and accountably, and/or result in personal or third-party benefits that harm the Company;
4. Situations where the supervision process does not follow procedures due to influence from the supervised party;
5. Situations where the person conducting an evaluation or audit is the same party being evaluated or audited.

6. Situasi dan kondisi yang menyebabkan pihak yang melakukan penilaian/audit adalah pihak yang sama dengan pihak yang sedang dinilai/diaudit;
7. Situasi yang memanfaatkan jabatan di Perusahaan untuk kepentingan pekerjaan yang lain di luar Perusahaan sehingga merugikan Perusahaan;
8. Situasi dimana terdapat penyalahgunaan jabatan oleh Insan Tugu yang memiliki hubungan kekeluargaan/ pihak lain yang memiliki kepentingan atas keputusan dan/atau tindakan Insan Tugu sehubungan dengan penyalahgunaan jabatannya di Perusahaan.

Sumber Penyebab Konflik Kepentingan

Beberapa faktor yang dapat memicu terjadinya konflik kepentingan antara lain:
1. Kekuasaan dan kewenangan Insan Tugu;
2. Kepentingan Pribadi *(vested interest)* yaitu keinginan/ kebutuhan Insan Tugu mengenai sesuatu hal yang bersifat pribadi, kepentingan Keluarga Insan Tugu atau Pihak Lain;
3. Rangkap Jabatan tanpa izin atau penugasan dari Perusahaan;
4. Hubungan yang dimiliki oleh Insan Tugu dengan Pihak Lain yang menimbulkan Benturan Kepentingan;
5. Penerimaan atau pemberian gratifikasi yang dilarang sesuai ketentuan internal Perusahaan dan peraturan perundang-undangan.

Deklarasi & Mekanisme Pelaporan

Deklarasi dan mekanisme pelaporan Konflik Kepentingan dilakukan dengan cara sebagai berikut:
1. Deklarasi Konflik Kepentingan dilakukan melalui *Compliance Online System ("COS")* atau dapat menyampaikan email melalui Compliance_Team@ tugu.com. Insan Tugu yang memiliki kondisi Konflik Kepentingan.

2. Insan Tugu atau pihak ketiga yang mengetahui adanya pelanggaran terhadap pedoman Pencegahan Pelanggaran Konflik Kepentingan diwajibkan untuk segera melaporkannya beserta bukti pendukung sesuai dengan ketentuan yang berlaku di Perusahaan. Pelaporan harus dilakukan mengacu pada Pedoman *Whistleblowing System* (WBS). Perusahaan menjamin kerahasiaan serta perlindungan bagi pelapor, baik dari kalangan Insan Tugu maupun pihak ketiga, sesuai dengan Pedoman WBS.

Sanksi

Pelanggaran terhadap Pedoman Pencegahan Pelanggaran Konflik Kepentingan ini akan dikenakan sanksi sesuai dengan ketentuan yang berlaku di Perusahaan.

6. Situations and conditions where the evaluating/ auditing party is the same as the party being evaluated/audited.
7. Situations where a position within the Company is used for external work that disadvantages the Company.

8. Situations involving abuse of position by Tugu personnel who have family ties or relationships with parties having an interest in decisions and/or actions related to the misuse of their position within the Company.

Sources of Conflict of Interest

Several factors that may trigger conflicts of interest include:
1. Power and authority held by Tugu personnel.
2. Personal interests (vested interest), including personal desires/needs of Tugu personnel, interests of their family, or other parties.

3. Holding multiple positions without permission or assignment from the Company.
4. Relationships between Tugu personnel and other parties that create a conflict of interest.
5. Receiving or giving prohibited gratuities as per the Company's internal regulations and applicable laws.

Declaration & Reporting Mechanism

The declaration and reporting mechanism for Conflict of Interest is carried out as follows:
1. Conflict of Interest Declaration must be submitted through the Compliance Online System (COS) or via email at Compliance_Team@tugu.com. Tugu personnel who have a Conflict of Interest must report it accordingly.

2. Tugu personnel or third parties who are aware of violations of the Guidelines for Preventing Violations of Conflict of Interest are required to report them immediately, along with supporting evidence, in accordance with the Company's regulations. Reporting must follow the Whistleblowing System (WBS) Guidelines. The Company ensures confidentiality and protection for whistleblowers, whether they are Tugu personnel or third parties, in line with the WBS Guidelines.

Sanctions

Violations of the Guidelines for Preventing Violations of Conflict of Interest will be subject to sanctions in accordance with the applicable regulations within the Company.

15.B

Pedoman Gratifikasi
Gratification Guidelines

Gratifikasi adalah pemberian, penerimaan, dan/atau permintaan dalam arti luas, yang mencakup hadiah/cinderamata dan hiburan (*entertainment*) kepada Insan Tugu, baik yang diterima di dalam maupun di luar negeri, serta dilakukan melalui sarana elektronik maupun tanpa menggunakan sarana elektronik. Gratifikasi sering kali menjadi pelanggaran yang sulit dihindari dan menjadi perhatian utama Perseroan, karena sifatnya yang dapat mengarah pada tindak pidana suap dan/atau korupsi.

Gratuities refer to gifts and/or receipts in a broad context, including gifts/souvenirs and entertainment provided to Tugu Personnel, whether domestically or internationally, through electronic means or otherwise. Gratuities often pose challenges and are a key concern for the Company due to their potential to lead to bribery and/or corruption.

Hadiah/Cinderamata merujuk pada segala bentuk pemberian dan/atau penerimaan dalam arti luas yang ditujukan kepada Insan Tugu.

Gifts/Souvenirs are any form of gifts and/or receipts in a broad sense, offered to Tugu Personnel.

Hiburan (*entertainment*) mencakup segala hal yang berbentuk kata-kata, tempat, benda, atau perilaku yang, secara logis dan wajar, bersifat menghibur dan menyenangkan hati. Hiburan ini dinikmati bersama Pemberi, termasuk namun tidak terbatas pada musik, film, opera, drama, permainan, olahraga, dan wisata.

Entertainment encompasses various elements such as words, venues, objects, or actions that, based on reasonable logic, are deemed entertaining and enjoyable. These are shared experiences with the Giver and include, but are not limited to, music, films, opera, drama, games, sports, and tourism.

Pedoman Gratifikasi
Gratification Guideline

Pedoman Gratifikasi dianggap penting untuk mencegah terjadinya pelanggaran dan mengurangi peluang tindak pidana suap. Sebagai langkah preventif, Perseroan telah menerbitkan Pedoman Gratifikasi yang pertama kali ditetapkan pada 1 Juli 2014 melalui Surat Keputusan Direksi (SKD) No. 018/SKD/TPI/VII/2014. Pedoman ini kemudian diperbarui melalui Revisi Ke-1 dengan Pedoman No. A-008/9100/2017 pada 5 Desember 2017, dan diberlakukan dengan SKD No. 011/SKD/CSG/TPI/II/2018 pada 7 Februari 2018. Kemudian pedoman ini direvitalisasi melalui SKD No. 65/SKD/06/ERL-ATPI/VIII/2021 pada 31 Agustus 2021 dengan Pedoman Pengendalian Gratifikasi No. A-001/6500/2021 Revisi Ke-2 tertanggal 28 Juli 2021. Terakhir Pedoman ini direvitalisasi dengan Pedoman Pengendalian Gratifikasi No. A-006/6440/2024 Revisi Ke-3 tertanggal 3 Juli 2024.

The Gratification Guidelines are considered essential to prevent violations and reduce the risk of bribery. As a preventive measure, the Company first issued the Gratification Guidelines on 1 July 2014, through Board of Directors Decree (SKD) No. 018/SKD/TPI/VII/2014. The guidelines were later updated through the 1st Revision, documented as Guideline No. A-008/9100/2017 on December 5, 2017, and enforced through SKD No. 011/SKD/CSG/TPI/II/2018 on 7 February 2018. Further, the guidelines were revitalized under SKD No. 65/SKD/06/ERL-ATPI/VIII/2021 on August 31, 2021, with the issuance of the Gratification Control Guidelines No. A-001/6500/2021 (2nd Revision) dated 28 July 2021. The most recent revitalization was carried out with the Gratification Control Guidelines No. A-006/6440/2024 (3rd Revision) dated 3 July 2024.

Ruang lingkup Pedoman Gratifikasi mencakup mengenai hal-hal yang terkait dengan kebijakan Gratifikasi, antara lain dalam hal pemberian, penerimaan, dan penolakan klasifikasi Gratifikasi dan sanksi serta mengatur batasan penerimaan dan pemberian, termasuk pemberian atas permintaan pihak ketiga. Pedoman ini juga mengatur prinsip kehati-hatian terkait potensi benturan kepentingan

The scope of the Gratification Guidelines covers aspects related to gratification policies, including the giving, receiving, and rejection of different classifications of gratification, applicable sanctions, as well as limits on acceptance and giving, including requests made by third parties. These guidelines also regulate prudence principles concerning potential conflicts of interest and gratification

dan permintaan Gratifikasi serta mekanisme pelaporan di lingkungan Perseroan. Sebagai acuan, Pedoman Gratifikasi berlaku bagi seluruh Insan Tugu, Anak Perusahaan, dan Afiliasi.

Fungsi Compliance bertanggung jawab atas sosialisasi dan implementasi pedoman ini. Tujuan penerapan Pedoman Gratifikasi di antaranya:

1. Memberikan pemahaman dan kepatuhan seluruh Insan Tugu terhadap ketentuan gratifikasi;
2. Memberikan arahan 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 Perusahaan yang bebas dari segala bentuk Korupsi, Kolusi dan Nepotisme (KKN); dan
6. Membentuk lingkungan organisasi yang sadar dan terkendali dalam penanganan praktik Gratifikasi sehingga prinsip keterbukaan dan akuntabilitas dalam menjalankan kegiatan operasional dan bisnis Perusahaan dapat diimplementasikan dengan baik.

Pedoman ini secara berkala disempurnakan dan dievaluasi penerapannya sesuai perkembangan model bisnis Perseroan. Pedoman ini berlaku di Internal Tugu Insurance dan dapat dijadikan acuan bagi anak Perusahaan dan Afiliasi.

requests, along with reporting mechanisms within the Company. As a reference, the Gratification Guidelines apply to all Tugu personnel, subsidiaries, and affiliates.

The Compliance Function is responsible for the socialization and implementation of these guidelines. Objectives of Implementing the Gratification Guidelines include:

1. Ensure understanding and compliance of all Tugu personnel with gratification regulations;
2. Provide guidance and reference for Tugu personnel on the importance of reporting gratification to protect themselves and their families from potential bribery accusations;
3. Serve as a guideline for Tugu personnel to understand, prevent, and mitigate gratification within the Company;
4. Act as a reference for Tugu personnel in taking a firm stance against gratification within the Company to achieve good corporate governance;
5. Establish a corporate environment free from all forms of Corruption, Collusion, and Nepotism (KKN);
6. Create an organizational environment that is aware and controlled in handling gratification practices, ensuring that transparency and accountability principles are well-implemented in the Company's operations and business activities.

This guideline is periodically refined and its implementation evaluated in accordance with the development of the Company's business model. It is applicable internally within Tugu Insurance and may serve as a reference for subsidiaries and affiliates.

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 informasi atau sesuatu hal yang tidak dibenarkan oleh ketentuan peraturan perundang-undangan yang berlaku, atau mempengaruhi pihak dimaksud agar melakukan dan/atau tidak melakukan sesuatu yang berkaitan dengan wewenang/jabatannya. Bentuk-bentuk penerimaan Gratifikasi yang dilarang dan wajib dilaporkan antara lain:

1. Bertentangan dan melebihi batasan ketentuan Gratifikasi yang diperbolehkan dan tidak wajib dilaporkan;

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 at the initiative of others, from any party that has a business relationship with or is a competitor of the Company, with the aim of obtaining information or anything that is not justified by applicable laws and regulations, or to influence the party involved to do and/or not do something related to their authority/position. The following forms of Gratuities are prohibited and must be reported:

1. Contrary to and exceeding the permitted Gratification limits that are not required to be reported;

2. Gratifikasi yang dianggap suap, yaitu merupakan Gratifikasi yang diberikan oleh pihak yang memiliki benturan kepentingan dan dilarang oleh aturan yang berlaku.

Contoh Gratifikasi yang dianggap suap antara lain:
1. 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 dengan telah terpilihnya atau selesainya suatu pekerjaan dan/atau kegiatan lainnya dalam rangka pelaksanaan tugas dan jabatan Insan Tugu yang bersangkutan;
2. Pemberian hadiah/cinderamata dan/atau hiburan (*Entertainment*) yang diterima Insan Tugu atas kerjasama/perjanjian kerja sama dari pihak ketiga;
3. 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;
4. Pemberian hadiah/cinderamata dan/atau hiburan (*Entertainment*) yang diterima Insan Tugu dari pihak ketiga sehubungan dengan kenaikan pangkat dan/atau jabatan baru Insan Tugu;
5. Pemberian dalam bentuk pinjaman bank atau lembaga keuangan lainnya yang diterima karena jabatan dan/atau kewenangan Insan Tugu dan tidak berlaku umum;
6. Kesempatan atau keuntungan, termasuk jumlah/persentase bunga khusus atau diskon komersial yang diterima karena jabatan dan/atau kewenangan Insan Tugu dan tidak berlaku umum;
7. 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*;
8. 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;
9. 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; dan
10. Potongan harga khusus (diskon) pada saat Insan Tugu membeli barang dari pihak ketiga.

2. Gratification considered as bribery, which refers to Gratification given by parties with a conflict of interest and is prohibited under applicable regulations.

Examples of Gratuities that are considered bribes include:
1. 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;
2. Gifts/souvenirs and/or entertainment received by Tugu Personnel for cooperation/cooperation agreements from third parties;
3. Gifts/souvenirs and/or entertainment as a token of appreciation received by Tugu Personnel from third parties related to the work feasibility check process and/or approval/monitoring/supervising of a job process;
4. Gifts/souvenirs and/or entertainment received by Tugu Personnel from third parties in connection with the promotion and/or new positions of Tugu Personnel;
5. 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;
6. 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;
7. 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;
8. 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;
9. 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; and
10. Special discounts when Tugu Personnel buy goods from third parties.

Pemberian Gratifikasi

Seluruh Insan Tugu dan/atau anggota keluarga inti dilarang memberi Gratifikasi kepada pihak ketiga, baik secara langsung maupun tidak langsung. Pemberian oleh Insan Tugu yang diperbolehkan adalah pemberian yang tidak melanggar batasan ketentuan Gratifikasi yang diperbolehkan dan memenuhi kriteria tidak wajib dilaporkan.

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:

1. Pemberian dalam keluarga, yaitu dari 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;
2. Keuntungan atau bunga dari penempatan dana, investasi, atau kepemilikan saham pribadi yang berlaku umum;
3. Manfaat dari koperasi, organisasi kepegawaian, atau organisasi yang sejenis berdasarkan keanggotaan yang berlaku umum;
4. Perangkat atau perlengkapan yang diberikan kepada peserta dalam kegiatan kedinasan seperti seminar, *workshop*, konferensi, pelatihan, atau kegiatan sejenis, yang berlaku umum;
5. 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;
6. Hadiah, apresiasi, atau penghargaan dari kejuaraan, perlombaan, atau kompetisi yang diikuti dengan biaya sendiri dan tidak terkait dengan kedinasan;
7. Penghargaan, baik berupa uang atau barang, yang ada kaitannya dengan peningkatan prestasi kerja yang diberikan oleh pemerintah sesuai dengan peraturan perundang-undangan yang berlaku;
8. Hadiah langsung/undian, diskon/rabat, voucher, point rewards, atau suvenir yang berlaku umum dan tidak terkait kedinasan;
9. Kompensasi atau honor atas profesi di luar kegiatan kedinasan yang tidak terkait dengan tugas dan kewajiban, sepanjang tidak terdapat konflik kepentingan dan tidak melanggar peraturan/kode etik pegawai/pejabat yang bersangkutan;
10. 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 kepentingan, dan tidak melanggar ketentuan yang berlaku di instansi penerima;

Giving Gratuities

All Tugu personnel and/or their immediate family members are prohibited from giving Gratification to third parties, either directly or indirectly. Gratification given by Tugu personnel is only allowed if it does not violate the permitted Gratification limits and meets the criteria for non-reportable Gratification.

Exception in Receiving and Giving Gratuities

There are several forms of receiving and giving Gratuities that are not related to the position and do not contradict the obligations or duties of Tugu Personnel. Therefore, these Gratuities are not required to be reported. The forms of Gratuities that are allowed and not required to be reported are as follows:

1. Gifts within the family such as grandparents, parents, parents-in-law, spouses, 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;
2. Profit or interest from the placement of funds, investment, or personal share ownership that is generally applicable;
3. Benefits from cooperatives, employment organizations, or similar organizations based on generally applicable membership;
4. Equipment or supplies provided to participants in official activities such as seminars, workshops, conferences, training, or similar activities that are generally applicable;
5. Non-monetary gifts that are intended as promotional or socialization tools with logos or messages, as long as they do not involve a conflict of interest and are generally applicable;
6. Prizes, appreciation, or awards from championships, races, or competitions entered at one's own expense and unrelated to official duties;
7. Awards (money or goods) related to improving work performance given by the government in accordance with applicable laws and regulations;
8. Direct gifts/draws, discounts/rebates, vouchers, point rewards, or souvenirs that are generally applicable and not related to official duties;
9. Compensation or honorarium for professions beyond official activities that are not related to duties, as long as there is no conflict of interest and no violation of applicable regulations or codes of ethics;
10. Compensation related to official activities, such as honorarium, transportation, accommodation, and financing determined by the applicable cost standards in the recipient agency, as long as there is no double financing, no conflict of interest, and no violation of applicable provisions;

11. 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;
12. 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;
13. 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;
14. 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;
15. 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;
16. Pemberian berupa hidangan atau sajian yang berlaku umum;
17. 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.

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.

11. Bouquets of flowers given as greetings in events like engagement, marriage, birth, death, aqiqah, baptism, circumcision, tooth cutting, or other traditional/religious ceremonies, farewells, retirement, or promotion;
12. Gifts related to engagement, marriage, birth, aqiqah, baptism, circumcision, tooth cutting, or other ceremonies with a value limit of IDR1,000,000 (one million rupiah) per giver;
13. Gifts related to calamities or disasters experienced by the recipient, their spouse, child, father, mother, father-in-law, or son-in-law, as long as there is no conflict of interest and the gift is fair and reasonable;
14. Gifts from coworkers for welcome or farewell events, retirements, job transfers, or birthdays that are not in the form of money or other exchangeable items, with a maximum value of IDR300,000 per gift per person. Total gifts from the same giver should not exceed IDR1,000,000 in one year, as long as there is no conflict of interest;
15. Gifts from coworkers that are not in the form of money or other exchangeable items and not related to official duties, with a maximum value of IDR200,000 per gift per person. Total gifts from the same giver should not exceed IDR1,000,000 in one year;
16. Gifts in the form of feast or dishes that are generally accepted;
17. Gifts of souvenirs/plaques to agencies in the context of official or state relations, both domestically and abroad, as long as they are not given to individual civil servants or state administrators.

Received Gratuities that have been decided to belong to the Company have alternative utilizations, 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 related to Gratification reporting products;
4. Handed over to Tugu Personnel/Work Units to be used as performance support;
5. Other uses as determined by the Board of Directors.

The Gratification Guideline is binding for all Tugu Personnel with mandatory reporting obligations to the Person Obliged to Report Gratification. Violations of the Gratification Guideline will be subject to sanctions applicable in the Company and may lead to criminal charges in accordance with 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, if requested by the parties concerned.

Limitations on the Gifting of Gratuities Based on Third Party Requests

1. If Tugu Personnel are asked to give gifts/souvenirs and entertainment, they should politely refuse by providing an explanation of the Gratuities policy and regulations applied in the Company to the recipient. This explanation can be conveyed with the assistance of UPG Tugu Insurance, which also serves as a means of socializing the Gratuities policy;
2. If the request involves extortion and/or coercion that could affect the Company's operational and business processes, particularly the Person Obliged to Report Gratuities must immediately report it to their Direct Supervisor. The report can be submitted through the application in the Compliance Online System and/or via email to UPG Tugu Insurance;
3. The Direct Supervisor of the Tugu Personnel involved should immediately coordinate the issue with top management to make a decision on the action to be taken in response to the request. If there is any doubt in decision-making, top management should escalate the issue to higher management, with copies sent to the Compliance function.

15.C

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 (sembilan) prinsip utama, meliputi: Efektif, Ekonomis, Transparan, Bertanggung Jawab, Efisien, Kompetitif, Adil, Kehati-hatian, dan Kemandirian.

Tugu Insurance has conducted the procurement process for goods and services that meet the required standards. This process is carried out through fair competition among suppliers and meets certain conditions based on clear and transparent terms and procedures. The implementation of the procurement management process is based on 9 (nine) main principles, including: Effectiveness, Economy, Transparency, Accountability, Efficiency, Competitiveness, Fairness, Prudence, and Independence.

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. Pengadaan barang dan jasa di masing-masing unit dilakukan oleh Fungsi Pengadaan atau tim tender secara efektif, efisien, dan ekonomis. Kebijakan tersebut juga bertujuan untuk mempercepat proses pengambilan keputusan dan meningkatkan profesionalisme, kemandirian, serta tanggung jawab para perencana, pelaksana, dan pengawas pengadaan barang dan jasa.

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.

Guideline for Goods and Services Procurement

To foster a healthy, orderly, and controlled competitive environment, Tugu Insurance has established Goods and Services Procurement Guidelines. These guidelines contain general policies regarding the procurement process, where the procurement of goods and services in each unit is carried out by the Procurement Function or the tender committee in an effective, efficient, and economical manner. This policy also aims to expedite decision-making processes and enhance the professionalism, independence, and responsibility of the planners, implementers, and supervisors of the procurement of goods and services.

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 follow the ethics of goods and services procurement as outlined below:

- Implement in an orderly manner with a full sense of responsibility, ensuring smoothness and accuracy in achieving the objectives of goods and services procurement;
- Work professionally by upholding honesty, independence, and maintaining confidential information;
- Do not influence one another, either directly or indirectly, leading to unfair competition, a decrease in the quality of the procurement process, and the final results;
- Be accountable for all decisions made within their authority;
- Prevent conflicts of interest from parties involved, directly or indirectly, in the procurement process;
- Prevent financial leakage and losses to the Company;
- Do not abuse authority or engage in collective actions aimed at personal, group, or other parties' benefits that may directly or indirectly harm the Company.

15.D

Laporan Harta Kekayaan Penyelenggara Negara (LKHPN)

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 sesuai dengan Peraturan Komisi Pemberantasan Korupsi (KPK) No. 2 Tahun 2020 tentang Perubahan atas Peraturan KPK No. 7 Tahun 2016 mengenai Tata Cara Pendaftaran, Pemeriksaan, dan Pengumuman Laporan Harta Kekayaan Penyelenggara Negara. Selain 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 jabatan.

Berdasarkan Undang-undang No. 28/1999, Penyelenggara Negara adalah Pejabat Negara yang menjalankan fungsi eksekutif, legislatif, atau yudikatif, serta pejabat lain yang 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 penyelenggaraan negara yang bebas dari praktik korupsi, kolusi, nepotisme, serta perbuatan tercela lainnya. Setiap Penyelenggara Negara dituntut untuk melaporkan kekayaannya melalui formulir LHKPN yang telah disediakan oleh KPK untuk diisi secara jujur, benar, dan lengkap, agar KPK dapat menganalisis, mengevaluasi, serta menilai jumlah, jenis, dan nilai harta kekayaan yang dilaporkan dengan cara yang 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, penyampaian LHKPN sejak 1 Januari 2017 dilaksanakan secara elektronik melalui aplikasi e-LHKPN.

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:

Basic Principles of LHKPN

The Report of State Official Assets (LHKPN) is a list of all the assets of State Officials, documented in the LHKPN form determined by the Corruption Eradication Commission (KPK) as regulated in KPK Regulation No. 2 of 2020 concerning Amendments to KPK Regulation No. 7 of 2016 on Procedures for Registration, Examination, and Announcement of the Report of State Official Assets. Additionally, Law No. 28 of 1999 concerning State Administrators Who are Clean and Free from Corruption, Collusion, and Nepotism ("Law No. 28/1999") mandates that every State Official must report and announce their assets before and after holding office.

Under Law No. 28/1999, State Officials are those holding executive, legislative, or judicial functions, as well as other officials whose main duties and responsibilities are related to state administration in accordance with the prevailing laws and regulations. The examination of LHKPN submitted to the KPK aims to ensure State Officials adhere to the general principles of state governance, which are free from corruption, collusion, nepotism, and other misconduct. Every State Official is required to report their assets via the LHKPN form provided by the KPK, to be filled out honestly, correctly, and completely, allowing the KPK to analyze, evaluate, and assess the total amount, types, and values of the reported assets in a correct, timely, precise, and responsible manner.

Based on KPK Circular No. SE-08/01/10/2016 regarding Technical Guidelines for Submitting and Managing the Report of State Officials' Assets after the enactment of KPK Regulation No. 07 of 2016, the submission of LHKPN, starting from 1 January 2017, is conducted electronically via the e-LHKPN application.

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 includes:

- 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.

- 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/ERLATPI/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 melalui SKD No. 68/SKD/06/ERL-ATPI/IX/2021 yang ditetapkan pada tanggal 28 September 2021 untuk pemberlakuan Pedoman Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) No. A-004/6500/2021 revisi ke-1 (Pedoman LHKPN) dan telah dilakukan revitalisasi Pedoman LHKPN No. A-005/6440/2024 Revisi ke-2 tertanggal 3 Juli 2024 antara lain mengatur tentang pejabat yang wajib lapor LHKPN, waktu dan tata cara penyampaian LHKPN, mekanisme penyampaian e-LHKPN, serta sanksi yang berlaku.

LHKPN Guideline

Tugu Insurance has established the Guidelines for the Obligation to Report State Officials' Wealth (LHKPN Guidelines) to provide a reference for Tugu personnel regarding the implementation of electronic (e-LHKPN) registration, disclosure, and examination. The currently applicable LHKPN Guidelines were enacted through Board of Directors Decree (SKD) No. 12/SKD/CSG/TPI/II/2018 dated 7 February 2018, and later revised through SKD No. 68/SKD/06/ERL-ATPI/IX/2021, issued on 28 September 2021, which established the Guidelines for the Obligation to Submit the State Officials' Wealth Report (LHKPN) No. A-004/6500/2021 (1st Revision). Furthermore, the guidelines were revitalized through LHKPN Guidelines No. A-005/6440/2024 (2nd Revision) dated 3 July 2024, regulating officials required to report LHKPN, the timing and procedures for LHKPN submission, the electronic LHKPN (e-LHKPN) submission mechanisms, and the applicable sanctions.

Penerapan LHKPN di Tugu Insurance

Unit yang bertanggung jawab atas pelaksanaan LHKPN di lingkungan Perusahaan adalah fungsi Kepatuhan. Pejabat yang wajib melaporkan LHKPN adalah:

1. Dewan Komisaris;
2. Dewan Pengawas Syariah;
3. Direksi;
4. *Senior Vice President/Deputy Director/* jabatan setingkat;
5. *Group Head*;
6. *Department Head*;
7. Manager/jabatan setingkat;
8. Kepala Kantor Cabang/PoSS, sesuai dengan Surat Keputusan Direksi yang berlaku.

Waktu dan Tata Cara Penyampaian LHKPN:

1. Pejabat Wajib Lapor harus menyampaikan LHKPN kepada KPK pada saat:
   a. Pengangkatan pertama kali;
   b. Pengangkatan kembali;
   c. Berakhirnya masa jabatan dan pensiun.
   d. Masih menjabat.

2. Penyampaian LHKPN harus dilakukan paling lambat 3 (tiga) bulan terhitung sejak saat pengangkatan pertama/pengangkatan kembali/berakhirnya masa jabatan;

3. Penyampaian LHKPN selama masa jabatan Pejabat Wajib Lapor dilakukan secara periodik setiap 1 (satu) tahun sekali, atas harta kekayaan yang diperoleh sejak tanggal 1 Januari hingga 31 Desember, dan disampaikan 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.

Implementation of LHKPN in Tugu Insurance

The unit responsible for managing the implementation of LHKPN within the Company is the Compliance function. The officials required to report LHKPN are:

1. Board of Commissioners;
2. Sharia Supervisory Board;
3. Board of Directors;
4. Senior Vice President/Deputy Director/ equivalent position;
5. Group Head;
6. Department Head;
7. Manager/equivalent position;
8. Branch Office Head/PoSS, as per the applicable Board of Directors Decision Letter.

Time and Procedure for Submitting LHKPN:

1. Officials must report LHKPN to KPK upon:
   a. First appointment;
   b. Reappointment;
   c. Expiry of term of office and retirement.
   d. While still holding the position.

2. The LHKPN must be submitted no later than 3 (three) months from the time of the first appointment/ reappointment/expiry of office term.

3. LHKPN submission during the term of the Person Obliged to Report must be made periodically every year for assets acquired from 1 January to 31 December, and submitted no later than 31 March of the following year.

Sanction

In the event that a State Official fails to report the e-LHKPN or does not fulfill their obligations related to the LHKPN submission, the Company may impose sanctions on the State Official in accordance with the applicable regulations in the Company.

15.E

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;
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.

Insan Tugu juga menerapkan media sosialisasi lainnya, seperti pemasangan banner-banner dan *digital signage* 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 carried out through face-to-face meetings, email blasts, access via the GCG portal, broadcast messages via WhatsApp Compliance to Tugu Personnel, and socialization through online media such as Zoom Meetings and Microsoft Teams ("MTeams"). Some of the activities include:

1. Training/Socialization on the Effectiveness of Anti-Fraud Control & Implementation in the Insurance Industry in the Digitalization Era;
2. Training/Socialization on Anti-Money Laundering and Combating the Financing of Terrorism (AML-CFT) in Cybercrime, and Implementation of Know Your Customer (KYC) in Insurance Companies.

Tugu personnel also utilize various socialization media, such as installing banners and digital signage related to anti-corruption (including Do and Don't Code of Conduct, Gratification, and Whistleblowing System) in strategic locations frequently accessed by Tugu personnel. The installation of anti-corruption banners is carried out not only at the head office but also at branch offices and Point of Sales Service (PoSS) locations of Tugu Insurance. Preventive efforts are also continued by publishing announcements rejecting gratification practices on the Company's website ahead of major religious celebrations.

16.

Strategi *Anti-Fraud*

Anti-Fraud Strategy

Tindakan kecurangan atau *fraud* dapat terjadi setidaknya akibat 3 (tiga) hal, yaitu tekanan (*pressure*), kesempatan (*opportunity*), dan rasionalisasi (*rationalization*) oleh pelaku. Perseroan menerapkan Strategi Anti-Fraud sebagai bagian dari langkah untuk meminimalisasi risiko *fraud* di Perseroan. Strategi anti-fraud disusun berdasarkan Surat Edaran Otoritas Jasa Keuangan No. 46/SEOJK.05/2017 tentang Pengendalian Fraud, Penerapan Strategi *Anti-Fraud*, dan Laporan Strategi *Anti-Fraud* bagi Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, Perusahaan Reasuransi Syariah, atau Unit Syariah.

Strategi *Anti-Fraud* terdiri dari 4 (empat) pilar yang saling berkaitan, yaitu:
1. Pencegahan;
2. Deteksi;
3. Investigasi, pelaporan, dan sanksi; dan
4. Pemantauan, evaluasi dan tindak lanjut;

Ketentuan Umum dalam Implementasi Strategi *Anti-Fraud*

Implementasi kebijakan ini merupakan bagian dari manajemen risiko perusahaan secara keseluruhan. Efektivitas penerapannya didukung oleh aspek-aspek utama berikut:

- **Pengawasan aktif dari manajemen**, termasuk peran Dewan Komisaris dan Direksi dalam memastikan kebijakan ini berjalan dengan baik;
- **Komitmen *Zero Tolerance* terhadap *fraud***, baik yang berasal dari internal maupun eksternal;
- **Penerapan strategi berbasis empat pilar** dalam pengendalian *fraud*;
- **Peran aktif seluruh unit kerja** dalam mengimplementasikan kebijakan ini sesuai dengan kewenangan masing-masing;
- **Integrasi dengan kebijakan perusahaan lainnya**, seperti manajemen risiko, prinsip *Good Corporate Governance* (GCG), dan sistem pengendalian internal;
- **Penerapan kode etik yang ketat** sebagai pedoman profesionalisme bagi manajemen dan karyawan;
- **Budaya kepatuhan di seluruh jajaran**, dengan memastikan setiap individu bertindak sesuai dengan kebijakan internal maupun regulasi eksternal yang berlaku;
- **Pencegahan benturan kepentingan (Conflict of Interest - COI)** dengan melarang karyawan terlibat dalam aktivitas yang dapat menimbulkan konflik kepentingan.

Fraudulent actions can occur due to at least three factors, namely pressure, opportunity, and rationalization by the perpetrator. The Company implements an Anti-Fraud Strategy as part of the measures to minimize fraud risk within the Company. The anti-fraud strategy is formulated based on the Financial Services Authority Circular Letter No. 46/SEOJK.05/2017 concerning Fraud Control, the Implementation of an Anti-Fraud Strategy, and the Anti-Fraud Strategy Report for Insurance Companies, Islamic Insurance Companies, Reinsurance Companies, Islamic Reinsurance Companies, or Islamic Units.

The Anti-Fraud Strategy consists of four interrelated pillars:

1. Prevention;
2. Detection;
3. Investigation, reporting, and sanctions; and
4. Monitoring, evaluation, and follow-up;

General Provisions in the Implementation of the Anti-Fraud Strategy

The implementation of this policy is part of the overall corporate risk management. Its effectiveness is supported by the following key aspects:

- **Active oversight by management**, including the roles of the Board of Commissioners and the Board of Directors in ensuring that this policy is effectively implemented;
- **A Zero Tolerance commitment toward fraud**, whether it originates internally or externally;
- **The application of a four-pillar** based strategy in fraud control;
- **The active participation of all work units** in implementing this policy in accordance with their respective authorities;
- **Integration with other company policies**, such as risk management, Good Corporate Governance (GCG) principles, and internal control systems;
- **The implementation of a strict code of ethics** as a guideline for professionalism among management and employees;
- **A culture of compliance throughout the organization**, ensuring that each individual acts in accordance with internal policies as well as applicable external regulations;
- **The prevention of conflicts of interest (COI)** by prohibiting employees from engaging in activities that could give rise to such conflicts;

- **Identifikasi bentuk *fraud***, termasuk:
  a. Kecurangan laporan keuangan (*Financial Statement Fraud*);
  b. Penyalahgunaan aset (*Asset Misappropriation*);
  c. Korupsi (*Corruption*);
- **Pendidikan dan pelatihan tentang *fraud*** secara berkala, minimal satu kali dalam setahun, guna meningkatkan pemahaman risiko *fraud*.

Kesadaran *Anti-Fraud*

Untuk meningkatkan kesadaran (*awareness*) atas anti-fraud bagi para pekerja, Perseroan melakukan langkah-langkah, seperti *sharing session* terkait *anti-fraud* dan *whistleblowing system* (WBS) secara berkala bagi seluruh pekerja di lingkungan group perusahaan, serta pemasangan banner berisi informasi *anti-fraud* dan WBS di tempat-tempat yang strategis di lingkungan kantor Perseroan.

Tujuan Implementasi Strategi *Anti-Fraud*

Strategi Anti Fraud diimplementasikan dengan tujuan untuk:

1. Meningkatkan sistem pengendalian internal sehingga dapat mewujudkan Tata Nilai AKHLAK yang telah ditetapkan oleh perusahaan;
2. Sebagai bentuk penegasan kebijakan dari Perusahaan bahwa kecurangan (*Fraud*) merupakan bentuk tindak kejahatan dan tindakan yang tidak bermoral khususnya dalam organisasi Perusahaan.

Dengan implementasi strategi ini, Perseroan menegaskan komitmennya untuk menciptakan lingkungan kerja yang bersih, transparan, dan bebas dari segala bentuk *fraud*, serta memastikan keberlanjutan dan integritas bisnis perusahaan dalam jangka panjang.

- **Identification of types of fraud**, including:
  a. Financial Statement Fraud;
  b. Asset Misappropriation;
  c. Corruption;
- **Regular education and training on fraud**, at least once a year, to enhance the understanding of fraud risks.

Anti-Fraud Awareness

To enhance anti-fraud awareness among employees, the Company takes measures such as regularly sharing sessions on anti-fraud and the whistleblowing system (WBS) for all employees within the Company Group, as well as installing banners containing anti-fraud and WBS information in strategic locations throughout the Company's office premises.

Purpose of Implementing the Anti-Fraud Strategy

The Anti-Fraud Strategy is implemented with the following objectives:

1. To enhance the internal control system so that the AKHLAK Values established by the Company can be realized;
2. To affirm the Company's policy that fraud constitutes a criminal act and immoral behavior, especially within the Company's organization.

Through the implementation of this strategy, The Company reaffirms its commitment to creating a clean, transparent, and fraud-free work environment, as well as ensuring the long-term sustainability and integrity of the company's business.

17.

Program Anti Pencucian Uang (APU) dan Pencegahan Pendanaan Terorisme (PPT)

Anti-Money Laundering (AML) and Counter-Terrorism Financing (CTF) Program

Dengan semakin berkembangnya produk dan layanan jasa keuangan, didukung oleh kemajuan teknologi informasi, risiko yang dihadapi oleh perusahaan juga semakin kompleks. Salah satu risiko utama adalah tindak kejahatan Pencucian Uang dan/atau Pendanaan Terorisme, yang dapat berdampak negatif bagi perusahaan maupun negara. Untuk mengatasi risiko ini, Tugu Insurance menerapkan Program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU-PPT) yang mencakup kebijakan, prosedur, dan regulasi yang jelas serta berlaku bagi seluruh pihak terkait.

Tujuan dan Ruang Lingkup

Program APU-PPT bertujuan untuk mengidentifikasi, menilai, memitigasi, dan memahami risiko yang berkaitan dengan tindak pidana pencucian uang dan pendanaan terorisme. Ruang lingkup program ini mencakup implementasi APU-PPT di lingkungan Tugu Insurance, khususnya dalam mengenali profil pelanggan serta mengidentifikasi potensi Transaksi Keuangan Mencurigakan (TKM).

Indikasi adanya tindak pidana pencucian uang dan pendanaan terorisme dapat dikenali melalui transaksi keuangan yang mencurigakan, baik dalam bentuk transaksi tunai maupun non-tunai dengan jumlah besar atau karakteristik tertentu yang dianggap tidak wajar. Pedoman dalam penerapan APU-PPT di Tugu Insurance merujuk pada:

- Undang-Undang No. 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang;
- Peraturan Otoritas Jasa Keuangan (POJK) No. 12/POJK.01/2017 tentang Penerapan Program APU-PPT di Sektor Jasa Keuangan;
- Peraturan Otoritas Jasa Keuangan (POJK) No. 23/POJK.01/2019 tentang Perubahan atas POJK 12/2017;
- Peraturan Otoritas Jasa Keuangan (POJK) No. 8 Tahun 2023 tentang Penerapan Program Anti Pencucian Uang (APU), Pencegahan Pendanaan Terorisme (PPT), dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal (PPPSPM) di Sektor Jasa Keuangan.

As financial products and services continue to evolve, supported by advancements in information technology, companies face increasingly complex risks. One of the primary risks is the crime of Money Laundering and/or Terrorism Financing, which can negatively impact both the company and the state. To mitigate this risk, Tugu Insurance has implemented the Anti-Money Laundering and Counter-Terrorism Financing (AML-CTF) Program, which includes clear policies, procedures, and regulations applicable to all relevant parties.

Objectives and Scope

The AML-CTF Program aims to identify, assess, mitigate, and understand risks associated with money laundering and terrorism financing crimes. The scope of this program includes AML-CTF implementation within Tugu Insurance, particularly in recognizing customer profiles and identifying potential Suspicious Financial Transactions (SFT).

Indications of money laundering and terrorism financing crimes can be identified through suspicious financial transactions, either in cash or non-cash transactions of significant amounts or with specific characteristics deemed unusual. The AML-CTF implementation guidelines at Tugu Insurance refer to:

- Law No. 8 of 2010 on the Prevention and Eradication of Money Laundering Crimes;
- Financial Services Authority Regulation (POJK) No. 12/POJK.01/2017 on the Implementation of AML-CTF Programs in the Financial Services Sector;
- Financial Services Authority Regulation (POJK) No. 23/POJK.01/2019 on Amendments to POJK 12/2017;
- Financial Services Authority Regulation (POJK) No. 8 of 2023 concerning Implementation of Anti-Money Laundering (AML) Programs, Prevention of Terrorism Financing (PTF), and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (PFPWMD) in the Financial Services Sector.

Kewajiban Penerapan APU-PPT dan Pengawasan

Sebagai bagian dari kepatuhan terhadap regulasi yang berlaku, Tugu Insurance wajib mengidentifikasi, menilai, dan memahami risiko pencucian uang dan pendanaan terorisme berdasarkan berbagai aspek, termasuk:

- Profil nasabah;
- Area geografis atau yurisdiksi terkait;
- Produk dan jasa yang ditawarkan;
- Jenis transaksi dan jaringan distribusi.

Dalam implementasi Program APU-PPT, Tugu Insurance berkewajiban untuk:

1. Mendokumentasikan seluruh hasil penilaian risiko;
2. Mempertimbangkan berbagai faktor risiko yang relevan;
3. Memutakhirkan penilaian risiko secara berkala;
4. Menyediakan informasi terkait hasil penilaian risiko kepada otoritas yang berwenang.

Penerapan Program APU-PPT

Pelaksanaan Program APU-PPT di lingkungan Tugu Insurance mencakup aspek berikut:

- Pengawasan aktif oleh Direksi dan Dewan Komisaris;
- Penyusunan kebijakan dan prosedur yang komprehensif;
- Penerapan sistem pengendalian internal yang efektif;
- Pemanfaatan sistem informasi, baik manual maupun berbasis teknologi;
- Peningkatan kualitas sumber daya manusia melalui pelatihan berkala.

Kebijakan dan Prosedur

Tugu Insurance menerapkan Program APU-PPT sesuai dengan ketentuan perundang-undangan yang berlaku. Dalam hal ini, perusahaan dilarang untuk:

- Membuka atau memelihara rekening anonym;
- Menggunakan nama fiktif yang tidak sesuai dengan identitas resmi.

Sebagai bagian dari kebijakan yang tidak terpisahkan dari Pedoman APU-PPT, Tugu Insurance menetapkan ketentuan terkait:

1. Identifikasi dan verifikasi nasabah;
2. Identifikasi dan verifikasi *Beneficial Owner* (BO);
3. Langkah-langkah mitigasi terhadap risiko pencucian uang dan pendanaan terorisme.

Pengendalian Internal, Sumber Daya Manusia, dan Pelatihan

Efektivitas Program APU-PPT sangat bergantung pada pengawasan internal yang ketat. Tugu Insurance melaksanakan pengendalian internal dengan langkah-langkah berikut:

- Audit berkala oleh Satuan Kerja Internal Audit;
- Pengujian sampel acak untuk menilai efektivitas implementasi program;
- Dokumentasi dan pemutakhiran indikator transaksi mencurigakan di seluruh unit kerja.

Obligations for AML-CTF Implementation and Supervision

As part of compliance with applicable regulations, Tugu Insurance is required to identify, assess, and understand money laundering and terrorism financing risks based on various aspects, including:

- Customer profile;
- Geographic area or related jurisdiction;
- Offered products and services;
- Type of transactions and distribution network.

In implementing the AML-CTF Program, Tugu Insurance is required to:

1. Document all risk assessment results;
2. Consider various relevant risk factors;
3. Regularly update risk assessments;
4. Provide information on risk assessment results to the competent authorities.

Implementation of the AML-CTF Program

The implementation of the AML-CTF Program at Tugu Insurance encompasses the following aspects:

- Active supervision by the Board of Directors and Board of Commissioners;
- Development of comprehensive policies and procedures;
- Implementation of effective internal control systems;
- Utilization of information systems, both manual and technology-based;
- Enhancement of human resources quality through regular training.

Policies and Procedures

Tugu Insurance enforces the AML-CTF Program in accordance with applicable laws and regulations. In this regard, the company is prohibited from:

- Opening or maintaining anonymous accounts;
- Using fictitious names that do not match official identities.

As part of the policy integrated into the AML-CTF Guidelines, Tugu Insurance establishes provisions related to:

1. Customer identification and verification;
2. Identification and verification of Beneficial Owners (BO);
3. Risk mitigation measures against money laundering and terrorism financing.

Internal Control, Human Resources, and Training

The effectiveness of the AML-CTF Program relies heavily on strict internal supervision. Tugu Insurance implements internal control measures, including:

- Periodic audits by the Internal Audit Unit;
- Random sampling tests to assess program implementation effectiveness;
- Documentation and updating of suspicious transaction indicators across all work units.

Dalam aspek sumber daya manusia, implementasi APU-PPT dilakukan melalui:

- Metode penyaringan (*pre-screening*) bagi calon karyawan sesuai dengan tingkat kompleksitas perusahaan;
- Pemantauan profil pekerja, termasuk perilaku dan gaya hidup yang dapat mengindikasikan risiko tertentu;
- Pelatihan berkala, baik secara *online* (berkolaborasi dengan OJK/PPATK) maupun *offline* (melalui seminar dan *workshop* dengan praktisi profesional).

Penerapan APU-PPT di Jaringan Kantor dan Anak Perusahaan

Tugu Insurance memastikan bahwa kebijakan dan prosedur APU-PPT diterapkan secara menyeluruh di jaringan kantor dan anak perusahaan.

- Apabila kantor cabang atau anak perusahaan berada di negara yang memiliki regulasi APU-PPT lebih ketat daripada POJK, maka perusahaan wajib mengikuti ketentuan di negara tersebut;
- Sebaliknya, jika regulasi negara tempat anak perusahaan lebih longgar dibandingkan POJK atau belum mematuhi standar FATF, maka jaringan kantor dan anak perusahaan harus menerapkan standar APU-PPT yang ditetapkan oleh regulator di Indonesia.

Pelaporan

Sebagai bagian dari kepatuhan terhadap regulasi, Tugu Insurance wajib menyampaikan laporan terkait Program APU-PPT kepada Otoritas Jasa Keuangan (OJK) dan Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK), termasuk:

- Laporan Rencana Kegiatan Pengkinian Data dan Laporan Realisasi Pemutakhiran Data yang disampaikan setiap tahun, paling lambat pada akhir Desember;
- Laporan Transaksi Keuangan Mencurigakan serta laporan lainnya sesuai dengan ketentuan yang ditetapkan oleh PPATK.

Dengan implementasi Program APU-PPT yang sistematis dan berbasis pada regulasi yang berlaku, Tugu Insurance berkomitmen untuk menjaga integritas sistem keuangan, serta mendukung upaya nasional dalam mencegah dan memberantas tindak pidana pencucian uang dan pendanaan terorisme.

Regarding human resources, AML-CTF implementation involves:

- Pre-screening methods for prospective employees according to the company's level of complexity;
- Monitoring employee profiles, including behavior and lifestyle that may indicate potential risks;
- Regular training, conducted both online (in collaboration with OJK/PPATK) and offline (through seminars and workshops with professional practitioners).

AML-CTF Implementation in Branch Offices and Subsidiaries

Tugu Insurance ensures that AML-CTF policies and procedures are comprehensively implemented across branch offices and subsidiaries.

- If a branch office or subsidiary is located in a country with stricter AML-CTF regulations than POJK, the company must comply with that country's regulations;
- Conversely, if the country's regulations are more lenient than POJK or do not adhere to FATF standards, branch offices and subsidiaries must implement the AML-CTF standards set by regulators in Indonesia.

Reporting

As part of regulatory compliance, Tugu Insurance is required to submit reports related to the AML-CTF Program to the Financial Services Authority (OJK) and the Financial Transaction Reports and Analysis Center (PPATK), including:

- Annual Activity Plan Update Reports and Data Update Realization Reports, submitted annually by the end of December;
- Suspicious Financial Transaction Reports and other reports in accordance with the provisions set by PPATK.

Through the systematic implementation of the AML-CTF Program based on applicable regulations, Tugu Insurance is committed to maintaining the integrity of the financial system and supporting national efforts to prevent and combat money laundering and terrorism financing crimes.

18.

Penanganan Keluhan dan Pengaduan Pelanggan

Customer Complaints Handling and Resolution

Sesuai dengan Peraturan Otoritas Jasa Keuangan (OJK) No. 69/POJK.05/2016 tentang Penyelenggaraan Usaha Perusahaan Asuransi, Perusahaan Asuransi Syariah, Perusahaan Reasuransi, dan Perusahaan Reasuransi Syariah, seluruh perusahaan asuransi, termasuk Unit Syariah, diwajibkan untuk menyelesaikan setiap keluhan dan pengaduan yang diajukan oleh pemegang polis, peserta, tertanggung, atau Perusahaan Ceding terkait produk asuransi yang disediakan.

Sebagai bagian dari kepatuhan terhadap regulasi tersebut, Tugu Insurance telah menetapkan pedoman penanganan keluhan dan pengaduan guna memastikan setiap permasalahan pelanggan dapat diselesaikan secara efektif dan transparan. Selain itu, pelanggan yang mengajukan pengaduan wajib menyertakan dokumen pendukung untuk mempercepat proses penyelesaian.

