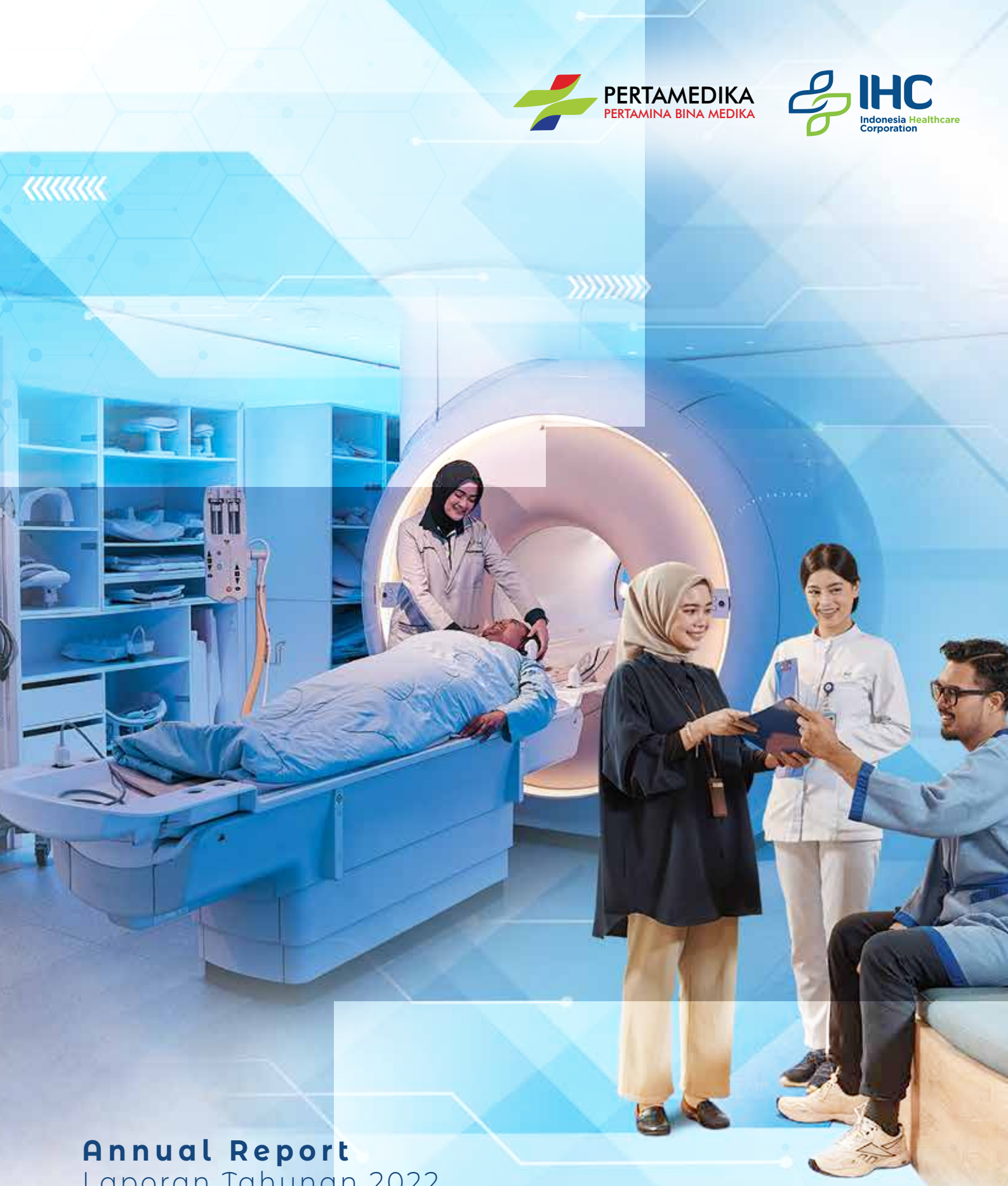
PERTAMEDIKA
PERTAMINA BINA MEDIKA

IHC
Indonesia Healthcare Corporation



Annual Report
Laporan Tahunan 2022

Transforming Better, Delivering **Greater**

Mengubah Lebih Baik, Memberikan Lebih Besar

Sanggahan dan Batasan Tanggung Jawab

Disclaimer and Scope of Responsibilities

Laporan Tahunan ini memuat pernyataan kondisi keuangan, hasil kegiatan operasional, proyeksi usaha yang ditampilkan dalam bab analisis dan pembahasan manajemen, rencana, strategi, kebijakan serta tujuan Perusahaan, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan peraturan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis.

Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan. Pernyataan-pernyataan prospektif dalam Laporan Tahunan Perusahaan 2022 dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang serta lingkungan bisnis yang relevan dengan kegiatan usaha Perseroan. Kami tidak menjamin adanya hasil tertentu yang pasti tercapai berdasarkan informasi yang disajikan.

Laporan tahunan ini memuat kata "Perseroan" yang didefinisikan sebagai PT Pertamina Bina Medika IHC yang menjalankan bisnis di bidang Jasa Perumah Sakitan. Adakalanya kata "Pertamedika IHC", "Perusahaan", dan "kami" juga digunakan atas dasar kemudahan untuk menyebut PT Pertamina Bina Medika IHC secara umum.

This annual report contains financial conditions, operation results, business projections presented in the chapter of management discussion and analysis, plans, strategies, policies, as well as the Company's objectives, classified as forward-looking statements in the implementation of the prevailing laws, excluding historical matters.

Such forward-looking statements are subject to known and unknown risks (prospective), uncertainties, and other factors which can cause actual results to differ materially from expected results. Prospective statements in annual report 2022 are prepared based on numerous assumptions concerning current conditions and future events of the Company, and the business environment where the Company conducts business. The Company shall have no obligation to guarantee that all valid documents presented will bring specific results as expected.

This annual report contains the word "Company" which, hereinafter, shall be referred to as PT Pertamina Bina Medika IHC, a company that runs business in the Field of Hospital Services. The words "Pertamedika IHC", "Company", and "our/us" are at times used to simply refer to PT Pertamina Bina Medika IHC in general.

Penjelasan Tema
About the Theme

Annual Report 2022

Transforming Better, Delivering Greater

Mengubah Lebih Baik, Memberikan Lebih Besar

Pemulihan pasca pandemi masih terus berlanjut di tahun 2022 seiring menurunnya kasus COVID-19 dan kembali normalnya mobilitas masyarakat. Perseroan melihat tahun ini menjadi tahun yang penuh tantangan dengan adanya peralihan dari pelayanan yang sebelumnya lebih memprioritaskan penanganan COVID-19 yang perlahan harus mulai beralih ke pengembangan layanan lainnya guna menyokong pertumbuhan kinerja Perseroan ke depan. Menyikapi hal tersebut, Perseroan melanjutkan transformasi strategisnya dengan fokus pada pelaksanaan program *Unlock Value*. Upaya ini merupakan bagian dari rangkaian Rencana Jangka Panjang (RJPP) Perseroan untuk membangun landasan yang kuat di tahun ini. Dengan landasan yang solid melalui transformasi strategisnya, Perseroan berupaya untuk mempersiapkan diri lebih baik lagi dan membangun resiliensi yang kuat guna menghadapi beragam tantangan ke depan sehingga dapat mencapai pertumbuhan yang berkelanjutan.

Post-pandemic recovery still continued in 2022 as COVID-19 cases decreasing and people's mobility returned to normal. The Company considers this year as a year full of challenges with the transition from services that previously prioritized the handling of COVID-19, which must slowly start to switch to other services development in order to support the growth of the Company's performance going forward. Responding to this matter, the Company continues its strategic transformation by focusing on implementing the Unlock Value program. This effort is part of the Company's Long Term Plan (RJPP) in building a strong foundation this year. With a solid foundation through its strategic transformation, the Company seeks to prepare itself better and build strong resilience to face various challenges ahead in order to achieve sustainable

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Financial Report

LOKET 3

KILAS KINERJA 2022

2022 PERFORMANCE HIGHLIGHT

IHC

Ikhtisar Kinerja Keuangan
Financial Performance Highlights

Kinerja keuangan tahun 2022 secara umum mengalami penurunan karena adanya perubahan regulasi terhadap perlakuan pasien COVID-19. Terdapat penyajian kembali atas kinerja tahun 2021 Perseroan.

The financial performance in 2022 generally experienced a decline due to regulatory changes for COVID-19 patients. There was restatement on the Company's 2021 performance.

Selama tahun 2022, Pertamedika mencatatkan pendapatan usaha sebesar Rp4.979 miliar atau 67,50% dari RKAP 2022. Realisasi pendapatan tahun 2022 masih di bawah target karena menurunnya kasus COVID-19 dan pemberlakukan regulasi yang memberikan dampak terhadap pendapatan Perseroan.

During 2022, Pertamedika recorded revenues of Rp4,979 billion or 67.50% of the 2022 RKAP. Revenue realization in 2022 was still below the target due to the decline in COVID-19 cases and the implementation of regulations which had an impact on the Company's revenue.

(dalam jutaan Rupiah/*in millions Rp*)

Uraian *Description*	2022	2021	2020
Laporan Posisi Keuangan Konsolidasian /*Consolidated Statement of Financial Position*			
Aset Lancar *Current Assets*	3.117.601	4.388.690	2.884.760
Aset Tidak Lancar *Non-Current Assets*	4.542.731	3.050.429	2.936.267
Total Aset *Total Assets*	7.660.332	7.439.119	5.821.027
Liabilitas Jangka Pendek *Current Liabilities*	1.937.943	2.437.005	2.152.314
Liabilitas Jangka Panjang *Non-Current Liabilities*	1.976.704	1.138.065	777.044
Total Liabilitas *Total Liabilities*	3.914.647	3.575.070	2.929.358
Total Ekuitas *Total Equity*	3.745.685	3.864.049	2.891.669
Investasi pada Entitas Asosiasi *Investment in Associate Entities*	-	-	-

(dalam jutaan Rupiah/*in millions Rp*)

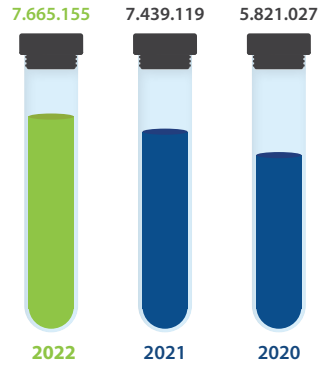
Uraian *Description*	2022	2021	2020
Laporan Laba Rugi dan Penghasilan Komprehensif/*Statement of Comprehensive Profit or Loss*			
Pendapatan *Revenues*	5.283.921	6.834.474	5.283.921
Beban Operasi *Operating Expenses*	(5.047.353)	(5.807.982)	(4.960.494)
Laba Bruto *Gross Profit*	(68.844)	1.026.492	323.427
Pendapatan Keuangan *Financial Income*	51.376	34.298	30.048
Pendapatan Lain-Lain, Neto *Other Income, Net*	270.050	(13.704)	58.292
Laba (Rugi) Sebelum Beban Pajak Penghasilan *Profit (Loss) Before Income Tax Expense*	252.582	1.047.086	411.767

(dalam jutaan Rupiah/*in millions Rp*)

Uraian *Description*	**2022**	**2021**	**2020**
Beban Pajak Penghasilan *Income Tax Expense*	(68.382)	(211.924)	(122.435)
EBITDA	275.880	1.345.850	679.683
Total penghasilan komprehensif lainnya sebelum efek penyesuaian entitas penggabungan *Total other comprehensive income before the effect of adjustment of the mergering entity*	200.320	920.811	222.025
Total Laba sebelum efek dari penyesuaian entitas penggabungan *Net income before the effect of mergering entities' income adjustment*	184.200	835.163	273.612
Laporan Arus Konsolidasian/*Consolidated Statement of Cash Flows*			
Arus Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Operasi *Net Cash Flows Provided by (used in) Operating Activities*	101.694	1.843.283	1.399.023
Arus Kas Bersih yang Diperoleh dari (Digunakan untuk) dari Aktivitas *Investasi / Net Cash Flows Provided by (used in) Investing Activities*	(1.426.085)	(294.801)	(1.786.862)
Arus kas bersih yang diperoleh dari (digunakan untuk) aktivitas pendanaan *Net cash flows provided by (used in) financing activities*	306.023	(86.100)	1.211.881
Kas dan Setara Kas pada Awal Tahun *Cash and cash equivalents at beginning of the year*	2.691.676	1.229.294	405.252
Kas dan Setara Kas pada Akhir Tahun *Cash and cash equivalents at end of the year*	1.673.308	2.691.676	1.229.294
Rasio Keuangan/*Financial Ratios*			
Imbalan Kepada Pemegang Saham *Return to Shareholders*	5,55	27,24	9,25
Imbalan Investasi *Return on Investment*	3,76	18,38	11,75
Margin Laba Operasi *Operating Profit Margin*	-1,38	15,02	6,10
Margin EBITDA *EBITDA Margin*	6,44	21,25	14,10
Margin Laba Bersih *Net Profit Margin*	3,70	10,00	4,47
Rasio Kas *Cash Ratio*	86,84	110,66	57,35
Rasio Lancar *Current Ratio*	160,87	180,09	134,03
Perputaran Piutang (hari) *Receivables turnover (day)*	58,44	50,05	49,63
Perputaran Persediaan (hari) *Inventory Turnover (day)*	6,12	5,39	10,61
Rasio Perputaran Total Aset *Total Asset Turnover*	73,21	94,32	94,58
Ekuitas Terhadap Total Aset *Equity to Total Assets*	48,90	51,96	48,82

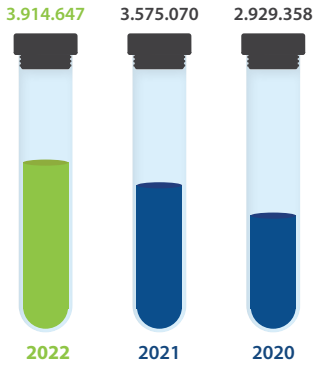
Total Aset
Total Assets

(dalam jutaan Rp/*in million Rupiah*)



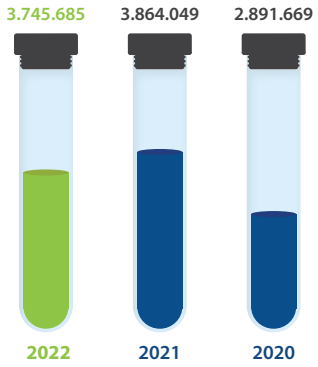
Total Liabilitas
Total Liabilities

(dalam jutaan Rp/*in million Rupiah*)



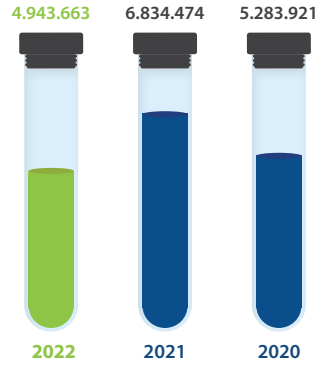
Total Ekuitas
Total Equity

(dalam jutaan Rp/*in million Rupiah*)



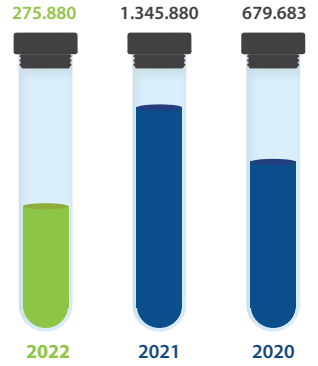
Pendapatan
Revenues

(dalam jutaan Rp/*in million Rupiah*)



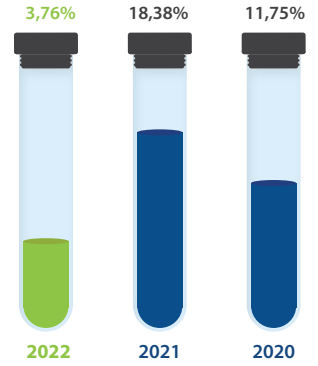
EBITDA
EBITDA

(dalam jutaan Rp/*in million Rupiah*)



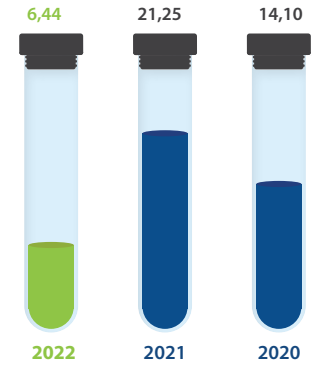
Imbal Investasi
Return on Investment

(dalam %/*in %*)



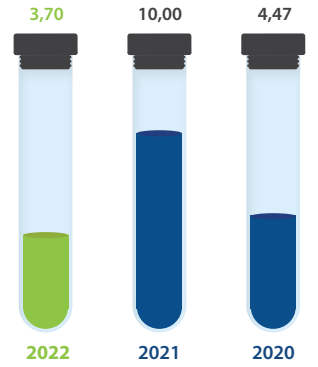
Margin EBITDA
EBITDA Margin

(dalam %/*in %*)



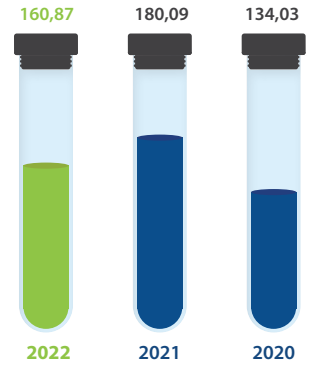
Margin Laba Bersih
Net Profit Margin

(dalam %/*in %*)



Rasio Lancar
Current Ratio

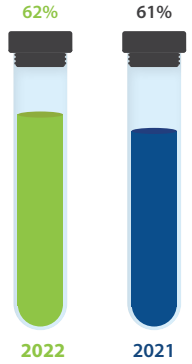
(dalam %/*in %*)



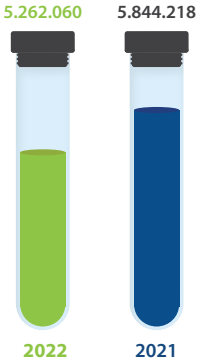
Ikhtisar Kinerja Operasional
Operational Performance Highlights

Uraian *Description*	2022	2021
Rawat Inap/*Inpatient*		
Jumlah Tempat Tidur/*Number of Beds*	4.635	4.549
Jumlah Hari Perawatan/*Number of Treatment Days*	1.049.019	1.012.001
Bed Occupancy Ratio (BOR)	62%	61%
Bed Turn Over (BTO)	70,7x	51,3x
Turn Over Internal (TOI)	4,2 hari / *day*	2,8 hari / *day*
Average Length of Stay (Avg. LoS)	3,4 hari / *day*	4,7 hari / *day*
Jumlah Kunjungan Rawat Inap/*Number of Inpatient Visits*	325.142	242.967
Kunjungan Rawat Inap Pihak Ketiga/*Number of Third Party Inpatient Visits*	5.462	32.382
Rawat Jalan/*Outpatient*		
Jumlah Kunjungan Rawat Jalan/*Number of Outpatient Visits*	5.262.060	5.844.218
Kunjungan Rawat Jalan Pihak Ketiga/*Number of Third Party Outpatient Visits*	1.816.712	2.676.900
Penunjang Medis/*Medical Support*		
Jumlah Kunjungan Penunjang Medis/*Number of Medical Support Visits*	13.252.280	9.471.885

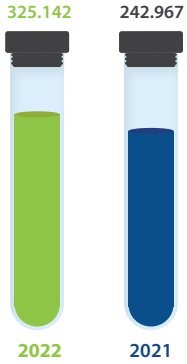
Bed Occupancy Ratio (BOR)
Bed Occupancy Ratio (BOR)
(dalam %/*in %*)



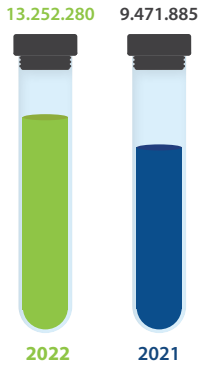
Jumlah Kunjungan Rawat Jalan
Number of Outpatient Visits



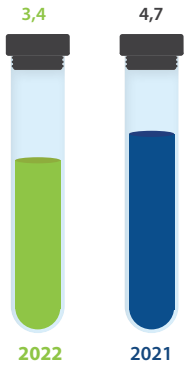
Jumlah Kunjungan Rawat Inap
Number of Intpatient Visits



Jumlah Kunjungan Penunjang Medis
Number of Medical Support Visits



***Average Length of Stay* (Avg. LoS)**
Average Length of Stay (Avg. LoS)
(dalam hari/*in day*)



Informasi Saham
Information on Shares

Per 31 Desember 2022, Perusahaan belum mencatatkan saham di bursa efek manapun, sehingga informasi mengenai saham tidak relevan untuk diungkapkan.

As of December 31, 2022, the Company has not listed its shares on any stock exchanges. Hence, there is no information on shares to be disclosed.

Informasi Obligasi dan/atau Sukuk
Information on Bonds and/or Sukuk

Per 31 Desember 2022, Perusahaan belum mencatatkan efek selain saham di bursa efek manapun, sehingga informasi mengenai pencatatan efek lainnya tidak relevan untuk diungkapkan.

As of December 31, 2022, the Company has not listed securities on any stock exchanges. Hence, there is no information on other relevant securities listing to be disclosed.

Penghargaan dan Sertifikat
Awards and Certifications

The Iconomic Research Consulting beri penghargaan kepada **Pertamedika IHC** sebagai ***High Reputable SOE Subsidiary In Health Category*** pada ajang ***Indonesia SOE Subsidiary - Leading Brand Awards 2021***

Pada 2 Januari 2022, The Iconomics memberikan apresiasi kepada anak-anak perusahaan BUMN dalam *Indonesia State-Owned Companies – Leading Brand Awards 2021*. Pada kesempatan tersebut Pertamedika IHC kembali menorehkan prestasi dengan menyabet penghargaan *Highly Reputable SOE Subsidiary In Health Category*.

On January 2, 2022, The Iconomics gave appreciation to BUMN subsidiaries in the Indonesia State-Owned Companies – Leading Brand Awards 2021. On this occasion Pertamedika IHC made another achievement by winning the Highly Reputable SOE Subsidiary in Health Category award.

Pertamedika IHC meraih 3 penghargaan pada ajang *It Works TOP DIGITAL AWARDS 2021*

- ***TOP Digital on Integrated Health Services Solutions 2021***
- ***TOP Leader on Digital Implementation 2021*** **dr. Fathema Djan Rachmat (Direktur Utama Pertamedika IHC)**
- ***TOP Digital Implementation 2021*** **dengan predikat level Star 4**

Pada 6 Januari 2022, Pertamedika IHC kembali menambah daftar prestasi atas penghargaan yang diperoleh. Pada ajang *TOP Digital Award 2021* Pertamedika IHC berhasil memborong 3 penghargaan yaitu :

1. *TOP Digital on Integrated Health Services Solutions 2021*.
2. *TOP Leader on Digital Implementation* – CEO Pertamedika IHC.
3. *TOP Digital Implementation 2021* dengan predikat Level Stars 4.

On January 6, 2022, Pertamedika IHC again added to the list of achievements for the awards obtained. At the TOP Digital Award 2021 event, Pertamedika IHC managed to win 3 awards, namely:

1. *TOP Digital on Integrated Health Services Solutions 2021*
2. *TOP Leader on Digital Implementation – CEO of Pertamedika IHC*
3. *TOP Digital Implementation 2021 with the title of Level Stars 4.*

Sertifikasi
Certifications

PT Pertamina Bina Medika IHC selaku *holding* rumah sakit BUMN, telah meraih Sertifikasi *International Organization for Standardization* (ISO) pada Tahun 2022.

Pertamedika IHC membuktikan Keunggulan sistem Manajemennya dengan meraih Sertifikasi ISO 9001:2015 Sistem Manajemen Quality, ISO 45001:2018 Sistem Manajemen K3, ISO 14001:2015 Sistem Manajemen Lingkungan dari Badan Sertifikasi *Worldwide Quality Assurance* (WQA).

PT Pertamina Bina Medika IHC as the state-owned hospital holding, has won the International Organization for Standardization (ISO) Certification in 2022.

Pertamedika IHC has proven the Excellence of its Management system by obtaining ISO 9001:2015 Quality Management System Certification, ISO 45001:2018 OHS Management System, ISO 14001:2015 Environmental Management System Certification from the Worldwide Quality Assurance (WQA) Certification Agency.

IHC Buktikan Keunggulan Sistem Manajemen dengan Meraih :

- **ISO 45001:2018**
- **ISO 9001:2015**
- **ISO 14001:2015**

Peristiwa Penting
Event Highlights

30 Maret 2022/*March 30, 2022*

Rumah Sakit Otak dan Jantung Pertama di Indonesia Selesai Dibangun, Pertamedika IHC sebagai *Holding* RS BUMN berhasil menuntaskan pembangunan Rumah Sakit Otak dan Jantung (RSOJ) pertama di Indonesia Timur dalam rangka meningkatkan ketahanan kesehatan nasional dengan memberikan kemudahan akses bagi masyarakat Indonesia Timur.

The First Brain and Heart Hospital in Indonesia Completed, Pertamedika IHC as BUMN Hospital Holding has succeeded in completing the construction of the first Brain and Heart Hospital (RSOJ) in Eastern Indonesia in order to increase national health resilience by providing easy access for the people of Eastern Indonesia.

24 April 2022/*April 24, 2022*

Launching Pelayanan Geriatri Terpadu IHC Group, IHC meresmikan sebuah layanan baru, yaitu Pelayanan Geriatri Terpadu yang sudah bisa tersedia di rumah sakit-rumah sakit IHC Grup.

Launching of IHC Group Integrated Geriatric Services, IHC inaugurated a new service, namely Integrated Geriatric Services which is already available in IHC Group hospitals.

1 Juni 2022/*June 1, 2022*

Pengembangan Layanan Senior Living, RSU Bhakti Husada sebagai salah satu RS yang tergabung dalam IHC Grup melakukan pengembangan layanan *geriatric* berupa Senior Living dan Senior Care.

Development of Senior Living Services, RSU Bhakti Husada as a hospital that is part of the IHC Group is developing geriatric services in the form of Senior Living and Senior Care.

3 Juni 2022/*June 3, 2022*

Peluncuran Aplikasi REINATA, Pertamedika IHC meluncurkan Aplikasi Remunerasi Terintegrasi Pertamedika yang diberi nama REINATA, yang memberikan otomatisasi dalam perhitungan Remunerasi berbasis kinerja.

REINATA App Launch, Pertamedika IHC launched the Pertamedika Integrated Remuneration Application named REINATA, which provides automation in performance-based Remuneration calculations.

13 Juni 2022/*June 13, 2022*

Kontribusi Program Penanggulangan Tuberkulosis di Indonesia Penandatanganan Perjanjian Kerja Sama pada Senin terkait penguatan implementasi Program Penanggulangan TBC antara Dirjen P2P Kemenkes dengan Manajemen Jaringan Rumah Sakit Swasta Besar (*Big Chain Hospitals*) yang mana IHC termasuk didalamnya.

Contribution of the Tuberculosis Control Program in Indonesia, The signing of the Cooperation Agreement on Monday related to strengthening the implementation of the TB Control Program between the P2P Directorate General of the Ministry of Health and the Management of Big Chain Hospitals, which IHC is included in.

21 Juli 2022/*July 21, 2022*

Sinergi BUMN untuk Menghadirkan Terobosan Layanan Kesehatan yang Terintegrasi, IHC mendukung penuh terciptanya Ekosistem Kesehatan Digital BUMN Terintegrasi (*Healthcare Information Exchange*) yang diwujudkan melalui *Kick Off* dan Penandatanganan PKS & *Non Disclosure Agreement* (NDA) antara 4 BUMN, yaitu *Indonesia Healthcare Corporation*, Bio Farma, Telkom Indonesia, dan Mandiri Inhealth.

SOE Synergy to Deliver Integrated Health Service Breakthroughs IHC fully supports the creation of the Integrated SOE Digital Health Ecosystem (Healthcare Information Exchange) which was realized through the Kick Off and Signing of the PKS & Non Disclosure Agreement (NDA) between 4 BUMNs, namely Indonesia Healthcare Corporation, Bio Farma, Telkom Indonesia, and Mandiri Inhealth

5 September 2022/*September 5, 2022*

Hari Pelanggan Nasional, Dalam rangka Hari Pelanggan Nasional, IHC sebagai *Holding* RS BUMN mengadakan kegiatan 'Sapa Pelanggan', sebagai bentuk apresiasi IHC terhadap para pelanggan.

National Customer Day In the context of National Customer Day, IHC as BUMN Hospital Holding held a 'Greet Customer' activity, as a form of IHC's appreciation for customers.

7 September 2022/*September 7, 2022*

Insurance Gathering & Appreciation Day, Dalam rangkaian peringatan Hari Pelanggan Nasional, IHC selaku *Holding* RS BUMN mengadakan *Insurance Gathering & Appreciation Day* dalam rangka menjalin silaturahmi dan meningkatkan layanannya.

Insurance Gathering & Appreciation Day, In the series of commemoration of National Customer Day, IHC as the SOE Hospital Holding held an Insurance Gathering & Appreciation Day in order to establish friendship and improve its services

21 September 2022/*September 21, 2022*
Sinergi IHC – IHC dan PT Kimia Farma bersinergi dengan melalui penandatanganan Nota Kesepahaman untuk sinergi layanan klinik kesehatan yang dimiliki kedua perusahaan.
IHC Synergy – IHC and PT Kimia Farma work together by signing a Memorandum of Understanding for the synergy of health clinic services owned by the two companies.

6 Oktober 2022/*October 6, 2022*
Topping Off Merial Tower RS Pelni
Kegiatan *Topping Off Merial Tower* RS Pelni untuk meningkatkan kapasitas dan pengembangan layanan RS Pelni.
Pelni Hospital Merial Tower Topping Off, Topping Off Merial Tower of Pelni Hospital to increase capacity and development of Pelni Hospital services.

3 November 2022/*November 3, 2022*
Predikat Platinum Kaizen Festival Nasional 2022, IHC sebagai Holding RS BUMN kembali menorehkan prestasi lewat raihan predikat Platinum pada ajang Kaizen Festival Nasional 2022.
2022 National Kaizen Festival Platinum predicate, IHC as the BUMN Hospital Holding made another achievement by winning the Platinum title at the 2022 National Kaizen Festival

9 November 2022/*November 9, 2022*
Dukungan G20, IHC mendukung kelancaran kegiatan G20 dengan menurunkan sebanyak 33 Tim Medical VVIP, penyediaan *Ambulance Rescue Mercy Sprinter*, dan 132 tenaga medis yang terdiri dari dokter spesialis, dokter umum, dan perawat yang handal dan berpengalaman.
G20 support, IHC supported the smooth running of the G20 activities by fielding 33 VVIP Medical Teams, providing Ambulance Rescue Mercy Sprinters, and 132 medical personnel consisting of reliable and experienced specialists, general practitioners, and nurses.

12 November 2022/*November 12, 2022*

Hari Kesehatan Nasional, Dalam rangka Hari Kesehatan Nasional 12 November 2022, IHC mendukung upaya pemerintah mencegah dan mengurangi angka stunting dengan memberikan edukasi gizi yang diadakan di Klinik Sinabung, Kebayoran Baru, Jakarta.

National Health Day In the context of National Health Day November 12, 2022, IHC supports the government's efforts to prevent and reduce stunting by providing nutrition education held at the Sinabung Clinic, Kebayoran Baru, Jakarta.

18 November 2022/*November 18, 2022*

Kerjasama IHC dan PT PP (Persero) dalam Pembangunan Bali International Hospital, Dalam rangka percepatan pembangunan BIH, IHC melakukan penandatanganan pelaksana rancang bangun terintegrasi pembangunan BIH antara IHC dengan PT PP (Persero) selaku kontraktor.

Collaboration between IHC and PT PP (Persero) in the Development of the Bali International Hospital, In the context of accelerating the development of BIH, IHC signed the implementation of the integrated construction plan for the construction of BIH between IHC and PT PP (Persero) as the contractor.

21 Desember 2022/*December 21, 2022*

Jajaran Direksi Baru Perseroan, Pengukuhan Jabatan Direksi PT Pertamina Bina Medika IHC berdasarkan Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tentang Penambahan Jabatan Direksi, Pengalihan Tugas Anggota Direksi dan Pengangkatan Anggota Direksi.

The Company's New Board of Directors, Inauguration of the Position of the Board of Directors of PT Pertamina Bina Medika IHC based on PT Pertamina Bina Medika IHC's Circular Shareholders Decree regarding the Addition of the Position of the Board of Directors, Transfer of Duties of Members of the Board of Directors and Appointment of Members of the Board of Directors

31 Desember 2022/*December 31, 2022*

Kerjasama IHC dengan RS Khusus Daerah Sulawesi Selatan Pertamedika IHC melakukan perluasan jaringan rumah sakit melalui skema kerjasama keanggotaan dengan Rumah Sakit Khusus Daerah Dadi, Provinsi Sulawesi Selatan.

IHC Collaboration with Regional Special Hospital of South Sulawesi Pertamedika IHC is expanding its hospital network through a membership cooperation scheme with Dadi Regional Special Hospital, South Sulawesi Province.

LAPORAN MANAJEMEN

MANAGEMENT REPORT

Laporan Dewan Komisaris
Report of the Board of Commissioners

Farid Harianto
Komisaris Utama
President Commissioner

Para pemegang saham dan pemangku kepentingan yang terhormat,

Kami ucapkan puji dan syukur kepada Tuhan yang Maha Esa atas rahmat yang telah diberikan kepada seluruh jajaran PT Pertamina Bina Medika IHC (Pertamedika IHC), sehingga dapat melalui tahun 2022 dengan optimal. Pada kesempatan ini, kami selaku Dewan Komisaris ingin menyampaikan laporan mengenai kinerja Perusahaan sepanjang tahun buku 2022 sebagai salah satu bentuk fungsi pengawasan yang kami lakukan.

Penilaian atas Kinerja Direksi

Pada tahun 2022, secara garis besar capaian kinerja keuangan Perusahaan masih berada di bawah target yang telah ditetapkan. Hal ini dipicu oleh perubahan kebijakan tarif COVID-19 di tahun 2022 yang mempengaruhi perolehan pendapatan dan menurunnya pasien Covid-19. Namun demikian, Dewan Komisaris mengapresiasi langkah Direksi untuk tetap membukukan laba bersih tahun berjalan yang positif, di tengah tantangan berat yang dihadapi. Berbagai kendala yang dihadapi oleh industri jasa pelayanan kesehatan di Indonesia, termasuk situasi pandemi yang semakin mereda, berimbas kepada kinerja perusahaan. Meski demikian, Pertamedika IHC selalu berupaya mengembangkan pelayanan yang berorientasi pada keselamatan pasien dan *excellence services*, mengikuti kebutuhan pelanggan.

Setiap bulan, Dewan Komisaris mengadakan rapat gabungan bersama Direksi untuk memonitor pencapaian kinerja berdasarkan target RKAP 2022, serta memonitor penerapan strategi-strategi yang dilakukan Perusahaan guna meningkatkan mutu dan pelayanan kesehatan yang dibutuhkan oleh masyarakat.

Pada bulan Juni 2022 sampai dengan akhir tahun 2022, pada saat terjadinya kekosongan posisi Dirktur Utama, Dewan Komisaris melakukan rapat mingguan setiap hari Senin pagi, untuk memastikan bahwa Direksi tetap dapat menjalankan fungsinya dengan baik.

Dewan Komisaris berharap pencapaian di tahun 2022 dan seluruh upaya yang telah dilakukan Direksi dapat menjadi modal fundamental bagi Pertamedika IHC untuk mewujudkan misi sinergi holding BUMN Kesehatan, yakni menjaga ketahanan kesehatan nasional dengan menyediakan layanan kesehatan berkualitas terbaik, operasi yang efektif, sinergi yang optimal dengan rantai pasok, serta teknologi dan inovasi pelayanan terbaik.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Dewan Komisaris dibantu oleh Komite Dewan Komisaris dalam pelaksanaan tugas dan fungsi pengawasannya. Dalam upaya memperkuat organ pendukung tersebut, Dewan Komisaris

Dear shareholders and stakeholders,

We express our praise and gratitude to God Almighty for the grace that has been given to all levels of PT Pertamina Bina Medika IHC (Pertamedika IHC), so that they can go through 2022 optimally. On this occasion, we, as the Board of Commissioners, would like to submit a report on the Company's performance throughout the 2022 financial year as a form of our supervisory function.

Assessment of the Board of Directors' Performance

In 2022, in general, the Company's financial performance will still be below the set target. This was triggered by changes in the COVID-19 tariff policy in 2022 which affected revenue generation and decreased Covid-19 patients. However, the Board of Commissioners appreciates the steps taken by the Board of Directors to continue to record a positive net profit for the year, amidst the tough challenges faced. The various obstacles faced by the healthcare service industry in Indonesia, including the pandemic situation which is decreasing, have had an impact on the company's performance. However, Pertamedika IHC always strives to develop services that are oriented towards patient safety and excellence services, following customer needs.

Every month, the Board of Commissioners holds a joint meeting with the Board of Directors to monitor performance achievement based on the 2022 RKAP targets, as well as monitor the implementation of strategies undertaken by the Company to improve the quality and health services needed by the community.

From June 2022 until the end of 2022, when a vacancy occurs for the President Director position, the Board of Commissioners holds weekly meetings every Monday morning, to ensure that the Board of Directors can carry out their functions properly.

The Board of Commissioners hopes that the achievements in 2022 and all the efforts that have been made by the Board of Directors can become the fundamental capital for Pertamedika IHC to realize the mission of BUMN Kesehatan holding synergy, namely to maintain national health security by providing the best quality health services, effective operations, optimal synergy with supply chains. supply, as well as the best technology and service innovation.

Performance Assessment of Committees under the Board of Commissioners

The Board of Commissioners is assisted by the Committees of the Board of Commissioners in carrying out their supervisory duties and functions. In an effort to strengthen these supporting organs,

melakukan perubahan pada Komite Dewan Komisaris, yaitu dari Komite Audit menjadi Komite Audit & Manajemen Risiko, Komite Nominasi & Remunerasi menjadi Komite *Human Capital*, Komite Manajemen Risiko dan Komite Investasi menjadi Komite Investasi, serta penambahan Komite Digitalisasi. Hal ini didasarkan pada perhatian Dewan Komisaris untuk mempersiapkan talenta terbaik serta digitalisasi di Perseroan.

the Board of Commissioners made changes to the Committees of the Board of Commissioners, namely from the Audit Committee to the Audit & Risk Management Committee, the Nomination & Remuneration Committee to the Human Capital Committee, the Risk Management Committee and the Investment Committee to become the Investment Committee, as well as the addition of a Digitalization Committee. This is based on the attention of the Board of Commissioners to prepare the best talent and digitization in the Company.

Sepanjang tahun 2022, komite-komite tersebut melaksanakan tugas-tugasnya dengan baik dan sangat aktif memberikan rekomendasi kepada Dewan Komisaris dalam pengelolaan perusahaan. Berikut adalah beberapa rekomendasi yang diberikan oleh komite kepada Dewan Komisaris:

- Komite Audit & Manajemen Risiko memberikan rekomendasi dalam penetapan Kantor Akuntan Publik tahun 2022, 2023, dan 2024 serta perbaikan dalam top risk Perusahaan.
- Komite Human Capital memberikan rekomendasi dalam penguatan struktur dan pengelolaan talenta Perusahaan.
- Komite Investasi memberikan rekomendasi dalam pelaksanaan proyek-proyek investasi yang bersifat *business development*.
- Komite Digitalisasi memberikan rekomendasi dalam penguatanstruktur, sistem, dan talenta digitalisasi Perusahaan

Throughout 2022, these committees carry out their duties properly and are very active in providing recommendations to the Board of Commissioners in managing the company. Following are some of the recommendations given by the committee to the Board of Commissioners:

- *The Audit & Risk Management Committee provides recommendations for establishing a Public Accounting Firm for 2022, 2023 and 2024 as well as improvements to the Company's top risks.*
- *The Human Capital Committee provides recommendations in strengthening the Company's structure and talent management.*
- *The Investment Committee provides recommendations in the implementation of business development investment projects.*
- *The Digitalization Committee provides recommendations in strengthening the Company's digitalization structure, systems and talent*

Pandangan atas Prospek Usaha

Views on Business Prospects

Sebagai anak Perusahaan Pertamina sekaligus holding RS BUMN, Pertamedika IHC tentu punya kekuatan dan nilai lebih dalam menyusun portofolio bisnis yang baru. Peluang untuk mengelola layanan kesehatan bagi seluruh pekerja BUMN merupakan potensi besar untuk meningkatkan pendapatan Perusahaan. Namun tentu saja, hal ini harus diimbangi dengan komitmen Perusahaan untuk memberikan layanan terbaik, sehingga bisa menjaga kepercayaan pelanggan. Tawaran kerja sama untuk mengelola dan mengembangkan unit usaha baru, baik dari mitra BUMN maupun mitra swasta, dalam bentuk *Joint Operation* atau *Joint Venture*, harus dapat ditangkap sebaik mungkin dengan tetap melakukan telaah komprehensif sesuai dengan regulasi dan tata kelola perusahaan yang baik dan benar.

As a subsidiary of Pertamina as well as holding the BUMN Hospital, Pertamedika IHC certainly has added strength and value in compiling a new business portfolio. The opportunity to manage health services for all BUMN employees is a great potential to increase the Company's revenue. But of course, this must be balanced with the Company's commitment to provide the best service, so as to maintain customer trust. Offers of cooperation to manage and develop new business units, both from SOE partners and private partners, in the form of a Joint Operation or Joint Venture, must be captured as best as possible while continuing to carry out a comprehensive study in accordance with regulations and good and correct corporate governance.

Pemerintah melalui Kementerian Kesehatan sedang gencar dalam meningkatkan aksesibilitas layanan kesehatan. Hal ini meningkatkan *opportunity* pelaku industri untuk membangun rumah sakit atau klinik atau fasilitas kesehatan lainnya di wilayah yang dinilai masih kurang dalam fasilitas kesehatan. Begitu juga dengan PT Pertamina Bina Medika IHC, dimana di tahun 2023, Perusahaan akan menambah berbagai fasilitas kesehatan baru. Dewan Komisaris sependapat dengan manajemen bahwa prospek usaha Perseroan ke depan masih sangat baik. Namun Dewan Komisaris senantiasa menghimbau agar Direksi menerapkan sistem manajemen risiko yang efektif sehingga setiap keputusan yang diambil telah menerapkan prinsip kehati-hatian.

The government, through the Ministry of Health, is intensively improving the accessibility of health services. This increases the opportunity for industry players to build hospitals or clinics or other health facilities in areas that are considered to be lacking in health facilities. Likewise with PT Pertamina Bina Medika IHC, where in 2023, the company will add various new health facilities. The Board of Commissioners agrees with the management that the Company's future business prospects are still very good. However, the Board of Commissioners always urges the Board of Directors to implement an effective risk management system so that every decision taken has implemented the precautionary principle.

Pandangan atas Implementasi Tata Kelola Perusahaan yang Baik

Praktik *Good Corporate Governance* (GCG) yang dilakukan di Pertamedika IHC telah sesuai dengan prinsip-prinsip GCG. Aspek asesmen praktik GCG di Pertamedika IHC dilakukan berdasarkan Keputusan Sekretaris Kementerian BUMN, Nomor SK/S.MBU/2012, tanggal 6 Juni 2012, tentang indikator/ parameter penilaian dan evaluasi atas penerapan tata kelola perusahaan yang baik pada BUMN. Pada tahun 2022, Pertamedika IHC telah melaksanakan asesmen implementasi GCG oleh Konsultan Independen. Skor yang diperoleh adalah 83,95% atau mencapai kualifikasi baik. Nilai ini meningkat dibanding skor implementasi GCG di tahun sebelumnya sebesar 83,71%. Hal ini menunjukkan komitmen kuat Pertamedika IHC untuk terus memperbaiki kualitas implementasi GCG di lingkungan Perusahaan.

Views on the Implementation of Good Corporate Governance

Good Corporate Governance (GCG) practices carried out at Pertamedika IHC are in accordance with GCG principles. The GCG practice assessment aspect at Pertamedika IHC was carried out based on the Decree of the Secretary of the Ministry of BUMN, Number SK/S.MBU/2012, dated 6 June 2012, concerning indicators/ parameters for evaluating and evaluating the implementation of good corporate governance in BUMN. In 2022, Pertamedika IHC has carried out an assessment of GCG implementation by an Independent Consultant. The score obtained is 83.95% or achieves good qualifications. This value increased compared to the previous year's GCG implementation score of 83.71%. This shows Pertamedika IHC's strong commitment to continuously improving the quality of GCG implementation within the Company.

Pandangan atas Penerapan Tanggung Jawab Sosial dan Lingkungan Perusahaan

Pertamedika IHC terus berupaya untuk dapat berkontribusi aktif membangun kemanfaatan bagi seluruh pemangku kepentingan. Kami memahami bahwa fungsinya sosial Perseroan sebagai pengelola rumah sakit tidak dipandang sebagai investasi yang hanya berfokus pada *profit*, tetapi juga sebagai bukti orientasinya dalam menjalankan misi sosial yang bermanfaat bagi masyarakat, pemangku kepentingan, dan lingkungan Perseroan. Bersandar pada pemahaman tersebut, Pertamedika IHC melaksanakan program Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibility*/CSR) dengan menyasar isu-isu keberlanjutan yang relevan dengan keberlangsungan usaha Perusahaan.

Views on the Implementation of Corporate Social and Environmental Responsibility

Pertamedika IHC continues to strive to be able to contribute actively to build benefits for all stakeholders. We understand that the Company's social function as a hospital manager is not seen as an investment that only focuses on profit, but also as proof of its orientation in carrying out social missions that benefit the community, stakeholders and the Company's environment. Based on this understanding, Pertamedika IHC carries out a Corporate Social Responsibility (CSR) program by targeting sustainability issues that are relevant to the sustainability of the Company's business.

Perusahaan melaksanakan program CSR dengan pemetaan terperinci berdasarkan pemangku kepentingan, yang mengacu kepada 7 (tujuh) subjek inti dalam ISO 26000 yakni Tata Kelola Organisasi, Hak Asasi Manusia, Praktik Ketenagakerjaan, Lingkungan, Operasi yang Adil, Isu Konsumen, serta Pelibatan dan Pengembangan Masyarakat. Dewan Komisaris mendukung sepenuhnya upaya Direksi dan Perseroan untuk menyeimbangkan aspek *people*, *planet* dan *profit* agar dapat menciptakan nilai keberlanjutan bagi seluruh pemangku kepentingan.

The company implements a CSR program with detailed mapping based on stakeholders, which refers to 7 (seven) core subjects in ISO 26000 namely Organizational Governance, Human Rights, Employment Practices, Environment, Fair Operations, Consumer Issues, and Community Engagement and Development. The Board of Commissioners fully supports the efforts of the Board of Directors and the Company to balance the aspects of people, planet and profit in order to create sustainable value for all stakeholders.

Perubahan Susunan Dewan Komisaris
Pada tahun 2022, terdapat perubahan pada komposisi Dewan Komisaris dengan rincian sebagai berikut:

1. Bapak Iman Rachman mengundurkan diri sebagai Komisaris berdasarkan surat tertanggal 1 Juli 2022, yang kemudian ditetapkan dalam Keputusan Pemegang Saham Secara Sirkuler tanggal 25 Agustus 2022.
2. Keputusan Pemegang Saham Secara Sirkuler tanggal 7 Juli 2022 tentang Pengangkatan Ibu Lucia Rizka Andalucia sebagai anggota Dewan Komisaris Perseroan.

Changes in the Composition of the Board of Commissioners
In 2022, there will be changes to the composition of the Board of Commissioners with the following details:

1. *Mr. Iman Rachman resigned as Commissioner based on a letter dated July 1, 2022, which was then stipulated in a Circular Shareholders Resolution dated August 25, 2022.*
2. *Circular Shareholders' Resolution dated 7 July 2022 concerning the Appointment of Ms. Lucia Rizka Andalucia as a member of the Company's Board of Commissioners.*

Dengan demikian, susunan Dewan Komisaris sampai dengan laporan ini diterbitkan adalah sebagai berikut:

- Komisaris Utama: Farid Harianto
- Komisaris Independen: Dante Saksono Harbuwanto
- Komisaris Independen: Henry Hendrawan
- Komisaris: Lucia Rizka Andalucia

Thus, the composition of the Board of Commissioners up to the publication of this report is as follows:

- *President Commissioner: Farid Harianto*
- *Independent Commissioner: Dante Saksono Harbuwanto*
- *Independent Commissioner: Henry Hendrawan*
- *Commissioner: Lucia Rizka Andalucia*

Apresiasi dan Penutup

Akhir kata, atas nama Dewan Komisaris kami menyampaikan terima kasih dan apresiasi setinggi-tingginya kepada Direksi, manajemen dan seluruh karyawan Pertamedika IHC atas kerja keras yang dilakukan dan kinerja yang dicapai selama 2022. Kami berkeyakinan bahwa dengan kerjasama yang baik, kita dapat terus memperoleh kinerja dan pertumbuhan yang positif bagi semua pihak.

Dalam kesempatan ini kami juga ingin mengucapkan terima kasih kepada Pemegang Saham atas dukungan berkelanjutan dan kepercayaan yang diberikan kepada kami untuk menjalankan fungsi pengawasan dan memberikan nasihat kepada Direksi untuk kemajuan Perseroan. Semoga kami terus dapat menjaga kinerja Perusahaan yang positif dengan menerapkan prinsip-prinsip keberlanjutan, guna mewujudkan ketahanan kesehatan nasional.

Appreciation and Closing

Finally, on behalf of the Board of Commissioners, we express our highest gratitude and appreciation to the Board of Directors, management and all employees of Pertamedika IHC for the hard work done and the performance achieved in 2022. We believe that with good cooperation, we can continue to achieve good performance and positive growth for all parties.

On this occasion we would also like to thank the Shareholders for the continuous support and trust given to us to carry out the supervisory function and provide advice to the Board of Directors for the progress of the Company. We hope that we will continue to be able to maintain positive Company performance by applying the principles of sustainability, in order to realize national health resilience.

Jakarta, April 2023

Atas nama Dewan Komisaris

On behalf of the Board of Commissioners

Farid Harianto

Komisaris Utama

President Commissioner

PT Pertamina Bina Medika IHC

Medical Check up
EXIT

Laporan Direksi
Report of the Board of Directors

Mira Dyah Wahyuni
Direktur Utama
President Director

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Setelah melewati tahun tahun yang menantang akibat pandemi COVID-19, kami bersyukur atas limpahan Rahmat dan karunia yang berikan oleh Tuhan Yang Maha Esa sehingga Pertamedika IHC dapat melalui tahun 2022 dengan baik. Kami selaku Direksi Perseroan menyampaikan laporan pelaksanaan pengelolaan PT Pertamina Bina Medika IHC untuk tahun buku yang berakhir pada tanggal 31 Desember 2022.

Kebijakan Strategis

Pelonggaran status PPKM dan pencabutan status pandemi di Indonesia sangat berpengaruh terhadap ekonomi Indonesia, sehingga mobilitas masyarakat juga berangsur normal. Namun beberapa sektor industri dihadapkan pada tantangan lain seperti Perseroan yang menghadapi tantang berkaitan dengan beberapa regulasi yang mempengaruhi kinerja pendapatan dan laba Perseroan. Tantangan tersebut antara lain adalah perubahan kebijakan *tariff screening* COVID-19 yang jauh lebih rendah dibandingkan dengan tahun 2021, kebijakan tarif dari pasien COVID-19 juga mengalami perubahan dimana sebelumnya menggunakan tarif *cost per day*, saat ini berubah menjadi tarif bundle. Ditambah lagi dengan kebijakan tariff baru Covid yang berlaku sejak Januari 2022, di mana tarif tersebut jauh menurun dibandingkan *tariff bundle* sebelumnya. Selain itu, kondisi pandemi COVID-19 yang menurun juga mempengaruhi kinerja pendapatan. Namun demikian, perusahaan terus melakukan upaya perbaikan untuk meningkatkan kinerja, melalui serangkaian kebijakan strategis.

Menyikapi hal tersebut, Direksi mengambil kebijakan strategis dengan fokus pada Program transformasi tahun 2022 yang mencakup sentralisasi *procurement*, optimalisasi BPJS Strategi, optimalisasi dokter, *branding & marketing, pricing strategy, patient experience, clinical excellence*. Selain itu, Direksi juga melanjutkan integrasi RS BUMN dengan pelaksanaan aksi korporasi 4 melalui akuisisi beberapa RS milik anak perusahaan BUMN.

Dalam merumuskan kebijakan strategis, Direksi melakukan pertemuan rutin dengan RS untuk mengetahui permasalahan dan isu strategis yang dihadapi RS. Selain itu Direksi juga memahami dan mengikuti perkembangan kesehatan dan regulasi pemerintah terkait layanan kesehatan serta senantiasa melaksanakan PDCA (*Plan-Do-Check-Action*) untuk memastikan penerapan sesuai dengan strategi yang dicanangkan serta melakukan evaluasi atas penerapan strategi untuk merumuskan aksi lanjut berikutnya.

Dear Shareholders and Stakeholders,

After going through challenging years due to the COVID-19 pandemic, we are grateful for the abundance of Grace and grace given by God Almighty so that Pertamedika IHC can go through 2022 well. We, as the Directors of the Company, submit a report on the implementation of the management of PT Pertamina Bina Medika IHC for the financial year ending December 31, 2022.

Strategic Policy

The easing of the PPKM status and the revocation of the pandemic status in Indonesia greatly affected the Indonesian economy, so that people's mobility also gradually returned to normal. However, several industrial sectors are faced with other challenges, such as the Company which is facing challenges related to several regulations that affect the Company's revenue and profit performance. These challenges include changes to the COVID-19 screening tariff policy which is much lower than in 2021, the tariff policy for COVID-19 patients has also changed, where previously using the cost per day rate, has now changed to a bundle rate. Coupled with the new Covid tariff policy which has been in effect since January 2022, where the tariff is far lower than the previous bundle tariff. In addition, the declining condition of the COVID-19 pandemic also affected revenue performance. However, the company continues to make efforts to improve performance, through a series of strategic policies.

In response to this, the Board of Directors adopted a strategic policy focusing on the 2022 transformation program which includes centralizing procurement, optimizing the BPJS Strategy, optimizing doctors, branding & marketing, pricing strategy, patient experience, clinical excellence. In addition, the Board of Directors also continued the integration of BUMN hospitals with the implementation of corporate actions 4 through the acquisition of several hospitals owned by BUMN subsidiaries.

In formulating strategic policies, the Board of Directors holds regular meetings with hospitals to find out the problems and strategic issues faced by hospitals. In addition, the Board of Directors also understands and follows developments in health and government regulations related to health services and always implements PDCA (Plan-Do-Check-Action) to ensure implementation is in accordance with the strategy set out and evaluates the implementation of strategies to formulate further follow-up actions.

Kinerja Perusahaan Tahun 2022

Kondisi eksternal yang kurang kondusif telah memberikan dampak pada kinerja keuangan dan operasional Perseroan. Dari sisi posisi keuangan, sampai dengan 31 Desember 2022, Perusahaan mencatatkan jumlah Aset sebesar Rp7.660 miliar, naik Rp221 juta atau 3% dibandingkan nilai per 31 Desember 2021 sebesar Rp7.439 miliar. Namun nilai ini masih di bawah target 64% dari Rp11.978 miliar. Jumlah Liabilitas sampai dengan 31 Desember 2022 juga tercatat naik 9% atau Rp340 juta menjadi Rp3.915 miliar dibandingkan nilai per 31 Desember 2021 sebesar Rp3.575 miliar, yang mencapai 60% target RKAP. Sementara jumlah ekuitas sedikit menurun 3% menjadi Rp3.746 miliar dari Rp3.864 miliar, dan mencapai 69% dari target.

Pendapatan Perusahaan di tahun 2022 tercatat sebesar Rp4.979 miliar, turun Rp1.856 miliar atau 27% dibandingkan tahun 2021 sebesar Rp6.834 miliar, dan mencapai 68% dari target RKAP. Penurunan Pendapatan di tahun 2022 terutama berasal dari komponen Rawat Inap. Penurunan tersebut berdampak pada perolehan Laba Tahun Berjalan di tahun 2022 yang tercatat sebesar Rp184 miliar, turun Rp651 miliar atau 78% dibandingkan tahun 2021 sebesar Rp835 miliar, dan mencapai 28% dari target RKAP.