Sarana Komunikasi dan Teknologi Informasi

Sebagai penyedia layanan asuransi, Tugu Insurance berkomitmen untuk menyediakan sarana komunikasi dan informasi yang mudah diakses oleh pemegang polis, peserta, tertanggung, dan Perusahaan Ceding. Dalam rangka memastikan komunikasi yang efektif, Tugu Insurance memiliki berbagai kanal komunikasi, antara lain:

- Alamat surat menyurat;
- Telepon;
- Surat elektronik (email);
- Faksimile;
- Situs web resmi.

Khusus untuk situs web, Tugu Insurance wajib menyajikan informasi berikut:

1. Profil Perusahaan;
2. Ringkasan informasi produk yang dipasarkan;
3. Prosedur dan tata cara transaksi;
4. Daftar agen dan broker aktif;
5. Informasi tata cara pelayanan dan penyelesaian pengaduan;
6. Implementasi sistem tata kelola perusahaan yang dimuat dalam laporan tahunan;
7. Kinerja masing-masing sub-dana investasi perusahaan;
8. Informasi lain yang diwajibkan oleh regulasi atau kebutuhan perusahaan.

In accordance with the Financial Services Authority (OJK) Regulation No. 69/POJK.05/2016 concerning the Business Operations of Insurance Companies, Sharia Insurance Companies, Reinsurance Companies, and Sharia Reinsurance Companies, all insurance companies, including Sharia Units, are required to resolve any complaints and grievances submitted by policyholders, participants, insured parties, or Ceding Companies related to the insurance products provided.

As part of compliance with this regulation, Tugu Insurance has established guidelines for handling complaints and grievances to ensure that every customer issue is resolved effectively and transparently. Additionally, customers filing complaints must provide supporting documents to expedite the resolution process.

Communication and Information Technology Channels

As an insurance service provider, Tugu Insurance is committed to offering accessible communication and information channels for policyholders, participants, insured parties, and Ceding Companies. To ensure effective communication, Tugu Insurance provides multiple communication channels, including:

- Official mailing address;
- Telephone;
- Electronic mail (email);
- Facsimile;
- Official website.

Specifically for the official website, Tugu Insurance is required to present the following information:

1. Company profile;
2. Summary of marketed insurance products;
3. Procedures and transaction guidelines;
4. List of active agents and brokers;
5. Guidelines for customer service and complaint resolution;
6. Corporate governance implementation, as stated in the annual report;
7. Performance of each sub-investment fund managed by the company;
8. Other information mandated by regulations or corporate needs.

Mekanisme Pelayanan dan Penyelesaian Pengaduan Pelanggan

Tugu Insurance bertanggung jawab untuk menangani dan menyelesaikan pengaduan pelanggan sebelum eskalasi ke pihak lain. Dalam prosesnya, perusahaan menerapkan prinsip aksesibilitas, independensi, efisiensi, efektivitas, dan keadilan.

Pengaduan dapat disampaikan melalui berbagai jalur, seperti:
- Tatap muka langsung;
- Surat tertulis;
- Email.

Namun, pengaduan yang disampaikan melalui pemberitaan media massa tidak termasuk dalam kategori yang wajib ditindaklanjuti sebagai pengaduan resmi.

Tugu Insurance wajib menindaklanjuti dan menyelesaikan pengaduan pelanggan dalam waktu maksimal 20 hari kerja. Jika diperlukan, jangka waktu ini dapat diperpanjang dalam kondisi berikut:
- Pengaduan terkait transaksi keuangan yang memerlukan verifikasi dokumen secara mendalam;
- Kantor yang menerima pengaduan berbeda dengan lokasi terjadinya permasalahan sehingga terjadi kendala komunikasi;
- Adanya faktor di luar kendali perusahaan, seperti keterlibatan pihak ketiga dalam transaksi pelanggan.

Cakupan Tata Cara Komunikasi dengan Pelanggan

Dalam setiap interaksi dengan pelanggan, Tugu Insurance memastikan bahwa prosedur pelayanan dan penyelesaian pengaduan disajikan dalam format yang jelas, mudah diakses, dan dipahami. Jika hasil analisis menunjukkan bahwa pengaduan terjadi akibat kesalahan dari pihak perusahaan, maka Tugu Insurance berkewajiban untuk menawarkan solusi penyelesaian yang adil.

Sepanjang proses penanganan pengaduan, Tugu Insurance wajib menjaga kerahasiaan informasi pelanggan dan tidak boleh mengungkapkan kepada pihak lain, kecuali kepada OJK dalam rangka penyelesaian pengaduan atau jika diwajibkan oleh regulasi yang berlaku. Pelanggan juga dapat memantau perkembangan status pengaduan melalui Sistem Pelayanan Pelanggan Terintegrasi Sektor Jasa Keuangan yang dikelola oleh OJK.

Customer Complaint Handling and Resolution Mechanism

Tugu Insurance is responsible for handling and resolving customer complaints before escalation to other parties. In the process, the company adheres to the principles of accessibility, independence, efficiency, effectiveness, and fairness.

Complaints may be submitted through various channels, including:
- Face-to-face meetings;
- Written letters;
- Email.

However, complaints submitted through media publications are not considered formal complaints that require mandatory follow-up.

Tugu Insurance must address and resolve customer complaints within a maximum of 20 working days. If necessary, this timeframe may be extended under the following conditions:
- The complaint involves financial transactions requiring in-depth document verification;
- The office receiving the complaint is different from the location where the issue occurred, leading to communication challenges;
- Factors beyond the company's control, such as the involvement of third parties in customer transactions.

Scope of Customer Communication Procedures

In every interaction with customers, Tugu Insurance ensures that service and complaint resolution procedures are presented in a clear, accessible, and easily understandable format. If an investigation confirms that the complaint arises from an error on the company's part, Tugu Insurance is obligated to offer a fair resolution.

Throughout the complaint handling process, Tugu Insurance is committed to maintaining customer confidentiality and must not disclose information to any third party, except to OJK for complaint resolution purposes or if required by applicable regulations. Customers may also track the status of their complaints through the Integrated Financial Services Sector Customer Service System managed by OJK.

Metode Penyelesaian Pengaduan Pelanggan

Tugu Insurance memiliki beberapa mekanisme dalam menyelesaikan pengaduan pelanggan, antara lain:

1. Penyelesaian secara langsung – Melalui permintaan maaf dan pemberian kompensasi jika diperlukan;
2. Melalui lembaga alternatif penyelesaian sengketa – Jika pengaduan tidak terselesaikan secara langsung, pelanggan dapat mengajukan sengketa ke lembaga penyelesaian yang telah disetujui oleh OJK. Tugu Insurance wajib menjalankan keputusan yang ditetapkan oleh lembaga tersebut.

Unit Kerja Penanganan Keluhan dan Pengaduan

Untuk memastikan efektivitas proses penyelesaian pengaduan, Direksi Tugu Insurance membentuk unit kerja khusus yang bertanggung jawab dalam menangani layanan pelanggan dan penyelesaian sengketa. Pegawai atau pejabat yang ditunjuk dalam unit ini harus memiliki:

- Pemahaman mendalam mengenai produk dan layanan asuransi yang disediakan perusahaan;
- Pengalaman dalam bidang layanan pelanggan;
- Wewenang untuk mengambil keputusan terkait penyelesaian pengaduan.

Komitmen terhadap Kepuasan Pelanggan

Sebagai perusahaan asuransi yang berorientasi pada kepuasan pelanggan, Tugu Insurance berkomitmen untuk menyediakan pedoman dan prosedur yang jelas dalam menangani setiap keluhan dan pengaduan. Dengan penerapan sistem yang transparan dan profesional, diharapkan pelanggan merasa dihormati, dihargai, serta mendapatkan solusi terbaik atas permasalahan yang dihadapi.

Customer Complaint Resolution Methods

Tugu Insurance employs several mechanisms for resolving customer complaints, including:

1. Direct resolution – Through an apology and compensation if deemed necessary;
2. Alternative dispute resolution institutions – If a complaint cannot be resolved directly, the customer may escalate the dispute to an OJK-approved dispute resolution institution. Tugu Insurance is obligated to comply with the decision issued by such institutions.

Complaint Handling and Resolution Unit

To ensure an effective complaint resolution process, the Board of Directors of Tugu Insurance has established a dedicated unit responsible for customer service and dispute resolution. Employees or officials appointed to this unit must possess:

- In-depth knowledge of the company's insurance products and services;
- Experience in customer service;
- Authority to make decisions regarding complaint resolution.

Commitment to Customer Satisfaction

As a customer-oriented insurance company, Tugu Insurance is committed to providing clear guidelines and procedures for handling complaints and grievances. By implementing a transparent and professional system, the company aims to ensure that customers feel respected, valued, and receive the best possible solutions to their concerns.

19.

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 untuk menerapkan Pedoman Tata Kelola Perusahaan Terbuka yang mencakup 5 (lima) aspek, 8 (delapan) prinsip tata kelola perusahaan yang baik, serta 25 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.

Tugu Insurance, as a public company, is committed to implementing the Governance Guidelines for Public Companies, which include 5 (five) aspects, 8 (eight) principles of good corporate governance, and 25 recommendations for the implementation of aspects and principles of good corporate governance, as outlined in OJK Regulation No. 21/POJK.04/2015 concerning the Implementation of Governance Guidelines for Public Companies and OJK Circular Letter No. 32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies.

Penerapan Pedoman Tata Kelola Perusahaan Terbuka di lingkup Perseroan pada tahun 2024 adalah sebagai berikut:

The implementation of the Governance Guidelines for Public Companies at Tugu Insurance in 2024 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.Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting), baik secara terbuka maupun tertutup, yang mengedepankan independensi dan kepentingan pemegang saham. 1.1. 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, Perusahaan melaksanakan RUPS secara fisik dan elektronik. Tata cara atau prosedur teknis pengumpulan suara (voting) untuk pemegang saham yang hadir secara fisik dan elektronik. telah, dibacakan dan tercantum dalam tata tertib RUPS **COMPLY** The Company has established technical procedures for vote collection (voting), both open and closed, prioritizing independence and the interests of shareholders. The Company conducts General Meetings of Shareholders (GMS) both physically and electronically. The technical procedures for vote collection (voting) for shareholders attending physically and electronically have been read out and are included in the GMS rules and procedures.
	1.2. Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPST. 1.2. All members of the Board of Directors and Board of Commissioners of the 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. 1.3. 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 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. 2.1. 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. 2.2. 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 situs web Perusahaan www.tugu.com. **COMPLY** The Company's communication policy with shareholders or investors 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. 3.1. 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. 3.2. 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. Semua anggota Dewan Komisaris telah dinyatakan lulus *fit & proper test* dari OJK. **COMPLY** The composition of the Board of Commissioners meets the Company's needs. Each member of the Board of Commissioners possesses the education, experience, and competencies required by the Company, as disclosed in this Annual Report. All members of the Board of Commissioners have passed the fit and proper test conducted by the Financial Services Authority (OJK).

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. 4.1. Board of Commissioners has a 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. Perseroan telah memiliki Komite Nominasi dan Remunerasi yang membantu melakukan evaluasi terhadap kinerja Dewan Komisaris. **COMPLY** The Company has established its own evaluation policy for the Board of Commissioners, as agreed upon in the Key Performance Indicators (KPI) of the Board of Commissioners. The Company also has a Nomination and Remuneration Committee, which assists in evaluating the performance of the Board of Commissioners.
	a. Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. a. 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. b. Board of Commissioners has a policy on the resignation of Board of Commissioners members when engaged in financial crime.	**MEMENUHI** Berdasarkan Permen BUMN 03/03/2023, POJK 33/POJK.04/2014 dan juga AD/ART Perusahaan, bahwa setiap anggota Dewan Komisaris yang tidak memenuhi syarat untuk menjadi anggota Dewan Komisaris dengan alasan apapun termasuk didalamnya adalah terlibat kejahatan keuangan maka jabatannya sebagai Dewan Komisaris dapat diberhentikan. Dalam hal anggota Dewan Komisaris tersebut mengundurkan diri maka akan diputuskan dalam mekanisme RUPS. **COMPLY** Based on Ministerial Regulation of SOEs No. 03/03/2023, OJK Regulation No. 33/POJK.04/2014, and the Company's Articles of Association (AD/ART), any member of the Board of Commissioners who fails to meet the requirements to serve as a commissioner, for any reason—including involvement in financial crimes—may be dismissed from their position. In the event that a Board of Commissioners member resigns, the decision will be made through the GMS (General Meeting of Shareholders) mechanism.
	c. Dewan Komisaris atau Komite yang menjalankan fungsi Remunerasi dan Nominasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. c. Board of Commissioners or the Committee carrying out the Remuneration and Nomination function formulates a succession policy in the nomination of Board of Directors members.	**MEMENUHI** Telah disusun kebijakan suksesi dalam desain t*alent 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. 5.1. Determination of the number of the Board of Directors members has considered the 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, serta 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 the 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. a. 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 dalam Laporan Tahunan ini. Semua anggota Direksi telah dinyatakan lulus *fit & proper test* dari OJK. **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. All members of the Board of Directors have passed the fit and proper test conducted by the Financial Services Authority (OJK).
	b. Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. b. 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 kerja, serta 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 an 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 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. 6.1. Board of Directors has a self-assessment policy to assess their performance.	**MEMENUHI** Perseroan telah mempunyai kebijakan penilaian sendiri untuk Direksi. Direksi memiliki kebijakan *self-assessment* yang dilakukan secara berkala berdasarkan KPI *corporate*, yang hasilnya ditinjau dan dievaluasi oleh komite Nominasi dan Remunerasi dan dilaporkan kepada Dewan Komisaris. **COMPLY** The Company has its self-assessment policy for the Board of Directors. The Board of Directors has a self-assessment policy, which is conducted periodically based on corporate KPIs. The results are reviewed and evaluated by the Nomination and Remuneration Committee and reported to the Board of Commissioners.
	6.2. Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka. 6.2. Self-assessment policy to assess the Board of Directors' performance is disclosed through the annual report of the 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. 6.3. Board of Directors has a policy regarding the resignation of the Board of Directors members when engaged in financial crime.	**MEMENUHI** Berdasarkan Peraturan Menteri BUMN 03/03/2023 dan POJK 33/POJK.04/2014 dan juga AD/ART PT Asuransi Tugu Pratama Indonesia, Tbk. Bahwa setiap anggota Direksi yang tidak memenuhi syarat untuk menjadi anggota Direksi dengan alasan apapun termasuk didalamnya adalah terlibat kejahatan keuangan maka akan diberhentikan sebagai anggota Direksi. Dalam hal anggota Direksi tersebut mengundurkan diri maka akan diputuskan dalam mekanisme RUPS. **COMPLY** Based on Ministerial Regulation of SOEs No. 03/03/2023, OJK Regulation No. 33/POJK.04/2014, and the Articles of Association (AD/ART) of PT Asuransi Tugu Pratama Indonesia Tbk, any member of the Board of Directors who fails to meet the requirements to serve as a director, for any reason—including involvement in financial crimes—shall be dismissed from their position. In the event that a Board of Directors member resigns, the decision will be made through the GMS (General Meeting of Shareholders) mechanism.

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*. 7.1. 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 Pencegahan Pelanggaran Konflik Kepentingan Tugu Insurance, yang melarang Insan Tugu untuk memanfaatkan informasi rahasia dan data bisnis perusahaan untuk kepentingan di luar perusahaan. **COMPLY** The Company has established a policy to prevent insider trading, as stipulated in the Guidelines on Transaction Policy for Insiders No. A-001/6500/2023 and the Guidelines for Preventing Violations of Conflict of Interest at Tugu Insurance, which prohibit Tugu personnel from using confidential information and company business data for interests outside the Company.

	7.2. Perusahaan Terbuka memiliki kebijakan antikorupsi dan *anti-fraud*. 7.2. Public Company has an anti-corruption and anti-fraud policy.	**MEMENUHI** Perseroan telah memiliki kebijakan antikorupsi dan *anti-fraud* sebagaimana diatur dalam Pedoman Pengendalian Gratifikasi, Pedoman Tata Kelola Perusahaan, Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct*), Pedoman Pencegahan Pelanggaran Konflik Kepentingan, Pedoman Strategi Anti-Fraud, dan Pedoman Sistem Manajemen Anti Penyuapan (SMAP), yang diberlakukan bagi seluruh Insan Perseroan. **COMPLY** The Company has established anti-corruption and anti-fraud policies, as regulated in the Gratification Control Guidelines, Corporate Governance Guidelines, Business Ethics and Code of Conduct Guidelines, Guidelines for Preventing Violations of Conflict of Interest, Anti-Fraud Strategy Guidelines, and the Anti-Bribery Management System (SMAP) Guidelines. These policies apply to all Company personnel.
	7.3. Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. 7.3. Public Company has a policy of vendor selection and enhancement of suppliers or vendors' capabilities.	**MEMENUHI** Perseroan telah melakukan seleksi pemasok (vendor) berdasarkan Pedoman Tata Kerja Organisasi Pelaksanaan Sertifikasi dan Evaluasi Penyedia Barang dan/atau Jasa No. B-002/3701/2023 PT Asuransi Tugu Pratama Indonesia, Tbk. Perseroan juga melakukan evaluasi pemasok (vendor) berkala setiap 1 (satu) tahun sekali. **COMPLY** The Company conducts supplier (vendor) selection based on the Guidelines for Organizational Work Procedures for the Implementation of Certification and Evaluation of Goods and/or Services Providers No. B-002/3701/2023 of PT Asuransi Tugu Pratama Indonesia Tbk. The Company also performs periodic supplier (vendor) evaluations once every year.
	7.4. Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. 7.4. 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. 7.5. 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.
	7.6. Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. 7.6. Public Company has a policy to give long-term incentives to the Board of Directors and employees.	**MEMENUHI** Perseroan telah 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. **COMPLY** The Company has established a long-term performance-based compensation policy for the Board of Directors and employees in the form of an Employee and/or Management Share Ownership Program. This Share Ownership Program was approved by the 2018 General Meeting of Shareholders (GMS) and documented in Deed No. 23 dated 28 February 2018, Statement of Shareholders' Resolutions.

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. 8.1. Public Company utilizes information technology more widely in addition to the website as a media for information disclosure.	**MEMENUHI** Selain menggunakan situs web dan pelaporan secara elektronik seperti IDXNet dan OJK Reporting. Perseroan juga menggunakan platform media sosial untuk mengungkapkan informasi antara lain melalui platform Instagram (IG), X (Twitter), You Tube, Facebook, LinkedIn. **COMPLY** In addition to using the website and electronic reporting platforms such as IDXNet and OJK Reporting, the Company also utilizes social media platforms to disclose information, including Instagram (IG), X (Twitter), YouTube, Facebook, and LinkedIn.
	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. 8.2. Public Company's Annual Report discloses the ultimate beneficial owner in the shareholding of Public Company's shares at least 5% (five percent), in 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




Insurance
tugu

Tata Kelola Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility Governance

Komitmen Terhadap Pembangunan Berkelanjutan

Commitment to Sustainable Development

Tugu Insurance menjalankan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai bentuk dukungan terhadap pembangunan berkelanjutan. Program ini dirancang untuk memberikan manfaat yang terintegrasi, terarah, dan terukur dalam aspek ekonomi, sosial, lingkungan, hukum, dan tata kelola perusahaan. TJSL juga menjadi bagian dari strategi bisnis perusahaan untuk menciptakan nilai jangka panjang bagi pemangku kepentingan.

Tugu Insurance implements the Corporate Social and Environmental Responsibility (TJSL) Program to support sustainable development. This initiative is designed to deliver integrated, targeted, and measurable benefits across economic, social, environmental, legal, and corporate governance aspects. TJSL is also an integral part of the company's business strategy, ensuring long-term value creation for stakeholders.

Sebagai anak perusahaan Badan Usaha Milik Negara (BUMN), Tugu Insurance mengutamakan transparansi, praktik bisnis yang etis, serta kontribusi aktif dalam pembangunan ekonomi berkelanjutan. Perusahaan berkomitmen untuk menyeimbangkan pertumbuhan bisnis dengan tanggung jawab sosial dan lingkungan. Melalui TJSL, Tugu Insurance secara konsisten mendukung pengembangan masyarakat dan inisiatif ramah lingkungan, dengan menekankan tiga aspek utama: ekonomi, sosial, dan lingkungan.

As a subsidiary of a State-Owned Enterprise (BUMN), Tugu Insurance prioritizes transparency, ethical business practices, and active contributions to sustainable economic development. The company is committed to balancing business growth with social and environmental responsibilities. Through TJSL, Tugu Insurance consistently supports community development and eco-friendly initiatives, emphasizing three key aspects: economy, society, and environment.

Implementasi Pembangunan Berkelanjutan dan Pertanggungjawaban

Sustainable Development Implementation and Accountability

Tugu Insurance berkomitmen untuk menjalankan bisnis dan operasionalnya dengan fokus kuat pada keberlanjutan. Selain memenuhi kebutuhan saat ini, Perseroan juga mengutamakan ketahanan jangka panjang dengan menyeimbangkan tiga dimensi yang saling terkait: ekonomi, sosial, dan lingkungan.

Tugu Insurance is committed to conducting its business and operations with a strong focus on sustainability. Beyond meeting present needs, the company prioritizes long-term resilience by balancing three interconnected dimensions: economic, social, and environmental.

Untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB), Tugu Insurance mengintegrasikan prinsip *Environmental, Social, and Governance* (ESG) ke dalam berbagai inisiatifnya. Komitmen ini memastikan kelangsungan ekonomi, meningkatkan kesejahteraan sosial, dan mendorong pelestarian lingkungan—menciptakan dampak positif yang berkelanjutan bagi generasi mendatang.

To support sustainable development goals (SDGs), Tugu Insurance integrates Environmental, Social, and Governance (ESG) principles into its initiatives. This commitment ensures economic continuity, enhances social well-being, and promotes environmental preservation—creating a lasting positive impact for future generations.

Adapun dasar penyelenggaraan pembangunan berkelanjutan yang dilakukan oleh Perseroan tidak terlepas dari Tanggung Jawab Sosial dan Lingkungan (TJSL) yang selanjutnya juga dituangkan ke dalam Laporan Berkelanjutan mengacu pada Peraturan Otoritas Jasa Keuangan (OJK) No. 51/POJK.03/2017. Adapun basis penyusunan pelaporan mengacu pada Standar penyusunan Laporan Keberlanjutan mengacu pada Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 (POJK 51/2017) tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik dan Surat Edaran OJK No. 16/SEOJK.04/2021 (SEOJK 16/2021) tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik. Transparansi dan pertanggungjawaban kegiatan TJSL dalam Laporan Berkelanjutan juga disusun berdasarkan Global Reporting Initiative (GRI) Standards 2021.

The foundation for the implementation of sustainable development by the Company is closely linked to its Social and Environmental Responsibility (CSR), which is further documented in the Sustainability Report in accordance with the Financial Services Authority (OJK) Regulation No. 51/POJK.03/2017. The basis for the preparation of the report refers to the Sustainability Report preparation standards, which align with OJK Regulation No. 51/POJK.03/2017 (POJK 51/2017) on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, as well as OJK Circular Letter No. 16/SEOJK.04/2021 (SEOJK 16/2021) on the Format and Content of the Annual Report for Issuers or Public Companies. The transparency and accountability of TJSL activities in the Sustainability Report are also prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021.



Visi
VISION

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.

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;**

   Implement corporate commitment to Corporate Social Responsibility (CSR)/ Social and Environmental Responsibility, which will provide added value to all stakeholders to support the company's sustainable growth;

2. **Melaksanakan tanggung jawab korporat serta kepedulian sosial dan lingkungan sebagai peran serta aktif dalam pembangunan masyarakat Indonesia yang berkelanjutan; dan**

   Carry out corporate responsibility, as well as social and environmental concerns, for active participation in sustainable Indonesian development; and

3. **Membangun hubungan yang harmonis dan kondusif dengan semua pemangku kepentingan (*Stakeholders*) untuk mendukung pencapaian tujuan korporasi, terutama dalam membangun citra dan reputasi korporasi.**

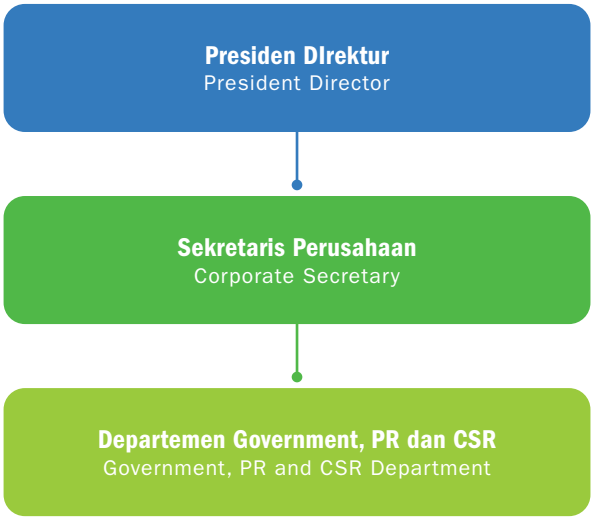
   Build a harmonious and conducive relationship with all stakeholders to support the achievement of corporate goals, especially in building corporate image and reputation.



Struktur Organisasi TJSL Perseroan
The Company's CSR Organizational Structure

Untuk memastikan seluruh program TJSL berjalan lancar sesuai dengan aspek ekonomi, lingkungan, dan sosial, Perseroan membentuk Corporate Secretary Group. Namun, pelaksanaan utama program kerja TJSL berada di bawah fungsi Government, PR & CSR Department. Struktur organisasi TJSL Perseroan ditetapkan berdasarkan SKD No. 104/SKD/04/HCM-ATPI/VIII/2024. Adapun struktur organisasi TJSL dapat dilihat sebagai berikut:

To ensure the smooth implementation of all CSR programs in alignment with economic, environmental, and social aspects, the Company has established the Corporate Secretary Group. However, the primary responsibility for executing CSR work program activities lies with the Government, PR & CSR Department. The Company's CSR organizational structure is defined by the Board of Directors Decree No. 104/SKD/04/HCM-ATPI/VIII/2024. The CSR organizational structure is as follows:



Implementasi TJSL Perseroan
CSR Implementation in the Company

Tanggung Jawab Sosial Terkait Perlindungan Konsumen dan Pengembangan Produk
Sebagaimana diatur dalam Peraturan OJK No. 22 tahun 2023 tentang Perlindungan Konsumen dan Masyarakat di Sektor Jasa Keuangan serta Pedoman Pengaduan Konsumen Tugu Insurance No. A-001/9A10/2018 rev-0, Tugu Insurance telah menjalankan program terkait berbagai aktivitas dan penyediaan materi informasi yang terperinci mengenai seluruh produk dan layanan.

Komitmen Perseroan untuk memberikan layanan terbaik yang bermanfaat bagi setiap pemangku kepentingan atau konsumen diwujudkan melalui sikap dan respons profesional dari seluruh jajaran dalam melayani konsumen. Perseroan juga menjamin kualitas pelayanan yang sigap, responsif, dan terpercaya kepada setiap konsumen.

Selain itu, Perseroan memiliki Pedoman Sistematika Etika Usaha dan Tata Perilaku (*Code of Conduct* atau CoC) yang mengatur Etika Perseroan dengan Pelanggan, meliputi:

Social Responsibility in Customer Protection and Product Development
As outlined in OJK Regulation No. 22 year of 2023 on Consumer and Community Protection in the Financial Services Sector and the Guidelines for Consumer Complaints of Tugu Insurance No. A-001/9A10/2018 rev-0, Tugu Insurance has established programs related to various activities and the provision of detailed information materials about all its products and services.

The Company's commitment to delivering the best service and value to every stakeholder or consumer is demonstrated through its professional approach and the dedication of all levels of the organization in serving consumers. The Company also ensures swift, responsive, and reliable quality service for every customer.

In addition, the Company has a Systematic Code of Business Ethics and Code of Conduct (CoC), which includes guidelines for the Company's ethical practices with customers, specifically:

1. Memberikan pelayanan terbaik kepada pelanggan;
2. Menyampaikan informasi, iklan, atau promosi secara sehat, adil, jujur, dan tidak menyesatkan, sesuai norma masyarakat; dan
3. Memelihara reputasi serta kepercayaan pelanggan, termasuk menjaga informasi dan kerahasiaan mereka.

Komitmen Tugu Insurance dalam memberikan produk dan layanan terbaik untuk pelanggan diwujudkan dengan langkah sebagai berikut:
1. Memberikan layanan atas produk dan/atau jasa yang setara untuk konsumen;
2. Menjaga mutu produk dan/atau jasa dengan berlandaskan pada 8 pilar utama yaitu : 1) pasar dan produk; 2) jaringan dan distribusi; 3) teknologi dan informasi; 4) keuangan dan investasi; 5) *service and operation excellence*; 6) *underwriting* dan reasuransi; 7) *people and human resources* serta 8) kepatuhan, tata kelola perusahaan yang baik dan manajemen risiko perusahaan;
3. Program literasi dan inklusi keuangan baik untuk pelanggan maupun masyarakat luas;
4. Inovasi dan pengembangan produk asuransi yang inovatif baik untuk segmen konvensional maupun syariah;
5. Evaluasi produk/layanan dan mitigasi penanggulangan dampak melalui *review* berkala terhadap produk dan layanan baru;
6. Survei kepuasan pelanggan sebagai sarana secara berkala untuk mendapatkan input dari pelanggan guna perbaikan produk dan jasa.

Tugu Insurance terus berupaya menyelesaikan setiap keluhan pelanggan dan berkomitmen untuk meningkatkan kualitas layanan. Untuk itu, Perseroan menyediakan berbagai saluran bagi pelanggan untuk menyampaikan pengaduan, saran, dan kritik terkait produk, layanan, maupun hal-hal lain yang berhubungan dengan Perseroan.

Untuk menangani keluhan dan pertanyaan konsumen mengenai produk dan jasa Tugu Insurance, Perseroan menyediakan sarana berikut:
- Call TIA (Tugu Insurance Assistance): Layanan pelanggan tersedia 24 jam setiap hari melalui "Call TIA" di 1500 458, meliputi informasi produk, layanan polis asuransi, pelaporan klaim, hingga bantuan darurat di jalan raya.
- WhatsApp: 0811 97 900 100
- Email: calltia@tugu.com

1. Delivering the best service to customers;
2. Providing information and advertisements/promotions that are healthy, fair, honest, and non-misleading, while aligning with societal norms; and
3. Maintaining customer trust and protecting customer information and confidentiality.

Tugu Insurance's commitment to providing the best products and services for customers is realized through the following initiatives:
1. Providing equal access to products and/or services for all consumers;
2. Maintaining product and/or service quality based on eight key pillars: 1) market and products; 2) distribution and networks; 3) information and technology; 4) finance and investment; 5) service and operational excellence; 6) underwriting and reinsurance; 7) people and human resources; 8) compliance, Good Corporate Governance (GCG) and Enterprise Risk Managament (ERM);
3. Financial literacy and inclusion programs for both customers and the wider community;
4. Innovation and development of insurance products for both conventional and Sharia segments;
5. Product/service evaluation and impact mitigation through periodic reviews of new products and services;
6. Customer satisfaction surveys conducted regularly to gather customer feedback for product and service improvements.

Tugu Insurance is committed to resolving all customer complaints and continuously improving its service quality. To support this, the Company offers facilities for customers to submit complaints, suggestions, and feedback on products, services, or other company-related matters.

To address consumer complaints and inquiries about Tugu Insurance products and services, the Company provides the following service channels:
- Call TIA (Tugu Insurance Assistance): A 24/7 consumer service available via "Call TIA" at 1500 458, offering assistance with product information, insurance policy services, claim reports, and emergency roadside assistance.
- WhatsApp: 0811 97 900 100
- Email: calltia@tugu.com

Melalui berbagai saluran penyampaian informasi yang tersedia, pengaduan yang diterima akan diteruskan kepada pihak terkait atau pengguna (*user*) yang bersangkutan melalui petugas yang ditunjuk untuk menanganinya, menggunakan surat elektronik (*email*). Selanjutnya, pihak terkait atau pengguna akan mengambil tindakan lebih lanjut atas pengaduan tersebut. Tahapan proses dari fase penerimaan pengaduan hingga penyelesaian pengaduan adalah sebagai berikut:

Through various available information channels, complaints will be forwarded to the relevant user or related parties via the designated person-in-charge (PIC) for follow-up through electronic mail (email). Subsequently, the user or related party will take further action to address the complaint. The process from receiving the complaint to resolving it includes the following stages:



Dengan fasilitas tersebut, Perseroan dapat memperoleh informasi dari konsumen terkait keluhan, pertanyaan, saran/masukan, serta tingkat kepuasan terhadap layanan yang diberikan.

With this facility, the Company can gather information from customers regarding complaints, questions, suggestions/feedback, and their satisfaction level with the services provided by the Company.

Biaya yang Dikeluarkan untuk Perlindungan Konsumen

Adapun biaya yang dikeluarkan untuk melaksanakan tanggung jawab sosial Perseroan di bidang perlindungan pelanggan pada tahun 2024 adalah sebesar Rp1.779.997.000 yang dialokasikan untuk penyediaan layanan *contact center* dan *survey* kepuasan pelanggan.

Costs Incurred for Customer Protection

The cost incurred to implement the Company's social responsibility in customer protection in 2024 amounted to IDR1,779,997,000, which was allocated to provide call center services and conducting customers satisfaction survey.

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) 2024

Berbagai program TSJL yang dijalankan oleh Tugu Insurance di 2024 senantiasa mengacu Tujuan Pembangunan Berkelanjutan (TPB), peraturan perundang-undangan yang berlaku, praktik tata kelola perusahaan yang baik serta kesesuaian dengan strategi Perseroan. Program TJSL didesain sedemikian rupa yang melibatkan baik internal divisi Perseroan maupun pihak eksternal agar memberikan dampak sosial, lingkungan dan ekonomi yang nyata.

Corporate Social and Environmental Responsibility (CSR) Program 2024

Tugu Insurance's Corporate Social and Environmental Responsibility (CSR) programs in 2024 are consistently aligned with the Sustainable Development Goals (SDGs), prevailing regulations, best practices in corporate governance, and the Company's strategic objectives. These programs are meticulously designed to engage both internal corporate divisions and external stakeholders, ensuring tangible social, environmental, and economic impact.

Komitmen TSJL Perseroan selanjutnya dilaksanakan melalui Program Bersatu Aksi Kepedulian Tugu Insurance (Bakti Tugu), Bantuan Sosial, Keagamaan dan Kebudayaan serta Komitmen Kegiatan Operasional Berkelanjutan. Adapun kerangka program TJSL Tugu Insurance 2024 tersebut dituangkan dalam skema di bawah ini:

The Company's commitment to CSR is further realized through the Bersatu Aksi Kepedulian Tugu Insurance (Bakti Tugu) Program, Social, Religious, and Cultural Assistance, as well as the Commitment to Sustainable Operational Activities. The framework for Tugu Insurance's CSR initiatives in 2024 is outlined in the following scheme:

Tanggung Jawab Sosial dan Lingkungan (TJSL) 2024
Corporate Social & Environmental Responsibility (CSR) 2024

Landasan
Foundations

- **Tujuan Pembangunan Berkelanjutan (TPB)** — Sustainable Development Goal (SDG)
- **Peraturan yang Berlaku** — Applicable Laws
- **Praktik Tata Kelola Perusahaan yang Baik** — Good Corporate Governance Practice
- **Kesesuaian Strategi Perusahaan** — Aligned with Company's Strategy

Organ Internal
Internal Organ

- **Government, PR, and CSR Department**

Sumber Dana
Sources of Fund

- **Internal Perusahaan** | Company's Budget
  - **Dikelola oleh Departemen Govt, PR dan CSR Department** — Managed by Departemen Govt, PR and CSR Department (SDG)
  - **Dikelola oleh Departemen Human Capital Management** — Manager by Human Capital Management Departement (SDG)
  - **Lainnya** — Others

Jenis Program
Type of Program

- **Program Eksternal: melibatkan pihak luar Perusahaan melalui kolaborasi** — External program: engaging external partnerships and collaboration
- **Program Internal: melibatkan partisipasi antar divisi** — Internal Program: Involving cross-divisional function

Implementasi program
Program Implementation

- **Bakti Tugu**
  - **Lingkungan Hidup** — Environment
    - **Restorasi Ekosistem** — Ecosystem Restoration
    - **Pengelolaan Limbah** — Waste Management
    - **Ruang Terbuka Hijau** — Green open space
    - **Penanaman pohon** — Tree planting
    - **Lainnya** — Others
  - **Kesehatan & Keselamatan** — Health & Safety
    - **Restorasi Ekosistem** — Ecosystem Restoration
    - **Pengelolaan Limbah** — Waste Management
    - **Ruang Terbuka Hijau** — Green open space
    - **Penanaman pohon** — Tree planting
    - **Lainnya** — Others
  - **Pendidikan & Literasi Keuangan** — Education & Financial Literacy
    - **Pemberian Beasiswa** — Scholarships Program
    - **Pembangunan Infrastruktur** — Infrastructur Development
    - **Kegiatan Edukasi** — Educational Activities
  - **Pemberdayaan Masyarakat** — Community Empowerment
    - **Pelatihan dan Pemberdayaan** — Training and Empowerment
    - **Bantuan dan Donasi** — Aid and Donations
- **Non Bakti Tugu**
  - **Donasi dan Bantuan untuk Kegaiatan Sosial, Keagamaan dan Seni Budaya.** — Donations and Assistance for social, religious, and cultural arts activities
- **Komitment kegiatan operasional berkelanjutan** — Commitment to sustainable operational activities (SDG)
  - **Penggunaan material** — Material use
  - **Penggunaan energi** — Energy utilization
  - **Penggunaan air** — Water utilization
  - **Emisi** — Emissions

Evaluasi Dampak
Impact Assessment

- **Keterlibatan Pemangku Kepentingan** — Stakeholders Engagement
- **TPB yang disasar** — Targeted SDGs
- **Dampak Ekonomi, Sosial, dan Lingkungan** — Economic, Social, and Environmental Impact
- **Tingkat Pencapaian Operasional Berkelanjutan** — Operational Sustainability Achievement Level

Bakti Tugu 2024

Bakti Tugu memiliki empat pilar utama yaitu:

- **Bakti untuk Lingkungan Hidup** yang memberikan dukungan terhadap berbagai aktivitas untuk tercapaianya pengelolaan sumber daya alam dan lingkungan yang berkelanjutan melalui berbagai kegiatan untuk mengatasi risiko perubahan iklim serta berbagai dampaknya.
- **Bakti untuk Kesehatan dan Keselamatan** yang menunjukkan komitmen Tugu Insurance dalam meningkatkan kualitas kesehatan dan mengutamakan keselamatan sehingga dapat menunjang kehidupan yang lebih sejahtera.
- **Bakti untuk Pendidikan dan Literasi Keuangan** dengan tujuan untuk mendukung peningkatan kualitas Pendidikan yang inklusif serta mendorong peningkatan kesempatan belajar untuk masyarakat.
- **Bakti untuk Pemberdayaan Masyarakat** yang ditunjukkan dengan peran aktif Tugu Insurance dalam memberikan dukungan peningkatan keterampilan masyarakat secara inklusif agar dapat lebih mandiri dalam mengelola kehidupan.

Bakti Tugu 2024

Bakti Tugu is structured around four key pillars:

- **Commitment to Environment** through supporting various initiatives aimed at the responsible management of natural resources and the sustainable environment through various activities while actively engaging in efforts to mitigate climate change risks and their associated impacts.
- **Commitment to Health and Safety** that demonstrating Tugu Insurance's commitment to improving healthcare quality and prioritizing safety, ultimately contributing to a better and more prosperous life.
- **Commitment to Education and Financial Literacy** with the objective to improve the quality of inclusive education and expanding learning opportunities for individuals and communities.
- **Commitment to Community Empowerment** that is demonstrated by Tugu Insurance's active role in supporting inclusive skill development initiatives, empowering communities to become more self-reliant in managing their lives.

Implementasi 'Bakti Tugu' 2024

Berikut ini adalah berbagai program Bakti Tugu yang dilaksanakan Perseroan di tahun 2024 untuk masing-masing pilar:

Implementation of Bakti Tugu 2024

Below are the various Bakti Tugu programs implemented by the Company in 2024 for each pillar:

Pilar Pillars	Deskripsi Program Program Description
Lingkungan Hidup	Ekosistem *Mangrove* • Pembangunan Kawasan Hutan *Mangrove* di Indramayu, Jawa Barat (Februari 2024). • Penanaman *Mangrove* dalam kegiatan BAF Eco Move (Mei 2024). • Penanaman *Mangrove* dalam kegiatan Pengabdian Kepada Masyarakat (PKM) STMA Trisakti (Juli 2024). Pengelolaan Limbah dan Ruang Terbuka Hijau (RTH) • Program pengelolaan limbah di Bank Sampah Emas 06, Kebon Jeruk (Oktober 2024). • Pembangunan Ruang Terbuka Hijau (RTH) di PTU Rawa Bunga (Oktober 2024). Penanaman Pohon • Penanaman Pohon dalam kegiatan *Tugu Green Journey* (November 2024). • Penanaman Pohon di Purwakarta, Jawa Barat (November 2024). Kegiatan Lingkungan Lain • Pameran *Environmental*, *Social* & *Governance* (ESG) IHC (September 2024). • *Research and development* Pembangkit Listrik Tenaga Hibdrida dalam kegiatan Pengabdian Masyarakat PLTH *Reducation Project* (Desember 2024). • Edukasi lingkungan hidup dalam kegiatan *Young Explorer* di Pulau Riau (Desember 2024)

Pilar Pillars	Deskripsi Program Program Description
Environment	Mangrove Ecosystem • Developed a Mangrove Forest Area in Indramayu, West Java (February 2024). • Conducted a mangrove planting initiative as part of the BAF Eco Move program (May 2024). • Carried out a mangrove planting initiative under the Community Service Program (PKM) of STMA Trisakti (July 2024). Waste Management and Green Open Space • Implemented a waste management program at Bank Sampah Emas 06 in Kebon Jeruk (Oktober 2024) • Developed a Green Open Space (RTH) at PTU Rawa Bunga (October 2024). Tree Planting Initiatives • Conducted a tree planting initiative under the Tugu Green Journey program (November 2024). • Executed a tree planting program in Purwakarta, West Java (November 2024). Other Environmental Initiatives • Participated in the Environmental, Social & Governance (ESG) Exhibition organized by IHC (September 2024). • Conducted research and development on a Hybrid Power Plant as part of the PLTH Reducation Project Community Service initiative (December 2024). • Organized environmental education as part of the Young Explorer program in the Riau Islands (December 2024).
Kesehatan dan Keselamatan	Pembangunan Infrastruktur • Pembangunan Fasilitas Air Bersih di Desa Kalitekuk, Gunung Kidul, Yogyakarta (Maret 2024). Kegiatan Edukatif • Sosialisasi Cerdas Berkendara bersama Komunitas Pengendara Motor dalam kegiatan NgabubuRide (Maret 2024). • Jumbara bersama Palang Merah Indonesia (PMI) Jakarta Pusat (Juni 2024) Bantuan dan Donasi • Bantuan Kesehatan untuk disabilitas Tuna Ganda (Oktober 2024). • Ambulans gratis Tugu Insurance (Oktober 2024). • Pemberian Kaki Palsu kepada Tuna Daksa (Oktober 2024) • Donor Darah (November 2024) • Bantuan paket kesehatan & alat bantu jalan dalam kegiatan Bioskop Bisik: *Spill the Screen* (November 2024) • Bantuan untuk penyandang disabilitas di Yayasan Pendidikan Luar Biasa (YPLB) Nusantara, Beji, Depok (Desember 2024)
Health and Safety	Infrastructure Development • Constructed a clean water facility in Kalitekuk Village, Gunung Kidul, Yogyakarta (March 2024). Educational Activities • Conducted a Smart Riding Awareness campaign in collaboration with a motorcycle riders' community as part of the NgabubuRide event (March 2024). • Organized Jumbara in partnership with the Indonesian Red Cross (PMI) Central Jakarta (June 2024). Aid and Donations • Healthcare assistance for individuals with multiple disabilities (October 2024). • Offered free ambulance services provided by Tugu Insurance (October 2024). • Donated prosthetic limbs to individuals with physical disabilities (October 2024). • Organized a blood donation drive (November 2024). • Healthcare Packages & Mobility Aids Support in the "Bioskop Bisik: Spill the Screen" Event (November 2024). • Extended support to individuals with disabilities at Yayasan Pendidikan Luar Biasa (YPLB) Nusantara in Beji, Depok (December 2024).

Pilar Pillars	Deskripsi Program Program Description
Pendidikan dan Literasi Keuangan	Pemberian Beasiswa • Pemberian Beasiswa untuk Mahasiswa (Februari 2024). • Beasiswa program Bekerja dan Belajar (Maret-Desember 2024). Pembangunan Infrastruktur • Relokasi dan Renovasi Perpusatakaan SMAN 1 Sumedang yang terdampak Gempa Bumi (April 2024). Kegiatan Edukatif • Program Literasi Keuangan di SMAN 1 Sumedang (April 2024). • Webinar Literasi Keuangan untuk Mahasiswa penerima beasiswa KSE di Indonesia Tahap 2 dan Tahap 3 (September 2024 & Oktober 2024). • *Funday of Personal Finance Literacy* di SMAN 12 Surabaya (Oktober 2024). • Literasi Keuangan dalam Kegiatan IPB *Business Fest* (Oktober 2024). • Literasi Keuangan dalam Kegiatan IPB *Ideation* (Oktober 2024). • *Professional Goes to Campus*: Universitas Sriwijaya (Oktober 2024) • *Professional Goes to Campus*: Universitas Pertamina Job Fair (Oktober 2024).
Education and Financial Literacy	Scholarship Program • Awarded scholarships to university students (February 2024). • Provided scholarships under the Work and Learn program (March–December 2024). Infrastructure Development • Relocated and renovated the library at SMAN 1 Sumedang, which had been affected by an earthquake (April 2024). Educational Initiatives • Conducted a financial literacy program at SMAN 1 Sumedang (April 2024). • Hosted a financial literacy webinar for recipients of the KSE scholarship in Indonesia, covering Phase 2 and Phase 3 (September 2024 & October 2024). • Organized Funday of Personal Finance Literacy at SMAN 12 Surabaya (October 2024). • Financial literacy workshops as part of the IPB Business Fest (October 2024). • Financial literacy workshops as part of the IPB Ideation event (October 2024). • Professional Goes to Campus at Sriwijaya University (October 2024). • Professional Goes to Campus at the Universitas Pertamina Job Fair (October 2024).
Pemberdayaan Masyarakat	Pelatihan dan Pemberdayaan • Pelatihan Petani Kawasan Hutan *Mangrove*, Indramayu (Februari 2024). • Pelatihan Pengelolaan Sampah Organik dalam kegiatan Pengelolaan Limbah di Bank Sampah Emas 06 Jakarta Barat (Oktober 2024). • Pemberdayaan Petani dalam Kegiatan *Tugu Green Journey* (November 2024). • Pemberdayaan Disabilitas dalam Kegiatan *Playdate with The Specials* dan Bioskop Bisik (November 2024). Bantuan dan Donasi • Bantuan perlengkapan kelompok seni hadroh Gunung Kidul (November 2024).
Community Empowerment	Training & Empowerment • Conducted training for farmers in the Mangrove Forest Area of Indramayu (February 2024). • Conducted organic waste management training as part of the waste management initiative at Bank Sampah Emas 06, West Jakarta (October 2024). • Empowered farmers through the Tugu Green Journey initiative (November 2024). • Facilitated the empowerment of individuals with disabilities through the Playdate with The Specials and Bioskop Bisik programs (November 2024) Aid and Donations • Provided traditional Hadroh arts equipments for the Gunung Kidul community (November 2024).

Program Bantuan Sosial, Keagamaan dan Seni Budaya 2024

Selain melaksanakan Bakti Tugu, pada periode pelaporan Perseroan juga memiliki program TJSL lain dalam bentuk Bantuan Sosial, Keagamaan dan Seni Budaya yang mencakup 13 kegiatan sebagai berikut:

Social, Religious, and Cultural Assistance Program 2024

In addition to implementing Bakti Tugu during the reporting period, the Company also conducted other CSR programs in the form of Social, Religious, and Cultural Assistance. These initiatives encompass 13 activities, as outlined below:

Kegiatan Activities	Waktu Pelaksanaan Implementation Date
Program Rumah Tahfiz Al-Fatahaiin, Bengkulu Rumah Tahfiz Al-Fatahaiin, Bengkulu Program	Februari 2024 February 2024
Bakti Sosial Ramadhan 1445 H Ramadhan Social Charity 1445 H	Maret 2024 March 2024
Partisipasi Kegiatan Seminar Perubahan Iklim Participation in the Climate Change Seminar	Maret 2024 March 2024
Berbagi Berkah Ramadhan bersama Forum Jurnalis Berbagi Sharing Ramadhan Blessings with the Forum Jurnalis Berbagi	Maret 2024 March 2024
Santunan anak yatim dalam acara Buka Puasa Bersama 1445 H Orphan Assistance Program During the 1445 H Iftar Gathering	Maret 2024 March 2024
Bantuan untuk Lembaga Pendidikan Tahfidz PP Al Washiyyah Assistance for the Tahfidz Educational Institution PP Al Washiyyah	Mei 2024 May 2024
Bakti Sosial Idul Adha 1445 H Idul Adha Social Charity 1445 H	Juni 2024 June 2024
Pentas Seni Pancawarna SMAN 81 Pancawarna Art Performance at SMAN 81	Juli 2024 July 2024
Wakaf Al-Qur'an Holy Qoran Endowment	Oktober 2024 October 2024
Bantuan kegiatan ISEA *Story Telling Series* 4 untuk Dana Sosial Support for ISEA Storytelling Series 4 Social Fund Initiative	Desember 2024 December 2024
Perbaikan Sarana dan Prasarana Belajar Lembaga Pendidikan Tahfidz Improvement of Learning Facilities and Infrastructure at Tahfidz Educational Institution	Desember 2024 December 2024
Sumbangan Pembangunan Yayasan Madinatussalam Asri Donation for the Development of Yayasan Madinatussalam Asri	Desember 2024 December 2024
Donasi Umrah untuk Masyarakat Kurang Mampu Umrah Donation for underprivileged community	Desember 2024 December 2024

Capaian dan Dampak TJSL Perusahaan

Achievements and Impacts of Company's CSR

Keterlibatan Pemangku Kepentingan

Dalam pelaksanaan TJSL 2024, Tugu Insurance telah melibatkan berbagai pihak termasuk perusahaan yang masih dalam ekosistem Grup Pertamina, Yayasan baik kemanusiaan maupun keagamaan, masyarakat lokal, komunitas petani, penyandang disabilitas, siswa sekolah maupun perguruan tinggi, sekolah dan universitas, forum jurnalis, panti asuhan, karyawan hingga pemerintah setempat. Hal ini menunjukkan komitmen kuat Tugu Insurance untuk memberdayakan setiap elemen masyarakat untuk saling berkolaborasi secara inklusif dan menciptakan dampak sosial, lingkungan, dan ekonomi secara nyata.