Dari sisi kinerja operasional, Perseroan mencatatkan BOR sebesar 62,0%, lebih tinggi dari tahun sebelumnya 61%, namun baru mencapai 96,9% dari target RKAP 2022 sebesar 64,0%. Di tahun 2022, Perusahaan mencatatkan Avg.LoS selama 3,4 hari, turun 27% dibandingkan tahun 2021 selama 4,7 hari, dan mencapai 89,5% dari target RKAP dimana angka yang lebih kecil pada Avg. LoS menunjukkan hasil yang lebih baik. Jumlah kunjungan rawat inap tercatat meningkat 34% dari 242.967 kunjungan menjadi 325.142, namun baru mencapai 87,2% dari target. Begitu pula rawat jalan yang meningkat 11% dari 5.844.218 kunjungan menjadi 5.262.060 kunjungan, namun masih mencapai 88,9%% dari target. Kunjungan penunjang medis juga mengalami pertumbuhan 40% dari 9.471.885 kunjungan menjadi 13.252.280 kunjungan, dan mencapai 151,6% dari target.

Company Performance in 2022

The unfavorable external conditions had an impact on the Company's financial and operational performance. In terms of financial position, as of December 31, 2022, the Company recorded total assets of Rp7,660 billion, an increase of Rp221 million or 3% compared to the value as of December 31, 2021 of Rp7,439 billion. However, this value is still below the target of 64% of Rp11,978 billion. Total Liabilities up to 31 December 2022 also recorded an increase of 9% or Rp340 million to Rp3,915 billion compared to the value as of 31 December 2021 of Rp3,575 billion, which reached 60% of the RKAP target. Meanwhile total equity slightly decreased by 3% to Rp3,746 billion from Rp3,864 billion, and reached 69% of the target.

The Company's revenue in 2022 was recorded at Rp4,979 billion, decreased by Rp1,856 billion or 27% compared to 2021 of Rp6,834 billion, and reached 68% of the RKAP target. The decrease in Revenue in 2022 will mainly come from the Inpatient component. This decrease had an impact on the acquisition of Profit for the Year in 2022 which was recorded at Rp184 billion, decreased by Rp651 billion or 78% compared to 2021 of Rp835 billion, and reached 28% of the RKAP target.

In terms of operational performance, the Company recorded a BOR of 62.0%, higher than the previous year's 61%, but only reached 96.9% of the 2022 RKAP target of 64.0%. In 2022, the Company recorded Avg.LoS for 3.4 days, down 27% compared to 2021 for 4.7 days, and reached 89.5% of the RKAP target, which the smaller number of Avg.LoS indicates better result. The number of inpatient visits increased by 34% from 242,967 visits to 325,142, but only reached 87.2% of the target. Likewise, outpatient care increased 11% from 5,844,218 visits to 5,262,060 visits, but still reached 88.9% of the target. Medical support visits also grew by 40% from 9,471,885 visits to 13,252,280 visits, and reached 151.6% of the target.

Analisis Prospek Usaha

Manajemen berasumsi bahwa prospek usaha Perusahaan di masa yang akan datang masih terjaga dengan baik. Asumsi tersebut dibuat berdasarkan proyeksi pertumbuhan perekonomian global, nasional yang diproyeksikan akan berangsur pulih dan diikuti dengan prospek cerah atas industri layanan kesehatan di Indonesia meskipun masih harus mewaspadai ketidakpastian dengan cermat. Masih terdapat banyak peluang untuk membangun rumah sakit atau klinik atau fasilitas kesehatan lainnya di wilayah yang dinilai masih kurang dalam fasilitas kesehatan. Untuk itu PT Pertamina Bina Medika IHC akan menambah fasilitas kesehatan di tahun 2023 dengan membangun Merial Tower sebagai

Business Prospect Analysis

Management assumes that the Company's future business prospects are still well maintained. This assumption was made based on projected global, national economic growth which is projected to gradually recover and is followed by bright prospects for the health care industry in Indonesia, although we still have to watch out for uncertainties carefully. There are still many opportunities to build hospitals or clinics or other health facilities in areas that are considered to be lacking in health facilities. For this reason, PT Pertamina Bina Medika IHC will add health facilities in 2023 by building the Merial Tower as an additional facility at the Pelni Hospital, building a Type C Hospital in Balikpapan and building

penambah fasilitas di RS Pelni, membangun RS Tipe C di Balikpapan dan membangun Bali International Hospital yang akan menjadi *master piece* Perusahaan. Selain itu, Perusahaan juga akan menambah jejaring klinik di wilayah yang saat ini belum memiliki klinik milik Pertamedika IHC.

the Bali International Hospital which will be the Company's master piece. In addition, the company will also add a network of clinics in areas that currently do not have a clinic owned by Pertamedika IHC.

Meskipun, pelaku industri memiliki peluang yang cukup besar, namun tidak semudah itu menghasilkan laba bagi para pelaku industri ini. Industri kesehatan, khususnya RS dan Klinik sangat rentan tuntutan pasien serta padat sumber daya manusia, serta tingginya biaya investasi yang dibutuhkan dalam membangun dan mengembangkan rumah sakit. Untuk itu, selain melakukan investasi dengan prinsip kehati-hatian, Perusahaan juga memiliki rencana untuk bekerja sama dengan pemain global untuk meningkatkan mutu layanannya.

Even though industry players have quite large opportunities, it is not that easy to generate profits for these industry players. The health industry, especially hospitals and clinics, is very vulnerable to patient demands and is full of human resources, as well as the high investment costs required to build and develop hospitals. For this reason, apart from investing with prudence, the Company also plans to cooperate with global players to improve the quality of its services.

Menteri Kesehatan mentargetkan akhir 2023 ingin semua rumah sakit menerapkan sistem digitalisasi dan sudah terintegrasi serta tergabung dalam Satu Sehat. Tidak hanya rumah sakit, tetapi juga puskesmas, laboratorium, dan apotek juga harus terhubung dalam sistem tersebut. Menjawab tantangan sekaligus peluang digitalisasi, Perusahaan juga telah menerapkan program transformasi digitalisasi akan dilaksanakan di tahun 2023 dengan memperkuat infrastruktur, investasi, struktur organisasi hingga talent digital di Perusahaan.

Minister of Health targets that by the end of 2023 all hospitals will implement a digitalization system and have integrated and joined in One Health. Not only hospitals, but also health centers, laboratories and pharmacies must also be connected to the system. Responding to digitalization challenges as well as opportunities, the Company has also implemented a digitalization transformation program to be implemented in 2023 by strengthening infrastructure, investment, organizational structure to digital talent in the Company.

Dengan beragam peluang dan rencana strategis Perusahaan di tahun mendatang, maka Direksi optimis kinerja ke depan akan lebih baik.

With a variety of opportunities and strategic plans for the coming year, the Board of Directors is optimistic that future performance will be better.

Penerapan Tata Kelola Perusahaan

Implementation of Corporate Governance

Perusahaan senantiasa menerapkan tata kelola perusahaan yang baik (*good corporate governance*/GCG) sesuai dengan prinsip transparansi, akuntabilitas, tanggung jawab, independen, dan kewajaran. Dalam rangka mengukur sejauh mana prinsip GCG berhasil diterapkan secara efektif dan terus meningkat, Pertamedika IHC melakukan *assessment* secara mandiri (*self assessment*) dengan didampingi oleh konsultan eksternal. Pada tahun 2022, hasil penilaian menunjukkan skor 83,95% dengan kategori "Baik", lebih tinggi dari pencapaian di tahun sebelumnya. Dari hasil penilaian tersebut, Perusahaan akan mengetahui *area of improvement* sehingga ke depannya dapat terus melakukan peningkatan penerapan GCG.

The company always implements good corporate governance (GCG) in accordance with the principles of transparency, accountability, responsibility, independence and fairness. In order to measure the extent to which GCG principles have been implemented effectively and continue to improve, Pertamedika IHC conducted an independent assessment (self-assessment) accompanied by an external consultant. In 2022, the results of the assessment show a score of 83.95% in the "Good" category, higher than the achievement in the previous year. From the results of this assessment, the Company will know the areas of improvement so that in the future it can continue to improve the implementation of GCG.

Penerapan GCG juga difokuskan pada pemenuhan segala ketentuan dan peraturan perundang-undangan yang berlaku di sektor layanan kesehatan serta ketentuan internal Perusahaan. Untuk itu, aspek kepatuhan menjadi salah satu perhatian utama dalam penerapan GCG. Di sepanjang tahun 2022, tidak terdapat pelangaran yang terjadi dan tidak ada sanksi yang diterima oleh Perusahaan.

The implementation of GCG is also focused on complying with all applicable laws and regulations in the healthcare sector as well as the Company's internal regulations. For this reason, the aspect of compliance is one of the main concerns in the implementation of GCG. Throughout 2022, there were no violations that occurred and no sanctions were received by the Company.

Perusahaan telah memiliki struktur GCG yang terdiri dari organ utama yakni RUPS, Dewan Komisaris, dan Direksi, serta organ pendukung termasuk komite-komite, internal audit dan sekretaris perusahaan. Struktur GCG tersebut juga dilengkapi dengan pedoman kerja sehingga masing-masing organ dapat menjalankan tugas dan tanggung jawabnya dengan baik. Di sepanjang tahun 2022, Direksi telah melaksanakan tugas dan tanggung jawabnya sesuai pedoman kerja dan senantiasa berkoordinasi dengan Dewan Komisaris dalam menerapkan strategi di sepanjang tahun. Koordinasi tersebut dilakukan melalui rapat berkala yang membahas perkembangan kinerja Perusahaan dan beragam isu strategis lainnya. Direksi juga melakukan rapat berkala secara internal dengan divisi atau unit kerja secara berkala. Di tahun 2022, Direksi telah melaksanakan 31 rapat internal.

The Company has a GCG structure consisting of main organs, namely the GMS, the Board of Commissioners and the Board of Directors, as well as supporting organs including committees, internal audit and the company secretary. The GCG structure is also equipped with work guidelines so that each organ can carry out its duties and responsibilities properly. Throughout 2022, the Board of Directors has carried out their duties and responsibilities according to work guidelines and constantly coordinates with the Board of Commissioners in implementing strategies throughout the year. This coordination is carried out through periodic meetings that discuss the development of the Company's performance and various other strategic issues. The Board of Directors also holds periodic meetings internally with divisions or work units on a regular basis. In 2022, the Board of Directors has held 31 internal meetings.

Pelaksanaan Tanggung Jawab Sosial dan Lingkungan Perusahaan

Implementation of Corporate Social and Environmental Responsibility

Perusahaan percaya keberadaannya di tengah-tengah masyarakat harus mampu memberikan kontribusi dan dampak positif. Untuk itu, Perusahaan melaksanakan tanggung jawab sosial dan lingkungan Perusahaan. Pelaksanaan program TJSL Pertamedika IHC berada di bawah koordinasi Sekretaris Perusahaan.

The company believes that being in the midst of society must be able to contribute and have a positive impact. For this reason, the Company carries out corporate social and environmental responsibility. The implementation of the Pertamedika IHC CSR program is under the coordination of the Corporate Secretary.

Pertamedika IHC melakukan perumusan pelaksanaan TJSL dengan mengidentifikasi dampak sosial, ekonomi, dan lingkungan yang dihasilkan dari aktivitas bisnis Perseroan. Proses identifikasi dampak tersebut dijadikan mekanisme due diligence yang memungkinkan Perseroan untuk membuat skala prioritas atas isu-isu keberlanjutan berdasarkan tingkat urgensi dan relevansinya terhadap kinerja keberlanjutan Perusahaan. Pelaksanaan program TJSL Perseroan disandarkan pada konsep *triple bottom line* (*people, profit, planet*) yang diintegrasikan dengan 7 (tujuh) subjek inti dalam standar mutu ISO 26000. Hal ini dilakukan guna memastikan agar pelaksanaan program TJSL di lingkungan Perseroan lebih terarah dan tepat sasaran.

Pertamedika IHC formulates the implementation of CSR by identifying the social, economic and environmental impacts resulting from the Company's business activities. The impact identification process is used as a due diligence mechanism that allows the Company to prioritize sustainability issues based on their level of urgency and relevance to the Company's sustainability performance. The implementation of the Company's CSR program is based on the triple bottom line concept (people, profit, planet) which is integrated with 7 (seven) core subjects in the ISO 26000 quality standard. This is done to ensure that the implementation of the CSR program within the Company is more focused and on target.

Di tahun 2022, beberapa kegiatan TJSL dalam bidang pengembangan kemasyarakatan antara lain adalah mendukung upaya pemerintah mencegah dan mengurangi angka stunting melalui kegiatan edukasi gizi dalam rangka Hari kesehatan Nasional pada 12 November 2022. Kegiatan edukasi ini menjadi upaya Pertamedika IHC menjaga kesehatan gizi masyarakat dan memastikan fasilitas kesehatan IHC siap mendampingi kebutuhan kesehatan masyarakat. IHC menggelar kegiatan pelatihan bantuan hidup dasar (BHD) bagi *driver* ojek online (ojol) di sejumlah rumah sakit yang ada bawah naungan IHC Grup. Kegiatan yang diadakan sebagai rangkaian peringatan HUT IHC yang ke-25 ini merupakan bentuk perhatian IHC terhadap keselamatan kerja para pengemudi ojol. Perusahaan juga melaksanakan kegiatan CSR Sejuta Putri Brilian di Panti Asuhan diharapkan dengan hadirnya program ini akan membawa anak-anak perempuan Indonesia tidak takut bermimpi, meski dalam keterbatasan, dengan memberikan

In 2022, several CSR activities in terms of community development include supporting the government's efforts to prevent and reduce stunting rates through nutrition education activities in the context of National Health Day on November 12, 2022. This educational activity is Pertamedika IHC's effort to maintain public nutritional health and ensure adequate facilities Healthcare IHC is ready to assist the public's health needs. IHC is holding basic life support (BHD) training activities for online motorcycle taxi (ojol) drivers in a number of hospitals under the auspices of the IHC Group. This activity, which was held as a series of commemorations of IHC's 25th anniversary, is a form of IHC's concern for the safety of ojol drivers. The company also carries out the One Million Brilliant Daughters CSR activity at the Orphanage. It is hoped that the presence of this program will bring Indonesian girls not to be afraid to dream, even with limitations, by providing education about reproductive health and a healthy lifestyle for teenagers. The

edukasi tentang kesehatan reproduksi dan gaya hidup sehat untuk remaja. Penyelenggaraan program TJSL di bidang pengembangan sosial kemasyarakatan yang dilaksanakan secara sistematis, terstruktur dan berskala dimaknai sebagai investasi sosial bagi Perseroan, yang dampaknya tidak sekedar dinilai dari dampak ekonomis, tetapi turut diukur dari tingkat dan kualitas kebermanfaatan yang terasa bagi pemangku kepentingan.

implementation of the CSR program in the field of community social development which is carried out in a systematic, structured and scaled manner is interpreted as a social investment for the Company, whose impact is not only assessed from the economic impact, but is also measured by the level and quality of benefits felt by stakeholders.

Perubahan Susunan Direksi

Di tahun 2022 terdapat perubahan komposisi Direksi, sehingga susunan Direksi per 31 Desember 2022 adalah sebagai berikut:

1. **Mira Dyah Wahyuni**
   Direktur Utama
2. **Budi Raharjo Legowo**
   Direktur Keuangan dan Manajemen Risiko
3. **Asep Saepul Rohmat**
   Direktur SDM dan Pengadaan
4. **Lia Gardenia Partakusuma**
   Direktur Pengobatan

Changes in the Composition of the Board of Directors

In 2022 there is a change in the composition of the Board of Directors, so that the composition of the Board of Directors as of December 31, 2022 is as follows:

1. ***Mira Dyah Wahyuni***
   President Director
2. ***Budi Raharjo Legowo***
   Director of Finance and Risk Management
3. ***Asep Saepul Rohmat***
   Director of HR and Procurement
4. ***Lia Gardenia Partakusuma***
   Medical Director

Apresiasi dan Penutup

Pencapaian Perusahaan di sepanjang tahun 2022 di tengah keterbatasan dan tantangan tidak akan mampu diraih tanpa dukungan dari banyak pihak. Untuk itu atas nama Direksi, kami memberikan apresiasi yang setinggi-tingginya kepada karyawan atas dedikasi dan loyalitasnya selama ini kepada Perusahaan. Kami juga mengucapkan terima kasih kepada Dewan Komisaris yang telah memberikan arahan dan masukan atas penerapan strategi di sepanjang tahun ini. Tak lupa kami juga mengucapkan terima kasih yang sebesar-besarnya kepada para pemegang saham, pelanggan, mitra bisnis, serta para pemangku lainnya atas kepercayaan, dukungan dan kerja sama yang baik selama ini. Besar harapan agar sinergi yang terjalin dapat terus mendorong Perusahaan mencapai kinerja yang lebih baik dan pertumbuhan yang berkelanjutan ke depannya.

Appreciation and Closing

The Company's achievements throughout 2022 amidst limitations and challenges would not have been achieved without the support of many parties. For this reason, on behalf of the Board of Directors, we give our highest appreciation to the employees for their dedication and loyalty to the Company so far. We also thank the Board of Commissioners for providing direction and input on strategy implementation throughout the year. We also would like to express our deepest gratitude to our shareholders, customers, business partners and other stakeholders for their trust, support and good cooperation so far. Hopefully the synergies that have been established can continue to encourage the Company to achieve better performance and sustainable growth going forward.

Jakarta, April 2023
Atas nama Direksi
On behalf of the Board of Directors

Mira Dyah Wahyuni
Direktur Utama/*President Director*
PT Pertamina Bina Medika IHC

Surat Pernyataan Dewan Komisaris Tentang Tanggung Jawab Atas Laporan Tahunan 2022 PT Pertamina Bina Medika IHC

Responsibility Statement of Board of Commissioners Regarding PT Pertamina Bina Medika IHC 2022 Annual Report

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pertamina Bina Medika IHC tahun 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi laporan tahunan dan laporan keuangan perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

We the undersigned hereby confirm that all information in the Annual Report of PT Pertamina Bina Medika IHC for 2022 is presented in its entirety and we are fully responsible for the correctness of the contents in the Annual Report and Financial Report of the Company.

This statement is hereby made in all truthfulness.

Jakarta, April 2023

Atas nama Komisaris,
On behalf of the Board of Commissioner,

FARID HARIANTO
Komisaris Utama
President Commissioner
24 Juni 2020-Sekarang (Periode Pertama)
June 24, 2020 – present (first period)

L. RIZKA ANALUCIA
Komisaris
Commissioner
7 Juli 2022 - Sekarang (Periode Pertama)
July 7, 2022 – present (First Period)

IMAN RACHMAN*
Komisaris
Commissioner
9 Juni 2021 – 25 Agustus 2022
June 9, 2021 – August 25, 2022

DANTE SAKSONO HARBUWONO
Komisaris Independent
Independent Commissioner
24 Juni 2020-Sekarang (Periode Pertama)
June 24, 2020 – present (first period)

HENRY HENDRAWAN
Komisaris Independent
Independent Commissioner
9 Juni 2021 - Sekarang (Periode Pertama)
June 9, 2021 – Present (First Period)

Surat Pernyataan Direksi Tentang Tanggung Jawab Atas Laporan Tahunan 2022 PT Pertamina Bina Medika IHC

Responsibility Statement of Board of Directors Regarding PT Pertamina Bina Medika IHC 2022 Annual Report

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pertamina Bina Medika IHC tahun 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi laporan tahunan dan laporan keuangan perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

We the undersigned hereby confirm that all information in the Annual Report of PT Pertamina Bina Medika IHC for 2022 is presented in its entirety and we are fully responsible for the correctness of the contents in the Annual Report and Financial Report of the Company.

This statement is hereby made in all truthfulness.

Jakarta, April 2023

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

MIRA DYAH WAHYUNI
Direktur Utama
President Director
9 Juni 2021 - Sekarang (Periode Pertama) dan pengalihan tugas menjadi Direktur Utama pada tanggal 21 Desember 2022
June 9, 2021 – Present (First Period) and transfer of duties as President Director on December 21, 2022

FATHEMA DJAN RACHMAT
Direktur Utama
President Director
21 Juni 2019 – Desember 2022
June 21, 2019 – December 2022

LIA GARDENIA PARTAKUSUMA
Direktur Medis
Director of Medic
21 Desember 2022 - Sekarang (Periode Pertama)
December 21, 2022 – Present (First Period)

ASEP SAEPUL ROHMAT
Direktur SDM dan Pengadaan
Director of HR and Procurement
23 Maret 2021 - Sekarang (Periode Pertama) dan pengalihan tugas menjadi Direktur Utama pada tanggal 21 Desember 2022
March 23, 2021 – Present (First Period) and transfer of duties as President Director on December 21, 2022

BUDI RAHARJO LEGOWO
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management
9 Juni 2021 - Sekarang (Periode Pertama)
June 9, 2021 – Present (First Period)

PROFIL PERUSAHAAN

COMPANY PROFILE

Identitas Perusahaan
Company Identity

Nama Perusahaan *Company Name*	PT Pertamina Bina Medika IHC *(Indonesia Healthcare Corporation)/Pertamedika IHC*
Perubahan Nama Perusahaan *Changes in Company Name*	PT RSPP (1997-2001) *PT Pertamina Bina Medika (Pertamedika) (2002-2018)* *PT Pertamina Bina Medika IHC (Pertamedika IHC) (2018-Sekarang / 2018-present)*
Tanggal Pendirian *Date of Establishment*	21 Oktober 1997 *October 21, 1997*
Dasar Hukum Pendirian *Legal Basis of Appointment*	Pendirian PT Pertamina Bina Medika (d/h PT RSPP) No. 30 tanggal 21 Oktober 1997, dibuat di hadapan Notaris Ny. Sulami Mustafa, S.H., di Jakarta dan telah mendapat pengesahan Menteri Kehakiman Republik Indonesia berdasarkan Keputusan No. C2-18 HT.01.01.Th.98 tanggal 12 Januari 1998 *Establishment of PT Pertamina Bina Medika (formerly PT RSPP) No. 30 dated October 21, 1997, made before Notary Mrs. Sulami Mustafa, S.H., in Jakarta and has been approved by the Minister of Justice of the Republic of Indonesia based on Decree No. C2-18 HT.01.01. Th.98 dated January 12, 1998*
Badan Hukum Perusahaan *Legal Status*	Badan Hukum Perusahaan *Legal Status*
Bidang Usaha *Line of Business*	Jasa Layanan Kesehatan *Health Care Services*
Produk Jasa	a. Rumah Sakit / *Hospitals* b. *Managed Care* c. *Occupational Health & Industrial Hygiene* (OHIH) d. *Homecare* e. *Training Center* f. Sanitasi Lingkungan / *Environmental Sanitation* g. Pendampingan Ambulans dan Tim Medis / *Ambulance and Medical Assistance Service* h. Pengelolaan RS Milik Pihak Ketiga / *Management of Third Party's Hospitals*
Modal Dasar *Authorized Capital*	Rp10.000.000.000.000,00 (sepuluh triliun rupiah), yang terbagi atas 100.000.000 (seratus juta) lembar saham, dengan masing-masing saham bernilai Rp100.000,00 (seratus ribu rupiah) *Rp10,000,000,000,000.00 (ten trillion rupiah), divided into 100,000,000 (one hundred million) shares, with each share having a value of Rp100,000.00 (one hundred thousand rupiah)*
Modal Ditempatkan dan Disetor Penuh *Issued and Fully Paid Capital*	Rp2.921.776.200.000,00 (dua triliun sembilan ratus dua puluh satu miliar tujuh ratus tujuh puluh enam juta dua ratus ribu rupiah). *Rp2,921,776,200,000.00 (two trillion nine hundred twenty-one billion seven hundred seventy-six million two hundred thousand rupiah).*
Kepemilikan *Ownership*	• PT Pertamina (Persero): 81,1% • PT Pelabuhan Indonesia (Persero): 6% • PT Perkebunan Nusantara X: 5,6% • PT Perkebunan Nusantara XI: 1,9% • PT Timah: 1,8% • PT Perkebunan Nusantara XII: 1,7% • PT Krakatau Steel (Persero): 0,8% • PT Krakatau Industrial Estate Cilegon: 0,6% • PT Krakatau Sarana Industri: 0,4% • PT Pertamina Pedeve Indonesia: 0,01%

Jumlah Karyawan per 31 Desember 2022 *Total Employees as of December 31, 2022*	14.816 orang *14,816 people*
Total Aset per 31 Desember 2022 *Total Assets as of December 31, 2022*	Rp7,66 triliun /*trillion*
Alamat Kantor Pusat *Head Office Address*	Jl. Kyai Maya No. 43 Kebayoran Baru Jakarta Selatan 12120
Kontak Perusahaan *Company Contact*	Telepon / *Telephone* : (021) 7219031/7219484/7219001 Faksimili / *Facsimile* : (021) 7247006 Email : info3@pertamedika.co.id Website : www.pertamedika.co.id Facebook : Pertamina Bina Medika Instagram : @pertaminabinamedika

Jaringan Layanan
Service Network

01 **16 Unit Usaha**/*Business Units*
- 15 Rumah Sakit/*Hospitals*

02 **8 Anak Perusahaan**/*Subsidiaries*

03 **75 Rumah Sakit**/*Hospitals*
- 15 Rumah Sakit Milik Sendiri/*Owned Hospitals*
- 21 Rumah Sakit Anak Perusahaan/*Subsidiary Hospitals*
- 4 RS KSO/*Joint Operation Hospitals*
- 36 RS *Membership*/*Membership Hospitals*

04 **172 Klinik**/*Clinics*
- 36 Klinik Milik Sendiri/*Owned Clinics*
- 136 Klinik Anak Perusahaan dan *Membership*/*Subsidiary and Membership Clinics*

Riwayat Singkat Perusahaan

Brief History of he Company

Rumah Sakit Pertamina didirikan pada tahun 1967 atas gagasan Dr. Ibnu Soetowo yang saat itu menjabat sebagai Direktur Utama Pertamina. Rumah Sakit tersebut kemudian diresmikan pada tahun 1972 oleh Presiden RI saat itu yaitu Jenderal Soeharto. Pada awal pendiriannya, Rumah Sakit Pertamina hanya dikhususkan untuk melayani perawatan dan pengobatan kesehatan pekerja Pertamina dan keluarganya. Namun, diawali dari komitmen untuk kembali kepada kegiatan inti, berupa pengelolaan sumber daya minyak dan gas bumi, maka Pertamina melepaskan kegiatan-kegiatan yang tidak secara langsung berhubungan dengan core business. Oleh karena itu, pada tahun 1997 Rumah Sakit Pertamina kemudian menjadi Anak Perusahaan Pertamina dalam bentuk Perseroan Terbatas dengan nama PT RSPP. PT RSPP dinyatakan operasional pada tanggal 1 April 1999 dan tidak lagi hanya melayani perawatan dan pengobatan kesehatan pekerja Pertamina dan keluarganya, tetapi juga melayani masyarakat umum. PT RSPP beroperasi saat itu dengan 6 unit usaha, yaitu RSPP, RSP Jaya, RSP Balikpapan, RSP Cirebon, RSP Tanjung, dan RSP Prabumulih. Selain itu, PT RSPP juga memiliki Akademi Keperawatan (Akper).

The Pertamina Hospital was founded in 1967 based on the idea of Dr. Ibnu Soetowo, who served as the President Director of Pertamina at that time. The hospital was inaugurated in 1972 by the then President of Indonesia, Soeharto. Initially, Pertamina Hospital provided health services only for Pertamina's employees and families. However, as Pertamina decided to return to its core activities, namely the oil and gas businesses, it spun off its business units that were not directly related to its core business. Therefore, in 1997, Pertamina Hospital became the subsidiary of Pertamina, taking Limited Liability Company as its legal form of business entity, under the name of PT RSPP. PT RSPP commenced its operation on April 1, 1999 and no longer only provide health care services and medical treatment for Pertamina's employees and their families, but also serves public in general. At that time, PT RSPP operated with 6 business units, namely RSPP, RSP Jaya, RSP Balikpapan, RSP Cirebon, RSP Tanjung, and RSP Prabumulih. In addition, PT RSPP also has a Nursing Academy (Akademi Keperawatan - Akper).

Kemudian di tahun 2002, PT RSPP diubah namanya menjadi PT Pertamina Bina Medika, atau yang saat ini lebih dikenal dengan nama "Pertamedika". Sejak tahun 2002 Pertamedika terus mengembangkan usahanya di bidang layanan kesehatan. Tahun 2006, Pertamedika membentuk unit usaha baru yaitu Pertamedika Hospital Tarakan (PHT).

Then in 2002, PT RSPP changed name into PT Pertamina Bina Medika, or better known today as "Pertamedika". Since 2002, Pertamedika has continued to expand its business in the field of health care services. In 2006, Pertamedika formed a new business unit, namely Pertamedika Hospital Tarakan (PHT).

Menindaklanjuti arahan Pemegang Saham pada RUPS Tahunan Pertamedika tahun 2008, di mana seluruh RS Pertamina yang masih dikelola oleh PT Pertamina (Persero) akan dialihkelolakan kepada Pertamedika. Hal ini mulai terwujud sejak tahun 2010 dengan dialihkelolakannya RS Pertamina Sorong dan alih kelola RS Pertamina Plaju, RS Pertamina Pangkalan Brandan di tahun 2011. Selain itu, di tahun 2011 Pertamedika juga mengembangkan bisninya melalui Kerja Sama Operasi (KSO) Pengelolaan RS dengan pihak swasta yaitu dengan PT Bintang Amin Husada untuk mengelola RS Pertamina-Bintang Amin yang berlokasi di Lampung, dilanjutkan dengan KSO RS dengan PT Baiturrahim untuk mengelola RS Baiturrahim yang berlokasi di Jambi dan KSO RS dengan PT Rosnati untuk mengelola RS Pertamedika Ummi Rosnati yang berlokasi di Aceh.

Following up on the direction of the Shareholders at the Pertamedika Annual GMS in 2008, stipulating that all Pertamina hospitals under the management of PT Pertamina (Persero) to be transferred to Pertamedika. This began in 2010 with the management transfer of Pertamina Hospital Sorong, followed by Pertamina Hospital Plaju, and Pertamina Hospital Pangkalan Brandan in 2011. In addition, in 2011 Pertamedika developed its business through Joint Operations (JO) of Hospital Management with private parties, namely PT Bintang Amin Husada to manage Pertamina-Bintang Amin Hospital located in Lampung, followed by JO with PT Baiturrahim to manage Baiturrahim Hospital located in Jambi and JO with PT Rosnati to manage the Ummi Rosnati Pertamedika Hospital located in Aceh.

Awal tahun 2018 juga ditandai dengan alih kelola 3 RS Pertamina yaitu, RS Pertamina Cilacap, RS Pertamina Balongan dan RS Dumai. Hingga saat ini Pertamedika telah mengelola 13 RS Pertamina, 3 RS KSO dan 39 RS Milik BUMN. Jaringan layanan kesehatan Pertamedika juga terus berkembang dan tidak terbatas pada rumah sakit dengan brand "RS Pertamina", tetapi juga

The beginning of 2018 was also marked by the transfer of management of 3 Pertamina Hospitals, namely, RS Pertamina Cilacap Hospital, RS Pertamina Balongan and RS Dumai. As of today, Pertamedika is managing 13 Pertamina Hospitals, 3 JO Hospitals and 39 SOE-owned Hospitals. Pertamedika's health service network also strives to expand and is not limited to hospitals with the "Pertamina

didukung oleh lebih dari 127 rumah sakit swasta dan klinik di seluruh wilayah Indonesia sebagai jejaring provider layanan kesehatan.

Hospital" brand, but is also supported by more than 127 private hospitals and clinics throughout Indonesia as a network of health service providers.

Pada 27 November 2018, pemegang saham mengeluarkan Keputusan Pemegang Saham Secara Sirkuler tentang perubahan nama perseroan dari PT Pertamina Bina Medika menjadi PT Pertamina Bina Medika IHC. Perubahan nama ini telah dimuat dalam Akta No. 18 tanggal 5 Desember 2018, dibuat di hadapan Adi Triharso, S.H., Notaris di Jakarta, yang telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0031859.AH.01.02 tahun 2018 tanggal 21 Desember 2018.

On November 27, 2018, the shareholders issued a Circular Shareholders' Decree regarding the change of the company's name from PT Pertamina Bina Medika to PT Pertamina Bina Medika IHC. This name change has been contained in the Deed No. 18 dated December, 5, 2018, made before Adi Triharso, S.H., Notary in Jakarta, which has received approval from the Minister of Law and Human Rights of the Republic of Indonesia Number AHU-0031859.AH.01.02 of 2018 dated December 21, 2018.

Konsolidasi RS BUMN telah dimulai sejak tahun 2016, di mana melalui Surat Menteri BUMN Republik Indonesia No. S-736/MBU/12/2016 tanggal 21 Desember 2016 perihal Pembentukan Holding RS BUMN, PT Pertamina Bina Medika ditetapkan sebagai Holding Rumah Sakit BUMN. Visi PT Pertamina Bina Medika IHC (selanjutnya disebut PT PERTAMEDIKA IHC) untuk membangun Korporasi kesehatan Indonesia dengan mewujudkan ketahanan kesehatan Nasional dilakukan dalam rangka mendukung Program Nawacita Pemerintah RI ke-5 serta 3 Pilar yaitu Indonesia sehat. Dengan misi untuk membangun kolaborasi ekosistem bidang usaha kesehatan, melakukan aksi korporasi terhadap bisnis kesehatan, memberikan pelayanan kesehatan dengan standar terbaik dan menciptakan model bisnis baru serta integrasi data kesehatan berbasis digital. Penerjemahan ketahanan kesehatan Indonesia melalui penguasaan pasar kesehatan dan membangun kedaulatan rantai suplai kesehatan diupayakan dengan pembentukan ekosistem bidang kesehatan sesuai sasaran strategi dengan melakukan konsolidasi atau integrasi RS BUMN dan menjadi agen pembangunan.

The consolidation of SOE Hospitals was started in 2016, where through the Letter of the Minister of SOEs of the Republic of Indonesia No. S-736/MBU/12/2016 dated December 21, 2016 regarding the Establishment of a BUMN Hospital Holding, PT Pertamina Bina Medika was designated as a SOE Hospital Holding. The vision of PT Pertamina Bina Medika IHC (hereinafter referred to as PT PERTAMEDIKA IHC) to build an Indonesian Health Corporation by realizing national health resilience is carried out in order to support the 5th RI Government Nawacita Program and 3 Pillars, namely healthy Indonesia. With a mission to build a collaborative ecosystem in the health business sector, take corporate actions on the health business, provide health services with the best standards and create new business models and digital-based health data integration. The translation of Indonesia's health resilience through control of the health market and building the sovereignty of the health supply chain is pursued by establishing a health sector ecosystem according to the strategic objectives by consolidating or integrating SOE hospitals and becoming agents of development.

Integrasi RS BUMN yang merupakan salah satu langkah awal Pembentukan Holding RS BUMN akan dilakukan dalam 3 tahap.

a. Fase 1: Tahapan awal untuk menetapkan posisi pasar yang dapat direalisasi dalam jangka pendek (tahun 2019 – 2020), di mana pengembangan Anggota Grup RS BUMN akan dilakukan dengan tujuan utama menetapkan fondasi bagi pengembangan Grup RS BUMN ke depannya. PT Rumah Sakit Pelni ("RS Pelni") merupakan target awal pengembangan Grup IHC.

b. Fase 2: Tahapan untuk mengembangkan pangsa pasar untuk scaling-up yang dapat direalisasi dalam jangka waktu menengah (tahun 2020) di mana 7 PT Rumah Sakit BUMN utama ditetapkan sebagai target potensial pengembangan tahapan selanjutnya, guna membangun skala bisnis yang besar dan kuat. Ketujuh PT rumah sakit ini merupakan bagian dari grup Rumah Sakit BUMN besar di Indonesia:

The integration of the SOE Hospitals, one of the initial steps for the establishment of the SOE Hospital Holding, is carried out in 3 stages.

a. Phase 1: The initial stage is to establish a market position that can be realized in the short term (2019 – 2020), in which the development of the SOE Hospital Group Members will be carried out with the main objective of establishing the foundation for the future development of the SOE Hospital Group. PT Rumah Sakit Pelni ("Pelni Hospital") was the initial target for the development of the IHC Group.

b. Phase 2: Stage to develop market share for scaling-up that can be realized in the medium term (in 2020) in which 7 main state-owned hospitals are designated as potential targets for the next stage of development, in order to build a large and strong business scale. These seven hospital limited liability companies are part of the large SOE Hospital group in Indonesia:

- PT Pelindo Husada Citra ("PHC") – PT Pelabuhan Indonesia III (Persero)
- PT Krakatau Medika ("Krakatau Medika") – PT Krakatau Steel (Persero) Tbk
- PT Rumah Sakit Pelabuhan ("RS Pelabuhan") – PT Pelabuhan Indonesia II
- PT Rumah Sakit Bakti Timah ("RSBT") - PT Timah
- PT Nusantara Medika Utama ("NMU") – PT Perkebunan Nusantara X
- PT Nusantara Sebelas Medika ("NSM") - PT Perkebunan Nusantara XI
- PT Rolas Nusantara Medika ("RNM") - PT Perkebunan Nusantara XII

c. Fase 3: Tahapan untuk mewujudkan posisi *market leader* (tahun 2021 dan seterusnya) dan perwujudan Grup RS BUMN yang menyeluruh di mana seluruh Rumah Sakit BUMN akan menjadi bagian dari grup melalui konsep *operatorship-membership* dengan 18 anak Perusahaan BUMN yang membawahi 35 RS. Selain itu, kerja sama *operatorship* dengan RS pendidikan yaitu RS Universitas Indonesia.

Untuk mewujudkan konsolidasi RS BUMN, sebagai langkah awal, Pertamedika IHC telah menandatangani Perjanjian Kerja Sama Pengelolaan Rumah Sakit Milik BUMN/ Anak Perusahaan BUMN dan/atau afiliasinya (*Operatorship*), antara lain dengan PT Cut Meutia Nusantara Medika, PT Tembakau Deli Medika, PT Sri Pamela Medika Nusantara, PT Prima Medica Nusantara, PT Nusa Lima Medika, PT Agro Medika Nusantara, PT Nusantara Medika Utama, PT Nusantara Sebelas Medika, PT Rolas Nusantara Medika, PT Pelindo Husada Citra, PT Prima Husada Cipta, PT RS Bakti Timah, PT RS Pelni, dan PT Krakatau Medika sejak tahun 2017.

Selanjutnya, Pertamedika IHC melaksanakan fase 1 dan fase 2 dari integrasi RS BUMN melalui aksi korporasi 1 dan 2. Aksi korporasi tahap 1 dan tahap 2 telah selesai di tahun 2020 dengan ditandatanganinya Perjanjian Pemegang Saham antara PT Pertamina Bina Medika IHC dengan Pemegang Saham dari 8 entitas pemilik RS BUMN, antara lain PT RS Pelni, PT Nusantara Medika Utama, PT Nusantara Sebelas Medika, PT Rolas Nusantara Medika, PT Pelindo Husada Citra, PT RS Bakti Timah, PT Krakatau Medika dan PT Rumah Sakit Pelabuhan.

Di tahun 2020, PT Pertamina Bina Medika IHC juga telah menyelesaikan aksi korporasi fase 3 dengan ditandatanganinya Perjanjian Kerja Sama *Operatorship Management* Model dengan 18 anak Perusahaan BUMN yang membawahi 35 RS. Selain itu, kerja sama *operatorship* dengan RS pendidikan yaitu RS Universitas Indonesia.

Di tahun 2021, PT Pertamina Bina Medika IHC juga menambah jaringan RS nya melalui kerja sama *operatorship* dengan RS Syafira.

- *PT Pelindo Husada Citra ("PHC") – PT Pelabuhan Indonesia III (Persero)*
- *PT Krakatau Medika ("Krakatau Medika") – PT Krakatau Steel (Persero) Tbk*
- *PT Pelabuhan Hospital ("Pelabuhan Hospital") – PT Pelabuhan Indonesia II*
- *PT Rumah Sakit Bakti Timah ("RSBT") - PT Timah*
- *PT Nusantara Medika Utama ("NMU") – PT Perkebunan Nusantara X*
- *PT Nusantara Sebelas Medika ("NSM") - PT Perkebunan Nusantara XI*
- *PT Rolas Nusantara Medika ("RNM") - PT Perkebunan Nusantara XII*

c. *Phase 3: Stage to realize the market leader position (in 2021 and beyond) and the realization of a comprehensive SOE Hospital Group where all SOE Hospitals will become part of the group through the operatorship-membership concept with 18 SOE subsidiaries that oversee 35 hospitals. In addition, the operatorship cooperation with the teaching hospital, namely RS Universitas Indonesia.*

To realize the consolidation of SOE Hospitals, as a first step, Pertamedika IHC has signed a Cooperation Agreement for the Management of Hospitals Owned by SOE/SOE Subsidiaries and/ or its affiliates (Operatorship), including with PT Cut Meutia Nusantara Medika, PT Tembakau Deli Medika, PT Sri Pamela Medika Nusantara, PT Prima Medica Nusantara, PT Nusa Lima Medika, PT Agro Medika Nusantara, PT Nusantara Medika Utama, PT Nusantara Sebelas Medika, PT Rolas Nusantara Medika, PT Pelindo Husada Citra, PT Prima Husada Cipta, PT RS Bakti Timah, PT RS Pelni, and PT Krakatau Medika since 2017.

Furthermore, Pertamedika IHC carried out phase 1 and phase 2 of the integration of SOE Hospitals through corporate actions 1 and 2. The corporate actions phase 1 and phase 2 were completed in 2020 with the signing of the Shareholder Agreement between PT Pertamina Bina Medika IHC and Shareholders from 8 entities. SOE Hospital owners, including PT RS Pelni, PT Nusantara Medika Utama, PT Nusantara Sebelas Medika, PT Rolas Nusantara Medika, PT Pelindo Husada Citra, PT RS Bakti Timah, PT Krakatau Medika and PT Rumah Sakit Pelabuhan.

In 2020, PT Pertamina Bina Medika IHC has also completed its phase 3 corporate action with the signing of the Operatorship Management Model Cooperation Agreement with 18 stateowned companies that oversee 35 hospitals. In addition, the operatorship cooperation with the teaching hospital, namely RS Universitas Indonesia.

In 2021, PT Pertamina Bina Medika IHC also expanded its hospital network through operatorship cooperation with Syafira Hospital.

Sementara tahun 2022, Pertamedika IHC melaksanakan program *Unlock Value*, dan *Launching One Brand*. Pertamedika IHC juga telah melakukan *opening* RS Pertamina Royal Biringkanaya Makassar yang diresmikan oleh Menteri BUMN pada 30 Maret 2022. Juga menambah jejaring RS KSO dari PT NMU dengan RS Saras Ibnu Sukowati di wilayah Sragen, Jawa Tengah, dan RS Dadi di Makassar, Sulawesi Selatan.

PT Pertamina Bina Medika IHC saat ini telah berkembang pesat dan memiliki 16 Unit Usaha, 8 Anak Perusahaan, 75 Rumah Sakit, 15 Rumah Sakit Milik Sendiri, 21 Rumah Sakit Anak Perusahaan, 4 RS KSO, 36 RS Membership, 172 Klinik, 36 Klinik Milik Sendiri, 136 Klinik Anak Perusahaan & *Membership*.

Meanwhile in 2022, Pertamedikan IHC implemented Unlock Value program and launched One Brand. Pertamedika IHC also opened Pertamina Royal Biringkanaya Makassar Hospital inaugurated by Ministry of SOEs on March 30, 2022. There was an addition of KSO Hospital network from PT NMU with the presence of Saras Ibnu Sukowati Hospital in Sragen, Central Java region, and Dadi Hospital in Makasar, South Sulawesi.

Currently PT Pertamina Bina Medika IHC has developed fast with 16 Business Units, 8 Subsidiaries, 75 Hospitals, 15 Owned Hospitals, 21 Subsidiary Hospitals, 4 Joint Operation Hospitals, 36 Membership Hospitals, 172 Clinics, 36 Owned Clinics, 136 Subsidiary & Membership Clinics.

Jejak Langkah
Milestones

1962 - 2015

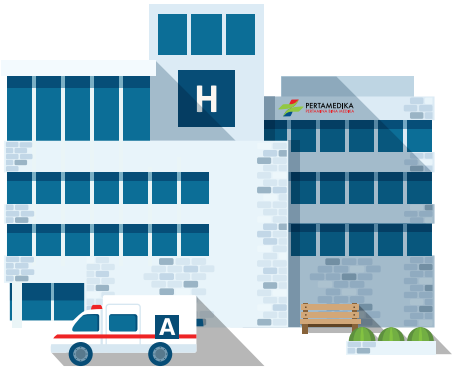
MILESTONE 1

- Pendirian PT Rumah Sakit Pusat Pertamina ("RSPP")
- PT RSPP mulai beroperasi dengan 6 unit bisnis
- Perubahan nama menjadi PT Pertamina Bina Medika
- Perluasan jaringan dengan penambahan unit usaha
- *Establishment of PT Rumah Sakit Pusat Pertamina ("RSPP")*
- *PT RSPP started operations with 6 business units*
- *Change of name to PT Pertamina Bina Medika*
- *Network expansion with the addition of business units*

2016

MILESTONE 2

- Kementerian BUMN mengumumkan penunjukkan PBM sebagai *holding* rumah sakit milik negara
- Meluncurkan kerjasama operasi dengan beberapa perusahaan yang mengelola rumah sakit milik negara
- *The Ministry of SOEs announced the appointment of PBM as the holding company for state owned hospitals*
- *Launched joint operation with several companies that manage state owned hospitals*



2018

MILESTONE 3

- Berganti nama menjadi PT Pertamina Bina Medika IHC ("PBM IHC")
- Jaringan luas dengan 14 rumah sakit dan 1.250 tempat tidur
- *Changed name to PT Pertamina Bina Medika IHC ("PBM IHC")*
- *Wide network with 14 hospitals and 1,250 beds*

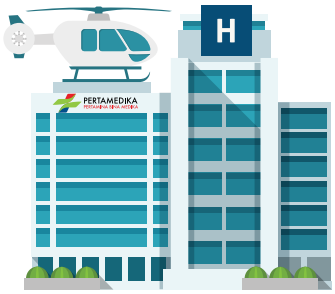
MILESTONE 4

- Menyelesaikan akuisisi dan integrasi RS Pelni
- Memulai perjalanan transformasi strategis
- *Completed acquisition and integration of RS Pelni*
- *Embarked on strategic transformation journey*

MILESTONE 6

- IHC merupakan grup rumah sakit terbesar di Indonesia dengan 75 rumah sakit dan 8.879 tempat tidur
- Kemitraan dengan Mayo Clinic
- Pendirian RS Makassar
- *IHC is the largest hospital group in Indonesia with 75 hospitals and 8,879 beds*
- *Partnership with Mayo Clinic*
- *Establishment of RS Makassar*

2019 **2020** **2022** **2022**



MILESTONE 5

- Menyelesaikan akuisisi dan integrasi 8 rumah sakit milik negara
- Membangun 5 rumah sakit dalam setahun untuk perpanjangan COVID-19
- *Completed acquisition and integration of 8 state owned hospitals*
- *Built 5 hospitals within a year for COVID-19 extension*

MILESTONE 7

- Pembukaan RS Pertamina Royal Biringkanaya Makassar
- KSO RS Saras Ibnu Sukowati dengan PT NMU
- *Opening of RS Pertamina Royal Biringkanaya Makassar*
- *KSO Saras Ibnu Sukowati Hospital with PT NMU*

Visi, Misi, dan Nilai Perusahaan

Vision, Mission, and Corporate Values

VISI
Vision

Membangun Korporasi Kesehatan Indonesia untuk Mewujudkan Ketahanan Kesehatan Nasional

To Build Indonesian Health Corporation to Establish National Health Resilience.

MISI
Mission

1. Membangun kolaborasi ekosistem bidang usaha kesehatan
2. Melakukan aksi korporasi terhadap bisnis *health care* Indonesia
3. Memberikan pelayanan kesehatan dengan standar terbaik
4. Menciptakan model bisnis baru dan integrasi data kesehatan berbasis digital

1. *Build collaborative ecosystem in the healthcare sector*
2. *Execute corporation actions towards Indonesian healthcare business*
3. *Provide healthcare service with the best standards*
4. *Create new business model and digital-based healthcare data integration*

NILAI PERUSAHAAN

Corporate Value

- **AMANAH**
  Memegang teguh kepercayaan yang diberikan.
- ***Trustworthy***
  Uphold the trust given.
- **HARMONIS**
  Saling peduli dan menghargai perbedaan.
- ***Harmonious***
  Mutual care and respect for differences.
- **ADAPTIF**
  Terus berinovasi dan antusias dalam menggerakkan perubahan.
- ***Adaptive***
  Continue to innovate and be enthusiastic in driving or facing change.
- **KOMPETEN**
  Terus belajar dan mengembangkan kapabilitas.
- ***Competent***
  Continue to learn and develop capabilities.
- **LOYAL**
  Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara.
- ***Loyal***
  Dedicated and prioritize the interests of the Nation and the State.
- **KOLABORATIF**
  Membangun kerja sama yang sinergis.
- ***Collaborative***
  Build synergistic cooperation.

AKHLAK

Pernyataan Peninjauan Visi, Misi, dan Nilai Perusahaan

Pada tahun 2020, Budaya Perusahaan mengalami perubahan sesuai dengan Surat Edaran Kementerian BUMN No. SE-7/MBU/07/2020 tentang Nilai-nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara serta Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts-33/C00000/2020-S0 tanggal 8 September 2020 tentang Penerapan Nilai-nilai Utama (Core Values) Akhlak di Pertamina, Anak Perusahaan dan Afiliasinya, yang diperkuat dengan Surat Keputusan Direksi No. Kpts-1569/A00000/2020-S0 tanggal 21 September 2020.

Statement of Review on Vision, Mission, Vallue & Corporate Culture

In 2020, the Corporate Culture underwent changes in accordance with the Circular Letter of the Ministry of SOEs No. SE-7/ MBU/07/2020 concerning Core Values of Human Resources of State-Owned Enterprises and Decree of the President Director of PT Pertamina (Persero) No. Kpts-33/C00000/2020-S0 dated September 8, 2020 concerning Implementation of Akhlak Core Values at Pertamina, its Subsidiaries, and Affiliates, which is strengthened by the Decree of the Board of Directors No. Kpts-1569/A00000/2020-S0 dated September 21, 2020.

Bidang Usaha
Lines of Business

Berdasarkan Akta perubahan terakhir Anggaran Dasar PT Pertamina Bina Medika IHC No. 42 tanggal 7 Agustus 2020 yang dibuat oleh Aulia Taufani, SH Notaris di Jakarta, Perseroan melaksanakan kegiatan usaha sesuai KBLI 2017 sebagai berikut:

1. Aktivitas Rumah Sakit Swasta (KBLI-86103)
2. Aktivitas Poliklinik Swasta (KBLI-86104)
3. Aktivitas Rumah Sakit lainnya (KBLI-86109)
4. Aktivitas Praktik Dokter Umum (KBLI-86201)
5. Aktivitas Praktik Dokter Spesialis (KBLI-86202)
6. Aktivitas Praktik Dokter Gigi (KBLI-86203)
7. Aktivitas Pelayanan Kesehatan yang dilakukan oleh *paramedic* (KBLI-86901)
8. Aktivitas pelayanan kesehatan kesehatan tradisional (KBLI86902)
9. Aktivitas pelayanan kesehatan penunjang kesehatan (KBLI86903)
10. Aktivitas angkutan khusus pengangkutan orang sakit/*Medical Evacuation* (KBLI-86904)
11. Aktivitas sosial di dalam panti untuk penyandang disabilitas grahita (KBLI-87201)
12. Aktivitas sosial di dalam panti untuk penyandang disabilitas laras (KBLI-87202)
13. Aktivitas sosial di dalam panti untuk korban penyalahgunaan narkotika, alkohol, psikotropika dan zat adiktif (KBLI-87203)
14. Aktivitas sosial swasta di dalam panti untuk lanjut usia (KBLI87302)
15. Aktivitas sosial swasta di dalam panti untuk penyandang disabilitas netra (KBLI-87303)
16. Aktivitas sosial swasta di dalam panti untuk penyandang disabilitas daksa (KBLI-87304)
17. Aktivitas sosial swasta di dalam panti untuk penyandang disabilitas rungu wicara (KBLI-87305)
18. Perdagangan eceran barang farmasi di apotik (KBLI-47722)
19. Aktivitas konsultasi komputer dan manajemen fasilitas komputer lainnya (KBLI-62029)

Based on the latest amendment to the Articles of Association of PT Pertamina Bina Medika IHC No. 42 dated August 7, 2020 made by Aulia Taufani, S.H., Notary in Jakarta, the Company has carried out business activities in accordance with the 2017 KBLI, with the following description:

1. *Private Hospital Activities (KBLI-86103)*
2. *Private Polyclinic Activities (KBLI-86104)*
3. *Other Hospital Activities (KBLI-86109)*
4. *General Practitioner Activities (KBLI-86201)*
5. *Specialist Doctor's Practice Activities (KBLI-86202)*
6. *Dental Practice Activities (KBLI-86203)*
7. *Health Service Activities carried out by paramedics (KBLI86901)*
8. *Traditional health service activities (KBLI-86902)*
9. *Health supporting health service activities (KBLI-86903)*
10. *Special transportation activities for the transportation of sick people/Medical Evacuation (KBLI-86904)*
11. *Social activities in the orphanage for persons with mental disabilities (KBLI-87201)*
12. *Social activities in the orphanage for those with mental disabilities (KBLI-87202)*
13. *Social activities in orphanages for victims of narcotics, alcohol, psychotropic and addictive substance abuse (KBLI-87203)*
14. *Private social activities in nursing homes for the elderly (KBLI-87302)*
15. *Private social activities in orphanages for people with visual impairments (KBLI-87303)*
16. *Private social activities in orphanages for people with disabilities (KBLI-87304)*
17. *Private social activities in homes for people with hearing and speech disabilities (KBLI-87305)*
18. *Retail trade of pharmaceutical goods in pharmacies (KBLI47722)*
19. *Computer consulting activities and other computer facilities management (KBLI-62029)*

20. Aktivitas konsultasi manajemen lainnya (KBLI-70209)
21. Penyediaan akomodasi jangka pendek lainnya (KBLI-55299)
22. Aktivitas profesional, ilmiah dan teknis lainnya (KBLI-74909)
23. Aktivitas penyedia gabungan jasa penunjang fasilitas (81100)
24. Jasa kebersihan bangunan dan industri lainnya (KBLI-81290)
25. Industri pemberantasan hama (formulasi) (KBLI-20212)
26. Pendidikan kesehatan swasta (KBLI-85494)

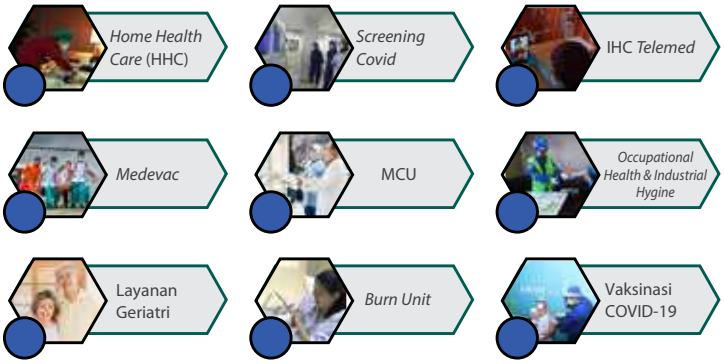
20. Other management consulting activities (KBLI-70209)
21. Provision of other short-term accommodation (KBLI-55299)
22. Other professional, scientific and technical activities (KBLI74909)
23. Activities of combined providers of facilities supporting services (81100)
24. Building and other industrial cleaning services (KBLI-81290)
25. Pest eradication industry (formulation) (KBLI-20212)
26. Private health education (KBLI-85494)

Produk dan Jasa

Seiring dengan perkembangan industri kesehatan, Pertamedika IHC memiliki beberapa diferensiasi produk yang dapat dijelaskan sebagai berikut:

Products and Services

Along with the development of the health industry, the Company also has several product differentiations as follows:



1. Layanan Rawat Jalan

Layanan Rawat Jalan adalah pelayanan medis kepada seorang pasien untuk tujuan pengamatan, diagnosis, pengobatan, rehabilitasi, dan pelayanan kesehatan lainnya, tanpa mengharuskan pasien tersebut di rawat inap atau upaya yang dilakukan bagi penderita yang mempunyai keluhan kesehatan untuk memeriksakan atau mengatasi gangguan keluhan kesehatannya dengan mendatangi tempat pelayanan kesehatan modern atau tradisional tanpa menginap, termasuk mendatangkan petugas medis ke rumah pasien, pelayanan melalui tele-konsultasi, dan sebagainya.