Stakeholders Engagement

In implementing the Corporate Social and Environmental Responsibility (CSR) 2024 program, Tugu Insurance has actively engaged various stakeholders, including companies within the Pertamina Group ecosystem, humanitarian and religious foundations, local communities, farmer groups, people with disabilities, students, schools and universities, journalist forums, orphanages, employees, and local government authorities. This extensive collaboration underscored Tugu Insurance's strong commitment to empowering all segments of society, fostering inclusive collaboration, and creating tangible social, environmental, and economic impact.

Sasaran TPB

Program TJSL Perseroan melalui Bakti Tugu 2024 dan Program Bantuan Sosial, Keagamaan dan Seni Budaya 2024 telah mencakup sebagian besar TPB dengan rincian sebagai berikut:

Targeted SDG

The Company's CSR initiatives, implemented through Bakti Tugu 2024 and the Social, Religious, and Cultural Assistance Program 2024, has addressed majority of the SDGs, with the following detailed breakdown:

TJSL CSR	Kegiatan Activities	TPB SDG
Bakti Tugu 2024	Bakti Lingkungan Hidup Service for the Environment	
	Bakti Kesehatan dan Keselamatan Service for Health and Safety	
	Bakti Pendidikan dan Literasi Keuangan Service for Education and Financial Literacy	
	Bakti Pemberdayaan Masyarakat Service for Community Empowerment	
Non Bakti Tugu 2024	Bantuan Sosial, Keagamaan dan Seni Budaya Social Religious and Cultural Assistance	

Dampak TJSL terhadap Ekonomi, Sosial dan Lingkungan

Berikut adalah rincian dampak ekonomi, sosial dan lingkungan program TJSL Bakti Tugu 2024 dan bantuan sosial, keagamaan dan seni budaya 2024 dari sisi cakupan/jangkauan:

The Impact of CSR on Economic, Social and Environment

The following outlines the economic, social, and environmental impact of the CSR Bakti Tugu 2024 and Social, Religious, and Cultural Assistance Program 2024, in terms of their coverage/reach:

Dampak Impact	Cakupan/Jangkauan Coverage/Reach	Deskripsi Description
Dampak Ekonomi dan Sosial Economic and Social Impact	Penerima Manfaat Beneficiaries	Bakti Tugu dan Bantuan Sosial, Keagamaan & Seni Budaya 2024 telah memberi manfaat terhadap 9.750 orang The Bakti Tugu and Social, Religious & Cultural Assistance Program 2024 have benefitted 9,750 people
Dampak Lingkungan Environmental Impact	Konservasi & Restorasi Ekosistem Ecosystem Conservation & Restoration	Sebanyak 10.950 pohon telah ditanam termasuk mangrove untuk tujuan konservasi serta restorasi lingkungan A total of 10,950 trees, including mangroves, have been planted for environmental conservation and restoration
	Pengelolaan Limbah Waste Management	Sebanyak 100 kotak sampah telah didistribusikan ke 100 rumah dan Bank Sampah di Kebon Jeruk telah direnovasi A total of 100 trash bins have been distributed to 100 households, and the Waste Bank in Kebon Jeruk has been renovated
	Kesehatan Lingkungan Environmental Health	Sebanyak 70 rumah di Desa Kalitekuk Gunung Kidul telah memperoleh akses air bersih A total of 70 households in Kalitekuk Village, Gunung Kidul have gained access to clean water

Biaya Program TJSL

Berikut adalah rincian biaya program TJSL yang dijalankan oleh Perseroan baik yang dikelola oleh fungsi *Government, PR dan* CSR maupun fungsi *Human Capital Management* di 2024.

CSR Program Costs

The following presents a detailed breakdown of the CSR program expenditures, managed by the Company's Government, PR, and CSR functions, as well as the Human Capital Management function in 2024

TJSL CSR	Kegiatan Activities	Rp juta IDR million
Bakti Tugu 2024	Bakti Lingkungan Hidup Service for the Environment	581
	Bakti Kesehatan dan Keselamatan Service for Health and Safety	464
	Bakti Pendidikan dan Literasi Keuangan Service for Education and Financial Literacy	804
	Bakti Pemberdayaan Masyarakat Service for Community Empowerment	243
Non Bakti Tugu 2024	Bantuan Sosial, Keagamaan dan Seni Budaya Social, Religious and Cultural Assistance	471
TOTAL		**2.563**

Komitmen Kegiatan Operasional Berkelanjutan

Commitment To Sustainable Operation Activities

Dalam rangka untuk mencapai kegiatan operasional yang berkelanjutan, Tugu Insurance senantiasa berupaya untuk meningkatkan efisiensi penggunaan material, penggunaan energi dan air serta menurunkan emisi Gas Rumah Kaca (GRK). Berikut adalah hasil dari upaya efisiensi penggunaan material, energi dan air serta penurunan emisi GRK di kantor pusat.

To achieve sustainable operations, Tugu Insurance continuously strives to enhance material efficiency, optimize energy and water utilization as well as reduce Greenhouse Gas (GHG) emissions. The following are the results of efforts to improve efficiency in the use of materials, energy, and water, as well as the reduction of greenhouse gas (GHG) emissions at the head office.

Aspek Penggunaan Material

Dalam kegiatan operasional sehari-hari, Tugu Insurance masih menggunakan Alat Tulis Kertas (ATK) untuk menunjang proses bisnis dan kebutuhan administrasi. Namun seiring dengan transformasi digital yang dijalankan Perseroan serta kebijakan 3R (*Reduce*, *Reuse* dan *Recycle*), penggunaan ATK di sepanjang 2024 cenderung stabil.

Material Usage Aspect

In its daily operations, Tugu Insurance continues to utilize paper-based office supplies (ATK) to support business processes and administrative needs. However, with the Company's digital transformation initiatives and the implementation of the 3R policy (Reduce, Reuse, Recycle), ATK usage has remained stable throughout 2024.

Penggunaan Material Material Use	Unit	2024	2023	Perubahan Changes
Kertas Paper	Rim Reams	2.619	2.592	1,0%

Aspek Penggunaan Energi

Untuk menunjang berbagai keperluan operasional, terutama di kantor pusat, Tugu Insurance menggunakan energi berupa Bahan Bakar Minyak (BBM) serta energi listrik. Melalui berbagai efisiensi penggunaan energi yang dilakukan, total konsumsi energi Perseroan mengalami penurunan yang menunjukkan perbaikan dari sisi tingkat efisiensi.

Energy Utilization Aspect

To support various operational needs, particularly at its headquarters, Tugu Insurance utilizes fuel (BBM) and electricity as primary energy sources. Through energy efficiency initiatives, the Company's total energy consumption has declined, reflecting improved efficiency levels.

Penggunaan Energi Energy Utilization	Unit	2024	2023	Perubahan Changes
Konsumsi BBM Fuel Consumption	Gj	1.447	1.600	-9,6%
Konsumsi Listrik Electricity Consumption	Gj	988	907	8,9%
TOTAL	**Gj**	**2.435**	**2.507**	**-2,9%**

Aspek Penggunaan Air

Tugu Insurance menggunakan air di kantor pusat yang bersumber dari PDAM untuk kebutuhan rumah tangga maupun sanitasi. Penghematan penggunaan air yang signifikan berhasil dicapai di tahun 2024 tercermin dari total penurunan volume air yang dikonsumsi.

Water Utilization Aspect

Tugu Insurance sources its water supply from PDAM at its headquarters for domestic and sanitation needs. In 2024, significant water conservation efforts led to a notable reduction in total water consumption, reflecting improved efficiency in resource management.

Penggunaan Air Water Utilization	Unit	2024	2023	Perubahan Changes
Jumlah Pemakaian Level of Utilization	Mega Liter (ML)	6,93	27,06	-74,4%

Emisi GRK

Tugu Insurance menghasilkan GRK dari aktivitas operasional sehari-hari terutama dari konsumsi BBM (Cakupan 1), konsumsi listrik (Cakupan 2) dan perjalanan dinas (Cakupan 3). Total emisi GRK di sepanjang tahun 2024 mencapai 374.206 Kg CO_2 Eq. Tugu Insurance senantiasa berupaya untuk menurunkan emisi GRK sebagai bagian dari komitmen untuk menanggulangi risiko perubahan iklim.

GHG Emissions

Tugu Insurance generates GHG emissions from its daily operations, primarily through fuel consumption (Scope 1), electricity usage (Scope 2), and business travel (Scope 3). In 2024, the Company's total GHG emissions reached 374,206 Kg CO_2 Eq. As part of its unwavering commitment to climate risk mitigation, Tugu Insurance continuously implements measures to reduce its carbon footprint and enhance environmental sustainability.

Emisi GRK GHG Emissions	Unit	2024	2023	Perubahan Changes
Cakupan 1 Scope 1	Kg CO_2 Eq	100.274	111.767	-10,3%
Cakupan 2 Scope 2	Kg CO_2 Eq	256.414	235.476	8,9%
Cakupan 3 Scope 3	Kg CO_2 Eq	17.519	35.625	-50,82%
TOTAL	**Kg CO_2 Eq**	**374.206**	**382.868**	**-2,3%**

Detail komitmen terhadap aktivitas operasional yang berkelanjutan disampaikan dalam Laporan Berkelanjutan 2024.

Detailed commitments to sustainable operational activities are presented in the 2024 Sustainability Report.

Pemenuhan Surat Edaran Otoritas Jasa Keuangan No. 16/SEOJK.04/2021

Fulfillment of Financial Services Authority Circular Letter No. 16/SEOJK.04/2021

Sebagai bentuk pemenuhan kepatuhan Perseroan terhadap Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, Tugu Insurance telah menyusun Laporan Keberlanjutan Tahun 2024 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 Financial Services Authority Regulation No. 51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, Tugu Insurance has prepared a 2024 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, prepared in accordance with Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports for Issuers or Public Companies.

07
Laporan Keuangan
Audited Report




Insurance
tugu

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Checklist AR 2024 dengan Surat Edaran Otoritas Jasa Keuangan Nomor 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik

Checklist of AR 2024 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 - 26
1	pendapatan/penjualan Revenue/sales	24 – 26
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	22 - 23
9	jumlah liabilitas Total liabilities	
10	jumlah ekuitas Total equity	
11	rasio laba (rugi) terhadap jumlah asset Ratio of profit (loss) on total assets	26
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	

No.	Keterangan Description	Checklist AR AR Checklists
15	rasio liabilitas terhadap ekuitas Rasio of liabilities on equity	
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:**	**27- 28**
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:	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

No.	Keterangan Description	Checklist AR AR Checklists
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
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:**	**46 - 56**
1	kinerja Emiten atau Perusahaan Publik, paling sedikit memuat: the performance of the Issuer or Public Company, at least includes:	
	a. strategi dan kebijakan strategis Emiten atau Perusahaan Publik strategy and strategic policies of the Issuer or Public Company	48 - 49
	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	49 – 50
	e. kendala yang dihadapi Emiten atau Perusahaan Publik obstacles faced by Issuers or Public Companies	50 – 51
2	gambaran tentang prospek usaha Emiten atau Perusahaan Publik an overview of the business prospects of the Issuer or Public Company	51 – 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:**	**36 – 45**
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	38
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	39
3	pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik views on the implementation of governance of Issuers or Public Companies	41
E	**Profil Emiten atau Perusahaan Publik** **Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi:** **Profile of Issuers or Public Company**	**60 - 139**
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	63 – 65

No.	Keterangan Description	Checklist AR AR Checklists
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
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 – 72
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 – 85
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	86

No.	Keterangan Description	Checklist AR AR Checklists
9	profil Direksi, paling sedikit memuat: Profile of the Board of Directors, whic must at least contains:	105 - 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.	90, 105

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:	128 - 129
	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	128
	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	128 – 129
	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	129
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.	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:	130
	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.	133 – 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)	136 – 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: 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)	137
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: 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	138
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

No.	Keterangan Description	Checklist AR AR Checklists
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:**	**140 - 197**
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:	155 - 157
	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:	158 - 170
	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	172 – 173
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	174
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	175
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:	176
	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:	176 – 177
	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)	190
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	142 – 154, 185 – 186
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:	182 – 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:	186
	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	179 – 180
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:	187
	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:	188 – 189
	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:	178, 190, 191 – 196
	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)	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:**	**198 - 458**
1	RUPS, paling sedikit memuat: AGM, must at least contain:	211 - 230
	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:	
	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	
	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	
	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	
2	Direksi, paling sedikit memuat: Board of Directors, which must at least contain:	247 - 260
	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 – 256
	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 – 249
	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.	256- 258

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	258 – 260
	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:	260
	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.	260
3	Dewan Komisaris, paling sedikit memuat: The Board of Commissioners, which must contain at least:	231 - 246
	a. tugas dan tanggung jawab Dewan Komisaris duties and responsibilities of each member of the Board of Commissioners	232 – 235
	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	232 – 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.	234 – 237
	d. pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris: training and/or competency development of the member of the Board of Commissioners:	238 -242
	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:	261 - 265
	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:	243 - 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:	266 – 271
	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	
	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:	
	prosedur penetapan remunerasi Direksi dan Dewan Komisaris procedures for determining the remuneration of the Board of Directors and Board of Commissioners	
	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	
	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.	
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:	272 - 276
	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	277 - 287
	a. nama dan jabatannya dalam keanggotaan komite name and positions in the committee membership	
	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	

No.	Keterangan Description	Checklist AR AR Checklists
	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	
	g. pernyataan independensi komite audit statement of independence of the audit committee	
	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)	
	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	
	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	
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:	288 - 298
	a. nama dan jabatannya dalam keanggotaan komite names and positions in the committee membership	
	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	
	g. pernyataan independensi komite statement of independence of the committee	
	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)	
	i. uraian tugas dan tanggung jawab description of duties and responsibilities	
	j. pernyataan bahwa telah memiliki pedoman atau piagam (charter) statement that it has guidelines or charters	
	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	
	l. uraian singkat pelaksanaan kegiatan pada tahun buku brief explanation of the implementation of activities in the fiscal year	

No.	Keterangan Description	Checklist AR AR Checklists
	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:	Unit dan Komite di bawah Dewan Komisaris • 299 – 309 (Komite Pemantau Risiko) • 310 – 316 (Komite Tata Kelola Terintegrasi) • 317 – 318 (Sekretaris Dewan Komisaris) Unit dan Komite di bawah Direksi • 319 – 330 (Komite Investasi) • 331 – 340 (Komite Manajemen Risiko) • 341 - 356 (Komite Pengarah TI) • 357 – 364 (Komite Pengembangan Produk Asuransi) Unit and Committee under Board of Commissioners • 299 – 309 Risk Monitoring Committee • 310 – 316 Integrated Governance Committee • 317 – 318 Board of Commissioners Secretary Unit and Committee under Board of Directors • 319 – 330 Investment Committee • 331 – 340 Risk Management Committee • 341 - 356 IT Steering Committee • 357 – 364 Insurance Product Development Committee
	a. nama dan jabatannya dalam keanggotaan komite names and positions in the committee membership	
	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	
	g. pernyataan independensi komite statement of independence of the committee	
	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)	
	i. uraian tugas dan tanggung jawab description of duties and responsibilities	
	j. pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) komite statement that it has committee guidelines or charters	
	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	
	l. uraian singkat pelaksanaan kegiatan komite pada tahun buku brief explanation of the implementation of activities in the fiscal year	

No.	Keterangan Description	Checklist AR AR Checklists
9	sekretaris perusahaan, paling sedikit memuat: corporate secretary, which must at least include:	365 – 374
	a. nama name	
	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)	
	f. uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku brief explanation of the duties of corporate secretary in the fiscal year	
10	unit audit internal, paling sedikit memuat: internal audit unit, which must at least include:	375 - 379
	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:	
	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)	
	d. pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku training and/or competency development that has been participated in the fiscal year	
	e. struktur dan kedudukan unit audit internal structure and position of internal audit unit	
	f. uraian tugas dan tanggung jawab description of duties and responsibilities	
	g. pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) unit audit internal statement that it has internal audit unit guidelines or charters	
	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	
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:	364 – 387
	a. pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya financial and operational control, as well as its compliance to the regulation	
	b. tinjauan atas efektivitas sistem pengendalian internal review on the effectiveness of internal control	
	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	

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:	388 – 406
	a. gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik general description on the risk management system of the issuers or public companies	
	b. jenis risiko dan cara pengelolaannya typs of risks and its management	
	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	
	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	
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:	415 – 417
	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)	417
15	informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi: information on the Code of Conduct of the issuers or public companies, which include:	418 – 421
	a. pokok-pokok kode etik the basic of Code of Conduct	
	b. bentuk sosialisasi kode etik dan upaya penegakannya Its dissemination and enforcement	
	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	
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:	422
	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	

No.	Keterangan Description	Checklist AR AR Checklists
17	uraian singkat mengenai kebijakan pengungkapan informasi mengenai: brief description on the policy to disclose information on:	423 - 426
	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	
	b. pelaksanaan atas kebijakan dimaksud implementation of the policies	
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:	427 - 429
	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:	430-439, 443-445
	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.	
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:	452 - 458
	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.	

No.	Keterangan Description	Checklist AR AR Checklists
H	**Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik** **Social and environmental responsibilities of the issuers or public companies**	**462 – 475**
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.	462 – 475
I	**Laporan Keuangan Tahunan yang Telah Diaudit** **Audited Annual Financial Report**	**476**
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**

PT ASURANSI TUGU PRATAMA INDONESIA TBK
DAN ENTITAS ANAK

Laporan Keuangan Konsolidasian
Untuk Tahun-Tahun yang Berakhir
Pada Tanggal 31 Desember 2024 dan 2023

PT ASURANSI TUGU PRATAMA INDONESIA TBK
AND ITS SUBSIDIARIES

Consolidated Financial Statements
For the Years Ended
December 31, 2024 and 2023

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SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN
TANGGAL 31 DESEMBER 2024
DAN UNTUK TAHUN YANG BERAKHRI 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, 2024
AND FOR THE YEAR ENDED
PT ASURANSI TUGU PRATAMA INDONESIA TBK
AND ITS SUBSIDIARIES

Kami, yang bertanda tangan dibawah ini :

We, the under signed 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/RW 005/010, Nanggewer Mekar-Cibinong, Jawa Barat	*Domicile address or address according to ID*
Nomor telepon	081290158901	*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 dan Layanan Korporat/ *Financial and Corporate Service Director*	*Title*

menyatakan bahwa:

declare that:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Asuransi Tugu Pratama Indonesia Tbk dan entitas anaknya;

   We are responsible for the preparation and presentation of the consolidated financial statements of PT Asuransi Tugu Pratama Indonesia Tbk and its subsidiaries;

2. Laporan keuangan konsolidasian PT Asuransi Tugu Pratama Indonesia Tbk dan entitas anaknya telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;

   The consolidated financial statements of PT Asuransi Tugu Pratama Indonesia Tbk have been prepared and presented in accordance with Indonesian Financial Accounting Standards;

3. a. Semua informasi dalam laporan keuangan konsolidasian PT Asuransi Tugu Pratama Indonesia Tbk dan entitas anaknya telah dimuat secara lengkap dan benar; dan

   a. All information in the consoldiated financial statements of PT Asuransi Tugu Pratama Indonesia Tbk and its subsidiaries have been fully disclosed in a complete and truthful manner; and

   b. Laporan keuangan konsolidasian PT Asuransi Tugu Pratama Indonesia Tbk tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;

   b. The consolidated 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. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Asuransi Tugu Pratama Indonesia Tbk.

   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, 28 Februari 2025 / *Jakarta, February 28, 2025*

Tatang Nurhidayat
Presiden Direktur /
President Director

METERAI TERAI
28/02/2025
Rp 010000

Emil Hakim
Direktur Keuangan dan Layanan Korporat/
Financial and Corporate Service Director

Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Registered Public Accountants

RSM Indonesia
Plaza ASIA, Level 10
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Nomor/*Number* : 00072/2.1030/AU.1/08/1698-1/1/II/2025

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 2024, 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 2024, 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, 2024 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, 2024, 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, Registered Public Accountants is a member of the RSM network and trades as RSM. 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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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.

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 2024, liabilitas asuransi signifikan terhadap jumlah liabilitas Grup. Jumlah liabilitas asuransi adalah sebesar Rp12.171.114.196.195, 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.

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.

Karena ketidakpastian estimasi yang signifikan terkait dengan penilaian liabilitas asuransi, hal ini dianggap sebagai hal audit utama.

Bagaimana audit kami merespons Hal Audit Utama

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:

- 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.

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.

Valuation of insurance liabilities

Insurance liabilities include outstanding claims reserve (including incurred but not reported reserve (IBNR)) and premium reserves. As of December 31, 2024, the insurance liabilities are significant to the Group's total liabilities. Total amount of insurance liabilities is Rp12,171,114,196,195 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.

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.

Due to the significance of estimation uncertainty associated with valuation of insurance liabilities, this is considered a key audit matter.

How our audit addressed the Key Audit Matter

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:

- *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 2024 sesuai dengan PSAK 104, "Kontrak Asuransi" ("PSAK 104").
- 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 2024 sesuai dengan PSAK 104.
- Kami melakukan perhitungan matematis ulang secara independen atas Pengujian Kecukupan Liabilitias (*Liability Adequacy Testing*) sesuai dengan PSAK 104 dan melakukan pemeriksaan terhadap kecukupan cadangan teknis pada tanggal 31 Desember 2024.
- 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 2024.

- *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, 2024 based on PSAK 104, "Insurance Contract" ("PSAK 104").*
- *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, 2024 based on PSAK 104.*
- *We performed independent mathematical recalculation of Liability Adequacy Testing ("LAT") on PSAK 104 and examined the adequacy of technical reserves as of December 31, 2024.*
- *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, 2024.*

Hal Lain

Audit kami atas laporan keuangan konsolidasian Grup pada tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal 31 Desember 2024 terlampir, dilaksanakan dengan tujuan untuk merumuskan suatu opini atas laporan keuangan konsolidasian tersebut secara keseluruhan. Informasi keuangan Perusahaan (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2024, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal 31 Desember 2024, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk") yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian tersebut di atas, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian tersebut di atas yang diharuskan menurut Standar Akuntasi

Other Matter

Our audit of the accompanying consolidated financial statements of the Group as December 31, 2024 and for the year ended December 31, 2024, is performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole. The accompanying financial information of the Company (parent entity), which comprises the statements of financial position as of December 31, 2024, and the statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year ended December 31, 2024, and a summary of significant accounting policies and other explanatory information (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 a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards.

Keuangan di 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 tersebut di atas. Informasi Keuangan Entitas Induk telah menjadi objek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian tersebut di atas berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Menurut opini kami, Informasi Keuangan Entitas Induk disajikan secara wajar, dalam semua hal yang material, berkaitan dengan laporan keuangan konsolidasian tersebut di atas secara keseluruhan.

The Parent Entity Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to the auditing procedures applied in the audits of the accompanying consolidated financial statements in accordance with auditing standards established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.

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 2024 diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

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 2024 annual report is expected to be made available to us after the date of this auditor's report.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

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.

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 2024, 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 2024 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.

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.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

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.

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.

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.

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

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.

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*

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.

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.

- 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.
- 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 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.*
- *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

Chairul Wismoyo
Nomor Izin Akuntan Publik: AP.1698/
Public Accountant License Number: AP.1698

Jakarta, 28 Februari 2025/February 28, 2025

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PT ASURANSI TUGU PRATAMA INDONESIA TBK DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Pada Tanggal 31 Desember 2024 dan 2023
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
December 31, 2024 and 2023
(Expressed in thousands of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2024 Rp	2023 Rp	
ASET				***ASSETS***
Kas dan bank	4,39	358,000,320	537,857,224	*Cash on hand and in banks*
Investasi				*Investments*
Deposito berjangka	5a,39	2,160,840,127	3,080,099,520	*Time deposits*
Efek-efek	5b,39	7,677,715,514	6,071,399,365	*Marketable securities*
Penyertaan langsung	5c	28,019,206	36,254,223	*Direct participation*
Investasi pada entitas asosiasi	5d	177,265,802	166,639,022	*Investment in associates*
Properti investasi	5f	1,179,943,393	2,317,627,368	*Investment properties*
Piutang premi dan sesi, neto	6,39	1,616,850,321	1,859,030,780	*Premium and cession receivables, net*
Piutang koasuransi, neto	7,39	192,273,045	422,878,924	*Coinsurance receivables, net*
Piutang reasuransi dan retrosesi, neto	8,39	486,022,965	655,594,034	*Reinsurance and retrocession receivables, net*
Piutang lain-lain	13	335,086,216	266,796,478	*Other receivables*
Aset tetap, neto	10	2,906,940,891	1,614,302,861	*Fixed assets, net*
Aset tak berwujud, neto	12	123,678,966	113,420,431	*Intangible assets, net*
Aset hak guna, neto	11a	23,367,109	10,357,593	*Right use of assets, net*
Aset reasuransi	16	8,023,804,564	7,262,059,610	*Reinsurance assets*
Biaya dibayar di muka dan uang muka		56,730,903	32,437,029	*Prepaid expenses and advances*
Pajak dibayar di muka	19a	79,681,846	35,238,365	*Prepaid taxes*
Aset pajak tangguhan	19e	293,205,718	281,650,749	*Deferred tax assets*
Aset lain-lain	9	630,643,626	374,299,039	*Other assets*
JUMLAH ASET		**26,350,070,532**	**25,137,942,615**	***TOTAL ASSETS***
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
Utang reasuransi dan retrosesi	17,39	1,835,027,181	1,891,733,387	*Reinsurance and retrocession payables*
Utang komisi	18	96,142,324	43,569,121	*Commissions payables*
Utang klaim	14,39	155,449,063	313,786,300	*Claims payables*
Utang koasuransi	15,39	91,592,644	73,562,226	*Coinsurance payables*
Pinjaman diterima	23,39	527,075,229	296,149,553	*Borrowings*
Utang pembiayaan konsumen dan sewa pembiayaan	24,39	117,815,784	45,513,893	*Consumer finance and leases payables*
Liabilitas sewa	11b	24,567,325	6,194,693	*Lease liabilities*
Beban akrual	20	289,365,193	290,477,838	*Accrued expenses*
Tagihan kekurangan pembayaran pajak	19b	--	3,256,171	*Tax underpayment bill*
Utang pajak	19c	50,973,809	180,342,673	*Taxes payables*
Utang lain-lain	21	251,399,834	270,437,331	*Other payables*
Liabilitas asuransi	16,39	12,171,114,196	11,147,535,021	*Insurance liabilities*
Liabilitas imbalan kerja	22	230,998,378	295,526,175	*Employee benefits liabilities*
JUMLAH LIABILITAS		**15,841,520,960**	**14,858,084,382**	***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

	Catatan/ *Notes*	2024 Rp	2023 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 2024				*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, 2024*
Modal saham - nilai nominal Rp500 (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) tahun 2023	25	177,778,780	177,778,780	*Share capital 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) year 2023*
Tambahan modal disetor	27	625,460,209	625,460,209	*Additional paid in capital*
Selisih kurs penjabaran laporan keuangan		(32,356,770)	(37,679,259)	*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	(95,569,506)	8,409,087	*Unrealized gains on available-for-sale marketable securities, net*
Surplus revaluasi aset tetap	10	1,998,384,997	2,027,351,117	*Fixed assets revaluation surplus*
Saldo laba				*Retained earnings*
Ditentukan penggunaannya		413,313,271	413,313,271	*Appropriated*
Belum ditentukan penggunaannya		6,578,903,836	6,262,074,018	*Unappropriated*
Sub-jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk		9,771,470,700	9,582,263,106	*Equity attributable to equity owners holders of the parent*
Kepentingan non-pengendali	29	737,078,872	697,595,127	*Non-controlling interest*
JUMLAH EKUITAS		**10,508,549,572**	**10,279,858,233**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**26,350,070,532**	**25,137,942,615**	***TOTAL LIABILITIES AND EQUITY***

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 2024 dan 2023
(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, 2024 and 2023
(Expressed in thousands of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2024 Rp	2023 Rp	
PENDAPATAN ASURANSI DAN REASURANSI				***INSURANCE AND REINSURANCE REVENUES***
Pendapatan *underwriting*				*Underwriting revenues*
Pendapatan premi				*Premium income*
Premi bruto	30	8,536,877,518	7,709,524,068	*Gross premium*
Premi reasuransi dan retrosesi	30	(4,754,995,256)	(4,368,028,394)	*Reinsurance and retrocession premium*
Perubahan premi yang belum merupakan pendapatan dan liabilitas manfaat polis masa depan	30	(314,399,802)	(711,844,970)	*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	296,196,402	450,280,969	*Changes in reinsurance assets of unearned premium reserves and liabilities for future policy benefits*
Pendapatan premi, neto		3,763,678,862	3,079,931,673	*Premium income, net*
Beban komisi, neto	31	(793,419,627)	(470,367,564)	*Commission expense, net*
Jumlah pendapatan *underwriting*		2,970,259,235	2,609,564,109	*Total underwriting revenues*
Pendapatan investasi	33	443,286,914	579,830,038	*Investment income*
Pendapatan usaha lainnya	34	519,850,137	402,090,598	*Other operating revenues*
JUMLAH PENDAPATAN		**3,933,396,286**	**3,591,484,745**	***TOTAL REVENUES***
BEBAN				***EXPENSES***
Beban klaim				*Claim expenses*
Klaim bruto	32	(2,689,824,306)	(2,785,386,889)	*Gross claims*
Klaim reasuransi dan retrosesi	32	885,785,313	1,361,523,348	*Reinsurance and retrocession claims*
Perubahan estimasi liabilitas klaim	32	(709,179,372)	(638,438,007)	*Changes in estimated claims liabilities*
Perubahan aset reasuransi atas estimasi liabilitas klaim	32	465,548,551	151,268,545	*Changes in reinsurance assets for estimated liabilities claims*
Jumlah beban klaim neto		(2,047,669,814)	(1,911,033,003)	*Total net claim expenses*
Beban usaha	35	(760,121,157)	(812,220,956)	*Operating expenses*
Beban usaha lainnya	36	(309,633,130)	(298,263,982)	*Other operating expenses*
Pendapatan (beban) lain-lain, neto	37	106,043,082	1,054,600,500	*Other income (expenses), net*
JUMLAH BEBAN		**(3,011,381,019)**	**(1,966,917,441)**	***TOTAL EXPENSES***
Laba sebelum bagian laba bersih entitas asosiasi dan beban pajak final dan pajak penghasilan		922,015,267	1,624,567,304	*Income before share in associates' net income and final tax and income tax expenses*
Bagian laba bersih entitas asosiasi	5d	11,366,384	7,763,237	*Share in associates net income*
Laba sebelum beban pajak final dan pajak penghasilan		933,381,651	1,632,330,541	*Income before final tax and income tax expenses*
Beban pajak final	19d	(69,280,090)	(52,159,894)	*Final tax expense*
Laba sebelum beban pajak penghasilan		864,101,561	1,580,170,647	*Income before income tax expenses*
Beban pajak penghasilan	19d	(113,588,770)	(278,069,378)	*Income tax expense*
LABA TAHUN BERJALAN		**750,512,791**	**1,302,101,269**	***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*	2024 Rp	2023 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		69,704,724	8,044,434	*Remeasurement of employee benefits liability*
Surplus revaluasi aset tetap	10	(28,966,956)	13,793,037	*Fixed assets revaluation surplus*
Pajak penghasilan terkait pos yang tidak akan direklasifikasi ke laba rugi		(14,350,305)	(1,231,666)	*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	(121,996,207)	39,420,023	*Unrealized gains on available-for-sale marketable securities*
Selisih kurs penjabaran laporan keuangan		5,322,571	(5,498,190)	*Translation adjustments*
Pajak penghasilan terkait pos yang akan direklasifikasi ke laba rugi		6,722,643	(4,506,593)	*Income tax related to items that will be reclassified to profit or loss*
Jumlah penghasilan komprehensif lain setelah pajak		(83,563,530)	50,021,045	*Total other comprehensive income after tax*
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		**666,949,261**	**1,352,122,314**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
Laba tahun berjalan yang dapat diatribusikan kepada:				*Income for the year attributable to:*
Pemilik entitas induk		700,854,404	1,322,393,811	*Equity owners of the parent entity*
Kepentingan non-pengendali		49,658,387	(20,292,542)	*Non-controlling interest*
Jumlah		750,512,791	1,302,101,269	*Total*
Jumlah penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada:				*Total comprehensive income for the year attributable to:*
Pemilik entitas induk		627,454,605	1,372,504,501	*Equity owners of the parent entity*
Kepentingan non-pengendali		39,494,656	(20,382,187)	*Non-controlling interest*
Jumlah		666,949,261	1,352,122,314	*Total*
LABA PER SAHAM YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (nilai penuh)	**38**	**197**	**372**	***EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY OWNERS OF THE PARENT ENTITY (full amount)***

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PT ASURANSI TUGU PRATAMA INDONESIA TBK
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CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
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(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 1 Januari 2023		**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 January 1, 2023***
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***
Dividen kas	26	--	--	--	--	--	--	--	(438,247,011)	(438,247,011)	(10,911)	(438,257,922)	*Cash dividends*
Laba tahun berjalan		--	--	--	--	--	--	--	700,854,404	700,854,404	49,658,387	750,512,791	*Income for the year*
Pengukuran kembali liabilitas imbalan kerja setelah pajak		--	--	--	--	--	--	--	54,222,425	54,222,425	1,131,994	55,354,419	*Remeasurement of employee benefits liabilities after tax*
Selisih kurs penjabaran laporan keuangan		--	--	--	5,322,489	--	--	--	--	5,322,489	82	5,322,571	*Translation adjustments*
Keuntungan yang belum direalisasi atas efek-efek tersedia untuk dijual neto setelah pajak	5e	--	--	--	--	(103,978,593)	--	--	--	(103,978,593)	(11,294,971)	(115,273,564)	*Unrealized gain on available-for-sale marketable securities net after tax*
Surplus revaluasi aset tetap	10	--	--	--	--	--	(28,966,120)	--	--	(28,966,120)	(836)	(28,966,956)	*Fixed assets revaluation surplus*
Saldo per 31 Desember 2024		**177,778,780**	**625,460,209**	**105,555,883**	**(32,356,770)**	**(95,569,506)**	**1,998,384,997**	**413,313,271**	**6,578,903,836**	**9,771,470,700**	**737,078,872**	**10,508,549,572**	***Balance as of December 31 2024***

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

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PT ASURANSI TUGU PRATAMA INDONESIA TBK AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
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(Expressed in thousands of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2024 Rp	2023 Rp	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari tertanggung, reasuradur, dan pelanggan		9,705,540,486	8,499,827,503	*Cash receipts from insured, reinsurers, and customers*
Pembayaran kas kepada tertanggung, reasuradur, pemasok, dan karyawan		(9,087,432,170)	(7,303,259,682)	*Cash paid to insured, reinsurers, suppliers, and employees*
Pembayaran pajak penghasilan		(204,329,167)	(198,596,293)	*Income tax paid*
Penerimaan klaim atas pengembalian pajak		--	18,328,138	*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		**413,779,149**	**2,128,649,029**	***Net cash flows provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan bunga		469,732,911	446,797,913	*Interest received*
Penerimaan dividen		17,261,802	43,395,981	*Dividends received*
Pencairan (penempatan) investasi, neto		(637,938,482)	(2,216,923,649)	*Proceeds from sale (placement) of investments, net*
Perolehan aset tetap	10	(184,810,506)	(368,082,172)	*Acquisitions of fixed assets*
Hasil penjualan aset tetap	10	612,236	21,331	*Proceeds from sale of fixed assets*
Perolehan properti investasi		--	(111,869)	*Acquisitions of investment property*
Arus kas neto digunakan untuk aktivitas investasi		**(335,142,039)**	**(2,094,902,465)**	***Net cash flows used for investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran dividen	26	(438,257,922)	(244,362,381)	*Dividends paid*
Pembayaran pinjaman diterima	23	(148,655,251)	(71,485,703)	*Payment of borrowings*
Pencairan pinjaman diterima	23	379,580,927	246,288,544	*Proceeds of borrowings receiving*
Pembayaran utang sewa pembiayaan konsumen dan sewa pembiayaan	24	(19,224,102)	(23,102,483)	*Payment of consumer finance and lease payable*
Pembayaran bunga sewa pembiayaan	24	(21,835,313)	(5,278,681)	*Payment of lease payable interest*
Pembayaran liabilitas sewa	11	(6,079,883)	(3,440,371)	*Payment of lease liabilities*
Arus kas neto yang digunakan untuk aktivitas pendanaan		**(254,471,544)**	**(101,381,075)**	***Net cash flows used in financing activities***
KENAIKAN (PENURUNAN) NETO KAS DAN BANK		**(175,834,434)**	**(67,634,511)**	***NET INCREASE (DECREASE) IN CASH AND BANKS***
PENYESUAIAN ATAS SELISIH KURS		**(4,022,470)**	**(3,494,364)**	***ADJUSTMENT OF FOREIGN EXCHANGES DIFFERENCE***
KAS DAN BANK AWAL TAHUN	4	**537,857,224**	**608,986,099**	***CASH AND BANKS AT BEGINNING OF YEAR***
KAS DAN BANK AKHIR TAHUN	4	**358,000,320**	**537,857,224**	***CASH AND BANKS AT END OF YEAR***

* Lihat Catatan 40 untuk pengungkapan informasi tambahan arus kas, termasuk tambahan informasi transaksi non-kas

** See Note 40 for the additional cash flows information, include additional informastion non cash transaction.*

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 / *1.a. 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 30 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 30 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.

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.

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.

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. 81 tanggal 20 Desember 2024 dan telah memperoleh persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.09-0292061 tanggal 23 Desember 2024 dan Akta Notaris No. 78 tanggal 22 Mei 2024 dan telah memperoleh persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.09-0206626 tanggal 28 Mei 2024. Susunan Dewan Komisaris, Direksi, Komite Audit, dan Dewan Pengawas Syariah Perseroan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

1.b. Key management and other information

Based on Notarial Deed No. 81 dated December 20, 2024 and was approved by the Minister of Law and Human Rights of Republic of Indonesia in his Decision Letter No. AHU-AH.01.09-0292061 dated December 23, 2024 and Notarial Deed No. 78 dated May 22, 2024 and was approved by the Minister of Law and Human Rights of Republic of Indonesia in his Decision Letter No. AHU-AH.01.09-0206626 dated May 28, 2024. The Company's Board of Commissioners and Directors, Audit Committee, and Sharia Supervisory Board as of December 31, 2024 and 2023, are as follows:

	2024	2023	
Dewan Komisaris :			***Board of Commissioners :***
Presiden Komisaris	Abdul Ghofar *	Dian Masyita *	*President Commissioner*
Komisaris Independen	Poerwo Tjahjono	Poerwo Tjahjono	*Independent Commissioner*
Komisaris Independen	Tajudin Noor***	Tajudin Noor**	*Independent Commissioner*
Komisaris	Samuel Lie (Samuel Ramna)	Samuel Lie (Samuel Ramna)	*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	Sudarlin	*Director*
Direktur	Ery Widiatmoko	Ery Widiatmoko	*Director*
Direktur	Edi Yoga Prasetyo***	Edi Yoga Prasetyo**	*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	Muhammad Maksum	*Chairman*
Anggota	Siti Hannah	Siti Hannah	*Member*

* Merangkap sebagai komisaris independen

** Menunggu hasil uji kemampuan dan kepatutan OJK

*** Telah Lulus uji kemampuan dan kepatutan OJK pada tanggal 19 Januari 2024

* *Currently as independent commissioner*

** *Waiting for the results of the OJK fit and proper test*

*** *Passed fit and proper test OJK on January 19, 2024*

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:

	2024 Rp	2023 Rp	
Dewan Komisaris :			*Board of Commissioners :*
Imbalan kerja jangka pendek	15,816,990	9,071,347	*Short-term benefits*
Imbalan kerja jangka panjang	979,264	572,218	*Long-term benefits*
Sub jumlah	16,796,254	9,643,565	*Sub total*
Direksi :			***Board of Directors :***
Imbalan kerja jangka pendek	46,078,376	38,057,784	*Short-term benefits*
Imbalan kerja jangka panjang	2,241,228	2,184,217	*Long-term benefits*
Sub jumlah	48,319,604	40,242,001	*Sub total*
Jumlah	**65,115,858**	**49,885,566**	***Total***

Total karyawan Perseroan pada tanggal 31 Desember 2024 dan 2023 masing-masing adalah 350 dan 357 orang (tidak diaudit).

The Company had total number of employees as of December 31, 2024 and 2023 is 350 and 357, 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* 2024	2023	Jumlah aset sebelum eliminasi/ *Total assets before elimination* 2024	2023
PT Tugu Pratama Interindo (TPInt)	29 April 1994/ *April 29, 1994*	Jakarta	Investasi saham/ *Investment in shares of stock*	99.99%	99.99%	1,127,546,818	3,992,978,986
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%	2,764,174,694	2,475,050,589
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
Tugu Insurance Company Limited (TIC)**)	15 Desember 1965/ *December 15, 1965*	Hong Kong	Asuransi kerugian/ *General insurance*	100.00%	100.00%	2,606,009,997	2,546,789,784
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%	53,761,521	62,352,335
PT Tugu Reasuransi Indonesia (TRI)*)	2 April 1987/ *April 2, 1987*	Jakarta	Reasuransi/ *Reinsurance*	50.74%	50.74%	5,942,450,745	5,901,020,745
YHT & Company Limited, Guernsey (YHT)	23 Desember 1986/ *December 23, 1986*	Guernsey	Broker dan konsultan reasuransi/ *Brokerage and reinsurance consultancy*	0.00%	99.86%	--	--
Reksa dana GAP Dana Kombinasi***)	20 April 2015/ *April 20, 2015*	Jakarta	Investasi reksadana/ *Investment in mutual fund*	100.00%	100.00%	56,516,804	55,077,828
Reksa dana Terproteksi Insight Terproteksi 2***)	30 September 2013/ *September 30, 2013*	Jakarta	Investasi reksadana/ *Investment in mutual fund*	100.00%	100.00%	90,454,013	90,184,540

*) 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 28 Februari 2025.

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 February 28, 2025.

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 Lampiran Keputusan Ketua BAPEPAM-LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 yang terdapat di dalam Peraturan dan

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 No. VIII.G.7 Attachment of Chairman of BAPEPAM-LK's Decision No. KEP-347/BL/2012 dated June 25, 2012 on the

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.

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 1d 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 sejenis dalam kondisi yang sama. Apabila laporan keuangan entitas anak menggunakan kebijakan akuntansi yang

The consolidated financial statements are prepared using uniform accounting policies for transactions and events in similar circumstances. If the subsidiaries' financial statements use different accounting policies different from those adopted in the

berbeda dari kebijakan akuntansi yang digunakan dalam laporan keuangan konsolidasian, maka dilakukan penyesuaian yang diperlukan terhadap laporan keuangan entitas anak tersebut.

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

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

keuangan konsolidasian hanya sebatas hasil pada saat pengendalian tersebut mulai diperoleh atau hingga saat pengendalian itu berakhir.

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 non pengendali ("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 atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan disertakan dalam beban-beban administrasi.

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 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 keuntungan atau kerugian dari pelepasan. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dihentikan dan porsi UPK yang ditahan.

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 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. 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 2024, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 116: Sewa tentang Liabilitas Sewa dalam Jual dan Sewa Balik;
- Amendemen PSAK 201: Penyajian Laporan Keuangan tentang Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang;
- Amendemen PSAK 201: Penyajian Laporan Keuangan Tentang Liabilitas Jangka Panjang dengan Kovenan;
- Amendemen PSAK 207: Laporan Arus Kas dan Amendemen PSAK 107: Instrumen Keuangan: Pengungkapan tentang Pengaturan Pembiayaan Pemasok; dan
- Revisi PSAK 409: Akuntansi Zakat, Infak, dan Sedekah dan Revisi PSAK 401: Penyajian Laporan Keuangan Syariah.

Implementasi standar-standar tersebut tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

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 116: Leases regarding Lease Liability in Sale and Leaseback;*
- *Amendments PSAK 201: Presentation of Financial Statements regarding Classification of Liabilities as Current or Noncurrent;*
- *Amendments PSAK 201: Presentation of Financial Statements related to Noncurrent Liabilities with Covenants;*
- *Revised PSAK 207: Statement of Cash Flows and Amendements PSAK 107: Financial Statement: Discloure regarding Supplier Finance Arrangements; and*
- *Revision PSAK 409: Accounting for Zakat, Infaq, dan Shadaqah and Revision PSAK 401: Presentation of Sharia Financial Statements.*

The implementation of the above standards had no significant effect on the amounts reported for the current period or prior financial year.

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

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.

	2024 Rp	2023 Rp	
1 Dolar Amerika Serikat (USD)	16,157	15,416	*1 United Stated Dollar (USD)*
1 Dolar Hong Kong (HKD)	2,082	1,973	*1 Hong Kong Dollar (HKD)*
1 Poundsterling Inggris (GBP)	20,332	19,760	*1 Great British Pounds (GBP)*
100 Yen Jepang (JPY)	10,236	10,955	*100 Japan Yen (JPY)*
1 Euro (EUR)	16,851	17,140	*1 Euro (EUR)*
1 Chinese Yuan (CNY)	2,214	2,170	*1 Chinese Yuan (CNY)*
1 Korean Won (KRW)	11	12	*1 Korean Won (KRW)*
1 Singapore Dollar (SGD)	11,919	11,712	*1 Singapore Dollar (SGD)*
1 Indian Rupee (INR)	190	185	*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.

Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi

Pada saat pengakuan awal, liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi diukur pada nilai wajar dikurangi biaya transaksi (jika ada).

Financial liabilities at amortized cost

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 239 (Revisi 2014)/ *Category as defined by PSAK 239 (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.

Perubahan dalam nilai wajar dicatat dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai bagian dari pendapatan investasi.

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.

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.

Changes in fair values are recorded in the consolidated statements of profit or loss and other comprehensive income as part of investment income.

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).

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.

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).

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 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.

The Group discontinue the use of the equity method from the date when its investment 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.

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 berbeda secara material dari jumlah yang ditentukan dengan menggunakan nilai wajar pada tanggal pelaporan.

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.

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.

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 the reporting date.

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

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

kombinasi bisnis) diperlukan, maka Grup membuat estimasi formal jumlah terpulihkan aset tersebut.

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.

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".

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.

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 mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai residu, dengan dasar yang sistematis selama sisa umur manfaatnya.

required, the Group makes an estimate of the asset's recoverable amount.

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.

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".

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.

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 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

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.

A Significant insurance risk is the possibility of paying significantly more benefit to the policyholder upon the occurrence of insured

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.

event compared to the minimum benefit payable in a scenario where the insured event does not occur. Scenarios considered are those with commercial substance.

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.

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.

Ketika sebuah kontrak telah diklasifikasi sebagai kontrak asuransi, reklasifikasi terhadap kontrak tersebut tidak dapat dilakukan kecuali ketentuan perjanjian kemudian diamendemen.

Once a contract has been classified as insurance, no reclassification is subsequently performed unless the terms of the agreement are later amended.

Kontrak asuransi diklasifikasikan sebagai berikut:

Insurance contracts are classified as follows:

- 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) berdasarkan proporsi jumlah proteksi yang diberikan. Premi dari polis bersama diakui sebesar pangsa premi Grup.

  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.

- *Short-term insurance contract*
  A short-term insurance contract is an 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 an insurance contract that only provides insurance protection without deposit component for a 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 (contracts) in proportion to the insurance coverage provided. Premium from coinsurance policy is recognized based on the Group's proportion to the insurance coverage received.

  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 reflects 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 saat timbulnya cadangan atas premi yang belum merupakan pendapatan.	*The portion of reinsurance assets from unearned premium reserves is recognized simultaneously when the unearned premium reserves arisen.*
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.	*The portion of reinsurance assets from unearned premium reserves is measured in accordance with the reinsurance contracts, consistent with the unearned premium reserves method.*
Penyajian pendapatan premi neto dalam laba rugi konsolidasian menunjukkan jumlah premi bruto, premi reasuransi dan retrosesi, dan (kenaikan)/penurunan cadangan atas	*Net premium income in the consolidated profit or loss represents gross premium, reinsurance and retrocession premium and (increase)/ decrease in unearned premium*

premi yang belum merupakan pendapatan. Premi reasuransi dan retrosesi disajikan sebagai pengurang premi bruto.