1. Outpatient Services

Outpatient services are medical services to a patient for the purpose of observation, diagnosis, treatment, rehabilitation, and other health services, without requiring the patient to be hospitalized or efforts made for sufferers who have health complaints to check or overcome their health complaints by visiting modern or traditional health care services without overnight stays, including bringing medical personnel to patients' homes, tele-consultation services, and so on.

2. Layanan Rawat Inap

Instalasi rawat inap (*opname*) adalah istilah yang merupakan proses perawatan pasien oleh tenaga kesehatan profesional akibat penyakit tertentu, di mana pasien diinapkan di suatu ruangan di rumah sakit yang meliputi pelayanan kesehatan perorangan yang meliputi observasi, diagnosa, pengobatan serta monitoring intensif dari para petugas profesional medis dan perawatan, keperawatan dan rehabilitasi medik.

2. Inpatient Services

Inpatient installation (hospitalization) is a term which is a process of patient care by professional health workers due to certain diseases, where patients are hospitalized in a room in a hospital which includes individual health services which include observation, diagnosis, treatment, and intensive monitoring from medical and treatment professionals, nursing and medical rehabilitation.

3. *Managed Care*

Managed Care adalah suatu sistem pengelolaan pelayanan kesehatan yang mengintegrasikan pengendalian pembiayaan, pengendalian utilisasi dan penyediaan perawatan kesehatan

3. Managed Care

Managed Care is a health service management system that integrates financial management, utilization control, and provision of health care services based on family doctor concept

yang berbasiskan dokter keluarga dengan tanpa meninggalkan standar pelayanan medis yang berkualitas. *Managed Care* berbeda dengan asuransi yang memberikan pembatasan dalam pelayanan kesehatan karena melalui Managed Care para pelanggan dibantu untuk mendapatkan layanan kesehatan berkualitas yang didasarkan pada kebutuhan medis. Prinsip Kendali Mutu dan Kendali Biaya dijalankan dengan membangun budaya hidup sehat dari pekerja dan keluarganya yang sekaligus membantu mewujudkan efisiensi biaya kesehatan.

without compromising the medical service quality standards. Managed Care is different from insurance that provides restrictions in health services. Through Managed Care, customers are assisted to obtain a quality health care based on medical needs. Quality Control and Cost Control principles are executed by establishing a culture of healthy living for the employees and their families as well as helping to realize the health cost efficiency.

4. Sanitasi Lingkungan

Pertamedika IHC berpengalaman dalam melakukan kegiatan sanitasi lingkungan dan melayani baik PT Pertamina (Persero), perusahaan swasta dan permintaan individu maupun kelompok dari masyarakat umum. Sanitasi lingkungan yang dilakukan antara lain kegiatan *Pest Control* yaitu upaya pengendalian serangga yang dapat menimbulkan penyakit atau gangguan kesehatan kepada manusia melalui tindakan *spraying, fogging, rodent control, termite control* dan kegiatan fumigasi maupun pemeriksaan air. Melalui kegiatan sanitasi lingkungan maka pelanggan dapat melakukan pencegahan sekaligus menjadikan lingkungan hidup yang sehat.

4. Environmental Sanitation

Pertamedika IHC is highly experienced in conducting environmental sanitation. The Company serves, among others, PT Pertamina (Persero), private companies, or individuals and groups from the public domain. One of the environmental sanitation activities are Pest Control, which is an effort to control insects that can cause disease or illness to humans. The sanitation activities are done through spraying, fogging, rodent control, termite control, fumigation activities, and water proofing. Through environmental sanitation activities, customers can take precautions as well as create a healthy living environment.

5. Home Health Care

Pertamedika IHC memiliki fasilitas perawatan di rumah bagi pasien yang tidak dapat melaksanakan pemeriksaan atau perawatan di klinik maupun rumah sakit. Dalam hal perawatan di rumah, PT Pertamedika IHC menyediakan berbagai pelayanan perawatan dan terapi dan dilengkapi dengan peralatan medis yang dibutuhkan dalam perawatan pasien.

5. Home Health Care

Pertamedika IHC has home care facilities for patients who are unable to carry out examinations or treatment at clinics or hospitals. In terms of home care, PT Pertamedika IHC provides a variety of care and therapy services and is equipped with medical equipment needed in patient care.

6. Ambulance Asistance & Medical Team

Pertamedika IHC menawarkan layanan untuk pasien yang perlu dilakukan mobilisasi dari suatu tempat menuju tempat fasilitas medis yang dilakukan dibawah pengawasan tenaga medis profesional dengan standard operasional internasional.

6. Ambulance Assistance & Medical Team

Pertamedika IHC offers services for patients who need to be mobilized from a place to a medical facility which is carried out under the supervision of professional medical personnel with international operational standards.

7. COVID Care Center

Pertamedika IHC memiliki fasilitas yang dikhususkan untuk pelayanan pasien dengan COVID-19, mulai dari IGD, Ruang Isolasi, Ruang Rawat, ICU/HCU, NICU/PICU yang semuanya dilengkapi dengan *negative pressure* dengan HEPA Filter, Ventilator, serta berbagai alat kesehatan canggih yang mampu menunjang kebutuhan pasien. Tenaga medis yang terlatih dan profesional siap untuk melayani pasien COVID-19.

7. COVID Care Center

Pertamedika IHC has facilities devoted to the care of patients with COVID-19, starting from the ER, Isolation Room, Treatment Room, ICU/HCU, NICU/PICU, all of which are equipped with negative pressure with HEPA Filters, Ventilators, as well as various sophisticated medical devices capable of supporting patient needs. Trained and professional medical personnel are ready to serve COVID-19 patients.

8. COVID-19 Lab with Cobas

Dengan adanya kasus COVID-19, Pertamedika IHC memiliki Laboratorium Khusus COVID-19 dengan standar tinggi dan didukung dengan mesin Cobas yang dapat menghasilkan hasil yang dapat diandalkan dan berkualitas tinggi pada individu yang dicurigai terjangkit COVID-19. Sehingga dengan

8. COVID-19 Lab with Cobas

With the COVID-19 case, Pertamedika IHC has a COVID-19 Special Laboratory with high standards and is supported by a Cobas machine that can produce reliable and high-quality results on individuals suspected of contracting COVID-19. So that with the COVID-19 assessment carried out, it can be known

asesmen COVID-19 yang dilakukan, dapat diketahui apakah pasien memiliki resiko terkena oleh patogen COVID-19 yang mampu menyebabkan gangguan pernapasan parah, komplikasi dan potensi kematian.

whether the patient has a risk of being exposed to the COVID-19 pathogen which is capable of causing severe respiratory problems, complications, and potential death.

9. *General & Specialized Surgery*

Pertamedika IHC fasilitas General & Specialized Surgery yang didukung oleh alat kesehatan yang canggih dan dokter serta tim ahli yang terlatih untuk mengelola spektrum luas kondisi bedah yang mempengaruhi hampir semua area tubuh. Ahli bedah dapat memberikan diagnosis dan memberikan perawatan pra operasi, operasi, dan pasca operasi untuk pasien, baik pada bedah umum ataupun bedah dengan spesialisasi tertentu seperti *cardiothoracic surgery, colon and rectal surgery, general surgery, gynecology and obstetrics, gynecologic oncology, neurological surgery, ophthalmic surgery, oral and maxillofacial surgery, orthopaedic surgery, otorhinolaryngology, pediatric surgery, plastic and maxillofacial surgery, urology,* dan *vascular surgery*.

9. *General & Specialized Surgery*

Pertamedika IHC General & Specialized Surgery facilities are supported by state-of-the-art medical equipment and doctors and a team of experts who are trained to manage a wide spectrum of surgical conditions that affect almost all areas of the body. Surgeons can diagnose and provide preoperative, operative, and postoperative care for patients, either in general surgery or surgery with specific specialties such as cardiothoracic surgery, colon and rectal surgery, general surgery, gynecology and obstetrics, gynecologic oncology, neurological surgery, ophthalmic surgery, oral and maxillofacial surgery, orthopedic surgery, otorhinolaryngology, pediatric surgery, plastic and maxillofacial surgery, urology, and vascular surgery.

10. *Occupational Health and Industrial Hygiene* (OHIH)

Pertamedika IHC memiliki layanan *Occupational Health and Industrial Hygiene* atau OHIH, guna melindungi karyawan dan juga perusahaan. Mematuhi peraturan kesehatan dan keselamatan kerja bukan hanya dapat menyediakan helm dan pakaian pelindung. Di tempat kerja terdapat beberapa hal yang dapat dapat menjadi sumber risiko, contohnya adalah paparan gas dan radiasi, serta bahaya yang berkaitan dengan kontrol suhu, kebisingan, dan kontaminasi mikropolutan. Tim layanan lingkungan kami dapat membantu memberikan gambaran lengkap tentang OHIH. Kami akan memberikan rencana yang berkelanjutan untuk mengatasi masalah apa pun yang ditemukan di tempat kerja.

10. *Occupational Health and Industrial Hygiene (OHIH)*

Pertamedika IHC has Occupational Health and Industrial Hygiene or OHIH services to protect employees as well as the company. Complying with occupational health and safety regulations is not merely providing helmets and protective clothing. In the workplace, there are several things that can be a source of risk, for example, exposure to gases and radiation, as well as hazards related to temperature control, noise, and micropollutant contamination. Our environmental services team can help provide a complete picture of OHIH. We will provide an ongoing plan to address any issues found in the workplace.

11. *Burn Unit*

Burn Unit atau Unit Luka Bakar Pertamedika IHC dilengkapi dengan fasilitas dan penanganan pasien Terpadu yang melibatkan *paramedic* yang terlatih dan bidang spesialistik khususnya bedah plastik, rehabilitasi medik dan konsultasi pemulihan trauma.

11. *Burn Unit*

Burn Unit of Pertamedika IHC is equipped with facilities and integrated patient management involving trained paramedics and specialists, especially plastic surgery, medical rehabilitation and trauma recovery consultations.

12. *Telemedicine*

Konsultasi yang dilakukan secara daring seputar masalah kesehatan yang marak beberapa tahun belakangan kian menjadi pilihan, utamanya di tengah masa pandemi COVID-19. *Telemedicine* bertujuan memberikan dukungan klinis dan dapatuntuk mengatasi hambatan geografis dan jarak pasien dengan dokter. Pertamedika IHC hadir dengan IHC Telemed untuk memberikan pelayanan kesehatan secara jarak jauh. Konsultasi dilakukan dengan cara interaktif dan secara langsung melalui media *video call*. Sehingga, baik dokter maupun pasien dapat berinteraksi secara langsung untuk konsultasi. Melalui IHC Telemed, pasien bisa melakukan konsultasi dengan dokter ahli Pertamedika IHC hingga layanan farmasi.

12. *Telemedicine*

Consultations conducted online about health problems that have emerged in recent years are increasingly becoming an option, especially in the midst of the COVID-19 pandemic. Telemedicine aims to provide clinical support and can overcome geographic barriers and distance between patients and doctors. Pertamedika IHC comes with IHC Telemed to provide health services remotely. Consultations are carried out interactively and directly through video calls. So, both doctors and patients can interact directly for consultation. Through IHC Telemed, patients can consult with experts from Pertamedika IHC to pharmaceutical services.

Wilayah Operasional
Operational Area

Wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional Perusahaan.

The operational area is the area for implementing operational activities or the range of the Company's operational activities.

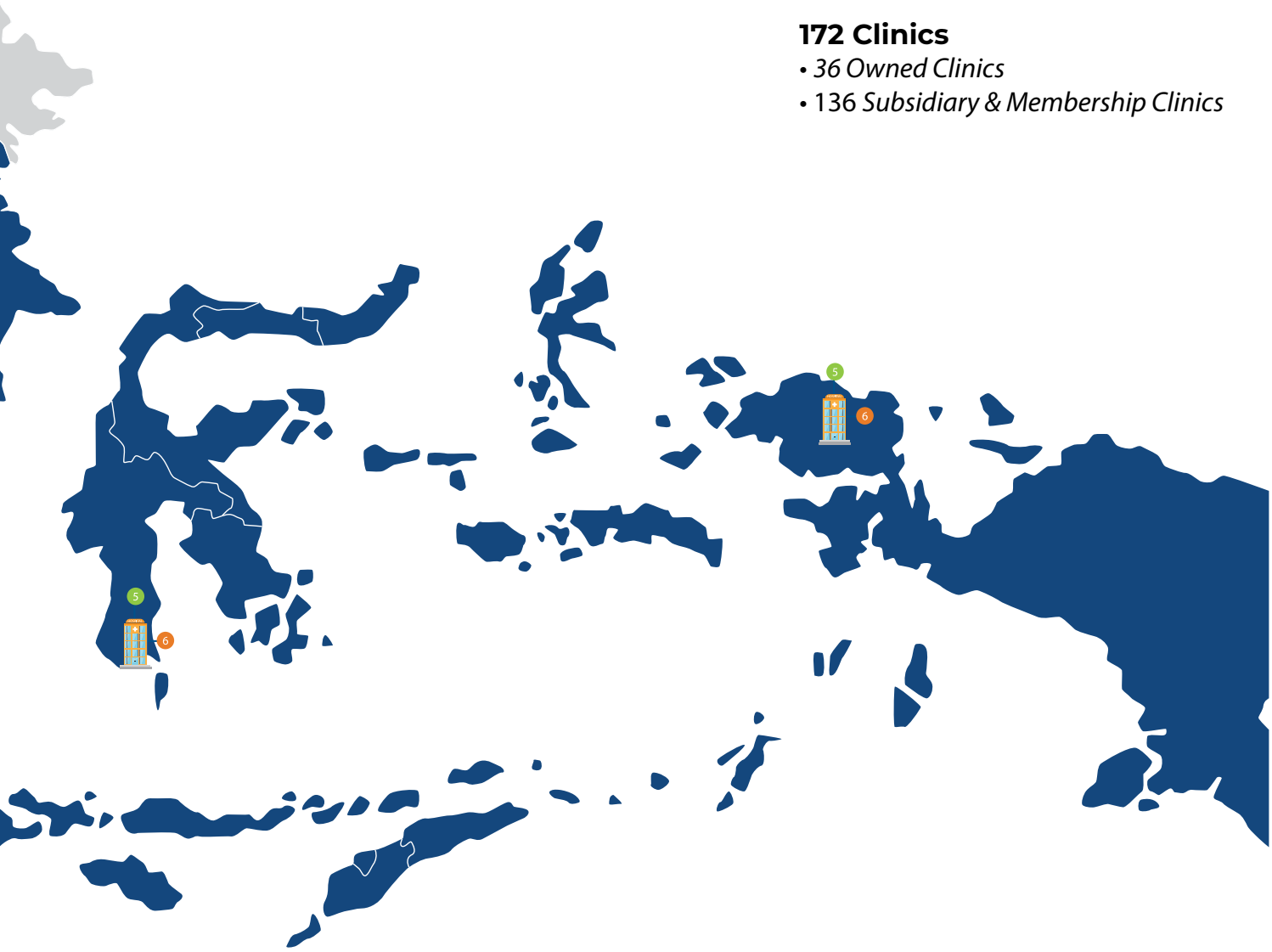
Wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan.

The operational area is the area or area of implementation of operational activities or the reach of the company's operational activities.

- 75 *Hospitals*
- 15 *Owned Hospitals*
- 21 *Subsidiary Hospitals*
- 4 *Joint Operation Hospitals*
- 36 *Membership Hospitals*

172 Clinics

- *36 Owned Clinics*
- 136 *Subsidiary & Membership Clinics*



Keterangan / *Note* :

Rumah Sakit/Klinik / *Hospitals/Clinics*

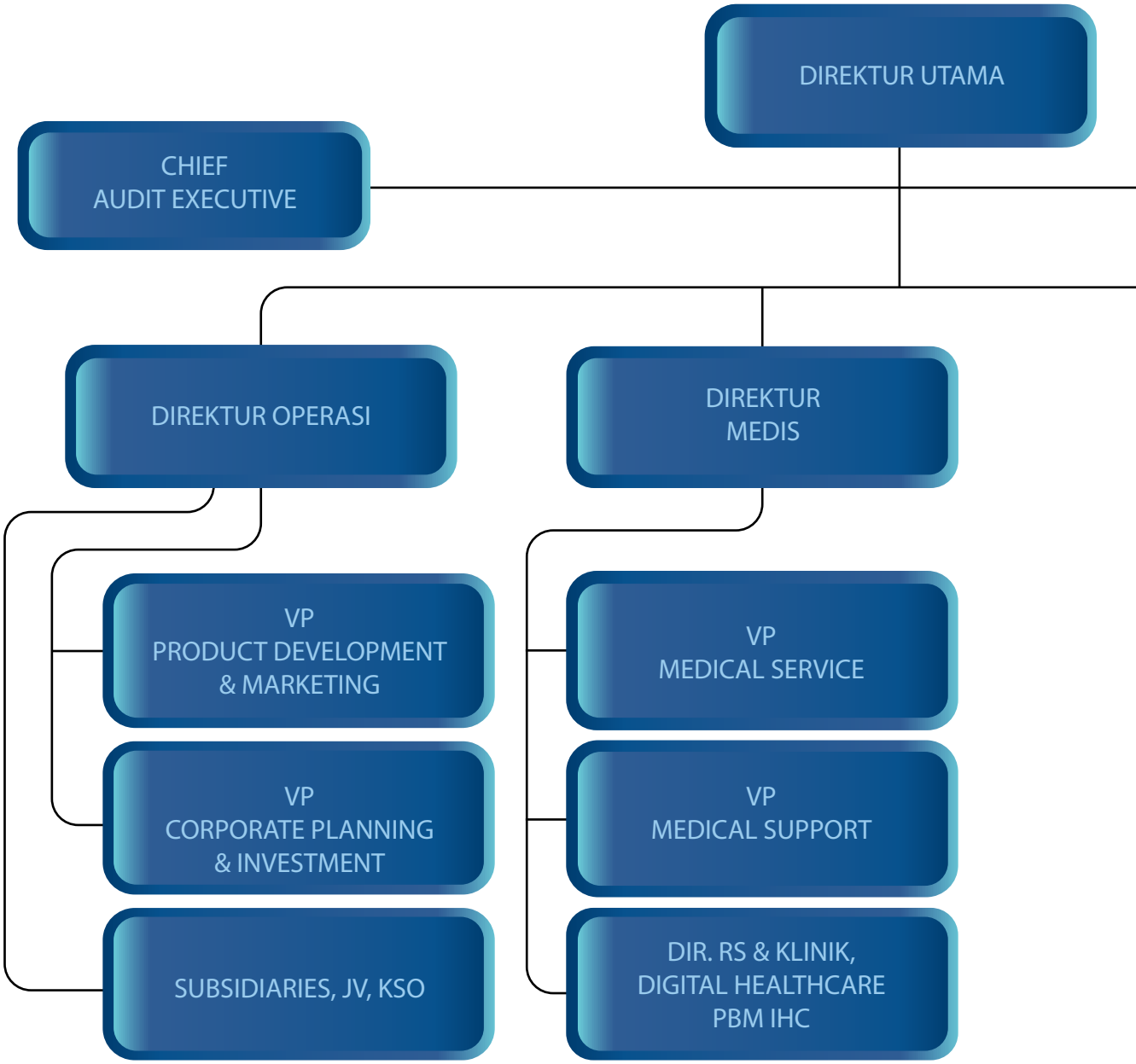
75 Rumah Sakit / *Hospitals*

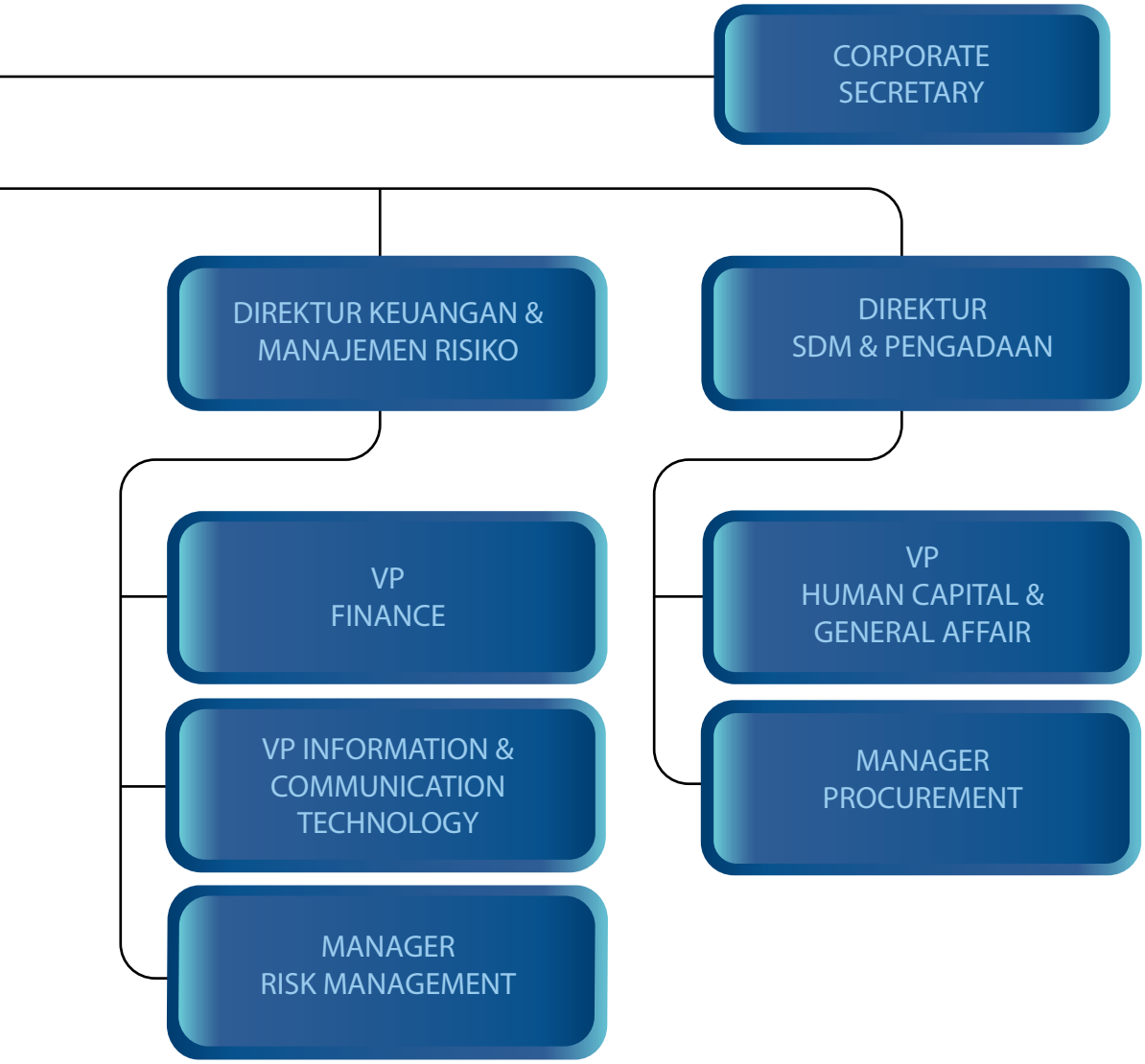
172 Klinik / *Clinics*

Struktur Organisasi
Organization Structure

Struktur Organisasi berdasarkan Surat Keputusan Direksi Pertamina Bina Medika IHC No. Kpts-837/A00000/2022-S8 tanggal 12 Mei 2022 tentang Struktur Organisasi, Pertamina Reference Level (PRL) dan Formasi Jabatan Korporat PT Pertamina Bina Medika IHC yang di update kembali melalui Surat Keputusan Direksi Pertamina Bina Medika IHC No. Kpts-1681/A00000/2022-S8 tanggal 21 Desember 2022 tentang Struktur Organisasi, Pertamina Reference Level (PRL) dan Formasi Jabatan Korporat Masa Transisi PT Pertamina Bina Medika IHC.

Organization Structure based on Decree of the Board of Directors of Pertamina Bina Medika IHC No. Kpts-837/A00000/2022-S8 dated May 12, 2022 concerning Organization Structure, Pertamina Reference Level (PRL) and Corporate Position Formation of PT Pertamina Bina Medika IHC that has been re-updated through Decree of the Board of Directors of of Pertamina Bina Medika IHC No. Kpts-1681/A00000/2022-S8 dated December 21, 2022 concerning Organization Structure, Pertamina Reference Level (PRL) and Corporate Position Formation of PT Pertamina Bina Medika IHC.




CORPORATE SECRETARY
DIREKTUR KEUANGAN & MANAJEMEN RISIKO
DIREKTUR SDM & PENGADAAN
VP FINANCE
VP INFORMATION & COMMUNICATION TECHNOLOGY
MANAGER RISK MANAGEMENT
VP HUMAN CAPITAL & GENERAL AFFAIR
MANAGER PROCUREMENT

Struktur Manajemen Korporat Organisasi

Organizational Corporate Management Structure

Struktur Manajemen Korporat Organisasi:

Organizational Corporate Management Structure:

1. **Nanang Taufik S**
   Kepala Unit Audit Internal
   Chief Audit Executive

2. **Riny Utami**
   VP HC & General Affair

3. **Very Absalom**
   VP Corporate Planning & Investment

4. **Felicia Setiawan***
   VP Medical Service
   per 1 Maret 2023/*as of March 1, 2023*

5. **Indra Maulana***
   VP Medical Support
   per 1 Maret 2023/*as of March 1, 2023*

6. Heri Sukamto
Manager Procurement
Procurement Manager

7. Nerisa Pitrasari
Sekretaris Perusahaan
Corporate Secretary

8. Raka Pradipta
VP Product Development & Marketing

9. Blasius Suseno Ardi
VP Finance

Profil Dewan Komisaris
Board of Commissioners Profile

Farid Harianto
Komisaris Utama
President Commissioner

Masa Jabatan *Tenure*	**24 Juni 2020-Sekarang (Periode Pertama)** *June 24, 2020 – present (first period)*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	**Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 24 Juni 2020** *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC dated June 24, 2020*
Kewarganegaraan *Nationality*	**Indonesia**
Usia per 31 Desember 2022 *Age as of December 31, 2022*	**70 Tahun** *70 years old*
Domisili *Domicile*	**Jakarta**

Pendidikan Terakhir *Latest Education*	• Ph.D. (with distinction) dari Wharton School/University of Pennsylvania, Amerika Serikat (1989) • *Ph.D. (with distinction) Degree from Wharton School/University of Pennsylvania, USA (1989)* • Sarjana Teknik Elektro dari Institut Teknologi Bandung (ITB, 1975) • *Bachelor's Degree in Electrical Engineering from Institut Teknologi Bandung (ITB, 1975)*
Keahlian *Expertise*	Ekonomi Keuangan *Financial Economics*
Riwayat Pekerjaan *Career History*	• Wakil Ketua Badan Penyehatan Perbankan Nasional (1998 – 2000) *Vice Chairman of Badan Penyehatan Perbankan Nasional (1998 – 2000)* • Dewan Komisaris PT Siloam Hospitals Tbk (2008-2019) *Commissioner at PT Siloam Hospitals Tbk (2008-2019)* • Penasihat Senior Gubernur Bank Indonesia Khusus untuk Resolusi Bank Indover (2008 – 2013) *Senior Advisor of the Bank Indonesia Governor Special for Bank Indover Resolution (2008 – 2013)* • Staf Khusus Wakil Presiden Republik Indonesia (2009 – 2014) *Special Staff for the President of the Republic of Indonesia (2009 – 2014)* • *Vice Chairman* of Pang Hlay Siloam Hospitals, Myanmar (2014-2019) • Dewan Komisaris PT Bata Internatonal Tbk (2011 – Agustus 2020) *Commissioner at PT Bata Internatonal Tbk (2011 – August 2020)* • Dewan Komisaris PT Toba Bara Sejahtera Tbk (2012 – Agustus 2020) *Commissioner at PT Toba Bara Sejahtera Tbk (2012 – August 2020)*
Rangkap Jabatan *Concurrent Position*	• Dewan Komisaris PT Unggul Indah Cahaya Tbk (2005 – saat ini) *Commissioner at PT Unggul Indah Cahaya Tbk (2005 – present)* • Dewan Komisaris PT Triaptra Engineering (2019 – saat ini) *Commissioner at PT Triaptra Engineering (2019 – present)* • Dewan Komisaris PT Indika Energy Tbk (2020 – saat ini) *Commissioner at PT Indika Energy Tbk (2020 – present)* • Anggota Komite Pemantau Risiko PT Maybank Indonesia Tbk *Risk Monitoring Committee Member at PT Maybank Indonesia Tbk* • Anggota Komite Audit PT Matahari Department Store Tbk *Audit Committee Member at PT Matahari Department Store Tbk*
Hubungan Afiliasi *Affiliation*	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham utama atau pengendali *Has no affiliation with members of the Board of Directors, fellow members of the Board of Commissioners or with the major or controlling shareholder*
Kepemilikan Saham di Perusahaan *Share Ownership in the Company*	Nihil *Nil*

L. Rizka Analucia

Komisaris
Commissioner

Masa Jabatan *Tenure*	**7 Juli 2022 - Sekarang (Periode Pertama)** *July 7, 2022 – present (First Period)*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	**Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 7 Juli 2022** *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC dated July 7, 2022*
Kewarganegaraan *Nationality*	**Indonesia**
Usia per 31 Desember 2022 *Age as of December 31, 2022*	**54 Tahun** *54 years old*
Domisili *Domicile*	**Jakarta**

Pendidikan Terakhir *Latest Education*	S-3 Doctor of Biomedical and Medicine dari Universitas Gajah Mada, Indonesia *Doctor of Business Biomedical and Medicine from Gadjah Mada University, Indonesia*
Keahlian *Expertise*	Biomedis dan Obat-obatan *Biomedical and Medicine*
Riwayat Pekerjaan *Career History*	• *Director General for Pharmaceutical and Medical Devices* - Ministry of Health of Republic of Indonesia *Director General for Pharmaceutical and Medical Devices - Ministry of Health of Republic of Indonesia* • *Director for Standardization of Drug, Narcotic, Psychotropic, Precursor, and Addictive Substance* - Indonesian FDA *Director for Standardization of Drug, Narcotic, Psychotropic, Precursor, and Addictive Substance - Indonesian FDA* • *Director of Drug Registration* - Indonesian FDA *Director of Drug Registration - Indonesian FDA* • *Acting Director of Drug Production Control* – Indonesian FDA *Acting Director of Drug Production Control – Indonesian FDA* • *Head of Pharmacy Department Dharmais Cancer Hospital* *Head of Pharmacy Department Dharmais Cancer Hospital* • *Head of R&D Department Dharmais Cancer Hospital* *Head of R&D Department Dharmais Cancer Hospital*
Rangkap Jabatan *Concurrent Position*	• Direktur General Farmasi dan Alat Kesehatan Kementerian Kesehatan *General Director of Pharmaceuticals and Medical Devices, Ministry of Health*
Hubungan Afiliasi *Affiliation*	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham utama atau pengendali *Has no affiliation with members of the Board of Directors, fellow members of the Board of Commissioners or with the major or controlling shareholder.*
Kepemilikan Saham di Perusahaan *Share Ownership in the Company*	Nihil *Nil*

Iman Rachman

Komisaris
Commissioner

Masa Jabatan *Tenure*	**9 Juni 2021 – 25 Agustus 2022** *June 9, 2021 – August 25, 2022*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	**Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021** *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC dated June 9, 2021*
Kewarganegaraan *Nationality*	**Indonesia**
Usia per 31 Desember 2022 *Age as of December 31, 2022*	**50 Tahun** *50 years old*
Domisili *Domicile*	**Jakarta**

Pendidikan Terakhir *Latest Education*	S-2 *Master of Business Administration* dari Leed University Business School, Inggris (1997) *Master of Business Administration from Leed University Business School, UK (1997)*
Keahlian *Expertise*	Ekonomi Keuangan *Financial Economics*
Riwayat Pekerjaan *Career History*	• Manajer PT Danareksa Sekuritas (1998 – 2003) *Manager at PT Danareksa Sekuritas (1998 – 2003)* • *Investment Banking Director* PT Mandiri Sekuritas (2003 – 2016) *Investment Banking Director at PT Mandiri Sekuritas (2003 – 2016)* • Direktur Keuangan PT Pelabuhan Indonesia II (2016 - 2019) *Director of Finance at PT Pelabuhan Indonesia II (2016-2019)* • Direktur Utama PT Perusahaan Pengelola Aset (Persero) (2019 - 2020) *President Director at PT Perusahaan Pengelola Aset (Persero) (2019 - 2020)*
Rangkap Jabatan *Concurrent Position*	• Direktur Strategi, Portofolio, dan Pengembangan Usaha PT Pertamina (Persero) (2020 – saat ini) *Director of Strategy, Portfolio, and Business Development at PT Pertamina (Persero) (2020 – present)*
Hubungan Afiliasi *Affiliation*	Direktur SPPU PT Pertamina (Persero) *Director of SPPU at PT Pertamina (Persero)*
Kepemilikan Saham di Perusahaan *Share Ownership in the Company*	Nihil *Nil*

Dante Saksono Harbuwono

Komisaris Independen
Independent Commissioner

Masa Jabatan *Tenure*	**24 Juni 2020-Sekarang (Periode Pertama)** *June 24, 2020 – present (first period)*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	**Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 24 Juni 2020** *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC dated June 24, 2020*
Kewarganegaraan *Nationality*	**Indonesia**
Usia per 31 Desember 2022 *Age as of December 31, 2022*	**49 Tahun** *49 years old*
Domisili *Domicile*	**Jakarta**

Pendidikan Terakhir *Latest Education*	S-3 *Doctor of Philosophy* dari University of Yamanashi, Jepang (2008) *Doctor of Philosophy from University of Yamanashi, Japan (2008)*
Keahlian *Expertise*	Spesialis Penyakit Dalam *Internal Medicine Specialist*
Riwayat Pekerjaan *Career History*	• Asisten Ahli Fakultas Kedokteran Universitas Indonesia (2012 – 2014) *Expert Assistant to the Faculty of Medicine, University of Indonesia (2012 – 2014)* • Koordinator Divisi Pengembangan Bisnis Fakultas Kedokteran Universitas Indonesia (2013 – 2014) *Coordinator of the Business Development Division of the Faculty of Medicine, University of Indonesia (2013 – 2014)* • Lektor Fakultas Kedokteran Universitas Indonesia (2014 – 2018) *Lecturer at the Faculty of Medicine, University of Indonesia (2014 - 2018)* • Ketua Divisi Metabolik Endokrin Departemen Ilmu Penyakit Dalam (2017 – 2020) *Head of the Endocrine Metabolic Division, Department of Internal Medicine (2017 - 2020)*
Rangkap Jabatan *Concurrent Position*	• Wakil Menteri Kesehatan Republik Indonesia *Vice Minister of Health of the Republic of Indonesia* • Pengajar Fakultas Kedokteran Universitas Indonesia (2009 – saat ini) *Lecturer at the Faculty of Medicine, University of Indonesia (2009 – present)* • Anggota Panel Ahli Dokter Kepresidenan (2014 – saat ini) *Member of the Expert Panel of Presidency Doctors (2014 – present)* • Kepala Klaster *Metabolic Disorder, Cardiovascular and Aging IMERI* Fakultas Kedokteran Universitas Indonesia (2017 – saat ini) *Head of Metabolic Disorder, Cardiovascular and Aging Cluster IMERI Faculty of Medicine, University of Indonesia (2017 – present)* • Kepala Cluster Diabetik RSCM Kencana (2018 – saat ini) *Head of Diabetic Cluster RSCM Kencana (2018 – present)* • Lektor Kepala Fakultas Kedokteran Universitas Indonesia (2018 – saat ini) *Lecturer Head of the Faculty of Medicine, University of Indonesia (2018 – present)*
Hubungan Afiliasi *Affiliation*	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham utama atau pengendali *Has no affiliation with members of the Board of Directors, fellow members of the Board of Commissioners or with the major or controlling shareholder.*
Kepemilikan Saham di Perusahaan *Share Ownership in the Company*	Nihil *Nil*

Henry Hendrawan

Komisaris Independen
Independent Commissioner

Masa Jabatan *Tenure*	**9 Juni 2021 - Sekarang (Periode Pertama)** *June 9, 2021 – Present (First Period)*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	**Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021** *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC dated June 9, 2021*
Kewarganegaraan *Nationality*	**Indonesia**
Usia per 31 Desember 2022 *Age as of December 31, 2022*	**40 Tahun** *40 years old*
Domisili *Domicile*	**Jakarta**

Pendidikan Terakhir *Latest Education*	S-2 *Master of Business Administration* (Akselerasi) dari Cornell University, Amerika Serikat (2009) *Master of Business Administration (Acceleration) from Cornell University, USA (2009)*
Keahlian *Expertise*	Manajemen Bisnis *Business Management*
Riwayat Pekerjaan *Career History*	• *Analyst and Associate* Dredner Kleinwort Wasserstein (2004 – 2006) *Analyst and Associate at Dredner Kleinwort Wasserstein (2004 – 2006)* • *Associate* Corinthian Capital Group (2006 – 2007) *Associate at Corinthian Capital Group (2006 – 2007)* • *Senior Associate* Demeter Financial Group (2009 – 2010) *Senior Associate at Demeter Financial Group (2009 – 2010)* • Kepala Divisi Konsumer, Telekomunikasi, Sales & Marketing The Boston Consulting Group (2010 – 2015) *Head of Consumer, Telecommunications, Sales & Marketing Division at The Boston Consulting Group (2010–2015)* • *Chief Financial Officer* Traveloka (2015 – 2019) • Presiden Traveloka Group (2019 – 2021) *President of Traveloka Group (2019-2021)*
Rangkap Jabatan *Concurrent Position*	Tidak ada *None*
Hubungan Afiliasi *Affiliation*	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham utama atau pengendali *Has no affiliation with members of the Board of Directors, fellow members of the Board of Commissioners or with the major or controlling shareholder*
Kepemilikan Saham di Perusahaan *Share Ownership in the Company*	Nihil *Nil*

Dewan Komisaris
Board of Commissioners

1. **Farid Harianto**
   Komisaris Utama
   President Commissioner

2. **L. Rizka Andalucia**
   Komisaris
   Commissioner

3. **Dante Saksono Harbuwono**
   Komisaris Independen
   Independent Commissioner

4. **Henry Hendrawan**
   Komisaris Independen
   Independent Commissioner

Profil Direksi
Board of Directors Profile

Mira Dyah Wahyuni
Direktur Utama
President Director

Masa Jabatan *Tenure*	**9 Juni 2021 - Sekarang (Periode Pertama) dan pengalihan tugas menjadi Direktur Utama pada tanggal 21 Desember 2022** *June 9, 2021 – Present (First Period) and transfer of duties as President Director on December 21, 2022*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	**Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021** *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC dated June 9, 2021*
Kewarganegaraan *Nationality*	**Indonesia**
Usia per 31 Desember 2022 *Age as of December 31, 2022*	**57 Tahun** *57 years old*
Domisili *Domicile*	**Bandung**

Pendidikan Terakhir *Latest Education*	S-2 Administrasi Rumah Sakit dari Universitas Indonesia (1998) *Master's Degree in Hospital Administration from Universitas Indonesia (1998)*
Keahlian *Expertise*	Kedokteran Gigi dan Administrasi Rumah Sakit *Dentist and Hospital Administration*
Riwayat Pekerjaan *Career History*	• Pegawai Negeri Kementerian Kesehatan (1991 – 1998) *Public Servant of the Ministry of Health (1991 – 1998)* • *Pricing and Product Development* RS Puri Cinere (1999) *Pricing and Product Development at Puri Cinere Hospital (1999)* • Manajer Pemasaran RS Jakarta (2000) *Marketing Manager at Jakarta Hospital (2000)* • Manajer Pemasaran RS Hermina Pasteur (2004 - 2010) *Marketing Manager at Hermina Pasteur Hospital (2004-2010)* • Wakil Direktur Umum RS Hermina Pasteur (2005 – 2010) *Vice Director of GA at Hermina Pasteur Hospital (2005-2010)* • Direktur Utama RS Hermina Arcamanik (2010 – 2014) *President Director at Hermina Arcamanik Hospital (2010-2014)* • Direktur Utama RS Hermina Sukabumi (2015 – 2016) *President Director at Hermina Sukabumi Hospital (2015-2016)* • Direktur Utama RS Hermina Arcamanik (2016 – 2019) *President Director at Hermina Arcamanik Hospital (2016-2019)* • Direktur Regional IV PT Medikaloka Hermina (2015 – 2019) *Director of Regional IV at PT Medikaloka Hermina (2015-2019)* • Direktur Operasi PT Pertamina Bina Medika IHC (2021 – 2022) *Director of Operations PT Pertamina Bina Medika IHC (2021-2022)*
Rangkap Jabatan *Concurrent Position*	Tidak ada *None*
Hubungan Afiliasi *Affiliation*	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham utama atau pengendali *Has no affiliation with members of the Board of Directors, fellow members of the Board of Commissioners or with the major or controlling shareholder*
Kepemilikan Saham di Perusahaan *Share Ownership in the Company*	Nihil *Nil*

Asep Saepul Rohmat

Direktur SDM dan Pengadaan
Director of HR and Procurement

Masa Jabatan *Tenure*	**23 Maret 2021 - Sekarang (Periode Pertama) dan pengalihan tugas menjadi Direktur Utama pada tanggal 21 Desember 2022** *March 23, 2021 – Present (First Period) and transfer of duties as President Director on December 21, 2022*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	**Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 23 Maret 2021** *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC dated March 23, 2021*
Kewarganegaraan *Nationality*	**Indonesia**
Usia per 31 Desember 2022 *Age as of December 31, 2022*	**57 Tahun** *57 years old*
Domisili *Domicile*	**Tangerang**

Pendidikan Terakhir *Latest Education*	S-2 Pendidikan Dokter Spesialis Penyakit Dalam (2003) *Master's Degree in Internist (2003)*
Keahlian *Expertise*	*Medical, Culture Changes*, SDM *Medical, Culture Changes, HR*
Riwayat Pekerjaan *Career History*	Direktur Medis PT Pertamina Bina Medika IHC (Maret 2021 - Des 2022) *Medical Director of PT Pertamina Bina Medika IHC (Mar 2021 - Dec 2022)*
Rangkap Jabatan *Concurrent Position*	Tidak ada *None*
Hubungan Afiliasi *Affiliation*	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham utama atau pengendali *Has no affiliation with members of the Board of Directors, fellow members of the Board of Commissioners or with the major or controlling shareholder*
Kepemilikan Saham di Perusahaan *Share Ownership in the Company*	Nihil *Nil*

Budi Raharjo Legowo

Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Masa Jabatan *Tenure*	**9 Juni 2021 - Sekarang (Periode Pertama)** *June 9, 2021 – Present (First Period)*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	**Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021** *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC dated June 9, 2021*
Kewarganegaraan *Nationality*	**Indonesia**
Usia per 31 Desember 2022 *Age as of December 31, 2022*	**42 Tahun** *42 years old*
Domisili *Domicile*	**Tangerang**

Pendidikan Terakhir *Latest Education*	S-2 *Master of Business Administration* dari University of Chicago Booth School of Business (2015) *Master of Business Administration from University of Chicago Booth School of Business (2015)*
Keahlian *Expertise*	Manajemen Bisnis *Business Management*
Riwayat Pekerjaan *Career History*	• *Process Engineering Manager* Procter & Gamble (1998 – 2000) *Process Engineering Manager at Procter & Gamble (1998 – 2000)* • *Engineering Manager* FAS Engineering (2000 – 2002) *Engineering Manager at FAS Engineering (2000 – 2002)* • *Head of Supply & Facilities* Schering AG (2003) *Head of Supply & Facilities at Schering AG (2003)* • Konsultan Senior SKHA Consulting (2003 – 2005) *Senior Consultant at SKHA Consulting (2003-2005)* • Direktur Administratif Sekolah Pelita Harapan (2005 – 2009) *Director of Administrative at Sekolah Pelita Harapan (2005-2009)* • Direktur Eksekutif Pelita Harapan Foundation (2010 – 2014) *Executive Director at Pelita Harapan Foundation (2010-2014)* • Presiden Deputi Universitas Pelita Harapan (2013 – 2014) *Deputy President at Universitas Pelita Harapan (2013-2014)* • *VP Marketing, Relationship and Development* Universitas Pelita Harapan (2014 – 2016) *VP Marketing, Relationship and Development at Universitas Pelita Harapan (2014-2016)* • Direktur Keuangan dan Akuntansi Siloam Hospital Group (2016 - 2019) *Director of Finance and Accounting at Siloam Hospital 92016-2019)* • CEO Deputi Sorac Capital Partners (2019) *Ceputy CEO at Sorac Capital Partners (2019)*
Rangkap Jabatan *Concurrent Position*	Komisaris Utama PT Gunung Raja Paksi (2022 – saat ini) *President Commissioner at PT Gunung Raja Paksi (2022-present)*
Hubungan Afiliasi *Affiliation*	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham utama atau pengendali *Has no affiliation with members of the Board of Directors, fellow members of the Board of Commissioners or with the major or controlling shareholder*
Kepemilikan Saham di Perusahaan *Share Ownership in the Company*	Nihil *Nil*

Lia Gardenia Partakusuma

Direktur Medis
Director of Medic

Masa Jabatan *Tenure*	**21 Desember 2022 - Sekarang (Periode Pertama)** *December 21, 2022 – Present (First Period)*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	**Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 21 Desember 2022** *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC dated December 21, 2022*
Kewarganegaraan *Nationality*	**Indonesia**
Usia per 31 Desember 2022 *Age as of December 31, 2022*	**62 Tahun** *62 years old*
Domisili *Domicile*	**Bekasi**

Pendidikan Terakhir *Latest Education*	S-3 Epidemiologi Fakultas Kedokteran Universitas Gadjah Mada *Doctor of Epidemiology, Faculty of Medicine, Gadjah Mada University*
Keahlian *Expertise*	*Strategic Management, Hospital Management* *Strategic Management, Hospital Management*
Riwayat Pekerjaan *Career History*	• Kepala Puskesmas Bukit Raya Pekanbaru Puskesmas Provinsi Riau (1987-1991) *Head of Bukit Raya Health Center, Pekanbaru Health Center, Riau Province (1987-1991)* • Kepala Instalasi Laboratorium Patologi Klinik dan Mikrobiologi RSUP Persahabatan Jakarta (1997-2005) *Head of Clinical Pathology and Microbiology Laboratory Installation at RS Persahabatan, Jakarta (1997-2005)* • Direktur Umum, SDM dan Pendidika RSUP Persahabatan Jakarta (2006-2010) *General Director, HR and Education of RS Persahabatan Jakarta (2006-2010)* • Direktur Medik dan Keperawatan RSUP Fatmawati (2010-2015) *Director of Medicine and Nursing at RS Fatmawati (2010-2015)* • Direktur Penunjang RS Jantung & Pembuluh Darah Harapan Kita (2015-2020) *Supporting Director of Heart & Vascular Harapan Kita Hospital (2015-2020)* • Direktur Perencanaan, Organisasi & Umum RS Jantung & Pembuluh Darah Harapan Kita (2020) *Director of Planning, Organization & General at Heart & Vascular Harapan Kita Hospital (2020)* • Konsultan (Purna Bakti) RS Jantung & Pembuluh Darah Harapan Kita (2021-2022) *Consultant (Purna Bakti) at Heart & Vascular Harapan Kita Hospital (2021-2022)*
Rangkap Jabatan *Concurrent Position*	• Dosen Biomedik Pasca Sarjana Universitas YARSI (2021-sekarang) *Postgraduate Biomedical Lecturer at YARSI University (2021-present)* • Laboratory Consultant Australia Indonesia Health Security Partnership (AIHSP) (2022-sekarang) *Laboratory Consultant Australia Indonesia Health Security Partnership (AIHSP) (2022-present)*
Hubungan Afiliasi *Affiliation*	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham utama atau pengendali *Has no affiliation with members of the Board of Directors, fellow members of the Board of Commissioners or with the major or controlling shareholder*
Kepemilikan Saham di Perusahaan *Share Ownership in the Company*	Nihil *Nil*

Fathema Djan Rachmat

Direktur Utama
President Director

Masa Jabatan *Tenure*	**21 Juni 2019 – Desember 2022** *June 21, 2019 – December 2022*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	**Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tanggal 21 Juni 2019** *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC dated June 21, 2019*
Kewarganegaraan *Nationality*	**Indonesia**
Usia per 31 Desember 2022 *Age as of December 31, 2022*	**58 Tahun** **58** *years old*
Domisili *Domicile*	**Jakarta**

Pendidikan Terakhir *Latest Education*	S-3 Program Pendidikan Doktor, Program Studi Ilmu Kedokteran dari Universitas Indonesia (2011) *Doctoral Degree in Doctoral Education Program, Medical Science Study Program from the University of Indonesia (2011)*
Keahlian *Expertise*	*Transformation, lean management, Thoracic, Cardiac and Vascular Surgeons, hospital management, financial, investment and portfolio, operational clinical excellence*
Riwayat Pekerjaan *Career History*	• Kepala Unit Pelayanan Jantung Terpadu RSCM (2003 – 2007) *Head of Integrated Cardiac Services Unit at RSCM (2003 – 2007)* • Kepala Unit Rawat Inap Gedung A RSCM (2007 – 2013 *Head of Inpatient Unit Building A at RSCM (2007 – 2013)* • *Building Manager* Gedung CMU I RSCM (2007 – 2011) *Manager of RSCM CMU I Building (2007 – 2011)* • Koordinator Pengembangan dan Mutu Pelayanan Jantung Terpadu RSCM (2008 – 2013) *Coordinator for Development and Quality of Integrated Cardiac Services at RSCM (2008 – 2013)* • Kepala Departemen Ilmu Bedah Fakultas Kedokteran Universitas Indonesia – RSCM (2011 – 2013) *Head of the Department of Surgery, Faculty of Medicine, Universitas Indonesia – RSCM (2011 – 2013)*
Rangkap Jabatan *Concurrent Position*	• Staf Bedah Kardiotorasik, Unit Pelayanan Jantung Terpadu RSCM (2008 – saat ini) *Cardiothoracic Surgery Staff, RSCM Integrated Cardiac Care Unit (2008 – present)* • Anggota Koordinator Penelitian dan Pengembangan Departemen Bedah Divisi Bedah Toraks Kardiovaskular Fakultas Kedokteran Universitas Indonesia (2009 – saat ini) *Member of Research and Development Coordinator of Department of Surgery, Division of Cardiovascular Thoracic Surgery, Faculty of Medicine, Universitas Indonesia (2009 - present)* • Direktur Utama PT RS Pelni (2014 – saat ini) *President Director of PT RS Pelni (2014 – present)* • Dewan Pengawas Unit Kerja Khusus Rumah Sakit Pendidikan Universitas Indonesia (2019– 2023) *Supervisory Board of the Teaching Hospital Special Work Unit, Universitas Indonesia (2019 – 2023)*
Hubungan Afiliasi *Affiliation*	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham utama atau pengendali *Has no affiliation with members of the Board of Directors, fellow members of the Board of Commissioners or with the major or controlling shareholder*
Kepemilikan Saham di Perusahaan *Share Ownership in the Company*	Nihil *Nil*

Direksi
Board of Directors

1. **Mira Dyah Wahyuni**
   Direktur Utama
   President Director

2. **Budi Raharjo Legowo**
   Direktur Keuangan dan Manajemen Risiko
   Director of Finane and Risk Management

3. **Asep Saepul Rohmat**
   Direktur SDM dan Pengadaan
   Director of HR and Procurement

4. **Lia Gardenia Partakusuma**
   Direktur Medis
   Director of Medic

Daftar Keanggotaan Asosiasi
List of Association Membership

Nama Asosiasi *Association*	Tujuan/Aktivitas *Objective/Activity*
APINDO (Asosiasi Pengusaha Indonesia) *Indonesian Employers Association*	Berperan aktif dalam membangun hubungan industrial yang harmonis, proaktif dalam mendukung kebijakan pemerintah dalam dunia usaha, terutama *industry healthcare* dengan tetap patuh pada tata kelola perusahaan yang baik *Taking an active role in building harmonious industrial relations, being proactive in supporting government policies in the business world, especially the healthcare industry while still adhering to good corporate governance.*
PERSI (Perhimpunan Rumah Sakit Indonesia) *Indonesian Hospital Association*	Berperan aktif dalam organisasi PERSI untuk bersinergi membangun dan mengembangkan bidang *healthcare* & perumahsakitan Indonesia, mewujudkan tata kelola klinis dan tata kelola etika rumah sakit Indonesia yang baik, membangun mutu perumahsakitan Indonesia dalam mendukung sistem kesehatan nasional yang berintegritas tinggi dan terpercaya, baik secara nasional maupun Global *Taking an active role in the PERSI organization to synergistically build and develop the Indonesian health care & hospital sector, realize good clinical and ethical governance in Indonesian hospitals, build the quality of Indonesian hospitals in supporting the national health system with high integrity and reliability, both nationally and globally.*

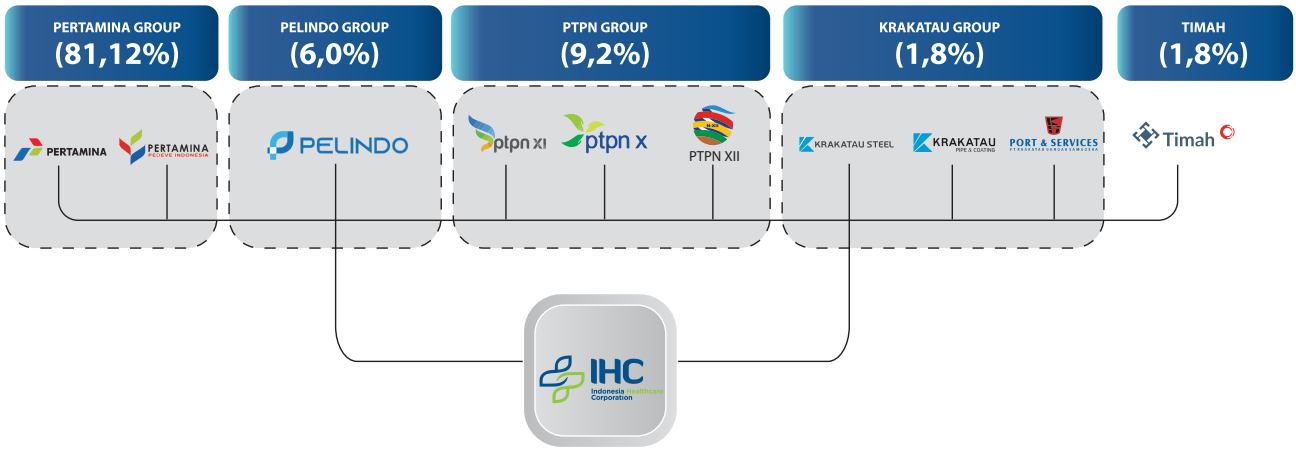
Komposisi Pemegang Saham
Shareholder Composition

Komposisi kepemilikan saham berdasarkan perubahan Anggaran Dasar terakhir yang dimuat dalam Akta Notaris Aulia Taufani, SH No. 42 tanggal 7 Agustus 2020 adalah sebagai berikut:

Composition of share ownership based on the latest amendments to the Articles of Association contained in the Notarial Deed of Aulia Taufani, SH No. 42 dated August 7, 2020 is as follows:

Nama Pemegang Saham *Shareholder Name*	Jumlah Lembar Saham *Total Shares*	Nilai Saham *Share Value*	Persentasi Kepemilikan (%) *Ownership Percentage (%)*
PT Pertamina (Persero)	23.700.021	2.370.002.100.000	81,11
PT Pertamina Pedeve Indonesia	1.484	148.400.000	0,01
PT Krakatau Steel (Persero) Tbk	218.239	21.823.900.000	0,75
PT Krakatau Industrial Estate Cilegon	178.559	17.855.900.000	0,61
PT Krakatau Bandar Samudera	128.959	12.895.900.000	0,44
PT Pelabuhan Indonesia (Persero)	1.753.115	175.311.500.000	6,00
PT Timah Tbk	518.889	51.888.900.000	1,78
PT Perkebunan Nusantara X	1.643.253	164.325.300.000	5,62
PT Perkebunan Nusantara XI	566.840	56.684.000.000	1,94
PT Perkebunan Nusantara XII	508.403	50.840.300.000	1,74
Total	**29.217.762**	**2.921.776.200.000**	**100,00**

Komposisi Kepemilikan Saham
Shareholder Composition



Kronologi Penerbitan Saham
Share Listing Chronology

Per 31 Desember 2022, Perusahaan tidak pernah mencatatkan saham di bursa efek manapun. Dengan demikian, informasi mengenai kronologi pencatatan saham tidak relevan untuk diungkapkan.

As of December 31, 2022, the Company has never listed its shares on any stock exchange. Thus, information regarding the chronology of share listing is not relevant to be disclosed.

Kronologi Pencatatan Efek Lainnya
Other Securities Listing Chronology

Per 31 Desember 2022, Perusahaan tidak pernah mencatatkan efek selain saham di bursa efek manapun. Dengan demikian, informasi mengenai kronologi pencatatan efek lainnya tidak relevan untuk diungkapkan.

As of December 31, 2022, the Company has never listed any securities other than shares on any stock exchange. Thus, information regarding the chronology of other securities listing is not relevant to be disclosed.

Struktur Grup Perusahaan
Group Structure

Saat ini PT Pertamina Bina Medika IHC telah memiliki 8 Anak Perusahaan serta mengelola 36 Rumah Sakit BUMN, 34 RS membership, 4 RS KSO, serta Klinik Pertamedika IHC dan klinik di bawah pengelolaan Anak Perusahaan. Berikut struktur grup PT Pertamina Bina Medika IHC:

Currently, PT Pertamina Bina Medika IHC has 8 subsidiaries and manages 36 SOE hospitals, 34 membership hospitals, 4 JO hospitals, as well as the Pertamedika IHC Clinic and clinics under the management of the Subsidiary. Structure of the PT Pertamina Bina Medika IHC group is as follows:

Units (wholly owned)

RS Pertamina

1. **RSP Prabumulih** (South Sumatra) (0713) 382754
2. **RSP Plaju** (South Sumatra) (0711) 597446
3. **RSP Pangkalan Brandan** (North Sumatra) (0620) 20120
4. **RSP Rantau** (Aceh) (0822) 72144580
5. **RSP Dumai** (Riau) (0765) 443601
6. **RSP Tarakan** (North Kalimantan) (0551) 31403
7. **RSP Tanjung** (South Kalimantan) (0526) 2023608
8. **RSP Balikpapan** (East Kalimantan) (0821) 48641666
9. **RSP Cirebon** (West Java) (0811) 2411247
10. **RSP Balongan** (West Java) (0234) 7121602
11. **RSP Cilacap** (Central Java) (0282) 509973
12. **RSP Pusat Pertamina** (Jakarta) (021) 7219214
13. **RSP Jaya** (Jakarta) (021) 4211911
14. **RSP Sorong** (Papua) (0951) 3215814
15. **RSP Royal Biringkanaya** (Makasar) (0411) 4821000

Subsidiaries

RT RS Pelni

1. **RS Pelni** (Jakarta) +62 821-1915-1213

PT Rolas Nusantara Medika

2. **RSU Kaliwates** (East Java) (0331) 483505
3. **RSU Bhakti Husada Kriklian Gienmore** (East Java) (0331) 821118

PT Krakatau Medika

4. **RS Krakatau Medika** (East Java) +62 254 396333

PT RS Bakti Timah

5. **RS Medika Stannia Sungailiat** (Kepulauan Babel) (0717) 95837
6. **RS Bakti Timah Muntok** (Kepulauan Babel) (0716) 21008
7. **RS Bakti Timah pangkalpinang** (Kepulauan Babel) (0717) 421091
8. **RS Bakti Timah Karimun** (Kepulauan Babel) (0777) 7367085

PT Pelindo Husada Citra

9. **RS PHC Surabaya** (East Java) +6231-329 4801

PT Nusantara sebelas Medika

10. **RS Lavalette** (East Java) (0341)470805
11. **RS Wonolangan** (East Java) (0335)424007
12. **RS Djatiroto** (East Java) (0334) 321004
13. **RS Elizabeth** (East Java)

PT RS Pelabuhan

14. **RS Pelabuhan Jakarta** (Jakarta) (021) 4403026
15. **RS Port Medical Center** (Jakarta) (021)43902350
16. **RS Pelabuhan Cirebon** (West Java) (0231) 20444
17. **RS Pelabuhan Palembang** (South Sumatra) (0711) 712840

PT Nusantara Medika Utama

18. **RS Gatoel** (East Java) (0321) 321681
19. **RS Toeloengredjo** (East Java) (0354) 391145
20. **RS Perkebunan PTPN X** (East Java) (0858) 59209209
21. **RS Medika Utama** (East Java) (0342) 442555

Joint Operations

1. **RS Bintang Amin** (Lampung) (0721) 273601
2. **RS Baiturrahim** (Jambi) (0741) 53165
3. **RSU Pertamedika Ummi Rosniati** (Aceh) (0651) 35092
4. **RS UI** (Jakarta) (021) 50829292
5. **RSU Pekerja** (Jakarta) (021) 29484848

IHC member

1. **RS Prima Husada Cipta Medan** (North Sumatra) 061) 6941927
2. **RS dr. G.L Tobing** (North Sumatra) (061) 7944796
3. **RS Bangkatan** (North Sumatra) (061) 8821263
4. **RS Tanjung Selamat** (North Sumatra) (0617) 709963
5. **RS Sri Pamela** (North Sumatra) (0621) 261-1111
6. **RS Sei Dadap** (North Sumatra) (0621) 261-1111
7. **RS Sri Torgamba** (North Sumatra) (0811) 62330117
8. **RS Pabatu** (North Sumatra) (0621) 23781
9. **RS Laras** (North Sumatra) (2622) 64342
10. **RS Balimbingan** (North Sumatra) (0812) 63116075
11. **RS Bukit Asam Medika** (South Sumatra) (0822) 8900-5454
12. **RS Pusri Palembang** (South Sumatra) (0711) 721313
13. **RS Semen Padang** (West Sumatra) (0751) 777888
14. **RS Cut Meutia** (Aceh) (0645) 46334
15. **RSU Prima Inti Medika** (Aceh) (0853) 6263-9504
16. **RS Syafira (Riau) (0761) 37947**
17. **RS Tandun** (Riau) (0823) 8360-4477
18. **RS PKT Bontang** (East Kalimantan) (0548) 41118
19. **RS Prima Sangatta** (East Kalimantan) (0549) 2026123
20. **RS Medika Utama Permata** (East Kalimantan) (0852) 1113-3307
21. **RS Medika Utama Manggar** (East Kalimantan) (0542) 8524770
22. **RS LNG Badak** (East Kalimantan) (0548) 552992
23. **RS Parindu** (West Kalimantan (0821) 5432-3800
24. **RS Danau Salak** (South Kalimantan) (0511) 4773967
25. **RS Pindad Turen** (East Java) (0341) 827295
26. **RS Semen Gresik** (East Java) (031) 3987840
27. **RSI Garam** (East Java) (0328) 664350
28. **RS Petrokimia Gresik** (East Java) (031) 3978653
29. **RS Graha Husada** (East Java) (031) 3973401
30. **RS Petrokimia Driyorejo Gresik** (East Java) (031) 8981778
31. **RS PTPN VIII Subang** (West Java) (0260) 411632
32. **RS Pindad Medika Utama** (West Java) (022) 73222877
33. **RS Antam Medika** (Jakarta) (021) 80614888
34. **RS Haji Jakarta** (Jakarta) (021) 8000694

Unit Bisnis Perusahaan
Company Business Unit

Unit Bisnis Pertamedika IHC memiliki 15 unit bisnis Rumah Sakit dengan *brand* "RS Pertamina" yang dikelola secara langsung oleh Pertamedika IHC serta 1 unit bisnis klinik "Klinik Pertamina IHC" yang baru dipisahkan secara mandiri dari pengelolaan Klinik Pertamina IHC. Profil ke empat belas Rumah Sakit Pertamina dapat disampaikan sebagai berikut:

Business Unit Pertamedika IHC has 15 Hospital business units with the brand "Pertamina Hospital" which is managed directly by Pertamedika IHC and 1 clinic business unit "Pertamina IHC Clinic" which has just been separated independently from the management of RS Pertamina Jaya. The profiles of the fourteen Pertamina Hospitals can be submitted as follows:

Rumah Sakit Pusat Pertamina (RSPP)
Pertamina Central Hospital (RSPP)

Alamat dan Kontak *Address and Contact*	**Tipe RS** *Hospital Type*	**Kapasitas Tempat Tidur** *Bed Capacity*	**Jenis Layanan** *Services*	
Jl. Kyai Maja No 43, Kebayoran Baru, Jakarta Selatan 12120 Telp: 021-7219300-400 Faks: 021-7203540 Customer Care: 021-7219800 (Pemasaran) 021-7219892 (Humas) Website: www.rspp.co.id	B	240	• Penyakit Dalam • Anak • Bedah • Obgyn • Mata • THT • Saraf • Jantung dan Pembuluh Darah • Kulit dan Kelamin • Kedokteran Jiwa • Paru • Ortophaedi dan Traumatologi • Urologi • Bedah Saraf • Bedah Plastik Rekontruksi dan Estetika • Bedah Anak • Bedah Thorax Cardiac dan Vaskuler • Bedah Mulut • Konservasi/Endodonsi • Orthodonti • Periodonti • Prosthodonti • Pedodonti • Bedah Digestif • Bedah Onkologi • Bedah Vaskuler • Gastroenterologi-Hepatologi • GInjal Hipertensi • Rematologi • Hematologi Onkologi • Fertilitas dan Endokrinologi • Reproduksi • Onkologi Ginekologi • Obsitetri GInekologi Sosial • Subspesialis Lainnya • Anestesi dan Terapi Intensif • Rehab Medik • Radiologi Diagnostik Non Invasive • Radiolohi Diagnostik Invasif • Patologi Klinik • Patologi Anatomi • Akupuntur • Radioterapi • Kedokteran Nuklir • Gizi Klinik • Anestesi Terapi Intensif • Dialisis • CSSD • Gizi • Rekam Medis • Farmasi • Pelayanan Darah • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Eye* • *ENT* • *Nerve* • *Heart and Blood Vessels* • *Dermatology and Venereology* • *Psychiatry* • *Lungs* • *Orthopedics and Traumatology* • *Urology* • *Neurosurgery* • *Reconstructive and Aesthetic Plastic Surgery* • *Pediatric Surgery* • *Thorax Cardiac and Vascular Surgery* • *Mouth surgery* • *Conservation/Endodontics* • *Orthodontics* • *Periodontics* • *Prosthodontics* • *Pedodontics* • *Digestive Surgery* • *Surgical Oncology* • *Vascular Surgery* • *Gastroenterology-Hepatology* • *Kidney Hypertension* • *Rheumatology* • *Hematology Oncology* • *Fertility and Endocrinology* • *Reproduction* • *Gynecological Oncology* • *Obstetrics Gynecology Social* • *Other Subspecialties* • *Anaesthesia and Intensive Therapy* • *Medical Rehab* • *Non-Invasive Diagnostic Radiology* • *Invasive Diagnostic Radiology* • *Clinical Pathology* • *Anatomical Pathology* • *Acupuncture* • *Radiotherapy* • *Nuclear Medicine* • *Clinical Nutrition* • *Intensive Therapeutic Anesthesia* • *Dialysis* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *Blood Service* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Balikpapan (RSPB)

Pertamina Hospital Balikpapan (RSPB)

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Jend Sudirman No 1 Balikpapan Telp: 0542-421212 Faks: 0542-736134	C	180	• Penyakit Dalam • Anak • Bedah • Obgyn • Mata • THT • Saraf • Jantung dan Pembuluh Darah • Kulit dan Kelamin • Kedokteran Jiwa • Paru • Orthopaedi dan Traumatologi • Urologi • Bedah Saraf • Bedah Plastik Rekontruksi dan Estetika • Bedah Anak • Bedah Thorax Cardiac dan Vaskuler • Bedah Mulut • Konservasi/Endodonsi • Orthodonti • Periodonti • Prosthodonti • Bedah Digestif • Bedah Onkologi • Bedah Vaskuler • Kardiovaskuler • Pulmonologi • Tumbuh Kembang Anak • Onkologi Ginekologi • Obstetri Ginekologi Sosial • Subspesialis Lainnya • Anestesi dan Terapi Intensif • Rehab Medik • Radiologi Diagnostik Non Invasive • Patologi Klinik • Patologi Anatomi • Akupuntur • Gizi Klinik • Dialisis • CSSD • Gizi • Rekam Medis • Farmasi • Pelayanan Darah • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Eye* • *ENT* • *Nerve* • *Heart and Blood Vessels* • *Dermatology and Venereology* • *Psychiatry* • *Lungs* • *Orthopaedics and Traumatology* • *Urology* • *Neurosurgery* • *Reconstructive and Aesthetic Plastic Surgery* • *Pediatric Surgery* • *Thorax Cardiac and Vascular Surgery* • *Mouth surgery* • *Conservation/Endodontics* • *Orthodontics* • *Periodontics* • *Prosthodontics* • *Digestive Surgery* • *Surgical Oncology* • *Vascular Surgery* • *Cardiovascular* • *Pulmonology* • *Child Development* • *Gynecological Oncology* • *Social Gynecology Obstetrics* • *Other Subspecialties* • *Anesthesia and Intensive Therapy* • *Medical Rehab* • *Non Invasive Diagnostic Radiology* • *Clinical Pathology* • *Anatomical Pathology* • *Acupuncture* • *Clinical Nutrition* • *Dialysis* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *Blood Service* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Jaya (RSPJ)

Pertamina Jaya Hospital (RSPJ)

Alamat dan Kontak *Address and Contact*	**Tipe RS** *Hospital Type*	**Kapasitas Tempat Tidur** *Bed Capacity*	**Jenis Layanan** *Services*	
Jl. Jend A Yani No 2 Jakarta Pusat Telp: 021-4211911 Faks: 021-4211913	C	100	• Anak • Bedah • Obgyn • Jantung • Paru • Penyakit Dalam • MCU • MCU Kelautan	• *Pediatric* • *Surgery* • *Obgyn* • *Heart* • *Lungs* • *Internal disease* • *MCU* • *Marine MCU*

Rumah Sakit Pertamina Cirebon (RSPC)
Pertamina Hospital Cirebon (RSPC)

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Patra Raya Klayan Cirebon 45151 Telp: 0231-224646-50 (*hunting*) Faks: 0231-209328	C	100	• Penyakit Dalam • Anak • Bedah • Obgyn • Mata • THT • Saraf • Jantung dan Pembuluh Darah • Kulit dan Kelamin • Kedokteran Jiwa • Paru • Orthopaedi dan Traumatologi • Bedah Saraf • Bedah Mulut • Orthodonti • Anestesi dan Terapi Intensif • Rehab Medik • Radiologi Diagnostik Non Invasive • Patologi Klinik • Patologi Anatomi • Gizi Klinik • CSSD • Gizi • Rekam Medis • Farmasi • Pelayanan Darah • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Eye* • *ENT* • *Nerve* • *Heart and Blood Vessels* • *Dermatology and Venereology* • *Psychiatry* • *Lungs* • *Orthopaedics and Traumatology* • *Neurosurgery* • *Mouth surgery* • *Orthodontics* • *Anesthesia and Intensive Therapy* • *Medical Rehab* • *Non-Invasive Diagnostic Radiology* • *Clinical Pathology* • *Anatomical Pathology* • *Clinical Nutrition* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *Blood Service* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Prabumulih (RSPPBM)

Pertamina Hospital Prabumulih (RSPPBM)

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Kesehatan No 100 Komplek Pertamina Prabumulih 31122 Telp: 0713-382742, 383333 Faks: 0713-321903, 322069	C	103	• Penyakit Dalam • Anak • Bedah • Obgyn • Mata • THT • Jantung dan Pembuluh Darah • Kulit dan Kelamin • Anestesi dan Terapi Intensif • Rehab Medik • Radiologi Diagnostik Non Invasive • Dialisis • Patologi Klinik • Patologi Anatomi • Gizi Klinik • CSSD • Gizi • Rekam Medis • Farmasi • Pelayanan Darah • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Eye* • *ENT* • *Heart and Blood Vessels* • *Dermatology and Venereology* • *Anesthesia and Intensive Therapy* • *Medical Rehab* • *Non-Invasive Diagnostic Radiology* • *Dialysis* • *Clinical Pathology* • *Anatomical Pathology* • *Clinical Nutrition* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *Blood Service* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Tanjung (RSPT)
Pertamina Hospital Tanjung (RSPT)

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Gas Komplek Pertamina Murung Pudak Kabupaten Tabalong, Kalimantan Selatan 71571 Telp: 0526-2022550 Faks: 0526-204122	C	51	• Penyakit Dalam • Anak • Bedah • Obgyn • Mata • THT • Jantung dan Pembuluh Darah • Orthopaedi dan Traumatologi • Bedah Mulut • Konservasi/Endodonsi • Anestesi dan Terapi Intensif • Rehab Medik • Radiologi Diagnostik Non Invasive • Dialisis • Patologi Klinik • CSSD • Gizi • Rekam Medis • Farmasi • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Eye* • *ENT* • *Heart and Blood Vessels* • *Orthopaedics and Traumatology* • *Mouth surgery* • *Conservation/Endodontics* • *Anesthesia and Intensive Therapy* • *Medical Rehab* • *Non Invasive Diagnostic Radiology* • *Dialysis* • *Clinical Pathology* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Tarakan
Pertamina Hospital Tarakan

Alamat dan Kontak *Address and Contact*	**Tipe RS** *Hospital Type*	**Kapasitas Tempat Tidur** *Bed Capacity*	**Jenis Layanan** *Services*	
Jl. Mulawarman No 99 Tarakan 77111, Kalimantan Timur Telp: 0551-31665, 31403 Faks: 0551-33310	C	77	• Penyakit Dalam • Anak • Bedah • Obgyn • THT • Jantung dan Pembuluh Darah • Kulit dan Kelamin • Urologi • Orthopaedi dan Traumatologi • Bedah Anak • Bedah Mulut • Konservasi/Endodonsi • Anestesi dan Terapi Intensif • Rehab Medik • Radiologi Diagnostik Non Invasive • Dialisis • Patologi Klinik • CSSD • Gizi • Rekam Medis • Farmasi • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *ENT* • *Heart and Blood Vessels* • *Dermatology and Venereology* • *Urology* • *Orthopaedics and Traumatology* • *Pediatric Surgery* • *Mouth surgery* • *Conservation/Endodontics* • *Anesthesia and Intensive Therapy* • *Medical Rehab* • *Non-Invasive Diagnostic Radiology* • *Dialysis* • *Clinical Pathology* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Pangkalan Brandan

Pertamina Hospital Pangkalan Brandan

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Wahidin No 01 Pangkalan Brandan Langkat, Sumatera Utara Telp: 0620-322455 Faks: 0620-323392, 20120	C	115	• Penyakit Dalam • Anak • Bedah • Obgyn • Mata • THT • Paru • Kulit dan Kelamin • Rehab Medik • Anestesi dan Terapi Intensif • Radiologi Diagnostik Non Invasive • Patologi Klinik • Patologi Anatomi • Dialisis • CSSD • Gizi • Rekam Medis • Farmasi • Pelayanan Darah • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Eye* • *ENT* • *Lungs* • *Dermatology and Venereology* • *Medical Rehab* • *Anesthesia and Intensive Therapy* • *Non Invasive Diagnostic Radiology* • *Clinical Pathology* • *Anatomical Pathology* • *Dialysis* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *Blood Service* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Plaju
Pertamina Hospital Plaju

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Pengantingan 1 Komplek Pertamina UP III Plaju, Sumatera Selatan Telp: 0711-597442 Faks: 0711-542388	C	100	• Penyakit Dalam • Anak • Bedah • Obgyn • Mata • THT • Saraf • Jantung dan Pembuluh Darah • Kulit dan Kelamin • Kedokteran Jiwa • Orthodonti • Anestesi dan Terapi Intensif • Radiologi Diagnostik Non Invasive • CSSD • Gizi • Rekam Medis • Farmasi • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Eye* • *ENT* • *Nerve* • *Heart and Blood Vessels* • *Dermatology and Venereology* • *Psychiatry* • *Orthodontics* • *Anesthesia and Intensive Therapy* • *Non-Invasive Diagnostic Radiology* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Sorong (RSPS)

Pertamina Hospital Sorong (RSPS)

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Ahmad Yani No 13, Sorong Telp: 0951-321581, 321362 Faks: 0951-326110	D	57	• Penyakit Dalam • Anak • Bedah • Obgyn • Jantung dan Pembuluh Darah • Radiologi Diagnostik Non Invasive • CSSD • Gizi • Rekam Medis • Farmasi • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Heart and Blood Vessels* • *Non-Invasive Diagnostic Radiology* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Cilacap
Pertamina Hospital Cilacap

Alamat dan Kontak *Address and Contact*	**Tipe RS** *Hospital Type*	**Kapasitas Tempat Tidur** *Bed Capacity*	**Jenis Layanan** *Services*	
Jl. Dr Setiabudi Tegal Katilayu, Cilacap, Jawa Tengah 53211 Telp: 0282-509900 Faks: 0282-509987	D	75	• Penyakit Dalam • Anak • Bedah • Obgyn • THT • Saraf • Jantung dan Pembuluh Darah • Kulit dan Kelamin • Paru • Orthopaedi dan Traumatologi • Okupasi • Ginjal Hipertensi • Anestesi dan Terapi Intensif • Rehab Medik • Radiologi Diagnostik Non Invasive • Patologi Klinik • Dialisis • CSSD • Gizi • Rekam Medis • Farmasi • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *ENT* • *Nerve* • *Heart and Blood Vessels* • *Dermatology and Venereology* • *Lungs* • *Orthopaedics and Traumatology* • *Occupation* • *Kidney Hypertension* • *Anesthesia and Intensive Therapy* • *Medical Rehab* • *Non-Invasive Diagnostic Radiology* • *Clinical Pathology* • *Dialysis* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Balongan
Pertamina Hospital Balongan

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Bumi Patra Raya, Karanganyar, Indramayu, Jawa Barat 45213 Telp: 0234-254523 Faks: 0234-27345	D	50	• Penyakit Dalam • Bedah • Obgyn • Anestesi dan Terapi Intensif • Radiologi Diagnostik Non Invasive • Patologi Klinik • CSSD • Gizi • Rekam Medis • Farmasi • MCU • IGD	• *Internal disease* • *Surgery* • *Obgyn* • *Anesthesia and Intensive Therapy* • *Non-Invasive Diagnostic Radiology* • *Clinical Pathology* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Dumai
Pertamina Hospital Dumai

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Raya Bukit Datuk, Dumai, Riau 28825 Telp: 0765-44360 Faks: 0765-38730	D	74	• Penyakit Dalam • Anak • Bedah • Obgyn • Anestesi dan Terapi Intensif • Radiologi Diagnostik Non Invasive • Patologi Klinik • Dialisis • CSSD • Gizi • Rekam Medis • Farmasi • Pelayanan Darah • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Anesthesia and Intensive Therapy* • *Non-Invasive Diagnostic Radiology* • *Clinical Pathology* • *Dialysis* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *Blood Service* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Rantau
Pertamina Hospital Rantau

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Cepu, Rantau, Kabupaten Aceh Tamiang, Aceh 24476	D	50	• Penyakit Dalam • Anak • Bedah • Obgyn • Mata • Paru • Radiologi Diagnostik Non Invasive • Patologi Klinik • Anestesi Terapi Intensif • Dialisis • Rekam Medis • Farmasi • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Eye* • *Lungs* • *Non Invasive Diagnostic Radiology* • *Clinical Pathology* • *Intensive Therapeutic Anesthesia* • *Dialysis* • *Medical records* • *Pharmacy* • *MCU* • *Emergency room*

Rumah Sakit Pertamina Royal Biringkanaya
Pertamina Hospital Royal Biringkanaya

Alamat dan Kontak *Address and Contact*	Tipe RS *Hospital Type*	Kapasitas Tempat Tidur *Bed Capacity*	Jenis Layanan *Services*	
Jl. Pajjalyyang Sudiang Raya, Biring Kanaya, Ujung Pandang, Sulawesi Selatan	B	35	• Penyakit Dalam • Anak • Bedah • Obgyn • Saraf • Bedah Saraf • Jantung dan Pembuluh Darah • Anestesi • Bedah Thorax dan Kardiovaskuler • Kedokteran Fisik dan Rehabilitasi • Radiologi Diagnostik • Patologi Klinik • CSSD • Gizi • Rekam Medis • Farmasi • MCU • IGD	• *Internal disease* • *Child* • *Surgery* • *Obgyn* • *Nerve* • *Neurosurgery* • *Heart and Blood Vessels* • *Anesthesia* • *Thorax and Cardiovascular Surgery* • *Physical Medicine and Rehabilitation* • *Diagnostic Radiology* • *Clinical Pathology* • *CSSD* • *Nutrition* • *Medical records* • *Pharmacy* • *MCU* • *Emergency room*

Klinik Pertamina IHC

Business Unit – Klinik Pertamina IHC merupakan unit bisnis yang baru dibentuk di tahun 2020. Klinik Pertamina IHC membawahi 23 klinik di wilayah Jabodetabek, dengan data sebagai berikut:

IHC Pertamina Clinic

Business Unit – Clinic Pertamina IHC Clinic is a new business unit formed in 2020. Pertamina IHC Clinic oversees 23 clinics in the Jabodetabek area, with the following data:

Klinik Pratama Sinabung	Klinik Pratama Jatiwaringin Asri	Klinik Pratama Cakung	Klinik Pratama Bekasi
Jl. Sinabung Terusan II No. 32 A-F, Kel Gunung, Kebayoran Baru, Jakarta Selatan Telp : (021) 7243262	Jalan Sangata Blok I/1, Jatiwaringin Asri, Pondok Gede Telp : (021) 84990644	Jl. Ujung Menteng Bisnis Centre, Jl Bekasi Raya Blok A No. 23 Cakung Telp: (021) 4604944	Ruko Kalimalang Square Blok J-17, Jl. Raya Kalimalang, Bekasi Telp. : 88962946/33794477
Klinik Pratama Rawamangun	**Klinik Pratama Cinere**	**Klinik Pratama Bogor**	**Klinik Pratama Deli**
Jl. Mundu Raya No.1, Jatirawamangun, Jakarta Timur Telp : 4894150	Jl. Cinere Raya No.11 B, Cinere - Depok Telp : 7535022	Jl. A. Adnanrijaya (Jl. Pandawa Raya) Blok A1 No. 14, Bantar Jati, Bogor Utara Telp. : 0251-8363994	Jl. Sunter II No. 13, Rawabadak Utara, Koja, Jakarta Utara Telp. : 021 4351614
Klinik Pratama Bintaro	**Klinik Pratama Depok**	**Klinik Pratama Yos Sudarso (PIS)**	**Klinik Pratama BSD**
Jl. Pondok Betung Raya No. 1A, Pondok Aren, Tangerang Selatan Telp. : (021)27658342	Jl. Margonda Raya No. 518, Depok Telp : 27802840	Jl. Yos Sudarso No. 32-34 Jakarta Utara Telp. (021) 43928260	Jl. Ruko Golden Vienna Sektor XII Blok CA No. 31 Serpong Telp. 0811 981509
Klinik UKK Pertamina Lubricants	**Klinik UKK PGN Manhattan**	**Klinik UKK Pratama PGN Ketapang**	**Klinik Pertamedika PHE**
Grha Pertamina, Tower Petramax Lt 15 Jl. Merdeka Timur No. 11-13 Jakarta Pusat Telp. 0878 1886 38891	The Manhattan Square Building Mid Tower Lt. 26, Jl. TB. Simatupang Kav. 15, Jakarta Selatan Telp. : 8064 1111	Kantor Pusat PGN, Jl. KH. Zainul Arifin No. 20, Jakarta Selatan Telp. : 0877 7537 2768	PHE Tower Lt. 2, Jl. TB Simatupang Kav. 99, Jakarta Selatan Telp. : 0812 2920 8265
Klinik Universitas Pertamina	**Klinik UKK Pertamina EP**	**Klinik UKK Patra Jasa**	**Klinik UKK Pertamina Commercial & Trading**
Komplek Universitas Pertamina, Jl. Teuku Nyak Arif Simprug RT. 07/ RW.08 Telp. : 0877 7555 3500	Menara Standard Chartered, Jl. Prof. Dr. Satrio No. 164 Lt. 21, Jakarta Selatan Telp. : 57893094	Gd. Patra Lt 1 Ruang 1 E, Jl. Jend. Gatot Subroto, Kav. 32-34, Jakarta Selatan Telp : 5217318	Wisma Tugu II, Lantai 2, Kav C, No. 7-9, Jl. HR Rasuna Said - Jakarta Telp. 80641111
Klinik UKK Sopodel Tower	**Klinik UKK Graha Pertamina**	**Klinik UKK Pertagas**	
Jl. Mega Kuningan Barat III RT. 03/ RW. 03, Kuningan, Jakarta Selatan 12950 Telp. : 081282044516	Tower Fastron Lt 6 Jl. Merdeka Timur No. 12 Jakarta Pusat Telp. 3816104	Grha Pertamina, Tower Petramax Lt 15 Jl. Merdeka Timur No. 11-13 Jakarta Pusat Telp. 9877 8188 638891	

Daftar Entitas Anak dan/atau Entitas Asosiasi

List of Subsidiary and/or Associate

Pertamedika IHC memiliki 8 Anak Perusahaan. Per 31 Desember 2022 dengan profil masing-masing sebagai berikut:

Pertamedika IHC owns 8 Subsidiaries. As of December 31, 2022 with profile as follows:

1. PT Rumah Sakit Pelni

PT Rumah Sakit Pelni menjadi Anak Perusahaan Pertamedika IHC sejak 31 Maret 2020 melalui proses akuisisi. PT RS Pelni memiliki 1 RS yaitu RS Pelni yang berlokasi di Jalan Aipda KS Tubun Slipi, Jakarta Barat. Layanan unggulannya adalah Hemodialisis, cathlab dan MCU *One Stop Service*. Komposisi pemegang saham PT RS Pelni sebagai berikut :

1. PT Rumah Sakit Pelni

PT Rumah Sakit Pelni became a Subsidiary of Pertamedika IHC since March 31, 2020 through acquisition process. PT Rumah Sakit Pelni has 1 hospital, namely Pelni Hospital which is located on Jalan Aipda KS Tubun Slipi, West Jakarta. Its flagship services are Hemodialysis, cathlab and MCU One Stop Service. The composition of shareholders of PT RS Pelni is as follows:

No	Nama Perusahaan *Company Name*	Persentase Kepemilikan Saham *Share Ownership Percentage*
1	PT Pertamina Bina Medika IHC	51%
2	PT Pelni (Persero)	48,98%
3	YKPP	0,02%

2. PT Rumah Sakit Pelabuhan

PT Rumah Sakit Pelabuhan menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT RS Pelabuhan memiliki 4 RS sebagai berikut:

- RS Pelabuhan Jakarta: Berlokasi di Jl. Kramat Raya Koja Jakarta Utara. Layanan unggulannya adalah Hemodialisis dan MCU
- RS Pelabuhan Cirebon: Berlokasi di Jl Sisingamaraja Cirebon dengan layanan unggulan Hemodialisa, MCU dan layanan ibu & anak
- RS Pelabuhan Palembang: Berlokasi di Jl Mayor Memet Sastrawirya Palembang dengan layanan unggulan MCU
- RS Port Medical Centre: Berlokasi di Jl Enggano Jakarta Utara dengan layanan unggulan MCU. Komposisi pemegang saham PT RS Pelabuhan sebagai berikut:

2. PT Rumah Sakit Pelabuhan

PT Rumah Sakit Pelabuhan has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT RS Pelabuhan owns 4 hospitals as follows:

- *RS Pelabuhan Jakarta: Located on Jl Kramat Raya Koja, North Jakarta. Its flagship services are Hemodialysis and MCU*
- *RS Pelabuhan Cirebon: Located on Jl Sisingamangaraja Cirebon. Its flagship services are Hemodialysis, MCU and mother & child services*
- *RS Pelabuhan Palembang: Located on Jl Mayor Memet Sastrawirya Palembang. Its flagship service is MCU service*
- *RS Port Medical Center: Located on Jl Enggano, North Jakarta. Its flagship service is MCU service. The composition of shareholders of PT RS Pelabuhan is as follows:*

No	Nama Perusahaan *Company Name*	Persentase Kepemilikan Saham *Share Ownership Percentage*
1	PT Pertamina Bina Medika IHC	67%
2	PT Pelabuhan Indonesia (Persero)	32,88%
3	KOPEGMAR Tanjung Priok	0,12%

3. PT Bakti Timah Medika

PT Bakti Timah Medika menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT Bakti Timah Medika memiliki 4 RS sebagai berikut:

- RS Bakti Timah Pangkal Pinang: Berlokasi di Jl Bukit baru Pangkal pinang dan memiliki layanan unggulan mata
- RS Bakti Timah Karimun: Berlokasi di Jl Canggai Putri Karimun.

3. PT Bakti Timah Medika

PT Bakti Timah Medika has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT Bakti Timah Medika owns 4 hospitals as follows:

- *RS Bakti Timah Pangkal Pinang: Located on Jl Bukit Baru Pangkal Pinang. Its flagship service is eye service*
- *RS Bakti Timah Karimun: Located on Jl Canggai Putri Karimun*

- RS Bakti Timah Muntok: Berlokasi di Jl Raya Timah Muntok
- RS Medika Stannia Sungailiat: Berlokasi di Jl Jendral Sudirman Sungailiat

Komposisi pemegang saham PT Bakti Timah Medika sebagai berikut:

- *RS Bakti Timah Muntok: Located on Jl Raya Timah Muntok*
- *RS Medika Stannia Sungailiat: Located on Jl Jendral Sudirman Sungailiat*

The composition of shareholders of PT Bakti Timah Medika is as follows:

No	Nama Perusahaan *Company Name*	Persentase Kepemilikan Saham *Share Ownership Percentage*
1	PT Pertamina Bina Medika IHC	67,000%
2	PT Timah Tbk	32,998%
3	PT Dok dan Perkapalan Air Kantung	0,001%
4	Yayasan Bakti Timah	0,001%

4. PT Pelindo Husada Citra

PT Pelindo Husada Citra menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT Pelindo Husada Citra memiliki 1 RS yaitu RS PHC yang berlokasi di Jl Prapat Kurung Selatan Surabaya. Layanan unggulannya adalah *Orthopedic Centre*, layanan jantung dan MCU.

Komposisi pemegang saham PT Pelindo Husada Citra sebagai berikut:

4. PT Pelindo Husada Citra

PT Pelindo Husada Citra has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT Pelindo Husada Citra owns 1 hospital, namely the PHC Hospital which is located on Jl Prapat Kurung Selatan, Surabaya. Its flagship services are Orthopedic Centre, cardiac and MCU services.

The composition of shareholders of PT Pelindo Husada Citra is as follows:

No	Nama Perusahaan *Company Name*	Persentase Kepemilikan Saham *Share Ownership Percentage*
1	PT Pertamina Bina Medika IHC	67%
2	PT Pelabuhan Indonesia (Persero)	31,7%
3	Koperasi Pegawai Pelabuhan Indonesia	1,3%

5. PT Krakatau Medika

PT Krakatau Medika menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT Krakatau Medika memiliki 1 RS yaitu RS Krakatau Medika yang berlokasi di Jalan Semang Raya Cilegon, Banten dengan layanan unggulan *trauma centre, cardiac centre* dan kesehatan kerja.

Komposisi pemegang saham PT Krakatau Medika sebagai berikut:

5. PT Krakatau Medika

PT Krakatau Medika has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT Krakatau Medika owns 1 hospital, namely Krakatau Medika Hospital which is located on Jalan Semang Raya Cilegon, Banten. Its flagship services are trauma centres, cardiac centres, and occupational health.

The composition of shareholders of PT Krakatau Medika is as follows:

No	Nama Perusahaan *Company Name*	Persentase Kepemilikan Saham *Share Ownership Percentage*
1	PT Pertamina Bina Medika IHC	70,93%
2	PT Krakatau Tirta Industri	19,72%
3	PT Krakatau Daya Listrik	9,35%

6. PT Nusantara Medika Utama

PT Nusantara Medika Utama (NMU) menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT NMU memiliki 4 RS sebagai berikut:

- Rumah Sakit Gatoel: Berlokasi di Jl Raden Wijaya Mojokerto dengan layanan unggulan Hemodialisis dan *trauma centre*
- Rumah Sakit Toeloengredjo: Berlokasi di Jl. A Yani Ds Tulungrejo, Kediri dengan layanan unggulan Hemodialisis
- Rumah Sakit Medika Utama: Berlokasi di Jl Kusuma Bangsa Blitar
- Rumah Sakit Perkebunan Jember: Berlokasi di Jl Bedadung Jember dengan layanan unggulan Hemodialisis

Komposisi pemegang saham PT NMU sebagai berikut:

6. PT Nusantara Medika Utama

PT Nusantara Medika Utama (NMU) has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT NMU owns 4 hospitals as follows:

- *Gatoel Hospital: Located on Jl Raden Wijaya Mojokerto. Its flagship services are Hemodialysis and trauma centre*
- *Toeloengredjo Hospital: Located on Jl. A Yani Ds Tulungrejo, Kediri. Its flagship service is Hemodialysis service*
- *Medika Utama Hospital: Located on Jl Kusuma Bangsa Blitar*
- *Perkebunan Jember Hospital: Located on Jl Bedadung Jember. Its flagship service is Hemodialysis service The composition of shareholders of PT NMU is as follows:*

No	Nama Perusahaan *Company Name*	Persentase Kepemilikan Saham *Share Ownership Percentage*
1	PT Pertamina Bina Medika IHC	67%
2	PT Perkebunan Nusantara X	32,55%
3	Koperasi Karyawan RS Gatoel	0,15%
4	Koperasi Karyawan RS Toeloengredjo	0,15%
5	Koperasi Karyawan Alamanda	0,15%

7. PT Nusantara Sebelas Medika

PT Nusantara Sebelas Medika (NSM) menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT NSM memiliki 4 RS sebagai berikut:

- RS Lavalette: Berlokasi di Jl WR Supratman Malang dengan layanan unggulan Hemodialisis dan *Cancer Centre*
- RS Wonolangan: Berlokasi di Jl Raya Dringu Probolinggo dengan layanan unggulan bedah urologi
- RS Djatiroto: Berlokasi di Jl PB Sudirman Lumajang
- RS Elizabeth: Berlokasi di Jl WR Supratman Situbondo dengan layanan unggulan Hemodialisis

Komposisi pemegang saham PT NSM sebagai berikut:

7. PT Nusantara Sebelas Medika

PT Nusantara Sebelas Medika (NSM) has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT NSM owns 4 hospitals as follows:

- *Lavalette Hospital: Located on Jl WR Supratman Malang. Its flagship services are Hemodialysis and Cancer Centre*
- *Wonolangan Hospital: Located on Jl Raya Dringu Probolinggo. Its flagship service is urological surgery service*
- *Djatiroto Hospital: Located on Jl PB Sudirman Lumajang*
- *Elizabeth Hospital: Located on Jl WR Supratman Situbondo. Its flagship service is Hemodialysis service*

The composition of shareholders of PT NSM is as follows:

No	Nama Perusahaan *Company Name*	Persentase Kepemilikan Saham *Share Ownership Percentage*
1	PT Pertamina Bina Medika IHC	67%
2	PT Perkebunan Nusantara XI	32,80%
3	Koperasi Karyawan RS Lavalette	0,20%

8. PT Rolas Nusantara Medika

PT Rolas Nusantara Medika (RNM) menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT RNM memiliki 2 RS sebagai berikut:

- RS Kaliwates: Berlokasi di Jl Diah Pitaloka Jember dengan layanan unggulan Ibu dan Anak
- RS Bhakti Husada: Berlokasi di Jl Krikilan Banyuwangi dengan layanan unggulan rehab medik

Komposisi pemegang saham PT RNM sebagai berikut :

8. PT Rolas Nusantara Medika

PT Rolas Nusantara Medika (RNM) has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT RNM owns 2 hospitals as follows:

- *Kaliwates Hospital: Located on Jl Diah Pitaloka Jember. Its flagship service is services for mothers and children*
- *Bhakti Husada Hospital: Located on Jl Krikilan Banyuwangi. Its flagship service is medical rehabilitation services*

The composition of the shareholders of PT RNM is as follows:

No	Nama Perusahaan *Company Name*	Persentase Kepemilikan Saham *Share Ownership Percentage*
1	PT Pertamina Bina Medika IHC	67%
2	PT Perkebunan Nusantara XII	32,999%
3	Koperasi Kantor Direksi Perkebunan Nusantara XII	0,002%

Lembaga dan Profesi Penunjang Perusahaan

Supporting Institutions and Professionals

Jenis Lembaga *Type of Institution*	Nama *Name*	Alamat *Address*	Jasa yang Diberikan *Service Rendered*	Biaya Jasa *Fee*	Periode Penunjukkan *Appointment Period*
Kantor Akuntan Publik *Public Accounting Firm*	Purwantono, Sungkono & Surja	Indonesia Stock Exchange Building Tower 2, 7th floor Jl.Jend. Sudirman Kav 52-52 Jakarta	Audit laporan keuangan *Audit on financial statements*	Rp5.716.500.000	2022
Notaris *Notary*	Aulia Taufani, S.H.	Menara Sudirman Lantai 18 A,B,D Jalan Jenderal Sudirman Kaveling 60 Jakarta Selatan - 12190	Jasa notaris *Notary service*	Rp45.000.000	2022
Aktuaria *Actuary*	Padma Raya Aktuaria	Plaza Asia Lantai 21 Zone B Jl. Jend Sudirman Kav. 59 Jakarta 12190	Jasa Perhitungan Aktuaria *Actuarial Calculation Services*	Rp50.000.000	2022
Konsultan Hukum *Legal Consultant*	Siregar & Djojonegoro	One Pacific Place, 10th Floor SCBD Jl. Jend Sudirman Kav 52-53 Jakarta 12190	Pendampingan Hukum dan Review Rancangan Peraturan *Legal Assistance and Review on Draft Regulation*	Rp147.050.000	2022

Akuntan Publik
Public Accountant

Dalam melakukan audit eksternal, Perseroan menunjuk Kantor Akuntan Publik (KAP) untuk melakukan kegiatan audit secara eksternal dan memberikan opini atas laporan keuangan yang telah disusun oleh Direksi.

The Company appoints a Public Accounting Firm (KAP) to carry out external audit activities and provide an opinion on the financial statements that have been prepared by the Board of Directors.

Penunjukan KAP dilaksanakan melalui Keputusan Pemegang Saham Secara Sirkuler tanggal 10 Oktober 2022 tentang Penetapan Kantor Akuntan Publik Tahun 2022, 2023 dan 2024

The appointment of KAP was carried out through a Circular Shareholders Decree dated October 10, 2022 concerning the Appointment of a Public Accounting Firm for 2022, 2023 and 2024 with the following decisions:

Hasil Keputusan :

1. Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan Periode Tahun Buku 2022, 2023 dan 2024 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku.
2. Dewan Komisaris Perseroan agar melakukan evaluasi setiap tahun atas kinerja Kantor Akuntan Publik (KAP) dan mengusulkan kembali kepada RUPS Perseroan untuk penetapan Kantor Akuntan Publik (KAP) Tahun Buku 2023.
3. Proses pengadaan jasa Kantor Akuntan Publik Tahun Buku 2022, 2023 dan 2024 agar dikonsultasikan/dikoordinasikan dengan PT Pertamina (Persero).

1. Granted power of attorney and delegated authority to the Company's Board of Commissioners to appoint a Public Accounting Firm (KAP) to conduct an examination of the Company's Financial Statements for the 2022, 2023 and 2024 Fiscal Years along with the amount of the value of their services, in accordance with applicable rules and regulations.
2. The Company's Board of Commissioners should conduct an annual evaluation of the performance of the Public Accounting Firm (KAP) and propose to return to the Company's GMS for the appointment of a Public Accounting Firm (KAP) for the 2023 Fiscal Year.
3. The process of procuring the services of a Public Accounting Firm for the 2022, 2023 and 2024 Fiscal Years should be consulted/coordinated with PT Pertamina (Persero).

Memberikan kuasa dan melimpahkan kewenagan kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan Periode 1 Januari sampai dengan 31 Desember 2022 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perseroan dikonsultasikan/dikoordinasikan terlebihi dahulu dengan PT Pertamina (Persero).

Granted power and authority to the Board of Commissioners of the Company to determine the Public Accounting Firm (KAP) in conducting audit of the Company's Financial Statements for the Period January 1 to December 31, 2022 along with the amount of the fee, in accordance with applicable rules and regulations, provided that the appointed KAP was consulted/ coordinated in advance with PT Pertamina (Persero).

Lembaga dan Profesi Penunjang Perusahaan
Supporting Institutions and Professionals

Audit terhadap laporan keuangan Perusahaan tahun buku 2022 dilakukan oleh Akuntan Publik Purwantono, Sungkoro & Surja, dengan lingkup kerja Interim Audit, *Year End Audit* dan *Management Letter*. Adapun biaya jasa/*fee* Akuntan Publik Tahun 2022 adalah sebesar Rp5.716.500.000 termasuk PPN 10% atas penerimaan jasa berupa jasa audit laporan keuangan tahunan.

Audit on the Company's 2022 financial statements was carried out by Public Accounting Firm Purwantono, Sungkoro & Surja with scope of work including Interim Audit, Year End Audit, and Management Letter. Fee for the Public Accountant in 2022 amounted to Rp5,716,500,000 including VAT 10% on service acceptance in the form of annual financial statements audit service.

Berikut Kantor Akuntan Publik (KAP) yang melakukan jasa audit di PT Pertamina Bina Medika IHC selama periode 2018–2022:

Public Accounting Firms (KAP) that performed audit services of PT Pertamina Bina Medika IHC during the 2018–2022 period are as follows:

No	Tahun *Year*	Kantor Akuntan Publik *Public Accounting Firm*	*Partner*
1	2022	Purwantono, Sungkoro & Surja	Mento
2	2021	Purwantono, Sungkoro & Surja	Mento
3	2020	Purwantono, Sungkoro & Surja	Sinarta
4	2019	Purwantono, Sungkoro & Surja	Sinarta
5	2018	Purwantono, Sungkoro & Surja	Sinarta

RSPP
RUMAH
SAKIT
PUSAT
PERTAMINA
NEXT COUNTER
2
3

TINJAUAN PENDUKUNG BISNIS

OVERVIEW ON SUPPORTING BUSINESS UNIT

Sumber Daya Manusia
Human Resources

Sumber Daya Manusia (SDM) memegang peranan kunci dalam kesuksesan Perseroan untuk mencapai tujuannya. Untuk itu pengelolaan SDM menjadi salah satu fokus utama Perseroan untuk dapat memiliki SDM yang memadai dan mumpuni. Terlebih dengan dinamika bisnis yang semakin kompetitif dan kemajuan teknologi yang sangat cepat, dibutuhkan perencanaan dan pengelolaan SDM secara terstruktur agar pengembangan kompetensi SDM sejalan dengan kemajuan teknologi sehingga dapat memberikan keunggulan bagi Perseroan dalam memberikan layanan terbaik.

Human Capital (HC) plays a key role in Company success in achieving its goals. Therefore, HC management becomes one of the Company's main focuses to be able to have adequate and qualified human capital. Moreover, with increasingly competitive business dynamics and rapid technological advances, a structured HC planning and management is needed so that HC competency development is in line with technological advances to provide an advantage for the Company in providing the best services.

Komitmen Pengelolaan Sumber Daya Manusia

Di sepanjang tahun 2022, Perseroan telah menyusun 5 (lima) program strategis dalam pengelolaan SDM sehingga dapat mendorong peningkatan kinerja dan dampak positif lainnya terhadap Perseroan. Kelima program strategis tersebut adalah sebagai berikut:

Commitment on Human Capital Management

Throughout 2022, the Company has prepared 5 (five) program strategies in HR management so that it can encourage performance improvements and other positive impacts on the Company. The fifth program strategy is as follows:

No.	Program Strategis *Strategic Program*	Dampak *Impact*
1	*Human Capital Readiness*: Pemenuhan Tenaga Medis & Penunjang untuk RS Eksisting & RS Baru seperti di Bali International Hospital dan RS Royal Biringkanaya. *Human Capital Readiness: Fulfillment of Medical & Support Personnel for Existing Hospitals & New Hospitals such as in Bali International Hospital and RS Royal Biringkanaya*	▪ Peningkatan Pendapatan *Revenue Increase*
2	*Talent Development Program*: Memberikan program *Leadership, Managerial & Core Competency*, Beasiswa (jenjang Sarjana, Pascasarjana dan Doktoral) baik di dalam dan luar negeri, pelatihan dan sertifikasi, serta program *Internship & Fellowship*. *Talent Development Program: Providing Leadership, Managerial & Core Competency programs, Scholarships (Bachelor, Postgraduate and Doctoral levels) both inside and outside of energy, training and certification, as well as Internship & Fellowship programs.*	▪ *Top Talent IHC* ▪ Peningkatan Mutu Layanan (*Patient Experiences*) ▪ *Profesionalisme* ▪ Peningkatan Pendapatan ▪ *Brand Image* ▪ *Top Talent IHC* ▪ *Service Quality Improvement (Patient Experiences)* ▪ *Professionalism* ▪ *Increased revenue* ▪ *Brand Image*
3	*Organizational*: Melakukan perbaikan struktur karir baik struktural dan fungsional, penyesuaian Desain Organisasi dan *Single Grade*, serta Standarisasi Kompensasi dan *Benefit*. *Organizational: Making improvements to the career structure both structural and functional, adjusting the Organizational Design and Single Grade, and Standardizing Compensation and Benefits.*	▪ Membangun Kepercayaan ▪ Kompetitif Positif ▪ Citra *Brand* ▪ *Building Trust* ▪ *Positive Competitiveness* ▪ *Brand Image*
4	*Corporate Culture Internalization Program*: Melakukan internalisasi budaya AKHLAK, IHC Way, dan aturan keterlibatan baru (*TEAM of TEAMS*). *Corporate Culture Internalization Program: Internalizing AKHLAK culture, IHC Way, and the new rules of engagement (TEAM of TEAMS).*	▪ *High Performance Culture* (AKHLAK) ▪ Citra *Brand* ▪ Peningkatan Pendapatan ▪ *High Performance Culture (AKHLAK)* ▪ *Brand Image* ▪ *Revenue Increase*
5	*General Affair Excellent*: Melakukan sentralisasi Sistem GA (Sarpras, Tenaga OS, dll) berbasis Digital dan melakukan *Reinforcement Tracking, Monitoring & Evaluation*. *General Affair Excellent: Centralize Digital-based GA Systems (Sarpras, OS Staff, etc.) and conduct Reinforcement Tracking, Monitoring & Evaluation.*	▪ Efisiensi ▪ Akuntabilitas ▪ Citra *Brand* ▪ *Efficiency* ▪ *Accountability* ▪ *Brand Image*

Profil Divisi Human *Capital and General Affair*

Pengelolaan SDM Pertamedika IHC dijalankan di bawah pengawasan Divisi *Human Capital & General Affair* atau disingkat dengan HCGA yang dipimpin oleh seorang *Vice President* HCGA dengan koordinasi dari 5 (lima) manajer, yaitu *Manager HC Strategic, Manager HC Operations, Manager HC Development & People Management, Manager General Affairs*, serta *Manager Culture & Change Management*.

Visi: "Menjadi *Business Partner* dalam menjalankan Operasional Perusahaan dalam mencetak Talent Pertamedika IHC untuk mewujudkan Ketahanan Kesehatan Nasional"

Misi: "Menjalankan praktik pengelolaan *Human Capital* dalam rangka mewujudkan terciptanya budaya kinerja tinggi melalui *organizational capital readiness* dan *human capital readiness*"

Human Capital and General Affairs Division Profile

HC development in Pertamedika IHC is performed under the supervision of the Human Capital & General Affairs Division or HCGA that is led by an HCGA Vice President that coordinates 5 (five) managers, namely HC Strategic Manager, HC Operations Manager, HC Development & People Management Manager, General Affairs Manager, and Culture & Change Management Manager.

Vision: *"To become a Business Partner in performing Company Operations in generating Pertamedika IHC Talents to realize National Health Resilience".*

Mission: *"Performing Human Capital management practices in order to create high performance work culture through organizational capital readiness and human capital readiness".*

Fokus Langkah Strategis Divisi HCGA 2022

Perseroan menyadari sepenuhnya bahwa momentum pemulihan ekonomi dan transformasi digital juga harus dimanfaatkan sebagai sarana untuk menciptakan nilai bagi perusahaan. Sikap adaptif terhadap perubahan digital ini diharapkan akan lebih strategis dan dapat membantu kinerja Perseroan menjadi lebih efektif, sehingga dapat meningkatkan nilai sebagai mitra bisnis bagi Perusahaan. Tahun 2022 merupakan tahun yang penuh tantangan bagi perusahaan, *pandemic* yang mulai mereda namun masih perlu diwaspadai ditandai dengan meningkatnya pasien COVID-19 di akhir tahun 2022 walaupun tidak signifikan. Untuk itu perusahaan tetap berusaha untuk bangkit namun dengan tetap waspada terhadap peningkatan kasus COVID-19 di tanah air. Upaya-upaya pengembangan dalam rangka peningkatan pendapatan terus dilakukan oleh perusahaan. Hal ini tentunya tidak lepas dari peran fungsi HCGA yakni untuk menyediakan tenaga kerja yang siap terjun dalam pemenuhan organisasi serta memfasilitasi sarana dan prasarana pendukung operasional guna mendukung pencapaian target perusahaan.

Tahun 2022 adalah tahun awal beroperasinya Rumah Sakit Otak dan Jantung Royal Pertamina Biringkanaya di Makasar. Pemenuhan tenaga kesehatan dilakukan dengan bekerja sama dengan perhimpunan tenaga kesehatan seperti Ikatan Dokter Indonesia (IDI), perhimpunan-perhimpunan dokter spesialis, PPNI serta pusat pendidikan kesehatan bagi tenaga kesehatan lainnya. Tahun 2022 perusahaan juga membentuk *Medical Board Advisor* (MAB) dengan tugas utama dalam tahun 2022 ini adalah penyusunan *Centre Of Excellence (CoE)* serta penyusunan kualifikasi bidang Medis untuk Bali International Hospital (BIH).

HCGA Strategic Actions Focus In 2022

The Company is fully aware that the momentum of economic recovery and digital transformation must also be used as a means to create value for the company. This adaptive attitude towards digital change is expected to be more strategic and can help the Company's performance to be more effective, to increase its value as a business partner for the company. 2022 is a year full of challenges for the Company, the pandemic is starting to subside but it still needs to be taken into account as the increase in COVID-19 patients occurred at the end of 2022 even though it is not significant. For this reason, the company is still trying to improve its performance but remains vigilant about the increase in COVID-19 cases in the country. Development efforts in order to increase revenue continue to be carried out by the company. This is of course inseparable from the role of the HCGA function to provide a workforce that is ready to engage in organizational fulfillment and facilitate operational support facilities and infrastructure to support the achievement of company targets.

2022 is the first year the Royal Pertamina Biringkanaya Brain and Heart Hospital in Makassar operates. Recruitment of health workers is carried out in collaboration with health worker associations such as the Indonesian Doctors Association (IDI), associations of specialist doctors, PPNI and health education centers for other health workers. In 2022 the company will also form a Medical Advisory Board (MAB) with the main tasks in 2022 being the preparation of a Center Of Excellence (CoE) and the preparation of medical qualifications for the Bali International Hospital (BIH).

Disisi lain dalam rangka pemenuhan layanan kesahatan bagi masyarakat maka Perusahaan terus berbenah dengan melengkapi layanan-layanan diseluruh rumah sakit di lingkungan Perusahaan dengan menambah jumlah dokter-dokter spesialis. Pemenuhan dokter spesialis ini dilaksanakan melalui beberapa program seperti bekerja sama dengan universitas-universitas terkemuka, memberikan beasiswa bagi dokter umum yang berminat untuk menjadi spesialis serta beasiswa bagi non pekerja dengan memberikan beasiswa bagi lulusan terakhir dengan ketentuan yang telah diatur dalam pedoman pendidikan. Pada Tahun 2022 telah dilaksanakan rekrutmen dokter spesialis sebanyak 66 orang dari target 80 orang.