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.

ii. Reinsurance

The Group reinsures part of its total accepted risk with other insurance and reinsurance companies.

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.

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.

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.

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.

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.

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.

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.

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 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.

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.

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 claim expenses in the same period as the recognition of claim expenses. Subrogation rights are recognized as deduction from claim expenses upon realization.

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 memperoleh, memelihara, dan mengukur profitabilitas dari kontrak asuransi tersebut.

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 measuring the profitability of its insurance contracts.

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.

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.

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.

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 the 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.
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.

2.r. Revenue and expense recognition

Revenue from services is recognized when the service is delivered.
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 expenses 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.

Grup sebagai *lessor*

Pertimbangan tersebut dibuat berdasarkan hasil evaluasi terhadap substansi perjanjian terlepas dari bentuk formal dari perjanjian sewa tersebut.

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.

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.

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.

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.

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.

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.

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.

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.

2.u. Employee benefits

i. Short-term employee benefits
Short-term employee benefits are recognized when they accrue to the employees.

ii. Imbalan pensiun dan pasca kerja lainnya

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

ii. Pension and other post employment benefits

Pension and other post employment benefits are calculated in accordance with the Company and each of subsidiaries' regulations. Except for TIC, TRB and YHT, the pension and other post employment benefits also referred to

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.

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 benefits 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 the 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

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

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.

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
- setiap perubahan dampak batas atas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas imbalan pasti neto.

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
- any changes in effect of the asset ceiling, excluding amount including in net interest on the net defined benefit liability.

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.

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. 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.

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.

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.

Correction to taxation obligations is 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 elements 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 212. 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 212. 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 408 "Akuntansi Transaksi Asuransi Syariah" untuk mencatat transaksi asuransi syariahnya termasuk dana peserta. Dana peserta merupakan dana *Tabarru'* dan dana syirkah temporer. Pada tanggal 31 Desember 2024 dan 2023, Grup tidak memiliki dana syirkah temporer.

2.w. Accounting for sharia transactions

The Company uses PSAK 408 "Accounting 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 2024, 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 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.

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 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 are 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 terutama untuk memperoleh arus kas kontraktual dan melakukan penjualan 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.

- *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 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.

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.

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 expenses are presented in net amount in the consolidated profit or loss.

Reklasifikasi
Grup tidak dapat mengubah klasifikasi investasi, kecuali terdapat perubahan tujuan model usaha.

Reclassification
The Group cannot change investment classification unless there is a change in the business model's purpose.

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.

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

2.x. Inventories

Inventories include held-for-sale motor vehicles, office supplies and spare parts. Held-for-sale motor vehicles are used for 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

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.

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 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

Perseroan 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 commissioners 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 224 "Pengungkapan Pihak-Pihak Berelasi".

Pihak berelasi adalah orang atau entitas yang terkait dengan entitas yang menyiapkan laporan keuangannya (dalam pernyataan ini dirujuk sebagai "entitas pelapor"):

2.aa. Transactions with related parties

The Group has transactions with related parties, as defined on PSAK 224 "Related Party Disclosures".

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. 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 kunci entitas (atau entitas induk dari entitas); atau

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 are 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 of the entity); or

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.

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.

Transaksi pihak berelasi adalah suatu pengalihan sumber daya, jasa atau kewajiban antara entitas pelapor dengan pihak-pihak berelasi, terlepas apakah ada harga yang dibebankan

A related party transaction is a transfer of reasourcea, services or obligations between a reporting entity and a related party, regardless of whether a price is charge.

Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan 39 atas laporan keuangan.

All significant transactions and balances with related parties are disclosed in note 39 to the financial statements.

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.

Transactions with related parties are based on the terms accepted by both parties, which may not be the same as other transactions conducted by parties who are not related.

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.

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. Informasi segmen

Grup menyajikan informasi segmen sesuai PSAK 108, "Segmen Operasi" yang menyajikan informasi yang lebih rinci untuk pelaporan segmen usaha dan segmen geografis.

2.ab. *Segments information*

The Group presents segment information following PSAK 108, "Operating Segment", which provides a more detailed guidance for identifying reportable business segments and geographical segments.

Grup mengelompokkan kegiatan usahanya ke dalam asuransi dan reasuransi, sewa, dan bisnis terkait, dan lain-lain.

The Group classifies its line of business into insurance and reinsurance, rental and related business, and others.

Informasi keuangan atas tiap kegiatan usaha dimanfaatkan oleh Manajemen untuk mengevaluasi kinerja setiap segmen dan menentukan alokasi sumber daya.

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.

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 ditentukan sebelum saldo dan transaksi antar Grup, dieliminasi sebagai bagian dari proses konsolidasi.

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 the Group are 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,

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

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.

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. 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:

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:

Klasifikasi produk

Berdasarkan PSAK 104, “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.

Product classifications

Based on PSAK 104, “Insurance Contract”, Group should classify its contracts into insurance contract or investment contract. Management has assessed and concluded that all the contracts issued by the Group are insurance contracts.

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 239 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup seperti diungkapkan pada Catatan 2f.

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 239. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group reffered to accounting policies disclosed in Note 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.

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

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

tersebut adalah mata uang yang memengaruhi pendapatan dan beban dari jasa yang diberikan.

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.

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.

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 bukti objektif bahwa Grup tidak dapat menerima jumlah yang terutang untuk itu dan jumlah ini dapat diukur secara andal.

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.

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.

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 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 on 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 arises. 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.

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.

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.

Based on liability adequacy testing at the reporting date, the Group's liabilities are adequate. Therefore, no insurance liability deficiency is to be charged into the current year's consolidated profit or loss.

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.

Employee benefits liabilities
The present value of the employee benefits obligation depends on a few 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 on the carrying amount of employee benefits obligation.

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.

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.

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.

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 evidence, the amount of changes in fair values would differ if the Group utilized different valuation methodology.

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;
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.

Impairment in value of non-financial assets
In identifying whether there is an impairment over assets 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. 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.

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.

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.

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 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).

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.

Leases - Property lease classification – Group as lessor
The Group has entered 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.

Lease - 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.

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 entity-specific estimates (such as the subsidiary's stand-alone credit rating).

4. Kas dan Bank / *4. Cash On Hand and In Banks*

	2024 Rp	2023 Rp	
Kas			***Cash on hand***
Rupiah	67,953	64,922	*Rupiah*
Dolar Hongkong	63,489	61,315	*Hongkong Dollar*
Jumlah kas	**131,442**	**126,237**	***Total cash on hand***
Bank			***Cash in banks***
Pihak berelasi (Catatan 39)	**210,581,934**	**303,107,902**	***Related parties (Note 39)***
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
PT Bank Permata Tbk	35,487,172	77,327	*PT Bank Permata Tbk*
PT Bank Mayapada Internasional Tbk	11,200,697	--	*PT Bank Mayapada Internasional Tbk*
PT Bank Aceh Syariah	5,042,203	--	*PT Bank Aceh Syariah*
PT Bank Muamalat Indonesia Tbk	3,538,219	4,509,387	*PT Bank Muamalat Indonesia Tbk*
PT Bank Central Asia Tbk	2,754,800	10,281,169	*PT Bank Central Asia Tbk*
Citibank NA	2,257,996	15,762,333	*Citibank NA*
PT Bank Woori Saudara Indonesia	1,103,468	--	*PT Bank Woori Saudara Indonesia*
PT Bank KB Bukopin Tbk	484,920	1,333,688	*PT Bank KB Bukopin Tbk*
PT Bank BCA Syariah	321,289	170,789	*PT Bank BCA Syariah*
PT Bank CIMB Niaga Tbk	198,098	168,207	*PT Bank CIMB Niaga Tbk*
PT Bank Mega Syariah	121,880	119,411	*PT Bank Mega Syariah*
PT IBK Indonesia Tbk	80,629	524,474	*PT IBK Indonesia Tbk*
PT Bank Maybank Indonesia Tbk	966	2,326,378	*PT Bank Maybank Indonesia Tbk*
Dolar Amerika Serikat			*United States Dollar*
Citibank NA	48,604,362	97,072,348	*Citibank NA*
Dah Sing Bank Ltd	12,936,023	14,940,964	*Dah Sing Bank Ltd*
Lloyds Bank	12,774,138	4,263,630	*Lloyds Bank*
PT Bank Sinarmas Tbk	7,716,857	15,063,826	*PT Bank Sinarmas Tbk*
PT Bank Mega Tbk	157,024	64,815,002	*PT Bank Mega Tbk*
PT Bank Permata Tbk	107,666	--	*PT Bank Permata Tbk*
PT Bank CIMB Niaga Tbk	103,057	100,536	*PT Bank CIMB Niaga Tbk*
PT Bank Central Asia Tbk	13,653	--	*PT Bank Central Asia Tbk*
Poundsterling Inggris			*Great Britain Poundsterling*
Lloyds Bank	--	692,537	*Lloyds Bank*
Yen Jepang			*Japanese Yen*
Citibank NA	1,663,338	1,754,613	*Citibank NA*
Dolar Singapura			*Singapore Dollar*
Citibank NA	54,928	73,256	*Citibank NA*
Euro			*Euro*
Citibank NA	563,561	573,210	*Citibank NA*
Sub-jumlah	**147,286,944**	**234,623,085**	***Sub-total***
Jumlah bank	**357,868,878**	**537,730,987**	***Total cash in bank***
Jumlah kas dan bank	**358,000,320**	**537,857,224**	***Total cash on hand and in bank***

Saldo kas dan bank pada 31 Desember 2024 dan 2023, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp33.324.828 dan Rp32.717.537 (Catatan 45).

As of December 31, 2024 and 2023, cash on hand and in bank in Sharia Business Unit amounted to Rp33,324,828 and Rp32,717,537, respectively (Note 45).

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*

	2024 Rp	2023 Rp	
Pihak berelasi (Catatan 39)	**1,718,686,868**	**2,548,909,034**	***Related parties (Note 39)***
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
PT Bank Mega Tbk	115,250,000	155,250,000	*PT Bank Mega Tbk*
PT Bank Mega Syariah	36,000,000	16,000,000	*PT Bank Mega Syariah*
PT Bank KB Bukopin Syariah	12,500,000	--	*PT Bank KB Bukopin Syariah*
PT Bank Maybank Indonesia Tbk	9,500,000	1,500,000	*PT Bank Maybank Indonesia Tbk*
PT Bank BTPN Syariah Tbk	8,500,000	3,000,000	*PT Bank BTPN Syariah Tbk*
PT Bank SMBC Indonesia Tbk	5,500,000	--	*PT Bank SMBC Indonesia Tbk*
PT Bank BCA Syariah	5,500,000	1,000,000	*PT Bank BCA Syariah*
PT Bank Danamon Indonesia Tbk	5,500,000	5,000,000	*PT Bank Danamon Indonesia Tbk*
PT Bank CIMB Niaga Tbk	5,100,000	5,600,000	*PT Bank CIMB Niaga Tbk*
PT Bank Panin Dubai Syariah Tbk	3,500,000	3,500,000	*PT Bank Panin Dubai Syariah Tbk*
PT Bank Nationalnobu Tbk	2,500,000	--	*PT Bank Nationalnobu Tbk*
PT Bank Maybank Syariah Indonesia	1,500,000	--	*PT Bank Maybank Syariah Indonesia*
PT Bank KB Bukopin Tbk	--	10,500,000	*PT Bank KB Bukopin Tbk*
PT Bank Permata Tbk	--	2,000,000	*PT Bank Permata Tbk*
Dolar Amerika Serikat			*United States Dollar*
Dah Sing Bank Ltd	154,438,723	112,961,539	*Dah Sing Bank Ltd*
PT Bank Mega Tbk	40,392,500	46,248,000	*PT Bank Mega Tbk*
PT Bank Permata Tbk	8,081,000	63,205,600	*PT Bank Permata Tbk*
Dolar Singapura			*Singapore Dollar*
PT Bank Danamon Indonesia Tbk	1,211,373	1,178,431	*PT Bank Danamon Indonesia Tbk*
Dolar Hongkong			*Hongkong Dollar*
Dah Sing Bank Ltd	27,179,663	84,685,946	*Dah Sing Bank Ltd*
Poundsterling Inggris			*Great Britain Poundsterling*
Dah Sing Bank Ltd	--	19,560,970	*Dah Sing Bank Ltd*
Jumlah pihak ketiga	**442,153,259**	**531,190,486**	***Total third parties***
Jumlah deposito berjangka	**2,160,840,127**	**3,080,099,520**	***Total time deposit***

	2024 %	2023 %	
Tingkat suku bunga per tahun:			*Interest rate per annum:*
Rupiah	2.50% - 7.50%	2.00% - 7.67%	*Rupiah*
Dolar Amerika Serikat	1.00% - 5.50%	0.75% - 5.8%	*United States Dollar*
Dolar Singapura	0.25% - 1.25%	0.25% - 1.25%	*Singapore Dollar*
Hongkong Dollar	2.40% - 4.12%	2.98%-4.60%	*Hongkong Dollar*

Jumlah deposito berjangka pada 31 Desember 2024 dan 2023, di Unit Bisnis Syariah adalah sebesar Rp65.944.550 dan Rp43.239.400 (Catatan 45).

Time deposits as of December 31, 2024 and 2023 in Sharia Business Unit amounted to Rp65,944,550 and Rp43,239,400, respectively (Note 45).

Pada tanggal 31 Desember 2024, termasuk dalam deposito berjangka adalah dana jaminan yang dimiliki oleh unit bisnis syariah sebesar Rp5.000.000 (2023: Rp5.000.000).

As of December 31, 2024, included in time deposits are statutory funds of sharia business unit amounting to Rp5,000,000 (2023: Rp5,000,000).

b. Efek-efek / *b. Marketable securities*

	2024 Rp	2023 Rp	
Pihak berelasi (catatan 39)			***Related parties (note 39)***
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Saham	43,493,757	50,545,416	*Shares*
Reksadana	124,825,333	119,623,737	*Mutual funds*
	168,319,090	170,169,153	
Tersedia untuk dijual			***Available-for-sale***
Saham	74,963,500	76,168,130	*Shares*
Obligasi	6,106,818,761	4,547,337,890	*Bonds*
Reksadana	176,676,674	304,864,746	*Mutual funds*
	6,358,458,935	4,928,370,766	
Sub-jumlah - pihak berelasi	**6,526,778,025**	**5,098,539,919**	***Sub total - related parties***
Pihak ketiga			***Third parties***
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Saham	94,601,123	85,758,146	*Shares*
Reksadana	240,231,148	143,072,853	*Mutual funds*
	334,832,271	228,830,999	
Tersedia untuk dijual			***Available-for-sale***
Saham	54,302,492	56,202,265	*Shares*
Obligasi	370,705,624	230,386,856	*Bonds*
Reksadana	391,097,102	457,439,326	*Mutual funds*
	816,105,218	744,028,447	
Sub-jumlah - pihak ketiga	**1,150,937,489**	**972,859,446**	***Sub-total - third parties***
Jumlah efek-efek	**7,677,715,514**	**6,071,399,365**	***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, 2024*			
	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)			**43,493,757**	***Related parties (note 39)***
Pihak ketiga				***Third parties***
Rupiah				*Rupiah*
PT Bank Central Asia Tbk	1,105,500	7,772,070	10,695,710	*PT Bank Central Asia Tbk*
PT Astra International Tbk	1,015,500	7,000,028	4,975,950	*PT Astra International Tbk*
PT Total Bangun Persada Tbk	3,911,100	3,317,130	2,659,548	*PT Total Bangun Persada Tbk*
PT United Tractors Tbk	97,700	2,518,935	2,615,918	*PT United Tractors Tbk*
PT Indofood Sukses Makmur Tbk	315,300	2,194,687	2,427,810	*PT Indofood Sukses Makmur Tbk*
PT Ciputra Development Tbk	2,272,600	3,227,067	2,227,148	*PT Ciputra Development Tbk*
PT Indofood CBP Sukses Makmur Tbk	179,300	1,991,653	2,039,538	*PT Indofood CBP Sukses Makmur Tbk*
PT Sumber Alfaria Trijaya Tbk	589,700	1,742,423	1,680,645	*PT Sumber Alfaria Trijaya Tbk*
PT Kalbe Farma Tbk	1,219,200	2,025,593	1,658,112	*PT Kalbe Farma Tbk*
PT Summarecon Agung Tbk	2,819,500	4,422,511	1,381,555	*PT Summarecon Agung Tbk*
PT Charoen Pokphand Indonesia Tbk	260,600	1,531,491	1,240,456	*PT Charoen Pokphand Indonesia Tbk*
PT Barito Pacific Tbk	1,100,481	1,099,688	1,012,443	*PT Barito Pacific Tbk*
PT Bumi Serpong Damai Tbk	995,600	2,060,846	940,842	*PT Bumi Serpong Damai Tbk*
PT AKR Corporindo Tbk	767,500	1,181,552	859,600	*PT AKR Corporindo Tbk*

	31 Desember/*December 31, 2024*			
	Jumlah Saham/ ***Number of Shares***	**Biaya Perolehan/** ***Cost***	**Nilai Wajar/** ***Fair Value***	
PT Merdeka Copper Gold Tbk	489,099	1,586,893	789,895	*PT Merdeka Copper Gold Tbk*
PT Matahari Department Store Tbk	358,300	5,277,128	503,412	*PT Matahari Department Store Tbk*
PT Vale Indonesia Tbk	103,800	393,727	375,756	*PT Vale Indonesia Tbk*
PT Unilever Indonesia Tbk	72,800	583,836	137,228	*PT Unilever Indonesia Tbk*
PT Matahari Putra Prima Tbk	1,676,600	3,956,428	108,979	*PT Matahari Putra Prima Tbk*
PT Bakrieland Development Tbk	4,444,400	399,996	53,333	*PT Bakrieland Development Tbk*
PT Astra Agro Lestari Tbk	99	1,131	614	*PT Astra Agro Lestari Tbk*
PT Truba Alam Manunggal Engineering Tbk	410,500	411	411	*PT Truba Alam Manunggal Engineering Tbk*
Dolar Hongkong				*Hongkong Dollar*
AIA Group Ltd	110,000	11,205,032	12,878,635	*AIA Group Ltd*
Power Assets Holdings Ltd	83,000	8,346,572	9,357,681	*Power Assets Holdings Ltd*
Bank Of China Ltd - H Shares	1,050,000	7,887,519	8,671,029	*Bank Of China Ltd - H Shares*
China Life Insurance Co Ltd	250,000	11,933,866	7,634,084	*China Life Insurance Co Ltd*
China Construction Bank Corporation	450,000	6,843,757	6,065,664	*China Construction Bank Corporation*
Agricultural Bank Of China Ltd	300,000	1,999,645	2,764,495	*Agricultural Bank Of China Ltd*
Regal Real Estate Investment Trust	2,765,000	13,764,201	2,703,235	*Regal Real Estate Investment Trust*
Link Real Estate Investment Trust	33,000	5,173,617	2,254,967	*Link Real Estate Investment Trust*
Hong Kong Exchanges and Clearing Ltd	3,000	3,069,798	1,839,669	*Hong Kong Exchanges and Clearing Ltd*
MTR Corporation Ltd	26,000	2,496,520	1,465,661	*MTR Corporation Ltd*
New World Development Co Ltd	54,139	4,719,966	581,100	*New World Development Co Ltd*
Sub-jumlah			**94,601,123**	***Sub-total***
Jumlah nilai wajar melalui laba rugi			**138,094,880**	***Total fair value through profit or loss***
Tersedia untuk dijual				***Available-for-sale***
Pihak berelasi (catatan 39)			**74,963,500**	***Related parties (note 39)***
Pihak ketiga				***Third parties***
Rupiah				*Rupiah*
PT Bank Central Asia Tbk	2,611,000	26,358,525	25,261,425	*PT Bank Central Asia Tbk*
PT Unilever Indonesia Tbk	6,231,400	11,329,165	11,746,189	*PT Unilever Indonesia Tbk*
PT United Tractors Tbk	262,400	7,662,962	7,025,760	*PT United Tractors Tbk*
PT Gudang Garam Tbk	209,300	2,929,724	2,778,458	*PT Gudang Garam Tbk*
PT Sarana Menara Nusantara Tbk	3,758,200	4,239,411	2,461,621	*PT Sarana Menara Nusantara Tbk*
PT HM Sampoerna Tbk	2,776,600	2,500,203	1,763,141	*PT HM Sampoerna Tbk*
PT Charoen Pokphand Tbk	350,000	2,298,750	1,666,000	*PT Charoen Pokphand Tbk*
PT Astra Argo Lestari Tbk	200,111	1,476,819	1,240,688	*PT Astra Argo Lestari Tbk*
PT Matahari Department Store Tbk	223,600	362,232	314,158	*PT Matahari Department Store Tbk*
PT Sri Rejeki Isman Tbk	900,000	45,000	45,000	*PT Sri Rejeki Isman Tbk*
PT Barito Pacific Tbk	56	58	52	*PT Barito Pacific Tbk*
Sub-jumlah			**54,302,492**	***Sub-total***
Jumlah tersedia untuk dijual			**129,265,992**	***Total Available-for-sale***
Jumlah saham			**267,360,872**	***Total shares***

	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*
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*

	31 Desember/*December 31, 2023*			
	Jumlah Saham/ ***Number of Shares***	**Biaya Perolehan/** ***Cost***	**Nilai Wajar/** ***Fair Value***	
Dolar Hongkong				*Hongkong Dollar*
AIA Group Ltd	110,000	10,687,834	14,772,072	*AIA Group Ltd*
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***

ii. Obligasi / *ii. Bonds*

	Tanggal jatuh tempo/ ***Maturity date***	**Tingkat bunga per Thn (%)/** ***Interest rate per annum (%)***	**Peringkat/*Rating***		**Nilai wajar/*Fair value***	
			2024	**2023**	**2024**	**2023**
Tersedia untuk dijual/ ***Available-for-sale***						
Pihak berelasi (catatan 39)/ ***Related parties (note 39)/***					**6,106,818,761**	**4,547,337,890**
Pihak ketiga/*Third parties*						
Rupiah/ *Rupiah*						
Obligasi Berkelanjutan I Dian Swastatika Sentosa Thp II Th 2024 Seri C	5 Juni 2029/ *June 5,* 2029	9.00%	AA	--	62,365,186	--
Obligasi Berkelanjutan II Mayora Indah Tahap II Tahun 2022 Seri A	29 Maret 2027/ *March 29 , 2027*	7.00%	AA	AA	59,320,638	29,318,405
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	7 Maret 2020/ *March 7, 2020*	10.50%	Default	Default	50,000,000	50,000,000
Obligasi Subordinasi Berkelanjutan IV Bank Panin Thp II Thn 2024	8 Oktober 2024/ *October 8, 2024*	7.25%	AA	--	40,362,400	--

Sukuk Ijarah Berkelanjutan III XL Axiata Thp I Thn 2022 Sr B	1 September 2027/ *September 1, 2027*	7.40%	AAA	AAA	40,108,251	40,375,925
Obligasi Berkelanjutan VI Tower Bersama Infrastructure Tahap III Tahun 2024	16 Februari 2025/ *February 16,* 2025	6.75%	AA+	--	29,978,163	--
Obligasi Berkelanjutan II XL Axiata Tahap I Tahun 2022 Seri B	1 September 2027/ *September 1, 2027*	7.40%	AAA	AAA	26,237,640	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 II XL Axiata Tahap I Tahun 2022 Seri A	*1 September 2025 / September 1, 2025*	6.75%	AAA	AAA	18,979,860	18,932,550
Obligasi Subordinasi Berkelanjutan Bank UOB Indonesia Thp II Thn 2019	*13 November 2026/ November 13, 2026*	9.25%	AA	AA	18,509,245	18,696,404
MTN VI Sunprima Nusantara Pembiayaan Thp I Thn 2018 Sr C	23 September 2019/ *September 23, 2019*	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	17,781,120	17,814,780
Obligasi Berkelanjutan IV Bank Panin Tahap II Tahun 2024	8 Oktober 2029/ *October 8,* 2029	7.25%	AA	--	17,489,981	--
Obligasi Berkelanjutan V Federal International Finance Thp III Thn 2022 Sr B	25 Maret 2025/ *March 25, 2025*	5.60%	AAA	AAA	13,964,020	13,777,260
Sukuk Mudharabah Berkelanjutan I Dian Sentosa Thp II Th 2024 Seri C	5 Juni 2029/ *June 5,* 2029	9.00%	AA	--	10,394,195	--
Obligasi Berkelanjutan V Astra Sedaya Finance Thp IV Th 2022 Sr B	22 Maret 2025/ *March 22, 2025*	5.70%	AAA	AAA	9,986,000	9,887,800
Sukuk Ijarah Berkelanjutan I XL Axiata Thp II Thn 2017 Sr E	28 April 2027/ *April 28, 2027*	9.40%	AAA	AAA	5,228,925	5,350,243
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
Obligasi Subordinasi Berkelanjutan II Bank Panin Thp II Thn 2017	17 Maret 2024/ *March 17, 2024*	10.25%	A+	A+	--	10,056,486
Obligasi Subordinasi Berkelanjutan I Bank UOB Indonesia Tahap II Tahun 2017	17 Oktober 2024, *October 17,* 2024	9.25%	AA	AA	--	9,132,892
Obligasi Berkelanjutan V Federal International Finance Thp V Thn 2023 Sr A	*5 Maret 2024 / March 5, 2024*	6.00%	AAA	AAA	--	8,993,250
Sukuk Ijarah Orchid Realty I	31 Mei 2019/ *May 31, 2019*	14.00%	Default	Default	--	4,680,384
Sub - jumlah/ *Sub - Total*					**513,705,624**	**376,102,319**
Dikurangi penyisihan kerugian penurunan nilai - pihak ketiga/ *Less allowance for impairment losses - third parties*					(143,000,000)	(145,715,463)
Jumlah pihak ketiga/ *Total third parties*					**370,705,624**	**230,386,856**
Jumlah tersedia untuk dijual// *Total available-for-sale*					**6,477,524,385**	**4,777,724,746**
Jumlah - neto/ *Total - net*					**6,477,524,385**	**4,777,724,746**

	2024 **%**	**2023** **%**	
Tingkat bunga per tahun			***Interest rate per annum***
Rupiah	4.88%-11.00%	5.30%-11.00%	*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:

	2024 **Rp**	**2023** **Rp**	
Obligasi			***Bonds***
Saldo awal tahun	145,715,463	145,715,463	*Balance at beginning year*
Reklasifikasi	(2,715,463)	--	*Reclasification*
Saldo akhir tahun	**143,000,000**	**145,715,463**	***Balance at end of year***

Jumlah Surat berharga dalam bentuk sukuk pada 31 Desember 2024 dan 2023, pada Unit Bisnis Syariah masing-masing sebesar Rp39.875.440 dan Rp30.123.970 (Catatan 45).

Securities in the form of sukuk as of December 31, 2024 and 2023 in the Sharia Business Unit amounted to Rp39,875,440 and Rp30,123,970, respectively (Note 45).

Pada tanggal 31 Desember 2024, termasuk dalam obligasi adalah obligasi yang ditempatkan sebagai Dana jaminan sebesar Rp70.162.000 (2023: Rp65.416.000).

As of December 31, 2024, bonds include bonds placed as statutory funds amounted to Rp70,162,000 (2023: Rp65,416,000).

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 are based on ratings issued by Fitch.

iii. Reksadana / *iii. Mutual funds*

	2024 Rp	2023 Rp	
Nilai wajar melalui laba rugi			***Fair value through profit or loss***
Pihak berelasi (catatan 39)	**124,825,333**	**119,623,737**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Ashmore Dana Ekuitas Nusantara	63,482,864	--	*Ashmore Dana Ekuitas Nusantara*
ETF Premier IDX 30	41,924,620	--	*ETF Premier IDX 30*
ETF Premier Sri-Kehati	38,986,338	24,401,635	*ETF Premier Sri-Kehati*
BNP Paribas Sri-Kehati	35,740,572	--	*BNP Paribas Sri-Kehati*
Reksa Dana Indeks Panin IDX 30 Kelas A	22,761,484	--	*Reksa Dana Indeks Panin IDX 30 Kelas A*
Schroder Dana Prestasi Plus	22,677,458		*Schroder Dana Prestasi Plus*
ETF Premier LQ-45	9,035,734	--	*ETF Premier LQ-45*
Reksadana Pacific Money Market	5,622,078	5,346,598	*Reksadana Pacific Money Market*
Shinhan Money Market Fund	--	31,862,522	*Shinhan Money Market Fund*
Sucorinvest Money Market Fund	--	32,210,246	*Sucorinvest Money Market Fund*
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	*Syailendra Dana Kas*
Sub - jumlah	**240,231,148**	**143,072,853**	***Sub - total***
Jumlah nilai wajar melalui laba rugi	**365,056,481**	**262,696,590**	***Total fair value through profit or loss***
Tersedia untuk dijual			***Available-for-sale***
Pihak berelasi (catatan 39)	**176,676,674**	**304,864,746**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Syailendra Pendapatan Tetap Premium	131,343,450	101,380,506	*Syailendra Pendapatan Tetap Premium*
Syailendra MSCI Indonesia Fund Index	61,091,078	33,189,621	*Syailendra MSCI Indonesia Fund Index*
Reksadana Penyertaan Terbatas Manulife Obligasi Unggulan Kelas A	47,266,117	48,592,915	*Reksadana Penyertaan Terbatas Manulife Obligasi Unggulan Kelas A*
Reksadana STAR Stable Income Fund	26,042,318	--	*Reksadana STAR Stable Income Fund*
Reksadana Trimegah Fixed Income Plan	24,851,308	--	*Reksadana Trimegah Fixed Income Plan*
Reksadana Ashmore Dana Obligasi Unggulan Nusantara	18,854,084	19,173,848	*Reksadana Ashmore Dana Obligasi Unggulan Nusantara*
Premier ETF IDX 30	17,722,470	114,905,792	*Premier ETF IDX 30*
Reksadana Indeks Batavia IDX30 ETF	17,215,500	35,342,619	*Reksadana Indeks Batavia IDX30 ETF*
Reksadana Indeks Batavia Sri Kehati ETF	14,421,000	9,760,000	*Reksadana Indeks Batavia Sri Kehati ETF*
Reksadana Trimegah Dana Tetap Syariah	10,584,644	--	*Reksadana Trimegah Dana Tetap Syariah*
Reksadana Avrist Prime Income Fund	10,258,783	10,124,643	*Reksadana Avrist Prime Income Fund*
Reksadana Penyertaan Terbatas Batavia Dana Obligasi Ultima	9,973,158	10,056,037	*Reksadana Penyertaan Terbatas Batavia Dana Obligasi Ultima*

	2024 Rp	2023 Rp	
Reksadana Avrist Ada Obligasi Berlian	9,537,499	9,761,057	*Reksadana Avrist Ada Obligasi Berlian*
Reksa Dana Avrist Ada Saham Blue Safir Kelas A	8,942,437	--	*Reksa Dana Avrist Ada Saham Blue Safir Kelas A*
Reksadana Panin Dana Prima	1,710,134	1,908,558	*Reksadana Panin Dana Prima*
Reksadana SAM Indonesia Equity Fund	1,283,122	1,253,899	*Reksadana SAM Indonesia Equity Fund*
ETF Premier LQ-45	--	31,172,112	*ETF Premier LQ-45*
Tram Consumption Plus Kelas A	--	20,571,611	*Tram Consumption Plus Kelas A*
Batavia Smart Liquid ETF	--	10,246,108	*Batavia Smart Liquid ETF*
Sub - jumlah	**411,097,102**	**457,439,326**	***Sub - total***
Cadangan kerugian penurunan nilai	(20,000,000)	--	*Allowances for impairment losses*
Jumlah tersedia untuk dijual	**567,773,776**	**762,304,073**	***Total available-for-sale***
Jumlah reksadana	**932,830,257**	**1,025,000,663**	***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* 2024	2023	31 Desember/*December 31* 2024	2023
PT Reasuransi Maipark Indonesia	14.83%	14.83%	28,009,206	28,009,206
PT Pemeringkat Efek Indonesia	0.10%	0.10%	10,000	10,000
PT Asuransi Staco Mandiri	0.00%	5.28%	--	8,235,017
Jumlah			**28,019,206**	**36,254,223**

PT Reasuransi Maipark Indonesia
Pada tahun 2003, Perseroan 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, Perseroan 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, Perseroan melalui anak usahanya, PT Tugu Pratama Interindo memperoleh kepemilikan saham dan hak suara di PT Asuransi Staco Indonesia dengan nilai akuisisi sebesar Rp385.000.

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.

Pada tanggal 7 Agustus 2024. Perseroan melalui anak usahanya, PT Tugu Pratama Interindo melakukan pelepasan kepada PT Capital Investasi Indonesia keseluruhan saham yang dimiliki dengan nilai per lembar sebesar Rp1.017.985 (nilai penuh)

In August 7, 2024, , the Company through its subsidiary, PT Tugu Pratama Interindo, transferred all of the its shares to PT Capital investasi Indonesia at a value per share of Rp1,017,985 (full amount).

Pada tanggal 31 Desember 2024 dan 2023, persentase kepemilikan Perseroan di PT Asuransi Staco Indonesia masing-masing sebesar Nihil dan 5,28%.

As of December 31, 2024 dan 2023, the Company's ownership percentage in PT Asuransi Staco Indonesia is Nil and 5.28%, respectively.

PT Pemeringkat Efek Indonesia
Pada tahun 2017, Perusahaan melalui anak usahanya, PT Tugu Pratama Interindo mengakuisisi 0,1% kepemilikan saham PT Pemeringkat Efek Indonesia.

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.

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.

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* 2024	2023	31 Desember/*December 31* 2024	2023
PT Asuransi Samsung Tugu	30.00%	30.00%	177,265,802	166,639,022
Jumlah			**177,265,802**	**166,639,022**

Mutasi investasi dengan metode ekuitas:

Changes in investments under the equity method:

	2024 Rp	2023 Rp	
PT Asuransi Samsung Tugu			***PT Asuransi Samsung Tugu***
Saldo awal	166,639,022	162,313,843	*Beginning balance*
Bagian laba bersih entitas asosiasi	11,366,384	7,763,237	*Share of associated net income*
Selisih transaksi perubahan ekuitas yang berasal dari perubahan nilai wajar aset keuangan tersedia untuk dijual	(882,214)	(138,188)	*Differences from changes of equity due to change of fair value available-for-sale marketable securities*
Pengukuran kembali atas liabilitas imbalan kerja	142,610	109,688	*Remeasurement of employee benefits liability*
Penerimaan dividen	--	(3,409,558)	*Dividend received*
Saldo akhir	**177,265,802**	**166,639,022**	***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:

	2024 Rp	2023 Rp	
Jumlah aset	1,374,885,577	1,334,933,922	*Total assets*
Jumlah liabilitas	939,597,754	935,068,701	*Total liabilities*
Jumlah laba tahun berjalan	35,422,602	25,877,456	*Total income for the year*

e. Akumulasi perubahan nilai wajar efek yang tersedia untuk dijual

Akumulasi perubahan dan perubahan tahun berjalan nilai wajar efek yang tersedia untuk dijual Grup adalah sebagai berikut:

e. Accumulated changes in fair values of available-for-sale

Accumulated changes and changes for the year in fair values of available-for-sale marketable securities of the Group are as follows:

	2024 Rp	2023 Rp	
Perubahan nilai wajar	(121,996,207)	39,420,023	*Changes in fair value*
Pajak penghasilan terkait pos yang akan direklasifikasi ke laba rugi	6,722,643	(4,506,593)	*Income tax related to items that will be reclassified to profit or loss*
	(115,273,564)	34,913,430	
Kenaikan yang diatribusikan kepada non pengendali	11,294,971	230,975	*Increase attributable to controling interest*
	(103,978,593)	35,144,405	
Saldo awal	8,409,087	(26,735,318)	*Beginning balance*
Saldo akhir	**(95,569,506)**	**8,409,087**	***Ending balance***

f. Properti investasi

f. Investment properties

	31 Desember/*December 31, 2024*							
	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*	Reklasifikasi/ *Reclasification*	Saldo akhir/ *Ending balance*	
Nilai wajar								***Fair value***
Tanah	816,147,989	--	--	(9,957,826)	--	--	806,190,163	*Land*
Gedung dan fasilitas	1,501,479,379	--	--	(15,360,994)	(221,543)	(1,112,143,612)	373,753,230	*Building and facilities*
Jumlah	**2,317,627,368**	**--**	**--**	**(25,318,820)**	**(221,543)**	**(1,112,143,612)**	**1,179,943,393**	***Total***
Nilai buku neto	**2,317,627,368**						**1,179,943,393**	***Net book value***

	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*	Reklasifikasi/ *Reclasification*	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***

Pendapatan sewa dari properti investasi entitas anak sebesar Rp103.684.334 untuk tahun yang berakhir pada tanggal 31 Desember 2024 dicatat sebagai pendapatan usaha sewa di dalam akun "Pendapatan usaha lainnya" (2023: Rp66.682.536).

Rental income from subsidiary's investment property amounting to Rp103,684,334 for the year ended December 31, 2024 were recorded as rental business income in account "Other operating revenue" (2023: Rp66,682,536).

Grup telah melakukan penilaian *fair value* atas properti investasi berdasarkan hasil penilaian yang dilakukan oleh Kantor Jasa Penilai Publik (KJPP) Ruky Safrudin & Rekan, penilai independen, untuk tanggal 31 Desember 2024 dan 2023. Berdasarkan hasil penilaian tersebut, nilai properti investasi Grup adalah sebesar Rp1.179.943.393 dan Rp2.317.627.368 masing-masing pada tanggal 31 Desember 2024 dan 2023. 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, 2024, and 2023. Based on the valuation reports, the value of the Group's investment in properties amounted to Rp1,179,943,393 and Rp2,317,627,368 *as of December 31, 2024 and 2023, 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 2024 dan 2023 dicatat sebagai bagian dari "Pendapatan Investasi" (Catatan 33) pada laba (rugi) adalah masing-masing sebesar (Rp25.318.820) dan Rp24.705.589.

Difference arising from fair value adjustment on investment properties for the year ended December 31, 2024 and 2023 were recorded as part of "Investment Income" (Note 33) in the profit or (loss) amounted to (Rp25,318,820) and Rp24,705,589, respectively.

Pada tanggal 31 Desember 2024 dan 2023, 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, 2024 and 2023, 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*

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Pihak berelasi (catatan 39)	**629,701,248**	**646,314,588**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Marsh Indonesia	158,412,175	154,264,626	*PT Marsh Indonesia*
PT Lion Mentari	78,701,253	54,087,649	*PT Lion Mentari*
PT Aon Indonesia	65,200,452	240,884,122	*PT Aon Indonesia*
PT Batik Air	39,991,854	2,576,450	*PT Batik Air*
PT Bolttech Device Protection Indonesia	34,285,092	--	*PT Bolttech Device Protection Indonesia*

	2024 Rp	2023 Rp	
PT Paib Indonesia	30,078,843	27,844,850	*PT Paib Indonesia*
PT Super Air Jet	27,941,290	1,511,349	*PT Super Air Jet*
PT Jawa Satu Power	27,873,887	165,389,682	*PT Jawa Satu Power*
PT Willis Towers Watson Insurance Broker Indonesia	25,976,963	33,427,080	*PT Willis Towers Watson Insurance Broker Indonesia*
PT Wings Abadi	20,427,665	1,623,708	*PT Wings Abadi*
PT BBN Airlines Indonesia	20,260,956	13,953,418	*PT BBN Airlines Indonesia*
PT Mitra Iswara & Rorimpandey	17,267,404	25,332,876	*PT Mitra Iswara & Rorimpandey*
PT Kalibesar Raya Utama	14,261,917	11,372,026	*PT Kalibesar Raya Utama*
PT Travira Air	13,563,708	11,517,139	*PT Travira Air*
Medco E&P Natuna Ltd	12,612,567	--	*Medco E&P Natuna Ltd*
PT National Insurance Brokers	8,321,186	--	*PT National Insurance Brokers*
PT Sedana Pasifik Servistama	7,840,413	5,874,990	*PT Sedana Pasifik Servistama*
PT Estika Jasatama	7,120,880	2,193,832	*PT Estika Jasatama*
PT Fresnel Perdana Mandiri	6,948,700	9,379,319	*PT Fresnel Perdana Mandiri*
PT Indobaruna Bulk Transport	4,847,098	4,119,381	*PT Indobaruna Bulk Transport*
PT Mitra Harmoni Insurance Brokers	4,122,958	2,744,866	*PT Mitra Harmoni Insurance Brokers*
PT Adonai Pialang Asuransi	4,065,180	2,216,966	*PT Adonai Pialang Asuransi*
BP Berau Ltd	3,992,657	--	*BP Berau Ltd*
Trans-Pacific Petrochemical Indotama	3,797,112	24,218,613	*Trans-Pacific Petrochemical Indotama*
PT Golden Ocean Line	3,635,616	3,459,374	*PT Golden Ocean Line*
PT Tri Dharma Proteksi	3,271,793	3,121,740	*PT Tri Dharma Proteksi*
PT IBS Insurance Broking Service	3,146,799	3,769,159	*PT IBS Insurance Broking Service*
PT Bormindo Nusantara	2,825,746	4,702,256	*PT Bormindo Nusantara*
PT Liberty & General Risk Services	2,748,829	6,437,663	*PT Liberty & General Risk Services*
PT Krida Upaya Tunggal	2,132,831	1,573,311	*PT Krida Upaya Tunggal*
PT Sayap Garuda Indah	2,038,163	2,703,855	*PT Sayap Garuda Indah*
PT Daidan Utama Pialang Asuransi	1,917,732	2,122,941	*PT Daidan Utama Pialang Asuransi*
PT Indosurance Broker Utama	1,878,817	1,821,745	*PT Indosurance Broker Utama*
PT Pertamina EP - TAC Pertalahan Arnebatara Natuna	1,512,069	1,442,722	*PT Pertamina EP - TAC Pertalahan Arnebatara Natuna*
PT Menzies Aviation Indonesia	1,403,485	1,302,513	*PT Menzies Aviation Indonesia*
Minarak Brantas Gas, INC	1,363,247	1,300,725	*Minarak Brantas Gas, INC*
PT Howden Insurance Brokers Indonesia	1,321,228	2,181,701	*PT Howden Insurance Brokers Indonesia*
Mega Auto Finance	1,128,191	984,793	*Mega Auto Finance*
PT Pura Wisata Baruna	1,074,457	1,574,270	*PT Pura Wisata Baruna*
PT Shinta Inserve	610,242	2,522,753	*PT Shinta Inserve*
Bussan Auto Finance	571,781	3,048,109	*Bussan Auto Finance*
PT Sinergi Adi Utama	484,382	1,478,942	*PT Sinergi Adi Utama*
PT Indonesia Marowali Industrial Park	403,273	2,391,715	*PT Indonesia Marowali Industrial Park*
PT Mitra Cipta Proteksindo	247,371	3,227,846	*PT Mitra Cipta Proteksindo*
PT Weststar Aviation Services	178,162	3,367,169	*PT Weststar Aviation Services*
PT Axle Asia	118,122	6,363,705	*PT Axle Asia*
Paxocean Singapore Pte Ltd	--	12,173,872	*Paxocean Singapore Pte Ltd*
PT Talisman Insurance Brokers	--	3,314,152	*PT Talisman Insurance Brokers*
PT Nomad Aviation Indonesia	--	1,752,011	*PT Nomad Aviation Indonesia*
PT Fistlight Indonesia	--	1,383,612	*PT Fistlight Indonesia*
PT Antara Intermediary Indonesia	--	1,368,759	*PT Antara Intermediary Indonesia*
Lainnya (dibawah Rp1.000.000)	68,512,743	61,724,602	*Others (below Rp1,000,000)*
Sub-jumlah	**740,437,289**	**937,148,957**	***Sub-total***
Jumlah Perseroan	**1,370,138,537**	**1,583,463,545**	***Total The Company***
Dikurangi penyisihan kerugian penurunan nilai	(22,516,416)	(41,085,474)	*Less allowance for impairment losses*
Jumlah Perseroan - neto	**1,347,622,121**	**1,542,378,071**	***Total Company - net***

	2024 Rp	2023 Rp	
Entitas anak			***Subsidiaries***
Pihak berelasi (catatan 39)	**23,468,301**	**59,666,892**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Esa Bina Sejati	34,895,380	1,576,094	*PT Esa Bina Sejati*
PT Marsh Reinsurance Brokers Indonesia	20,274,763	33,918,620	*PT Marsh Reinsurance Brokers Indonesia*
PT Asuransi Wahana Tata	17,095,809	13,974,975	*PT Asuransi Wahana Tata*
PT Asuransi Central Asia	16,351,032	12,892,568	*PT Asuransi Central Asia*
PT Asuransi Astra Buana	15,755,640	8,445,093	*PT Asuransi Astra Buana*
PT Asuransi MSIG Indonesia	14,408,959	13,450,852	*PT Asuransi MSIG Indonesia*
PT IBS Reinsurance Brokers	14,097,631	8,625,957	*PT IBS Reinsurance Brokers*
AON Reinsurance Solutions Asia	13,893,153	27,668,457	*AON Reinsurance Solutions Asia*
PT CBDANH Pialang Reasuransi	11,504,663	11,417,017	*PT CBDANH Pialang Reasuransi*
PT Lippo General Insurance Tbk	10,054,331	7,581,578	*PT Lippo General Insurance Tbk*
PT AXA Financial Indonesia	7,361,036	7,775,529	*PT AXA Financial Indonesia*
PT Maskapai Reasuransi Indonesia Tbk	6,039,252	6,451,790	*PT Maskapai Reasuransi Indonesia Tbk*
PT Asuransi Dayin Mitra Tbk	5,600,236	5,151,003	*PT Asuransi Dayin Mitra Tbk*
PT Hanofer Indonesia	5,283,696	--	*PT Hanofer Indonesia*
PT Asuransi Etiqa Internasional Indonesia	3,645,584	2,644,397	*PT Asuransi Etiqa Internasional Indonesia*
PT IBU Reinsurance Broker Utama	3,357,338	2,846,083	*PT IBU Reinsurance Broker Utama*
PT Adhi Lintas Tanase	3,316,554	2,799,540	*PT Adhi Lintas Tanase*
PT Zurich Asuransi Indonesia	2,845,606	3,328,355	*PT Zurich Asuransi Indonesia*
PT Asuransi Rama Satria Wibawa	2,794,746	2,598,309	*PT Asuransi Rama Satria Wibawa*
PT Tokio Marine Life Insurance Indonesia	2,302,483	--	*PT Tokio Marine Life Insurance Indonesia*
Asia Reinsurance Brokers Pte Ltd	2,297,743	2.489.927	*Asia Reinsurance Brokers Pte Ltd*
Trinity Reinsurance Brokers Limited	2,027,561	16,149,747	*Trinity Reinsurance Brokers Limited*
PT Asuransi Jiwa Generali Indonesia	1,908,137	4,585,493	*PT Asuransi Jiwa Generali Indonesia*
PT Asuransi Multi Artha Guna Tbk	1,888,874	1,024,643	*PT Asuransi Multi Artha Guna Tbk*
PT Asuransi FPG Indonesia	1,872,105	1,191,241	*PT Asuransi FPG Indonesia*
PT Asuransi Intra Asia	1,659,475	2,431,663	*PT Asuransi Intra Asia*
SeaQuest Intermediaries (L) Ltd	1,318,090	3,221,183	*SeaQuest Intermediaries (L) Ltd*
PT KBRU Reinsurance Brokers	--	24,251,932	*PT KBRU Reinsurance Brokers*
PT Asia Reinsurance Brokers Indonesia	--	5,805,572	*PT Asia Reinsurance Brokers Indonesia*
PT AON Benfield	--	5,483,070	*PT AON Benfield*
PT Jasa Cipta Rembaka	--	2,306,467	*PT Jasa Cipta Rembaka*
Lainnya (dibawah Rp1.000.000)	60,966,255	53,822,889	*Others (below Rp1,000,000)*
Sub-jumlah	**284,816,132**	**293,420,117**	***Sub-total***
Jumlah entitas anak	**308,284,433**	**353,087,009**	***Total subsidiaries***
Dikurangi penyisihan kerugian penurunan nilai	(39,056,233)	(36,434,300)	*Less allowance for impairment losses*
Jumlah entitas anak - neto	**269,228,200**	**316,652,709**	***Total subsidiaries - net***
Jumlah - neto	**1,616,850,321**	**1,859,030,780**	***Total - net***

Saldo piutang kontribusi pada 31 Desember 2024 dan 2023, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp21.635.351 dan Rp14.360.326 (Catatan 45).

As of December 31, 2024 and 2023, contribution receivables in Sharia Business Unit amounted to Rp21,635,351 and Rp14,360,326, respectively (Note 45).