On the other hand, in order to fulfill health services for the community, the Company continues to improve by completing services in all hospitals within the Company's environment by increasing the number of specialist doctors. The fulfillment of specialist doctors is carried out through several programs such as in collaboration with leading universities, providing scholarships for general practitioners who are interested in becoming specialists as well as scholarships for non-workers by providing scholarships for recent graduates with conditions stipulated in the educational guidelines. In 2022, 66 specialist doctors have been recruited from the target of 80 people.

Disamping melakukan pemenuhan dokter spesialis dan tenaga kerja lainnya, divisi HCGA juga terus melakukan pengembangan kompetensi bagi para tenaga kesehatan dengan memberikan pelatihan dan pendidikan yang sesuai kualifikasi kebutuhan *Centre of excellence* (COE) yang akan dikembangkan setiap unit rumah sakit. Fungsi *Development & Management* terus melakukan upaya-upaya peningkatan kompetensi bekerja sama dengan komite-komite tenaga kesehatan di rumah sakit untuk memberikan program pelatihan sesuai kebutuhan. Upaya lain perusahaan dengan *benchmarking* ke MAYO CLINIC dan menjadikan RS Pusat Pertamina sebagai *Mayo Clinical Care Network* (MCCN) merupakan salah satu upaya perusahaan dalam peningkatan kapabilitas layanan. Ditahun 2022 fungsi *development* melakukan *fellowship* untuk dokter spesialis serta sertifikasi-sertifikasi kompetensi dan peningkatan kompetensi melalui *workshop*, webinar, IHC medical Forum, KOMET (*Knowledge Management*), *Nursing day*. Dalam persiapan *talent management* fungsi Development & Management dibantu dengan adanya komite komisaris untuk talent dan remunerasi sehingga diharapkan kegiatan *talent management* dan remunerasi di lingkungan Pertamedika menjadi lebih baik. Untuk non medis *People Development* juga memberikan program *Executive Development Program* (EDP) bagi para talenta yang dipersiapkan sebagai kader pemimpin masa depan, serta memberikan beasiswa pendidikan S2 Manajemen Rumah sakit bekerja sama dengan Universitas Gadjah Mada. *Executive Development Program* (EDP) sudah dilaksanakan sebanyak 2 *batch* dengan 55 orang peserta, *Professional Development Program* (PDP) sudah dilaksanakan sebanyak 1 *batch* dengan 26 orang peserta, *Leadership Management Program* (LMP) sudah dilaksanakan sebanyak 1 *batch* dengan 30 peserta serta *Leadership Competencies for VP's* sudah dilaksanakan sebanyak 1 *batch* dengan 12 orang peserta. Pada tahun 2022 perusahaan sudah memberikan beasiswa untuk pendidikan S2 Manajemen Rumah sakit sebanyak 18 orang , Spesialis sebanyak 17 orang, Subspesialis 3 orang dan S1 Keperawatan sebanyak 149 orang.

In addition to fulfilling specialist doctors and other workers, the HCGA division also continues to develop competencies for health workers by providing training and education according to the qualifications of the Center of excellence (COE) needs that will be developed by each hospital unit. The Development & Management function continues to make efforts to improve competence in collaboration with committees of health workers in hospitals to provide training programs as needed. Another effort of the company by benchmarking to MAYO CLINIC and making Pertamina Central Hospital a Mayo Clinical Care Network (MCCN) is one of the company's efforts in improving service capabilities. In 2022, the development function will conduct fellowships for specialist doctors as well as competency certifications and competency improvement through workshops, webinars, IHC medical Forum, KOMET (Knowledge Management), Nursing day. In preparation for talent management, the Development & Management function is assisted by the existence of a commissioner committee for talent and remuneration so that it is hoped that talent management and remuneration activities within Pertamedika will be better. For non-medical People Development also provides an Executive Development Program (EDP) program for talents who are prepared as future leader cadres, as well as providing scholarships for S2 Hospital Management education in collaboration with Gadjah Mada University. Executive Development Program (EDP) has been implemented as many as 2 batches with 55 participants, Professional Development Program (PDP) has been implemented as many as 1 batch with 26 participants, Leadership Management Program (LMP) has been implemented as many as 1 batch with 30 participants and Leadership Competencies for VP's has been implemented as many as 1 batch with 12 participants. In 2022, the company has provided scholarships for Master of Hospital Management education for 18 people, Specialists for 17 people, Subspecialists for 3 people and S1 Nursing for 149 people.

Dalam hal kebijakan pemberian insentif di tahun 2022 HCGA melakukan perubahan Insentif dengan memasukan kinerja sebagai parameter penilaian, bukan hanya kinerja unit usaha namun juga

In terms of the policy of providing incentives in 2022, HCGA will make incentive changes by including performance as an assessment parameter, not only business unit performance but also individual

kinerja Individu melalui aplikasi yang kami sebut REINATA (Remunerasi Terintegrasi Pertamedika). Perubahan kebijakan fasilitas layanan kesehatan juga dilakukan di tahun 2022 dengan memberikan peningkatan nilai *benefit* sesuai dengan Perjanjian Kerja Sama dengan Serikat Pekerja dengan mempertimbangkan kemampuan perusahaan. Dalam hal tenaga kesehatan fungsional tahun 2022 telah disesuaikan kebijakan jenjang karir fungsional bagi tenaga kesehatan sehingga diharapkan adanya peningkatan retensi bagi tenaga kesehatan di Pertamedika. Perusahaan juga melakukan salary survey dalam rangka untuk menilai apakah kompensasi dan benefit yang diberikan oleh perusahaan sudah memadai dibandingkan dengan para kompetitor. Penyusunan *Carrier Structure* berbasis PRL sampai dengan level BOD minus 1 dan *Strengthening & Alignment Organisasi* juga telah diakukan di tahun 2022 dengan tujuan agar organisasi menjadi lebih *Agile* dalam mendukung kinerja perusahaan. Program REINATA diikutsertakan dalam KAIZEN FESTIVAL NASIONAL 2022 dan berhasil mendapatkan penghargaan PLATINUM.

performance through an application we call REINATA (Pertamedika Integrated Remuneration). Changes to health service facility policies will also be made in 2022 by providing increased benefit values in accordance with the Cooperation Agreement with Labor Unions by taking into account the company's capabilities. In terms of functional health workers, in 2022 the functional career path policy has been adjusted for health workers, so it is hoped that there will be an increase in retention for health workers at Pertamedika. The company also conducts a salary survey in order to assess whether the compensation and benefits provided by the company are adequate compared to competitors. The preparation of a PRL-based Carrier Structure up to the BOD minus 1 level and Organizational Strengthening & Alignment have also been carried out in 2022 with the aim of making the organization more Agile in supporting company performance. The REINATA program was included in the 2022 NATIONAL KAIZEN FESTIVAL and won the PLATINUM award.

Peran fungsi *Culture and Change management* dalam mengimplementasikan dan internalisasi *core values* AKHLAK dilakukan melalui kegiatan yang telah dirancang oleh Pertamina (Persero) yakni program *Living Core Values* (LCV) AKHLAK melalui tahapan yang terencana dan terukur dengan baik. Tujuan dari LCV AKHLAK untuk memastikan implementasi dan internalisasi AKHLAK, meningkatkan komitmen *leader* sebagai *role model* internalisasi AKHLAK, menerapkan *reward & consequences* menuju *high performance culture* dan memastikan keterlibatan pekerja dan mitra kerja dalam menjalankan AKHLAK dan *Critical behavior.* Proses Internalisasi AKHLAK melalui program LCV AKHLAK akan menyasar pada target *maturity level Organization Culture* minimal pada level *engagement* dengan skor nilai 300 yang menjadi target di tahun 2022. Dari Pertamedika IHC *leader* yang mengikuti program LCV adalah 23 *leader* terdiri dari 8 level VP di Korporat dan 15 level GM dari Direktur Rumah Sakit Unit Usaha dari total 342 *leader* seluruh Pertamina Group. Pencapaian *maturity level Organization Culture* Pertamedika IHC mencapai target *engagement* dengan skor 318.73 dengan jumlah 3 *leader* pada level *Acceptance*, 17 *leader* mencapai level *engagement* dan 4 *leader* yang mencapai level *commitment*. Pada acara syukuran HUT Pertamina ke 65, Pertamedika IHC melalui Direktur Klinik Pertamina IHC Ibu Devi Desianti Pritasari berhasil mendapatkan penghargaan sebagai *The Best Leaders Implementing Living Core Values* AKHLAK untuk kategori GM dengan pencapaian skor *maturity level Organization Culture* 431.57 (*Commitment*).

The role of the Culture and Change management function in implementing and internalizing AKHLAK's core values is carried out through activities that have been designed by Pertamina (Persero), namely the AKHLAK Living Core Values (LCV) program through well-planned and measurable stages. The purpose of the AKHLAK LCV is to ensure the implementation and internalization of AKHLAK, increase the leader's commitment as a role model for AKHLAK internalization, apply rewards & consequences towards a high performance culture and ensure the involvement of employees and work partners in carrying out AKHLAK and critical behavior. The AKHLAK internalization process through the AKHLAK LCV program will target the Organization Culture maturity level target at least at the engagement level with a score of 300 which is the target in 2022. From Pertamedika IHC leaders participating in the LCV program are 23 leaders consisting of 8 VP levels at Corporate and 15 GM level from Director of Business Unit Hospitals from a total of 342 leaders throughout the Pertamina Group. Pertamedika IHC Organization Culture maturity level achievement achieved the engagement target with a score of 318.73 with a total of 3 leaders at the Acceptance level, 17 leaders reached the engagement level and 4 leaders reached the commitment level. At Pertamina's 65th anniversary celebration event, Pertamedika IHC through Pertamina IHC Clinic Director Ms. Devi Desianti Pritasari managed to get an award as The Best Leaders Implementing Living Core Values AKHLAK for the GM category with achieving an Organization Culture maturity level score of 431.57 (Commitment).

Peran fungsi *General Affair* (GA) di tahun 2022 cukup strategis sebagai fungsi pendukung penyediaan sarana dan prasarana. Penyiapan Rumah Sakit Otak dan Jantung Pertamina Royal Biringkanaya di Makasar serta pengalihan bed rumah sakit dampak pengurangan kapasitas Rumah Sakit Tanjung Duren

The role of the General Affair (GA) function in 2022 is quite strategic as a support function for the provision of facilities and infrastructure. The preparation of Pertamina Royal Biringkanaya Brain and Heart Hospital in Makassar as well as the transfer of hospital beds as a result of the reduction in capacity of Tanjung Duren Hospital which is transferred to other Pertamedika hospitals are activities of the

yang dialihkan ke rumah sakit-rumah sakit Pertamedika lainnya menjadi kegiatan fungsi GA disamping pengadaan kendaraan dinas, pembuangan limbah dan *labor supply* (tenaga kerja *outsourcing*). Dari program Sentralisasi Pengadaan diperoleh efisien sebesar Rp 6,8 miliar.

GA function in addition to the procurement of official vehicles, waste disposal and labor supply (outsourced labor). From the Procurement Neutralization program, an efficiency of Rp 6.8 billion was achieved.

Divisi HCGA Pertamedika secara rutin melakukan pertemuan rutin baik dengan unit usaha maupaun Anak perusahaan dalam rangka konsolidasi agar proses transformasi di lingkungan HCGA dapat berjalan secara maksimal. Dengan Anak perusahaan divisi HCGA juga terlibat dalam proses standarisasi pedoman-pedoman, persiapan perundingan bersama serikat pekerja dalam penyusunan Perjanjian Kerja Bersama, penyusunan skala upah dan lain sebagainya.

The Pertamedika HCGA Division routinely holds routine meetings with both business units and Subsidiaries in the context of consolidation so that the transformation process in the HCGA environment can run optimally. With Subsidiaries the HCGA division is also involved in the process of standardizing guidelines, preparing for collective bargaining with trade unions in drafting Collective Labor Agreements, compiling wage scales and so on.

Jumlah Pekerja

Total Employees

Jumlah pekerja yang disajikan adalah jumlah pekerja Korporat dan Unit Usaha Pertamedika IHC, serta 8 (delapan) Anak Perusahaan.

The number of workers presented is the number of Corporate and Pertamedika IHC Business Unit employees, as well as 8 (eight) Subsidiaries.

Pada tahun 2022, jumlah pekerja Perseroan tercatat sebanyak 14.816 pekerja, terdiri dari 8114 pekerja waktu tidak tertentu (PWTT) dan 2.805 pekerja waktu tertentu (PWT) serta 1.621 pekerja *project* dan 2.276 pekerja mitra, jumlah total pekerja meningkat 3,28,% dari tahun 2021 jumlah pekerja adalah 14.345 pekerja yang terdiri dari 8.200 pekerja waktu tidak tertentu dan 2.623 pekerja waktu tertentu serta 1.383 pekerja *project* dan 2.139 pekerja mitra.

In 2022, the number of Company employees was recorded at 14,816 workers, consisting of 8114 unspecified time workers (PWTT) and 2,805 fixed time workers (PWT) as well as 1,621 project workers and 2,276 partner workers, the total number of employees increased by 3.28% from year In 2021 the number of employees will be 14,345 employees consisting of 8,200 unspecified time workers and 2,623 fixed time workers as well as 1,383 project workers and 2,139 partner workers.

Berikut adalah informasi mengenai komposisi pekerja Perseroan berdasarkan status kepegawaian, fungsi, jenjang pendidikan, dan usia selama tahun 2022:

The following is information regarding the composition of the Company's employees based on employment status, function, education level, and age for 2022:

Komposisi Pegawai Berdasarkan Status Kepegawaian
Employee Composition by Employment Status

Status	2022	2021
PWTT (Pekerja Tetap) *PWTT (Permanent Employee)*	8.114	8.200
PWT (Pekerja Tidak Tetap) *PWT (Contract Employee)*	2.805	2.623
Pekerja *Project* *Project Employee*	1.621	1.383
Mitra *Partner*	2.276	2.139
Jumlah ***Total***	**14.816**	**14.345**

Komposisi Pegawai Berdasarkan Fungsi

Employee Composition by Function

Fungsi *Function*	2022				2021			
	PWTT	PWT	*Project*	Mitra *Partner*	PWTT	PWT	*Project*	Mitra *Partner*
Manajemen *Management*	317	0	0	0	318	0	0	0
Medis *Medics*	534	222	287	1.449	484	213	1.315	295
Keperawatan *Nursing*	3.884	1.389	1.009	480	3.833	1.335	486	845
Penunjang Medis *Medical Support*	1.711	725	127	206	1.780	596	227	185
Non-Medis *Non-Medics*	1.668	469	198	141	1.785	479	111	58
Jumlah ***Total***	**8.114**	**2.805**	**1.621**	**2.276**	**8.200**	**2.623**	**1.038**	**1.383**

Komposisi Pegawai Berdasarkan Jenjang Pendidikan

Employee Composition by Education Level

Jenjang Pendidikan *Education Level*	2022				2021			
	PWTT	PWT	*Project*	Mitra *Partner*	PWTT	PWT	*Project*	Mitra *Partner*
Di bawah Diploma *Below Associate's Degree*	815	230	55	25	1.105	346	23	45
Diploma *Associate's Degree*	4.719	1.534	837	543	4,621	1.325	514	717
S1 *Bachelor's Degree*	2.201	960	715	613	2.144	882	549	608
S2 *Master's Degree*	373	81	14	1.071	325	70	1.041	5
S3 *Doctorate Degree*	6	0	0	24	5	0	12	8
Jumlah ***Total***	**8.114**	**2.805**	**1.621**	**2.276**	**8.200**	**2.623**	**1.038**	**1.383**

Komposisi Pegawai Berdasarkan Usia

Employee Composition by Age

Usia *Age*	2022				2021			
	PWTT	PWT	*Project*	Mitra *Partner*	PWTT	PWT	*Project*	Mitra *Partner*
<20 tahun I *years old*	6	12	4	4	0	24	6	6
21-25 tahun I *years old*	125	764	371	249	232	779	272	373
26-30 tahun I *years old*	1.302	1.285	784	528	1.495	1.171	479	537
31-35 tahun I *years old*	1.934	452	304	289	1.768	368	246	245
36-40 tahun I *years old*	1.572	157	88	282	1.465	146	256	122
41-45 tahun I *years old*	1.369	79	31	258	1.423	82	238	87
46-50 tahun I *years old*	1.052	29	24	127	1.029	27	116	7

Komposisi Pegawai Berdasarkan Usia
Employee Composition by Age

Usia *Age*	2022				2021			
	PWTT	PWT	*Project*	Mitra *Partner*	PWTT	PWT	*Project*	Mitra *Partner*
51-55 tahun I *years old*	683	15	13	138	760	17	131	3
>56 tahun I *years old*	71	12	2	401	29	9	395	1
Jumlah *Total*	**8.114**	**2.805**	**1.621**	**2.276**	**8.200**	**2.623**	**1.038**	**1.383**

Komposisi Pegawai Berdasarkan *Gender*
Employee Composition by Gender

Gender	2022				2021			
	PWTT	PWT	*Project*	Mitra *Partner*	PWTT	PWT	*Project*	Mitra *Partner*
Laki-laki *Male*	2.770	960	959	1.080	2.768	963	802	1.099
Perempuan *Female*	5.344	1.845	662	1.196	5.432	1.660	581	1.040
Jumlah *Total*	**8.114**	**2.805**	**1.621**	**2.276**	**8.200**	**2.623**	**1.038**	**1.383**

Komposisi Pegawai Pertamedika IHC dan Anak Perusahaan Tahun 2022
Employee Composition of Pertamedikan IHC Subsidiaries in 2022

Nama RS/PT *Hospital Company Name*	Direksi Non Perbantuan *Non-Assistant Directors*	Perbantuan (termasuk Direksi) *Assistance (including Directors)*	PWTT	PWT	PROJECT	MITRA	OS
PT Pertamina Bina Medika IHC	4	0	2268	478	1490	1063	1810
PT Nusantara Medika Utama	0	1	830	527	26	152	403
PT Nusantara Sebelas Medika	1	0	536	381	0	177	304
PT Krakatau Medika	0	3	395	80	0	231	212
PT Pelindo Husada Citra	2	0	721	151	78	136	191
PT Rolas Nusantara Medika	0	0	375	217	0	77	126
PT RS Pelni	0	0	1001	443	0	131	345
PT RS Pelabuhan	1	1	848	402	0	165	322
PT Bakti Timah Medika	0	5	1,140	126	27	144	135
Jumlah *Total*	**8**	**10**	**8.114**	**2.805**	**1.621**	**2.276**	**3.848**

Kegiatan Pendidikan dan Pelatihan Tahun 2022

Sepanjang 2022, Perusahaan telah memenuhi kebutuhan kompetensi dalam mendukung operasional Pertamedika IHC, peningkatan kompetensi dilakukan dengan penyelenggaraan pendidikan dan pelatihan berbasis kompetensi, serta sertifikasi yang merupakan mandatory dari ketentuan yang ada didalam operasional Rumah Sakit baik untuk tenaga medis, keperawatan, dan penunjang medis serta non medis lainnya.

Education And Training Activity in 2022

Throughout 2022, the Company has fulfilled competency needs in supporting Pertamedika IHC operations, increasing competence is carried out by implementing competency-based education and training, as well as certification which is mandatory from the provisions in Hospital operations both for medical, nursing, and medical and non medical support staff.

Pendidikan dan Pelatihan baik Medis maupun Non-Medis Tahun 2022
Medical and Non-Medical Education and Trainings in 2022

Program Pelatihan/Pendidikan *Training/Education Program*	Jumlah Peserta *Total Participants*	Keterangan *Description*
Dokter Spesialis *Specialist Doctor*	28	Tugas Belajar/Swadana *Study Assignment/Self-funded*
Dokter Sub Spesialis *Sub Specialist Doctor*	5	Tugas Belajar/Swadana *Study Assignment/Self-funded*
Fellowship	5	Tugas Belajar *Study Assignment*
S2 Manajemen & Umum *Master's Degree of Management & General Affairs*	53	Tugas Belajar/Swadana *Study Assignment/Self-funded*
S2 Keperawatan *Master's Degree of Nursing*	3	Swadana *Self-funded*
S1 Keperawatan *Bachelor's Degree of Nursing*	844	Tugas Belajar/Swadana *Study Assignment/Self-funded*
S1 Penunjang Medis & Non-Medis *Bachelor's Degree of Medical & Non-Medical Support*	17	Swadana *Self-funded*
D3 Farmasi *Diploma of Pharmacy*	14	Swadana *Self-funded*

Program Pengembangan Kompetensi *Leadership* Tahun 2022
Leadership Competency Devlopment Program in 2022

Program Pengembangan Leadership *Leadership Development Program*	Batch	Peserta *Participant*
Executive Development Program (EDP)	4	103
Professional Development Program (PDP)	1	26
Leadership Management Program (LMP)	1	30
Leadership Competencies for VP's	1	12

Program Pelatihan berdasarkan Fungsi Tahun 2022

Training Program by Function in 2022

Jenis Pelatihan *Training Type*	Peserta *Participant*
IHC Medical Forum	4.008
IHC Nursing Forum & Nurse Day	1.908
Sertifikasi Kompetensi *Competency Certification*	1.895
Pelatihan Medis & Non Medis *Medical & Non Medical Training*	17.663
Jumlah *Total*	**25.474**

Biaya Pelatihan

Perseroan mengeluarkan biaya sebesar Rp5.4 miliar atau 47.3% dari anggaran sebesar Rp11.4 miliar untuk kegiatan pengembangan kompetensi pegawai, yang mana jumlah tersebut tercatat meningkat 160 % dari biaya pengembangan kompetensi tahun 2021 sebesar Rp3.38 miliar. Peningkatan ini terjadi karena kegiatan pengembangan yang dilakukan di tahun 2022 sudah dapat beradaptasi dengan sistem yang dilaksanakan secara *offline* maupun *online* mengikuti perkembangan pandemi yang terjadi sejak tahun 2020 dan memenuhi sertifikasi kompetensi yang dibutuhkan.

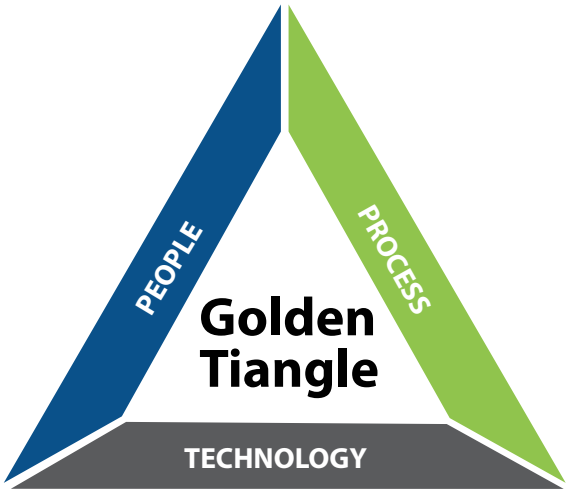
Training Cost

The Company spent Rp5.4 billion or 47.3% of the budget of Rp11.4 billion for employee competency development activities, of which this amount increased by 160% from the 2021 competency development costs of Rp3.38 billion. This increase occurred because development activities carried out in 2022 have been able to adapt to systems that are implemented offline and online following the developments of the pandemic that have occurred since 2020 and have fulfilled the required competency certifications.

Teknologi Informasi
Information Technology

Seiring dengan perkembangan teknologi yang semakin masif, hampir seluruh perusahaan berinisiatif untuk mengembangkan Sistem Teknologi Informasi (TI) yang profesional dalam proses bisnisnya. Begitu juga halnya dengan Pertamedika IHC, yang saat ini memegang peranan penting sebagai Holding Rumah Sakit BUMN untuk terus berupaya untuk menyediakan layanan kesehatan yang berkualitas, meningkatkan jaringan dan skala, mengembangkan kapabilitas dan inovasi, serta integrasi dan sinergi demi membangun ekosistem sektor Kesehatan nasional. Selaras dengan visi Perusahaan untuk mewujudkan ""Membangun Korporasi Kesehatan Indonesia untuk Mewujudkan Ketahanan Kesehatan Nasional", Perseroan berinisiatif untuk membangun sistem TI yang baik dalam rangka meningkatkan mutu layanan dan ketahanan kesehatan nasional. Agar pengembangan Sistem TI dapat berjalan dengan efektif dan bernilai strategis dalam rangka mendorong terciptanya layanan kesehatan yang unggul dan berdaya saing, maka Pertamedika IHC menerapkan Sistem TI yang menekankan keseimbangan atas 3 (tiga) aspek utama, yaitu *People, Process,* dan *Technology* (PPT), atau dikenal sebagai kerangka *Golden Triangle*.

Along with the increasingly massive technological developments, almost all companies take the initiative to develop a professional Information Technology (IT) System in their business processes. Likewise with Pertamedika IHC, which currently plays an important role as a SOE Hospital Holding to continue to strive to provide quality health services, increase network and scale, develop capabilities and innovation, as well as integration and synergy to build a national health sector ecosystem. In line with the Company's vision to realize "To Build Indonesian Health Corporation to Establish National Health Resilience", the Company took the initiative to build an excellent IT system in order to improve service quality and national health resilience. In order for IT System development to run effectively and with strategic value to encourage the creation of excellent and competitive health services, Pertamedika IHC implements an IT System that emphasizes a balance of 3 (three) main aspects, namely People, Process, and Technology (PPT), otherwise known as the Golden Triangle framework.



Kerangka *Golden Triangle* menekankan pentingnya keseimbangan 3 (tiga) aspek tersebut dalam penerapan Sistem TI di suatu perusahaan. Jika pengembangan Sistem TI hanya berfokus pada proses dan teknologi, maka dikhawatirkan pengembangan sistem TI tidak akan berjalan dengan efektif dan sesuai dengan tujuan bisnis. Oleh sebab itu, diperlukan penguatan kapabilitas dan kapasitas dari aspek *people* atau *Human Capital*, sehingga dapat mengimbangi inisiatif Perseroan dalam mengembangkan Sistem TI pada proses bisnisnya. Dengan demikian, adanya sumber daya manusia yang unggul dan berkompeten untuk mendukung inisiatif Perseroan dalam mengembangkan Sistem TI diharapkan dapat mendorong efektivitas dalam proses pengambilan keputusan yang berkaitan dengan aktivitas operasional Perseroan.

The Golden Triangle framework emphasizes the importance of balancing such 3 (three) aspects in the implementation of IT systems in a company. If the development of IT systems only focuses on processes and technology, the development of IT systems will not run effectively and in accordance with business objectives. Therefore, it is necessary to strengthen the capability and capacity of the people or Human Capital aspect, so that it is able to balance the Company's initiatives in developing IT systems in its business processes. Thus, excellent and competent human resources to support the Company's initiatives in developing IT systems is expected to encourage effectiveness in the decision-making processes related to the Company's operational activities.

Berlandaskan pada kerangka *Golden Triangle* tersebut, maka Pertamedika IHC senantiasa berupaya untuk menjaga keseimbangan pada 3 (tiga) aspek tersebut dalam proses pengembangan Sistem TI. Untuk aspek *People*, Perseroan secara rutin memberikan pelatihan dan kompetensi bagi seluruh Insan Pertamedika IHC, termasuk sumber daya yang bertanggung jawab dalam pengembangan Sistem TI di Perseroan. Pada aspek Teknologi, Perseroan hingga saat ini telah mengembangkan inovasi layanan kesehatan yang berbasis pada digitalisasi, seperti aplikasi *OneSystem, I-AM, Medical Checkup Online, Data Center* dan *Data Recovery Center (DC-DRC),* sistem *e-Correspondence (e-Corr)*, dan lain-lain. Di sisi lain, dalam rangka mendukung proses pengembangan Sistem TI agar sesuai dengan tujuan serta visi dan misi Perseroan, maka telah ditetapkan beberapa pedoman kerja seperti *IT Masterplan* dan *IT Governance* yang menjadi acuan dalam pengembangan Sistem TI di seluruh lingkup operasional Pertamedika IHC.

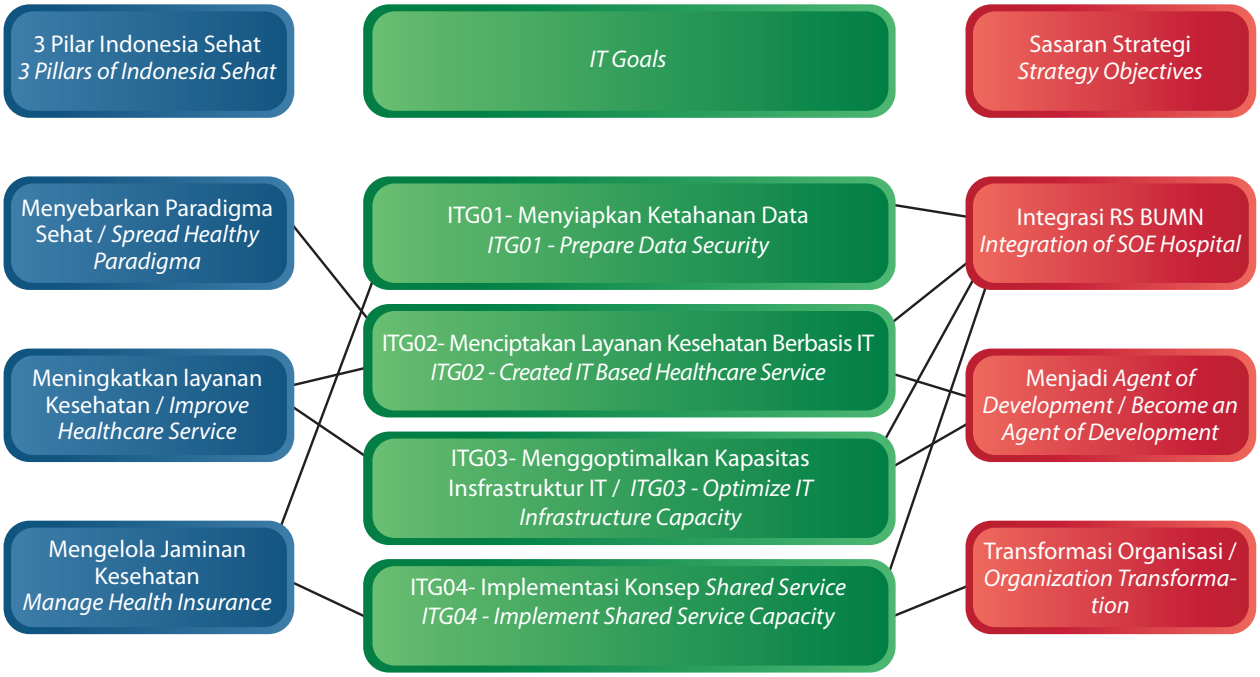
Referring to the Golden Triangle framework, Pertamedika IHC always strives to maintain a balance on the 3 (three) aspects in the IT System development process. For the People aspect, the Company routinely provides training and competence for all Pertamedika IHC personnel, including the resources responsible for the development of the Company's IT system. In terms of technology, the Company has so far developed health service innovations based on digitization, such as the OneSystem application, I-AM, Medical Checkup Online, Data Center and Data Recovery Center (DC-DRC), e-Correspondence system (e-Corr).), etc. On the other hand, in order to support the process of developing the IT system in accordance with the goals and vision and mission of the Company, several work guidelines such as the IT Masterplan and IT Governance have been set as references in the development of IT systems throughout the operational scope of Pertamedika IHC.

IT Goals

IT *Goals* Perseroan sampai dengan 2022 masih memiliki kaitan erat dengan program 3 Pilar Indonesia Sehat, dengan rincian bagan yang saling berhubungan sebagai berikut:

IT Goals

As of 2022, the Company's IT Goals remain closely related to the 3 Healthy Indonesia Pillars, as the following chart:

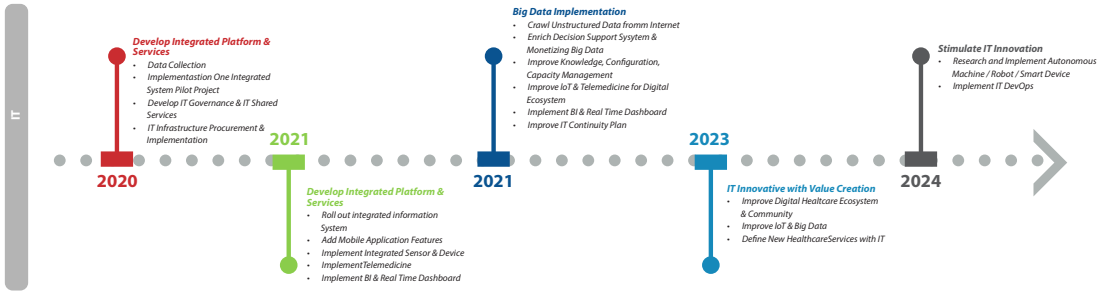


IT Roadmap

Untuk mendukung tercapainya *IT Goals*, Pertamedika IHC telah menetapkan IT *Masterplan* 2020 – 2024 sebagai pedoman pengembangan TI secara terintegrasi di seluruh rumah sakit di bawah pengelolaan Perseroan.

IT Roadmap

To support the achievements of the IT Goals, Pertamedika IHC has prepared the 2020 – 2024 Masterplan as a guideline for an integrated IT development on all hospitals under the Company's management.



Capaian Pengembangan TI di Tahun 2022

Hingga akhir tahun 2022, Perusahaan telah melakukan beberapa aspek pengembangan pada Teknologi Informasi dengan 4 ruang lingkup utama:

1. *Business demand, architecture security and policy*
2. *IT Enterprise Infrastructure*
3. *IT Solution*
4. *IT Share Process Center*

IT Development Achievements in 2022

As of the end of 2022, the Company has carried out several aspects of development in Information Technology with 4 main scopes as follows:

1. *Business demand, architecture security and policy*
2. *IT Enterprise Infrastructure*
3. *IT Solution*
4. *IT Share Process Center*

Pencapaian *Enterprise* ICT 2022

Aspek *Financial*

- Meningkatkan efisiensi dan efektifitas penggunaan infrastruktur ICT dengan konsolidasi sistem dalam optimalisasi penggunaan sumber daya
- Meningkatkan *value* dalam teknologi dengan memastikan seluruh infrastruktur diimplementasikan dengan standar keamanan dan kualitas yang tinggi

Aspek *Customer Focus*

- Mengadopsi pendekatan inovatif untuk memahami kebutuhan
- Memberikan solusi yang terintegrasi dan mudah digunakan bagi pekerja
- Meningkatkan kecepatan dan ketepatan dalam memberikan solusi ICT

Aspek *Internal Process*

- Meningkatkan efisiensi operasional dan mengoptimalkan penggunakan sumber daya ICT yang tersedia
- Meningkatkan produktivitas tim ICT dengan pekerjaan yang sifatnya adalah pengembangan
- Memastikan seluruh infrastruktur ICT yang kami gunakan terukur dan sesuai dengan standar kualitas yang telah ditetapkan

Enterprise ICT Achievements in 2022

Financial Aspect

- *Improving the efficiency and effectiveness of the use of ICT infrastructure by consolidating systems in optimizing the use of resources*
- *Increasing value in technology by ensuring that all infrastructure is implemented with high safety and quality standards*

Aspects of Customer Focus

- *Adopt an innovative approach to understanding needs*
- *Providing an integrated and easy-to-use solution for workers*
- *Increase speed and accuracy in providing ICT solutions*

Internal Process Aspect

- *Increase operational efficiency and optimize the use of available ICT resources*
- *Increase the productivity of the ICT team with developmental work*
- *Ensuring that all ICT infrastructure that we use is measurable and in accordance with predetermined quality standards*

Aspek *Learning & Growth*

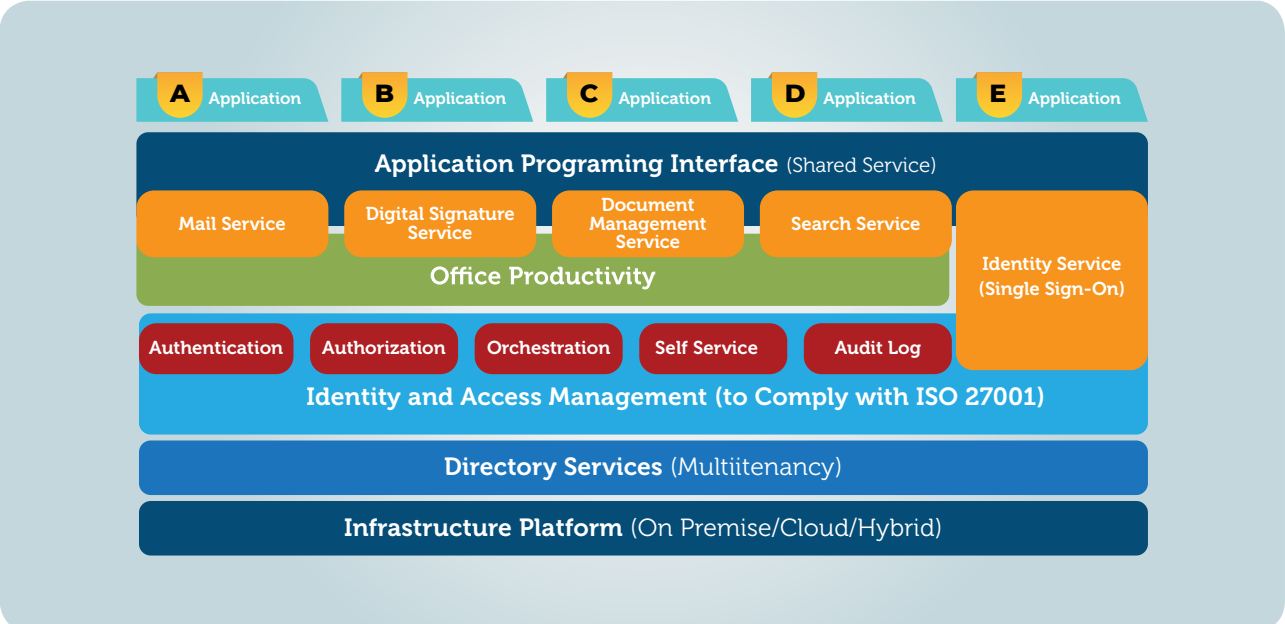
- Pelaksanaan beberapa *Training* dan *Join Planning Session* (JPS) yang dilakukan ICT *Enterprise*
- Membuat *project charter* AKHLAK
- *Asessment security* BSSN dan Pentest Aplikasi

Aspects of Learning & Growth

- *Implementation of several Training and Join Planning Sessions (JPS) conducted by ICT Enterprise*
- *Making AKHLAK project charters*
- *BSSN security assessment and Application Pentest*

Peran Digital Leadership ICT *Enterprise*

Role of Digital Leadership ICT Enterprise



IT Infrastructure Tahun 2022

Dari segi infrastruktur, berikut adalah captain IT pada tahun 2022:

A. *Mandatory* : Kegiatan *Operation* Rutin - *Existing*

1. *Networking Monitoring System*

1) Meningkatkan efisiensi kerja dengan *monitoring* dan *alarm system* pada kendala jaringan
2) Meningkatkan automation koordinasi pada pihak ke 3 dalam pelayanan jaringan
3) Meningkatkan dukungan kualitas penanganan masalah jaringan dan *server* dalam penyelesaian masalah

2. Standarisasi Jaringan

1) Meningkatkan kapabilitas dan kemampuan jaringan di Pertamedika IHC
2) Membuka jalur komunikasi antar rumah sakit untuk dapat bertukar data
3) Mengurangi tingkat *vulnerability* pada jaringan dengan *single gateway internet* se-Indonesia
4) Melalui program kerja : Standarisasi Jaringan, Sewa *Switch*, Instalasi Jaringan *Switching* Perangkat Aktif

3. Standarisasi *Backup Server* Pembuatan *Data Center & Disaster Recovery Center* :

1) Mengimplementasikan *infrastructure* dalam upaya sentralisasi dan keamanan data
2) Meningkankan tingkat *redundancy* terhadap layanan

IT Infrastructure in 2022

IT achievements in terms of infrastructure in 2022 are as follows:

A. Mandatory: Routine Operation Activities - Existing

1. Networking Monitoring System

1) Increase work efficiency by monitoring and alarm systems on network constraints
2) Improve coordination automation on 3rd parties in network services
3) Improving the quality of support for handling network and server problems in solving problems

2. Network Standardization

1) Increase network capabilities and capabilities at Pertamedika IHC
2) Opening communication lines between hospitals to be able to exchange data
3) Reducing the level of vulnerability in networks with a single internet gateway throughout Indonesia
4) Through the work program: Network Standardization, Switch Rental, Active Device Switching Network Installation

2. Backup Server Standardization Data Center & Disaster Recovery Center Creation:

1) Implement infrastructure in efforts to centralize and secure data
2) Increasing the level of redundancy for services

4. *Virtualisasi Server* :

1) Mensimplikasi pengelolaan *server* pada operasional
2) Menurunkan tingkat *downtime server* pada *level hardware* dalam hal *maintenance* dan *update patch*
3) Melalui program kerja : Penyimpanan Data Medis Google Cloud for OSS ODOO dan Penyimpanan Data Medis Google API *Healthcare* for *Data Analytics*

5. **Pengadaan Terpusat *Seat Management* (Sewa Pakai PC Notebook AIO)**

1) Bagian dari program standarisasi perangkat di Pertamedika IHC
2) Meningkatkan spesifikasi tools untuk menunjang produktifitas di Pertamedika IHC
3) Menurunkan tingkat penggunaan *software* illegal / bajakan pada lingkungan Pertamedika IHC

B. *On going project* akhir tahun 2022

- Optimalisasi Layanan *Call Center* 37 RS (inc Bali Makassar)
- Risiko Aplikasi Bajakan *Other Licensed*
- *Backup* Jaringan Internet
- Pengawasan *IT Operation* NOC (*Network Operating Center*)

C. Standarisasi *Workspace* Pertamina

- Laptop AIO *Seat Management* (Laptop, AIO)
- MPS (*Managed Printing Service*)
- HCI (*hyper converged infrastructure*)
- IHC Office 3000 *user inc maintenance*
- *Licensed Microsoft 3000 License*
- P-Office

D. *Optional New Capabilty Smart Hospital IT Plan for Bali International Hospital*

- *Intelligence Campus*
- *Communication Equipment* (*Nurse Call, Emergency Code, CSSD)*
- *Asset Tracking (RFID, Smart Tablet, Barcode*)

Peran digital leadership Enterprise ICT

1. ***Digital Identity Access* :**
   Dengan adanya *infrastructure platform*, maka *resource* dan *policy* dapat mengontrol sampai dengan *end-user* secara cepat dan efisien.
   Hal ini juga akan membuat mekanisme *control* terpusat dalam lingkungan IHC.
2. ***Intranet Connectivity***
   - SD-WAN
     Menjadikan jaringan pertamedika menjadi Intranet untuk mempertimbangkan keamanan transaksi data serta diaktifkan UTM License (*security*) dengan koneksi internet apapun (*load balance single gateway*)

4. Server Virtualization :

1) Simplify server management on operations
2) Reducing server downtime at the hardware level in terms of maintenance and patch updates
3) Through work programs: Google Cloud Medical Data Storage for OSS ODOO and Google API Healthcare Medical Data Storage for Data Analytics

5. Centralized Procurement Seat Management (Lease Use AIO Notebook PC)

1) Part of the device standardization program at Pertamedika IHC
2) Increasing the specifications of tools to support productivity at Pertamedika IHC
3) Reducing the level of use of illegal / pirated software in the Pertamedika IHC environment

B. On going project end of 2022

- *Optimization of Call Center Services for 37 Hospitals (inc. Bali Makassar)*
- *Risk of Other Licensed Pirated Applications*
- *Internet Network Backup*
- *Oversight of IT Operation NOC (Network Operating Center)*

C. Pertamina Workspace Standardization

- *Laptop AIO Seat Management (Laptop, AIO)*
- *MPS (Managed Printing Service)*
- *HCI (hyper converged infrastructure)*
- *IHC Office 3000 user inc maintenance*
- *Licensed Microsoft 3000 License*
- *P-Office*

D. Optional New Capabilty Smart Hospital IT Plan for Bali International Hospital

- *Intelligence Campus*
- *Communication Equipment (Nurse Call, Emergency Code, CSSD)*
- *Asset Tracking (RFID, Smart Tablet, Barcode)*

ICT Enterprise digital leadership role

1. Digital Identity Access :
With the existence of an infrastructure platform, resources and policies can be controlled up to end-users quickly and efficiently. This will also create a centralized control mechanism within the IHC environment.

2. Intranet Connectivity

- *SD-WAN*
  Turning the Pertamedika network into an Intranet to consider data transaction security and activate the UTM License (security) with any internet connection (single gateway load balance)

- ***Internet Backup***
  Akan dilakukan pengadaan internet backup untuk se-Indonesia, Internet main adalah *mandatory* namun internet backup adalah optional (dapat pengadaan sendiri di masing-masing rumah sakit Pertamedika selama memiliki *IP Public (static)* dan terkoneksi dengan SD-WAN yang telah di *setup.*

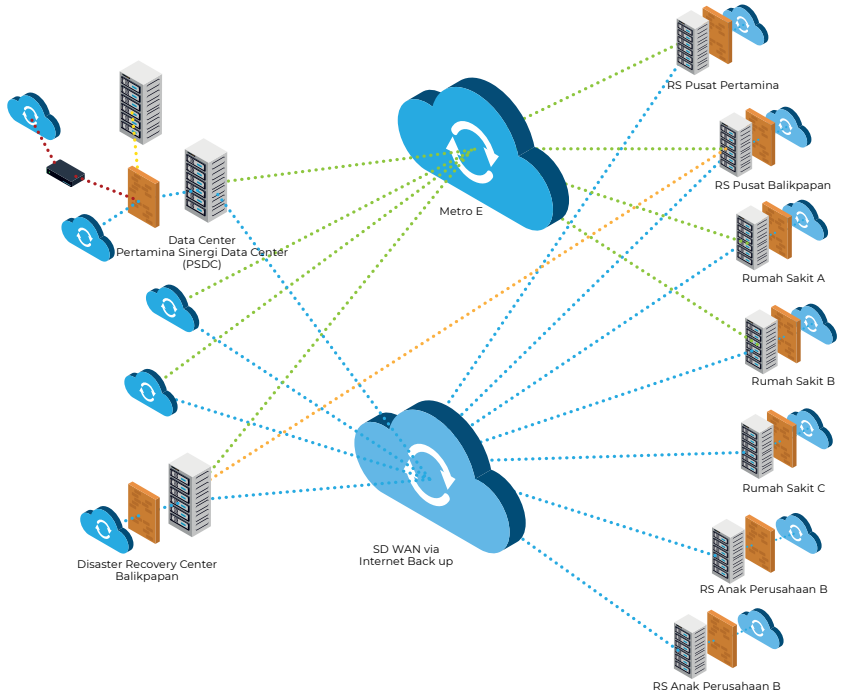
- ***Internet Backups***
  Internet backup will be procured throughout Indonesia, Internet main is mandatory but internet backup is optional (can be procured independently at each Pertamedika hospital as long as it has a Public IP (static) and is connected to the setup SD-WAN.

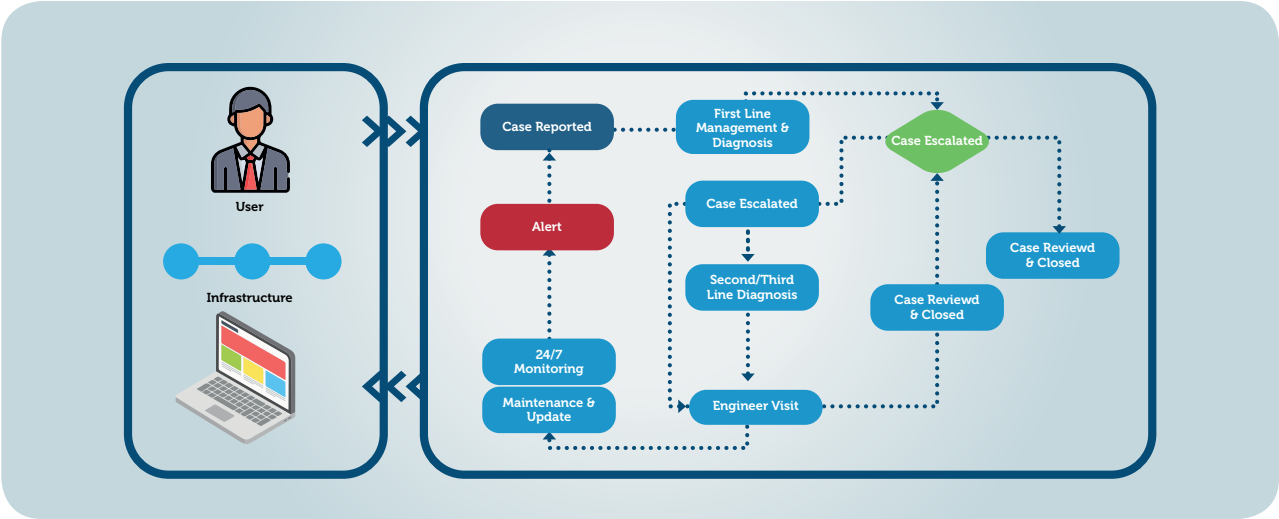
- **Standarisasi Jaringan Tahap 2**
  Kondisi saat ini 60% perangkat sudah sesuai standar dan dikontrol dan *monitor* secara sentral.
  Tahun 2023 akan dilakukan standarisasi dan sentralisasi kontrol serta *monitoring* mencapai 100% di RS Pertamedika.

- ***Network Standardization Stage 2***
  The current condition is 60% of the devices are up to standard and controlled and monitored centrally.
  In 2023 there will be standardization and centralization of controls and monitoring reaching 100% at Pertamedika Hospital.

Skema Jaringan :

Network Scheme:





3. ***Centralized Managed Services***
   Solution terdiri dari : *Seat Management* v2, *Centralized Hospitality Smart* IPTV, *and Managed Print Services*
4. ***ICT Operation Center***
   - *Centralize Call Center* : Merupakan *project Corporate Secretary* untuk melakukan sentralisasi *call center* se-Indonesia (baik RS Pertamedika maupun AP).
   - *ICT Operation Center* : Mengkolaborasikan NOC, *Monitoring System, Call Center, Ticketing Support* dan Tim *Support* untuk berkolaborasi menjadi sistem kerja yang dapat membantu *support* operasional rumah sakit dalam menangani masalah, gangguan dan insiden ICT
5. ***Cyber Security Resilience Program*** :
   - Antivirus 3000 *License*
   - *Firewall (Data Center)*
   - SD-WAN (*Support* Optimalisasi Internet & *Security*)

3. Centralized Managed Services
Solution consisting of: Seat Management v2, Centralized Hospitality Smart IPTV, and Managed Print Services

*4. **ICT Operation Center***
- *Centralize Call Center : This is a Corporate Secretary project to centralize call centers throughout Indonesia (both Pertamedika Hospital and AP).*
- *ICT Operation Center: Collaborating NOC, Monitoring System, Call Center, Ticketing Support and Support Team to collaborate to become a work system that can help support hospital operations in dealing with ICT problems, disruptions and incidents*

*5. **Cyber Security Resilience Program :***
- *Antivirus 3000 License*
- *Firewalls (Data Center)*
- *SD-WAN (Support Internet Optimization & Security)*

Penghargaan di Bidang TI Tahun 2022

Pada tahun 2022, Pertamedika IHC meraih penghargaan di bidang TI sebagai berikut:

1. Finalis Biznovation Pertamina dengan tema *new horizon of Pertamedika IHC* dengan proposal IHC Telemed sebagai *mobile* aplikasi kesehatan di lingkungan Pertamina Group dalam meningkatkan kesehatan pekerja Pertamina dan keluarga.
2. *Assessment HIMSS Stage 4* pada sistem informasi EMR di RSPJ. Sistem OSS terus dikembangkan untuk siap menuju HIMSS EMRAM Stage 6 dan akan diimplementasikan di > 80% rumah sakit, dan komponen *middleware* digunakan di semua rumah sakit *brownfield*. *Platform* yang teruji untuk pengembangan pelayanan medis berkelanjutan.

IT Awards in 2022

In 2022, Pertamedika IHC received the following awards in IT:

1. Pertamina Biznovation finalist with the theme new horizon of Pertamedika IHC with IHC Telemed's proposal as a health mobile application within the Pertamina Group in improving the health of Pertamina workers and their families.

2. HIMSS Stage 4 Assessment on the EMR information system at RSPJ. The OSS system continues to be developed to be ready for HIMSS EMRAM Stage 6 and will be implemented in > 80% of hospitals, and middleware components are used in all brownfield hospitals. A proven platform for sustainable medical service development.

STAGE	HIMSS Analytics EMRAM EMR Adoption Model Cumulative Capabilities
7	Complete EMR; External HIE; Data Analytics, Governance, Disaster Recovery, Privacy and Security
6	Technology Enabled Medication, Blood Products, and Human Milk Administration; Risk Reporting: Full CDS
5	Physician documentation using structured templates; Intrusion/Device Protection
4	CPOE with CDS; Nursing and Allied Health Documentation; Basic Business Continuity
3	Nursing and Allied Health Documentation; MAR; Role-Based Security
2	CDR; Internal Interoperability: Basic Security
1	Ancillaries - Laboratory, Pharmacy, and Radiology/Cardioloyy information systems; PACS; Digital non-DICOM image management
0	All three ancillaries not installed

A. IT Solution

Beberapa kegiatan utama IT Solution di 2022 adalah sebagai berikut

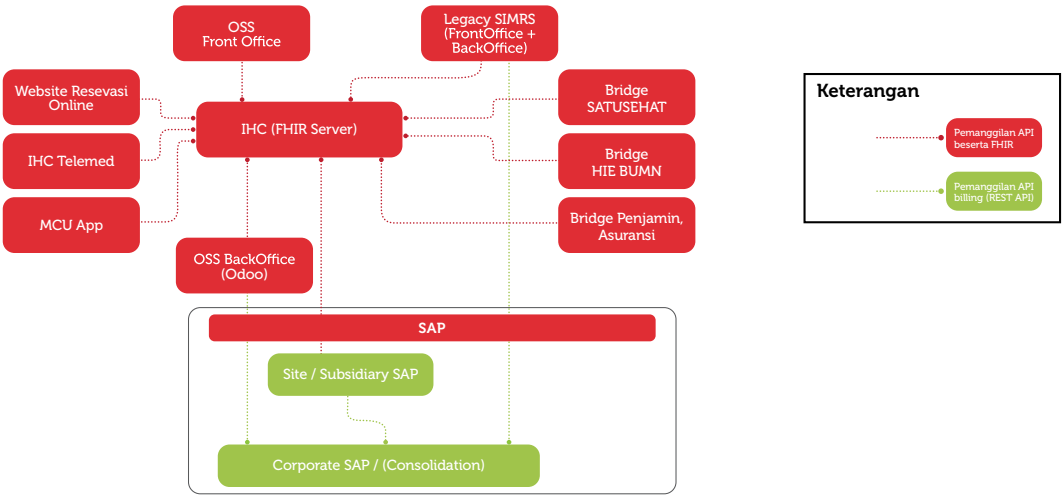
1. Melakukan identifikasi seluruh Aplikasi HIS ALL RS.
2. Pengembangan *Website* IHC dan Fitur Reservasi *Online* untuk seluruh IHC Grup
3. Pengembangan IHC Mobile dengan fitur *Home Healthcare* dan *Managed Care*
4. Pengembangan Aplikasi MCU untuk *One* IHC Grup
5. Implementasi aplikasi *P Office* sebagai langkah awal proses digitalisasi korespondensi di awali dengan korporasi dan unit level Pertamedika IHC.
6. Penguatan Tim Dev *Internal Inhouse* saat ini masih eksternal dan implementor seluruh aplikasi dengan optimalisasi *software management development*: JIRA, Github,Trello dan pembuatan dokumentasi *software development Front Office OSS* dan *Back Office* ODOO serta dukungan pemenuhan dan standarisasi probis untuk proses digitalisasi dan terus melakukan perbaikan dan pembuatan : *Blueprint System*, BRD, SRD
7. Datalake untuk data warehouse IHC sebagai dasar pembuatan *dashboard management*. Pada akhir tahun 2022 telah dimulai rencana pembuatan *middleware* sebagai integrasi data antar RS
   - Middleware berbasis FHIR yang mengintegrasikan berbagai komponen *software* di dalam IHC. Middleware tidak digunakan langsung oleh *user* (baik pasien maupun pelayanan/medis) , tetapi digunakan oleh sistem-sistem yang ada.
   - Selain sebagai hub untuk integrasi antar sistem, middleware sekaligus juga berperan sebagai : MPI (*Master Patient Index*) yaitu *single database* untuk data pasien di seluruh RS, CDR (*Clinical Data Repository*) yaitu *database* rekam medis konsolidasi (*data warehouse*)
   - Dalam tahap evaluasi - opsi basis produk/*service* yang akan digunakan: *InterSystems IRIS for Health* dan *Google CLoud Healthcare API*

A. IT Solutions

Some of the main IT Solution activities in 2022 are as follows

1. *Identify all HIS ALL Hospital Applications.*
2. *Development of the IHC Website and Online Reservation Feature for the entire IHC Group*
3. *Development of IHC Mobile with Home Healthcare and Managed Care features*
4. *MCU Application Development for One IHC Group*
5. *The implementation of the P Office application as the first step in the process of digitizing correspondence begins with the Pertamedika IHC corporation and unit level.*
6. *Strengthening the Internal Inhouse Dev Team, currently still external and implementing all applications by optimizing management development software: JIRA, Github, Trello and making software development documentation Front Office OSS and Back Office ODOO as well as supporting probis compliance and standardization for the digitalization process and continuing to carry out repair and manufacture: Blueprint System, BRD, SRD*
7. *Datalake for the IHC data warehouse as the basis for making management dashboards. At the end of 2022, plans have begun to create middleware as data integration between hospitals*
   - *FHIR-based middleware that integrates various software components within the IHC. Middleware is not used directly by users (both patients and services/medical), but is used by existing systems.*
   - *Apart from being a hub for integration between systems, middleware also acts as: MPI (Master Patient Index), which is a single database for patient data in all hospitals, CDR (Clinical Data Repository), which is a consolidated medical record database (data warehouse)*
   - *In evaluation stage - product/service base options to be used: InterSystems IRIS for Health and Google Cloud Healthcare API*

Skema Middleware/ *Middleware Scheme*



Business Demand Architecture, Security and Policy

Adapun pencapaian 2022 adalah sebagai berikut :

	Program Kerja
Policy	• Dukungan sertifikasi ISO 14001 Sistem Manajemen Lingkungan, • Dukungan sertifikasi ISO 45001 Sistem Kesehatan dan Keselamatan Kerja • Dukungan sertifikasi ISO 9001 Sistem Manajemen Mutu • Dukungan sertifikasi ISO 37001 Sistem Manajemen Anti Penyuapan • Penyelesaian Tata Kelola terkait ISO 9001 dan ISO 14000 • Penyusunan Proses Bisnis • Dukungan proses Akreditasi di Rumah Sakit
Architecture & Security	*Assessment Security MAturity Level by B55N*
Aplikasi Non ERP	• Implementasi P-*Office* (*eCorrespondence*) • *Dashboard* Operasional • Portal HCGA, • Portal Perizinan • Aplikasi WnH (*Work & Health Monitoring*) • Portal Mutu
Upskilling	Penyusunan Matrujs Standard Kompetensi

Selanjutnya ICT terus meningkatkan kesiapan dan Kelengkapan *Business Continuity Model* melalui penyiapan SIEM (*Security Information and Event Management*) dan SOAR (*Security Orchestration Automation and Response*) dengan dukungan *Security Operating Center* di Pertamina Persero.

Berikut adalah ongoing proses yang sedang dilaksanakan ICT pada 2022 :

***Ongoing* proses akhir tahun 2022**

	Program Kerja
Policy	• Dukungan sertifikasi ISO terintegrasi (ISO 14001, ISO 9001, ISO 37001) dan ISO • 45001, • Penyelesaian Tata Kelola terkait ISO • Penyusunan Proses Bisnis • Dukungan proses Akreditasi di Rumah Sakit • Assessment dan Penyusunan RoadMap IT Security • Update IT Master Plan • Asessment INDI 4.0 • Persiapan Implementasi ERP Finance
Architecture & Security	• Assessment dan Penyusunan RoadMap IT Security • Update IT Master Plan • Asessment INDI 4.0
Aplikasi ERP	Persiapan Implementasi ERP Finance
Aplikasi Non ERP	• Pendampingan Implementasi -*Office* (*Correspondence*) • *Enhancement Dashboard* Operasional • Portal OHIH • Portal HSE • *Enhancement* Web Korporasi & Standardisasi Web Rumah Sakit • Pemenuhan Matriks Standard Kompetensi
Upskilling	Pemenuhan Matriks Standard Kompetensi

Business Demand Architecture, Security and Policy

The achievements in 2022 are as follows:

Furthermore, ICT continues to improve the readiness and completeness of the Business Continuity Model through the preparation of SIEM (Security Information and Event Management) and SOAR (Security Orchestration Automation and Response) with the support of the Security Operating Center at Pertamina Persero.

The following is the ongoing process that is being carried out by ICT in 2022:

Ongoing process as of the end of 2022:

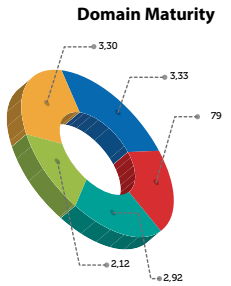
Dari sisi *asessment* ICT IHC didampingi Pertamina Persero juga telah melakukan *assessment* BSSN dalam rangka menilai *maturity* level ICT IHC dengan score 2.89.

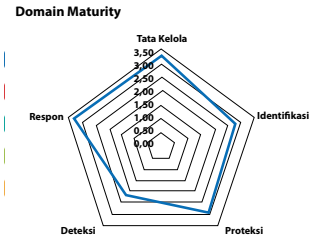
In terms of ICT assessment, IHC accompanied by Pertamina Persero has also conducted a BSSN assessment in order to assess the maturity level of IHC ICT with a score of 2.89.

CYBER SECURITY MATURITY LEVEL DASHBOARD

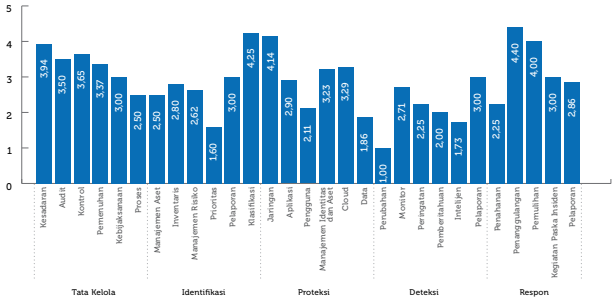
LEVEL MATURITAS **2,89**

Tata Kelola	3,33
Identidikasi	2,79
Proteksi	2,92
Deteksi	2,12
Respon	3,30





Tata Kelola	Kesdaran	3,94
	Audit	3,50
	Kontrol	3,65
	Pemenuhan	3,67
	Kebijakan	3,00
	Proses	2,50
Identifikasi	Manajemen Aset	2,50
	Inventaris	2,80
	Manajemen Risiko	2,62
	Prioritas	1,60
	Pelaporan	3,00
	klasifikasi	4,25
Proteksi	Jaringan	4,14
	Aplikasi	2,90
	Pengguna	2,11
	Manajemen Identitas dan Aset	3,23
	Cloud	3,29
	Data	1,86
Deteksi	Perubahan	1,00
	Monitor	2,71
	Peringatan	2,25
	Pemberitahuan	2,00
	intelejen	1,73
	Pelaporan	3,00
Respon	Penahanan	2,25
	Penanggulangan	4,40
	Pemulihan	4,00
	Kegiatan paska Insiden	3,00
	Pelaporan	2,86



IT *Governance*

IT Pertamedika IHC telah memiliki tata kelola fungsi Teknologi Informasi diatur dalam TKO dan TKI, yang berlaku mulai 1 Januari 2015. Ruang lingkup tata kelola dalam hal ini adalah penyiapan *IT Master Plan*, persiapan ISO 27001 dan penyempurnaan tata kelola ICT di Pertamedika IHC. Berikut penjelasan mengenai persiapan *IT Master Plan*, persiapan ISO 27000:

- *IT Master Plan* merupakan dokumen yang menjadi panduan bagi pengembangan ICT di lingkungan Pertamedika IHC.
- ISO 27001 merupakan suatu standar Internasional dalam menerapkan sistem manajemen keamanan informasi atau lebih dikenal dengan *Information Security Management Systems* (ISMS).
- Tata kelola TI membangun suatu sistem yang semua pemangku kepentingannya, termasuk Direksi dan Komisaris serta pengguna internal dan bagian terkait seperti keuangan, dapat memberikan masukan yang diperlukan untuk proses pengambilan keputusan.

IT Governance

IT Division of Pertamedika IHC has managed Information Technology functions regulated in TKO and TKI, which took effect from January 1, 2015. The scope of governance in this case is the preparation of the IT Master Plan, preparation of ISO 27001 and improvement of ICT governance at Pertamedika IHC. The following is an explanation of the preparation of the IT Master Plan and preparation of ISO 27001:

- *IT Master Plan is a document that serves as a guide for ICT development in the Pertamedika IHC environment.*
- *ISO 27001 is an international standard in implementing an information security management system or better known as Information Security Management Systems (ISMS).*
- *IT governance builds a system in which all stakeholders, including the Board of Directors and Board of Commissioners as well as internal users and related divisions such as finance, can provide the necessary input for decision-making process.*

PHILIPS

ANALISIS & PEMBAHASAN MANAJEMEN

MANAGEMENT DISCUSSION AND ANALYSIS

CASE

Terlepas dari tantangan yang dihadapi di sepanjang tahun 2022, Perseroan mampu membukukan kinerja yang positif di tahun 2022 melalui penerapan strategi yang tepat dan diharapkan akan mampu mendorong peningkatan kinerja di masa mendatang.

Regardless of the challenges faced throughout 2022, the Company was able to record positive performance in 2022 through the implementation of the right strategy and it is hoped that it will be able to drive increased performance in the future.

Tinjauan Umum
General Review

Tinjauan Ekonomi

Perekonomian dunia pada tahun 2022 memasuki masa perbaikan setelah situasi pandemi COVID-19 menunjukkan perkembangan yang terkendali. Berbagai upaya telah banyak dilakukan oleh seluruh negara di dunia. Kemunculan *subvarian Omicron* yang baru menjadi faktor risiko yang masih perlu di waspadai. Sepanjang tahun 2022 Indonesia mengalami tiga kali lonjakan kasus COVID-19 tetapi masih relatif terkendali dan tidak memberi tekanan berarti terhadap sistem pelayanan Kesehatan. Pada tingkat global telah dibentuk *Financial Intermediatiary Fund* (FIF) *for Pandemic Prevention and Preparedness Response* (PPR) dengan fokus pada negara yang pendapatannya rendah.

Berbagai negara telah mengalami tren pertumbuhan ekonomi yang melambat pada Triwulan III 2022 baik di negara maju maupun berkembang. Disamping pengaruh dari pandemi COVID-19, hal tersebut dipengaruhi oleh beberapa faktor diantaranya perang Ukraina dan Rusia, tensi geopolitik global, serta tekanan inflasi yang tinggi sehingga mendorong kenaikan suku bunga. Kondisi ini berpotensi meningkatkan *cost of fund* dan pengetatan likuiditas global.

Kenaikan suku bunga negara maju, khususnya di AS telah mendorong penguatan mata uang dollar serta menciptakan pengetatan likuiditas global dan mendorong kenaikan *cost of fund*. Meningkatnya volatilitas pasar keuangan global juga turut memicu peningkatan arus modal keluar dari *emerging markets*. Beberapa negara G20 sejak 2022 telah meningkatkan suku bunga acuan seperti brasil (450 bps), Amerika Serikat sebesar 425 bps, dan Uni eropa sebesar 250 bps. Namun beberapa negara maju seperti Jepang dan negara berkembang seperti Tiongkok masih belum menaikan suku bunga.

Kondisi pertumbuhan ekonomi Indonesia masih kuat didukung oleh neraca perdagangan, konsumsi rumah tangga, dan investasi sebagai penopang utama. Kontribusi harga komoditas yang masih di level relatif tinggi serta dampak positif dari berbagai kebijakan pemerintah membuat pemulihan ekonomi terus terjaga. Namun Indonesia perlu mewaspadai perkembangan risiko global termasuk menyiapkan respon kebijakan.

Aktivitas ekspor mampu melanjutkan pertumbuhan yang tinggi di tengah gejolak perekonomian global. Sementara impor juga meningkat dalam memenuhi kebutuhan pasokan ekspansi produksi dalam negeri. Dari sisi lapangan usaha seperti kondisi ketenaga kerjaan penciptaan lapangan kerja bagi tambahan Angkatan kerja baru dan pengangguran didorong oleh kinerja

Economic Overview

The world economy in 2022 eneterd a recovery period after the COVID-19 pandemic situation is under control. Many efforts have been made by all countries in the world. The emergence of a new Omicron subvariant is a risk factor that still needs to be watched out for. Throughout 2022, Indonesia experienced three spikes in COVID-19 cases, but it was still relatively under control and did not put significant pressure on the health care system. At the global level, the Financial Intermediatiary Fund (FIF) for Pandemic Prevention and Preparedness Response (PPR) has been established with a focus on countries with low incomes.

Various countries have experienced a trend of slowing economic growth in the third quarter of 2022 in both developed and developing countries. Apart from the influence of the COVID-19 pandemic, this was influenced by several factors including the wars in Ukraine and Russia, global geopolitical tensions, and high inflationary pressures which pushed up interest rates. This condition has the potential to increase the cost of funds and tighten global liquidity.

The increase in interest rates in developed countries, especially in the US, has encouraged the strengthening of the dollar and created a tightening of global liquidity and pushed up the cost of funds. Increased volatility in global financial markets has also contributed to an increase in capital outflows from emerging markets. Several G20 countries since 2022 have increased their benchmark interest rates, such as Brazil (450 bps), the United States by 425 bps, and the European Union by 250 bps. However, several developed countries such as Japan and developing countries such as China still have not raised interest rates.

The condition of Indonesia's economic growth is still strong supported by the trade balance, household consumption and investment as the main pillars. The contribution of commodity prices which were still at a relatively high level and the positive impact of various government policies kept the economic recovery under control. However, Indonesia needs to be aware of developments in global risks, including preparing policy responses.

Export activity was able to continue high growth amidst the global economic turmoil. Meanwhile, imports also increased to meet the supply needs for domestic production expansion. In terms of business fields, such as employment conditions, job creation for additional new workforce and unemployment is driven by the performance of several key sectors that recorded positive growth in the third

beberapa sektor utama mencatatkan pertumbuhan positif di triwulan III tahun 2022. Ketenagakerjaan tercermin dalam peningkatan tingkat partisipasi Angkatan kerja (TPAK) dan penurunan tingkat pengangguran terbuka (TPT).

quarter of 2022. Employment is reflected in an increase in the labor force participation rate (TPAK) and a decrease in the open unemployment rate (TPAK). TPT).

Pertumbuhan ekonomi nasional terlihat dari tingkat PDB yang tumbuh kuat sebesar 5,7% pada triwulan III tahun 2022 (yoy). Secara kumulatif sudah melampaui level PDB prapandemi, yaitu lebih tinggi 6,6% dari kumulatif triwulan I-III 2019.

National economic growth can be seen from the GDP rate which grew strongly by 5.7% in the third quarter of 2022 (yoy). Cumulatively, it has exceeded the pre-pandemic GDP level, which is 6.6% higher than the cumulative quarters I-III 2019.

Tinjauan Industri Layanan Kesehatan

Overview of Healthcare Service Industry

Salah satu yang menjadi focus pengembangan Pemerintah yakni industri sektor kesehatan. Industri kesehatan termasuk di dalamnya industri farmasi, merupakan salah satu sektor yang sangat diutamakan terutama dalam kondisi pandemi saat ini. Penguatan industri Kesehatan di tingkat domestik menjadi basis arsitektur Kesehatan global yang lebih baik dengan memanfaatkan jejaring Kerjasama untuk berkolaborasi dalam manufaktur dan pusat penelitian pengembangan vaksin dan alat diagnostik.

One of the focus of government development namely the health sector. The health industry, including the pharmaceutical industry, is a sector that is highly prioritized, especially during the current pandemic. Strengthening the health industry at the domestic level becomes the basis for a better global health architecture by leveraging cooperation networks to collaborate in manufacturing and research centers for the development of vaccines and diagnostic tools.

Dalam rangka meningkatkan daya saing Indonesia dalam sektor industri, Pemerintah juga mendorong terjadinya transformasi berbasis digital untuk menopang perkembangan industri kesehatan. Transformasi tersebut dapat berperan dalam memudahkan proses distribusi, penguatan jejaring kesehatan, mengefektifkan proses administrasi, dan mendukung performa yang lebih efektif serta efisien. Terlebih pandemi juga belum berakhir di tahun 2022 meski ada wacana *pandemic* akan turun statusnya menjadi endemi.

In order to increase Indonesia's competitiveness in the industrial sector, the Government is also encouraging digital-based transformation to support industrial development health. This transformation can play a role in facilitating the distribution process, strengthening health networks, streamline administrative processes, and support more effective and efficient performance. Moreover, the pandemic will not end in 2022 even though there is talk that the pandemic will decrease in status to become endemic.

Strategi Usaha 2022

2022 Business Strategy

Berikut adalah penjelasan mengenai strategi usaha Perusahaan pada tahun 2022:

1. ***Integration & Transformation Program***
   - Integrasi dan transformasi program untuk menyelaraskan praktik-praktik dan nilai yang dianut oleh Rumah Sakit IHC Grup serta memudahkan proses akuisisi di masa mendatang.
   - Implementasi berbagai inisiatif seperti pengembangan infrastuktur IT, penambahan jasa layanan, dan optimisasi *specialty mix*.
   - Mensosialisasikan transformasi tim yang berdedikatif untuk menjalan inisiatif strategis.

2. ***Inorganic/Organic Growth***
   - Pertumbuhan *inorganic* melalui akuisisi atau Kerjasama dengan grup Rumah Sakit lainnya.
   - Melakukan ekspansi terhadap rumah sakit yang ada untuk meningkatkan jangkauan populasi di seluruh wilayah

The Company's business strategy in 2022 is as follows:

1. ***Integration & Transformation Program***
   - *Program integration and transformation to align the practices and values of IHC Group Hospitals and facilitate future acquisitions.*
   - *Implementation of various initiatives such as IT infrastructure development, additional services, and optimization of specialty mix*
   - *Dissemination of the transformation of a dedicated team to carry out strategic initiatives*

2. ***Inorganic/Organic Growth***
   - *Inorganic growth through acquisition or collaboration with other Hospital groups.*
   - *Expansion of existing hospitals to increase population reach across the region*

- Pengembangan *greenfield*, termasuk pengembangan untuk *medical tourism*

3. ***Enhance Level of Clinical Excellence to Optimise Payor Mix***
   - Mempercepat proses *clinical excellence* di Rumah Sakit IHC Grup untuk menyediakan pelayanan yang terbaik di kelasnya, peningkatan kualitas protokol dan infrastruktur yang membuat IHC Grup memiliki keunggulan kompetitif dan alternatif utama selain rumah sakit swasta untuk perawatan pasien yang melalui pembayaran secara langsung.
   - Optimalisasi *payor mix* di internal setiap rumah sakit untuk fokus dalam meningkatkan margin pembayaran langsung serta mengembangkan desain rumah sakit BPJS dalam jaringan grup.
   - Mengambil kembali pangsa pasar mantan pasien COVID-19 melalui segmentasi pasar, protokol Kesehatan, dan pendekatan aspek pemasaran yang memiliki sinergi dengan *telemedicine*.
4. ***Cost Optimisation and Operational Efficiency***
   - Memaksimalkan penggunaan *lean management* untuk mengoptimalisasi biaya dan membuka peluang baru dalam efisiensi operasional.
   - Optimalisasi pengadaan untuk biaya bahan baku dan SG&A melalui formulasi obat, Kerjasama pengadaan untuk alat-alat medis, dan standarisasi kontrak *outsource*.

- *Greenfield development, including development for medical tourism*

3. ***Enhance Level of Clinical Excellence to Optimize Payor Mix***
   - *Acceleration the clinical excellence process at IHC Group Hospitals to provide best-in-class services, improving the quality of protocols and infrastructure that makes IHC Group a competitive advantage and the main alternative to private hospitals for patient care through direct payments.*
   - *Optimization of internal payor mix for each hospital to focus on increasing direct payment margins and developing BPJS hospital designs within the group network.*
   - *Taking back market share of former COVID-19 patients through market segmentation, health protocols, and marketing aspect approaches that have synergies with telemedicine*
4. ***Cost Optimization and Operational Efficiency***
   - *Maximize the use of lean management to optimize costs and open up new opportunities in operational efficiency*
   - *Optimization of procurement for raw material costs and SG&A through drug formulation, Procurement cooperation for medical devices, and standardization of outsource contracts*

Tinjauan Operasi Per Segmen Usaha

Operational Overview per Business Segment

Pertamedika IHC memberikan layanan kesehatan yang komprehensif dan Terpadu, dengan dukungan profesional medis, perawatan dan penunjang medis yang berkompeten dan peralatan medis terkini. Layanan kesehatan yang disediakan Perusahaan mencakup pengelolaan pasien Rawat Jalan, Rawat Inap dan Penunjang Medik. Dengan demikian, segmen usaha Perusahaan dapat dibagi menjadi tiga, yaitu:

1. Rawat Inap;
2. Rawat Jalan;
3. Penunjang Medis

Berikut adalah uraian mengenai deskripsi usaha, produktivitas, pendapatan dan profitabilitas dari masing-masing segmen Perusahaan di tahun 2022.

Pertamedika IHC provides comprehensive and integrated health services with the support of medical professionals, competent medical support and care, and the latest medical equipment. Health services provided by the Company include the management of outpatients, inpatient or hospitalization, and medical support. Thus, the Company's business segments can be divided into three, namely:

1. *Inpatient care;*
2. *Outpatient care; and*
3. *Medical Support.*

Description of the Company's business, productivity, revenue and profitability of each segment in 2022 is as follows.

Rawat Inap

Inpatient Care

Deskripsi Usaha

Rawat inap adalah pelayanan medis dan perawatan lanjutan yang diberikan kepada pasien di ruang rawat inap rumah sakit, bila keadaan pasien memerlukan perawatan dan Tindakan medis serta monitoring intensif dari para petugas profesional medis dan perawatan. Ruang rawat dewasa ini dibuat senyaman mungkin sesuai dengan kebutuhan bio-psiko-sosial-kultural-spiritual dari pasien, untuk menunjang proses perawatan dan kesembuhan pasien.

Business Description

Inpatient care is a medical service and a follow up treatment provided to patients in the hospital's wards, if their condition requires medical care and actions, as well as intensive monitoring from the medical and treatment professionals. Wards for adult inpatients are designed to be highly comfortable in accordance with the bio-psycho-socio-cultural-spiritual needs of the patients to support their treatment and healing process.

Produktivitas

Produktivitas Rawat Inap dapat dilihat dari beberapa faktor, antara lain: Jumlah Tempat Tidur, Jumlah Hari Perawatan, *Bed Occupancy Rate* (BOR), *Average Length of Stay* (Avg.LoS), *Bed Turn Over* (BTO), *Turn Over Interval* (TOI), Jumlah Kunjungan Rawat Inap dan Kunjungan Pihak Ketiga Rawat Inap.

Productivity

The productivity of Inpatient Care is reflected in several factors, including the number of beds, number of treatment days, bed occupancy rate (BOR), average length of stay (Avg.LoS), bed turn over (BTO), turn over interval (TOI), number of inpatient visits, and number of third party inpatient visits.

Produktivitas Rawat Inap Tahun 2021-2022

Productivity of Inpatient Care in 2021-2022

Uraian *Description*	2022	2021	Pertumbuhan (%) *Growth (%)*
Jumlah Tempat Tidur *Number of Beds*	4.635	4.549	2%
Jumlah Hari Perawatan *Number of Treatment Days*	1.049.019	1.012.001	4%
Bed Occupancy Rate (BOR)	62%	61%	1%
Average Length of Stay (Avg. LoS) (Hari / *Day*)	3,4	4,7	27%
Bed Turn Over (BTO)	70,7	51,3	38%
Turn Over Interval (TOI) (Hari / *Day*)	4,2	2,8	50%
Jumlah Kunjungan Rawat Inap *Number of Inpatient Visits*	325.142	242.967	34%

Jumlah Tempat Tidur

Jumlah tempat tidur yang dimiliki oleh Perusahaan di tahun 2022 tercatat sebanyak 4.635 tempat tidur, naik 2% dibandingkan tahun 2021 sebanyak 4.549 tempat tidur. Peningkatan tersebut disebabkan oleh pembukaan RS darurat COVID-19 di Tanjung Duren.

Number of Beds

The number of beds owned by the Company in 2022 was recorded at 4,635 beds, increased by 2% compared to 2021 at 4,549 beds. This increase was due to opening of COVID-19 emergency Hospital in Tanjung Duren.

Jumlah Hari Perawatan

Jumlah Hari Perawatan dihitung berdasarkan jumlah pasien selama satu tahun, sedangkan Jumlah Hari Perawatan dalam sebulan dihitung berdasarkan jumlah pasien yang disensus setiap harinya. Sensus pasien dirawat diadakan setiap jam 23:59 WIB dan dijumlahkan selama setahun. Jumlah Hari Perawatan di tahun 2022 tercatat sebanyak 1.049.019 hari. Hal ini terjadi karena di awal tahun 2022 kasus COVID-19 varian Omicron meningkat.

Number of Treatment Days

The number of Treatment Days is calculated based on the number of patients in one year, while the Number of Treatment Days in a month is calculated based on the number of patients census each day. A census of treated patients is held every 23:59 WIB and is added up over the year. The number of Treatment Days in 2022 was recorded at 1,049,019 days. This occurred due to increased case of COVID-19 Omicron variant in the beginning of 2022.

***Bed Occupancy Rate* (BOR)**

BOR merupakan proporsi tempat tidur terisi yang ditetapkan sebagai rasio dari hari pelayanan perawatan untuk jumlah tempat tidur dalam periode tertentu. BOR dipengaruhi oleh banyaknya kunjungan rawat inap dan lamanya hari perawatan masing-masing pasien. Perusahaan mencatatkan BOR sebesar 62% pada tahun 2022. Hal tersebut disebabkan oleh:

1. Lama hari perawatan yang cukup panjang untuk pasien COVID-19, sehingga tingkat hunian kamar rawat inap saat kasus COVID-19 varian Omicron melonjak cukup tinggi. Namun, saat kasus mereda tingkat hunian cukup rendah karena masyarakat enggan ke RS dan lebih memilih Telemedicine
2. BOR di RS baru yaitu RSOJ Biringkanaya masih belum sesuai dengan harapan

***Average Length of Stay* (Avg.LoS)**

LOS merupakan lama rawat seorang pasien dan Avg.LoS adalah rata-rata lama rawat seorang pasien di sebuah rumah sakit. Indikator ini selain memberi gambaran seberapa tinggi efisiensi layanan medis di rumah sakit tersebut, juga dapat memberikan gambaran mutu layanan medis. Secara umum nilai Avg.LoS yang ideal adalah 3,5-5 hari, menurut Kemenkes RI. Semakin kecil angka AvLOS maka semakin baik bagi Perusahaan.

Di tahun 2022, Perusahaan mencatatkan Avg.LoS selama 3,4 hari, turun 27% dibandingkan tahun 2021 selama 4,7 hari. Penurunan tersebut disebabkan perawatan pasien lebih efektif karena kasus COVID-19 yang berat sudah berkurang.

***Bed Turn Over* (BTO)**

BTO adalah frekuensi pemakaian tempat tidur pada satu periode, berapa kali tempat tidur dipakai dalam satu satuan waktu tertentu. Idealnya dalam satu tahun, satu tempat tidur rata-rata dipakai 40-50 kali. Di tahun 2022, Perusahaan mencatatkan BTO sebanyak 70,7 kali. Hal tersebut disebabkan oleh lama hari perawatan pasien di RS lebih sedikit.

***Turn Over Interval* (TOI)**

TOI merupakan rata-rata jumlah hari sebuah tempat tidur tidak terisi, yaitu waktu antara sebuah tempat tidur ditinggalkan pasien sampai dengan terisi kembali oleh pasien berikutnya. Idealnya tempat tidur kosong tidak terisi pada kisaran 1-3 hari. Semakin kecil kisarannya semakin baik. Di tahun 2022, Perusahaan mencatatkan TOI selama 4,2 hari, turun 50% dari tahun sebelumnya sebesar 2,8 hari.

Jumlah Kunjungan Rawat Inap

Jumlah Kunjungan Rawat Inap merupakan jumlah kunjungan seluruh pasien yang melakukan rawat inap selama satu tahun. Jumlah Kunjungan Rawat Inap di tahun 2022 tercatat sebanyak 325.142 kunjungan. Hal ini disebabkan oleh pasien sudah lebih percaya untuk menjalani perawatan di RS karena kasus COVID-19 sudah melandai di semester kedua tahun 2022.

Bed Occupancy Rate (BOR)

BOR is the proportion of occupied beds defined as the ratio of the days of care for the number of beds in a certain period. BOR is influenced by the number of inpatient visits and the length of days of treatment for each patient. The Company's BOR in 2022 was 62%. The was due to:

1. *The length of treatment day is quite long for COVID-19 patients, so the occupancy rate of inpatient rooms when the Omicron variant of COVID-19 cases jumped quite high. However, when the cases subsided the occupancy rate was quite low because people were reluctant to go to the hospital and preferred telemedicine*
2. *The BOR at the new hospital, RSOJ Biringkanaya, is still not as expected*

Average Length of Stay (Avg.LoS)

LOS is the length of stay for a patient and Avg.LoS is the average length of stay for a patient in a hospital. This indicator in addition to providing an idea of how high the efficiency of medical services at the hospital is, it can also provide an overview of the quality of medical services. In general, the ideal Avg.LoS value is 3.5-5 days, according to the Indonesian Ministry of Health. The smaller the AvLOS number, the better for the Company.

The Company's Avg.LoS in 2022 was 3.4 days, decreased by 27% compared to 2021 for 4.7 days. This decrease was due to more effective patient care because the severe cases of COVID-19 had decreased.

Bed Turn Over (BTO)

BTO is the frequency of using a bed in one period, the number of times the bed is used in a certain time unit. Ideally, in one year, one bed is used on average 40-50 times. The Company's BTO in 2022 was 70.7 times. This is caused by the length of the patient's stay in the hospital is less.

Turn Over Internal (TOI)

TOI is the average number of days a bed is unfilled, which is the time between a bed being left by the patient until it is refilled by the next patient. Ideally the empty bed is unfilled in the 1-3 days range. The smaller the range the better. The Company's TOI in 2022 was 4.2 days, decreased by 50% compared to 2.8 days in 2021.

Number of Inpatient Visits

The number of Inpatient Visits is the number of visits of all patients who are hospitalized for one year. The number of Inpatient Visits in 2022 was 325,142 visits. This is caused by patients have more confidence in undergoing treatment at the hospital because the COVID-19 case has slumped in the second half of 2022.

Pendapatan

Di tahun 2022, Pendapatan Rawat Inap tercatat sebesar Rp1.047,03 miliar, turun Rp1.031,78 miliar atau 49,63% dibandingkan tahun 2021 sebesar Rp2.078,81 miliar. Pendapatan di tahun 2022 masih di dominasi oleh pendapatan COVID-19. Penurunan pendapatan di tahun 2022 akibat adanya regulasi atau kebijakan pemerintah terkait tarif COVID-19 yang menggunakan tarif paket.

Revenue

Inpatient Revenue in 2022 amounted to Rp1,047.03 billion, decreased by Rp1,031.78 billion or 49.63% compared to 2021 at Rp2,078.81 billion. Revenue in 2022 is still dominated by COVID-19 revenue. Decrease in revenue in 2022 due to regulations or government policies regarding COVID-19 rates that use package rates.

Rawat Jalan

Outpatient Care

Deskripsi Usaha

Rawat jalan adalah pelayanan kepada seorang untuk tujuan pemeriksaan dan lain sebagainya. Selain poliklinik spesialis, Instalasi Gawat Darurat (IGD) juga merupakan bagian dari layanan rawat jalan. Klinik dan Instalasi Gawat Darurat (IGD) merupakan pintu masuk bagi proses rawat tingkat selanjutnya, yaitu layanan rawat inap.

Business Description

Outpatient care is an individual service for the purpose of medical examination and so on. In addition to specialist polyclinics, the emergency unit is also part of outpatient care. Clinics and emergency units are the entry points for the next level of care, namely inpatient service.

Produktivitas Rawat Jalan 2021-2022

Outpatient Productivity in 2021-2022

Uraian *Description*	2022	2021	Pertumbuhan (%) *Growth (%)*
Jumlah Kunjungan Rawat Jalan/*Number of Outpatient Visit*	5.262.060	5.844.218	-47%
Kunjungan Pihak Ketiga Rawat Jalan/*Number of Third party Outpatient Visit*	1.816.712	2.767.897	-52%

Jumlah Kunjungan Rawat Jalan

Jumlah Kunjungan Rawat Jalan merupakan jumlah kunjungan seluruh pasien yang melakukan rawat jalan selama satu tahun. Jumlah Kunjungan Rawat Jalan di tahun 2022 tercatat sebanyak 5.262.060 kunjungan, turun 47% dibandingkan tahun 2021 sebanyak 5.844.218 kunjungan. Penurunan ini disebabkan oleh kasus COVID-19 mengalami lonjakan pada beberapa bulan di tahun 2022 yang menyebabkan kunjungan rawat jalan menurun, sementara saat kasus COVID-19 melandai atau mereda, peningkatan kunjungan rawat jalan belum cukup signifikan dari pasien non COVID-19. Perusahaan mengupayakan untuk meningkatkan kunjungan dengan mengaktifkan kembali poliklinik sore dan hari sabtu sejak September 2022.

Number of Outpatient Visits

The number of Outpatient Visits is the number of visits for all patients who are outpatient for one year. The number of Outpatient Visits in 2022 was recorded at 5,262,060 visits, decreased by 47% compared to 2021 at 5,844,218 visits. This decrease was due to the fact that COVID-19 cases experienced a spike in several months in 2022 which caused outpatient visits to decrease, while when COVID-19 cases slumped or subsided, the increase in outpatient visits was not significant enough for non-COVID-19 patients. The company is trying to increase visits by reactivating the evening polyclinic and Saturday since September 2022.

Kunjungan Pihak Ketiga Rawat Jalan

Jumlah Kunjungan Rawat Jalan Pihak Ketiga merupakan jumlah kunjungan seluruh pasien Pihak Ketiga yang melakukan rawat jalan selama satu tahun. Jumlah Kunjungan Rawat Jalan Pihak Ketiga di tahun 2022 tercatat sebanyak 1.816.712 kunjungan, turun 52% dibandingkan tahun 2021 sebanyak 2.767.897 kunjungan. Penurunan kunjungan rawat jalan pihak ketiga terjadi karena adanya *shifting* atau peralihan *payor* dari jaminan perusahaan atau tunai menjadi menggunakan BPJS Kesehatan. Sehingga kunjungan pasien.

Number of Third Party Outpatient Visits

The number of Third Party Outpatient Visits is the number of visits of all Third Party outpatients for one year. The number of Third Party Outpatient Visits in 2022 was recorded as 1,816,712 visits, decreased by 52% compared to 2021 of 2,767,897 visits. The decrease in third party outpatient visits occurred due to shifting or shifting of payors from company guarantees or cash to using BPJS Kesehatan. So that BPJS Kesehatan patient visits will increase in 2022..

Pendapatan

Di tahun 2022, Pendapatan Rawat Jalan tercatat sebesar Rp997,31 miliar, turun Rp105,77 miliar atau 9,59% dibandingkan tahun 2021 sebesar Rp1.103,08 miliar. Penurunan pendapatan rawat jalan dikarenakan menurunnya jumlah kunjungan rawat jalan, belanja pasien juga menurun.

Revenue

Outpatient Revenue in 2022 amounted to Rp997.31 billion, decreased by Rp105.77 billion or 9.59% compared to 2021 at Rp1,103.08 billion. The decrease in outpatient income was due to the decrease in the number of outpatient visits, patient spending also decreased.

Penunjang Medis

Medical Support

Deskripsi Usaha

Layanan penunjang medis merupakan layanan kesehatan yang memfokuskan pada pemeriksaan diagnostik untuk menegakkan suatu diagnosis medis, seperti laboratorium klinik, laboratorium patologi, radio diagnostik, dan radio nuklir. Pelayanan penunjang medis juga meliputi unit layanan yang mendukung terapi medis, yaitu farmasi/apotek, bank darah, radio terapi dan rehabilitasi medik.

Business Description

Medical support is a health service that focuses on diagnostic tests to establish a medical diagnosis such as clinical laboratory, pathological laboratory, radio diagnostic, and radio nuclear. This service also includes the service units supporting medical therapies, namely pharmacy/drugstore, blood bank, radio therapy, and medical rehabilitation.

Produktivitas Penunjang Medis Tahun 2021-2022

Productivity Medical Support Productivity in 2021-2022

Uraian *Description*	2022	2021	Pertumbuhan (%) *Growth (%)*
Jumlah Kunjungan Penunjang Medis *Number of Medical Support Visits*	13.252.280	9.471.885	40%

Jumlah Kunjungan Penunjang Medis merupakan jumlah kunjungan seluruh pasien yang pemeriksaan atau terapi di penunjang medis selama satu tahun. Jumlah Kunjungan Penunjang Medis di tahun 2022 tercatat sebanyak 13.252.280 kunjungan, naik 40% dibandingkan tahun 2021 sebanyak 9.471.885 kunjungan. Peningkatan kunjungan penunjang medis disebabkan perubahan definisi operasional terhadap pencatatan kunjungan penunjang medis.

The number of Medical Support Visits is the number of visits of all patients who undergo examination or therapy in medical support for one year. The number of Medical Support Visits in 2022 was recorded at 13,252,280 visits, increased by 40% compared to 2021 at 9.471.885 visits. The increase in medical support visits was due to changes in the operational definition of recording medical support visits.

Pendapatan

Di tahun 2022, Pendapatan Penunjang Medis tercatat sebesar Rp1.457,49 miliar, turun Rp241,88 miliar atau 14,23% dibandingkan tahun 2021 sebesar Rp1.699,37 miliar. Meski kunjungan penunjang medis terlihat meningkat signifikan dibanding tahun 2021, namun dari sisi pendapatan menurun karena menurunnya jumlah belanja pasien, jumlah pemeriksaan PCR yang menurun signifikan dan kebijakan harga pemeriksaan COVID-19 yang juga lebih rendah.

Revenue

Medical Support Revenue in 2022 amounted to Rp1,457.49 billion, decreased by Rp241.88 billion or 14.23% compared to 2021 at Rp1,699.37 billion. Even though medical support visits have seen a significant increase compared to 2021, from a revenue perspective it has decreased due to reduced patient spending, a significant decrease in the number of PCR examinations and the policy on the price of COVID-19 examinations which is also lower.

Kinerja Entitas Anak

Performance of Subsidiary

Sampai dengan akhir tahun 2022, Perusahaan memiliki kepemilikan langsung atas 8 (delapan) Entitas Anak. Penjelasan mengenai Entitas Anak disajikan dalam bagian Profil dalam Laporan Tahunan ini. Berikut adalah penjelasan terkait kinerja Entitas Anak Perusahaan di tahun 2022.

As of the end of 2022, the Company has direct ownership of 8 (eight) Subsidiaries. A description of the Subsidiaries is presented in the Profile chapter of this Annual Report. The following is an explanation regarding the performance of the Subsidiaries in 2022.

PT RUMAH SAKIT PELNI

PT Rumah Sakit Pelni menjadi Anak Perusahaan Pertamedika IHC sejak 31 Maret 2020 melalui proses akuisisi. PT RS Pelni memiliki 1 RS yaitu RS Pelni yang berlokasi di Jalan Aipda KS Tubun Slipi, Jakarta Barat. Layanan unggulannya adalah Hemodialisis, *cathlab*, dan MCU *One Stop Service*. Persentase kepemilikan Perusahaan terhadap PT Rumah Sakit Pelni adalah 51%.

Aktivitas Usaha PT Rumah Sakit Pelni

1. Perdagangan eceran barang farmasi di Apotek;
2. Perdagangan eceran barang farmasi bukan di Apotek;
3. Perdagangan eceran alat laboratorium, farmasi dan kesehatan;
4. Aktivitas perparkiran di luar badan jalan (*off street parking*);
5. Penyedia akomodasi jangka pendek lainnya;
6. Jasa boga untuk suatu event tertentu (*event catering*);
7. Penyedia makanan lainnya;
8. Penerbitan piranti lunak;
9. Aktivitas produksi film, video dan program televisi oleh swasta;
10. Aktivitas paska produksi film, video dan program televisi oleh swasta;
11. Aktivitas pengembangan aplikasi perdagangan melalui internet (*e-commerce*);
12. Aktivitas pemrograman komputer lainnya;
13. Aktivitas konsultasi komputer dan manajemen fasilitas komputer lainnya;
14. Aktivitas hosting dan YBDI;
15. *Real estate* yang dimiliki sendiri atau disewa;
16. Aktivitas konsultasi manajemen lainnya;
17. Pendidikan tinggi program non akademik swasta;
18. Pendidikan kesehatan swasta;
19. Aktivitas rumah sakit swasta;
20. Aktivitas praktik dokter umum;
21. Aktivitas praktik dokter spesialis;
22. Aktivitas praktik dokter gigi;
23. Aktivitas pelayanan kesehatan yang dilakukan oleh paramedis;
24. Aktivitas pelayanan penunjang kesehatan;
25. Aktivitas angkutan khusus pengangkutan orang sakit (*medical evacuation*);
26. Aktivitas pemakaman dan kegiatan YBDI.

PT RUMAH SAKIT PELNI

PT Rumah Sakit Pelni became a Subsidiary of Pertamedika IHC since March 31, 2020 through acquisition process. PT Rumah Sakit Pelni has 1 hospital, namely Pelni Hospital which is located on Jalan Aipda KS Tubun Slipi, West Jakarta. Its flagship services are Hemodialysis, cathlab, and MCU One Stop Service. The percentage of the Company's ownership of PT Pelni Hospital is 51%.

Business Activities of PT Rumah Sakit Pelni

1. *Retail trade of pharmaceutical goods in pharmacies;*
2. *Retail trade of pharmaceutical goods in non-pharmacies;*
3. *Retail trade of laboratory, pharmaceutical, and health equipment;*
4. *Off street parking activities;*
5. *Provider of other short-term accommodation;*
6. *Catering for a particular event (event catering);*
7. *Provider of other food;*
8. *Software publishing;*
9. *Film, video and television program production activities by private sector;*
10. *Post-production activities of film, video and television programs by private sector;*
11. *Development of trading applications via the internet (e-commerce);*
12. *Other computer programming activities;*
13. *Computer consulting activities and other computer facilities management;*
14. *Hosting and YBDI activities;*
15. *Real estate that is owned or leased;*
16. *Other management consulting activities;*
17. *Higher non-academic private education programs;*
18. *Private health education;*
19. *Private hospitals activities;*
20. *General practitioner activities;*
21. *Specialist doctor activities;*
22. *Dental practice activities;*
23. *Health service activities carried out by paramedics;*
24. *Healthcare support service activities;*
25. *Special transportation activities for transporting sick patient (medical evacuation);*
26. *Funeral activities and YBDI activities.*

Kinerja PT Rumah Sakit Pelni / ***Performance of PT Rumah Sakit Pelni***

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pendapatan Usaha Revenues	570.929	650.655	(79.726)	-12%
Beban Usaha Operating Expense	(503.463)	(555.359)	51.896	-9%
Laba Usaha Operating Profit	67.466	95.296	(27.830)	-29%

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Beban Pajak Tax Expense	(17.779)	(20.686)	2.907	-14%
Laba Bersih Tahun Berjalan Profit for the Year	60.797	81.594	(20.797)	-25%
Aset Assets	953.036	823.600	129.436	16%
Liabilitas Liabilities	345.178	240.142	105.036	44%
Ekuitas Equity	607.858	583.458	24.400	4%

Pada tahun 2022, pendapatan usaha PT Rumah Sakit Pelni tercatat menurun 12% dari Rp650,66 miliar di tahun 2021 menjadi Rp570,93 miliar. Beban usaha tercatat turun 9% menjadi Rp503,46 miliar dari Rp555,36 miliar di tahun 2021. Penurunan pendapatan usaha yang terjadi menyebabkan penurunan laba usaha dan laba bersih tahun berjalan masing-masing sebesar 29% dan 25%. Dari posisi keuangan, jumlah aset, liabilitias dan ekuitas tercatat masing-masing naik sebesar 16%, 44% dan 4%.

In 2022, PT Pelni Hospital's operating revenues decreased by 12% from Rp650.66 billion in 2021 to Rp570.93 billion. Operating expenses decreased by 9% to Rp503.46 billion from Rp555.36 billion in 2021. The decrease in operating revenues caused a decrease in operating income and net income for the year by 29% and 25%, respectively. From the financial position, the total assets, liabilities and equity recorded increased by 16%, 44% and 4% respectively.

Dividen yang Diberikan PT Rumah Sakit Pelni

Pada tahun 2022, PT Rumah Sakit Pelni memberikan dividen kepada perusahaan sebesar Rp3.372.003.971 atas kinerja tahun buku 2021.

Dividends Distributed by PT Rumah Sakit Pelni

In 2022, PT Pelni Hospital paid dividends to the company in the amount of Rp3,372,003,971 for the 2021 financial year performance.

PT RUMAH SAKIT PELABUHAN

PT Rumah Sakit Pelabuhan menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT RS Pelabuhan memiliki 4 RS dan 3 unit usaha sebagai berikut:

- RS Pelabuhan Jakarta
- RS Pelabuhan Cirebon
- RS Pelabuhan Palembang
- RS Port Medical Centre
- Bapel JPKM
- Orchid Griya Nutrisi
- Klinik Pelabuhan

Persentase kepemilikan Perusahaan terhadap PT Rumah Sakit Pelabuhan adalah 67%.

Aktivitas Usaha PT Rumah Sakit Pelabuhan

1. Pelayanan kesehatan;
2. Pendidikan dan pelatihan kesehatan;
3. Pelayanan jasa konsultan manajemen kesehatan;
4. Pelayanan asuransi kesehatan;
5. Pelayanan gizi masyarakat;
6. Pelayanan kebugaran kesehatan;
7. Pelayanan jasa jaminan pemeliharaan Kesehatan masyarakat (JPKM); dan
8. Jasa boga dan umum

PT RUMAH SAKIT PELABUHAN

PT Rumah Sakit Pelabuhan has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT RS Pelabuhan has 4 hospitals and 3 business units as follows:

- *RS Pelabuhan Jakarta*
- *RS Pelabuhan Cirebon*
- *RS Pelabuhan Palembang*
- *RS Port Medical Centre*
- *Bapel JPKM*
- *Orchid Griya Nutrisi*
- *Port Clinic*

The percentage of the Company's ownership of PT Rumah Sakit Pelabuhan is 67%.

Business Activities of PT Rumah Sakit Pelabuhan

1. *Healthcare services;*
2. *Health education and training;*
3. *Health management consultant services;*
4. *Health insurance services;*
5. *Community nutrition services;*
6. *Health fitness services;*
7. *Public health care insurance services (JPKM); and*
8. *Culinary and general services*

Kinerja PT Rumah Sakit Pelabuhan / ***Performance of PT Rumah Sakit Pelabuhan***

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pendapatan Usaha *Revenues*	497.881	634.454	(136.573)	-22%
Beban Usaha *Operating Expense*	(520.997)	(530.744)	9.747	1%
Laba Usaha *Operating Profit*	(32.510)	103.711	(136.221)	-131%
Beban Pajak *Tax Expense*	(8.696)	(10.487)	1.791	-17%
Laba Bersih Tahun Berjalan *Profit for the Year*	23.814	66.401	(42.587)	-64%
Aset *Assets*	579.269	707.154	(127.885)	-18%
Liabilitas Liabilities	431.911	602.139	(170.228)	-28%
Ekuitas Equity	147.358	105.015	42.343	40%

Pendapatan usaha PT Rumah Sakit Pelabuhan tercatat menurun 22% dari Rp634,45 miliar di tahun 2021 menjadi Rp497,88 miliar di tahun 2022. Beban usaha menurun 2% menjadi Rp521,00 miliar. Penurunan pendapatan usaha menyebabkan penurunan laba bersih tahun berjalan sebesar 64% dari Rp66,40 miliar di tahun 2021 menjadi Rp23,81 miliar di tahun 2022. Dari posisi keuangan, jumlah aset dan liabilitas tercatat menurun masing-masing sebesar 18% dan 28%, sementara jumlah ekuitas meningkat 40% menjadi Rp147,36 miliar.

PT Hospital Pelabuhan's operating income decreased by 22% from Rp634.45 billion in 2021 to Rp497.88 billion in 2022. Operating expenses decreased by 2% to Rp521.00 billion. The decrease in operating revenues caused a decrease in net profit for the year by 64% from Rp66.40 billion in 2021 to Rp23.81 billion in 2022. From a financial position, total assets and liabilities decreased by 18% and 28% respectively, while total equity increased by 40% to Rp147.36 billion.

Dividen yang Diberikan PT Rumah Sakit Pelabuhan

Tidak ada dividen yang diberikan oleh PT Rumah Sakit Pelabuhan kepada Perusahaan.

Dividends Distributed by PT Rumah Sakit Pelabuhan

There was no dividend distributed by PT Rumah Sakit Pelabuhan to the Company.

PT BAKTI TIMAH MEDIKA

PT Bakti Timah Medika menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT Bakti Timah Medika memiliki 4 RS sebagai berikut:

- RS Bakti Timah Pangkal Pinang
- RS Bakti Timah Karimun
- RS Bakti Timah Muntok
- RS Medika Stannia Sungailiat

Persentase kepemilikan Perusahaan terhadap PT Bakti Timah Medika adalah 67%.

PT BAKTI TIMAH MEDIKA

PT Bakti Timah Medika has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT Bakti Timah Medika has 4 hospitals as follows:

- *RS Bakti Timah Pangkal Pinang*
- *RS Bakti Timah Karimun*
- *RS Bakti Timah Muntok*
- *RS Medika Stannia Sungailiat*

The Company's percentage ownership of PT Bakti Timah Medika is 67%.

Aktivitas Usaha PT Bakti Timah Medika

1. Menjalankan usaha di bidang Jasa Kesehatan dan Kegiatan Sosial meliputi jasa Rumah sakit, Klinik, Poliklinik dan Balai Pengobatan lainnya seperti jasa pelayanan kesehatan yang dilakukan oleh paramedis, tradisional dan jasa pelayanan penunjang kesehatan lainnya untuk kepentingan masyarakat seluas-luasnya.
2. Menjalankan usaha di bidang pengelolaan Rumah Sakit, Klinik, Poliklinik dan Balai kesehatan beserta segala sarana dan prasarana pendukung kegiatan serta lingkup usaha yang terkait dalam arti kata yang seluas-luas nya.
3. Menjalankan usaha di bidang Rumah Sakit Spesialis dan Poliklinik Spesialis antara lain namun tidak terbatas pada Rumah Sakit atau Poliklinik Mata, Spesialis Telinga Hidung dan Tenggorokan (THT), Spesialis Kulit, Spesialis Kejiwaan (Psikiatri), Spesialis Paru Paru, Spesialis Kanker, dan Pelayanan penunjang kesehatan lainnya seperti laboratorium, sanatorium serta kegiatan usaha terkait dalam arti kata yang seluas-luasnya.
4. Menjalankan usaha di bidang Rumah Sakit Bersalin, Klinik dan atau Poliklinik termasuk akan tetapi tidak terbatas untuk ibu dan balita serta kegiatan usaha terkait
5. Melakukan usaha usaha lain yang terkait baik secara langsung maupun tidak langsung dengan jasa Rumah Sakit, Klinik, Pusyandik dan kegiatan lain yang terkait dalam arti kata yang seluas-luasnya.

Business Activities of PT Bakti Timah Medika

1. *Running a business in the field of Health Services and Social Activities including Hospitals, Clinics, Polyclinics and other Medical Centers such as health services performed by paramedics, traditional, and other health support services for the benefit of the wider community.*
2. *Running a business in the management of hospitals, clinics, polyclinics and health centers along with all facilities and infrastructure to support activities and the scope of business related to the broadest meaning of the word*
3. *Running a business in the Specialist Health Center and Specialist Polyclinic, including but not limited to Hospitals or Eye Polyclinics, Ear Nose and Throat (ENT) Specialists, Dermatologists, Psychiatric Specialists, Lung Specialists, Cancer Specialists, and health support services others such as laboratories, sanatoriums and related business activities in the broadest sense of the word.*
4. *Running a business in the field of Maternity Clinic, Clinic and/or Polyclinic including but not limited to mothers and toddlers as well as related business activities.*
5. *Conducting other business activities that are directly or indirectly related to the services of Hospitals, Clinics, Pusyandik and other related activities in the broadest meaning of the word.*

Kinerja PT Bakti Timah Medika ***Performance of PT Bakti Timah Medika***

Uraian *Description*	**2022**	**2021**	**Pertumbuhan** *Growth*	
			Nominal	**Persentase (%)** *Percentage (%)*
Pendapatan Usaha *Revenues*	315.849	447.672	(131.823)	-29%
Beban Usaha *Operating Expense*	348.357	(419.767)	71.410	-17%
Laba Usaha *Operating Profit*	(32.509)	27.905	(60.414)	-216%
Beban Pajak *Tax Expense*	5.418	(440)	5.858	-1331%
Laba Bersih Tahun Berjalan *Profit for the Year*	(33.829)	19.031	(52.860)	-278%
Aset *Assets*	390.068	449.859	(59.791)	-13%
Liabilitas *Liabilities*	230.961	266.254	(35.293)	-13%
Ekuitas *Equity*	159.108	183.605	(24.497)	-13%

Pendapatan usaha PT Bakti Timah Medika di tahun 2022 turun 29% dari Rp447,67 miliar di tahun 2021 menjadi Rp315,85 miliar di tahun 2022. Beban usaha tercatat menurun 17% namun belum mampu mengimbangi penurunan pendapatan. Sehingga pada tahun 2022 tercatat rugi bersih tahun berjalan sebesar Rp33,83 miliar. Dari posisi keuangan, jumlah aset, liabilitas dan ekuitas menurun masing-masing sebesar 13%.

PT Bakti Timah Medika's operating income in 2022 fell by 29% from Rp447.67 billion in 2021 to Rp315.85 billion in 2022. Operating expenses were recorded to have decreased by 17% but had not been able to compensate for the decrease in revenue. So that in 2022 there was a net loss for the year of Rp33.83 billion. From the financial position, total assets, liabilities and equity decreased by 13% each.

Dividen yang Diberikan PT Bakti Timah Medika

Tidak ada dividen yang diberikan oleh PT Bakti Timah Medika kepada Perusahaan.

Dividends Distributed by PT Bakti Timah Medika

There was no dividend distributed by PT Bakti Timah Medika to the Company.

PT PELINDO HUSADA CITRA

PT Pelindo Husada Citra menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT Pelindo Husada Citra memiliki 1 RS yaitu RS PHC yang berlokasi di Jl Prapat Kurung Selatan Surabaya. Layanan unggulannya adalah *Orthopaedic Centre*, layanan jantung dan MCU. Persentase kepemilikan Perusahaan pada PT Pelindo Husada Citra adalah 67%.

PT PELINDO HUSADA CITRA

PT Pelindo Husada Citra has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT Pelindo Husada Citra has 1 hospital, namely the PHC Hospital which is located on Jl Prapat Kurung Selatan, Surabaya. Its flagship services are Orthopedic Centre, cardiac and MCU services. The Company's percentage of ownership in PT Pelindo Husada Citra is 67%.

Aktivitas Usaha PT Pelindo Husada Citra

1. Menyediakan pelayanan kesehatan di Rumah Sakit Surabaya.
2. Menyediakan Pelayanan Kesehatan di 6 (enam) klinik medis yang terdiri dari 1 (satu) klinik utama dan 5 (lima) klinik pratama.
3. Menyediakan pelayanan di 34 Klinik *First Aid* yang tersebar di 5 (lima) provinsi.
4. Mengelola biaya kesehatan dengan sistem ASO melalui *Medical Solution Service* (MEDSOS).
5. Memiliki anak perusahaan dengan bidang usaha utama *food & beverages* (PT PCN).