Rincian piutang premi dan sesi berdasarkan jenis asuransi adalah sebagai berikut:

The premium and cession receivables based on class of business are as follows:

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Piutang Premi			***Premium Receivables***
Kebakaran	458,429,952	451,565,065	*Fire*
Penerbangan	419,004,475	394,485,490	*Aviation*
Rekayasa	108,346,700	282,537,353	*Engineering*
Pengangkutan	98,754,968	134,873,963	*Marine Cargo*
Offshore	45,585,660	83,488,202	*Offshore*
Lainnya	240,016,782	236,513,472	*Miscellaneous*
Sub-jumlah - Perseroan	1,370,138,537	1,583,463,545	***Sub-total***
Penyisihan kerugian penurunan nilai	(22,516,416)	(41,085,474)	*Allowance for impairment losses*
Sub-jumlah - Perseroan, neto	**1,347,622,121**	**1,542,378,071**	***Sub total - The Company, net***
Entitas anak			***Subsidiaries***
Piutang Sesi			***Cession Receivables***
Kebakaran	82,821,069	177,600,948	*Fire*
Jiwa	62,587,297	58,856,360	*Life*
Rekayasa	24,454,510	29,863,803	*Engineering*
Pengangkutan	24,141,091	23,438,600	*Marine Cargo*
Penerbangan	21,509,252	27,968,112	*Aviation*
Lainnya	92,771,214	35,359,186	*Miscellaneous*
Sub-jumlah - entitas anak	**308,284,433**	**353,087,009**	***Sub-total***
Penyisihan kerugian penurunan nilai	(39,056,233)	(36,434,300)	*Allowance for impairment losses*
Sub-jumlah - entitas anak, neto	**269,228,200**	**316,652,709**	***Sub total - subsidiaries, net***
Jumlah piutang premi dan sesi, neto	**1,616,850,321**	**1,859,030,780**	***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:

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Piutang Premi			***Premium Receivables***
Dolar Amerika Serikat	985,557,993	1,238,177,467	*United States Dollar*
Rupiah	315,463,634	332,901,317	*Rupiah*
Dolar Singapura	5,808,629	1,997,944	*Singapore dollar*
Euro	391,644	118,542	*Euro*
Mata uang lain	62,916,637	10,268,275	*Other currencies*
Sub-jumlah - Perseroan	**1,370,138,537**	**1,583,463,545**	***Sub total - The Company***
Penyisihan kerugian penurunan nilai	(22,516,416)	(41,085,474)	*Allowance for impairment losses*
Sub-jumlah - Perseroan, neto	**1,347,622,121**	**1,542,378,071**	***Sub total - The Company, net***

	2024 Rp	2023 Rp	
Entitas anak			***Subsidiaries***
Piutang Sesi			***Cession Receivables***
Dolar Amerika Serikat	161,044,836	238,664,418	*United States Dollar*
Rupiah	105,424,870	95,048,737	*Rupiah*
Dolar Hong Kong	13,203,649	12,099,146	*Hong Kong Dollar*
Mata uang lain	28,611,078	7,274,708	*Other currencies*
Sub jumlah - entitas anak	**308,284,433**	**353,087,009**	***Sub total - subsidiaries***
Penyisihan kerugian penurunan nilai	(39,056,233)	(36,434,300)	*Allowance for impairment losses*
Sub-jumlah - entitas anak, neto	**269,228,200**	**316,652,709**	***Sub total - subsidiaries, net***
Jumlah piutang premi dan sesi, neto	**1,616,850,321**	**1,859,030,780**	***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:

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Piutang Premi			***Premium Receivables***
Belum jatuh tempo	960,120,534	1,305,244,984	*Current-not due*
Telah jatuh tempo:			*Past due:*
Kurang dari 90 hari	217,914,113	187,036,006	*Less than 90 days*
90-180 hari	125,890,827	42,762,018	*90-180 days*
181-360 hari	43,666,533	14,846,126	*181-360 days*
Lebih dari 360 hari	22,546,530	33,574,411	*More than 360 days*
Sub-jumlah - Perseroan	**1,370,138,537**	**1,583,463,545**	***Sub total - The Company***
Penyisihan kerugian penurunan nilai	(22,516,416)	(41,085,474)	*Allowance for impairment losses*
Sub-jumlah - Perseroan, neto	**1,347,622,121**	**1,542,378,071**	***Sub total - The Company, net***
Entitas anak			***Subsidiaries***
Piutang Sesi			***Cession Receivables***
Belum jatuh tempo	130,427,532	191,777,290	*Current-not due*
Telah jatuh tempo:			*Past due:*
Kurang dari 90 hari	60,705,920	68,732,343	*Less than 90 days*
90-180 hari	21,368,074	30,603,290	*90-180 days*
181-360 hari	47,998,115	17,273,115	*181-360 days*
Lebih dari 360 hari	47,784,792	44,700,971	*More than 360 days*
Sub-jumlah - entitas anak	**308,284,433**	**353,087,009**	***Sub total - subsidiaries***
Penyisihan kerugian penurunan nilai	(39,056,233)	(36,434,300)	*Allowance for impairment losses*
Sub-jumlah - entitas anak, neto	**269,228,200**	**316,652,709**	***Sub total - subsidiaries, net***
Jumlah piutang premi dan sesi, neto	**1,616,850,321**	**1,859,030,780**	***Total premium and cession receivables, net***

Perubahan penyisihan kerugian penurunan nilai adalah sebagai berikut:

Changes in the allowance for impairment losses are as follows:

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Piutang Premi			***Premium Receivables***
Saldo awal tahun	(41,085,474)	(46,451,448)	*Balance at beginning year*
Pemulihan	24,518,311	32,547,999	*Recovery*
Penambahan	(5,949,253)	(27,182,025)	*Addition*
Saldo akhir tahun - Perseroan	**(22,516,416)**	**(41,085,474)**	***Balance at end of year - the Company***

	2024 Rp	2023 Rp	
Entitas anak			***Subsidiaries***
Piutang Premi dan Sesi			***Cession and Premium Receivables***
Saldo awal tahun	(36,434,300)	(43,359,647)	*Balance at beginning year*
Pemulihan	1,035,881	6,925,347	*Recovery*
Penambahan	(3,657,814)	--	*Addition*
Saldo akhir tahun			***Balance at end of year***
- entitas anak	**(39,056,233)**	**(36,434,300)**	***- subsidiaries***
Jumlah akhir tahun	**(61,572,649)**	**(77,519,774)**	***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, 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.

Based on the review of the status of premiums and cession 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 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:

	2024 Rp	2023 Rp	
Pihak berelasi (catatan 39)	**34,673,218**	**143,420,266**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Marsh Indonesia	115,197,794	193,110,314	*PT Marsh Indonesia*
PT IBS Insurance Broking Service	11,014,102	520,141	*PT IBS Insurance Broking Service*
PT Citra International Underwriters	9,261,728	8,274,093	*PT Citra International Underwriters*
PT AXA Insurance Indonesia	7,936,906	6,255	*PT AXA Insurance Indonesia*
PT Asuransi Wahana Tata	6,989,941	1,982,510	*PT Asuransi Wahana Tata*
PT Mitra Iswara & Rorimpandey	5,960,745	4,536,684	*PT Mitra Iswara & Rorimpandey*
PT Kalibesar Raya Utama	5,018,705	3,101,416	*PT Kalibesar Raya Utama*
PT Asuransi Central Asia	3,901,908	11,343,815	*PT Asuransi Central Asia*
PT Talisman Insurance Brokers	3,586,966	2,559,370	*PT Talisman Insurance Brokers*
PT Asuransi Ramayana	1,605,157	48,986,600	*PT Asuransi Ramayana*
Lainnya (dibawah Rp1.000.000)	1,808,791	21,529,882	*Others (below Rp1,000,000)*
Jumlah pihak ketiga	**172,282,743**	**295,951,080**	***Total subsidiaries***
Jumlah	**206,955,961**	**439,371,346**	***Total***
Dikurangi penyisihan kerugian penurunan nilai	(14,682,916)	(16,492,422)	*Less allowance for impairment losses*
Jumlah - neto	**192,273,045**	**422,878,924**	***Total - net***

Piutang koasuransi berdasarkan mata uang adalah sebagai berikut:

The coinsurance receivables based on currencies are as follows:

	2024 Rp	2023 Rp	
Piutang Koasuransi			***Coinsurance Receivables***
Dolar Amerika Serikat	192,606,873	415,404,349	*United States Dollar*
Rupiah	12,344,557	23,603,541	*Rupiah*
Dolar Singapura	129,339	313,024	*Singapore dollar*
Euro	46,020	358	*Euro*
Mata uang lain	1,829,172	50,074	*Other currencies*
Sub-jumlah	**206,955,961**	**439,371,346**	***Sub-total***
Penyisihan kerugian penurunan nilai	(14,682,916)	(16,492,422)	*Allowance for impairment losses*
Jumlah piutang koasuransi - neto	**192,273,045**	**422,878,924**	***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:

	2024 Rp	2023 Rp	
Kebakaran	188,395,325	386,934,946	*Fire*
Pengangkutan	9,008,349	509,879	*Marine Cargo*
Rekayasa	6,455,204	5,484,126	*Engineering*
Offshore	1,867,077	29,980,028	*Offshore*
Lainnya	1,230,006	16,462,367	*Miscellaneous*
Jumlah	**206,955,961**	**439,371,346**	***Total***
Dikurangi penyisihan kerugian penurunan nilai	(14,682,916)	(16,492,422)	*Less allowance for impairment losses*
Jumlah piutang koasuransi - neto	**192,273,045**	**422,878,924**	***Total coinsurance receivable - net***

Rincian piutang koasuransi berdasarkan umur piutang adalah sebagai berikut:

The details of coinsurance receivables based on aging are as follows:

	2024 Rp	2023 Rp	
Belum jatuh tempo	105,202,180	243,573,301	*Current-not due*
Telah jatuh tempo:			*Past due:*
Kurang dari 90 hari	69,070,851	147,767,760	*Less than 90 days*
90-180 hari	10,678,136	20,459,949	*90-180 days*
181-360 hari	4,952,981	7,146,742	*181-360 days*
Lebih dari 360 hari	17,051,813	20,423,594	*More than 360 days*
Jumlah	**206,955,961**	**439,371,346**	***Total***
Dikurangi penyisihan kerugian penurunan nilai	(14,682,916)	(16,492,422)	*Less allowance for impairment losses*
Jumlah piutang koasuransi - neto	**192,273,045**	**422,878,924**	***Total coinsurance receivable - net***

Perubahan penyisihan kerugian penurunan nilai adalah sebagai berikut:

Changes in the allowance for impairment losses are as follows:

	2024 Rp	2023 Rp	
Saldo awal tahun	(16,492,422)	(31,728,139)	*Balance at beginning year*
Pemulihan	6,309,233	16,923,066	*Reversal*
Penambahan	(4,499,727)	(1,687,349)	*Additions*
Saldo akhir tahun	**(14,682,916)**	**(16,492,422)**	***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 possible losses that may arise from uncollectible coinsurance receivables.

8. Piutang Reasuransi Dan Retrosesi / *8. Reinsurance And Retrocession Receivables*

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Pihak berelasi (catatan 39)	**97,862,176**	**208,845,667**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Arthur J Gallagher (UK) Ltd	51,804,104	40,540,674	*Arthur J Gallagher (UK) Ltd*
Swiss Re Asia Pte Ltd	36,105,343	--	*Swiss Re Asia Pte Ltd*
PT Asuransi Samsung Tugu	22,752,442	8,025,634	*PT Asuransi Samsung Tugu*
Korean Insurance Co	12,566,704	4,481,230	*Korean Insurance Co*
Aon UK Limited	11,304,793	--	*Aon UK Limited*
PT Aon Reinsurance Brokers Indonesia	9,014,151	--	*PT Aon Reinsurance Brokers Indonesia*
Peak Reinsurance Company Limited	8,920,795	--	*Peak Reinsurance Company Limited*
PT IBS Reinsurance Broker	8,863,239	--	*PT IBS Reinsurance Broker*
Willis Ltd	8,528,465	26,240,024	*Willis Ltd*
Taiping Reinsurance Co Ltd	8,486,889	408,840	*Taiping Reinsurance Co Ltd*
Marsh Ltd	6,922,710	6,667,328	*Marsh Ltd*
Miller Insurance Services LLP	6,116,495	2,510,207	*Miller Insurance Services LLP*
PaxOcean Holdings Pte Ltd	6,012,993	--	*PaxOcean Holdings Pte Ltd*
PT Marsh Reinsurance Brokers Indonesia	5,414,301	6,708,072	*PT Marsh Reinsurance Brokers Indonesia*
PT Asuransi Central Asia	--	5,076,578	*PT Asuransi Central Asia*
PT JLT Reinsurance Brokers	171,564	72,825,977	*PT JLT Reinsurance Brokers*
Lainnya (dibawah Rp1.000.000)	115,921,907	116,685,792	*Others (below Rp1,000,000)*
Sub-jumlah	**318,906,895**	**290,170,356**	***Sub-total***
Jumlah Perseroan	**416,769,071**	**499,016,023**	***Total The Company***
Dikurangi penyisihan kerugian penurunan nilai	(80,358,243)	(69,643,027)	*Less allowance for impairment losses*
Jumlah Perseroan - neto	**336,410,828**	**429,372,996**	***Total The Company - net***

	2024 Rp	2023 Rp	
Entitas anak			***Subsidiaries***
Pihak berelasi (catatan 39)	**5,872,126**	**6,607,736**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Guy Carpenter & Company, LLC	38,259,234	51,131,776	*Guy Carpenter & Company, LLC*
AON Reinsurance Solutions Asia Pte Ltd	38,082,218	2,950,530	*AON Reinsurance Solutions Asia Pte Ltd*
Asia Reinsurance Brokers Pte Ltd	9,728,125	46,377,843	*Asia Reinsurance Brokers Pte Ltd*
Willis Towers Watson	6,176,007	4,333,732	*Willis Towers Watson*
Marsh Reinsurance Brokers	3,315,222	5,894,571	*Marsh Reinsurance Brokers*
K M Dastur Reinsurance Brokers	1,601,056	--	*K M Dastur Reinsurance Brokers*
Hannover Ruck - Malaysia	1,078,059	10,421,082	*Hannover Ruck - Malaysia*
Samsung Fire & Marine Insurance CoLtd	747,098	12,711,609	*Samsung Fire & Marine Insurance CoLtd*
AM Trust Europe Limited	--	13,423,355	*AM Trust Europe Limited*
Lainnya (dibawah Rp1.000.000)	76,449,596	102,304,952	*Lainnya (dibawah Rp1.000.000)*
Sub-jumlah	**175,436,615**	**249,549,450**	***Sub-total***
Jumlah entitas anak	**181,308,741**	**256,157,186**	***Total subsidiaries***
Dikurangi penyisihan kerugian penurunan nilai	(31,696,604)	(29,936,148)	*Less allowance for impairment losses*
Jumlah entitas anak - neto	**149,612,137**	**226,221,038**	***Total subsidiaries - net***
Jumlah - neto	**486,022,965**	**655,594,034**	***Total - net***

Saldo piutang reasuransi pada 31 Desember 2024 dan 2023, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp7.938.075 dan Rp8.558.954 (Catatan 45).

As of December 31, 2024 and 2023, reinsurance receivables in Sharia Business Unit amounted to Rp7,938,075 and Rp8,558,954 respectively (Note 45).

Piutang reasuransi dan retrosesi berdasarkan mata uang adalah sebagai berikut:

The reinsurance and retrocession receivables based on currencies are as follows:

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Piutang reasuransi			***Reinsurance receivables***
Dolar Amerika Serikat	220,327,987	409,598,453	*United States Dollar*
Rupiah	116,564,512	59,473,524	*Rupiah*
Mata uang lainnya	79,876,572	29,944,046	*Other currencies*
Sub-Jumlah	**416,769,071**	**499,016,023**	***Sub-total***
Penyisihan kerugian penurunan nilai	(80,358,243)	(69,643,027)	*Allowance for impairment losses*
Sub-jumlah - Perseroan, neto	**336,410,828**	**429,372,996**	***Sub total - the Company, net***
Entitas anak			***Subsidiaries***
Piutang reasuransi dan retrosesi			***Reinsurance and retrocession receivables***
Dolar Amerika Serikat	143,345,554	165,894,653	*United States Dollar*
Rupiah	27,118,002	78,983,627	*Rupiah*
Dolar Hongkong	387,443	7,905,491	*Hongkong Dollar*
Mata uang lainnya	10,457,742	3,373,415	*Other currencies*
Jumlah	**181,308,741**	**256,157,186**	***Sub-total***
Penyisihan kerugian penurunan nilai	(31,696,604)	(29,936,148)	*Allowance for impairment losses*
Sub-jumlah - entitas anak, neto	**149,612,137**	**226,221,038**	***Sub total - subsidiaries, net***
Jumlah piutang reasuransi dan retrosesi, neto	**486,022,965**	**655,594,034**	***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:

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Piutang reasuransi			***Reinsurance receivables***
Belum jatuh tempo	70,126,780	7,945,224	*Current-not due*
Telah jatuh tempo:			*Past due:*
Kurang dari 90 hari	83,228,058	227,472,168	*Less than 90 days*
90-180 hari	85,680,293	89,517,275	*90-180 days*
181-360 hari	61,511,689	25,679,606	*181-360 days*
Lebih dari 360 hari	116,222,251	148,401,750	*More than 360 days*
Jumlah	**416,769,071**	**499,016,023**	***Total***
Penyisihan kerugian penurunan nilai	(80,358,243)	(69,643,027)	*Allowance for impairment losses*
Total piutang reasuransi - Perseroan, neto	**336,410,828**	**429,372,996**	***Total reinsurance receivables - the Company, net***
Entitas anak			***Subsidiaries***
Piutang retrosesi			***Retrocession receivables***
Belum jatuh tempo	14,851,106	97,349,162	*Current-not due*
Telah jatuh tempo:			*Past due:*
Kurang dari 90 hari	47,787,030	68,830,777	*Less than 90 days*
90-180 hari	16,426,967	17,582,905	*90-180 days*
181-360 hari	15,208,291	1,698,760	*181-360 days*
Lebih dari 360 hari	87,035,347	70,695,582	*More than 360 days*
Jumlah	**181,308,741**	**256,157,186**	***Total***
Penyisihan kerugian penurunan nilai	(31,696,604)	(29,936,148)	*Allowance for impairment losses*
Total piutang reasuransi - entitas anak, neto	**149,612,137**	**226,221,038**	***Total reinsurance receivables - subsidiaries, net***
Jumlah piutang reasuransi dan retrosesi, neto	**486,022,965**	**655,594,034**	***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:

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Piutang reasuransi			***Reinsurance receivables***
Saldo awal tahun	(69,643,027)	(54,312,054)	*Beginning balance of year*
Penambahan	(25,779,596)	(32,301,920)	*Additional*
Pemulihan	15,064,380	16,970,947	*Recovery*
Saldo akhir tahun - Perseroan	**(80,358,243)**	**(69,643,027)**	***Balance at end of year - the Company***
Entitas anak			***Subsidiaries***
Piutang retrosesi			*Retrocession receivables*
Saldo awal tahun	(29,936,148)	(31,385,852)	*Beginning balance of year*
Penambahan	(1,813,386)	(935,489)	*Additional*
Pemulihan	52,930	2,385,193	*Recovery*
Saldo akhir tahun - entitas anak	**(31,696,604)**	**(29,936,148)**	***Balance at end of year - subsidiaries***
Jumlah akhir tahun	**(112,054,847)**	**(99,579,175)**	***Balance at end of year***

Berdasarkan analisa atas status saldo piutang reasuransi dan retrosesi pada akhir tahun, manajemen Grup berpendapat bahwa

Based on the review of the status of reinsurance and retrocession receivable accounts at the end of year, the Group

jumlah penyisihan kerugian penurunan nilai yang dibentuk cukup untuk menutupi kemungkinan kerugian yang mungkin timbul atas tidak tertagihnya piutang reasuransi dan retrosesi.

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*

	2024 Rp	2023 Rp	
Dana jaminan	497,974,086	146,269,248	*Restricted fund*
Beban komisi ditangguhkan	93,881,302	212,627,367	*Deferred acquisition cost*
Aset reasuransi syariah	9,842,848	6,284,666	*Syariah reinsurance asset*
Beban ditangguhkan	7,058,420	1,461,813	*Deferred acquisition cost*
Sertifikat keanggotaan golf	4,037,495	4,037,495	*Golf certificate membership*
Persediaan	3,331,604	5,758,168	*Inventory*
Lainnya (masing-masing di bawah Rp5.000.000)	21,156,151	94,857	*Others (each below Rp5,000,000)*
Jumlah	637,281,906	376,533,614	*Total*
Dikurangi:			*Less:*
Penyisihan kerugian penurunan nilai	(6,638,280)	(2,234,575)	*Allowance for impairment losses*
Jumlah - neto	**630,643,626**	**374,299,039**	***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:

	2024 Rp	2023 Rp	
Saldo awal tahun	(2,234,575)	(4,520,117)	***Balance at beginning year***
Pengurangan	--	4,520,117	*Recovery*
Penambahan	(7,119,168)	(2,234,575)	*Addition*
Reklasifikasi	2,715,463	--	*Reclasification*
Saldo akhir tahun	**(6,638,280)**	**(2,234,575)**	***Balance at end year***

Saldo bagi hasil yang masih harus diterima oleh dana *ujroh* pada 31 Desember 2024 dan 2023, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp733.578 dan Rp1.843.951.

As of December 31, 2024, and 2023, ujroh revenue share receivables in Sharia Business Unit amounted to Rp733,578 and Rp1,843,951 respectively.

Aset reasuransi pada 31 Desember 2024 dan 2023, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp9.842.848 dan Rp6.284.666 (Catatan 45).

As of December 31, 2024 and 2023, reinsurance assets in Sharia Business Unit amounted to Rp9,842,848 dan Rp6,284,666 respectively (Note 45).

Pada tanggal 31 Desember 2024 dan 2023, deposito berjangka Perseroan yang ditempatkan sebesar Rp392,892,500 dan Rp98.276.759 digunakan sebagai dana jaminan yang dibentuk untuk kepentingan perjanjian bisnis. Termasuk di dalam lainnya terdapat jaminan *salvage.*

As of December 31, 2024, and 2023, time deposits of the Company which amount to Rp392,892,500 and Rp98,276,759 respectively, are used as guarantee for business agreement. Included in others there are, salvage collateral.

10. Aset Tetap - Neto / *10. Fixed Assets - Net*

	31 Desember/*December 31, 2024*							
	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	711,137,767	--	--	--	(4,124,830)	--	707,012,937	*Land*
Gedung kantor	214,437,901	906,075	--	1,112,143,612	(51,707,912)	28,194	1,275,807,870	*Office buildings*
Kendaraan bermotor	790,128,554	269,731,377	--	31,921,437	--	--	1,091,781,368	*Motor vehicles*
Meubel dan perabot Kantor	77,954,314	102,395	(552,489)	--	--	4,369	77,508,589	*Office furniture and fixtures*
Mesin dan peralatan Kantor	24,726,100	650,278	(168,076)	--	--	6,771	25,215,073	*Office machines and equipment*
Peralatan komputer	90,520,475	4,459,614	(198,497)	--	--	87,149	94,868,741	*Computer*
Aset dalam penyelesaian	39,393,160	486,760	(486,761)	(31,921,437)	--	--	7,471,722	*Construction in progress*
Sewa guna usaha Kendaraan	7,341,725	--	--	--	--	--	7,341,725	*Leased asset Vehicle*
Total	**1,955,639,996**	**276,336,499**	**(1,405,823)**	**1,112,143,612**	**(55,832,742)**	**126,483**	**3,287,008,025**	***Total***
Akumulasi penyusutan								*Accumulated depreciation*
Gedung kantor	19,543,525	38,513,346	--	--	(26,866,622)	123,032	31,313,281	*Office building*
Kendaraan bermotor	152,138,750	16,124,084	--	--	--	--	168,262,834	*Motor vehicles*
Meubel dan perabot Kantor	70,731,365	2,784,016	(552,489)	--	--	2,621	72,965,513	*Office furniture and fixtures*
Mesin dan peralatan Kantor	22,520,577	956,166	(138,839)	--	--	4,328	23,342,232	*Office machines and equipment*
Peralatan komputer	74,185,526	7,304,709	(188,760)	--	--	43,146	81,344,621	*Computer*
Sewa guna usaha Kendaraan	2,217,392	621,261	--	--	--	--	2,838,653	*Leased asset Vehicle*
Total	**341,337,135**	**66,303,582**	**(880,088)**	**--**	**(26,866,622)**	**173,127**	**380,067,134**	***Total***
Nilai buku neto	**1,614,302,861**	**210,032,917**	**(525,735)**	**1,112,143,612**	**(28,966,120)**	**(46,644)**	**2,906,940,891**	***Net book value***

	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***

Seluruh beban penyusutan dicatat sebagai beban usaha dan beban usaha lainnya.

All depreciation expense is recorded as operating expense dan other operating expense.

Rincian dari keuntungan/kerugian penjualan aset tetap adalah sebagai berikut:

The details of gains on disposal of fixed assets are as follows:

	2024 Rp	2023 Rp	
Penerimaan dari penjualan	612,236	21,331	*Proceeds from disposals*
Nilai buku neto	525,735	14,774	*Net book value*
Laba (rugi) penjualan aset tetap	**86,501**	**6,557**	***Gain (loss) on disposal of fixed assets***

Pada tanggal 31 Desember 2024 dan 2023, biaya perolehan aset tetap yang telah disusutkan penuh tetapi masih digunakan masing-masing sebesar Rp203.939.354 dan Rp206.092.094.

As of December 31, 2024 and 2023 the cost of fixed assets which have been fully depreciated but still being used amounted to Rp203,939,354 and Rp206,092,094, respectively.

Pada tanggal 31 Desember 2024 dan 2023, 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, 2024 and 2023, 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 2024 dan 2023 aset tetap yang diasuransikan terhadap

As of December 31, 2024 and 2023, fixed assets are covered by insurance against

risiko kebakaran dan risiko lainnya berdasarkan suatu paket polis tertentu kepada pihak berelasi, dengan nilai pertanggungan masing-masing sebesar Rp1.290.637.874 dan Rp931.542.546 dimana manajemen Grup berpendapat, bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian yang timbul atas aset tetap yang dipertanggungkan.

losses by fire and other risks under blanket policies to related parties with sum insured of Rp1,290,637,874 and Rp931,542,546, 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 2024 dan 2023 berdasarkan hasil penilaian yang dilakukan oleh Kantor Jasa Penilai Publik (KJPP) Ruky Safrudin dan Rekan.

The fair value of the Group's land and buildings as of December 31, 2024 and 2023 is based on valuation carried out by Registered Public Appraisers (KJPP) Ruky Safrudin and Rekan.

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 increments 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:

	2024 Rp	2023 Rp	
Dampak revaluasi aset tetap	(28,966,120)	13,793,037	*Effect of revaluation fixed assets*
Dampak revaluasi yang diatribusikan kepada non pengendali	--	--	*Impact of revaluation attributable to non-controling interest*
Dampak revaluasi yang diatribusikan kepada pengendali	(28,966,120)	13,793,037	*Impact of revaluation attributable to controling interest*
Saldo awal	2,027,351,117	2,013,558,080	*Begining balance*
Saldo akhir	**1,998,384,997**	**2,027,351,117**	***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*

	1 Januari/ *January 1, 2024*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Selisih kurs/ *Exchange Alignment*	31 Desember/ *December 31, 2024*	
Biaya Perolehan						*At cost*
Properti	35,148,206	24,434,291	--	1,251,617	60,834,114	*Property*
Jumlah	35,148,206	24,434,291	--	1,251,617	60,834,114	*Total*
Akumulasi amortisasi (catatan 35 dan 36)						*Accumulated amortization (notes 35 dan 36)*
Properti	(24,790,613)	(11,548,264)	--	(1,128,128)	(37,467,005)	*Property*
Jumlah	(24,790,613)	(11,548,264)	--	(1,128,128)	(37,467,005)	*Total*
Nilai tercatat	**10,357,593**				**23,367,109**	***Net carrying amount***

	1 Januari/ *January 1, 2023*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	*Exchange Alignment*	31 Desember/ *December 31, 2023*	
Biaya Perolehan						*At cost*
Properti	27,758,974	7,779,533	--	(390,301)	35,148,206	*Property*
Jumlah	27,758,974	7,779,533	--	(390,301)	35,148,206	*Total*
Akumulasi amortisasi (catatan 35 dan 36)						*Accumulated amortization (notes 35 dan 36)*
Properti	(19,218,807)	(5,907,565)	--	335,759	(24,790,613)	*Property*
Jumlah	(19,218,807)	(5,907,565)	--	335,759	(24,790,613)	*Total*
Nilai tercatat	**8,540,167**				**10,357,593**	***Net carrying amount***

	31 Desember/*December 31, 2024*			
	Beban amortisasi/ *Amortization expenses*	**Beban bunga/ *Interest expenses***	**Beban terkait sewa atas asset bernilai rendah/*Expenses relating to leases of low value assets***	
Properti	11,548,264	18,224	--	*Property*
Lainnya	--	--	3,036,618	*Others*
Jumlah	**11,548,264**	**18,224**	**3,036,618**	***Total***

	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	5,907,565	206,977	--	*Property*
Lainnya	--	--	185,274	*Others*
Jumlah	**5,907,565**	**206,977**	**185,274**	***Total***

b. Liabilitas sewa / *c. Lease liabilities*

	1 Januari/ *January 1, 2024*	Penambahan/ *Additions*	Beban bunga/ *Interest expenses*	Selisih kurs/ *Exchange alignment*	Pembayaran/ *Payments*	31 Desember/ *December 31, 2024*	
Harga perolehan							***Cost***
Properti	6,194,693	24,434,291	18,224	--	(6,079,883)	24,567,325	*Property*
Jumlah	**6,194,693**	**24,434,291**	**18,224**	**--**	**(6,079,883)**	**24,567,325**	***Total***

	1 Januari/ *January 1, 2023*	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***

Liabilitas sewa berdasarkan jangka waktu:

Lease liabilities on time basis:

	2024 Rp	2023 Rp	
Jangka pendek	300,660	3,335,954	*Current portion*
Jangka panjang	24,266,665	2,858,739	*Non-current portion*
Jumlah	**24,567,325**	**6,194,693**	***Total***

12. Aset Takberwujud, Neto / *12. Intangible Assets, Net*

	2024 Rp	2023 Rp	
Biaya perolehan	167,001,212	154,722,613	*Cost*
Akumulasi amortisasi	(43,322,246)	(41,302,182)	*Accumulated amortization*
Nilai buku neto	**123,678,966**	**113,420,431**	***Net book value***

Beban amortisasi dialokasikan ke beban usaha untuk tahun yang berakhir pada 31 Desember 2024 dan 2023, masing-masing sebesar Rp2.020.064 dan Rp845.652

Ammortization expense is allocated as operating expense for the year ended December 31, 2024 and 2023, amounted to Rp2,020,064 and Rp845,652, respectively.

13. Piutang Lain-Lain / *13. Other Receivables*

	2024 Rp	2023 Rp	
Piutang usaha	144,061,440	107,461,515	*Trade receivables*
Piutang bunga	98,080,657	103,411,742	*Interest receivables*
Piutang Legal	44,737,505	--	*Legal Receivable*
Piutang jasa kendaraan	27,221,871	27,561,479	*Vehicle services receivables*
Piutang karyawan	2,250,395	15,033,718	*Employee receivables*
Lain-lain (masing-masing dibawah Rp10.000.000)	26,676,404	19,596,813	*Others (each below Rp10,000,000)*
Sub-jumlah	**343,028,272**	**273,065,267**	***Sub-total***
Dikurangi:			*Less:*
Penyisihan kerugian penurunan nilai piutang			*Allowance for impairment losses of receivables*
- Dari piutang lainnya	(5,881,537)	(4,485,015)	*From other receivables -*
- Dari piutang usaha	(2,060,519)	(1,783,774)	*From trade receivables -*
Sub-jumlah	**(7,942,056)**	**(6,268,789)**	***Sub-total***
Jumlah - neto	**335,086,216**	**266,796,478**	***Total - net***

Piutang legal merupakan penggantian biaya legal sebesar USD 2.768.924 dari Citibank terkait dengan pemenangan kasus litigasi yang pendapatannya yang telah dicatat pada tahun lalu pada pendapatan lain-lain

Legal receivables represent reimbursement of legal fees amounted to USD 2,768,924 from Citibank related to a litigation case, which its income has been recorded at 2023 period.

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 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:

	2024 Rp	2023 Rp	
Saldo awal tahun	(6,268,789)	(7,729,447)	*Balance at beginning year*
Penambahan	(1,673,267)	--	*Addition*
Pemulihan	--	1,460,658	*Recovery*
Saldo akhir tahun	**(7,942,056)**	**(6,268,789)**	***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*

	2024 Rp	2023 Rp	
Pihak berelasi (catatan 39)	**32,493,673**	**32,243,894**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Cipta Colemon Asia Reinsurance Broker	31,998,306	--	*Cipta Colemon Asia Reinsurance Broker*
KBRU Reinsurance Brokers	17,316,897	--	*KBRU Reinsurance Brokers*
PT Asuransi Jiwa Central Asia Raya	13,434,505	--	*PT Asuransi Jiwa Central Asia Raya*
PT Chandra Asri	9,657,031	--	*PT Chandra Asri*
Arthur J Gallagher (Singapore) Pte	9,569,431	--	*Arthur J Gallagher (Singapore) Pte*
Vitesse Re Sia for Sedgwick Aviation	7,674,575	--	*Vitesse Re Sia for Sedgwick Aviation*
Asrinda Arthasangga	4,546,135	2,391,368	*Asrinda Arthasangga*
China Taiping Insurance (HK) Company	4,133,238	--	*China Taiping Insurance (HK) Company*
Asuransi Tokio Marine Indonesia	3,848,605	--	*Asuransi Tokio Marine Indonesia*
The People's Insurance Company Of China (HK), Ltd	3,001,073	--	*The People's Insurance Company Of China (HK), Ltd*
MHK Insurance Service Ltd	2,458,365	--	*MHK Insurance Service Ltd*
PT Berlian Berkat Sejahtera	2,000,596	--	*PT Berlian Berkat Sejahtera*
PT Asuransi Sinar Mas	1,963,932	1,551,958	*PT Asuransi Sinar Mas*
Guy Carpenter & Co Ltd	1,929,567	--	*Guy Carpenter & Co Ltd*
Aon Reinsurance Solutions Asia Pte	1,909,751	--	*Aon Reinsurance Solutions Asia Pte*
Asia Reinsurance Brokers Indonesia	1,115,818	1,579,997	*Asia Reinsurance Brokers Indonesia*
JB Boda Viva Indonesia Reinsurance Brokers	1,072,228	4,409,303	*JB Boda Viva Indonesia Reinsurance Brokers*
Lainnya (dibawah Rp1.000.000)	5,325,338	271,609,780	*Others (below Rp1,000,000)*
Jumlah pihak ketiga	**122,955,391**	**281,542,406**	***Total Third parties***
Jumlah	**155,449,063**	**313,786,300**	***Total***

Saldo utang klaim pada 31 Desember 2024 dan 2023, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp195.603 dan Rp238.387 (Catatan 45).

*As of December 31, 2024, and 2023, claim payable in Sharia Business Unit amounted to Rp*195,603 *and Rp238,387, respectively (Note 45).*

Utang klaim berdasarkan jenis asuransi adalah sebagai berikut:

The claims payables based on class of business are as follows:

	2024 Rp	2023 Rp	
Kebakaran	69,534,139	262,562,712	*Fire*
Penerbangan	18,061,381	120,868	*Aviation*
Offshore	18,384,911	7,417	*Offshore*
Onshore	3,757,397	308,928	*Onshore*
Rangka Kapal	2,284,779	1,222,861	*Marine Hull*
Pengangkutan	629,831	10,296,977	*Marine Cargo*
Rekayasa	231,263	3,643,118	*Engineering*
Lainnya	42,565,362	35,623,419	*Miscellaneous*
Jumlah	**155,449,063**	**313,786,300**	***Total***

Utang klaim berdasarkan mata uang adalah sebagai berikut:

The claims payable based on currencies are as follows:

	2024 Rp	2023 Rp	
Dolar Amerika Serikat	64,568,937	257,749,670	*United States Dollar*
Rupiah	49,417,319	47,173,806	*Rupiah*
Dolar Hong Kong	5,298,513	1,776,190	*Hong Kong Dollar*
Dolar Singapura	646,049	834,614	*Singapore Dollar*
Poundsterling Inggris	131,868	108,719	*Great Britain Poundsterling*
Mata uang lain	35,386,377	6,143,301	*Other currencies*
Jumlah	**155,449,063**	**313,786,300**	***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 from the coinsurer are as follows:

	2024 Rp	2023 Rp	
Pihak berelasi (catatan 39)	**71,072,526**	**32,523,770**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Asuransi Astra Buana	6,964,345	143,173	*PT Asuransi Astra Buana*
PT Asuransi Central Asia	6,721,481		*PT Asuransi Central Asia*
PT Asuransi Chubb Syariah Indonesia	3,766,565	481,161	*PT Asuransi Chubb Syariah Indonesia*
PT Citra International Underwriters	444,338	424,301	*PT Citra International Underwriters*
Wilson Re (P&I) Limited	243,011	231,866	*Wilson Re (P&I) Limited*
PT Asuransi Wahana Tata	173,548	2,569,347	*PT Asuransi Wahana Tata*
PT Asuransi Tripakarta	81,881	--	*PT Asuransi Tripakarta*
PT Staco Mandiri	75,793	67,818	*PT Staco Mandiri*
PT Asuransi Ramayana Tbk	25,329	19,984,474	*PT Asuransi Ramayana Tbk*
PT Asuransi Multi Artha Guna Tbk	7,133	7,133	*PT Asuransi Multi Artha Guna Tbk*
PT Barito Pacific Tbk	--	9,214,136	*PT Barito Pacific Tbk*
Lainnya (dibawah Rp1.000.000)	2,016,694	7,915,047	*Others (below Rp1,000,000)*
Jumlah pihak ketiga	**20,520,118**	**41,038,456**	***Total Third parties***
Jumlah	**91,592,644**	**73,562,226**	***Total***

Utang koasuransi berdasarkan jenis asuransi adalah sebagai berikut:

The coinsurance payables based on class of business are as follows:

	2024 Rp	2023 Rp	
Kebakaran	77,007,707	63,822,933	*Fire*
Rangka kapal	7,887,751	7,807,885	*Marine hull*
Rekayasa	1,159,765	398,230	*Engineering*
Pengangkutan	147,951	285,409	*Marine Cargo*
Penerbangan	--	814,745	*Aviation*
Offshore	--	4,428	*Offshore*
Lainnya	5,389,470	428,596	*Miscellaneous*
Jumlah	**91,592,644**	**73,562,226**	***Total***

Utang koasuransi berdasarkan mata uang adalah sebagai berikut:

The coinsurance payables based on currencies are as follows:

	2024 Rp	2023 Rp	
Rupiah	54,984,025	54,872,859	*Rupiah*
Dolar Amerika Serikat	36,436,834	18,665,896	*United States Dollar*
Poundsterling Inggris	6,711	15,293	*Great Britain Poundsterling*
Dolar Hong Kong	1,181	7,058	*Hongkong Dollar*
Mata uang lain	163,893	1,120	*Other currencies*
Jumlah	**91,592,644**	**73,562,226**	***Total***

Rincian utang koasuransi berdasarkan umur utang adalah sebagai berikut:

The details of coinsurance payables based on aging are as follows:

	2024 Rp	2023 Rp	
Belum jatuh tempo	67,788,551	52,534,891	*Current - not due*
Telah jatuh tempo			*Past due :*
Kurang dari 90 hari	1,728,269	4,772,440	*Less than 90 days*
Lebih dari 90 hari	22,075,824	16,254,895	*More than 90 days*
Jumlah	**91,592,644**	**73,562,226**	***Total***

16. Liabilitas Asuransi / *16. Insurance Liabilities*

Rincian liabilitas asuransi adalah sebagai berikut:

Details of insurance liabilities are as follows:

	31 Desember/*December 31, 2024*			31 Desember/*December 31, 2023*			
	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	
Premi yang belum merupakan pendapatan	1,980,598,452	(1,299,133,879)	681,464,572	1,860,482,882	(1,120,084,345)	740,398,537	*Unearned premium reserves*
Liabilitas manfaat polis masa depan	1,476,289,631	(540,349,626)	935,940,005	1,282,005,398	(423,202,757)	858,802,641	*Liabilities for future policy benefits*
Estimasi klaim	8,714,226,113	(6,184,321,059)	2,529,905,054	8,005,046,741	(5,718,772,508)	2,286,274,233	*Estimated claims*
Jumlah	**12,171,114,196**	**(8,023,804,564)**	**4,147,309,631**	**11,147,535,021**	**(7,262,059,610)**	**3,885,475,411**	***Total***

Liabilitas asuransi pada tanggal 31 Desember 2024 dan 2023 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, 2024 and 2023 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 is registered by OJK.

Premi yang belum merupakan pendapatan
Metode dan asumsi yang digunakan dalam menghitung cadangan atas premi yang belum merupakan pendapatan:

Unearned premium reserves
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, 2024*			31 Desember/*December 31, 2023*			
	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	
Kebakaran	668,578,156	(392,373,270)	276,204,886	701,137,238	(438,279,868)	262,857,370	*Fire*
Rangka Kapal	258,640,049	(135,298,927)	123,341,121	237,140,336	(131,801,963)	105,338,373	*Marine hull*
Penerbangan	560,194,680	(534,815,555)	25,379,125	540,529,581	(501,689,686)	38,839,895	*Aviation*
Onshore	86,846,925	(50,859,786)	35,987,139	77,272,884	(44,009,697)	33,263,187	*Onshore*
Offshore	166,014,289	(118,998,281)	47,016,008	106,816,115	(40,957,136)	65,858,979	*Offshore*
Rekayasa	31,395,706	(14,364,982)	17,030,724	25,156,375	(9,023,995)	16,132,380	*Engineering*
Pengangkutan	20,535,552	(5,728,976)	14,806,576	1,688,858	324,897	2,013,755	*Marine cargo*
Lainnya	188,393,095	(46,694,102)	141,698,993	170,741,495	45,353,103	216,094,598	*Others*
Jumlah	**1,980,598,452**	**(1,299,133,879)**	**681,464,572**	**1,860,482,882**	**(1,120,084,345)**	**740,398,537**	***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, 2024*			31 Desember/*December 31, 2023*			
	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	1,860,482,884	(1,120,084,344)	740,398,540	1,397,744,871	(747,613,830)	650,131,041	*Beginning balance*
Penurunan (kenaikan) premi yang belum merupakan pendapatan selama tahun berjalan	120,115,570	(179,049,534)	(58,933,965)	462,738,013	(372,470,514)	90,267,499	*Decrease (increase) in unearned premium reserve during the year*
Saldo Akhir	**1,980,598,454**	**(1,299,133,878)**	**681,464,575**	**1,860,482,884**	**(1,120,084,344)**	**740,398,540**	***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, 2024*			31 Desember/*December 31, 2023*			
	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	
Kebakaran	311,797,589	(224,682,283)	87,115,306	140,801,195	(125,667,223)	15,133,972	*Fire*
Rekayasa	296,350,795	(235,396,941)	60,953,854	293,685,509	(239,108,885)	54,576,624	*Engineering*
Rangka Kapal	19,731,001	(14,508,356)	5,222,645	20,400,459	(16,647,103)	3,753,356	*Marine hull*
Offshore	37,083,344	(32,129,153)	4,954,191	23,940,458	(17,222,028)	6,718,430	*Offshore*
Onshore	3,209,739	(1,726,684)	1,483,055	8,235,208	(2,803,891)	5,431,317	*Onshore*
Pengangkutan	1,180,002	(776,649)	403,353	274,031	(125,495)	148,536	*Marine cargo*
Penerbangan	2,556,744	(2,231,703)	325,041	49,024	--	49,024	*Aviation*
Lainnya	804,380,417	(28,897,857)	775,482,560	794,619,514	(21,628,132)	772,991,382	*Others*
Jumlah	**1,476,289,631**	**(540,349,626)**	**935,940,005**	**1,282,005,398**	**(423,202,757)**	**858,802,641**	***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, 2024*			31 Desember/*December 31, 2023*			
	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	1,282,005,398	(423,202,757)	858,802,641	1,032,898,439	(345,392,303)	687,506,136	*Beginning balance*
Penurunan (kenaikan) liabilitas manfaat polis masa depan selama tahun berjalan	194,284,233	(117,146,869)	77,137,364	249,106,959	(77,810,454)	171,296,505	*Decrease (increase) in liabilities for future policy benefits*
Saldo Akhir	**1,476,289,631**	**(540,349,626)**	**935,940,005**	**1,282,005,398**	**(423,202,757)**	**858,802,641**	***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, 2024*			31 Desember/*December 31, 2023*			
	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	Bruto/ *Gross*	Reasuransi/ *Reinsurance*	Neto/ *Net*	
Kebakaran	4,214,370,939	(3,191,256,776)	1,023,114,163	3,725,667,325	(2,854,802,152)	870,865,173	*Fire*
Rangka Kapal	536,549,121	(282,806,168)	253,742,953	606,380,184	(396,482,407)	209,897,777	*Marine hul*
Rekayasa	1,359,943,032	(1,181,039,805)	178,903,227	984,697,197	(806,278,810)	178,418,387	*Engineering*
Onshore	361,759,677	(225,649,591)	136,110,086	59,389,199	(43,787,157)	15,602,042	*Onshore*
Offshore	677,247,969	(570,351,108)	106,896,861	524,887,035	(500,722,447)	24,164,588	*Offshore*
Pengangkutan	167,212,378	(75,043,293)	92,169,085	205,898,230	(89,030,530)	116,867,700	*Marine cargo*
Penerbangan	317,546,115	(285,549,946)	31,996,169	370,331,723	(322,322,853)	48,008,870	*Aviation*
Lainnya	1,079,596,882	(372,624,372)	706,972,510	1,527,795,848	(705,346,152)	822,449,696	*Others*
Jumlah	**8,714,226,113**	**(6,184,321,059)**	**2,529,905,054**	**8,005,046,741**	**(5,718,772,508)**	**2,286,274,233**	***Total***

Pada tanggal 31 Desember 2024 dan 2023 termasuk dalam estimasi klaim adalah estimasi klaim yang terjadi namun belum dilaporkan (bruto) (IBNR) masing-masing sebesar Rp520.650.939 dan Rp290.252.484.

As of December 31, 2024 and 2023 included in estimated claims are estimated claims incurred but not yet reported (gross) (IBNR) amounting to Rp520,650,939 and Rp290,252,484, 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:

	2024 Rp	2023 Rp	
Rupiah	1,058,488,729	770,983,720	*Rupiah*
Dolar Amerika Serikat	915,925,447	1,202,518,757	*United States Dollar*
Mata uang lainnya	34,839,939	22,519,272	*Other currencies*
Sub-Jumlah	**2,009,254,115**	**1,996,021,749**	***Sub-total***
IBNR	520,650,939	290,252,484	*IBNR*
Jumlah - neto	**2,529,905,054**	**2,286,274,233**	***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 2024 dan 2023, untuk menghitung estimasi klaim Grup menggunakan metode *triangular*.

In 2024 and 2023, to calculate the estimated claim the Group uses triangular method.