Business Activities of PT Pelindo Husada Citra

1. *Provided health services at the Surabaya Hospital.*
2. *Provided Health Services in 6 (six) medical clinics consisting of 1 (one) main clinic and 5 (five) primary clinics.*
3. *Provided services at 34 First Aid Clinics in 5 (five) provinces.*
4. *Managed health costs with the ASO system through the Medical Solution Service (MEDSOS).*
5. *Acquired a subsidiary with the main business sector of food & beverages (PT PCN).*

Kinerja PT Pelindo Husada Citra

Performance of PT Pelindo Husada Citra

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pendapatan Usaha *Revenues*	375.043	536.557	(161.514)	-30%
Beban Usaha *Operating Expense*	(414.577)	(433.923)	19.346	-4%
Laba Usaha *Operating Profit*	(39.533)	102.634	(142.167)	-139%
Beban Pajak *Tax Expense*	7.478	(23.979)	31.457	-131%
Laba Bersih Tahun Berjalan *Profit for the Year*	(28.245)	82.106	(110.351)	-134%
Aset *Assets*	452.480	494.132	(41.652)	-8%

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Liabilitas *Liabilities*	133.744	111.880	21.864	20%
Ekuitas *Equity*	318.735	382.251	(63.516)	-17%

Pada tahun 2022, PT Pelindo Husada Citra mencatat penurunan pendapatan usaha sebesar 30% dari Rp536,56 miliar di tahun 2021 menjadi Rp375,04 miliar. Beban usaha turun 4% menjadi Rp414,58 miliar namun belum mampu mengimbangi penurunan pendapatan usaha sehingga tercatat rugi bersih tahun berjalan sebesar Rp28,25 miliar di tahun 2022. Dari posisi keuangan, jumlah aset dan ekuitas tercatat menurun masing-masing sebesar 8% dan 17%, sementara jumlah liabilitas meningkat 20%.

In 2022, PT Pelindo Husada Citra recorded a decrease in operating income of 30% from Rp536.56 billion in 2021 to Rp375.04 billion. Operating expenses decreased by 4% to Rp414.58 billion but were unable to offset the decrease in operating income so that a net loss was recorded for the current year of Rp28.25 billion in 2022. From a financial position, total assets and equity decreased by 8% and 17% respectively %, while total liabilities increased by 20%.

Dividen yang Diberikan PT Pelindo Husada Citra

Pada tahun 2022, PT Pelindo Husada Citra memberikan dividen kepada perusahaan sebesar Rp10.743.450.000 atas kinerja tahun buku 2021.

Dividends Distributed by PT Pelindo Husada Citra

In 2022, PT Pelindo Husada Citra paid dividends to the company in the amount of Rp10,743,450,000 for the 2021 financial year performance.

PT KRAKATAU MEDIKA

PT Krakatau Medika menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT Krakatau Medika memiliki 1 RS yaitu RS Krakatau Medika yang berlokasi di Jalan Semang Raya Cilegon, Banten dengan layanan unggulan *trauma centre, cardiac centre* dan kesehatan kerja. Persentase kepemilikan Perusahaan terhadap PT Krakatau Medika adalah 70,93%.

PT KRAKATAU MEDIKA

PT Krakatau Medika has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT Krakatau Medika has 1 hospital, namely Krakatau Medika Hospital which is located on Jalan Semang Raya Cilegon, Banten with flagship services of trauma centers, cardiac centers and occupational health. The Company's percentage ownership of PT Krakatau Medika is 70.93%.

Aktivitas Usaha PT Krakatau Medika

1. Jasa Layanan Kesehatan
2. Jasa Produk Pendukung
3. Jasa usaha turunan

Business Activities of PT Krakatau Medika

1. *Health Services*
2. *Supporting Product Services*
3. *Derivative business services*

Kinerja PT Krakatau Medika

Performance of PT Krakatau Medika

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pendapatan Usaha Revenues	298.571	339.595	(41.024)	-12%
Beban Usaha Operating Expense	279.252	309.302	(30.050)	-10%
Laba Usaha Operating Profit	19.319	30.292	(10.973)	-36%
Beban Pajak Tax Expense	(3.981)	(6.309)	2.328	-37%

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Laba Bersih Tahun Berjalan Profit for the Year	14.198	22.401	(8.203)	-37%
Aset Assets	192.559	207.478	(14.919)	-7%
Liabilitas Liabilities	121.649	151.845	(30.196)	-20%
Ekuitas Equity	70.910	55.633	15.277	27%

Pada tahun 2022, pendapatan usaha PT Krakatau Medika menurun 12% dari Rp339,60 miliar menjadi Rp298,57 miliar. Beban usaha tercatat menurun 10% menjadi Rp279,25 miliar namun belum mampu mengimbangi penurunan pendapatan sehingga laba bersih tahun berjalan tercatat turun 37% menjadi Rp14,20 miliar. Dari posisi keuangan, jumlah aset dan liabilitas tercatat turun masing-masing sebesar 7% dan 20%, sementara jumlah ekuitas meningkat 27%.

In 2022, PT Krakatau Medika's operating revenues will decrease by 12% from Rp339.60 billion to Rp298.57 billion. Operating expenses decreased by 10% to Rp279.25 billion but were unable to compensate for the decrease in revenue so that net profit for the year decreased by 37% to Rp14.20 billion. From the financial position, total assets and liabilities decreased by 7% and 20% respectively, while total equity increased by 27%.

Dividen yang Diberikan PT Krakatau Medika

Pada tahun 2022, PT Krakatau Medika memberikan deviden kepada perusahaan sebesar Rp3,57 miliar atas kinerja tahun buku 2021.

Dividends Distributed by PT Krakatau Medika

In 2022, PT Krakatau Medika paid dividends to the company in the amount of Rp3.57 billion for the 2021 financial year performance.

PT NUSANTARA MEDIKA UTAMA

PT Nusantara Medika Utama (NMU) menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT NMU memiliki 4 RS sebagai berikut:

- Rumah Sakit Gatoel
- Rumah Sakit Toeloengredjo
- Rumah Sakit Medika Utama
- Rumah Sakit Perkebunan Jember

Persentase kepemilikan Perusahaan terhadap PT Nusantara Medika Utama adalah 67%.

Aktivitas Usaha PT Nusantara Medika Utama

1. Rumah Sakit, Klinik, Poliklinik dan Balai Pengobatan/Kesehatan
   - Pengelolaan Rumah Sakit, klinik, poliklinik dan balai pengobatan/Kesehatan
   - Pelayanan dan penyelenggaraan Kesehatan
   - Sarana dan prasarana di bidang Kesehatan
   - Menunjang kebijakan dan program pemerintah di bidang Kesehatan
   - Rumah Sakit spesialis dan poliklinik spesialis
   - Rumah Sakit Bersalin.
2. Usaha-usaha dan jasa lain yang menunjang kegiatan Perseroan, antara lain:

PT NUSANTARA MEDIKA UTAMA

PT Nusantara Medika Utama (NMU) has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT NMU has 4 hospitals as follows:

- *Gatoel Hospital*
- *Toeloengredjo Hospital*
- *Medika Utama Hospital*
- *Perkebunan Jember Hospital*

The Company's percentage ownership of PT Nusantara Medika Utama is 67%.

Business Activities of PT Nusantara Medika Utama

1. *Hospitals, Clinics, Polyclinics and Medical/Health Centers*
   - *Management of hospitals, clinics, polyclinics and medical/health centers,*
   - *Health services and administration,*
   - *Facilities and infrastructure in the health sector,*
   - *Supporting government policies and programs in the health sector,*
   - *Specialist hospitals and specialist polyclinics,*
   - *Maternity Hospital.*
2. *Other businesses and services that support the Company's activities, including:*

- Jasa penyuluhan kesehatan baik secara langsung maupun melalui media lainnya
- Jasa pengelolaan limbah medis baik cair maupun padat
- Jasa layanan *home care* terhadap pasien Perseroan.

- *Health counseling services, either directly or through other media,*
- *Medical waste management services, both liquid and solid,*
- *Home care services for the Company's patients.*

Kinerja PT Nusantara Medika Utama / ***Performance of PT Nusantara Medika Utama***

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pendapatan Usaha *Revenues*	540.696	532.184	8.512	2%
Beban Usaha *Operating Expense*	(438.082)	(429.253)	(8.829)	2%
Laba Usaha *Operating Profit*	102.614	102.931	(317)	0%
Beban Pajak *Tax Expense*	(28.718)	(21.209)	(7.509)	35%
Laba Bersih Tahun Berjalan *Profit for the Year*	93.426	80.610	12.816	16%
Aset *Assets*	730.185	624.040	106.145	17%
Liabilitas *Liabilities*	382.116	337.059	45.057	13%
Ekuitas *Equity*	348.069	286.981	61.088	21%

Pada tahun 2022, PT Nusantara Medika Utama mencatatkan pertumbuhan pendapatan usaha sebesar 2% dari Rp532,18 miliar di tahun 2021 menjadi Rp540,70 miliar. Beban usaha naik 2% menjadi Rp438,08 miliar sehingga pertumbuhan pendapatan mampu mendorong peningkatan laba bersih tahun berjalan sebesar 16% dari Rp80,61 miliar di tahun 2021 menjadi Rp93,43 miliar di tahun 2022. Jumlah aset, liabilitas dan ekuitas juga tercatat meningkat masing-masing sebesar 17%, 13% dan 21%.

In 2022, PT Nusantara Medika Utama recorded a business revenue growth of 2% from Rp532.18 billion in 2021 to Rp540.70 billion. Operating expenses rose 2% to Rp438.08 billion, so revenue growth was able to drive an increase in profit for the year by 16% from Rp80.61 billion in 2021 to Rp93.43 billion in 2022. Total assets, liabilities and equity also recorded an increase by 17%, 13% and 21% respectively.

Dividen yang Diberikan PT Nusantara Medika Utama

Pada tahun 2022, PT Nusantara Medika Utama memberikan dividen kepada perusahaan sebesar Rp10.413.526.035 atas kinerja tahun buku 2021.

Dividends Distributed by PT Nusantara Medika Utama

In 2022, PT Nusantara Medika Utama paid dividends to the company in the amount of Rp10,413,526,035 for the performance of the 2021 financial year.

PT NUSANTARA SEBELAS MEDIKA

PT Nusantara Sebelas Medika (NSM) menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT NSM memiliki 4 RS sebagai berikut:

- RS Lavalette
- RS Wonolangan
- RS Djatiroto
- RS Elizabeth

Persentase kepemilikan Perusahaan terhadap PT Nusantara Sebelas Medika adalah 67%.

PT NUSANTARA SEBELAS MEDIKA

PT Nusantara Sebelas Medika (NSM) has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT NSM has 4 hospitals as follows:

- *Lavalette Hospital*
- *Wonolangan Hospital*
- *Djatiroto Hospital*
- *Elizabeth Hospital*

The Company's percentage ownership of PT Nusantara Sebelas Medika is 67%.

Aktivitas Usaha PT Nusantara Sebelas Medika

1. Rumah Sakit, Klinik, Poliklinik dan Balai Pengobatan:
   Jasa Kesehatan dan Kegiatan sosial meliputi jasa Rumah Sakit, Klinik, Poliklinik, dan Balai Pengobatan lainnya seperti jasa pelayanan Kesehatan yang dilakukan oleh paramedis, tradisional, dan jasa pelayanan penunjang kesehatan lainnya untuk kepentingan masyarakat luas.
2. Pelayanan dan Penyelenggaraan Kesehatan:
   Menyelenggarakan pelayanan, penyelenggaraan penyuluhan, konsultasi dan pemeliharaan Kesehatan tenaga kerja dan masyarakat.
3. Pengelolaan Rumah Sakit, Klinik, Poliklinik dan Balai Kesehatan:
   Pengelolaan Rumah Sakit, Klinik, Poliklinik dan Balai Kesehatan beserta segala sarana dan prasarana pendukung kegiatan serta lingkup usaha yang terkait.
4. Sarana dan Pra-sarana Penunjang Kesehatan:
   Meliputi pembangunan Laboratorium, Pusat Penelitian, Pendidikan Perawat dan Mahasiswa, Perumahan Dokter serta lingkup usaha yang terkait.
5. Menunjang Kebijakan dan Program Pemerintah di Bidang Kesehatan:
   Meliputi penyelenggaraan usaha jasa pelayanan Kesehatan yang meliputi pelayanan kesehatan, pendidikan dan pelatihan kesehatan, pelayanan jasa konsultan manajemen kesehatan, perdagangan farmasi dan peralatan kesehatan, pelayanan asuransi kesehatan, pelayanan gizi masyarakat, pelayanan kebugaran kesehatan, pelayanan jasa jaminan pemeliharaan kesehatan masyarakat dan pelayanan penunjang Kesehatan lainnya.
6. Rumah Sakit Spesialis dan Poliklinik Spesialis:
   Rumah Sakit Spesialis dan Poliklinik Spesialis, dan pelayanan penunjang kesehatan lainnya seperti Laboratorium, *Imaging*/ Radiologi, Fisioterapi serta kegiatan usaha terkait.
7. Rumah Sakit Bersalin:
   Rumah Sakit Bersalin dan Poliklinik antara lain untuk Ibu dan Anak serta kegiatan usaha terkait.

Business Activities of PT Nusantara Sebelas Medika

1. *Hospitals, Clinics, Polyclinics and Medical Centers:*
   Health services and social activities include hospital services, clinics, polyclinics, and other medical centers such as health services provided by paramedics, traditional, and other health support services for the benefit of the wider community.
2. *Health Services and Administration:*
   Providing services, organizing counseling, consultation and health maintenance for workers and the community.
3. *Management of Hospitals, Clinics, Polyclinics and Health Centers:*
   Management of Hospitals, Clinics, Polyclinics and Health Centers along with all facilities and infrastructure to support activities and related business scopes.
4. *Health Support Facilities and Infrastructure:*
   Includes construction of laboratories, research centers, nurse and university student education, doctor housing and related business scopes.
5. *Supporting Government Policies and Programs in the Health Sector: Includes the implementation of health service businesses which include health services, health education and training, health management consultant services, pharmaceutical and health equipment trade, health insurance services, community nutrition services, health fitness services, community health care insurance services, and health support services. other.*
6. *Specialist Hospitals and Specialist Polyclinics:*
   Specialist Hospitals and Specialist Polyclinics, and other health support services such as Laboratories, Imaging/ Radiology, Physiotherapy, and related business activities.
7. *Maternity Hospital:*
   Maternity Hospitals and Polyclinics, among others, for mothers and children, and related business activities.

Kinerja PT Nusantara Sebelas Medika / ***Performance of PT Nusantara Sebelas Medika***

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pendapatan Usaha *Revenues*	369.153	401.226	(32.073)	-8%
Beban Usaha *Operating Expense*	(346.867)	(336.426)	(10.441)	3%
Laba Usaha *Operating Profit*	22.286	64.801	(42.515)	-66%
Beban Pajak *Tax Expense*	(7.862)	(14.876)	7.014	-47%
Laba Bersih Tahun Berjalan *Profit for the Year*	33.347	52.380	(19.033)	-36%

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Aset *Assets*	424.819	442.648	(17.829)	-4%
Liabilitas *Liabilities*	286.692	318.779	(32.087)	-10%
Ekuitas *Equity*	138.127	123.868	14.259	12%

Pendapatan usaha PT Nusantara Sebelas Medika tercatat menurun 8% dari Rp401,23 miliar di tahun 2021 menjadi Rp369,15 miliar di tahun 2022. Beban usaha meningkat 3% menjadi Rp346,87 miliar. Penurunan pendapatan dan peningkatan beban usaha menyebabkan laba bersih tahun berjalan turun 36% menjadi Rp33,35 miliar. Jumlah aset dan liabilitas tercatat turun masing-masing sebesar 4% dan 10%, sementara jumlah ekuitas naik 12% menjadi Rp138,13 miliar di tahun 2022.

PT Nusantara Sebelas Medika's operating income decreased by 8% from Rp401.23 billion in 2021 to Rp369.15 billion in 2022. Operating expenses increased 3% to Rp346.87 billion. The decrease in revenue and increase in operating expenses caused the net profit for the year to fall 36% to Rp33.35 billion. Total assets and liabilities decreased by 4% and 10% respectively, while total equity increased by 12% to Rp138.13 billion in 2022.

Dividen yang Diberikan PT Nusantara Sebelas Medika

Pada tahun 2022, PT Nusantara Sebelas Medika memberikan dividen kepada perusahaan sebesar Rp1.093.172.000 atas kinerja tahun buku 2021.

Dividends Distributed by PT Nusantara Sebelas Medika

In 2022, PT Nusantara Eleven Medika paid dividends to the company in the amount of Rp1,093,172,000 for the performance of the 2021 financial year.

PT ROLAS NUSANTARA MEDIKA

PT Rolas Nusantara Medika (RNM) menjadi Anak Perusahaan Pertamedika IHC sejak 7 Agustus 2020 melalui proses akuisisi. PT RNM memiliki 2 RS sebagai berikut:

- RS Kaliwates
- RS Bhakti Husada

Persentase kepemilikan Perusahaan terhadap PT Rolas Nusantara Medika adalah 67%.

PT ROLAS NUSANTARA MEDIKA

PT Rolas Nusantara Medika (RNM) has become a Subsidiary of Pertamedika IHC since August 7, 2020 through acquisition process. PT RNM has 2 hospitals as follows:

- *Kaliwates Hospital*
- *Bhakti Husada Hospital*

The Company's percentage ownership of PT Rolas Nusantara Medika is 67%.

Kinerja PT Rolas Nusantara Medika

Performance of PT Rolas Nusantara Medika

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pendapatan Usaha *Revenues*	164.226	179.432	(15.206)	-8%
Beban Usaha *Operating Expense*	(143.597)	(149.141)	5.544	-4%
Laba Usaha *Operating Profit*	20.629	30.291	(9.662)	-32%
Beban Pajak *Tax Expense*	(6.032)	(9.407)	3.375	-36%

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Laba Bersih Tahun Berjalan *Profit for the Year*	18.593	22.396	(3.803)	-17%
Aset *Assets*	208.170	198.010	10.160	5%
Liabilitas *Liabilities*	49.233	48.142	1.091	2%
Ekuitas *Equity*	158.937	149.868	9.069	6%

Pada tahun 2022, pendapatan usaha tercatat turun 8% dari Rp179,43 miliar di tahun 2021 menjadi Rp164,23 miliar. Beban usaha tercatat turun 4% menjadi Rp143,60 miliar. Penurunan pada pendapatan usaha menyebabkan penurunan laba bersih tahun berjalan sebesar 17% menjadi Rp18,59 miliar. Dari posisi keuangan, jumlah aset, liabilitas dan ekuitas tercatat meningkat masing-masing sebesar 5%, 2% dan 6%.

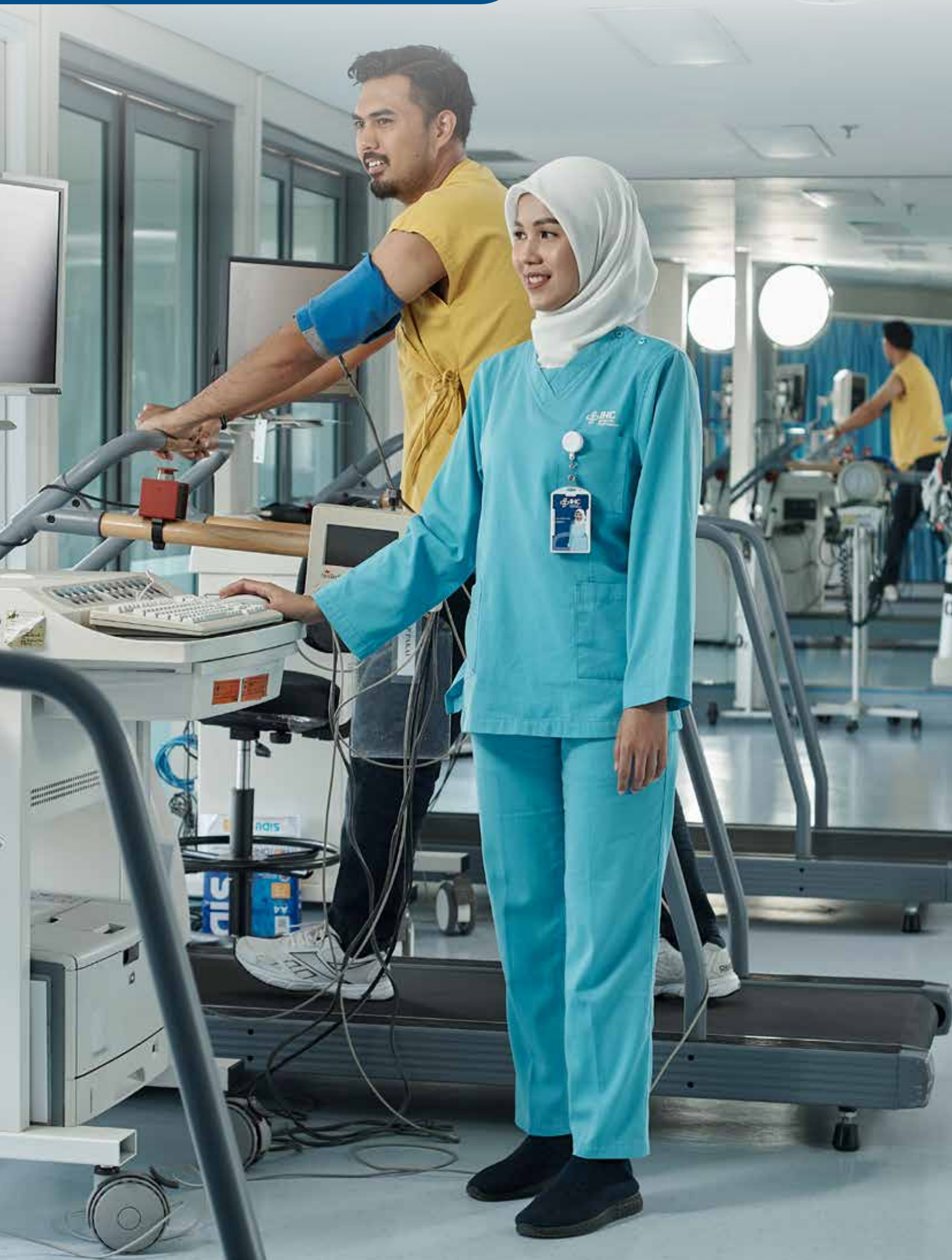
In 2022, operating revenues decreased by 8% from Rp179.43 billion in 2021 to Rp164.23 billion. Operating expenses decreased by 4% to Rp143.60 billion. The decline in operating revenues resulted in a 17% decrease in net profit for the year to Rp18.59 billion. From the financial position, total assets, liabilities and equity recorded increased by 5%, 2% and 6% respectively.

Dividen yang Diberikan PT Rolas Nusantara Medika

Pada tahun 2022 PT Rolas Nusantara Medika memberikan dividen kepada perusahaan sebesar Rp1.066.536.629 atas kinerja tahun buku 2021.

Dividends Distributed by PT Rolas Nusantara Medika

In 2022 PT Rolas Nusantara Medika paid dividends to the company in the amount of Rp1,066,536,629 for the performance of the 2021 financial year.



Tinjauan Keuangan
Financial Review

Uraian mengenai kinerja keuangan ini disusun berdasarkan Laporan Keuangan Konsolidasian Perusahaan yang disajikan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang berlaku umum di Indonesia untuk tahun yang berakhir pada tanggal 31 Desember 2022. Laporan keuangan konsolidasian tersebut telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkono & Surja dengan opini wajar dalam semua hal yang material. Posisi keuangan konsolidasian PT Pertamina Bina Medika IHC per tanggal 31 Desember 2022, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut, telah sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Description of financial performance has been prepared based on the Company's Consolidated Financial Statements which are presented in accordance with the Statement of Financial Accounting Standards (PSAK) generally accepted in Indonesia for the year ended on December 31, 2022. The consolidated financial statements have been audited by Public Accounting Firm Purwantono, Sungkono & Surja with a fair opinion in all material respects. The consolidated statements of financial position of PT Pertamina Bina Medika IHC as of December 31, 2022, as well as financial performance and cash flows for the year then ended, are in accordance with Indonesian Financial Accounting Standards.

Bahasan kinerja keuangan Perusahaan, disampaikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan Konsolidasian dari pihak auditor eksternal sebagai bagian yang tidak terpisahkan dari Laporan Tahunan ini.

Discussions on the Company's financial performance are presented with due observance of the explanation in the notes to the Consolidated Financial Statements from the external auditors as an integral part of this Annual Report.

Laporan Keuangan Konsolidasian
Consolidated Statement of Financial Position

(dalam jutaan Rupiah/*in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Aset *Assets*	5.821.027	7.439.119	221.213	3%
Aset Lancar *Current Assets*	3.117.601	4.388.690	(1.271.089)	-29%
Aset Tidak Lancar *Non-Current Assets*	4.542.731	3.050.429	1.492.302	49%
Liabilitas *Liabilities*	2.929.358	3.575.070	339.577	9%
Liabilitas Jangka Pendek *Current Liabilities*	1.937.943	2.437.005	(499.062)	-20%
Liabilitas Jangka Panjang *Non-Current Liabilities*	1.976.704	1.138.065	838.639	74%
Ekuitas *Equity*	2.891.669	3.864.049	(118.364)	-3%

Sampai dengan 31 Desember 2022, Perusahaan mencatatkan jumlah Aset sebesar Rp7.660,33 miliar, naik Rp221,21 juta atau 3% dibandingkan nilai per 31 Desember 2021 sebesar Rp7.439,12 miliar. Jumlah Liabilitas sampai dengan 31 Desember 2022 tercatat sebesar Rp3.914,65 miliar, naik Rp339,58 juta atau 9% dibandingkan nilai per 31 Desember 2021 sebesar Rp3.575,07 miliar. Sampai dengan 31 Desember 2022, jumlah Ekuitas tercatat sebesar Rp3.745,69 miliar, turun Rp118,36 juta atau 3% dibandingkan nilai per 31 Desember 2021 sebesar Rp3.864,05 miliar.

Total Assets of the Company as of December 31, 2022, amounted to Rp7.660.33 billion, an increase of Rp221.21 million or 3% compared to the value as of December 31, 2021 of Rp7,439.12 billion. Total Liabilities as of December 31, 2022 were recorded at Rp3,914.65 billion, an increase of Rp339.58 million or 9% compared to the value as of December 31, 2021 of Rp3,575.07 billion. As of December 31, 2022, total Equity was recorded at Rp3,745.69 billion, a decrease of Rp118.36 million or 3% compared to the value as of December 31, 2022 of Rp3,864.05 billion.

ASET

Perusahaan mencatatkan jumlah Aset per 31 Desember 2022 sebesar Rp7.660,33 miliar, naik Rp221,21 juta atau 3% dibandingkan nilai per 31 Desember 2021 sebesar Rp7.439,12 miliar. Peningkatan tersebut terutama berasal dari penurunan Aset Lancar sebesar Rp1.271,09 miliar atau 29% dan diiringi dengan kenaikan Aset Tidak Lancar sebesar Rp1.492,30 miliar atau 49% sampai dengan akhir tahun 2022. Kenaikan jumlah Aset tersebut memberikan dampak positif bagi posisi keuangan Perusahaan. Dari segi komposisi, jumlah Aset Perusahaan pada akhir tahun 2022 terdiri dari 41% Aset Lancar dan 59% Aset Tidak Lancar.

ASSET

Total assets of the Company as of December 31, 2022 amounted to Rp7.660.33 billion, an increase of Rp221.21 million or 3% compared to the value as of December 31, 2021 of Rp7,439.12 billion. The increase mainly came from a decrease in Current Assets of Rp1,271.09 billion or 29% and was accompanied by an increase in Non-Current Assets of Rp1,492.30 million or 49% until the end of 2022. The increase in the total assets has given positive impact on the Company's financial position. In terms of composition, the Company's total assets at the end of 2022 consisted of 41% Current Assets and 59% Non-Current Assets.

Aset Lancar

Current Assets

(dalam jutaan Rupiah /*in million Rp*)

Uraian *Description*	**2022**	**2021**	**Pertumbuhan** *Growth*	
			Nominal	**Persentase (%)** *Percentage (%)*
Kas dan Setara Kas *Cash and Cash Equivalents*	1.673.308	2.691.676	(1.018.368)	-38%
Aset Keuangan Lainnya *Other Financial Assets*	9.602	5.121	4.481	88%
Piutang Usaha, Neto *Trade Receivables, Net*	1.258.699	1.484.569	(225.870)	-15%
Piutang Lain-Lain *Other Receivables*	28.128	43.809	(15.681)	-36%
Persediaan *Inventories*	83.425	100.878	(17.453)	-17%
Uang Muka dan Beban Dibayar di Muka *Advance and Prepaid Expenses*	62.283	61.514	769	1%
Pajak Dibayar di Muka *Prepaid Taxes*	2.156	1.123	1.033	92%
Jumlah ***Total***	**3.117.601**	**4.388.690**	**(1.271.089)**	**-29%**

Per 31 Desember 2022, Perusahaan mencatatkan jumlah Aset Lancar sebesar Rp3.117,60 miliar, turun Rp1.271,09 miliar atau 29% dibandingkan nilai per 31 Desember 2021 sebesar Rp4.388,69 miliar. Penurunan tersebut terutama berasal dari Kas dan Setara Kas yang mencatatkan penurunan 38%.

Total Current Assets of the Company as of December 31, 2022, amounted to Rp3.117,60 billion, a decrease of Rp1.271.09 billion or 29% compared to the value as of December 31, 2021 of Rp4,388.69 billion. The increase mainly came from Cash and Cash Equivalents which recorded a decrease of 38%.

Kas dan Setara Kas

Cash and Cash Equivalents

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Kas *Cash on hand*	2.865	2.941	(76)	-3%
Bank *Cash in banks*	1.027.766	1.513.051	(485.285)	-32%
Deposito Berjangka *Time Deposits*	642.677	1.175.664	(532.987)	-45%
Jumlah ***Total***	**1.673.308**	**2.691.676**	**(1.018.368)**	**-38%**

Kas dan Setara Kas per 31 Desember 2022 tercatat sebesar Rp1.673,31 miliar, turun Rp1.018,37 miliar atau 38% dibandingkan nilai per 31 Desember 2021 sebesar Rp2.691,68 miliar. Faktor utama penurunan Kas dan Setara Kas di tahun 2022 berasal dari penurunan saldo Deposito yang mencapai 45%.

Cash and Cash Equivalents as of December 31, 2022 amounted to Rp1.6673.31 billion, a decrease of Rp1,018.37 billion or 38% compared to the value as of December 31, 2021 of Rp2,691.68 billion. The main factor for the decrease in Cash and Cash Equivalents in 2022 came from the decrease in the Time Deposits balance which reached 45%.

Aset Keuangan Tersedia untuk Dijual

Aset Keuangan Lainnya per 31 Desember 2022 sebesar Rp9,60 miliar, meningkat dibandingkan nilai per 31 Desember 2021 sebesar Rp5,12 miliar.

Available-for-Sale Financial Assets

Other Financial Assets as of December 31, 2022 were Rp9.60 billion, increased compared to the value as of December 31, 2021, which was Rp5.12 billion.

Piutang Usaha, Neto

Trade Receivables, Net

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Piutang Usaha ***Trade Receivables***				
Pihak Berelasi *Related Parties*	538.465	1.044.832	(506.367)	-48%
Pihak Ketiga *Third Parties*	978.460	747.336	(506.367)	-48%
Jumlah ***Total***	**1.516.925**	**1.792.168**	**(275.243)**	**-15%**
Dikurangi ***Less:***				
Cadangan Penurunan Nilai *Allowance for Impairment Losses*	(258.226)	(307.599)	49.373	-16%
Jumlah ***Total***	**1.258.699**	**1.484.569**	**(225.870)**	**-15%**

Piutang Usaha, Neto per 31 Desember 2022 tercatat sebesar Rp1.258,70 miliar, turun Rp225,87 miliar atau 15% dibandingkan nilai per 31 Desember 2021 sebesar Rp1.484,57 miliar.

Trade Receivables, Net as of December 31, 2022 amounted to Rp1.258.70 billion, a decrease of Rp225.87 billion or 15% compared to the value as of December 31, 2021 of Rp1,484.57 billion.

Sampai dengan akhir tahun 2022, Cadangan Penurunan Nilai Piutang Usaha tercatat sebesar Rp258,23 miliar, turun Rp49,38 miliar atau 16% dibandingkan nilai pada akhir tahun 2021 sebesar Rp307,60 miliar.

Allowance for Impairment Losses as the end of 2022 amounted to Rp258,23 billion, a decrease of Rp49,38 billion or 16% compared to the value at the end of 2021 of Rp307.60 billion.

Piutang Lain-Lain

Other Receivables

Piutang Lain-lain per 31 Desember 2022 tercatat sebesar Rp28,13 miliar, turun Rp15,68 miliar atau 36% dibandingkan nilai per 31 Desember 2021 sebesar Rp43,81 miliar.

Other Receivables as of December 31, 2022 amounted to Rp28.13 billion, a decrease of Rp15.68 billion or 36% compared to the value as of 31 December 2021 of Rp43.81 billion.

Persediaan

Inventories

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	**2022**	**2021**	**Pertumbuhan** *Growth*	
			Nominal	**Persentase (%)** *Percentage (%)*
Obat Jadi *Medicines*	53.889	66.205	(12.316)	-19%
Perlengkapan Medis *Medical Supplies*	20.751	25.177	(4.426)	-18%
Barang Umum *General Goods*	2.838	2.716	122	4%
Bahan Makanan *Food Material*	2.566	-	2.566	100%
Bahan Obat *Medical Material*	1.935	3.674	(1.739)	-47%
Barang Teknik *Technical Goods*	464	417	47	11%
Alat Komputer *Computer Tools*	399	772	(373)	-48%
Lainnya *Others*	583	1.917	1.334	-70%
Jumlah ***Total***	**83.425**	**100.878**	**(17.453)**	**-17%**

Persediaan per 31 Desember 2022 tercatat sebesar Rp83,4 miliar, turun Rp17,45 miliar atau 17% dibandingkan nilai per 31 Desember 2021 sebesar Rp100,88 miliar. Penurunan tersebut terutama berasal dari penurunan Lainnya, Bahan Obat, Alat Komputer, Obat Jadi, dan Perlengkapan Medis yang cukup signifikan.

Inventories as of December 31, 2022 amounted to Rp83,4 billion, decreased by Rp17,45 billion or 17% compared to the value as of December 31, 2021 of Rp100.88 billion. Such decrease came from significant decline in Others, Medical Material, Computer Tools, Medicines, and Medical Supplies.

Uang Muka dan Beban Dibayar di Muka

Advances and Prepaid Expenses

Uang Muka dan Beban Dibayar di Muka tercatat sebesar Rp62,28 miliar, naik Rp769 juta atau 1% dibandingkan nilai per 31 Desember 2021 sebesar Rp61,51 miliar.

Advances and Prepaid Expenses amounted to Rp62.28 billion, an increase of Rp769 million or 1% compared to the value as of December 31, 2021 of Rp61.51 billion.

Pajak Dibayar di Muka

Pajak Dibayar di Muka tercatat sebesar Rp2,16 miliar naik Rp1,03 miliar atau 92% dibandingkan nilai per 31 Desember 2021 sebesar Rp1,12 miliar.

Prepaid Taxes

Prepaid Taxes amounted to Rp2.16 billion, an increase of Rp1.03 billion or 92% compared to the value as of December 31, 2021 of Rp1.12 billion.

Aset Tidak Lancar

Non-Current Assets

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Investasi Saham *Investment in Shares*	700	3.785	(3.085)	-82%
Properti Investasi, Neto *Investment Property, Net*	172.859	168.349	4.510	3%
Aset Tetap, Neto *Fixed Assets, Net*	2.886.361	2.380.899	505.462	21%
Aset Hak Guna, Neto *Right of Use Assets, Net*	479.628	169.142	310.486	184%
Aset Pajak Tangguhan *Deferred Tax Assets*	248.554	252.286	(3.732)	-1%
Aset Keuangan yang Dibatasi Penggunaannya *Restricted Financial Assets*	676.704	61.808	614.896	995%
Taksiran Tagihan Pajak Penghasilan *Estimated Claims for Tax Refund*	57.371	1.580	55.791	3531%
Aset Tidak Lancar Lainnya *Other Non-Current Assets*	20.554	21.820	(1.266)	-6%
Jumlah ***Total***	**4.542.731**	**3.059.669**	**1.483.062**	**48%**

Per 31 Desember 2022, nilai Aset Tidak Lancar Perusahaan tercatat sebesar Rp4.542,73 miliar, naik Rp1.483,06 miliar atau 48% dibandingkan nilai per 31 Desember 2021 sebesar Rp3.059,67 miliar. Peningkatan Aset Tidak Lancar tersebut terutama berasal dari taksiran tagihan pajak penghasilan, aset keuangan yang dibatasi penggunaannya, aset hak guna neto, aset tetap neto, dan properti investasi neto. Kenaikan Aset Tidak Lancar di tahun 2022 memberikan dampak yang positif bagi keberlangsungan usaha Perusahaan.

Non-Current Assets as of December 31, 2022, amounted to Rp4.542.73 billion, an increase of Rp1.483.06 billion or 48% compared to the value as of December 31, 2021 of Rp3,059.67 billion. The increase in Non-Current Assets mainly came from estimated claims for tax refund, restricted financial assets, net right of use assets, net fixed assets, and net investment property. The increase in Non-Current Assets in 2022 has a positive impact on the sustainability of the Company's business.

Investasi Saham

Per 31 Desember 2022, Investasi Saham tercatat sebesar Rp700 juta, turun Rp3,1 miliar atau 82% dibandingkan nilai per 31 Desember 2021 sebesar Rp3,79 miliar.

Investment in Shares

Investment in Shares as of December 31, 2022, amounted to Rp700 million, a decrease of Rp3.1 billion or 82% compared to the value as of December 31, 2021 of Rp3.79 billion.

Properti Investasi, Neto

Per 31 Desember 2022, Properti Investasi, Neto tercatat sebesar Rp173 miliar, naik Rp4,5 miliar atau 3% dibandingkan nilai per 31 Desember 2021 sebesar Rp168,35 miliar.

Investment Property, Net

Investment Property, Net as of December 31, 2022, amounted to Rp173 billion, increased by Rp4,5 billion or 3% compared to the value as of December 31, 2021 of Rp168.35 billion.

Aset Tetap, Neto

Per 31 Desember 2022, Aset Tetap, Neto tercatat sebesar Rp2.886,37 miliar, naik Rp505,47 miliar atau 21% dibandingkan nilai per 31 Desember 2021 sebesar Rp2.380,90 miliar.

Fixed Assets, Net

Fixed Assets, Net as of December 31, 2022, amounted to Rp2,886.37 billion, an increase of Rp505.47 billion or 21% compared to the value as of December 31, 2021 of Rp2,380.90 billion.

Aset Hak Guna, Neto

Per 31 Desember 2022, Aset Hak Guna, Neto tercatat sebesar Rp479,63 miliar, naik Rp310,49 miliar atau 184% dibandingkan nilai per 31 Desember 2021 sebesar Rp169,14 miliar.

Right of Use Assets, Net

Right to Use Assets, Net as of December 31, 2022, amounted to Rp479.63 billion, an increase of Rp310.49 billion or 184% compared to the value as of December 31, 2021, which was Rp169.14 billion.

Aset Pajak Tangguhan

Deferred Tax Assets

(dalam jutaan Rupiah / *in million Rp)*

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Perusahaan ***Company***				
Piutang Usaha *Trade Receivables*	29.318	36.187	(6.869)	-19%
Liabilitas Imbalan Pasti *Benefits Liability*	90.971	70.293	20.678	29%
Aset Tetap *Fixed Assets*	2.398	(3.018)	5.416	-179%
Aktual untuk Beban Pegawai dan Insentif Jasa Dokter *Accrual for Employee Cost and Doctor's Incentive*	15.999	27.364	(11.365)	-42%
Aset Hak Guna *Right of Use Asset*	(165)	217	(382)	-176%
Aset Pajak Tangguhan Perusahaan, Bersih *Deferred Tax Assets of the Company, Net*	138.851	131.043	7.808	6%
Aset Pajak Tangguhan Entitas Anak, Bersih *Deferred Tax Assets of Subsidiaties, Net*	109.703	112.003	(2.300)	-2%
Jumlah ***Total***	**248.554**	**243.046**	**5.508**	**2%**

Per 31 Desember 2022, Aset Pajak Tangguhan tercatat sebesar Rp248,60 miliar, meningkat Rp5,51 miliar atau 2% dibandingkan nilai per 31 Desember 2021 sebesar Rp243,05 miliar. Hal tersebut terutama disebabkan oleh adanya penurunan Aset Hak Guna sebesar 176% di tahun 2022.

Deferred Tax Assets as of December 31, 2022, amounted to Rp248.60 billion increased by Rp5.51 billion or 2% compared to the value as of December 31, 2021 of Rp243.05 billion. This was mainly due to decrease in right of use asset by 176% in 2022.

Aset Keuangan yang Dibatasi Penggunaannya

Per 31 Desember 2022, Aset Keuangan yang Dibatasi Penggunaannya tercatat sebesar Rp676,70 miliar, naik Rp614,90 miliar atau 995% dibandingkan nilai per 31 Desember 2021 sebesar Rp61,81 miliar.

Restricted Financial Assets

Restricted Financial Assets as of December 31, 2022, amounted to Rp676.70 billion, an increase of Rp614.90 million or 995% compared to the value as of December 31, 2021 of Rp61.81 billion.

Taksiran Tagihan Pajak Penghasilan

Per 31 Desember 2022, Taksiran Tagihan Pajak Penghasilan tercatat sebesar Rp57 miliar, naik Rp56 miliar atau 3531% dibandingkan nilai per 31 Desember 2021 sebesar Rp1,58 miliar.

Estimated Claims for Tax Refund

Estimated Claims for Tax Refund as of December 31, 2022, amounted to Rp57 billion, a increase of Rp56 billion or 3531% compared to the value as of December 31, 2021 of Rp1.58 billion.

Aset Tidak Lancar Lainnya

Per 31 Desember 2022, Aset Tidak Lancar Lainnya tercatat sebesar Rp20,5 miliar, turun Rp1,2 miliar atau 6% dibandingkan nilai per 31 Desember 2021 sebesar Rp21,82 miliar.

Other Non-Current Assets

Other Non-Current Assets as of December 31, 2022, amounted to Rp20,5 billion, a decrease of Rp1,2 billion or 6% compared to the value as of December 31, 2021 of Rp21.82 billion.

LIABILITAS

Perusahaan mencatatkan jumlah Liabilitas per 31 Desember 2022 sebesar Rp3.902 miliar, naik Rp285 miliar atau 8% dibandingkan nilai per 31 Desember 2021 sebesar Rp3.617,07 miliar. Peningkatan tersebut terutama berasal dari kenaikan Liabilitas Jangka Pendek sebesar Rp62 miliar atau 3% dan diiringi dengan kenaikan Liabilitas Jangka Panjang sebesar Rp223 miliar atau 19% sampai dengan akhir tahun 2022. Dari segi komposisi, jumlah Liabilitas Perusahaan pada akhir tahun 2022 terdiri dari 64% Liabilitas Jangka Pendek dan 36% Liabilitas Jangka Panjang.

LIABILITIES

Total liabilities of the Company as of December 31, 2022 amounted to Rp3.902 billion, an increase of Rp285 billion or 8% compared to the value as of December 31, 2021 of Rp3,617.07 billion. The increase mainly came from the increase in Short-Term Liabilities by Rp62 billion or 3% and was accompanied by an increase in Long-Term Liabilities by Rp223 billion or 19% until the end of 2022. In terms of composition, the Company's total liabilities at the end of 2022. At the end of 2022, it consisted of 64% Current Liabilities and 36% Non-Current Liabilities.

Liabilitas Jangka Pendek

Current Liabilities

(dalam jutaan Rupiah / *in million Rp)*

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Utang Usaha *Trade Payables*	517.667	421.276	96.391	23%
Utang Lain-Lain *Other Payables*	368.707	437.290	(68.583)	-16%
Utang Pajak / *Tax Payable*	50.356	253.567	(203.211)	-80%
Beban yang Masih Harus Dibayar *Accued Expenses*	734.427	976.401	(241.974)	-25%
Pendapatan Diterima di Muka *Unearned Revenue*	118.285	156.455	(38.170)	-24%
Utang Bank Jangka Pendek *Short-term Bank Loan*	6.221	60.334	(54.113)	-90%
Liabilitas Imbalan Kerja Jangka Pendek *Short-term Employment Benefit Liabilities*	37.990	26.665	11.325	42%
Bagian yang Jatuh Tempo dalam Waktu Satu Tahun *Long-term Maturities of Long-term Liabilities*	104.290	105.017	(727)	-1%
Jumlah ***Total***	**1.937.943**	**2.437.005**	**(499.062)**	**-20%**

Per 31 Desember 2022, nilai Liabilitas Jangka Pendek Perusahaan tercatat sebesar Rp1.937,94 miliar, turun Rp499,06 miliar atau 20% dibandingkan nilai per 31 Desember 2021 sebesar Rp2.437,01 miliar. Penurunan Liabilitas Jangka Pendek tersebut terutama berasal dari penurunan Utang Bank Jangka Pendek sebesar 90%.

Current Liabilities of the Company as of December 31, 2022, amounted to Rp1,937.94 billion, a decrease of Rp499.06 billion or 20% compared to the value as of December 31, 2021 of Rp2,437.01 billion. The decrease in Current Liabilities mainly came from Short-Term Bank Loans with a decrease of 90%.

Utang Usaha

Trade Payables

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pihak Ketiga *Third Parties*	468.655	391.591	77.064	20%
Pihak Berelasi *Related Parties*	49.012	29.685	19.327	65%
Jumlah **Total**	**517.667**	**421.276**	**96.391**	**23%**

Per 31 Desember 2022, Utang Usaha tercatat sebesar Rp517,67 miliar, naik Rp96,39 miliar atau 23% dibandingkan nilai per 31 Desember 2021 sebesar Rp421,28 miliar. Hal tersebut terutama disebabkan oleh alokasi Pendapatan yang meningkat untuk melakukan pembayaran Utang Usaha.

Trade Payable as of December 31, 2022, amounted to Rp517.67 billion, an increase of Rp96.39 billion or 23% compared to the value as of December 31, 2021 of Rp421.28 billion. This was mainly due to increased revenue allocation for payment of trade payables.

Utang Lain-Lain

Other Payables

Per 31 Desember 2022, Utang Lain-Lain tercatat sebesar Rp368,71 miliar, turun Rp68,58 miliar atau 16% dibandingkan nilai per 31 Desember 2021 sebesar Rp437,30 miliar.

Other Payables as of December 31, 2022, amounted to Rp368.71 billion, a decrease of Rp68.58 billion or 16% compared to the value as of December 31, 2021 of Rp437.30 billion.

Utang Pajak

Tax Payable

(dalam jutaan Rupiah / *in million Rp*)

Uraian / *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pajak Penghasilan Badan *Entity Income Tax*	14.240	216.444	(202.204)	-93%
Pajak Penghasilan *Income Tax*	30.524	33.085	(2.561)	-8%
Pajak Pertambahan Nilai *Value Added Tax*	5.592	4.038	1.554	38%
Jumlah ***Total***	**50.356**	**253.567**	**(203.211)**	**-80%**

Per 31 Desember 2022, Utang Pajak tercatat sebesar Rp50,36 miliar, turun Rp203,21 miliar atau 80% dibandingkan nilai per 31 Desember 2021 sebesar Rp235,57 miliar.

Tax Payable as of December 31, 2022, amounted to Rp50.36 billion, a decrease of Rp203.21 billion or 80% compared to that of December 31, 2021 at Rp235.57 billion.

Beban yang Masih Harus Dibayar

Accrued Expenses

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Beban Operasional *Operating Expenses*	429.593	568.921	(139.328)	-24%
Beban Pegawai *Employee Expenses*	152.479	261.973	(109.494)	-42%
Pembelian Obat *Medicine Purchases*	38.117	47.018	(8.901)	-19%
Beban Sewa *Rent Expenses*	38.108	32.986	5.122	16%
Beban Umum *General Expenses*	28.067	54.474	(26.407)	-48%
Beban Pemeliharaan Maintenance Expenses	4.641	2.208	2.433	110%
Lain-Lain *Others*	43.422	8.821	34.601	392%
Jumlah ***Total***	**734.427**	**976.401**	**(241.974)**	**-25%**

Per 31 Desember 2022, Beban yang Masih Harus Dibayar tercatat sebesar Rp734,43 miliar, turun Rp241,97 miliar atau 25% dibandingkan nilai per 31 Desember 2021 sebesar Rp976,40 miliar.

Accrued Expenses as of December 31, 2022, amounted to Rp734.43 billion, a decrease of Rp241.97 billion or 25% compared to that of December 31, 2021 at Rp976.40 billion.

Pendapatan Diterima di Muka

Unearned Revenue

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pendapatan Diterima di Muka Lainnya *Other Unearned Revenue*	106.883	143.171	(36.288)	-25%
Panjar Pasien *Patients Deposits*	11.402	13.284	(1.882)	-14%
Jumlah ***Total***	**118.285**	**156.455**	**(38.170)**	**-24%**

Per 31 Desember 2022, Pendapatan Diterima Dimuka tercatat sebesar Rp118 miliar, turun Rp38 miliar atau 25% dibandingkan nilai per 31 Desember 2021 sebesar Rp156,46 miliar.

Unearned Revenue as of December 31, 2022, amounted to Rp118 billion, a decrease of Rp38 billion or 25% compared to that of December 31, 2021 at Rp156.46 billion.

Utang Bank Jangka Pendek

Short Term Bank Loans

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
PT Bank Syariah Indonesia	6.221	60.334	(54.113)	-90%
PT Bank Mandiri (Persero) Tbk	-	-	-	-
PT Bank Rakyat Indonesia (Persero) Tbk	-	-	-	-
PT Bank Muamalat Indonesia	-	-	-	-
Jumlah ***Total***	**6.221**	**60.334**	**(54.113)**	**-90%**

Per 31 Desember 2022, Utang Bank Jangka Pendek tercatat sebesar Rp6,22 miliar, turun Rp54,11 miliar atau 90% dibandingkan nilai per 31 Desember 2021 sebesar Rp60,33 miliar. Hal tersebut terutama disebabkan oleh peningkatan kemampuan membayar utang Perusahaan.

As of December 31, 2022, Short-Term Bank Loans were recorded Rp6.22 billion, a decrease of Rp54.11 billion or 90% compared to the value as of December 31, 2021 of Rp60.33 billion. This was mainly due to improved solvency of the Company.

Liabilitas Imbalan Kerja Jangka Pendek

Short-Term Employee Benefit Liabilities

Per 31 Desember 2022, Liabilitas Imbalan Kerja Jangka Pendek tercatat sebesar Rp37,99 miliar, naik Rp11,33 miliar atau 42% dibandingkan nilai per 31 Desember 2021 sebesar Rp26,67 miliar.

As of December 31, 2022, Short-Term Employee Benefits Liabilities were recorded at Rp37.99 billion, increased by Rp11.33 billion or 42% compared to the value as of December 31, 2021 of Rp26.67 billion.

Bagian yang Jatuh Tempo dalam Waktu Satu Tahun

Current Maturities of Long-Term Liabilities

Per 31 Desember 2022, Bagian yang Jatuh Tempo dalam Waktu Satu Tahun tercatat sebesar Rp114 miliar, naik Rp8,8 miliar atau 8% dibandingkan nilai per 31 Desember 2021 sebesar Rp105,02 miliar.

As of December 31, 2022, Current Maturities of Long-Term Liabilities was recorded at Rp114 billion, a increase of Rp8,8 billion or 8% compared to the value as of December 31, 2021, which was Rp105.02 billion.

Liabilitas Jangka Panjang

Non-Current Liabilities

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Liabilitas Jangka Panjang Setelah Dikurangi Bagian yang Jatuh Tempo Dalam Waktu Satu Tahun *Long-term maturities of long-term liabilities*	698.284	410.311	287.973	70%
Liabilitas Imbalan Kerja *Employee Benefit Liabilities*	714.536	725.846	(11.310)	-2%
Pinjaman Wajib Konversi *Mandatory Convertible Loan*	563.884	-	563.884	100%
Liabilitas Pajak Tangguhan *Deferred Tax Liability*	-	1.908	(1.908)	-100%
Jumlah ***Total***	**1.976.704**	**1.138.065**	**838.639**	**74%**

Liabilitas Jangka Panjang Per 31 Desember 2022 tercatat sebesar Rp1.976,70 miliar, naik Rp838,64 miliar atau 74% dibandingkan nilai per 31 Desember 2021 sebesar Rp1.138,07 miliar.

Non-Current Liabilities as of December 31, 2022 were recorded at Rp1,976.70 billion, increased by Rp838.64 billion or 74% compared to the value as of December 31, 2021 of Rp1,138.07 billion.

Liabilitas Jangka Panjang Setelah Dikurangi Bagian yang Jatuh Tempo dalam Waktu Satu Tahun

Long-Term Maturities of Long-Term Liabilities

Per 31 Desember 2022, Liabilitas Jangka Panjang Setelah Dikurangi Bagian yang Jatuh Tempo dalam Waktu Satu Tahun tercatat sebesar Rp698,28 miliar, naik Rp278,97 miliar atau 70% dibandingkan nilai per 31 Desember 2021 sebesar Rp410,31 miliar.

As of December 31, 2022, long-term liabilities after deducting the portion due within one year were recorded at Rp698.28 billion, an increase of Rp278.97 billion or 70% compared to the value as of December 31, 2021, which was Rp410,31 billion.

Liabilitas Imbalan Kerja

Employee Benefits Liabilities

Per 31 Desember 2022, Liabilitas Imbalan Kerja tercatat sebesar Rp714,54 miliar, turun Rp11,31 miliar atau 2% dibandingkan nilai per 31 Desember 2021 sebesar Rp725,84 miliar.

As of December 31, 2022, Employee Benefits Liabilities were recorded at Rp714.54 billion, a decrease of Rp11.31 billion or 2% compared to the value as of December 31, 2021 of Rp725.84 billion.

Liabilitas Pajak Tangguhan

Deferred Tax Liabilities

Per 31 Desember 2022, Liabilitas Pajak Tangguhan nihil, dibandingkan nilai per 31 Desember 2021 sebesar Rp1,91 miliar.

As of December 31, 2022, Deferred Tax Liabilities were nil, compared to the value as of December 31, 2021 of Rp1.91 billion.

EKUITAS

EQUITY

(dalam jutaan Rupiah / *in million Rp)*

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Modal Saham *Share Capital*	2.921.776	2.921.776	-	0%
Modal Donasi *Donated Capital*	4.589	4.589	-	0%
Tambahan Modal Disetor *Additional Paid-in Capital*	(1.123.471)	(1.172.466)	(48.995)	-4%
Uang Muka Setoran Modal *Advance Subscription*	90.000	90.000	-	0%
Penghasilan Komprehensif Lain *Other Comprehensive Income*	7.650	(841)	8.491	1.010%
Saldo Laba ***Retained Earnings***				
Ditentukan Penggunaannya *Appropriated*	146.089	29.218	116.871	400%
Belum Ditentukan Penggunaannya *Unappropriated*	957.581	1.275.550	(317.969)	-25%
Kepentingan Non-Pengendali *Non-Controlling Interest*	741.471	712.223	29.248	4%
Jumlah ***Total***	**2.891.669**	**3.864.049**	**(118.364)**	**-3%**

Per 31 Desember 2022, nilai Ekuitas tercatat sebesar Rp3.745,69 miliar, turun Rp118,36 miliar atau 3% dibandingkan nilai per 31 Desember 2021 sebesar Rp3.864,05 miliar.

As of December 31, 2022, the Equity value were recorded at Rp3,745.69 billion, a decrease of Rp118.36 billion or 3% compared to the value on December 31, 2021 of Rp3,864.05 billion.