Rincian akun ini berdasarkan tertanggung adalah sebagai berikut:

Details of this account by claimant are as follows:

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Pihak berelasi (catatan 39)	**143,575,237**	**149,725,560**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Meares Soputan Mining	16,023,986	15,289,086	*PT Meares Soputan Mining*
Coupang Inc	9,905,416	435,708	*Coupang Inc*
PT Safilindo Permata	6,679,883	6,431,596	*PT Safilindo Permata*
PT Indobaruna Bulk Transport	4,811,337	4,793,440	*PT Indobaruna Bulk Transport*
PT Amman Mineral Nusa Tenggara	3,953,416	3,772,103	*PT Amman Mineral Nusa Tenggara*
PT Elang Nusantara Air	2,364,719	2,256,977	*PT Elang Nusantara Air*
PT Kompak Usaha Mandiri	2,200,000	2,200,000	*PT Kompak Usaha Mandiri*
Tomypak Flexible Packaging Sdn Bhd	2,126,013	--	*Tomypak Flexible Packaging Sdn Bhd*
PT Trubaindo Coal Mining	2,107,131	2,147,099	*PT Trubaindo Coal Mining*
PT Toyota Astra Financial Services	1,989,605	1,917,029	*PT Toyota Astra Financial Services*
PT Adi Sarana Armada Tbk	1,506,335	1,502,885	*PT Adi Sarana Armada Tbk*
PT Pusaka Jaya Palu Tower	1,229,552	--	*PT Pusaka Jaya Palu Tower*
PT Tanjung Enim Lestari Pulp & Paper	1,211,682	1,156,111	*PT Tanjung Enim Lestari Pulp & Paper*
ENI Muara Bakau BV	1,113,349	1,010,863	*ENI Muara Bakau BV*
PT Asuransi Sinar Mas	--	13,158,803	*PT Asuransi Sinar Mas*
PT Chandra Asri Petrochemical Tbk	--	1,177,389	*PT Chandra Asri Petrochemical Tbk*
Lainnya (masing-masing di bawah Rp1.000.000)	242,793,447	198,348,205	*Others (each below Rp1,000,000)*
Sub-Jumlah	**443,591,108**	**405,322,854**	***Sub-Total***
IBNR	97,920,846	73,558,219	*IBNR*
Sub-jumlah - Perseroan	**541,511,954**	**478,881,073**	***Sub total - The Company***

	2024 Rp	2023 Rp	
Entitas anak			***Subsidiaries***
Pihak ketiga			***Third parties***
PT Marsh Reinsurance Brokers Indonesia	160,304,966	12,727,048	*PT Marsh Reinsurance Brokers Indonesia*
PT Asuransi Central Asia	90,924,193	23,108,435	*PT Asuransi Central Asia*
PT Hanofer Indonesia	75,620,549	--	*PT Hanofer Indonesia*
PT Jasa Cipta Rembaka	76,597,269	7,283,936	*PT Jasa Cipta Rembaka*
Trinity Reinsurance Brokers Limited	69,831,042	--	*Trinity Reinsurance Brokers Limited*
PT IBS Reinsurance Brokers	60,924,568	4,870,342	*PT IBS Reinsurance Brokers*
PT Asuransi Astra Buana	45,437,881	--	*PT Asuransi Astra Buana*
PT Asia Reinsurance Brokers Indonesia	20,228,742	--	*PT Asia Reinsurance Brokers Indonesia*
PT Asuransi Ramayana Tbk	16,854,659	--	*PT Asuransi Ramayana Tbk*
PT Asuransi Multi Artha Guna Tbk	16,179,171	--	*PT Asuransi Multi Artha Guna Tbk*
AON Benfield Asia Pte Ltd	10,205,631	24,491,274	*AON Benfield Asia Pte Ltd*
Simas Reinsurance Brokers	8,941,675	--	*Simas Reinsurance Brokers*
Lainnya (masing-masing di bawah Rp1.000.000)	913,612,661	1,518,217,860	*Others (each below Rp1,000,000)*
Sub-Jumlah	**1,565,663,007**	**1,590,698,895**	*Sub-Total*
IBNR	422,730,093	216,694,265	*IBNR*
Sub-jumlah - Entitas anak	**1,988,393,100**	**1,807,393,160**	***Sub total - Subsidiaries***
Jumlah estimasi klaim	**2,529,905,054**	**2,286,274,233**	***Total estimated claim***

Rekonsiliasi perubahan estimasi klaim adalah sebagai berikut:

The reconciliation of changes in estimated claims are as follows:

	31 Desember/*December 31, 2024*			31 Desember/*December 31, 2023*			
	Estimasi klaim/ *Estimated claims*	Aset reasuransi/ *Reinsurance assets*	Neto/ Net	Estimasi klaim/ *Estimated claims*	Aset reasuransi/ *Reinsurance assets*	Neto/ *Net*	
Saldo awal	8,005,046,741	(5,718,772,508)	2,286,274,233	7,366,608,734	(5,567,503,963)	1,799,104,771	*Beginning balance*
Penurunan (kenaikan) estimasi klaim selama tahun berjalan	709,179,372	(465,548,551)	243,630,821	638,438,007	(151,268,545)	487,169,462	*Increase (decrease) in estimated claim during the year*
Saldo Akhir	**8,714,226,113**	**(6,184,321,059)**	**2,529,905,054**	**8,005,046,741**	**(5,718,772,508)**	**2,286,274,233**	***Ending Balance***

17. Utang Reasuransi Dan Retrosesi / 17. *Reinsurance And Retrocession Payables*

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Pihak berelasi (catatan 39)	**396,207,188**	**49,391,484**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Marsh Reinsurance Brokers Indonesia	451,837,145	503,230,094	*PT Marsh Reinsurance Brokers Indonesia*
Arthur J Gallagher (UK) Ltd	182,506,965	118,194,852	*Arthur J Gallagher (UK) Ltd*
Swiss Reinsurance Company	88,632,440	46,215,306	*Swiss Reinsurance Company*
PT Asuransi Astra Buana	56,341,165	1,173,414	*PT Asuransi Astra Buana*
Willis Ltd	54,820,255	101,006,005	*Willis Ltd*
Aon Ltd	49,337,892	228,966,195	*Aon Ltd*

	2024 Rp	2023 Rp	
Hannover Ruckversicherung	35,413,325	22,939,511	*Hannover Ruckversicherung*
Korean Reinsurance Co	29,759,477	20,435,727	*Korean Reinsurance Co*
Asia Capital Reinsurance Group Pte Ltd	27,477,468	21,734,007	*Asia Capital Reinsurance Group Pte Ltd*
Mitsui Bussan Pana Harrison Pte Ltd	21,230,043	24,350,765	*Mitsui Bussan Pana Harrison Pte Ltd*
Ai12 Dmcc	19,836,505	13,627,353	*Ai12 Dmcc*
PT Indoperkasa Suksesjaya Reasuransi	13,847,463	2,744,015	*PT Indoperkasa Suksesjaya Reasuransi*
PT KMDastur Indonesia Reinsurance	13,411,739	2,332,394	*PT KMDastur Indonesia Reinsurance*
Scor Se, Zurich Branch	11,522,035	9,183,244	*Scor Se, Zurich Branch*
PT Maskapai Reasuransi Indonesia	10,369,384	3,263,812	*PT Maskapai Reasuransi Indonesia*
Partner Reinsurance Asia Pte Ltd	10,175,224	8,262,136	*Partner Reinsurance Asia Pte Ltd*
Echo Reinsurance Ltd	10,149,306	8,744,339	*Echo Reinsurance Ltd*
Trust International Insurance	9,680,857	6,715,114	*Trust International Insurance*
Howden Speciality Asia Pacific	8,542,262	2,620,514	*Howden Speciality Asia Pacific*
China Reinsurance Group	7,051,854	3,519,693	*China Reinsurance Group*
PT IBS Reinsurance Brokers	6,928,226	8,805,756	*PT IBS Reinsurance Brokers*
Berkley Re Asia	6,784,854	3,585,857	*Berkley Re Asia*
Peak Reinsurance Company Ltd	6,762,215	1,550,989	*Peak Reinsurance Company Ltd*
Labuan Reinsurance Ltd (Malaysia)	6,378,000	5,548,648	*Labuan Reinsurance Ltd (Malaysia)*
Mapfre Re Singapore Branch	5,557,520	--	*Mapfre Re Singapore Branch*
Willis as Norway	5,479,247	5,417,274	*Willis as Norway*
Marsh Ltd	5,033,950	154,966,540	*Marsh Ltd*
United Insurance Brokekrs Ltd	4,423,895	5,287,006	*United Insurance Brokekrs Ltd*
Samsung Reinsurance Pte Ltd	3,972,286	2,794,500	*Samsung Reinsurance Pte Ltd*
Kuwait Reinsurance	3,177,008	3,206,748	*Kuwait Reinsurance*
PT Dharmapala Pialang Reasuransi	2,962,705	2,826,828	*PT Dharmapala Pialang Reasuransi*
PT Asuransi Tokio Marine Indonesia	2,432,988	6,586,721	*PT Asuransi Tokio Marine Indonesia*
PT Willis Reinsurance Brokers Indonesia	1,392,841	21,996,932	*PT Willis Reinsurance Brokers Indonesia*
PT Mitra Utama Reasuransi	1,319,192	13,022,476	*PT Mitra Utama Reasuransi*
PT AIG Insurance Indonesia	1,298,494	3,865,183	*PT AIG Insurance Indonesia*
Tigermar Global Pte Ltd	988,049	3,122,085	*Tigermar Global Pte Ltd*
PT Jasa Cipta Rembaka	785,230	7,497,282	*PT Jasa Cipta Rembaka*
Guy Carpenter & Co Ltd	592,058	11,169,188	*Guy Carpenter & Co Ltd*
PT Reasuransi Nusantara Makmur	474,476	2,268,651	*PT Reasuransi Nusantara Makmur*
PT AON Indonesia	403,925	67,605,188	*PT AON Indonesia*
Afr Asia Pacific Ltd	117,453	3,067,906	*Afr Asia Pacific Ltd*
PT Inare Proteksi Internasional	52,580	2,726,079	*PT Inare Proteksi Internasional*
Marsh Management Services (Mena) Ltd	--	4,831,543	*Marsh Management Services (Mena) Ltd*
Lainnya (dibawah Rp 1.000.000)	84,589,791	211,013,566	*Others (below Rp 1,000,000)*
Sub-jumlah	**1,263,849,787**	**1,702,021,436**	***Sub-total***
Jumlah Perseroan	**1,660,056,975**	**1,751,412,920**	***Total The Company***
Entitas anak			***Subsidiaries***
Pihak berelasi (catatan 39)	**1,341,537**	**468,482**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
Willis Reinsurance Brokers Indonesia	32,404,810	--	*Willis Reinsurance Brokers Indonesia*
Marsh Reinsurance Brokers Indonesia	22,662,003	--	*Marsh Reinsurance Brokers Indonesia*
Guy Carpenter & Co Ltd	22,649,958	22,724,226	*Guy Carpenter & Co Ltd*
Taiping Reinsurance Co Ltd	16,881,025	--	*Taiping Reinsurance Co Ltd*
AON Broking Singapore	13,486,727	3,705,563	*AON Broking Singapore*
SAG Brokers (Hong Kong) Ltd	12,166,127	2,859,839	*SAG Brokers (Hong Kong) Ltd*
ED Broking (Hongkong) Limited	4,037,963	--	*ED Broking (Hongkong) Limited*
K.M. Dastur RE Broker Private Ltd	3,899,328	13,117,511	*K.M. Dastur RE Broker Private Ltd*

	2024 Rp	2023 Rp	
Asia Reinsurance Brokers Singapore	2,901,964	16,387,172	*Asia Reinsurance Brokers Singapore*
Willis Towers Watson	2,243,165	2,632,686	*Willis Towers Watson*
Mitsui Bussan Pana Harrison Pte Ltd	1,400,024	1,878,958	*Mitsui Bussan Pana Harrison Pte Ltd*
Asia Reinsurance Brokers Indonesia	827,778	1,381,641	*Asia Reinsurance Brokers Indonesia*
Scor Vie - Singapore	682,470	1,028,567	Scor Vie - Singapore
Arthur J Gallagher	438,259	5,424,818	*Arthur J Gallagher*
Hannover Ruck - Malaysia	--	9,150,140	*Hannover Ruck - Malaysia*
Samsung Fire & Marine Insurance Co Ltd	--	4,817,134	*Samsung Fire & Marine Insurance Co Ltd*
Lainnya (dibawah Rp1.000.000)	36,947,068	54,743,730	*Others (below Rp1,000,000)*
Sub-jumlah	**173,628,669**	**139,851,985**	***Sub-total***
Jumlah entitas anak	**174,970,206**	**140,320,467**	***Total subsidiaries***
Jumlah	**1,835,027,181**	**1,891,733,387**	***Total***

Saldo utang reasuransi pada 31 Desember 2024 dan 2023, pada Unit Bisnis Syariah masing-masing adalah sebesar Rp3.773.410 dan Rp1.917.809 (Catatan 45).

As of December 31, 2024 and 2023, reinsurance payable in Sharia Business Unit amounted to Rp3,773,410 and Rp1,917,809, respectively (Note 45).

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:

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Utang reasuransi			*Reinsurance payables*
Belum jatuh tempo	922,598,356	1,158,392,624	*Current - not due*
Telah jatuh tempo			*Past due*
Kurang dari 90 hari	423,361,435	428,372,569	*Less than 90 days*
Lebih dari 90 hari	314,097,184	164,647,727	*More than 90 days*
Sub-jumlah - Perseroan	**1,660,056,975**	**1,751,412,920**	***Sub total - the Company***
Entitas anak			***Subsidiaries***
Utang retrosesi			*Retrocession payables*
Belum jatuh tempo	65,735,991	73,777,788	*Current - not due*
Telah jatuh tempo			*Past due*
Kurang dari 90 hari	36,981,733	(18,847,138)	*Less than 90 days*
Lebih dari 90 hari	72,252,482	85,389,817	*More than 90 days*
Sub-jumlah - entitas anak	**174,970,206**	**140,320,467**	*Sub total - subsidiaries*
Jumlah utang retrosesi	**1,835,027,181**	**1,891,733,387**	***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:

	2024 Rp	2023 Rp	
Dolar Amerika Serikat	1,568,820,029	1,641,246,425	*United States Dollar*
Rupiah	207,111,939	128,000,740	*Rupiah*
Won Korea	4,690,935	3,013,469	*Korean Won*
Rupee India	8,070,984	23,660,015	*Indian Rupee*
Dolar Hongkong	4,914,511	10,331,745	*Hongkong Dollar*
Euro	354,684	867,746	*Euro*
Mata uang lainnya	41,064,099	84,613,247	*Other currencies*
Jumlah	**1,835,027,181**	**1,891,733,387**	***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.

	2024 Rp	2023 Rp	
Komisi Broker	89,563,899	39,879,148	*Brokerage commission*
Komisi Agen	6,578,425	3,689,973	*Agent commission*
Jumlah	**96,142,324**	**43,569,121**	***Total***

Rincian akun ini berdasarkan jenis asuransi adalah sebagai berikut:

Details of this account by class of business are as follows:

	2024 Rp	2023 Rp	
Kebakaran	48,920,116	10,477,878	*Fire*
Rangka Kapal	21,105,973	13,533,007	*Marine Hull*
KendaraanBermotor	7,773,889	3,857,208	*Motor Vehicle*
Rekayasa	4,909,551	8,476,553	*Engineering*
Pengangkutan	4,308,387	696,133	*Cargo*
Penerbangan	3,042,149	1,896,603	*Aviation*
Offshore	2,078,365	1,586,501	*Offshore*
Lainnya	4,003,894	3,045,238	*Miscellaneous*
Jumlah	**96,142,324**	**43,569,121**	***Total***

Utang komisi berdasarkan mata uang adalah sebagai berikut:

The commissions payables based on currencies are as follows:

	2024 Rp	2023 Rp	
Dolar Amerika Serikat	65,540,840	25,891,820	*United States Dollar*
Rupiah	29,905,249	17,304,191	*Rupiah*
Dolar Singapura	570,659	360,192	*Singapore Dollar*
Euro	44,556	5,339	*Euro*
Poundsterling Inggris	68,282	--	*Great British Pounds*
Mata uang lain	12,738	7,579	*Other currencies*
Jumlah	**96,142,324**	**43,569,121**	***Total***

19. Perpajakan / 19. *Taxation*

a. Pajak dibayar dimuka / *a. Prepaid taxes*

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Pasal 21	11,884,287	--	*Article 21*
Sub-jumlah - Perseroan	**11,884,287**	**--**	***Sub total - Perseroan***
Entitas anak			***Subsidiaries***
Pasal 23	1,110,485	5,549,856	*Article 23*
Pasal 21	166	166	*Article 21*
Pasal 25	10,738,726	3,141,322	*Article 25*
Pasal 4 (2) final	19,872,937	11,790,274	*Article 4(2) final*
Pasal 28A	3,311,390	--	*Article 28A*
Pajak Pertambahan Nilai	32,763,855	14,756,747	*Value Added Tax*
Sub-jumlah - entitas anak	**67,797,559**	**35,238,365**	***Sub total - subsidiaries***
Jumlah	**79,681,846**	**35,238,365**	***Total***

b. 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:

b. 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

c. Utang pajak

Utang pajak terdiri dari:

c. Taxes payables

Taxes payables consist of:

	2024 Rp	2023 Rp	
Perseroan			***The Company***
Pajak penghasilan badan			*Corporate income tax*
Pasal 21	599,251	10,052,509	*Article 21*
Pasal 23	518,636	892,104	*Article 23*
Pasal 26	93,097	4,746,273	*Article 26*
Pasal 29	43,390,079	130,001,665	*Article 29*
Pasal 4 (2) final	--	7,264	*Article 4(2) final*
Pajak Pertambahan Nilai	942,303	296,825	*Value Added Tax*
Sub-jumlah - Perseroan	**45,543,366**	**145,996,640**	***Sub total - Perseroan***
Entitas anak			*Subsidiaries*
Pasal 21	3,167,228	3,661,468	*Article 21*
Pasal 23	170,999	171,173	*Article 23*
Pasal 25	267,309	189,186	*Article 25*
Pasal 29	1,291,041	29,259,679	*Article 29*
Pasal 4 (2) final	742	8,277	*Article 4(2) final*
Pajak Pertambahan Nilai	533,062	1,014,447	*Value Added Tax*
Pasal 26	62	41,803	*Article 26*
Sub-jumlah - entitas anak	**5,430,443**	**34,346,033**	***Sub total - subsidiaries***
Jumlah	**50,973,809**	**180,342,673**	***Total***

d. Beban pajak final dan pajak penghasilan

d. Final tax and income tax expense

	2024 Rp	2023 Rp	
Beban pajak final:			*Final tax expenses:*
Perseroan	(42,544,644)	(34,506,734)	*The Company*
Entitas Anak	(26,735,446)	(17,653,160)	*Subsidiaries*
Konsolidasi	(69,280,090)	(52,159,894)	*Consolidated*
Beban pajak penghasilan			*Income tax expense:*
Perseroan			*The Company*
Kini	(117,717,580)	(288,292,015)	*Current*
Tangguhan	3,759,739	(3,050,451)	*Deferred*
	(113,957,841)	(291,342,466)	

	2024 Rp	2023 Rp	
Entitas anak			*Subsidiaries*
Kini	(15,053,821)	(32,784,452)	*Current*
Tangguhan	15,422,892	46,057,540	*Deferred*
	369,071	13,273,088	
Konsolidasi			*Consolidated*
Kini	(132,771,401)	(321,076,467)	*Current*
Tangguhan	19,182,631	43,007,089	*Deferred*
Jumlah	**(113,588,770)**	**(278,069,378)**	***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:

	2024 Rp	2023 Rp	
Laba konsolidasian sebelum pajak penghasilan	864,101,561	1,580,170,647	*Consolidated income before tax*
Keuntungan anak perusahaan sebelum pajak	45,225,796	69,966,257	*Gain before tax from subsidiaries*
Eliminasi konsolidasian	(138,161,919)	(113,131,733)	*Consolidation elimination*
Laba sebelum pajak penghasilan	771,165,438	1,537,005,171	*Income before tax*
Beda waktu:			*Temporary differences:*
Estimasi klaim retensi sendiri	(2,348,710)	14,390,479	*Estimated own retention claim*
Penyisihan kerugian penurunan nilai	24,362,627	(5,270,717)	*Allowance for impairment losses*
Premi belum merupakan pendapatan	(9,663,349)	(9,783,735)	*Unearned premium reserve*
Libilitas sewa	1,689,132	164,946	*Lease liabilitas*
Amortisasi aset hak guna	(337,418)	(399,515)	*Allowance for*
Cadangan penurunan nilai aset lainnya	1,433,920	2,234,575	*impairment losses*
Liabilitas imbalan kerja	1,953,523	19,956,268	*Employee benefits liabilities*
	17,089,725	21,292,301	
Beda tetap:			*Permanent differences:*
Pendapatan investasi yang dikenakan pajak final	(332,685,585)	(317,162,273)	*Investment income subject to final tax*
Biaya yang tidak diperkenankan	36,965,688	34,776,319	*Non-deductible expenses*
Beban pajak final	42,544,644	34,506,734	*Final tax expense*
	(253,175,253)	(247,879,220)	
Penghasilan kena pajak	535,079,910	1,310,418,252	*Taxable income*
Beban pajak penghasilan	117,717,580	288,292,015	*Income tax expense*
Dikurangi:			*Less:*
Pajak dibayar di muka - Pasal 25	(74,327,501)	(158,290,350)	*Prepaid tax Article 25 -*
Liabilitas (tagihan) pajak penghasilan	**43,390,079**	**130,001,665**	***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.

e. Aset pajak tangguhan / *e. Deferred tax assets*

	31 Desember/December 31, 2024				
	Saldo awal/ *Beginning balance*	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	16,182,808	--	5,359,778	21,542,586	*Estimated own retention Claim*
Penyisihan kerugian penurunan nilai	27,988,603	--	(2,125,937)	25,862,666	*Allowance for impairment losses*
Cadangan atas premi belum merupakan pendapatan	2,291,473	--	(516,716)	1,774,757	*Unearned premium reserves*
Liabilitas imbalan kerja	57,905,554	(13,463,432)	429,775	44,871,897	*Employee benefit liabilities*
Keuntungan obligasi belum diakui	(10,239,072)	6,202,013	--	(4,037,059)	*Unrealized gain of bonds*
Penyisihan kerugian penurunan nilai aset lainya	491,606	--	315,462	807,068	*Allowance for impairment losses other assets*
Aset hak guna	(499,164)	--	(74,232)	(573,396)	*Right of use assets*
Liabilitas Sewa	215,221	--	371,609	586,830	*Leases liability*
Sub-jumlah	**94,337,029**	**(7,261,419)**	**3,759,739**	**90,835,349**	***Sub-total***
Entitas anak					***Subsidiaries***
Estimasi klaim retensi sendiri	65,114,124	--	15,359,837	80,473,961	*Estimated own retention Claim*
Penyisihan kerugian penurunan nilai	41,795,105	--	1,617,479	43,412,584	*Allowance for impairment losses*
Cadangan atas premi belum merupakan pendapatan	78,080,107	--	(6,694,269)	71,385,838	*Unearned premium reserves*
Liabilitas imbalan kerja	5,142,409	(886,873)	(107,846)	4,147,690	*Employee benefit liabilities*
Keuntungan obligasi belum diakui	(1,582,006)	520,630	3,802,598	2,741,222	*Unrealized gain of bonds*
Sewa	860,608	--	929,041	1,789,649	*Leases*
Persediaan	(1,018,582)	--	505,822	(512,760)	*Inventories*
Aset Tetap	(1,078,042)	--	2,182,111	1,104,069	*Fixed Assets*
Beban Amortitasi	(1,488,536)	--	(1,288,507)	(2,777,043)	*Amortization expense*
Bonus dan Kompensasi karyawan	1,488,533	--	(883,374)	605,159	*Bonuses and employee compensation*
Sub-jumlah	**187,313,720**	**(366,243)**	**15,422,892**	**202,370,369**	***Sub-total***
Jumlah	**281,650,749**	**(7,627,662)**	**19,182,631**	**293,205,718**	***Total***

	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***

f. Rekonsiliasi perpajakan / *f. Tax reconciliation*

Rekonsiliasi antara beban pajak dan hasil perkalian laba akuntansi sebelum pajak menurut laporan laba rugi dan

A reconciliation between the tax expenses and the amounts computed by applying the prevailing tax rates to profit

penghasilan komprehensif lain dengan tarif pajak yang berlaku adalah sebagai berikut:

before tax per statement of profit or loss and other comprehensive income is as follows:

	2024 Rp	2023 Rp	
Laba konsolidasian sebelum pajak penghasilan	864,101,561	1,580,170,647	*Consolidated income before tax*
Keuntungan anak perusahaan sebelum pajak	45,225,796	69,966,257	*Gain before tax from subsidiaries*
Eliminasi konsolidasian	(138,161,919)	(113,131,733)	*Consolidation elimination*
Laba sebelum pajak penghasilan	771,165,438	1,537,005,171	*Income before tax*
Beban pajak penghasilan dengan tarif pajak efektif	169,656,396	338,141,138	*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	(73,190,829)	(69,775,700)	*Investment income subject to final tax*
Biaya yang tidak diperkenankan	8,132,451	7,650,790	*Non-deductible expenses*
Beban pajak final	6,381,697	5,176,010	*Final tax expense*
Penyesuaian atas pajak tangguhan	2,978,126	10,150,228	*Adjust on the tax determined tax*
Jumlah	(55,698,555)	(46,798,672)	*Total*
Beban pajak Perusahaan	**113,957,841**	**291,342,466**	***Company's tax expense***

g. Surat ketetapan pajak / *g. Tax assessment letters*

Perseroan / ***The Company***

2018 / *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.

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.

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.

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.*

Atas kedua SKPKB yang diterbitkan pada tanggal 4 Desember 2023 tersebut, Perseroan melakukan pembayaran SKPKB dan mengakui

The two SKPKBs were issued on December 4, 2023, the Company has paid the SKPKB and recognized tax penalties which recorded as other

denda pajak yang dicatat pada beban lain-lain dalam laporan keuangan tahun 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.

expenses in financial statement 2023.

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.

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 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.

Pada Tahun 2020, TPInt menerima beberapa Surat Tagihan Pajak (STP) dan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dengan total nilai sebesar 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.

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.

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 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 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.

In 2020, TPInt received several Tax Collection Letters (STP) and Tax Underpayment Assesment Letter (SKPKB) with a total value of Rp116,070.

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.

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.

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 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 telah melakukan penyetoran pada bulan Januari 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;

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. 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 have paid a deposit in January 2024.

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 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;
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.

Pratama Mitra Sejati (PMS)
2019
Pada tahun 2023 Perusahaan menerima Surat Pemeriksaan No. S-46/WPJ.064/2023 untuk tahun 2019.

Atas Surat pemeriksaan tersebut pada tahun 2024 Perusahaan menerima Surat Ketetapan Pajak Kurang Bayar (“SKPKB) PPh 21 No 00024/201/19/073/24 Sebesar Rp105.001, Surat Ketetapan Pajak Kurang Bayar (“SKPKB) PPh Badan No. 00014/206/19/073/24 Sebesar Rp17.482.409 , Surat Ketetapan Pajak

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 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.

Pratama Mitra Sejati (PMS)
2019
In 2023 the Company received Examination Letter No. S-46/WPJ.064/2023 for 2019.

Based on the tax audit in 2024, the Company received Tax Underpayment Assessment Letters ("SKPKB") consisting of Income Tax Article 21 SKPKB No. 00024/201/19/073/24 amounting to Rp105,001, Corporate Income Tax SKPKB No. 00014/206/19/073/24 amounting to Rp17,482,409, Value Added Tax (VAT)

Kurang Bayar (“SKPKB) PPN No. 00032/207/19/073/24 Sebesar Rp7.216.739 dan Surat Ketetapan Pajak Kurang Bayar (“SKPKB) PPh 4 Ayat 2 No. 00021/240/19/073/24 Sebesar Rp313.004.

SKPKB No. 00032/207/19/073/24 amounting to Rp7,216,739, and Income Tax Article 4(2) SKPKB No. 00021/240/19/073/24 amounting to Rp313,004.

Pada bulan Oktober 2024 Perusahaan mengajukan Keberatan ke kantor pajak atas seluruh Surat Ketetapan Pajak Kurang Bayar (“SKPKB”), namun sampai dengan saat ini Perusahaan belum menerima penetapan dari kantor pajak.

In October, 2024, the Company filed a Tax Objection to the Tax Office for the Underpayment Tax Assessment Letter, however the Company has not received any decision from the Tax Office until now.

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

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.

20. Beban Akrual / 20. *Accrued Expense*

	2024 Rp	2023 Rp	
Bonus dan remunerasi	153,172,352	234,216,053	*Bonus and remuneration*
Pemasaran	111,818,807	24,238,148	*Marketing*
Umum dan kepegawaian lainnya	9,080,345	7,129,047	*General and other employee expense*
Jasa profesional	2,637,072	5,518,604	*Professional fee*
Operasional kendaraan	976,423	--	*Motor vehicle operational*
Lainnya (masing-masing dibawah Rp350.000)	11,680,194	19,375,986	*Others (each below Rp350,000)*
Jumlah	**289,365,193**	**290,477,838**	***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*

	2024 Rp	2023 Rp	
Utang usaha	50,104,825	54,731,262	*Trade payable*
Utang jaminan kas	45,847,673	45,456,685	*Cash deposit*
Pendapatan diterima dimuka	44,505,216	799,002	*Unearned revenue*
Dana Tabarru'	36,473,310	23,557,441	*Tabarru' fund*
Utang biaya yang masih harus dibayar	18,187,116	76,306,443	*Deferred expenses payable*

	2024 Rp	2023 Rp	
Penyisihan kontribusi yang belum menjadi hak dan penyisihan manfaat polis masa depan	17,054,113	6,943,148	*Unearned contributions provisions reserves and liabilities for future policy benefts*
Penyisihan ujroh	14,005,202	6,707,468	*Ujroh payable*
Utang syariah	3,245,788	2,045,737	*Sharia payables*
Utang pembelian barang modal	7,061,805	30,781,615	*Capital Expenditure Purchase Payable*
Penyisihan klaim syariah	6,195,938	4,672,592	*Sharia reserves of claims*
Utang komisi syariah	2,606,576	2,272,209	*Sharia comission payable*
Utang ujroh reasuransi	1,117,325	10,724,467	*Reinsurance ujroh payable*
Lainnya (masing-masing di bawah Rp1.000.000)	4,994,947	5,439,262	*Others (each below Rp1,000,000)*
Jumlah	**251,399,834**	**270,437,331**	***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.

Pada tanggal 31 Desember 2024 dan 2023 saldo Unit Bisnis Syariah untuk penyisihan kontribusi yang belum menjadi hak dan penyisihan manfaat polis masa depan masing-masing sebesar Rp17.054.126 dan Rp6.943.148, dan penyisihan klaim masing-masing sebesar, Rp6.195.938 dan Rp4.672.592 (Catatan 45).

As of December 31, 2024 and 2023, Unearned contributions provisions reserves and liabilities for future policy benefits in Sharia Business Unit amounted to Rp17,054,126 and Rp6,943,148 respectively, and reserves of claims amounted to Rp6,195,938 and Rp4,672,592, respectively (Note 45).

22. Liabilitas Imbalan Kerja / *22. Employee Benefit Liabilities*

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

The Group provides 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 dan entitas anak TRI dan PMS adalah Kantor Konsultan Aktuarial Setya Widodo.

The Group recorded employee benefits based on independent actuaries' calculation. Post employment benefits were calculated by Steven & Mourits, Actuarial Consulting and its subsidiaries TRI and PMS calculated by Setya Widodo, Actuarial Consulting.

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:

	2024	2023	
Tingkat diskonto	6.70%-7.10%	5.75%-7.00%	*Discount rate*
Tingkat kenaikan gaji	5.00%-10.00%	5.00%-10.00%	*Future salary increment rate*
Tingkat pengembalian aset	7.10%	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

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 Jiwa IFG.

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 Jiwa IFG pada awal tahun, sedangkan kontribusi karyawan adalah 5% dari gaji pokok bulanan.

a. Pension Program on PT Asuransi 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 Jiwa IFG.

The pension plan is mainly funded by contributions from employers and employees.

On this plan, the Group contribution rate (the employer) is reviewed annually by PT Asuransi Jiwa IFG 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 2024 dan 2023 masing-masing adalah 568 dan 592 karyawan (tidak diaudit).

The number of the Group's employees entitled to the employment benefits as of December 31, 2024 and 2023 is 568 and 592 employees, respectively (unaudited).

i. Beban manfaat karyawan neto / *Net employee benefits expense*

	31 Desember/*December 31, 2024*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	IJK/ *Other long term benefit*	Jumlah/ *Total*	
Biaya jasa kini	1,114,052	20,818,483	5,554,856	27,487,391	*Current service cost*
Biaya jasa lalu	--	313,126	--	313,126	*Past service cost*
Biaya bunga	1,001,321	15,514,138	2,711,822	19,227,281	*Interest cost*
Imbal hasil aset program (tanpa bunga)	--	--	(8,984,894)	(8,984,894)	*Return on plan assets excluding (interest income)*
Beban manfaat karyawan	**2,115,373**	**36,645,747**	**(718,216)**	**38,042,904**	***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***

ii. Estimasi liabilitas imbalan kerja / *Estimated employee benefits liability*

	31 Desember/*December 31, 2024*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	Lainnya/ *Others*	Jumlah/ *Total*	
Nilai kini kewajiban imbalan pasti	10,014,536	193,939,250	36,831,303	240,785,089	*Present value of defined obligations*
Nilai wajar aset program	(6,371,565)	(3,415,146)	--	(9,786,711)	*Fair value of plan assets*
Liabilitas neto	**3,642,971**	**190,524,104**	**36,831,303**	**230,998,378**	***Net 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***

Mutasi nilai wajar aset program adalah sebagai berikut:

The movements in the fair value of plan assets are as follows:

	31 Desember/*December 31, 2024*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	Lainnya/ *Others*	Jumlah/ *Total*	
Saldo awal tahun	5,868,147	3,203,927	--	9,072,074	*Balance at the beginning of year*
Iuran Perusahaan yang dibayarkan periode berjalan	(781,935)	139,699	--	(642,236)	*Company contributions during period*
Pembayaran Imbalan dari Aset Program	366,971	15,730	--	382,701	*Benefits payment from plan assets*
Imbal hasil aset program	918,382	55,790	--	974,172	*Return on plan assetes*
Saldo akhir tahun	**6,371,565**	**3,415,146**	**--**	**9,786,711**	***Balance at end of year***

	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***

Pada tanggal 31 Desember 2024 dan 2023, aset program terdiri dari:

As of December 31, 2024 and 2023, plan assets comprise the following:

	31 Desember/*December 31, 2024*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	Lainnya/ *Others*	Jumlah/ *Total*	
Kas dan setara kas	6,371,565	3,415,146	--	9,786,711	*Cash and cash equivalent*
Instrumen ekuitas	--	--	--	--	*Equity instruments*
Sertifikasi investasi dana	--	--	--	--	*Investement in fund certificates*
Jumlah aset program	**6,371,565**	**3,415,146**	**--**	**9,786,711**	***Total plan assets***

	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***

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, 2024*				
	Jiwasraya	UUK-PKB/ *Labor Law-CLA*	Lainnya/ *Others*	Jumlah/ *Total*	
Saldo awal tahun	15,297,271	246,089,435	43,211,543	304,598,249	*Balance at the beginning of year*
Beban selama tahun berjalan	2,115,373	36,645,747	(718,216)	38,042,904	*Expense during the year*
Kelebihan Pembayaran	(781,935)	--	(692,219)	(1,474,154)	*Excess Benefit Paid by Company*
Pengukuran kembali tahun berjalan	(6,616,173)	(63,380,225)	434,283	(69,562,115)	*Remeasurement during the year*
Pembayaran selama tahun berjalan	--	(25,415,707)	(5,404,088)	(30,819,795)	*Benefit payment during the year*
Saldo akhir tahun	**10,014,536**	**193,939,250**	**36,831,303**	**240,785,089**	***Balance at end of year***

	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***

Pengalaman penyesuaian untuk entitas induk adalah sebagai berikut:

The adjustment experience for the parent entity are as follows:

	2024 Rp	2023 Rp	
Nilai kini kewajiban imbalan pasti	304,598,249	263,207,061	*Present value of defined benefit obligation*
Nilai wajar aset program	6,371,565	(5,868,147)	*Fair value of plan assets*
Defisit program	**310,969,814**	**257,338,914**	*Deficit in the plan*
Penyesuaian pengalaman pada aset program	**8,930,987**	**18,044,401**	***Experience adjustments on plan assets***

Aset program pada tanggal 31 Desember 2024 dan 2023 terdiri atas reksadana, deposito berjangka dan obligasi.

Plan assets as of December 31, 2024 and 2023 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 2024 dan 2023:

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, 2024 and 2023:

	Tingkat bunga diskonto/ *discount rate*	Tingkat kenaikan upah/ *salary increase*	
31 Desember 2024			*December 31, 2024*
Kenaikan suku bunga 100 basis poin	(198,186,508)	227,873,052	*Increase in interest rate 100 basis point*
Penurunan suku bunga 100 basis poin	226,050,122	(201,296,984)	*Decrease in interest rate 100 basis point*
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*

Perkiraan pembayaran liabilitas imbalan jangka panjang Perseroan yang tidak didiskontokan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut (tidak diaudit):

The expected undiscounted benefit payment of long-term employee benefits liability of the Company as of December 31, 2024 and 2023 are as follows (unaudited):

	2024 Rp	2023 Rp	
Dalam waktu 12 bulan berikutnya (periode laporan tahun berikutnya)	21,247,959	23,642,938	*Within the next 12 months (the next annual reporting period)*
Antara 1 dan 2 tahun	37,547,322	52,012,073	*Between 1 and 2 years*
Antara 3 dan 5 tahun	90,131,835	85,560,214	*Between 3 and 5 years*
Lebih dari 5 tahun	751,369,319	1,166,684,452	*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

	2024 Rp	2023 Rp	
Pihak berelasi (catatan 39)	**475,956,710**	**287,256,970**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Bank Central Asia Tbk	23,286,565	--	*PT Bank Central Asia Tbk*
PT Bank Woori Saudara Indonesia Tbk	22,278,752	--	*PT Bank Woori Saudara Indonesia, Tbk*
PT Bank IBK Indonesia Tbk	5,553,202	8,892,583	*PT Bank IBK Indonesia Tbk*
Sub-Jumlah	51,118,519	8,892,583	***Sub-total***
Jumlah	**527,075,229**	**296,149,553**	***Total***

Pada tanggal 31 Desember 2024 dan 2023, manajemen berpendapat bahwa PMS mematuhi semua pembatasan dan PMS telah memenuhi semua rasio keuangan yang dipersyaratkan dalam perjanjian pinjaman.

As of December 31, 2024 and 2023, 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 sebesar Jakarta Interbank Offered Rate (JIBOR) 1 bulan ditambah 3,5% per annum.

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 month plus 3.5% per annum.

Pada tahun yang berakhir pada tanggal 31 Desember 2024, PMS telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp47.432.113 dan bunga pinjaman sebesar Rp4.662.407.

For the year ended December 31, 2024, PMS has paid the principal of the loan facility amounting to Rp47,432,113 and paid interest on the loan amounting to Rp4,662,407.

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 2024 dan 2023, tidak ada pelanggaran atas pembatasan di atas oleh PMS.

As of December 31, 2024 and 2023, no violation on covenants was made by PMS.

Pada tahun yang berakhir pada tanggal 31 Desember 2024, PMS telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp62.977 dan bunga pinjaman sebesar Rp12.140.

For the year ended December 31, 2024, PMS has paid the principal of the loan facility amounting to Rp62,977 and paid interest on the loan amounting to Rp12,140

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.

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.

Pada tahun yang berakhir pada tanggal 31 Desember 2024, PMS telah menerima pencairan pinjaman sebesar Rp171.572.898, telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp57.708.037 dan bunga pinjaman sebesar Rp7.711.535.

For the year ended December 31, 2024, PMS has received a loan disbursement amounting to Rp171,572,898, paid the principal of the loan facility amounting to Rp57,708,037 and paid interest on the loan amounting to Rp7,711,535.

PT Bank Central Asia, Tbk

Pada tanggal 03 Oktober 2023, PMS mendapat fasilitas kredit investasi maksimal Rp50.000.000 untuk pembelian kendaraan untuk jangka waktu 3 tahun. Jaminan fasilitas kredit adalah kendaraan yang dibiayai.

Pada tahun yang berakhir pada tanggal 31 Desember 2024, PMS telah menerima pencairan pinjaman sebesar Rp29,936,440, telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp6,649,875 dan bunga pinjaman sebesar Rp1.517.758.

PT Bank Central Asia, Tbk

On October 3, 2023, the PMS received a maximum investment credit facility of Rp50,000,000 for vehicle purchases for a period of 3 years. The collateral for the credit facility is the vehicle being financed.

For the year ended December 31, 2024, PMS has received a loan disbursement amounting to Rp29,936,440, paid the principal of the loan facility amounting to Rp6,649,875 and paid interest on the loan amounting to Rp1,517,758.

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 tahun yang berakhir pada tanggal 31 Desember 2024, PMS telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp3.339.381 dan bunga pinjaman sebesar Rp609.479.

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 year ended December 31, 2024, PMS has paid the principal of the loan facility amounting to Rp3,339,381 and paid interest on the loan amounting to Rp609,479.

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).

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.

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).

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 tahun yang berakhir pada tanggal 31 Desember 2024, PMS telah menerima pencairan pinjaman sebesar Rp154.681.029, telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp32.351.060 dan bunga pinjaman sebesar Rp7.060.933.

For the year ended December 31, 2024, PMS has received a loan disbursement amounting to Rp154,681,029, paid the principal of the loan facility amounting to Rp32,351,060 and paid interest on the loan amounting to Rp7,060,933.

PT Bank Woori Saudara Indonesia
Pada tanggal 23 Agustus 2024, PMS memperoleh fasilitas kredit investasi pembiayaan kendaraan bermotor dengan jumlah maksimum pembiayaan sebesar Rp70.000.000 dalam jangka waktu 36 bulan sejak pencairan fasilitas kredit. Tingkat bunga tahunan sebesar 3,67% per tahun.

PT Bank Woori Saudara Indonesia
On August 23, 2024, the PMS obtained an investment credit facility for motor vehicle financing with a maximum financing amount of IDR 70,000,000 for a period of 36 months from the disbursement of the credit facility. The annual interest rate is 3.67% per annum.

Pada tahun yang berakhir pada tanggal 31 Desember 2024, PMS telah menerima pencairan pinjaman sebesar Rp23.390.560, telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp1.111.808 dan bunga pinjaman sebesar Rp261.060.

For the year ended December 31, 2024, PMS has received a loan disbursement amounting to Rp23,390,560, paid the principal of the loan facility amounting to Rp1,111,808 and paid interest on the loan amounting to Rp261,060.

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*

	2024 Rp	2023 Rp	
Pihak berelasi (catatan 39)	**--**	**503,985**	***Related parties (note 39)***
Pihak ketiga			***Third parties***
PT Clipan Finance Indonesia Tbk	--	4,909,094	*PT Clipan Finance Indonesia Tbk*
PT Takari Kokoh Sejahtera	--	3,355,739	*PT Takari Kokoh Sejahtera*
Pembiayaan Konsumen			*Consumer Financing*
PT Toyota Astra Financial Services	106,015,946	14,489,953	*PT Toyota Astra Financial Services*
PT Lotte Capital Indonesia	11,720,847	19,934,209	*PT Lotte Capital Indonesia*
PT Dipo Star Finance	78,991	2,152,134	*PT Dipo Star Finance*
PT Maybank Indonesia Finance	--	162,025	*PT Maybank Indonesia Finance*
Astra Credit Companies	--	6,754	*Astra Credit Companies*
Sub-jumlah	**117,815,784**	**45,009,908**	***Sub-total***
Jumlah	**117,815,784**	**45,513,893**	***Total***

b. Berdasarkan nilai tunai pembayaran / ***b. Based on cash value of payment***

	2024 Rp	2023 Rp	
Pembayaran yang jatuh tempo pada tahun:			*Payment due in year:*
- 2024	--	30,704,302	*2024 -*
- 2025	54,320,931	13,404,411	*2025 -*
- 2026	45,337,950	4,428,888	*2026 -*
- 2027	26,986,070	--	*2027 -*
	126,644,951	48,537,601	
Beban bunga dan asuransi yang belum jatuh tempo	(8,829,167)	(3,023,708)	*Interest expense and cost insurance which are not yet due*
Jumlah	**117,815,784**	**45,513,893**	***Total***

c. Berdasarkan jatuh tempo / ***c. Based on maturity***

	2024 Rp	2023 Rp	
Berdasarkan jatuh tempo			*Based on maturity*
Kurang dari 1 tahun	48,820,107	28,508,539	*Less than a year*
Lebih dari 1 tahun	68,995,677	17,005,354	*More than a year*
Jumlah	**117,815,784**	**45,513,893**	***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 Rp3.631.480. untuk tahun yang berakhir pada tanggal 31 Desember 2024 (2023: Rp5.278.681).

Finance and lease interest expenses amounted to Rp3,631,480 for the year ended December 31, 2024 (2023: Rp5,278,681).

25. Modal Saham / *25. Share Capital*

Pada tanggal 31 Desember 2024 dan 2023, rincian pemegang saham Perseroan adalah sebagai berikut:

As of December 31, 2024 and 2023, the Company's shareholders are as follows:

Pemegang saham / *Name of shareholders*	31 Desember/*December 31, 2024*		
	Jumlah saham/ *Number of shares*	Persentase pemilikan/ *Percentage of ownership*	Jumlah/ *Total*
PT Pertamina (Persero)	2,080,000,000	58.50%	104,000,000
UOB Kay Hian Pte Ltd	564,700,000	15.88%	28,235,000
Samsung Fire & Marine Co, Ltd	188,234,000	5.29%	9,411,700
Komisaris dan Direksi			
Bapak Tatang Nurhidayat	1,179,000	0.03%	58,950
Bapak Emil Hakim	755,600	0.02%	37,780
Bapak Sudarlin	615,900	0.02%	30,795
Bapak Ery Widiatmoko	603,600	0.02%	30,180
Bapak Edi Yoga Prasetyo	580,600	0.02%	29,030
Masyarakat Umum	718,906,900	20.22%	35,945,345
Jumlah	**3,555,575,600**	**100.00%**	**177,778,780**

Pemegang saham / *Name of shareholders*	31 Desember/*December 31, 2023*		
	Jumlah saham/ *Number of shares*	Persentase pemilikan/ *Percentage of ownership*	Jumlah/ *Total*
PT Pertamina (Persero)	2,080,000,000	58.50%	104,000,000
UOB Kay Hian Pte Ltd	565,040,000	15.89%	28,252,000
Samsung Fire & Marine Co, Ltd	188,234,000	5.29%	9,411,700
Komisaris dan Direksi			
Bapak Emil Hakim	102,000	0.00%	5,100
Bapak Tatang Nurhidayat	58,000	0.00%	2,900
Bapak Sudarlin	15,000	0.00%	750
Masyarakat Umum	722,126,600	20.31%	36,106,330
Jumlah	**3,555,575,600**	**100.00%**	**177,778,780**

Perusahaan telah mencatatkan seluruh sahamnya pada Bursa Efek Indonesia sebanyak 3.555.575.600 saham (nilai penuh) pada 31 Desember 2024 dan 3.555.575.600 saham (nilai penuh) pada 31 Desember 2023.

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, 2024, and 3,555,575,600 (full amount) shares as of December 31, 2023.

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.

Perseroan mengelola struktur modal dan membuat perubahan, apabila diperlukan, sehubungan dengan perubahan kondisi ekonomi, struktur bisnis dan perkembangan dalam industri.

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).

Perseroan telah memenuhi ketentuan solvabilitas pada tanggal 31 Desember 2024 dan 2023 (tidak diaudit) (Catatan 42).

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.

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.

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).

The Company has complied with solvability requirement as of December 31, 2024 and 2023 (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 29 April 2024, yang telah diaktakan dengan Akta Notaris No. 189 tanggal 29 April 2024 dari Notaris Mala Mukti, S.H.,LL.M., para pemegang saham menyetujui pembagian dividen kas sebesar Rp528.957.524 dari hasil operasi 2023. Pelunasan sisa pembayaran dividen sebesar Rp438.247.011 telah dilakukan pada tanggal 29 Mei 2024.

Based on the Shareholders' Annual General Meeting held on April 29, 2024, which was notarized by Notarial Deed No. 189 dated April 29, 2024, of Notary Mala Mukti, S.H.,LL.M., the shareholders approved the distribution of cash dividends of Rp528,957,524 from 2023 operating results. The remaining of cash dividend amounting to Rp438,247,011 has been paid on May 29, 2024.

Pada tahun 2024 dan 2023, Grup membayarkan dividen kas kepada kepentingan non-pengendali masing-masing sebesar Rp10.911 dan Rp14.791.561.

In 2024 and 2023, the Group will pay cash dividends to non-controlling interests amounting to Rp10,911 and Rp14,791,561, respectively.

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:

	2024 Rp	2023 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) / *28. Management Stock Option Plan (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.

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.

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.

The purpose of the MESOP program is to implement both fixed and variable remuneration policies that take into account 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.

Perseroan menerbitkan program MESOP pada tanggal 15 November 2018 (tanggal pemberian) sejumlah 9.314.300 saham dalam 3 (tiga) tahap sebagai berikut:

The Company issued the MESOP program on November 15, 2018 (Grant date) of 9,314,300 shares in 3 (three) phases as follows:

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.

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.

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 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 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)*
Harga pelaksanaan opsi (dalam Rupiah penuh)	3,465	*Exercise price 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.

MESOP Tahap III

Perhitungan, metode dan asumsi mengenai MESOP diperoleh dari laporan appraisal independen, KJPP Desmar, Ferdinand, Hentriawan dan Rekan tertanggal 31 Maret 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.

Nilai wajar dari setiap hak opsi diestimasi pada tanggal pemberian hak opsi dengan menggunakan model "*Black-scholes*", dengan asumsi utama sebagai berikut:

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:

On May 28, 2022, the unused MESOP Phase II stock options who stated were void.

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.

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.

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 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 were 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 were 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, 2024*				
	Saldo awal/ *Beginning balance*	**Penambahan (Pengurang)/ *Addition (Deduction)***	**Penghasilan komprehensif/ *Comprehensive income***	**Saldo akhir/ *Ending balance***	
PT Tugu Reasuransi Indonesia	697,129,968	49,646,126	(10,163,005)	736,613,089	*PT Tugu Reasuransi Indonesia*
PT Pratama Mitra Sejati	253,216	2,181	(3,022)	252,375	*PT Pratama Mitra Sejati*
PT Tugu Pratama Interindo	172,617	1,865	(1,228)	173,254	*PT Tugu Pratama Interindo*
PT Synergy Risk Management Consultants	39,326	8,215	(7,387)	40,154	*PT Synergy Risk Management Consultants*
Jumlah	**697,595,127**	**49,658,387**	**(10,174,642)**	**737,078,872**	***Total***

	31 Desember/*December 31, 2023*				
	Saldo awal/ *Beginning balance*	**Penambahan (Pengurang)/ *Addition (Deduction)***	**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)**	**(89,645)**	**697,595,127**	***Total***

30. Pendapatan Premi Asuransi Dan Reasuransi / *30. Insurance And Reinsurance Premium Income*

	31 Desember/*December 31, 2024*					
	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	3,816,554,795	(2,129,521,580)	(138,437,312)	53,108,462	1,601,704,365	*Fire*
Pengangkutan	474,202,463	(145,696,440)	(18,177,236)	3,915,126	314,243,913	*Marine cargo*
Rekayasa	482,033,990	(246,142,117)	(61,863,460)	74,329,201	248,357,614	*Engineering*
Rangka kapal	691,834,093	(486,012,704)	(24,007,433)	5,728,667	187,542,623	*Marine hull*
Onshore	338,765,372	(238,824,536)	(32,807,985)	48,032,994	115,165,845	*Onshore*
Penerbangan	799,590,774	(746,382,303)	(10,480,012)	7,501,243	50,229,702	*Aviation*
Offshore	520,703,534	(486,930,670)	(1,213,862)	4,263,780	36,822,782	*Offshore*
Lainnya	1,413,192,497	(275,484,906)	(27,412,503)	99,316,930	1,209,612,018	*Miscellaneous*
Jumlah	**8,536,877,518**	**(4,754,995,256)**	**(314,399,803)**	**296,196,403**	**3,763,678,862**	***Total***

	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***

Pemegang polis dengan kontribusi terhadap pendapatan premi sebesar 10% atau lebih dari premi bruto sebagai berikut:

Policyholders with contribution to premium income by 10% or more of gross premium as follows:

	2024 Rp	2023 Rp	
Premi bruto	1,534,100,288	1,624,840,603	*Gross premium*
Persentase	17.97%	21.08%	*Percentage*

31. Beban Komisi, Neto / *31. Commission Expense, Net*

	31 Desember/December 31, 2024			
	Komisi reasuransi diterima/ *Reinsurance commissions received*	**Komisi dibayar/ *Commissions paid***	**Pendapatan (beban) komisi neto/ *Net commission income (expense)***	
Kebakaran	487,500,209	(240,600,273)	246,899,936	*Fire*
Rekayasa	74,568,091	(27,530,181)	47,037,910	*Engineering*
Pengangkutan	41,929,269	(19,858,996)	22,070,273	*Marine cargo*
Onshore	3,782,354	18,144,466	21,926,820	*Onshore*
Rangka kapal	82,791,044	(68,994,967)	13,796,077	*Marine hull*
Penerbangan	15,451,465	(19,874,245)	(4,422,780)	*Aviation*
Offshore	77,100,390	(117,014,359)	(39,913,969)	*Offshore*
Lainnya	553,189,272	(67,163,912)	486,025,360	*Miscellaneous*
Jumlah	**1,336,312,094**	**(542,892,467)**	**793,419,627**	***Total***

	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**	**(1,043,824,198)**	**(470,367,564)**	***Total***

32. Beban Klaim Neto / *32. Net Claim Expenses*

	31 Desember/*December 31, 2024*					
	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	1,037,752,395	(493,026,248)	488,703,614	(336,454,624)	696,975,137	*Fire*
Rangka kapal	225,792,204	(93,839,021)	(69,831,063)	113,676,239	175,798,359	*Marine hull*
Offshore	140,446,131	(94,109,388)	152,360,934	(69,628,661)	129,069,016	*Offshore*
Rekayasa	196,177,106	(76,182,073)	375,245,835	(374,760,995)	120,479,873	*Engineering*
Onshore	36,086,915	(12,268,751)	302,370,478	(181,862,434)	144,326,208	*Onshore*
Pengangkutan	106,044,545	(13,272,757)	(38,685,852)	13,987,237	68,073,173	*Marine cargo*
Penerbangan	46,332,456	(33,166,386)	(52,785,608)	36,772,907	(2,846,631)	*Aviation*
Lainnya	901,192,554	(69,920,689)	(448,198,966)	332,721,780	715,794,679	*Miscellaneous*
Jumlah	**2,689,824,306**	**(885,785,313)**	**709,179,372**	**(465,548,551)**	**2,047,669,814**	***Total***

	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***

33. Pendapatan Investasi / 33. *Investment Income*

a. Berdasarkan jenis pendapatan investasi / *a. Based on type of investment income*

	2024 Rp	**2023 Rp**	
Penghasilan bunga			*Interest income*
- Obligasi	308,361,306	319,239,948	*Bonds -*
- Deposito berjangka	161,371,605	127,557,965	*Time deposits -*
Penghasilan dividen	17,261,802	39,986,423	*Dividend income*
Keuntungan (kerugian) dari perubahan nilai wajar efek	(37,882,067)	63,041,616	*Gain (loss) on changes in fair value of marketable securities*
Laba (rugi) selisih perubahan nilai wajar properti investasi (Catatan 5f)	(25,318,820)	24,705,589	*Gain (loss) on revaluation increment of investment property (Note 5f)*
Lain-lain	19,493,088	5,298,497	*Others*
Jumlah	**443,286,914**	**579,830,038**	***Total***

b. Berdasarkan penempatan investasi / *b. Based on investment placement*

	2024 Rp	**2023 Rp**	
Pendapatan (rugi) obligasi	308,361,306	303,121,922	*Income (loss) from bonds*
Pendapatan deposito berjangka	161,371,605	127,557,965	*Income from time deposits*
Pendapatan saham	17,261,802	81,292,279	*Income from shares*
Laba (rugi) selisih perubahan nilai wajar properti investasi (Catatan 5f)	(25,318,820)	24,705,589	*Gain (loss) on revaluation increment of investment property (Note 5f)*
Pendapatan penyertaan langsung	--	729,275	*Direct participation income*
Pendapatan reksadana	(37,882,067)	37,124,512	*Income from mutual fund*
Lain-lain	19,493,088	5,298,496	*Others*
Jumlah	**443,286,914**	**579,830,038**	***Total***

34. Pendapatan Usaha Lainnya / *34. Other Operating Revenues*

	2024 Rp	2023 Rp	
Usaha sewa	363,178,459	212,806,882	*Rental business*
Penjualan kendaraan	84,517,297	102,639,730	*Sales of vehicles*
Jasa survei	72,154,381	86,643,986	*Survey fee*
Jumlah	**519,850,137**	**402,090,598**	***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*

	2024 Rp	2023 Rp	
Gaji dan tunjangan	533,910,405	525,735,146	*Salaries and allowance*
Penyusutan dan amortisasi (catatan 10, 11, dan 12)	28,700,829	40,720,001	*Depreciation and amortization (notes 10, 11, and 12)*
Pemasaran	44,866,264	66,733,064	*Marketing*
Jasa profesional	42,860,559	79,588,685	*Professional services*
Imbalan kerja (catatan 22)	38,042,904	46,003,729	*Pension benefits (notes 22)*
Umum	22,367,008	28,447,038	*General*
Perlengkapan kantor	13,553,628	13,803,349	*Office supplies*
Pemeliharaan dan perbaikan	12,494,996	7,832,728	*Repairs and maintenance*
Supervisi	317,886	18,668,527	*Supervision*
Penyisihan (Pemulihan) kerugian penurunan nilai dan hapus buku piutang	(5,280,959)	(17,391,969)	*Allowance (recovery) for impairment losses and write-off receivable*
Lain-lain (masing-masing di bawah Rp500.000)	28,287,637	2,080,658	*Others (each below Rp500,000)*
Jumlah	**760,121,157**	**812,220,956**	***Total***

Beban usaha sebelum eliminasi terdiri dari beban usaha Perseroan sebesar Rp441.911.024 dan Rp650.253.169, masing-masing untuk tahun 2024 dan 2023. Beban usaha entitas anak sebesar Rp315.771.494 dan Rp244.008.997 masing-masing untuk tahun 2024 dan 2023.

Operating expenses before elimination consist of operating expenses of the Company amounting to Rp441,911,024 and Rp650,253,169 in 2024 and 2023, respectively. Operating expenses of the subsidiary amounted to Rp315,771,494 and Rp244,008,997 in 2024 and 2023, respectively.

36. Beban Usaha Lainnya / *36. Other Operating Expenses*

	2024 Rp	2023 Rp	
Penyusutan dan amortisasi (catatan 10, 11, dan 12)	51,171,081	64,563,523	*Depreciation and amortization (notes 10, 11 and 12)*
Harga pokok penjualan Kendaraan	73,600,269	81,526,083	*Cost of vehicles*
Jasa pihak ketiga	59,748,167	67,158,928	*Third parties' services*
Perbaikan dan pemeliharaan	35,842,120	18,211,768	*Repairment and maintainance*
Gaji dan tunjangan	34,843,755	18,654,131	*Salaries and allowance*
Umum	4,979,651	34,756,979	*General*
Pemasaran	2,259,227	11,785,952	*Marketing*
Lainnya (masing-masing di bawah Rp8.000.000)	47,188,860	1,606,618	*Others (each other Rp8,000,000)*
Jumlah	**309,633,130**	**298,263,982**	***Total***

37. Pendapatan (Beban) Lain-Lain - Neto / *37. Other Income (Expenses) - Net*

	2024 Rp	2023 Rp	
Keuntungan (kerugian) kurs mata uang asing, neto	38,898,490	(2,835,945)	*Gain (Loss) on foreign exchange, net*
Beban bunga pinjaman	(29,454,135)	(12,804,817)	*Borrowing interest expense*
Pendapatan unit syariah	11,037,265	9,143,977	*Sharia unit revenue*
Beban Bank	(621,334)	(2,569,083)	*Bank charges*
Keuntungan penjualan aset tetap	86,501	6,557	*Gain on sale of fixed assets*
Beban bunga - sewa modal	(8,403)	(19,075)	*Interest expense - capital lease*
Beban bunga pembiayaan dan sewa	(3,631,481)	(5,278,681)	*Finance and lease interest expenses*
Pendapatan Jasa Giro	(1,033,915)	2,682,564	*Interest on current account*
Keuntungan (Kerugian) litigasi	44,737,505	84,407,040	*Gain (Loss) on litigation*
Laba/(rugi) lainnya (masing-masing Rp1.000.000)	46,032,589	981,867,963	*Gain/(loss) others (each below Rp1,000,000)*
Jumlah	**106,043,082**	**1,054,600,500**	***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.

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*

	2024 Rp	2023 Rp	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	700,854,404	1,322,393,811	*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	3,555,575,600	*Weighted average number of outstanding common stock (full amount)*
Laba per saham dasar dan dilusian (nilai penuh)	**197**	**372**	***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 2024 dan 2023. 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 2024 and 2023. 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 2024 dan 2023 adalah sebagai berikut:

a. Information related to material balance with the related parties as of December 31, 2024 and 2023 are as follows:

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*		
	2024 Rp	2023 Rp	2024 %	2023 %	
Kas dan bank	210,581,934	303,107,902	58.82	56.35	*Cash and bank*
Deposito berjangka	1,718,686,868	2,548,909,034	79.54	82.75	*Time deposits*
Saham	118,457,257	126,713,546	44.09	47.16	*Shares*
Obligasi	6,106,818,761	4,547,337,890	94.28	95.18	*Bonds*
Reksa dana	301,502,007	424,488,483	32.32	41.41	*Mutual fund*
Piutang premi dan sesi	653,169,549	684,887,484	2.48	2.72	*Premium and cession receivable*
Piutang koasuransi	34,673,218	143,420,266	18.03	33.92	*Coinsurance receivable*
Piutang reasuransi dan retrosesi	103,734,302	215,002,738	21.34	32.80	*Reinsurance and retrocession receivable*
Utang klaim	32,493,673	32,243,894	20.90	10.28	*Claim payable*
Utang koasuransi	71,072,526	32,523,770	77.60	44.21	*Coinsurance payable*
Utang reasuransi dan retrosesi	397,548,725	49,859,966	21.66	2.64	*Reinsurance and retrocession payable*
Utang pembiayaan konsumen dan sewa pembiayaan	--	503,985	--	1.11	*Consumer finance and leases payables*
Pinjaman diterima	475,956,710	287,256,970	90.30	97.00	*Borrowings*
Estimasi klaim	143,575,237	149,725,560	5.68	6.55	*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*	
	2024 Rp	2023 Rp	2024 %	2023 %
Kas dan bank (catatan 4)/ ***Cash and bank (note 4)***				
Rupiah/ *Rupiah*				
PT Bank Mandiri (Persero) Tbk	69,073,805	65,016,437	19.29	12.09
PT Bank Rakyat Indonesia (Persero) Tbk	46,733,852	121,078,626	13.05	22.51
PT Bank Pembangunan Daerah Jawa Barat dan Banten Syariah	29,250,002	10,883,208	8.17	2.02
PT Bank Syariah Indonesia Tbk	14,470,542	17,564,222	4.04	3.27
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	5,295,528	11,664,563	1.48	2.17
PT Bank Negara Indonesia (Persero) Tbk	1,148,002	5,503,669	0.32	1.02
PT Bank DKI	426,865	1,558,402	0.12	0.29
PT Bank Tabungan Negara (Persero) Tbk	401,200	1,951,913	0.11	0.36
PT Bank Mandiri Taspen	317,461	9,528	0.09	0.01
PT Bank Pembangunan Daerah Jawa Tengah	4,825	5,125	0.00	0.01

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Dolar Amerika Serikat/ *United States Dollar*				
PT Bank Mandiri (Persero) Tbk	38,245,831	66,509,729	10.68	12.37
PT Bank Rakyat Indonesia (Persero) Tbk	4,665,446	1,098,965	1.30	0.20
PT Bank Syariah Indonesia Tbk	474,494	191,294	0.13	0.04
PT Bank DKI	14,461	14,722	0.01	0.01
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	8,627	8,506	0.01	0.01
PT Bank Tabungan Negara (Persero) Tbk	4,534	4,325	0.01	0.01
Dolar Hongkong/ *Hongkong Dollar*				
PT Bank Negara Indonesia (Persero) Tbk	46,459	44,668	0.01	0.01
Jumlah/ Total	**210,581,934**	**303,107,902**	**58.82**	**56.35**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Deposito berjangka (catatan 5)/ ***Time deposits (note 5)***				
Rupiah/ *Rupiah*				
PT Bank Tabungan Negara (Persero) Tbk	470,225,000	1,037,800,000	21.76	33.69
PT Bank Syariah Indonesia Tbk	397,500,000	118,500,000	18.40	3.85
PT Bank Rakyat Indonesia (Persero) Tbk	350,550,651	506,700,651	16.22	16.45
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	65,500,000	301,000,000	3.03	9.77
PT Bank Mandiri (Persero) Tbk	17,852,400	6,352,400	0.83	0.21
PT Bank Negara Indonesia (Persero) Tbk	5,500,000	--	0.25	--
PT Bank DKI Syariah	1,500,000	1,500,000	0.07	0.05
PT Bank Pembangunan Daerah Jawa Barat dan Banten Syariah	1,000,000	--	0.05	--
Dolar Amerika Serikat/ *United States Dollar*				
PT Bank Mandiri (Persero) Tbk	158,545,441	114,078,400	7.34	3.70
PT Bank Rakyat Indonesia (Persero) Tbk	96,942,000	320,652,800	4.49	10.41
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	80,785,000	12,332,800	3.74	0.40
PT Bank Negara Indonesia (Persero) Tbk	34,173,970	16,330,228	1.58	0.53
PT Bank Syariah Indonesia Tbk	4,444,550	4,239,400	0.21	0.14
PT Bank Tabungan Negara (Persero) Tbk	--	49,331,200	--	1.60
Dolar Hongkong/ *Hongkong Dollar*				
PT Bank Mandiri (Persero) Tbk	34,167,856	35,714,110	1.58	1.16
China Yuan/ *Chinese Yuan*				
PT Bank Mandiri (Persero) Tbk	--	24,377,045	--	0.79
Jumlah/ *Total*	**1,718,686,868**	**2,548,909,034**	**79.54**	**82.75**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Obligasi (catatan 5b)/ *Bonds (note 5b)*				
Tersedia untuk dijual/ *Available-for-sale*				
Rupiah/ *Rupiah*				
Obligasi Negara RI FR0082	620,739,040	640,819,198	0.10	0.13
Obligasi Negara RI FR0101	600,862,440	--	0.09	--
Obligasi Negara RI FR0056	383,250,000	393,382,500	0.06	0.08
Obligasi Negara RI FR0078	369,554,938	263,459,102	0.06	0.06
Obligasi Negara RI FR0068	237,197,870	247,443,647	0.04	0.05
Obligasi Negara RI FR0087	214,955,856	220,630,514	0.03	0.05
Obligasi Negara RI FR0095	196,907,711	140,957,612	0.03	0.03
Sekuritas Rupiah Bank Indonesia IDSR080825364S	191,690,000	--	0.03	--
Obligasi Negara RI FR0104	178,758,611	--	0.03	--
Obligasi Negara PBS Ijaroh 032	132,476,608	12,303,970	0.02	0.01
Obligasi Negara RI FR0073	141,050,000	145,787,200	0.02	0.03
Obligasi Negara RI FR0059	140,097,497	213,719,573	0.02	0.04
Obligasi Negara RI FR0064	130,564,178	97,889,482	0.02	0.02
Obligasi Negara RI FR0103	121,494,256	--	0.02	--
Obligasi Negara RI FR0100	119,456,470	--	0.02	--
Obligasi Negara RI FR0052	98,600,000	101,858,050	0.02	0.02
Sekuritas Rupiah Bank Indonesia IDSR150825364S	97,573,598	--	0.02	--
SBSN Seri PBSG001	89,864,046	29,993,240	0.01	0.01
Sekuritas Rupiah Bank Indonesia IDSR290825364S	71,580,750	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR220825364S	66,903,900	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR230725364S	62,500,100	--	0.01	--
Obligasi Negara RI FR0071	56,684,888	58,786,063	0.01	0.01
Sekuritas Rupiah Bank Indonesia IDSR110425273S	53,977,000	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR250725364S	52,861,600	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR010825364S	52,789,000	--	0.01	--
Obligasi Berkelanjutan II PLN Thp III Tahun 2018 Sr E	44,806,546	43,706,382	0.01	0.01
Sekuritas Rupiah Bank Indonesia IDSR280525364S	43,754,400	--	0.01	--
Obligasi Negara RI FR0058	42,725,284	44,066,123	0.01	0.01
Sekuritas Rupiah Bank Indonesia IDSR140525364S	39,003,600	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR110625364S	38,785,600	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR110725364S	38,554,000	--	0.01	--
Obligasi Negara RI FRSDG001	30,450,000	31,067,400	0.01	0.01
Obligasi Berkelanjutan II Pupuk Indonesia Thp I Tahun 2020 Sr B	30,151,200	30,198,900	0.01	0.01

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Obligasi Negara RI FR0081	29,958,794	30,047,621	0.01	0.01
Obligasi Negara PBS Ijaroh 036	29,700,000	29,483,600	0.01	0.01
Sekuritas Rupiah Bank Indonesia IDSR191225364S	28,011,600	--	0.01	--
Obligasi Berkelanjutan II PLN Thp I Tahun 2017 Sr C	25,465,000	25,953,750	0.01	0.01
Obligasi Negara RI FR0084	25,092,499	25,413,763	0.01	0.01
Obligasi Berkelanjutan VI Sarana Multigriya Finansial Thp II Th 2021	24,627,250	24,659,000	0.01	0.01
Sekuritas Rupiah Bank Indonesia IDSR020725364S	24,139,000	--	0.01	--
Obligasi Berkelanjutan I Bank Mandiri Thp I Th 2016 Sr C	22,728,860	23,195,260	0.01	0.01
Obligasi Negara RI FR0054	22,400,000	23,379,000	0.01	0.01
Obligasi Berkelanjutan II PLN Thp II Tahun 2017 Sr C	20,702,800	20,680,400	0.01	0.01
Obligasi Berkelanjutan III PLN Thp III Tahun 2019 Sr C	20,594,200	20,888,600	0.01	0.01
Obligasi I Marga Lingkar Jakarta Tahun 2017 Sr D	20,569,800	21,213,200	0.01	0.01
Obligasi Berkelanjutan III PLN Thp IV Tahun 2019 Sr B	20,561,400	20,908,800	0.01	0.01
Obligasi Berkelanjutan I Angkasa Pura II Thp II Tahun 2020 Sr B	20,176,293	20,462,892	0.01	0.01
Obligasi Berkelanjutan II Jasa Marga Thp I Tahun 2020 Sr B	20,022,800	20,408,400	0.01	0.01
Obligasi IV Waskita Karya Tahun 2022 Sr A	19,682,400	19,972,400	0.01	0.01
Sekuritas Rupiah Bank Indonesia IDSR020425273S	19,662,400	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR040425364S	19,654,800	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR230425273S	19,582,200	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR080925367S	19,052,200	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR040725364S	18,896,868	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR071125364S	18,827,600	--	0.01	--
Obligasi I Angkasa Pura II Tahun 2016 Sr C	18,487,578	18,524,347	0.01	0.01
Obligasi Negara PBS Ijaroh 017	17,856,000	17,820,000	0.01	0.01
Obligasi Berkelanjutan I Kereta Api Indonesia Thp I Thn 2022 Sr B	17,588,540	28,665,900	0.01	0.01
Obligasi VII Danareksa Thn 2023 Seri A	16,996,701	16,966,203	0.01	0.01
Obligasi VII Danareksa Thn 2023 Seri B	16,086,040	16,028,551	0.01	0.01
Obligasi Negara RI FR0065	16,060,137	16,643,343	0.01	0.01
Obligasi Berkelanjutan VI Sarana Multigriya Finansial Tahap III Tahun 2022	15,001,800	15,109,111	0.01	0.01
Obligasi Keberlanjutan Berkelanjutan I Bank BJB Tahap I Tahun 2024 Seri A	14,966,083	--	0.01	--
Obligasi Berkelanjutan V Pegadaian Thp I Tahun 2022 Sr B	11,971,320	11,826,240	0.01	0.01
Obligasi Berkelanjutan IV PNM Thp II Tahun 2022 Sr B	11,936,640	11,822,880	0.01	0.01
Obligasi Keberlanjutan Berkelanjutan I Bank BJB Tahap I Tahun 2024 Seri B	10,970,118	--	0.01	--

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Obligasi Berkelanjutan I Angkasa Pura II Thp II Tahun 2020 Sr D	10,591,300	10,773,600	0.01	0.01
Obligasi Indonesia Eximbank III Berkelanjutan Thp IV Tahun 2017 Sr E	10,427,634	10,652,190	0.01	0.01
Obligasi Berkelanjutan I Angkasa Pura II Thp II Tahun 2020 Sr C	10,419,274	10,622,276	0.01	0.01
Obligasi Berkelanjutan I Semen Indonesia Thp II Tahun 2019 Sr B	10,288,500	10,726,600	0.01	0.01
Obligasi Berkelanjutan III PLN Thp V 2019 Sr B	10,196,323	10,336,751	0.01	0.01
Obligasi I BRI Finance Tahun 2022	10,159,500	9,911,400	0.01	0.01
Sukuk Ijarah Berkelanjutan I Elnusa Thp I Tahun 2020	10,113,000	10,378,100	0.01	0.01
Obligasi Subordinasi Berkelanjutan I Bank Sumut Thp I Tahun 2018	10,083,631	15,194,923	0.01	0.01
Obligasi Negara RI FR0086	9,827,865	9,830,248	0.01	0.01
Sekuritas Rupiah Bank Indonesia IDSR210425276S	9,794,900	--	0.01	--
Obligasi Negara PBS Ijaroh 030	9,600,000	--	0.01	--
Sekuritas Rupiah Bank Indonesia IDSR190925364S	9,505,800	--	0.01	--
Obligasi Negara RI FR0062	9,408,700	9,825,483	0.01	0.01
Obligasi Berkelanjutan IV PNM Thp I Tahun 2021 Sr C	7,801,040	7,876,720	0.01	0.01
Obligasi Berkelanjutan III PLN Thp VII Tahun 2020 Sr D	7,481,588	7,641,800	0.01	0.01
(Green Bond) I PT BNI (Persero) Tbk Tahun 2022 Sr B	6,959,466	12,848,423	0.01	0.01
Obligasi Berkelanjutan I Telkom Thp I Tahun 2015 Sr D	6,480,603	6,692,189	0.01	0.01
Obligasi Negara RI FR0045	6,083,396	6,264,300	0.01	0.01
Obligasi PT BNI (Perseo) Tbk Tahun 2022 Sr B	5,998,260	15,076,500	0.01	0.01
Obligasi Berwawasan Lingkungan Berkelanjutan PT Bank BRI Thp I Tahun 2022 Sr C	5,887,359	5,891,221	0.01	0.01
Obligasi Berkelanjutan I Telkom Tahun 2015 Sr C	5,682,214	5,848,727	0.01	0.01
Obligasi I Pelindo IV Gerbang Nusantara Tahun 2018 Sr C	5,308,086	5,418,203	0.01	0.01
Obligasi Berkelanjutan II Bank BRI Thp II Tahun 2017 Sr D	5,199,300	5,274,500	0.01	0.01
Obligasi Berkelanjutan III Bank BTN Thp I Tahun 2017 Sr D	5,173,600	5,290,700	0.01	0.01
Obligasi Berkelanjutan II Jasa Marga Thp I Tahun 2020 Sr C	5,082,200	5,195,700	0.01	0.01
Surat Perbendaharaan Negara Seri SPN12250314	2,139,648	--	0.01	--
Obligasi I Pelindo 1 Gerbang Nusantara Tahun 2016 Sr D	1,032,297	1,055,771	0.01	0.01

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Obligasi Negara RI FR0070	--	446,393,873	--	0.09
Obligasi Berkelanjutan III Bank BTN Thp II Tahun 2019 Sr C	--	55,458,150	--	0.01
Obligasi Berkelanjutan III PLN Thp V Tahun 2019 Sr A	--	40,287,916	--	0.01
Obligasi Berkelanjutan I Timah Thp II 2019 Sr B	--	34,891,150	--	0.01
Obligasi Berkelanjutan III PLN Thp III Tahun 2019 Sr B	--	29,948,700	--	0.01
Obligasi Bkjt II Mayora Indah Thp II Thn 2022 Sr A	--	29,715,900	--	0.01
Obligasi Berkelanjutan II Protelindo Tahap II Th 2021 Sr B	--	29,656,200	--	0.01
Obligasi Subordinasi Berkelanjutan I Bank BJB Thp I Tahun 2017 Sr B	--	20,300,968	--	0.01
Obligasi Berkelanjutan I Semen Indonesia Thp II Tahun 2019 Sr A	--	20,293,000	--	0.01
Obligasi Berkelanjutan V Sarana Multigriya Finansial Thp I 2019 Sr C	--	20,223,800	--	0.01
Obligasi Berkelanjutan I Bank Mandiri Taspen Thp II Tahun 2021 Sr A	--	19,957,693	--	0.01
MTN II BRI Finance Tahun 2021	--	12,391,750	--	0.01
Obligasi Negara RI FR0077	--	10,064,357	--	0.01
Obligasi Berkelanjutan IV PNM Thp I Tahun 2021 Sr B	--	9,908,500	--	0.01
Obligasi I Kereta Api Indonesia Tahun 2017 Sr B	--	3,064,042	--	0.01
Dolar Amerika Serikat/ United States Dollar				
Eurobonds Indonesia 2026	96,768,388	92,688,402	0.01	0.02
Eurobonds Indonesia 2025	79,164,763	74,954,866	0.01	0.02
Eurobonds Indonesia 2034	76,699,506	--	0.01	--
Sukuk Global SBSN 2030	48,071,175	--	0.01	--
Eurobonds Indonesia 2033	31,184,283	31,589,645	0.01	0.01
PPLNIJ 5.25 10/24/42	28,395,341	29,206,537	0.01	0.01
Eurobonds Indonesia 2042	23,357,904	24,205,278	0.01	0.01
Obligasi Negara Republik Indonesia INDOIS 2033	16,496,047	--	0.01	--
Eurobonds Indonesia 2043	15,821,790	14,000,040	0.01	0.01
Eurobonds Indonesia 2038	9,756,108	9,929,664	0.01	0.01
Obligasi Negara Republik Indonesia INDOIS 2026	8,057,925	7,715,531	0.01	0.01
Obligasi Negara Republik Indonesia INDOIS 2031	6,902,877	6,734,024	0.01	0.01
Standard Chartered PLC @3,971% 03/30/26	6,437,066	6,009,958	0.01	0.01
Bond Pertamina Tahun 2044	4,329,396	--	0.01	--
RI INDON 24	--	38,323,108	--	0.01
Eurobonds Indonesia 2024	--	30,845,461	--	0.01
Eurobonds Indonesia 2041	--	3,810,835	--	0.01
Sub-jumlah/ *Sub-total*	**6,106,818,761**	**4,547,337,890**	**0.94**	**0.95**
Jumlah/ *Total*	**6,106,818,761**	**4,547,337,890**	**0.94**	**0.95**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Reksa dana (catatan 5b)/ *Mutual fund (note 5b)*				
Nilai wajar melalui laba rugi/ *Fair value through profit or loss*				
Bahana ETF Bisnis 27	72,988,326	78,231,488	7.82	7.63
Mandiri Investa Cerdas Bangsa Kelas A	30,885,397	--	3.31	--
PNM Dana Tunai	20,951,610	21,563,091	2.25	2.10
Mandiri Investa Pasar Uang	--	17,830,122	--	1.74
Mandiri ETF LQ45	--	1,999,036	--	0.20
Sub-jumlah/ *Sub-total*	**124,825,333**	**119,623,737**	**13.38**	**11.67**
Tersedia untuk dijual/ *Available-for-sale*				
BNI-AM Indeks IDX30	71,943,947	71,014,740	7.71	6.93
RD Pendapatan Tetap BNI AM Utama	51,529,806	50,686,040	5.52	5.43
RDPT PNM Perikanan Nusantara	20,000,000	18,931,200	2.14	2.03
Bahana Dana Ekuitas Andalan Kelas G	17,701,749	19,539,876	1.90	2.09
Danareksa ETF Indonesia Top 40	13,680,000	21,507,217	1.47	2.31
Mandiri Investa Ekuitas Dinamis	1,821,172	1,886,485	0.20	0.20
BNI AM Nusantara ETF MSCI Indonesia	--	67,707,964	--	7.26
RDPT Syariah PNM Pembiayaan Mikro	--	50,265,500	--	5.39
BNI AM ETF MSCI ESG Leaders Indonesia	--	3,325,724	--	0.36
Sub-jumlah/ *Sub-total*	**176,676,674**	**304,864,746**	**18.94**	**32.00**
Jumlah/ *Total*	**301,502,007**	**424,488,483**	**32.32**	**43.67**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Saham (catatan 5b)/ *Shares (note 5b)*				
Nilai wajar melalui laba rugi/ *Fair value through profit or loss*				
PT Bank Mandiri (Persero) Tbk	12,257,189	13,364,958	4.58	4.97
PT Bank Rakyat Indonesia (Persero) Tbk	9,275,611	11,870,982	3.47	4.42
PT Telkom Indonesia (Persero) Tbk	8,022,955	9,974,935	3.00	3.71
PT Bank Negara Indonesia (Persero) Tbk	3,737,085	4,978,325	1.40	1.85
PT Perusahaan Gas Negara Tbk	3,617,250	2,570,750	1.35	0.96
PT Aneka Tambang (Persero) Tbk	2,668,607	2,351,717	1.00	0.88
PT Semen Indonesia (Persero) Tbk	1,450,232	2,668,160	0.54	0.99
PT Jasa Marga (Persero) Tbk	643,113	723,317	0.24	0.27
PT Indocement Tunggal Prakarsa Tbk	552,780	702,180	0.21	0.26
PT Wijaya Karya (Persero) Tbk	462,095	454,520	0.17	0.17
PT Waskita Karya (Persero) Tbk	385,353	269,747	0.14	0.10
PT Adhi Karya (Persero) Tbk	180,926	266,268	0.07	0.10
PT Wijaya Karya Beton Tbk	128,790	180,641	0.05	0.07
PT Pembangunan Perumahan (Persero) Tbk	82,723	105,374	0.03	0.04
PT Waskita Beton Precast Tbk	29,048	63,542	0.01	0.02
Sub-jumlah/ *Sub-total*	**43,493,757**	**50,545,416**	**16.27**	**18.81**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Tersedia untuk dijual/ *Available-for-sale*				
PT Bank Rakyat Indonesia (Persero) Tbk	22,728,929	3,624,590	8.50	1.35
PT Telkom Indonesia (Persero) Tbk	19,654,817	32,228,840	7.35	12.00
PT Bank Mandiri (Persero) Tbk	17,670,000	3,489,035	6.61	1.30
PT Semen Indonesia (Persero) Tbk	7,840,070	6,803,200	2.93	2.53
PT Indocement Tunggal Prakarsa Tbk	2,664,000	3,384,000	1.00	1.26
PT Bank Tabungan Negara (Persero) Tbk	2,463,426	4,329,500	0.92	1.61
PT Aneka Tambang Tbk	1,525,029	2,667,164	0.57	0.99
PT Waskita Karya (Persero) Tbk	394,829	394,829	0.15	0.15
PT Waskita Beton Precast Tbk	22,400	70,000	0.01	0.03
PT Perusahaan Gas Negara Tbk	--	10,186,611	--	3.79
PT Jasa Marga (Persero) Tbk	--	3,729,894	--	1.39
PT Bank Negara Indonesia (Persero) Tbk	--	2,515,500	--	0.94
PT Pembangunan Perumahan (Persero) Tbk	--	2,080,580	--	0.77
PT Tambang Batubara Bukit Asam Tbk	--	448,228	--	0.17
PT Wijaya Karya (Persero) Tbk	--	14,936	--	0.01
PT Timah Tbk	--	155,252	--	0.06
PT Wijaya Karya Beton Tbk	--	32,314	--	0.01
PT Adhi Karya (Persero) Tbk	--	13,657	--	0.01
Sub-jumlah/ *Sub-total*	**74,963,500**	**76,168,130**	**28.04**	**28.35**
Jumlah/ *Total*	**118,457,257**	**126,713,546**	**44.31**	**47.16**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Piutang premi dan sesi (catatan 6)/ ***Premium and cession receivable (note 6)***				
Perseroan/ *The company*				
PT Garuda Indonesia (Persero) Tbk	90,692,707	16,143,516	5.61	0.87
PT PLN (Persero)	74,386,828	--	4.60	--
PT Pertamina Patra Niaga	67,091,093	121,671,276	4.15	6.54
PT Citilink Indonesia	53,988,625	--	3.34	--
PT Kilang Pertamina Internasional	52,604,707	218,283,911	3.25	11.74
PT Pupuk Kalimantan Timur	42,019,099	41,654,913	2.60	2.24
PT Pertamina Geothermal Energy	36,153,313	9,386,291	2.24	0.50
PT Pelita Air Service	32,585,058	30,033,985	2.02	1.62
PT Perusahaan Gas Negara (Persero) Tbk	20,609,285	49,337,297	1.27	2.65
PT Elnusa Petrofin Indonesia	18,272,322	5,136,052	1.13	0.28
PT Petrokimia Gresik	16,901,026	16,734,974	1.05	0.90
PT Pertamina Energy Terminal	16,773,555	3,421,072	1.04	0.18
PT Pupuk Sriwidjaja Palembang	12,453,173	15,473,766	0.77	0.83
PT Pupuk Iskandar Muda	12,176,016	12,977,967	0.75	0.70
PT Pertamina Drilling Service Indonesia	11,998,834	33,075,526	0.74	1.78
PT Pertamina International Shipping	9,911,214	2,142,220	0.61	0.12
PT Pupuk Kujang Cikampek	7,359,555	7,664,100	0.46	0.41
PT Patra Logistik	5,062,576	170,096	0.31	0.01
PT Patra Drilling Contractor	3,262,199	1,047,859	0.20	0.06

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
PT Pertamina Lubricants	2,112,066	1,608,141	0.13	0.09
PT Patra Trading	1,090,780	1,709,304	0.07	0.09
PT Pertamina (Persero) Tbk	807,234	1,569,062	0.05	0.08
Pertamina International Shipping Pte Ltd	--	1,116,667	--	0.06
PT Prima Armada Raya	--	4,086,951	--	0.22
Lainnya (dibawah Rp100.000)/ *Others (below Rp100,000)*	41,389,983	51,869,642	2.56	2.79
Sub-jumlah/ *Sub-total*	**629,701,248**	**646,314,588**	**38.95**	**34.77**
Entitas anak/ *Subsidiaries*				
PT Asuransi Jasa Indonesia	5,248,295	26,088,614	0.32	1.40
PT Reasuransi Nasional Indonesia	3,996,354	8,884,906	0.25	0.48
PT Asuransi Samsung Tugu	3,762,982	8,315,076	0.23	0.45
PT BRI Asuransi Indonesia	2,792,327	1,662,853	0.17	0.09
PT Asuransi Asei Indonesia	2,364,374	3,360,029	0.15	0.18
PT Asuransi Kredit Indonesia	2,024,753	4,169,206	0.13	0.22
PT Reasuransi Indonesia Utama	29,592	4,766,823	0.01	0.26
Lainnya (dibawah Rp100.000)/ *Others (below Rp100,000)*	3,249,624	2,419,385	0.20	0.13
Sub-jumlah/ *Sub-total*	**23,468,301**	**59,666,892**	**1.45**	**3.21**
Jumlah/ *Total*	**653,169,549**	**705,981,480**	**2.48**	**2.81**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Piutang koasuransi(catatan 7)/ *Coinsurance receivable (note 7)*				
PT Asuransi Jasa Indonesia	31,244,591	55,576,885	16.25	13.14
PT Asuransi Jasa Raharja Putera	1,421,783	292,198	0.74	0.07
PT Asuransi Kredit Indonesia	1,065,252	2,958,751	0.55	0.70
PT Asuransi ASEI Indonesia	754,227	4,753,588	0.39	1.12
PT BRI Asuransi Indonesia	34,472	76,716,357	0.02	18.14
Lainnya (dibawah Rp100.000)/ *Others (below Rp100,000)*	152,893	3,122,487	0.08	0.74
Jumlah/ *Total*	**34,673,218**	**143,420,266**	**18.03**	**33.92**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Piutang reasuransi dan retrosesi (catatan 8)/ *reinsurance and retrocession receivable (note 8)*				
Perseroan/ *The company*				
PT Reasuransi Indonesia Utama	57,577,261	107,580,957	11.85	16.41
PT Asuransi Jasa Indonesia	22,114,030	8,524,454	4.55	1.30
PT Reasuransi Nasional Indonesia	16,331,631	78,319,213	3.36	11.95

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
PT Asuransi Dharma Bangsa	--	11,727,531	--	1.79
Lainnya (dibawah Rp100.000)/ *Others (below Rp100,000)*	1,839,254	2,693,512	0.38	0.41
Sub-jumlah/ *Sub-total*	**97,862,176**	**208,845,667**	**20.14**	**31.86**
Entitas anak/ *Subsidiaries*				
PT Reasuransi Nasional Indonesia	5,399,456	6,157,071	1.11	0.94
Lainnya (dibawah Rp100.000)/ *Others (below Rp100,000)*	472,670	450,665	0.10	0.07
Sub-jumlah/ *Sub-total*	**5,872,126**	**6,607,736**	**1.21**	**1.01**
Jumlah/ *Total*	**103,734,302**	**215,453,403**	**21.34**	**32.86**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Utang klaim (catatan 14)/ *Claim payable (note 14)*				
PT Asuransi Jasa Indonesia (Persero)	21,043,333	93,581	13.54	0.03
PT Asuransi Jasa Raharja Putera	567,809	--	0.37	--
PT Pratama Mitra Sejati	419,659	419,659	0.27	0.13
PT Semen Padang	159,020	--	0.10	--
PT Pertamina Drilling Services Indonesia	--	13,522,417	--	4.31
PT Kilang Pertamina Internasional	--	7,246,558	--	2.31
PT Asuransi Jiwasraya (Persero)	--	616,921	--	0.20
Lainnya (dibawah Rp100.000)/ *Others (below Rp100,000)*	10,303,852	10,344,758	6.63	3.30
Jumlah/ *Total*	**32,493,673**	**32,243,894**	**20.90**	**10.28**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Utang koasuransi (catatan 15)/ *Coinsurance payable (note 15)*				
PT BRINS General Insurance	43,688,788	5,433,711	47.70	32.62
PT Asuransi Jasa Indonesia	8,007,364	23,997,050	8.74	32.62
PT Asuransi ASEI Indonesia	6,044,909	13,030	6.60	7.39
PT Asuransi Jasa Raharja Putra	4,901,866	1,450,572	5.35	1.97
PT Asuransi Kredit Indonesia	4,132,344	57,880	4.51	0.53
PT Garuda Indonesia (Persero) Tbk	--	388,525	--	0.02
PT Asuransi Dharma Bangsa	--	161,399	--	0.02
Lainnya (dibawah Rp100.000)/ *Others (below Rp100,000)*	4,297,255	1,021,603	4.69	1.37
Jumlah/ *Total*	**71,072,526**	**32,523,770**	**77.60**	**44.21**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024	**2023**	**2024**	**2023**
	Rp	**Rp**	**%**	**%**
Utang reasuransi dan retrosesi (catatan 17)/ *Reinsurance and retrocession payable (note 17)*				
Perseroan/ *The company*				
PT Reasuransi Indonesia Utama	93,274,301	47,607,540	5.08	2.52
PT Reasuransi Nasional Indonesia	162,884	683,967	0.01	0.04
PT Asuransi Dharma Bangsa	--	1,099,977	--	0.06
Lainnya (dibawah Rp1.000.000)/ *Others (below Rp1,000,000)*	302,770,003	--	16.50	--
Sub-jumlah/ *Sub-total*	**396,207,188**	**49,391,484**	**21.59**	**2.61**
Entitas anak/ *Subsidiaries*				
PT Reasuransi Indonesia Utama	1,341,537	468,482	0.07	0.02
Sub-jumlah/ *Sub-total*	**1,341,537**	**468,482**	**0.07**	**0.02**
Jumlah/ *Total*	**397,548,725**	**49,859,966**	**21.66**	**2.64**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024	**2023**	**2024**	**2023**
	Rp	**Rp**	**%**	**%**
Estimasi klaim (catatan 16)/ *Estimated claims (note 16)*				
Perseroan/ *The company*				
PT Pertamina (Persero)	64,048,179	67,651,178	2.53	2.96
PT Kilang Pertamina Internasional	31,591,408	--	1.25	--
PT Pertamina Patra Niaga	25,128,479	26,228,089	0.99	1.15
SKK Migas	7,148,459	23,554,855	0.28	1.03
PT PLN	6,494,357	290,651	0.26	0.01
PT Elnusa Petrofin	3,124,461	18,910,317	0.12	0.83
PT Swadharma Sarana Informatika	2,243,233	3,579,855	0.09	0.16
PT Wijaya Karya (Persero) Tbk	1,407,562	2,307,562	0.06	0.10
PT Pertamina Drilling Service Indonesia	1,026,087	4,191,206	0.04	0.18
PT Bank Mandiri (Persero) Tbk	735,361	273,190	0.03	0.01
PT Pertamina Hulu Energi West Madura Offshore	419,379	419,379	0.02	0.02
PT Hutama Karya (Persero)	166,939	1,312,031	0.01	0.06
PT Pupuk Kalimantan Timur	41,333	1,007,247	0.01	0.04
Sub-jumlah/ *Sub-total*	**143,575,237**	**149,725,560**	**5.68**	**6.55**
Jumlah/ *Total*	**143,575,237**	**149,725,560**	**5.68**	**6.55**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
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	--	1.11
Jumlah/ *Total*	**--**	**503,985**	**--**	**1.11**

	Total/ *Amount*		Persentase terhadap jumlah aset atau liabilitas yang berhubungan/ *Percentage of the related total assets or liability*	
	2024 Rp	2023 Rp	2024 %	2023 %
Pinjaman diterima (catatan 23)/ *Borrowings (note 23)*				
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	263,215,866	149,351,005	49.94	28.34
PT Bank Syariah Indonesia Tbk	184,834,301	62,504,333	35.07	11.86
PT Bank Mandiri (Persero) Tbk	27,906,543	75,338,655	5.29	14.29
PT Bank Rakyat Indonesia (Persero) Tbk	--	62,977	--	0.01
Jumlah/ *Total*	**475,956,710**	**287,256,970**	**90.30**	**54.50**

Saldo piutang premi dari pihak berelasi tidak memiliki jaminan, tidak berbunga, dan pada umumnya berjangka waktu pembayaran 30-60 hari.

Outstanding balances of premium receivable 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*
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 Energy Terminal	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable*
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*

Pihak-pihak berelasi/ *Related parties*	**Sifat hubungan/** *Nature of relationship*	**Sifat dari transaksi/** *Nature of transaction*
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*
PT Pertamina Geothermal Energy	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable*
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 Asuransi Samsung Tugu	Entitas asosiasi/ Associate entity	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 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 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 Prima Armada Raya	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Penutupan asuransi/*Insurance premium* Piutang premi dan sesi/ *Premium and cession receivable*
PT Elnusa Petrofin Indonesia	Entitas yang dikendalikan oleh entitas induk/ *Entity controlled by parent entity*	Piutang premi dan sesi/ *Premium and cession receivable*
PT Asuransi Jasa Indonesia	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable* Piutang koasuransi/*Coinsurance receivable* Piutang reasuransi dan retrosesi/ *Reinsurance and retrocession receivable* Utang Klaim/*Claim Payable* Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/Insurance premium
PT Asuransi Kredit Indonesia	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable* Piutang koasuransi/*Coinsurance receivable* Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium*
PT Asuransi Ekspor Indonesia (Asei)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium* Utang Klaim/*Claim Payable*
PT Asuransi Dharma Bangsa	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable* Piutang koasuransi/*Coinsurance receivable* Utang Koasuransi/*Coinsurance Payable* Utang reasuransi/*Reinsurance Payable* Penutupan asuransi/*Insurance premium* Piutang reasuransi dan retrosesi/ *Reinsurance and retrocession receivable*
PT Asuransi Jasa Raharja Putra	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium* Piutang koasuransi/*Coinsurance receivable* Utang Klaim/*Claim Payable*

Pihak-pihak berelasi/ *Related parties*	**Sifat hubungan/** *Nature of relationship*	**Sifat dari transaksi/** *Nature of transaction*
PT Reasuransi Indonesia Utama (Persero)	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang reasuransi/*Reinsurance Payable* Piutang reasuransi dan retrosesi/ *Reinsurance and retrocession receivable* Penutupan asuransi/*Insurance premium* Piutang premi dan sesi/ *Premium and cession receivable*
PT Asuransi Bringin Sejahtera Artamakmur (BSAM)	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* Piutang premi dan sesi/ *Premium and cession receivable* Utang reasuransi/*Reinsurance Payable* Penutupan asuransi/Insurance premium
PT BRI Asuransi Indonesia	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang koasuransi/*Coinsurance receivable* Utang Koasuransi/*Coinsurance Payable* Penutupan asuransi/*Insurance premium* Piutang premi dan sesi/ *Premium and cession receivable*
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*
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*

Pihak-pihak berelasi/ ***Related parties***	**Sifat hubungan/** ***Nature of relationship***	**Sifat dari transaksi/** ***Nature of transaction***
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*	Piutang premi dan sesi/ *Premium and cession receivable* 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 Bank Mandiri Taspen	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Kas dan Setara Kas/*Cash and Cash Equivalent* 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* Utang Klaim/Claim Payable
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 Semen Padang	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Klaim/Claim Payable
PT Berlian Jasa Terminal Indonesia	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Utang Klaim/Claim Payable
PT Pupuk Kalimantan Timur	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*
PT Pupuk Sriwidjaja Palembang	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable*
PT Pupuk Iskandar Muda	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable*
PT Pupuk Kujang Cikampek	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable*
PT Citilink Indonesia	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable*
PT Patra Logistik	Entitas berelasi dengan Pemerintah/ *Government - related entities*	Piutang premi dan sesi/ *Premium and cession receivable*

40. Informasi Tambahan Arus Kas / *40. Additional Cash Flows Information*

a. 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:

	1 Januari/ *January 1, 2024*	Arus kas masuk/ *Cash flow in*	Arus kas keluar/ *Outgoing cash flow*	Perubahan non kas/ *Non-cash changes*	31 Desember/ *December 31, 2024*	
Liabilitas sewa	6,194,693	--	(6,079,883)	24,452,515	24,567,325	*Lease liabilities*
Pinjaman diterima	296,149,553	379,580,927	(148,655,251)	--	527,075,229	*Borrowings*
Utang pembiayaan konsumen dan sewa pembiayaan	45,513,893	--	(19,224,102)	91,525,993	117,815,784	*Consumer finance and leases payables*

	1 Januari/ *January 1, 2023*	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*

b. Pengungkapan tambahan atas aktivitas investasi non kas:

Supplemental disclosures on non-cash investing activities:

	2024 Rp	2023 Rp	
Perolehan aset tetap melalui utang usaha	91,525,993	88,791,286	*Addition of Fixed Assets through account payables*

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.

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.

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.

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.

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

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

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.

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

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

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.

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 hurricanes, 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% 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, 2024*			
	Bruto/ *Gross*	**Reasuransi/ *Reinsurance***	**Neto/ *Net***	
Kebakaran	5,304,085,031	(3,935,728,672)	1,368,356,359	*Fire*
Rangka kapal	814,920,171	(488,040,229)	326,879,942	*Marine hull*
Rekayasa	1,689,569,991	(1,430,801,728)	258,768,263	*Engineering*
Onshore	452,628,092	(279,563,055)	173,065,037	*Onshore*
Offshore	899,319,934	(757,303,104)	142,016,830	*Offshore*
Pengangkutan	192,284,183	(83,991,626)	108,292,557	*Marine cargo*
Penerbangan	730,297,539	(672,597,204)	57,700,335	*Aviation*
Lainnya	2,088,009,255	(375,778,946)	1,712,230,309	*Miscellaneous*
Jumlah	**12,171,114,196**	**(8,023,804,564)**	**4,147,309,632**	***Total***

	31 Desember/*December 31, 2023*			
	Bruto/ ***Gross***	**Reasuransi/** ***Reinsurance***	**Neto/** ***Net***	
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*
Rekayasa	1,303,539,081	(1,054,411,690)	249,127,391	*Engineering*
Pengangkutan	207,861,119	(88,831,128)	119,029,991	*Marine cargo*
Offshore	655,643,608	(558,901,611)	96,741,997	*Offshore*
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***

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 the 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 tax expense***	
31 Desember 2024			***December 31, 2024***
Perseroan			*The Company*
Rasio klaim	+/-5%	+-19.061.751	*Claim ratio*
31 Desember 2023			***December 31, 2023***
Perseroan			*The Company*
Rasio klaim	+/-5%	+-12.803.438	*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, 2024*				
	USD)	HKD)	GBP)	Lain-lain/ *Others)*	
Aset keuangan					***Financial assets***
Kas dan bank	125,872,632	63,489	--	2,281,827	*Cash on hand and in banks*
Deposito berjangka	577,803,184	61,347,519	--	1,211,373	*Time deposits*
Efek-efek					*Marketable securities*
- Obligasi	451,442,569	--	--	--	*Bonds -*
- Saham	--	56,216,220	--	--	*Shares -*
Piutang premi dan reasuransi	1,146,602,829	13,203,649	--	97,727,988	*Premium and cession receivables*
Piutang reasuransi retrosesi	363,673,541	--	--	90,334,314	*Reinsurance and retrocession receivables*
Piutang koasuransi	192,606,873	--	--	2,004,531	*Coinsurance receivables*
Jumlah	**2,858,001,628**	**130,830,877**	**--**	**193,560,033**	***Total***
Liabilitas keuangan					***Financial liabilities***
Utang reasuransi dan retrosesi	1,568,820,029	4,914,511	--	54,180,702	*Reinsurance and retrocession payables*
Utang koasuransi	36,436,834	1,181	6,711	163,893	*Coinsurance payables*
Utang komisi	65,540,840	--	68,282	627,953	*Commission payables*
Utang klaim	49,417,319	5,298,513	131,868	36,032,426	*Claim payables*
Jumlah	**1,720,215,022**	**10,214,205**	**206,861**	**91,004,974**	***Total***
Jumlah - Neto	**1,137,786,606**	**120,616,672**	**(206,861)**	**102,555,059**	***Total - Net***

	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 retrosesi	575,493,106	7,935,025	--	33,287,927	*Reinsurance and 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***

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 2024	82,974,904	(82,974,904)	*December 31, 2024*
31 Desember 2023	67,661,224	(67,661,224)	*December 31, 2023*

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 2024 dan 2023 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, 2024 and 2023, 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 2024 dan 2023. 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, 2024 and 2023. The analysis is prepared assuming the amount of 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 2024 dan 2023 akan mengalami peningkatan (penurunan) masing-masing sebesar Rp15.192.137 dan Rp28.554.099.

If the interest rate had been 100 basis points higher (lower) and the other variable held constant, the Group profit before tax as of December 31, 2024 and 2023 would increase (decrease) by Rp15.192.137 and Rp28,554,099, 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, 2024*			
	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	1,448,677,515	386,349,666	1,835,027,181	*Reinsurance and retrocession payables*
Utang komisi	57,217,856	38,924,468	96,142,324	*Commission payables*
Utang klaim	155,449,063	--	155,449,063	*Claim payables*
Utang koasuransi	69,516,820	22,075,824	91,592,644	*Coinsurance payables*
Beban akrual	289,696,846	--	289,696,846	*Accrued expenses*
Utang lain-lain	251,399,834	--	251,399,834	*Other payables*
Pinjaman diterima	79,626,066	447,449,163	527,075,229	*Borrowings*
Utang pembiayaan konsumen dan sewa pembiayaan	48,820,107	68,995,677	117,815,784	*Consumer finance and leases payables*
Jumlah	**2,400,404,107**	**963,794,798**	**3,364,198,905**	***Total***

	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	33,414,896	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	**2,715,254,144**	**509,975,505**	**3,225,229,649**	***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 asuransi dan reasuransi yang tercantum dalam Peraturan Otoritas Jasa Keuangan

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 reinsurance companies stated in the Regulation of Authority of Financial Service

No.71/POJK.05/2016 untuk konvensional dan No.72/POJK.5/2016 untuk syariah yang antara lain mengatur jenis investasi yang diperkenankan.

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 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.

The 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 a record of the payment history for significant contract holders with whom they conduct regular business. Exposure to individual and group policy holders is 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 2024 dan 2023.

The tables below describe the Group's maximum credit risk exposure and risk concentration as of December 31, 2024 and 2023. The maximum exposure is recorded

Eksposur maksimum dicatat berdasarkan nilai tercatat neto yang dilaporkan di laporan posisi keuangan konsolidasian.

based on net carrying value recorded in consolidated statement of financial position.

	31 Desember/*December 31, 2024*			
	Korporasi/ *Corporate*	**Pemerintah/ *Government***	**Eksposur maksimum/ *Maximum exposure***	
Aset keuangan				***Financial assets***
Kas di bank	147,418,386	210,581,934	358,000,320	*Cash on hand and in banks*
Deposito berjangka	442,153,259	1,718,686,868	2,160,840,127	*Time deposits*
Efek-efek				*Marketable securities*
- Obligasi	513,705,624	6,106,818,761	6,620,524,385	*Bonds -*
- Saham	148,903,615	118,457,257	267,360,872	*Shares -*
- Reksadana	651,328,250	301,502,007	952,830,257	*Mutual funds -*
Penyertaan langsung	28,019,206	--	28,019,206	*Direct participation*
Piutang premi dan sesi	1,025,253,421	653,169,549	1,678,422,970	*Premium and cession receivables*
Piutang koasuransi	172,282,743	34,673,218	206,955,961	*Coinsurance receivables*
Piutang reasuransi dan retrosesi	494,343,510	103,734,302	598,077,812	*Reinsurance and retrocession receivables*
Piutang lain-lain	343,028,272	--	343,028,272	*Other receivables*
Aset lain-lain	139,307,820	497,974,086	637,281,906	*Other assets*
	4,105,744,106	**9,745,597,982**	**13,851,342,088**	
Dikurangi:				*Less:*
Penyisihan kerugian penurunan nilai			(365,890,748)	*Allowance for impairment losses*
Neto			**13,485,451,340**	***Net***

	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***

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, 2024*				
	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	358,000,320	--	--	358,000,320	*Cash on hand and in banks*
Deposito berjangka	2,160,840,127	--	--	2,160,840,127	*Time deposits*
Efek-efek					*Marketable securities*
- Obligasi	6,477,524,385	--	143,000,000	6,620,524,385	*Bonds -*
- Saham	267,360,872	--	--	267,360,872	*Shares -*
- Reksadana	932,830,257	--	20,000,000	952,830,257	*Mutual funds -*
Penyertaan langsung	28,019,206	--	--	28,019,206	*Direct participation*
Piutang premi dan sesi	1,090,548,066	526,302,255	61,572,649	1,678,422,970	*Premium and cession receivables*
Piutang koasuransi	105,202,180	87,070,865	14,682,916	206,955,961	*Coinsurance receivables*
Piutang reasuransi dan retrosesi	84,977,886	401,045,079	112,054,847	598,077,812	*Reinsurance and retrocession receivables*
Piutang lain-lain	335,086,216	--	7,942,056	343,028,272	*Other receivables*
Aset lain-lain	630,643,626	--	6,638,280	637,281,906	*Other assets*
	12,471,033,141	1,014,418,199	365,890,748	13,851,342,088	
Dikurangi:					*Less:*
Penyisihan kerugian penurunan nilai				(365,890,748)	*Allowance for impairment losses*
Neto				**13,485,451,340**	***Net***

	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***

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 2024					*December 31, 2024*
Aset keuangan diukur nilai wajar:					*Financial assets measured at fair value:*
Efek-efek					*Marketable securities*
- Nilai wajar melalui laba rugi	503,151,361	503,151,361	--	--	*Fair value through profit or loss -*
- Tersedia untuk dijual	7,174,564,153	7,174,564,153	--	--	*Available-for-sale -*
Jumlah	**7,677,715,514**	**7,677,715,514**	**--**	**--**	***Total***
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***

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.

43. Rekonsiliasi Liabilitas yang Timbul dari Aktivitas Pendanaan

43. Reconciliation of Liabilities Arising From Financing Activities

Perubahan kewajiban yang timbul dari aktivitas pendanaan:

Changes in liabilities arising from financing activities:

	31 Desember/ *December 31, 2023*	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, 2024*	
Pinjaman yang diterima	296,149,553	230,925,676	--	--	--	--	527,075,229	*Borrowings payment*
Utang pembiayaan konsumen dan sewa pembiayaan	45,513,893	(19,224,102)	--	--	--	91,525,993	117,815,784	*Consumer finance and lease payable*
Utang dividen	--	--	--	--	(438,257,922)	--	(438,257,922)	*Dividend payable*
Liabilitas sewa	6,194,693	(6,079,883)	24,434,291	--	--	18,224	24,567,325	*Lease Liabilities*
Jumlah liabilitas dari aktivitas pendanaan	**347,858,139**	**205,621,691**	**24,434,291**	**--**	**(438,257,922)**	**91,544,217**	**231,200,416**	***Total liabilities 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	174,802,841	--	--	--	--	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**	**(101,381,075)**	**6,570,770**	**(187,198,292)**	**431,560,673**	**5,425,191**	**347,858,139**	***Total liabilities from financing activities***

44. Informasi Segmen

44. 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, 2024*							
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	1,236,834,407	2,532,233,236	--	--	3,769,067,643	(5,388,781)	3,763,678,862	*Premium income net*
Pendapatan (Beban) komisi neto	74,168,254	(889,945,867)	--	--	(815,777,613)	22,357,986	(793,419,627)	*Commission income net*
Pendapatan investasi	345,257,426	156,815,189	(77,003,397)	43,056,610	468,125,828	(24,838,914)	443,286,914	*Investment income*
Pendapatan usaha lainnya	--	--	416,971,594	91,739,680	508,711,274	11,138,863	519,850,137	*Other operating revenue*
Penghasilan neto dari pelanggan eksternal customers	**1,656,260,087**	**1,799,102,558**	**339,968,197**	**134,796,290**	**3,930,127,132**	**3,269,154**	**3,933,396,286**	***Net revenues from external***
Penghasilan neto antar segmen	--	--	--	--	--	--	--	*Net revenues between segments*
Jumlah pendapatan	**1,656,260,087**	**1,799,102,558**	**339,968,197**	**134,796,290**	**3,930,127,132**	**3,269,154**	**3,933,396,286**	***Total revenues***
Beban underwriting, neto	(488,332,189)	(1,548,320,975)	--	--	(2,036,653,164)	(11,016,650)	(2,047,669,814)	*Net underwriting expenses*
Beban usaha	(523,867,833)	(165,351,486)	(25,872,622)	(31,890,080)	(746,982,021)	(13,139,129)	(760,121,150)	*Operating expenses*
Beban usaha lainnya	--	--	(258,759,472)	(53,717,556)	(312,477,028)	2,843,898	(309,633,130)	*Other operating expenses*
Pendapatan (Beban) lain-lain, neto	119,006,638	27,796,017	(32,538,569)	2,370,652	116,634,738	(10,591,656)	106,043,082	*Other expenses, net*
Bagian laba bersih atas entitas asosiasi	11,366,384	--	--	--	11,366,384	--	11,366,384	*Share in assosiates net income*
Laba sebelum beban pajak final dan beban pajak penghasilan	774,433,087	113,226,114	22,797,534	51,559,306	962,016,041	(28,634,383)	933,381,658	*Income before final and income tax expenses*
Beban pajak final	(43,036,572)	(22,930,441)	(2,147,027)	(1,166,050)	(69,280,090)	--	(69,280,090)	*Final tax*
Laba sebelum beban pajak penghasilan	731,396,515	90,295,673	20,650,507	50,393,256	892,735,951	(28,634,383)	864,101,568	*Income before income tax expenses*
Beban pajak penghasilan	(113,957,841)	10,482,639	(3,633,375)	(6,480,193)	(113,588,770)	--	(113,588,770)	*Income tax expenses*
Laba (Rugi) periode berjalan	**617,438,674**	**100,778,312**	**17,017,132**	**43,913,063**	**779,147,181**	**(28,634,383)**	**750,512,798**	***Income (Loss) for the period***
INFORMASI LAINNYA								***OTHER INFORMATION***
Aset segmen	18,519,788,550	5,921,683,879	2,764,174,694	53,761,521	27,259,408,644	(909,338,112)	26,350,070,532	*Segment assets*
Aset yang tidak dapat dialokasikan	--	--	--	--	--	--	--	*Unallocated assets*
Jumlah aset konsolidasian	**18,519,788,550**	**5,921,683,879**	**2,764,174,694**	**53,761,521**	**27,259,408,644**	**(909,338,112)**	**26,350,070,532**	***Total consolidated assets***
Liabilitas segmen	11,078,561,698	4,418,803,856	795,955,045	13,606,472	16,306,927,071	(465,406,118)	15,841,520,953	*Segment liabilities*
Liabilitas yang tidak dapat dialokasikan	--	--	--	--	--	--	--	*Unallocated liabilities*
Jumlah liabilitas konsolidasian	**11,078,561,698**	**4,418,803,856**	**795,955,045**	**13,606,472**	**16,306,927,071**	**(465,406,118)**	**15,841,520,953**	***Total consolidated liabilities***

Segmen usaha / *Business segments*	31 Desember/*December 31, 2023*							
	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*	
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***

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 2024 / *December 31, 2024*	Indonesia/ *Indonesia*	Luar Indonesia/ *Outside Indonesia*	Jumlah/ *Total*	Eliminasi/ *Elimination*	Jumlah Konsolidasi/ *Total Consolidated*	
Penghasilan						***Income***
Hasil underwriting neto	924,972,659	(8,335,794)	916,636,865	5,952,556	922,589,421	*Underwriting income*
Hasil yang tidak dapat dialokasikan					--	*Unallocated income*
Jumlah					**922,589,421**	***Total***
Pelaporan segmen lainnya						*Other segment reporting*
Aset segmen	27,333,678,942	2,606,009,997	29,939,688,939	(3,589,618,407)	26,350,070,532	*Segment assets*
Aset yang tidak dapat dialokasikan			--	--	--	*Unallocated assets*
Jumlah			**29,939,688,939**	**(3,589,618,407)**	**26,350,070,532**	***Total***

31 Desember 2023 / *December 31, 2023*	Indonesia/ *Indonesia*	Luar Indonesia/ *Outside Indonesia*	Jumlah/ *Total*	Eliminasi/ *Elimination*	Jumlah Konsolidasi/ *Total Consolidated*	
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***

45. Aset, Liabilitas dan Hasil Usaha Unit Bisnis Syariah / *45. Assets, Liabilities and Results Operations of Sharia Business Unit*

Laporan Posisi Keuangan / *Statements of Financial Position*

	2024 Rp	2023 Rp	
ASET			***ASSET***
Kas dan bank	33,324,828	32,717,537	*Cash on hand and in banks*
Deposito berjangka	65,944,550	43,239,400	*Time deposits*
Sukuk	39,875,440	30,123,970	*Sukuk*
Piutang kontribusi, neto	21,635,351	14,360,326	*Contribution receivables , net*
Piutang reasuransi	7,938,075	8,558,954	*Reinsurance receivables*
Aset reasuransi	9,842,848	6,284,666	*Reinsurance assets*
Aset lain-lain	9,110,951	5,754,699	*Other assets*
JUMLAH ASET	**187,672,043**	**141,039,552**	***TOTAL ASSETS***
LIABILITAS, DANA PESERTA DAN EKUITAS			***LIABILITIES, PARTICIPANTS FUND AND EQUITY***
LIABILITAS			***LIABILITIES***
Utang klaim	195,603	238,387	*Claim payables*
Utang reasuransi	3,773,410	1,917,810	*Reinsurance payables*
Utang komisi	2,607,308	2,272,209	*Comission payable*
Penyisihan ujroh	14,005,202	6,707,468	*Ujroh payable*
Utang ujroh reasuransi	1,117,442	10,724,467	*Reinsurance ujroh payable*
Penyisihan kontribusi yang belum menjadi hak dan penyisihan manfaat polis masa depan	17,054,128	6,943,148	*Unearned contributions provisions reserves and liabilities for future policy benefits*
Penyisihan klaim	6,195,938	4,672,592	*Reserves of claims*
Utang lain-lain	3,381,792	2,025,576	*Other payables*
JUMLAH LIABILITAS	**48,330,823**	**35,501,657**	***TOTAL LIABILITIES***
DANA PESERTA			***PARTICIPANTS FUND***
Dana Tabarru'	**36,473,297**	**23,557,441**	*Tabarru' fund*
EKUITAS			***EQUITY***
Modal kerja	35,000,000	25,000,000	*Working Capital*
Saldo laba	68,565,434	58,020,096	*Retained earnings*
Keuntungan (kerugian) yang belum direalisasi atas efek - efek tersedia untuk dijual, neto	(697,511)	(1,039,642)	*Unrealized gain (loss) on availabe-for-sale marketable securities*
JUMLAH EKUITAS	**102,867,923**	**81,980,454**	***TOTAL EQUITY***
JUMLAH LIABILITAS, DANA PESERTA DAN EKUITAS	**187,672,043**	**141,039,552**	***TOTAL LIABILITIES, PARTICIPANTS AND EQUITY***

Laporan Surplus Defisit Dana Tabarru' / *Statements of Surplus Deficit Tabarru' Fund*

	2024 Rp	2023 Rp	
PENDAPATAN ASURANSI			***INSURANCE REVENUES***
Kontribusi bruto	56,230,123	28,206,253	*Gross contributions*
Ujrah pengelola	(24,764,542)	(13,329,790)	*Shareholder's ujrah*
Bagian reasuransi (atas risiko)	(9,519,764)	(5,231,258)	*Reinsurance share (at risk)*
TOTAL PENDAPATAN ASURANSI	**21,945,817**	**9,645,205**	***TOTAL INSURANCE REVENUES***
BEBAN ASURANSI			
Beban pembayaran klaim	(39,330,142)	(18,646,148)	*Claims expenses*
Klaim yang ditanggung reasuransi	34,795,734	15,560,368	*Reinsurance claims*
Perubahan penyisihan klaim	(1,347,809)	(583,967)	*Changes in reserves of claim*
Perubahan penyisihan kontribusi yang belum menjadi hak dan penyisihan manfaat polis masa depan	(7,092,260)	(1,879,248)	*Unearned contributions provisions reserves and liabilities for future policy benefits*
Beban adjuster	--	(2,636)	*Adjuster expenses*
TOTAL BEBAN ASURANSI	**(12,974,477)**	**(5,551,631)**	***TOTAL INSURANCE EXPENSES***
SURPLUS (DEFISIT) UNDERWRITING	8,971,340	4,093,574	***UNDERWRITING SURPLUS (DEFICIT)***
Surplus (defisit) *underwriting* yang dialokasikan ke peserta individual	(3,502,973)	(368,790)	*Underwriting surplus (deficit) allocated to individual participants*
Surplus (defisit) *underwriting* yang dialokasikan ke entitas Pengelola	(2,689,238)	(1,843,951)	*Underwriting surplus (deficit) allocated to shareholders*
Surplus (defisit) *underwriting* yang dialokasikan ke dana Tabarru'	**2,779,129**	**1,880,833**	*Underwriting surplus (deficit) allocated to tabarru' fund*
PENDAPATAN DAN BEBAN INVESTASI			***INVESTMENT REVENUES AND EXPENSES***
Pendapatan investasi, neto	293,625	124,717	*Investment revenues, net*
(Beban) pendapatan lain-lain, neto	9,987,008	8,613,117	*(Expenses) other revenues, net*
PENGHASILAN KOMPREHENSIF LAINNYA			***OTHER COMPREHENSIVE INCOME***
Perubahan nilai wajar investasi	(143,908)	--	*Changes in investments fair value*
SURPLUS (DEFISIT) DANA TABARRU'	**12,915,854**	**10,618,667**	***TABARRU' FUND SURPLUS (DEFICIT)***
SALDO AWAL DANA TABARRU'	23,557,441	12,938,774	***BEGINNING BALANCE OF TABARRU' FUND***
SALDO AKHIR DANA TABARRU'	**36,473,295**	**23,557,441**	***ENDING BALANCE OF TABARRU' FUND***

Laporan Laba Rugi dan Penghasilan Komprehensif Lain / *Statement of Profit or Loss and Other Comprehensive Income*

	2024 Rp	2023 Rp	
PENDAPATAN			***REVENUES***
Pendapatan ujrah	24,764,541	13,329,790	*Ujrah revenues*
Pendapatan investasi	3,364,733	2,226,031	*Investment revenues*
Penurunan (kenaikan) ujrah	(3,886,288)	(111,912)	*Decrease (increase) in ujrah*
Pendapatan surplus *underwriting* untuk dana perusahaan	2,689,238	1,843,951	*Underwriting surplus revenues for shareholder fund*
TOTAL PENDAPATAN	**26,932,224**	**17,287,860**	***TOTAL REVENUES***
BEBAN			***EXPENSES***
Beban komisi	(13,916,862)	(5,961,625)	*Comission expenses*
Ujrah reasuransi dibayar	(1,097,234)	(544,461)	*Ujrah reinsurance paid*
Beban umum dan administrasi	(1,787,885)	(1,514,165)	*General and administration expenses*
TOTAL BEBAN	**(16,801,981)**	**(8,020,251)**	***TOTAL EXPENSES***
LABA USAHA	**10,130,243**	**9,267,609**	***INCOME FROM OPERATIONS***
Beban lain-lain, neto	1,177,415	110,228	*Other expenses, net*
LABA SEBELUM BEBAN PAJAK DAN ZAKAT	**11,307,658**	**9,377,837**	***INCOME BEFORE TAX AND ZAKAT***
Beban Zakat	(270,393)	(233,861)	*Final tax expenses*

	2024 Rp	2023 Rp	
LABA SEBELUM BEBAN PAJAK FINAL DAN PAJAK PENGHASILAN	**11,037,265**	**9,143,976**	***INCOME BEFORE FINAL TAX EXPENSES AND INCOME TAX***
Beban pajak final	(491,928)	(14,310)	*Final tax expenses*
LABA SEBELUM BEBAN PAJAK PENGHASILAN	10,545,337	9,129,666	***INCOME BEFORE INCOME TAX EXPENSES***
Beban pajak penghasilan	--	--	*Income tax expenses*
LABA TAHUN BERJALAN	**10,545,337**	**9,129,666**	***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	342,132	303,121	*Items that may be reclassified subsequently to profit or loss: Unrealized gain (loss) on available-for-sale marketable securities*
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**10,887,469**	**9,432,787**	***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 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***
Laba tahun berjalan	--	--	10,545,337	10,545,337	*Income for the year*
Tambahan modal disetor	10,000,000	--	--	10,000,000	*Additional paid-in capital*
Keuntungan (kerugian) yang belum direalisasi atas efek-efek tersedia untuk dijual, neto	--	342,132	--	342,132	*Unrealized gain (loss) securities available for sale, net*
Saldo Per 31 Desember 2024	**35,000,000**	**(697,510)**	**68,565,433**	**102,867,923**	***Balance as of December 31, 2024***

46. Standar Akuntansi dan Interpretasi Standar yang Telah Disahkan Namun Belum Berlaku Efektif

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 2024.

Amandemen dan revisi atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 221: Pengaruh Perubahan Kurs Valuta Asing tentang Kekurangan Ketertukaran;
- PSAK 117: Kontrak Asuransi; dan
- Amendemen PSAK 117: Kontrak Asuransi tentang Penerapan Awal PSAK 117 dan PSAK 109 – Informasi Komparatif.

46. New Accounting Standard and Interpretation of Standard which Has Issued but Not Yet Effective

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, 2024.

Amendment and revised to standards which are effective for periods beginning on or after January 1, 2025, with early adoption is permitted, are as follows:

- *Amendments PSAK 221: Foreign Exchange Rate regarding Lack of Exchangeability;*
- *PSAK 117: Insurance Contract; and*
- *Amendments PSAK 117: Insurance Contract regarding Initial Application of PSAK 117 and PSAK 109 – Comparative Information.*

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakunya PSAK 117: Kontrak Asuransi, yaitu:
- PSAK 103: Kombinasi Bisnis
- PSAK 105: Aset Tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan
- PSAK 107: Instrumen Keuangan: Pengungkapan
- PSAK 109: Instrumen Keuangan
- PSAK 115: Pendapatan dari Kontrak dengan Pelanggan
- PSAK 201: Penyajian Laporan Keuangan
- PSAK 207: Laporan Arus Kas
- PSAK 216: Aset Tetap
- PSAK 219: Imbalan Kerja
- PSAK 228: Investasi pada Entitas Asosiasi dan Ventura Bersama
- PSAK 232: Instrumen Keuangan: Penyajian
- PSAK 236: Penurunan Nilai Aset
- PSAK 237: Provisi, Liabilitas Kontinjensi dan Aset Kontinjens
- PSAK 238: Aset Takberwujud
- PSAK 240: Properti Investasi

Hingga tanggal laporan keuangan ini diotorisasi, Perusahaan masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amandemen standar dan interpretasi standar tersebut.

Several PSAKs were also amended which were consequential amendments due to the enactment of PSAK 117: Insurance Contracts, as follows:
- *PSAK 103: Business Combinatio*
- *PSAK 105: Non-Current Assets Held for Sale and Discontinued Operations*
- *PSAK 107: Financial Instruments: Disclosures*
- *PSAK 109: Financial Instruments*
- *PSAK 115: Income from Contracts with Customers*
- *PSAK 201: Presentation of Financial Statements*
- *PSAK 207: Statement of Cash Flows*
- *PSAK 216: Fixed Assets*
- *PSAK 219: Employee Benefits*
- *PSAK 228: Investment in Associated Entities and Joint Ventures*
- *PSAK 232: Financial Instruments: Presentation*
- *PSAK 236: Impairment of Asset*
- *PSAK 237: Provisions, Contingent Liabilities and Contigent Assets*
- *PSAK 238: Intangible Assets*
- *PSAK 240: Investment Property*

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.

47. Peristiwa Setelah Periode Pelaporan / *47. Event After Reporting Period*

Pada tanggal 21 Februari 2025, Entitas Anak, PT Tugu Pratama Interindo, melikuidasi TRB (London) Ltd sesuai dengan Surat Keputusan Final Gazette Notice dengan No. 02085536. Pemberitahuan ini dipublikasikan di London Gazette, yang menandakan bahwa perusahaan tersebut telah secara resmi dihapus dari daftar Companies House dan dilikuidasi.

On February 21, 2025, the subsidiary, PT Tugu Pratama Interindo, liquidated TRB (London) Ltd in accordance with the Final Gazette Notice with No. 02085536. This notice is published in the London Gazette, and it signifies that the company has been officially removed from the Companies House register and liquidated.

48. Informasi Keuangan Tambahan / *48. Supplementary Financial Information*

Informasi tambahan yang disajikan dalam laporan keuangan ini merupakan bagian yang tidak diwajibkan oleh Standar Akuntansi Keuangan (SAK), terdiri dari: (tidak diaudit)

Supplementary information presented in these financial statements is not required to be disclosed by Indonesian Financial Accounting Standards (SAK), consist of: (unaudited)

Status implementasi program | ***Status of the implementation program***

a. Status implementasi program

Adopsi PSAK 117 akan membuat perubahan akuntansi yang signifikan, dengan dampak pada laporan posisi keuangan konsolidasi dan laporan laba rugi konsolidasi Grup.

Proses implementasi saat ini difokuskan pada evaluasi dampak implementasi termasuk membentuk kembali metodologi, pemodelan, sistem informasi, akuntansi, pelaporan, pengendalian internal, dan lain-lain serta membangun informasi komparatif tahun 2024 dengan menerapkan persyaratan transisi pada kedua standar tersebut. Meskipun pekerjaan ini telah berjalan dengan baik, namun belum final pada tanggal laporan keuangan konsolidasian.

Hingga tanggal laporan keuangan konsolidasian ini diotorisasi, Grup masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amandemen standar dan interpretasi standar tersebut.

a. Guarantee Fund

The adoption of PSAK 117 will result in significant accounting changes, with an impact on the Group consolidated financial statements of financial position and consolidated statement of profit or loss.

The implementation process is currently focused on evaluating the impact of the implementation including reshaping the methodology, modelling, information systems, accounting, reporting, internal control, etc and
building the comparative 2024 information applying transitional requirements on both standards. Although the work is well advance, it is not finalized as of the date of this consolidated financial statements.

Until the date of the consolidated 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.

b. Dana Jaminan | ***b. Guarantee Fund***

	2024 Rp	2023 Rp	
Perseroan - Konvensional Obligasi			***Perseroan - Konvensional Bonds***
Rupiah			*Rupiah*
Obligasi Negara Republik Indonesia			*Republic of Indonesia Bonds*
FR0064	20,000,000	20,000,000	*FR0064*
FR0071	2,000,000	--	*FR0071*
Sub jumlah	**22,000,000**	**20,000,000**	***Sub total***
Perseroan - Unit usaha syariah			***Perseroan - Unit usaha syariah***
Deposito berjangka			***Time Deposit***
Rupiah			*Rupiah*
PT Bank Syariah Indonesia Tbk	5,000,000	5,000,000	*PT Bank Syariah Indonesia Tbk*
Jumlah	**27,000,000**	**25,000,000**	***Total***

Dana jaminan ini disajikan sebagai bagian dari akun “Obligasi”. Adapun penempatan dana jaminan diatur pada Peraturan Otoritas Jasa Keuangan Indonesia No. 6 Tahun 2023. Dimana Perseroan wajib membentuk dana jaminan paling rendah 20% dari ekuitas minimum atau sebesar Rp20.000.000.

This guarantee fund is presented as part of "Bonds" account. The placement of the guarantee fund is regulated by the Indonesian Financial Services Authority Regulation No. 6 of 2023. Where companies are required to establish a guarantee fund of at least 20% of minimum equity or amounted to Rp20,000,000. The

Adapun ekuitas minimum bagi Perseroan reasuransi sebesar Rp100.000.000. Per 31 Desember 2024, Perseroan telah membentuk dana jaminan sebesar Rp22.000.000 (31 Desember 2023: Rp20.000.000) atau sebesar 22% (31 Desember 2023: 20%) dari ekuitas minimum. Atas hal ini Perseroan sudah memenuhi atas ketentuan yang berlaku.

minimum equity for reinsurance companies is Rp100,000,000. As of December 31, 2024, the Company has established a guarantee fund of Rp22,000,000 (December 31, 2023: Rp20,000,000) or 22% (December 31, 2023: 20%) of minimum equity. For this reason, the Company has complied with the applicable provisions.

Dana jaminan adalah dana yang wajib ditempatkan oleh Unit Usaha Syariah Perseroan yang menyelenggarakan usahanya dengan prinsip syariah berdasarkan Peraturan Otoritas Jasa Keuangan No. 72/POJK.05/2016 tanggal 28 Desember 2016 tentang "Kesehatan Keuangan Perusahaan Asuransi Dan Perusahaan Reasuransi dengan Prinsip Syariah".

Guarantee funds are the deposit funds that is placed by the Sharia Unit of the Company that operates its business with the sharia principle according to the Financial Service Authority Regulation (Peraturan Otoritas Jasa keuangan) No. 72/POJK.05/2016 dated December 28, 2016 regarding the "Financial Health of Insurance Companies and Reinsurance Companies with Sharia Principles".

b. Analisis Kekayaan dan Batas Tingkat Solvabilitas Perseroan

Perseroan diwajibkan memenuhi tingkat solvabilitas yang dipersyaratkan oleh Pemerintah sesuai dengan Peraturan Otoritas Jasa Keuangan No. 71/POJK.05/2016 sebagaimana diubah dengan Peraturan Otoritas Jasa Keuangan No. 5/POJK.05/2023. Untuk mencapai tingkat solvabilitas tersebut, erseroan harus selalu menjaga agar kualitas aset dapat diperhitungkan sebagai aset yang diperkenankan.

b. Assets Analysis and Calculation of the Company's Solvency Margin Limit

The Company has to meet a solvency margin as required by the Government in accordance with the Regulation of Financial Service Authority No. 71/POJK.05/2016 as amended by the Regulation of Financial Service Authority No. 5/POJK.05/2023. To manage this solvency margin ratio, the Company must maintain the quality of assets that can be regarded as admitted assets.

	2024 Rp	2023 Rp	
Tingkat solvabilitas			***Solvency margin***
Kekayaan yang diperkenankan	14,491,891,068	14,021,034,174	*Admitted assets*
Liabilitas	(9,993,200,387)	(9,351,637,448)	*Liabilities*
Jumlah tingkat solvabilitas	**4,498,690,681**	**4,669,396,726**	***Total solvency margin***
Risiko kredit	335,161,864	417,617,003	*Credit risk*
Risiko likuiditas	--	--	*Liquidity risk*
Risiko pasar	362,639,661	237,885,502	*Market risk*
Risiko asuransi	339,213,330	219,059,324	*Insurance risk*
Risiko operasional	4,154,582	5,853,224	*Operational risk*
Batas tingkat solvabilitas minimum	**1,041,169,437**	**880,415,053**	***Minimum solvency margin***
Jumlah batas tingkat solvabilitas	**3,457,521,244**	**3,788,981,673**	***Total exess of solvency margin***
Rasio pencapaian solvabilitas	**432.08%**	**530.36%**	***Solvency ratio attained***

Perseroan telah memenuhi ketentuan dalam peraturan tersebut.

The Company has fulfilled the requirements outlined in the regulation.

c. Rasio Keuangan / c. Financial Ratios

	2024 Rp	2023 Rp	
Aset Lancar Terhadap Liabilitas Lancar	157%	153%	*Current Assets to Current Liabilities*
Investasi Terhadap Cadangan Teknis	590%	541%	*nvestment to Technical Reserve*
Hasil Investasi Terhadap Premi Neto	24%	34%	*Investment Income to Net Premiums*
Rasio Beban Klaim,			*Ratio of claims expenses, operating*
Beban Usaha, dan Komisi	44%	78%	*expenses and commissions*
Biaya Pelatihan dan Pendidikan			*Training and Education Cost*
Terhadap Biaya Gaji dan Tunjangan	0.81%	1.54%	*to Salary and Allowance Benefi*

Lampiran I | ***Attachment I***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
ENTITAS INDUK
LAPORAN POSISI KEUANGAN
Pada Tanggal 31 Desember 2024 dan 2023
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK
PARENT ENTITY
STATEMENTS OF FINANCIAL POSITION
December 31, 2024 and 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)

	31 Desember 2024/ *December 31, 2024* Rp	31 Desember 2023/ *December 31, 2023* Rp	1 Januari 2023/ *January 1, 2023* Rp	
ASET				***ASSETS***
Kas dan bank	189,828,389	306,363,888	374,077,638	*Cash on hand and in banks*
Investasi				*Investments*
Deposito berjangka	778,574,701	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	4,610,000,177	3,569,166,642	2,338,013,922	*Available-for-sale -*
Reksadana	456,620,329	460,165,233	844,021,338	*Mutual funds*
Penyertaan langsung	835,685,000	835,782,227	834,032,132	*Direct participation*
Piutang premi, neto	1,369,311,733	1,552,578,552	1,688,785,957	*Premium receivables, net*
Piutang koasuransi, neto	192,273,045	422,878,924	128,981,110	*Coinsurance receivables, net*
Piutang reasuransi, neto	392,503,804	450,316,458	372,602,686	*Reinsurance receivables, net*
Piutang lain-lain	116,676,322	86,854,527	37,655,118	*Other receivables*
Biaya dibayar dimuka dan uang muka	30,044,201	37,087,683	91,722,167	*Prepaid expenses and advances*
Aset lain-lain	549,161,008	190,016,932	178,712,357	*Other assets*
Aset tetap, neto	15,611,021	21,090,317	17,940,125	*Fixed assets, net*
Aset hak guna, neto	10,768,918	29,400,579	7,911,388	*Right of use asset, net*
Aset reasuransi	6,275,884,997	5,324,279,752	4,711,956,046	*Reinsurance assets*
Aset pajak tangguhan	90,835,349	94,337,029	103,652,963	*Deferred tax assets*
JUMLAH ASET	**15,913,778,994**	**15,065,122,005**	**12,453,502,413**	***TOTAL ASSETS***
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
Utang reasuransi	1,825,502,581	1,893,727,930	1,561,848,857	*Reinsurance payables*
Utang komisi	96,142,324	67,372,081	38,964,239	*Commissions payables*
Utang klaim	137,085,087	270,261,576	29,405,234	*Claims payables*
Utang koasuransi	91,592,644	73,562,226	46,887,949	*Coinsurance payables*
Beban akrual	192,439,068	208,005,199	78,694,274	*Accrued expenses*
Tagihan kekurangan pembayaran pajak	--	2,849,766	--	*Tax underpayment bill*
Utang pajak	45,554,207	145,996,640	51,742,932	*Taxes payables*
Utang lain-lain	144,369,858	198,103,928	189,170,147	*Other payables*
Liabilitas imbalan kerja	203,963,166	263,207,061	250,807,152	*Employee benefit liabilities*
Liabilitas asuransi	7,338,464,925	6,286,631,863	5,607,212,269	*Insurance liabilities*
Liabilitas sewa	2,667,406	978,276	2,141,947	*Lease liabilities*
JUMLAH LIABILITAS	**10,077,781,266**	**9,410,696,546**	**7,856,875,000**	***TOTAL LIABILITIES***

*) Disajikan kembali, lihat lampiran V | **) Restated, see attachment V*

Lampiran I | ***Attachment I***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
ENTITAS INDUK
LAPORAN POSISI KEUANGAN
Pada Tanggal 31 Desember 2024 dan 2023
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ASURANSI TUGU PRATAMA INDONESIA TBK
PARENT ENTITY
STATEMENTS OF FINANCIAL POSITION
December 31, 2024 and 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)

	31 Desember 2024/ *December 31, 2024* Rp	**31 Desember 2023/ *December 31, 2023* Rp**	**1 Januari 2023/ *January 1, 2023* Rp**	
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 2024 Nilai nominal Rp100 (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	177,778,780	177,778,780	177,778,780	*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, 2024 Share capital Rp100 (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*
Tambahan modal disetor	647,666,679	647,666,679	647,666,679	*Additional paid in capital*
Keuntungan/(kerugian) yang belum direalisasi dari efek yang tersedia untuk dijual, neto	(70,824,181)	20,640,108	(14,880,353)	*Changes in fair value of available-for-sale financial assets*
Surplus revaluasi aset tetap	6,715,058	6,575,061	6,283,321	*Fixed assets surplus revaluation*
Saldo laba				*Retained earnings*
Ditentukan penggunaannya	413,313,271	413,313,271	413,313,271	*Appropriated*
Belum ditentukan penggunaannya	4,661,348,121	4,388,451,560	3,366,465,715	*Unappropriated*
JUMLAH EKUITAS	**5,835,997,728**	**5,654,425,459**	**4,596,627,413**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**15,913,778,994**	**15,065,122,005**	**12,453,502,413**	***TOTAL LIABILITIES AND EQUITY***

*) Disajikan kembali, lihat lampiran V

**) Restated, see attachment V*

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 2024 dan 2023
(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, 2024 and 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)

	31 Desember 2024/ *December 31, 2024* Rp	**31 Desember 2023/ *December 31, 2023* Rp**	
PENDAPATAN			***REVENUES***
Pendapatan *underwriting*			*Underwriting income*
Pendapatan premi			*Premium income*
Premi bruto	5,674,198,430	5,048,444,433	*Gross premium*
Premi reasuransi	(4,492,675,033)	(4,040,080,863)	*Reinsurance premium*
Perubahan cadangan premi yang belum merupakan pendapatan dan liabilitas manfaat polis masa depan	(287,451,680)	(511,841,773)	*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	249,854,765	479,886,782	*Changes in reinsurance assets of unearned premium reserves and liabilities for future policy benefits*
Pendapatan premi, neto	1,143,926,482	976,408,579	*Premium income, net*
Pendapatan komisi, neto	100,978,840	174,274,608	*Commission income, net*
Jumlah pendapatan *underwriting*	1,244,905,322	1,150,683,187	*Total underwriting income*
Pendapatan investasi	332,685,585	393,484,737	*Investment income*
JUMLAH PENDAPATAN	**1,577,590,907**	**1,544,167,924**	***TOTAL REVENUES***
BEBAN			***EXPENSES***
Beban klaim			*Claim expenses*
Klaim bruto	(1,044,700,678)	(1,563,968,772)	*Gross claims*
Klaim reasuransi	693,432,501	1,173,490,990	*Reinsurance claims*
Perubahan estimasi liabilitas klaim	(764,381,382)	(167,577,843)	*Changes in estimated claims liabilities*
Perubahan aset reasuransi atas estimasi liabilitas klaim	701,750,479	132,436,924	*Changes in reinsurance assets of estimated claims liabilities*
Jumlah beban klaim, neto	(413,899,080)	(425,618,701)	*Total net claim expenses*
Beban usaha	(441,911,025)	(650,253,169)	*Operating expenses*
Pendapatan (beban) lain-lain, neto	92,421,184	1,103,215,851	*Other income (expenses), net*
JUMLAH BEBAN	**(763,388,921)**	**27,343,981**	***TOTAL EXPENSES***
LABA SEBELUM BEBAN PAJAK FINAL DAN PAJAK PENGHASILAN	814,201,986	1,571,511,905	*INCOME BEFORE FINAL TAX AND INCOME TAX EXPENSES*
BEBAN PAJAK FINAL	(43,036,572)	(34,506,734)	*FINAL TAX EXPENSE*
LABA SEBELUM BEBAN PAJAK PENGHASILAN	**771,165,414**	**1,537,005,171**	***INCOME BEFORE INCOME TAX EXPENSES***
BEBAN PAJAK PENGHASILAN	**(113,957,841)**	**(291,342,466)**	***INCOME TAX EXPENSE***
LABA TAHUN BERJALAN	**657,207,573**	**1,245,662,705**	***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 2024 dan 2023
(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, 2024 and 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)

	31 Desember 2024/ ***December 31, 2024*** **Rp**	**31 Desember 2023/** ***December 31, 2023*** **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	67,399,431	7,556,359	*Actuarial (loss) gain on post-employee benefits liability*
Surplus revaluasi aset tetap	139,997	291,740	*Fixed assets revaluation surplus*
Pajak penghasilan terkait pos yang tidak akan direklasifikasi ke laba rugi	(13,463,432)	(1,662,399)	*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	(85,262,276)	40,123,547	*Unrealized gain (loss) on available-for-sale marketable securities*
Pajak penghasilan terkait pos yang tidak akan direklasifikasi ke laba rugi	(6,202,013)	(4,603,086)	*Income tax related to the items that will not be reclassified to profit or loss*
Jumlah penghasilan komprehensif lain setelah pajak	(37,388,293)	41,706,161	*Total other comprehensive income after tax*
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**619,819,280**	**1,287,368,866**	***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 2024 dan 2023
(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, 2024 and 2023
(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 1 Januari 2023	**177,778,780**	**647,666,679**	**(14,880,353)**	**6,283,321**	**413,313,271**	**3,366,465,715**	**4,596,627,413**	***Balance as of January 1, 2023***
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**	**4,388,451,560**	**5,654,425,459**	***Balance as of December 31, 2023***
Dividen	--	--	--	--	--	(438,247,011)	(438,247,011)	*Dividend*
Laba tahun berjalan	--	--	--	--	--	657,207,573	657,207,573	*Income for the year*
Keuntungan yang belum direalisasi atas efek-efek tersedia untuk dijual, neto setelah pajak	--	--	(91,464,289)	--	--	--	(91,464,289)	*Unrealized gain on available-for-sale marketable securities, net after tax*
Pengukuran kembali liabilitas imbalan kerja setelah pajak	--	--	--	--	--	53,935,999	53,935,999	*Remeasurement of employee benefits liabilities after tax*
Surplus revaluasi aset tetap	--	--	--	139,997	--	--	139,997	*Fixed asset revaluation surplus*
Saldo pada tanggal 31 Desember 2024	**177,778,780**	**647,666,679**	**(70,824,181)**	**6,715,058**	**413,313,271**	**4,661,348,121**	**5,835,997,728**	***Balance as of December 31, 2024***

*) Disajikan kembali, lihat lampiran V

**) Restated, see attachment V*

Lampiran IV | ***Attachment IV***

PT ASURANSI TUGU PRATAMA INDONESIA TBK
ENTITAS INDUK
LAPORAN ARUS KAS
Untuk Tahun-tahun yang Berakhir
Pada Tanggal 31 Desember 2024 dan 2023
(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, 2024 and 2023
(Expressed in thousands of Rupiah,
unless otherwise stated)

	31 Desember 2024/ *December 31, 2024* Rp	31 Desember 2023/ *December 31, 2023* Rp	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari tertanggung, reasuradur dan pelanggan	6,546,614,710	5,735,288,993	*Cash receipts from insured,* reinsurers and customers
Pembayaran kas kepada tertanggung, reasuradur, pemasok dan karyawan	(6,121,652,541)	(5,073,153,665)	*Cash paid to insured, reinsurers,* suppliers and employees
Penerimaan atas litigasi	--	1,112,349,363	*Cash receipts from litigation*
Kas diperoleh dari operasi	**424,962,169**	**1,774,484,691**	***Cash generated from operations***
Pembayaran pajak penghasilan	(204,329,166)	(191,666,518)	*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	**220,633,003**	**1,595,124,502**	***Net cash provided from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan bunga	355,603,261	311,325,495	*Interest received*
Penerimaan dividen	8,608,918	18,871,667	*Dividends received*
Penempatan investasi, neto	(262,069,722)	(1,715,277,666)	*Proceeds from placement of investments, net*
Perolehan aset tetap dan properti investasi	(439,462)	(45,584,581)	*Acquisitions of fixed assets and investment property*
Kas bersih yang digunakan untuk aktivitas investasi	**101,702,995**	**(1,430,665,085)**	***Net cash provided used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran dividen	(438,247,011)	(229,570,820)	*Dividends paid*
Pembayaran liabilitas sewa	(624,486)	(2,602,347)	*Payment of lease liabilities*
Kas bersih yang digunakan untuk aktivitas pendanaan	**(438,871,497)**	**(232,173,167)**	***Net cash used in financing activities***
PENURUNAN KAS DAN BANK NETO	**(116,535,499)**	**(67,713,750)**	***NET DECREASE IN CASH AND BANKS***
KAS DAN BANK AWAL TAHUN	**306,363,888**	**374,077,638**	***CASH AND BANKS AT BEGINNING OF YEAR***
KAS DAN BANK AKHIR TAHUN	**189,828,389**	**306,363,888**	***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 2024 dan 2023
(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, 2024 and 2023
(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".

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".

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.

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. Penyajian kembali laporan keuangan / *2. Restatement of financial statements*

Dalam proses penyusunan laporan keuangan entitas induk untuk tahun tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023. Manajemen mengidentifikasi ketidaksesuaian pada laporan keuangan entitas induk terdahulu terkait dengan selisih kurs penjabaran laporan keuangan pada investasi penyertaan langsung.

In the process of preparing the financial statements parent entity for the years ended December 31, 2024 dan 2023. The management identified misinterpretation in the previous financial statement parent entity related to the translation adjustment on direct investments.

Manajemen telah menyajikan kembali akun-akun yang terkait dengan aset dan ekuitas sebagai akibat koreksi atas ketidaksesuaian tersebut di atas. Tabel berikut merupakan ikhtisar atas dampak dari penyajian kembali laporan keuangan entitas induk terdahulu :

Management has restated the accounts related to asset and equity as the result of correction of the above misinterpretation. The following table is a summary of the effects of the restatement of previous financial statement parent entity:

	31 Desember 2023/ *December 31,2023*		1 Januari 2023/ *January 1, 2023*		
	Sebelum penyajian kembali/ *Before* restatement Rp	Setelah penyajian kembali/ *After* restatement Rp	Sebelum penyajian kembali/ *Before* restatement Rp	Setelah penyajian kembali/ *After* restatement Rp	
ASET					***ASSETS***
Penyertaan langsung	1,890,442,806	835,782,227	1,888,692,711	834,032,132	*Direct participation*
EKUITAS					***EQUITY***
Saldo laba					*Retained earnings*
Belum ditentukan penggunaannya	5,443,112,139	4,388,451,560	4,421,126,294	3,366,465,715	*Unappropriated*

3. Penyertaan Langsung Dan Investasi Di Entitas Bertujuan Khusus / *3. Direct Participation And Investment In Special Purpose Entity*

Pada tanggal 31 Desember 2024 dan 2023, entitas induk memiliki penyertaan langsung pada entitas yang dicatat dengan biaya perolehan sebagai berikut:

As of December 31, 2024 and 2023, the parent entity have direct participation which accounted at cost method as follows:

	31 Desember 2024/ *December 31, 2024* **Rp**	**31 Desember 2023/ *December 31, 2023*** **Rp**	
Entitas anak			***Subsidiaries***
PT Tugu Pratama Interindo	727,910,000	727,910,000	*PT Tugu Pratama Interindo*
Tugu Insurance Company Limited (Hongkong)	79,350,000	79,350,000	*Tugu Insurance Company Limited (Hongkong)*
YHT & Company Limited	--	97,227	*YHT & Company Limited*
Entitas Asosiasi			***Associate entity***
PT Asuransi Samsung Tugu	4,500,000	4,500,000	*PT Asuransi Samsung Tugu*
Kepemilikan dibawah 20%			***Ownership below 20%***
PT Reasuransi Maipark Indonesia	23,925,000	23,925,000	*PT Reasuransi Maipark Indonesia*
Saldo akhir	**835,685,000**	**835,782,227**	***Ending balance***

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2024

Laporan Tahunan
Annual Report

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