Laporan Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statement of Profit (Loss) and other Comprehensive Income

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Pendapatan *Revenues*	4.978.509	6.834.474	(1.855.965)	-27%
Beban Operasi *Operating Expenses*	(5.047.353)	(5.807.982)	760.629	-13%
Laba Bruto *Gross Profit*	(68.844)	1.026.492	(1.095.336)	-107%
Pendapatan Keuangan *Financial Income*	51.376	34.298	17.078	50%
Pendapatan Lain-lain, Neto *Other Income, Net*	270.050	(13.704)	283.754	2.071%
Laba Sebelum Beban Pajak Penghasilan *Profit Before Income Tax Expense*	252.582	1.047.086	(794.504)	-76%
Beban Pajak Penghasilan *Income Tax Expense*	(68.382)	(211.924)	143.542	-68%
Laba Tahun Berjalan setelah Efek Penyesuaian Entitas Penggabungan *Profit for the Year after Effect of Merging Entities Adjustment*	184.200	835.162	(650.962)	-78%
(Rugi)/Penghasilan Komprehensif Lain: ***Other Comprehensive (Loss)/Income***				
Pos-pos yang Tidak Direklasifikasi ke Laba Rugi dalam Periode Berikutnya *Item not to be reclassified to profit or loss in subsequent periods*				
Pengukuran Kembali atas Liabilitas Imbalan Pasti Neto *Remeasurement of net defined benefit liability*	16.312	85.578	(69.266)	-81%
Pos-pos yang Akan Direklasifikasi ke Laba Rugi dalam Periode Berikutnya ***Item to be reclassified to profit or loss in subsequent periods***				
Keuntungan atas Aset Keuangan Tersedia untuk Dijual *Gain on Available-for-Sale Financial Assets*	(192)	71	(263)	-370%
Total Penghasilan Komprehensif Lain Setelah Efek Penyesuaian Entitas Penggabungan *Total Other Comprehensive Income After Adjusting Effects of the Merging Entity*	200.320	920.811	(720.491)	-78%
Laba tahun berjalan yang dapat diatribusikan kepada: ***Profit for the year attributable to:***				
Kepemilikan Entitas Induk *Owners of parent entity*	110.445	683.529	(573.084)	-84%

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Kepentingan Non-Pengendali *Non-Controlling Interest*	73.755	151.633	(77.878)	-51%
Jumlah ***Total***	**184.200**	**835.162**	**(650.962)**	**-78%**
Total penghasilan komprehensif diatribusikan kepada: **Total other comprehensive income attributable to:**				
Kepemilikan Entitas Induk *Owners of parent entity*	118.936	741.405	(622.469)	-84%
Kepentingan Non-Pengendali *Non-Controlling Interest*	81.384	179.406	(98.022)	-55%
Jumlah ***Total***	**200.320**	**920.811**	**(720.491)**	**-78%**

PENDAPATAN *REVENUES*

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Penunjang Medis *Medical Support*	1.457.488	1.699.366	(241.878)	-14%
Rawat Inap *Inpatient*	1.047.028	2.078.807	(1.031.779)	-50%
Farmasi *Pharmacy*	1.000.581	1.225.696	(225.115)	-18%
Rawat Jalan *Outpatient*	997.305	1.103.080	(105.775)	-10%
Pendapatan Umum *General Income*	384.281	652.284	(268.003)	-41%
Pendapatan Managed Care *Income from Managed Care*	91.825	75.241	16.584	22%
Jumlah ***Total***	**5.283.921**	**6.834.474**	**(1.855.965)**	**-27%**

Pendapatan Perusahaan di tahun 2022 tercatat sebesar Rp4.978,51 miliar, turun Rp1.855,97 miliar atau 27% dibandingkan tahun 2021 sebesar Rp6.834,47 miliar. Penurunan Pendapatan di tahun 2022 terutama berasal dari komponen Rawat Inap.

The Company's revenue in 2022 was recorded at Rp4,978.51 billion, a decrease of Rp1,855.97 billion or 27% compared to 2021 of Rp6,834.47 billion. Income decrease in 2022 mainly comes from the Inpatient.

Berikut adalah uraian terkait kinerja masing-masing sumber Pendapatan Perusahaan di tahun 2022:

1. Pendapatan Penunjang Medis di tahun 2022 tercatat sebesar Rp1.457 miliar, turun Rp242 miliar atau 14% dibandingkan tahun 2021 sebesar Rp1.699,37 miliar.
2. Pendapatan Rawat Inap di tahun 2022 tercatat sebesar Rp1.047 miliar, turun Rp1.032 miliar atau 50% dibandingkan tahun 2021 sebesar Rp2.078,81 miliar.

The following is a description of the performance of each of the Company's revenue sources in 2022:

1. *Medical Support Income in 2022 was recorded at Rp1.457 billion, a decrease of Rp242 billion or 14% compared to 2021 which was Rp1,699.37 billion.*
2. *Inpatient income in 2022 was recorded at Rp1.047 billion, a decrease of Rp1.032 billion or 50% compared to 2021 of Rp2,078.81 billion.*

3. Pendapatan Farmasi di tahun 2022 tercatat sebesar Rp1.001 miliar, turun Rp225 miliar atau 18% dibandingkan tahun 2021 sebesar Rp1.225,70 miliar.
4. Pendapatan Rawat Jalan di tahun 2022 tercatat sebesar Rp997 miliar, turun Rp106 miliar atau 10% dibandingkan tahun 2021 sebesar Rp1.103,08 miliar.
5. Pendapatan Umum di tahun 2022 tercatat sebesar Rp384 miliar, turun Rp268 miliar atau 41% dibandingkan tahun 2021 sebesar Rp652,28 miliar.

Penurunan yang terjadi pada masing-masing sumber pendapatan di atas utamanya disebabkan oleh adanya perubahan kebijakan tariff baru COVID-19 yang lebih rendah dan penurunan kasus COVID-19.

6. Pendapatan Managed Care di tahun 2022 tercatat sebesar Rp92 miliar, naik Rp16 miliar atau 22% dibandingkan tahun 2021 sebesar Rp75,24 miliar.

3. Pharmacy income in 2022 was recorded at Rp1.001 billion, a decrease of Rp225 billion or 18% compared to 2021 which was Rp1,225.70 billion.
4. Outpatient income in 2022 was recorded at Rp997 billion, a decrease of Rp106 billion or 10% compared to 2021 which was Rp1,103.08 billion.
5. General Income in 2022 was recorded Rp384 billion, a decrease of Rp268 billion or 41% compared to 2021 which was Rp652.28 billion.

The decline that occurred in each of the above source of income was mainly due to changes in the new lower COVID-19 tariff policy and a decrease in COVID-19 cases.

6. Managed Care income in 2022 was recorded at Rp92 billion, increased by Rp16 billion or 22% compared to 2021 which was Rp75.24 billion.

BEBAN OPERASI

OPERATING EXPENSE

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Beban Pegawai *Employees Expense*	2.431.052	2.283.481	147.571	6%
Bahan: *Material*				
Non Obat *Non-Medicines*	713.188	1.089.942	(376.754)	-35%
Obat-Obatan *Medicines*	586.414	827.418	(241.004)	-29%
Kontrak *Contract*	380.750	370.630	10.120	3%
Umum dan Administrasi *General and Administration*	361.885	355.741	6.144	2%
Penyusutan *Depreciation*	292.770	262.392	30.378	12%
Insentif Jasa Pelayanan *Services Incentives*	166.297	241.523	(75.226)	-31%
Pemeliharaan *Maintenance*	102.495	138.431	(35.936)	-26%
Penyusutan Aset Hak Guna *Depreciation of Right of Use Assets*	47.208	53.946	(6.738)	-12%
Penyisihan Piutang *Allowance Receivable*	(49.373)	54.736	(104.109)	-190%
-116.075-89%Lain-lain (Masing-masing di bawah Rp1.000) *Others (each below Rp1,000)*	13.667	129.742	(760.629)	-13%
Jumlah ***Total***	**5.047.353**	**5.807.982**	**(6.738)**	**-12%**

Beban Operasi di tahun 2022 tercatat sebesar Rp5.047,35 miliar, turun Rp6,74 miliar atau 13% dibandingkan tahun 2021 sebesar Rp5.807,98 miliar. Penurunan tersebut terutama berasal dari penurunan beban penyisihan piutang, beban lain-lain, penyusutan aset hak guna, bahan non obat, insentif jasa pelayanan, beban obah-obatan, dan beban umum administrasi.

Operating expenses in 2022 were recorded at Rp5,047.35 billion, a decrease of Rp6.74 billion or 13% compared to 2021 of Rp5,807.98 billion. The decrease was primarily derived from the decrease in allowance receivable, other expenses, non-medicines expenses, services incentives, medicines expenses, and general and administration expenses.

LABA BRUTO

Perusahaan mencatatkan rugi bruto sebesar Rp68,84 miliar di tahun 2022 dibandingkan laba bruto tahun 2021 sebesar Rp1.026,49 miliar. Penurunan Laba Bruto tersebut terjadi karena penurunan pada pendapatan di tahun 2022.

GROSS PROFIT

The Company recorded gross loss of in 2022 amounted to Rp68.84 billion, compared to gross profit in 2021 amounting to Rp1,026.49 billion. The decrease in Gross Profit occurred due to a decrease of revenues in 2022.

PENDAPATAN KEUANGAN

Pendapatan Keuangan Perusahaan di tahun 2022 tercatat sebesar Rp51,38 miliar, naik Rp17,08 miliar atau 50% dibandingkan tahun 2021 sebesar Rp34,30 miliar. Kenaikan tersebut disebabkan oleh adanya peningkatan kunjungan ke Perusahaan selama tahun 2022.

FINANCIAL INCOME

Corporate Financial income in 2022 was amounted to Rp51.38 billion, an increase of Rp17.08 billion or 50% compared to 2021 amounting to Rp34.30 billion. The increase was caused by the visit increase to the Company during 2022.

Pendapatan Lain-Lain, Neto

Other Income, Net

(dalam jutaan Rupiah / *in million Rp*)

Uraian / *Description*	2022	2021	Pertumbuhan / *Growth*	
			Nominal	Persentase (%) / *Percentage (%)*
Penyesuaian Klaim Pasien COVID-19 / *Adjustments of COVID-19 patient claims*	217.519	-	217.519	100%
Perubahan Liabilitas Imbalan Kerja / *Changes of Employee Benefot Liability*	59.364	-	59.364	100%
Pendapatan Management & Branding / *Management & Branding Fee*	12.178	11.309	869	8%
Sewa / *Rent*	7.771	5.755	2.016	35%
Revaluasi Properti Investasi / *Property Investment Revaluation*	1.048	6.724	(5.676)	-84%
Penurunan Nilai Aset Tetap / *Impairment Fixed Assets*	(32.123)	-	(32.123)	-100%
Lain-lain / *Others*	56.519	8.077	48.442	600%
Jumlah / ***Total***	270.050	(13.704)	291.409	845%

Pendapatan Lain-lain, Neto di tahun 2022 tercatat sebesar Rp325,91 miliar, naik Rp291,41 miliar atau 845% dibandingkan tahun 2021 sebesar Rp34,50 miliar.

Other Income, Net in 2022 was recorded Rp325.91 billion, increased by Rp291.41 billion or 845% compared to 2021 which was Rp34.50 billion.

Laba Sebelum Beban Pajak Penghasilan

Laba Sebelum Beban Pajak Penghasilan di tahun 2022 tercatat sebesar Rp252,58 miliar, turun Rp794,50 miliar atau 76% dibandingkan tahun 2021 sebesar Rp1.047,09 miliar.

Profit Before Income Tax Expenses

Profit Before Income Tax Expense in 2022 was recorded at Rp323,7 billion, a decrease of Rp794.50 billion or 76% compared to 2021 of Rp1,047.09 billion.

Laba Tahun Berjalan Setelah Efek Penyesuaian Entitas Penggabungan

Laba Tahun Berjalan di tahun 2022 tercatat sebesar Rp184,20 miliar, turun Rp650,96 miliar atau 78% dibandingkan tahun 2021 sebesar Rp835,16 miliar

Profit for the Year After the Effect of Merging Entities Adjustment

Profit for the Year in 2022 was recorded at Rp184.20 billion, a decrease of Rp650.96 billion or 78% compared to 2021 which was Rp835.16 billion.

Laporan Arus Kas Konsolidasian
Consolidated Statements of Cash Flows

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Arus Kas dari (digunakan untuk) Aktivitas Operasi *Cash Flows from (used in) Operating Activities*	101.694	1.843.283	(1.741.589)	-94%
Arus Kas dari (digunakan untuk) Aktivitas Investasi *Cash Flow from (used in) Investing Activities*	(1.426.085)	(294.801)	(1.131.284)	384%
Arus Kas dari (digunakan untuk) Aktivitas Pendanaan *Cash Flow from (used in) Financing Activities*	306.023	(86.100)	392.123	-455%
Kenaikan Bersih Kas dan Setara Kas *Net Increase in Cash and Cash Equivalents*	(1.018.368)	1.462.382	(2.480.750)	-170%
Kas dan Setara Kas Pada Awal Tahun *Cash and Cash Equivalents at Beginning of the Year*	2.691.676	1.229.294	1.462.382	119%
Kas dan Setara Kas Pada Akhir Tahun *Cash and Cash Equivalents at End of the Year*	1.673.308	2.691.676	(1.018.368)	-38%

Sampai dengan akhir tahun 2022, Perusahaan mencatatkan penurunan bersih Kas dan Setara Kas sebesar Rp 1.673,31 miliar, turun Rp 1.018,37 miliar atau 38% dibandingkan dengan akhir tahun 2021 sebesar Rp 2.691,68 miliar.

As of the end of 2022, the Company recorded a net increase in Cash and Cash Equivalents of Rp1,673.31 billion, a decrease of Rp1,018.37 billion or 38% compared to the end of 2021 of Rp2,691.68 billion.

Arus Kas dari (digunakan untuk) Aktivitas Operasi *Cash from (used in) Operating Activities*

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Penerimaan dari Pelanggan Cash Received from Customers	5.116.836	7.617.173	(2.500.337)	-33%
Pembayaran kepada Pemasok Cash Paid to Suppliers	(2.351.821)	(3.478.592)	1.126.771	-32%
Pembayaran kepada Dokter Cash Paid to Doctors	(501.222)	(585.181)	83.959	-14%
Pembayaran kepada Karyawan Cash Paid to Employees	(1.886.168)	(1.563.180)	(322.988)	21%
Penerimaan Pendapatan Keuangan Receipt of Finance Income	56.792	33.284	23.508	71%
Pembayaran Pajak Penghasilan Badan Payment of Corporate Income Tax	(332.723)	(180.221)	(152.502)	85%
Kas Bersih Diperoleh (digunakan untuk) dari Aktivitas Operasi Net Cash Provided by (used in) Operating Activities	101.694	1.843.283	(1.741.589)	-94%

Kas Bersih yang Diperoleh dari Aktivitas Operasi sampai dengan akhir tahun 2022 tercatat sebesar Rp 101,69 miliar, turun Rp 1.741,59 miliar atau 94% dibandingkan nilai pada akhir tahun 2021 sebesar Rp 1.843,28 miliar. Penurunan tersebut disebabkan oleh penurunan penerimaan dari pelanggan, pembayaran kepada pemasok dan dokter.

Net Cash from Operating Activities as of the end of 2022 was recorded at Rp101.69 billion, a decrease of Rp1,741.59 billion or 94% compared to the value at the end of 2021 of Rp1,843.28 billion. The decrease caused by decrease in cash received from customers, cash paid to suppliers and doctors.

Arus Kas dari (digunakan untuk) Aktivitas Investasi *Cash Flows From (used in) Investing Activities*

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Perolehan Aset Tetap *Acquisition of Fixed Assets*	(806.061)	(294.896)	(511.165)	173%
Kenaikan Aset yang Dibatasi Penggunaannya *Increase in Restricted Assets*	(612.380)	-	(612.380)	-100%
Akuisisi Kepentingan Non-Pengendali di Entitas Anak *Acquisition of Non-Controlling Interests in Subsidiary*	(6.201)	-	(6.201)	-100%
Penurunan Aset Keuangan Lainnya *Decrease in Other Financial Assets*	(4.673)	-	(4.673)	-100%
Penerimaan dari Penjualan Investasi Saham *Receipts from the Sale of Investments in Shares*	3.097	-	3.097	100%
Hasil Penjualan Aset Tetap *Proceeds from Slae of Fixed Assets*	133	95	38	40%
Kas Bersih Digunakan untuk Aktivitas Investasi *Net Cash Used in Investing Activities*	(1.426.085)	(294.801)	(1.131.284)	384%

Kas Bersih yang Digunakan untuk Aktivitas Investasi sampai dengan akhir tahun 2022 tercatat sebesar Rp 1.426,09 miliar, naik Rp 1.131,28 miliar atau 384% dibandingkan nilai pada akhir tahun 2021 sebesar Rp 294,80 miliar. Kenaikan tersebut terutama berasal dari perolehan aset tetap dan penerimaan dari penjualan investasi saham.

Net Cash Used for Investing Activities as of the end of 2022 was recorded at Rp 1,426.09 billion, increased by Rp 1,131.28 billion or 384% compared to the value at the end of 2021 of Rp 294.80 billion. The increase was mainly caused by the acquisition of fixed assets and receipts from the sale of investments in shares.

Arus Kas dari (untuk) Aktivitas Pendanaan

Cash Flows from (used in) Financing Activities

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
Penerimaan ***Receipts:***				
Utang Bank Jangka Pendek *Short-term Bank Loans*	6.221	60.334	(54.113)	-90%
Utang Bank Jangka Panjang *Long-term Bank Loans*	364.735	123.769	240.966	195%
Pinajaman Wajib Konversi *Mandatory Conversion Loan*	612.380	-	612.380	100%
Uang Muka Setoran Modal *Advance Subscription*	-	90.000	(90.000)	-100%
Pinjaman Lembaga Keuangan *Financial Institution Loan*	14.176	-	14.176	100%
Pembayaran ***Payments:***				
Dividen Kas *Cash Dividend*	(311.543)	(23.707)	(287.836)	1.214%
Dividen Kas kepada Kepentingan Non-Pengendali *Cash Dividend to Non-Controlling Interests*	(58.782)	(14.485)	(44.297)	306%
Utang Bank Jangka Pendek *Short-term Bank Loan*	(60.334)	(68.845)	8.511	-12%
Utang Bank Jangka Panjang *Long-term Bank Loan*	(44.604)	(134.514)	89.910	-67%
Pinjaman Lembaga Keuangan *Financial Institution Loan*	(103.929)	(30.673)	(73.256)	239%
Liabilitas Sewa *Lease Liabilities*	(56.442)	(56.839)	397	-1%
Bunga *Interest*	(55.855)	(31.140)	(24.715)	79%
Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan *Net Cash Flows Provided by (Used in) Financing Activities*	306.023	(86.140)	392.163	-455%

Pada tahun 2022, Perseroan mencatatkan Kas Bersih yang diperoleh untuk Aktivitas Pendanaan sebesar Rp 306,02 miliar, dibandingkan Kas Bersih yang digunakan untuk Aktivitas Pendanaan pada akhir tahun 2021 sebesar Rp86,14 miliar. Hal tersebut terutama disebabkan oleh penerimaan yang lebih besar dibandingkan dengan pembayaran di tahun 2022.

In 2022, the Company recorded Net Cash provided by Financing Activities at Rp 360.02 billion, compared to Net Cash used in Financing Activities at the end of 2021 of Rp 86.14 billion. This was mainly caused by higher receipts compared to payments in 2022.

Analisis Kemampuan Membayar Utang, Kolektibilitas Piutang, dan Rasio Keuangan Lainnya

Analysis of Solvency, Collectability, and Other Financial Ratios

Kemampuan Membayar Utang

Solvency

Uraian *Description*	2022	2021
Rasio Likuiditas ***Liquidity Ratio***		
Rasio Lancar *Current Ratio*	160,87%	180,09%
Rasio Kas *Cash Ratio*	86,34%	110,66%
Rasio Solvabilitas ***Solvency Ratio***		
Debt to Equity Ratio (DER)	104,51%	92,47%
Debt to Asset Ratio (DAR)	51,10%	48,04%

Rasio Likuiditas

Liquidity Ratio

Dalam mengukur kemampuan Perusahaan untuk membayar utang usahanya, Perusahaan menggunakan Rasio Likuiditas yang terdiri dari Rasio Lancar dan Rasio Kas. Nilai Rasio Likuiditas dapat digunakan untuk mengukur kemampuan perusahaan dalam memenuhi kewajiban atau membayar utang jangka pendeknya.

In measuring the Company's ability to pay its trade payables, the Company uses the Liquidity Ratio which consists of the Current Ratio and Cash Ratio. The value of the Liquidity Ratio can be used to measure the company's ability to meet its obligations or pay its short-term debt.

Pada tahun 2022, Rasio Lancar (Current Ratio) tercatat sebesar 160,87%, turun dibandingkan tahun 2021 sebesar 180,09%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan dalam memenuhi kewajiban jangka pendeknya menurun di tahun 2022.

In 2022, the Current Ratio was recorded at 160.87%, a decrease compared to 2021 at 180.09%. This shows that the Company's ability to meet its short-term obligations decreased in 2022.

Pada tahun 2022, Rasio Kas (Cash Ratio) tercatat sebesar 86,34%, turun bila dibandingkan tahun 2021 sebesar 110,66%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan untuk memenuhi kewajiban jangka pendeknya dengan menggunakan Kas dan Setara Kas menurun di tahun 2022.

In 2022, the Cash Ratio was recorded at 86.34%, a decrease compared to 2021 at 110.66%. This shows that the Company's ability to meet its short-term obligations using Cash and Cash Equivalents decreased in 2022.

Rasio Solvabilitas

Solvency Ratio

Perusahaan juga memakai Rasio Solvabilitas untuk mengukur besarnya jumlah Aset Perusahaan yang dibiayai oleh utang. Rasio Solvabilitas yang dipakai Perusahaan adalah Rasio Liabilitas terhadap Ekuitas (DER) dan Rasio Liabilitas terhadap Jumlah Aset (DAR).

The Company also uses the Solvency Ratio to measure the amount of the Company's assets financed by debt. The Solvency Ratio used by the Company is the Debt to Equity Ratio (DER) and Debt to Asset Ratio (DAR).

Rasio Liabilitas terhadap Ekuitas (DER) sampai dengan akhir tahun 2022 tercatat sebesar 104,51%, naik dibandingkan tahun 2021 sebesar 92,47%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan untuk memenuhi seluruh kewajibannya dengan menggunakan Ekuitas yang tersedia meningkat di tahun 2022.

The Debt to Equity Ratio (DER) as of the end of 2022 was recorded at 104.51%, an increased compared to 2021 which was 92.47%. This shows that the Company's ability to meet all of its obligations using the available Equity has increased in 2022.

Rasio Liabilitas terhadap Aset (DAR) sampai dengan akhir tahun 2022 tercatat sebesar 51,10%, naik dibandingkan tahun 2021 sebesar 48,04%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan untuk memenuhi seluruh kewajibannya dengan menggunakan Aset yang tersedia meningkat di tahun 2022.

Debt to Assets Ratio (DAR) as of the end of 2022 was recorded at 51.10%, an increase compared to 2021 of 48.04%. This shows that the Company's ability to fulfill all of its obligations by using available assets has increased in 2022.

Kolektibilitas Piutang

Receivables Collectability

(dalam hari / *in days*)

Uraian *Description*	2022	2021
Collection Period	58	50

Rata-rata pengumpulan piutang (*collection period*) Perusahaan pada tahun 2022 tercatat selama 58 hari dibandingkan dengan tahun 2021 selama 50 hari.

The Company's average receivables collection period in 2022 was recorded for 58 days compared to 2021 for 50 days.

Rasio Keuangan Lainnya

Other Financial Ratios

Kemampuan Perusahaan dalam mencetak laba dapat diukur dari besaran Rasio Profitabilitasnya. Rasio Profitabilitas adalah perbandingan yang dihitung untuk mengetahui kemampuan perusahaan untuk mendapatkan laba dari pendapatan terkait Pendapatan, Aset dan Ekuitas berdasarkan dasar pengukuran tertentu.

The Company's ability to generate profits can be measured by the amount of the Profitability Ratio. Profitability Ratio is a comparison that is calculated to determine the company's ability to earn profits from revenues related to Revenue, Assets and Equity based on certain measurement bases.

Rasio Profitabilitas

Profitability Ratio

Uraian *Description*	2022	2021
Return on Asset (ROA)	2,40%	11,23%
Return on Equity (ROE)	5,55%	27,24%
Gross Profit Margin (GPM)	-1,38%	15,02%
Net Profit Margin (NPM)	3,70%	10,00%

Pada tahun 2022, Rasio Laba terhadap Jumlah Aset (ROA) tercatat sebesar 2,40%, lebih rendah bila dibandingkan dengan tahun 2021 sebesar 11,23%. Hal tersebut menunjukkan bahwa Perusahaan dalam menggunakan Aset yang tersedia untuk menghasilkan keuntungan menurun di tahun 2022.

Return on Assets (ROA) Ratio in 2022 was recorded at 2.40%, lower than 11.23% in 2021. This shows that the Company's use of available assets to generate profits has decreased in 2022.

Rasio Laba terhadap Ekuitas (ROE) sampai dengan akhir tahun 2022 tercatat sebesar 5,55%, lebih rendah dibandingkan tahun 2021 sebesar 27,24%. Hal tersebut menunjukkan bahwa Perusahaan dalam menggunakan Ekuitas yang tersedia untuk menghasilkan keuntungan menurun di tahun 2022.

Return on Equity (ROE) Ratio as of the end of 2022 was recorded at 5.55%, lower than 2021 at 27.24%. This shows that the Company's use of available Equity to generate profits has decreased in 2022.

Marjin Laba Bruto (GPM) di tahun 2022 tercatat sebesar -1,38%, turun dibandingkan tahun 2021 sebesar 15,02%. Hal tersebut sejalan dengan penurunan Marjin Laba Bersih (NPM) yang tercatat sebesar 3,70% di tahun 2022, turun dibandingkan tahun 2021 yang tercatat sebesar 10,00%. Realisasi GPM dan NPM di tahun 2022 menunjukkan penurunan efisiensi kegiatan operasional Perusahaan untuk menghasilkan keuntungan.

Gross Profit Margin (GPM) in 2022 was recorded at -1.38%, a decrease compared to 2021 which was 15.02%. This is in line with the decrease in Net Profit Margin (NPM) which was recorded at 3.70% in 2022, a decrease compared to 2021 which was recorded at 10.00%. The realization of GPM and NPM in 2022 shows a decrease in the efficiency of the Company's operational activities to generate profits.

Struktur Modal dan Kebijakan Manajemen atas Struktur Modal

Capital Structure and Management Policy on Capital Structure

Tujuan Perusahaan dalam pengelolaan permodalan adalah untuk mempertahankan kelangsungan usaha Perusahaan guna memberikan imbal hasil kepada pemegang saham dan manfaat kepada pemegang saham lainnya serta menjaga struktur modal yang optimal untuk mengurangi biaya modal.

By managing its capital, the Company aims to maintain the Company's business continuity in order to provide returns to shareholders and benefits to other shareholders as well as maintain an optimal capital structure to reduce the cost of capital.

Perusahaan melakukan penilaian secara berkala untuk menilai kemungkinan pembiayaan kembali kewajiban yang ada dengan yang baru yang memiliki biaya yang lebih efisien yang akan mengarahkan pada biaya utang yang lebih optimal. Perusahaan menjaga struktur modalnya pada tingkat yang diyakini tidak akan membahayakan peringkat kredit dan yang hampir setara dengan pesaingnya.

The Company conducts periodic assessments to assess the possibility of refinancing existing obligations with new ones that are more cost efficient which will lead to more optimal debt costs. The company maintains its capital structure at a level it believes will not jeopardize its credit rating and which is nearly on par with its competitors.

Rasio utang terhadap ekuitas (perbandingan utang dengan bunga bersih terhadap jumlah ekuitas) adalah rasio yang dimonitor oleh manajemen untuk mengevaluasi struktur modal dan mengkaji efektivitas utang Perusahaan.

The debt to equity ratio (the comparison of debt with net interest to total equity) is a ratio that is monitored by management to evaluate the capital structure and assess the effectiveness of the Company's debt

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Descriprion*	2022		2021		Perubahan *Changes*	
	Nominal	Persentase *Percentage*	Nominal	Persentase *Percentage*	Nominal	Persentase *Percentage*
Liabilitas *Liabilities*	3.914.647	51%	3.575.070	48%	339.577	9%
Ekuitas *Equity*	3.745.685	49%	3.864.049	52%	(118.364)	-3%
Jumlah Liabilitas dan Ekuitas *Total Liabilities and Equity*	7.660.332	100%	7.439.119	100%	221.213	3%
Rasio Liabilitas terhadap Ekuitas ***Debt to Equity Ratio***	**104,51%**		**92,52%**		**11,99%**	

Sampai dengan akhir tahun 2022, Struktur Modal Perusahaan terdiri dari 51% Liabilitas dan 49% Ekuitas. Komposisi tersebut mengalami perubahan dibandingkan Struktur Modal sampai dengan akhir tahun 2021 yang terdiri dari 48% Liabilitas dan

As of the end of 2022, the Company's Capital Structure consists of 51% Liabilities and 49% Equity. This composition has changed compared to the Capital Structure at the end of 2021 which consists of 48% Liabilities and 52% Equity. The Company's Capital Structure

52% Ekuitas. Struktur Modal Perusahaan di tahun 2022 yang berupa Liabilitas meningkat, sedangkan komposisi Ekuitas pada Struktur Modal menurun di tahun 2022. Secara keseluruhan, Struktur Modal Perusahaan di tahun 2022 telah sesuai dengan kebijakan Manajemen atas Struktur Modal. Selain itu, Rasio Liabilitas terhadap Ekuitas di tahun 2022 tercatat sebesar 104,51%, meningkat dibandingkan tahun 2021 sebesar 92,47%. Manajemen menilai bahwa Rasio Liabilitas terhadap Ekuitas pada tahun 2021 dan 2022 telah sesuai dengan kebijakan atas Struktur Modal.

in 2021 in the form of increased Liabilities, while the composition of Equity in the Capital Structure decreased in 2022. Overall, the Company's Capital Structure in 2022 was in accordance with Management's policy on Capital Structure. In addition, the Liability to Equity Ratio in 2022 was recorded at 104.51%, increased compared to 2021 of 92.47%. Management regards that the Liability to Equity Ratio in 2021 and 2022 is in accordance with the Capital Structure policy.

Informasi Ikatan Material untuk Investasi Barang Modal

Information on Material Bonds for Capital Goods Investment

Di tahun 2022, Pertamedika IHC melakukan program investasi terkait barang modal antara lain investasi berupa alat kesehatan, renovasi sarana dan prasarana RS, dll. Sumber dana berasal dari dana sendiri dan menggunakan mata uang rupiah. Tujuannya adalah untuk meningkatkan layanan baik dari sarana dan prasarana, memastikan kelancaran pelaksanaan usaha di tahun-tahun yang mendatang, meningkatkan pendapatan, serta menjamin keberlangsungan usaha.

Pertamedika IHC carried out an investment program related to capital goods in 2022, including investment in medical equipment, renovation of hospital facilities and infrastructure, etc. The source of funds comes from own funds and uses the rupiah currency. The aim is to improve services, both in terms of facilities and infrastructure, ensure smooth business implementation in the years to come, increase income, and ensure business continuity.

Informasi Realisasi Investasi Barang Modal Tahun 2022

Information on Investment Realization of Capital Goods in 2022

Anggaran Biaya Investasi (ABI) RKAP tahun 2022 PT Pertamina Bina Medika IHC adalah sebesar Rp2,2 triliun dengan perincian anorganik sebesar Rp50 miliar, *Business Development* sebesar Rp1,6 triliun dan *Non Business Development* (NBD) sebesar Rp575 miliar. Sumber pembiayaan investasi tahun 2022 berasal dari modal sendiri (*own fund*) dan Penyertaan Modal Pertamina.

The Investment Cost Budget (ABI) of PT Pertamina Bina Medika IHC's 2022 RKAP is Rp2.2 trillion with an inorganic breakdown of Rp50 billion, Business Development of Rp1.6 trillion and Non-Business Development (NBD) of Rp575 billion. The source of investment financing in 2022 will come from own fund and Pertamina's Equity Participation.

(dalam jutaan Rupiah / *in million Rp*)

No	Jenis Investasi *Investment Type*	RKAP 2022	Realisasi 2022 *Realization in 2022*
***Business Development* (BD)**			
1	RS Pelni (Pembangunan Merial Tower) *Pelni Hospital (Merial Tower Construction)*	396.600.556.983	267.402.366.279
2	Pembangunan RS di Balikpapan (Heart Center) *Construction of a Hospital in Balikpapan (Heart Center)*	210.000.000.000	1.595.000.000
3	Pembangunan RS di Balikpapan (Tipe C) *Hospital construction in Balikpapan (Type C)*	150.000.000.000	1.714.603.000
4	Makassar *Heart & Brain Center*	145.000.000.000	94.896.937.963
5	Bandung *Heart & Brain Center* (JV)	50.000.000.000	-
6	Bandung *Cancer Center* (JV)	50.000.000.000	-
7	Bali International Hospital	500.000.000.000	301.677.810.618

(dalam jutaan Rupiah / *in million Rp*)

No	Jenis Investasi *Investment Type*	RKAP 2022	Realisasi 2022 *Realization in 2022*
8	Akuisisi/Penyertaan (Anorganik) untuk Restrukturisasi dan Pengembangan Bisnis *Acquisition/Investment (Inorganic) for Business Restructuring and Development*	50.000.000.000	-
9	Surabaya *Heart Center*	100.000.000.000	-
	Jumlah ***Total***	**1.651.600.556.983**	**667.286.717.860**
***Non Business Development* (NBD)**			
1	Alat Kesehatan *Medical Devices*	253.274.663.180	223.581.900.475
2	Renovasi *Renovation*	277.497.986.250	166.333.460.980
3	Lainnya *Others*	44.642.375.000	20.308.521.249
	Jumlah ***Total***	**575.415.024.430**	**410.223.882.704**
	Grand Total	**2.227.015.581.413**	**1.077.510.600.564**

Tujuan investasi adalah mengoptimalkan nilai aset dan menciptakan ekosistem investasi yang sehat di seluruh Unit Usaha dan Anak Perusahaan PBM IHC dan telah mencakup investasi untuk implementasi *value creation*, pembangunan RS baru serta pemenuhan *Centre of Excellence* di RS BUMN.

The objective of investment is to optimize asset value and create a sound investment ecosystem in all PBM IHC Business Units and Subsidiaries and includes investments for value creation implementation, construction of new hospitals and fulfillment of the Center of Excellence in SOE Hospitals.

Perbandingan antara Proyeksi dan Realisasi Tahun 2022

Comparison Between Projection and Realization in 2022

Kinerja Operasional Tahun 2022

2022 Operational Performance

Uraian *Description*	Target 2022	Realisasi 2022 *2022 Realization*	Pencapaian (%) *Achievement (%)*
Bed Occupancy Rate (BOR)	64,0	62,0	96,9%
Jumlah Kunjungan Rawat Jalan (kunjungan) *Total Outpatients (visit)*	5.918.828	5.262.060	88,9%
Jumlah Kunjungan Rawat Inap (kunjungan) *Total Inpatients (visits)*	372.813	325.142	87,2%
Average Length of Stay (AvLOS) (hari /*days*)	3,8	3,4	89,5%*
Jumlah Kunjungan Penunjang Medis *Total Medical Support Rate*	8.742.782	13.252.280	151,6%

Catatan/*Notes:*

*Angka AvLOS yang lebih kecil dari target menunjukkan kinerja yang lebih baik.

Smaller AvLOS compared to target shows better performance.

Bed Occupancy Rate (BOR)

Di tahun 2022, Perusahaan mencatatkan BOR sebesar 62,0%, mencapai 96,9% dari target RKAP 2022 sebesar 64,0%. Realisasi BOR dipengaruhi oleh banyaknya kunjungan rawat inap dan lamanya hari perawatan masing-masing pasien. Di tahun 2022, jumlah BOR belum mencapai target karena kasus COVID-19 mulai mereda meski ada waktu-waktu tertentu kasus COVID-19 meningkat, namun belum dapat mencapai sesuai target. Selain itu juga BOR pada RS yang baru yaitu RSOJ Biringkanaya masih belum sesuai dengan harapan.

Bed Occupancy Rate (BOR)

In 2022, the Company recorded a BOR of 62.0%, reaching 96.9% of the 2022 RKAP target of 64.0%. BOR realization is influenced by the number of inpatient visits and the length of treatment days for each patient. In 2022, the number of BOR has not reached the target because COVID-19 cases have begun to subside, although there are certain times when COVID-19 cases have increased, they have not been able to reach the target. Apart from that, the BOR at the new hospital, RSOJ Biringkanaya, is still not as expected..

Jumlah Kunjungan Rawat Jalan

Jumlah Kunjungan Rawat Jalan yang berhasil direalisasikan pada tahun 2022 tercatat sebanyak 5.262.060 kunjungan, mencapai 88,9% dari target RKAP 2022 sebanyak 5.918.828 kunjungan.

Total Outpatient Visits

The total of Outpatient Visits that were successfully realized in 2022 was recorded as 5,262,060 visits, reaching 88.9% of the 2022 RKAP target of 5,918,828 visits.

Jumlah Kunjungan Rawat Inap

Jumlah Kunjungan Rawat Inap yang berhasil direalisasikan pada tahun 2022 tercatat sebanyak 325.142 kunjungan, mencapai 87,2% dari target RKAP 2022 sebanyak 372.813 kunjungan. Realisasi pencapaian Jumlah Kunjungan Rawat Inap yang di bawah target di tahun 2022 tersebut disebabkan oleh karena menurunnya jumlah kunjungan rawat jalan, sehingga belanja pasien juga menurun.

Total Inpatient Visits

The total of Inpatient Visits that were successfully realized in 2022 was recorded at 325,142 visits, reaching 87.2% of the 2022 RKAP target of 372,813 visits. The realization of the achievement of the Number of Inpatient Visits which was below the target in 2022 was caused by the decrease in the number of outpatient visits, so the patient spending also decreased.

Average Length of Stay (Avg.LoS)

Perusahaan mencatatkan Avg.LoS selama 3,4 hari di tahun 2022, lebih rendah 89,5% dari target RKAP 2022 selama 3,8 hari. Secara umum nilai AvLOS yang ideal adalah 3,5-5 hari, menurut Kemenkes RI. Semakin kecil angka AvLOS maka semakin baik bagi Perusahaan. Oleh karena itu, pencapaian yang lebih rendah target AvLOS di tahun 2022 merupakan sesuatu yang baik.

Average Length of Stay (Avg.LoS)

The Company recorded Avg.LoS for 3.4 days in 2022, 89.5% lower than the RKAP 2022 target of 3.8 days. In general, the ideal AvLOS value is 3.5-5 days, according to the Indonesian Ministry of Health. The smaller the AvLOS number, the better for the Company. Therefore, the achievement of lower Avg.LoS target in 2022 is something that is good.

Jumlah Kunjungan Penunjang Medis

Jumlah Kunjungan Penunjang medis di tahun 2022 tercatat sebanyak 13.252.280 kunjungan, mencapai 151,6% dari target RKAP 2022 sebanyak 8.742.782 kunjungan. Realisasi pencapaian Jumlah Kunjungan Penunjang Medis yang melebihi target di tahun 2022 tersebut disebabkan oleh perubahan definisi operasional terhadap pencatatan kunjungan penunjang medis.

Total Medical Support Visits

The number of medical support visits in 2022 was recorded at 13,252,280 visits, reaching 151.6% of the 2022 RKAP target of 8,742,782 visits. The realization of the achievement of the Number of Medical Support Visits which exceeded the target in 2022 was caused by the changes in the operational definition of recording medical support visits.

Kinerja Keuangan Tahun 2022

2022 Financial Performance

(dalam jutaan Rupiah / *in million Rp*)

Uraian *Description*	Target 2022	Realisasi 2022 *2022 Realization*	Pencapaian (%) *Achievement (%)*
Pendapatan *Revenues*	7.375.888	4.978.509	67,50%
Beban Operasi *Operating Income*	(6.354.209)	(5.047.353)	79,43%
Laba Bruto *Gross Profit*	1.021.679	(68.844)	-6,74%
Laba Bersih Tahun Berjalan *Net Profit for the Year*	651.378	184.200	28,28%
Aset *Assets*	11.978.461	7.660.332	63,95%
Liabilitas *Liabilities*	6.561.775	3.914.647	59,66%
Ekuitas *Equity*	5.416.686	3.745.685	69,15%
Arus Kas dari (digunakan untuk) Aktivitas Operasi *Cash Flow from (used in) Operating Activities*	1.111.010	101.694	9,15%
Arus Kas dari (digunakan untuk) Aktivitas Investasi *Cash Flow from (used in) Investing Activities*	(3.722.023)	(1.426.085)	38,31%
Arus Kas dari (digunakan untuk) Aktivitas Pendanaan *Cash Flows from (used in) Financing Activities*	3.604.826	306.023	8,49%

Laporan Laba (Rugi)

Realisasi kinerja Laporan Laba (Rugi) di tahun 2022 tidak mencapai target yang telah ditetapkan dalam RKAP 2022. Seluruh komponen Laba (Rugi) termasuk Pendapatan, Beban Operasi, Laba Bruto dan Laba Bersih Tahun berjalan tidak berhasil melebihi target yang telah ditentukan. Khususnya, Laba Bersih Tahun Berjalan yang hanya mencapai 28,28% dari target RKAP 2022. Hal tersebut disebabkan oleh menurunnya pendapatan di tahun 2022 sebesar 67,50% dari target karena adanya perubahan kebijakan tarif COVID-19 di tahun 2022 yang mempengaruhi perolehan pendapatan dan menurunnya pasien COVID-19.

Statement of Profit (Loss)

The realization of the Profit (Loss) Statement performance in 2022 has not reached the target set in the 2022 RKAP. All components of Profit (Loss) including Revenue, Operating Expenses, Gross Profit and Net Profit for the year has not successfully exceeded the predetermined target. In particular, the Net Profit for the Year which only reached 28.28% of the 2022 RKAP target. This was due to a decrease in income in 2022 by 67.50% due to a change in the COVID-19 tariff policy in 2022 which affected revenue generation and decreased COVID-19 patients.

Laporan Posisi Keuangan

Dari sisi Laporan Posisi Keuangan, realisasi jumlah Aset yang dibukukan pada tahun 2022 mencapai 63,95% dari target, jumlah Liabilitas mencapai 59,66% dan jumlah Ekuitas mencapai 69,15% dari target RKAP 2022. Pencapaian komponen Laporan Posisi Keuangan di tahun 2022 disebabkan oleh penuruan pada aset lancar karena adanya penurunan Kas dan Setara Kas yang signifikan.

Statement of Financial Position

In terms of the Statement of Financial Position, the realization of the number of Assets recorded in 2022 reached 63.95% of the target, total liability reached 59.66% and total Equity reached 69.15% of the 2022 RKAP target. The achievement of the components of the Statement of Financial Position in 2022 was due to a decrease in current assets due to a decrease in Cash and Cash Equivalents.

Laporan Arus Kas

Statement of Cash Flow

Arus Kas dari Aktivitas Operasi sampai dengan akhir tahun 2022 hanya mencapai 9,15% dari target RKAP 2022 dan Arus Kas untuk Aktivitas Investasi hanya mencapai 38,31% dari target yang telah ditentukan. Pencapaian tersebut disebabkan oleh penurunan aktivitas operasional bisnis karena menurunnya kasus COVID-19.

Cash Flow from Operating Activities until the end of 2022 has only reached 9.15% of the 2022 RKAP target and Cash Flow for Investment Activities only reached 38.31% of the predetermined target. This achievement was due to a decrease in business operational activities during the COVID-19 decline.

Kinerja Investasi 2022

2022 Investment Performance

(dalam jutaan Rupiah / *in million Rp)*

Uraian *Description*	Target 2022	Realisasi 2022 *2022 Realization*	Pencapaian (%) *Achievement (%)*
Business Development (BD)	1.651.600.556.983	667.286.717.860	40,4%
Non-Business Development (BD)	575.415.024.430	410.223.882.704	47,0%
Jumlah Investasi *Total Investments*	2.227.015.581.413	1.077.510.600.564	48,4%

Jumlah Investasi yang direalisasikan pada tahun 2022 tercatat sebesar Rp1,08 triliun atau mencapai 48,4% dari Target 2022. Realisasi fisik mencapai 40,4% dikarenakan ada beberapa investasi Business Development yang tertunda dan dibatalkan karena adanya kebijakan/regulasi pemerintah.

Realization of investment in 2022 amounted to Rp1.08 trillion or 48.4% of the 2022 target. Physical realization reached 40.4% because there were several Business Development investments that were delayed and canceled due to government policies/regulations.

Proyeksi Tahun 2023

2023 Projections

Menuju tahun 2023, Manajemen Perusahaan telah menetapkan target finansial yang diharapkan dapat tercapai di tahun yang akan datang seperti yang tertuang dalam RKAP 2023. Penetapan target tersebut dibuat berdasarkan berbagai asumsi makroekonomi sebagai berikut:

Towards 2023, the Company's Management has set financial targets that are expected to be achieved in the coming year as stated in the 2023 RKAP. The target setting is based on various macroeconomic assumptions as follows:

Tabel Asumsi Makroekonomi Tahun 2023

Table of Macroeconomic Assumptions for 2023

Indikator *Indicator*	Nilai Asumsi 2023 *Value Assumption for 2023*
Pertumbuhan Ekonomi *Economic Growth*	5,3%
Tingkat Inflasi *Inflation Rate*	3,6%
Kurs Rupiah per USD *Rupiah per USD Exchange Rate*	Rp14.800
Tingkat Bunga SUN 10 Tahun *SUN Interest Rate in 10 Years*	7,9%
Harga Minyak Mentah *Crude Oil Price*	USD90/barel

Sumber: Kementerian Keuangan/*Source: Ministry of Finance*

Berikut adalah target yang telah ditetapkan dalam RKAP 2023 yang meliputi Kinerja Operasional, Kinerja Keuangan, dan Kinerja Investasi yang ingin dicapai pada tahun yang akan datang.

The followings are the targets set in the 2023 RKAP which include Operational Performance, Financial Performance, and Investment Performance to be achieved in the coming year.

Proyeksi Tahun 2023: Kinerja Operasional

2023 Projections: Operational Performance

Uraian *Description*	Realisasi 2022 *2022 Realization*	Target 2023	Pertumbuhan (%) *Growth (%)*
Bed Occupancy Rate (BOR)	62,0	64,1	3,4%
Jumlah Kunjungan Rawat Jalan (kunjungan) *Total Outpatients (visits)*	5.262.060	6.392.334	21,5%
Jumlah Kunjungan Rawat Inap (kunjungan) *Total Inpatients (visits)*	325.142	402.638	23,8%
Average Length of Stay (AvLOS) (hari/*days)*	3,4	3,8	11,8%
Jumlah Kunjungan Penunjang Medis *Total Medical Support Visits*	13.252.280	13.616.380	2,7%

Upaya-upaya strategis yang akan diterapkan di tahun 2023 guna mencapai target kinerja operasional sesuai RKAP 2023, antara lain:

- Tidak ada lagi RS modular/ekstensi khusus COVID-19 yang beroperasi di tahun 2023.
- Penambahan bed dari RS yang di akuisisi pada 2023 sebesar 318 bed, yaitu dari PT PHC Medan (RS PHC Medan), PT SPMN (RS Sri Pamela, RS Sei Dadap, RS Sri Torgamba), PT NLM (RS Tandun), dan PT MYU (RS Antam Medika)
- Optimalisasi kunjungan poliklinik sore dan sabtu (*after office hours*)
- Peningkatan kunjungan pihak ketiga sebesar 10% baik rawat jalan maupun rawat inap
- Peningkatan kunjungan melalui *call centre* atau reservasi *online* sebesar 10%
- Peningkatan kunjungan dengan meningkatkan *patient experience* antara lain perbaikan dan modernisasi sarana & prasarana, penambahan dokter spesialis dan sub spesialis, penambahan utilisasi poliklinik, dll

Strategic efforts that will be implemented in 2023 to achieve operational performance targets according to the 2023 RKAP include:

- *There will be no more dedicated COVID-19 modular/extension hospitals operating in 2023.*
- *Additional beds from the hospital acquired in 2023 amounted to 318 beds, namely from PT PHC Medan (PHC Medan Hospital), PT SPMN (Sri Pamela Hospital, Sei Dadap Hospital, Sri Torgamba Hospital), PT NLM (Tandun Hospital), and PT MYU (Antam Medika Hospital)*
- *Optimizing afternoon and Saturday polyclinic visits (after office hours)*
- *Increase in third party visits by 10% both outpatient and inpatient*
- *Increase visits through call centers or online reservations by 10%*
- *Increasing visits by increasing patient experience, including repairing and modernizing facilities & infrastructure, adding specialist and sub-specialist doctors, increasing polyclinic utilization, etc.*

Proyeksi Tahun 2023: Kinerja Keuangan

2023 Projections: Financial Performance

Uraian *Description*	Realisasi 2022 *2022 Realization*	Target 2023	Pertumbuhan (%) *Growth (%)*
Pendapatan *Revenues*	5.283.921	7.419.990	50%
Beban Operasi *Operating Expenses*	(5.047.353)	6.255.904	24%
Laba Bruto *Gross Profit*	(68.844)	1.164.086	1.080%
Laba Bersih Tahun Berjalan *Profit for the Year*	184.200	945.366	271%
Laba Setelah Non Pengendali *Profit after Non-Controlling Interest*	110.445	683.529	519%

Uraian *Description*	Realisasi 2022 *2022 Realization*	Target 2023	Pertumbuhan (%) *Growth (%)*
Aset *Assets*	5.821.027	10.059.448	31%
Liabilitas *Liabilities*	2.929.358	4.650.545	19%
Ekuitas *Equity*	2.891.669	5.408.903	44%
Arus Kas dari (untuk) Aktivitas Operasi *Cash Flow from (used in) Operating Activities*	101.694	687.259	576%
Arus Kas dari (untuk) Aktivitas Investasi *Cash Flow from (used in) Investing Activities*	(1.426.085)	(839.596)	-41%

Upaya-upaya strategis yang akan diterapkan di tahun 2023 guna mencapai target kinerja keuangan sesuai RKAP 2022, antara lain

1. Penambahan Anak Perusahaan RS BUMN
2. Peningkatan kapasitas rumah sakit PELNI (Merial Tower)
3. Peningkatan kualitas layanan melalui *customer experience*
4. Implementasi *clinical excellence*
5. Standarisasi rumah sakit
6. Perluasan layanan digital
7. Penerapan program *cost optimization* dan efisiensi seperti sentralisasi *procurement*
8. Standarisasi formularium obat dan alat kesehatan
9. *Uplift Revenue*
10. *Upgrading* alat-alat kesehatan baik dari sisi teknologi maupun dari sisi pembaruan usia alat

Strategic efforts to be implemented in 2023 to achieve financial performance targets in accordance with the 2022 RKAP, include

1. *Addition of a BUMN Hospital Subsidiary*
2. *PELNI hospital capacity building (Merial Tower)*
3. *Improving service quality through customer experience*
4. *Implementation of clinical excellence*
5. *Hospital standardization*
6. *Expansion of digital services*
7. *Implementation of cost optimization and efficiency programs such as procurement centralization*
8. *Formulary standardization of drugs and medical devices*
9. *Uplift Revenue*
10. *Upgrading of medical devices, both from a technology perspective and from an age renewal perspective*

Proyeksi Tahun 2023: Kinerja Investasi

2023 Projections: Investment Performance

Rencana Investasi tahun 2023 yang akan dilaksanakan Perusahaan ditargetkan sebesar Rp500,45 miliar dengan sumber pendanaan berasal dari *own fund* dan *loan*. Berikut adalah rincian rencana Investasi Tahun 2023:

The investment plan for 2023 that will be implemented by the Company is targeted at Rp500.45 billion, with funding sources coming from own funds and loans. The following are the details of the investment plan for 2023:

Uraian *Description*	Realisasi 2022 *2022 Realization*	Target 2023	Pertumbuhan (% *Growth (%)*
Business Development (BD)	667.286.717.860	433.880.823.997	-35,0%
Non-Business Development (BD)	410.223.882.704	66.566.376.003	-83,8%

Tahun 2023, Pertamedika IHC melakukan program investasi terkait pengambil alihan kepemilikan saham di anak perusahaan maupun di perusahaan lainnya (masih dalam *core bisnis* kerumah sakitan) barang modal antara lain investasi berupa pembangunan RS baru, pengadaan alat kesehatan, renovasi dan revitalisasi sarana dan prasarana RS. Tujuannya adalah untuk meningkatkan kepemimpinan pasar dan peningkatan layanan baik dari sarana dan prasarana, memperluas jaringan, memastikan kelancaran pelaksanaan usaha di tahun-tahun yang mendatang, meningkatkan pendapatan, serta menjamin keberlangsungan usaha. Anggaran Biaya Investasi tahun 2023 direncanakan sebesar Rp500 miliar

In 2023, Pertamedika IHC will carry out an investment program related to the acquisition of share ownership in subsidiaries and other companies (still in the core of the hospital business) for capital goods, including investments in the form of building new hospitals, procuring medical devices, renovating and revitalizing hospital facilities and infrastructure. The aim is to increase market leadership and improve services both from facilities and infrastructure, expand the network, ensure the smooth running of the business in the coming years, increase revenue, and ensure business continuity. The 2023 Investment Budget Budget is planned to be Rp. 500 billion, a decrease of (- 75%) from the 2022

menurun sebesar (- 75%) dari ABI 2022. Nilai tersebut mengacu kepada arahan Pertamina (Persero) melalui korespondensi Fax dari Direktur Strategi, Portoflio, dan Pengembangan Usaha No. 193/G00000/2022-S0 Tanggal 04 Oktober 2022 Perihal Optimasi Usulan ABI RKAP 2023. Sumber pendanaan Anggaran Biaya Investasi tahun 2023 berasal dari Pendanaan Pihak Internal dan Eksternal (*Bank Loan, Strategic Partner* dan penyertaan *shareholder*).

ABI. This value refers to the direction of Pertamina (Persero) via Fax correspondence from the Director of Strategy, Portfolio and Business Development No. 193/G00000/2022-S0 Date 04 October 2022 Regarding Optimization of the 2023 RKAP ABI Proposal. The funding source for the 2023 Investment Cost Budget comes from Internal and External Party Funding (Bank Loans, Strategic Partners and shareholder participation).

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Material Information and Facts Subsequent to the Accountant's Report Date

Perusahaan tidak memiliki informasi dan fakta material yang terjadi setelah tanggal laporan akuntan.

There were no material information and facts subsequent to the accountant's report date.

Prospek Usaha

Business Outlook

Manajemen berasumsi bahwa prospek usaha Perusahaan di masa yang akan datang masih terjaga dengan baik. Asumsi tersebut dibuat berdasarkan proyeksi pertumbuhan perekonomian global, nasional yang diproyeksikan akan berangsur pulih dan diikuti dengan prospek cerah atas industri layanan kesehatan di Indonesia meskipun masih dibayangi ketidakpastian.

The management assumes that the Company's business outlook in the future is still in a maintained condition. The assumption is made based on the growth of national and global economy which is projected to gradually recover with good prospects on healthcare industry in Indonesia eventhough still overshadowed with uncertainty.

Bisnis di sektor kesehatan menjadi primadona selama masa pandemi COVID-19 serta diprediksi akan berlanjut pasca pandemi. Hal ini dikarenakan sejak pandemi, masyarakat lebih *aware* terhadap kesehatan. Hal ini dibuktikan dengan meningkatkan kepesertaan BPJS Kesehatan. Direktur Utama BPJS Kesehatan, Ghufron Mukti menjelaskan, per Oktober 2022 sebanyak 246,46 juta jiwa atau kurang lebih 89,35 persen dari seluruh penduduk Indonesia telah terjamin pembiayaan kesehatannya melalui Program JKN. Dengan semakin besarnya jumlah peserta, akses terhadap layanan di fasilitas kesehatan akan meningkat. Terlihat dari angka pemanfaatan Program JKN dari 993 ribu pemanfaatan per hari di tahun 2020 menjadi 1,1 juta pemanfaatan per hari di tahun 2021. Namun, fasilitas kesehatan yang ada saat ini dirasa masih kurang atau timpang dengan jumlah masyarakat. Hal ini dikarenakan perbandingan antara jumlah penduduk dan jumlah ketersediaan kamar di rumah sakit belum ideal. Bersadarkan *World Health Organization* (2018), perbandingan yang ideal antara daya tampung rumah sakit dan jumlah penduduk adalah 1 : 1000. Sedangkan rasio daya tampung rumah sakit di Indonesia adalah 250 juta penduduk : 230.000 tempat tidur.

Businesses in the health sector are excellent during the COVID-19 pandemic and are predicted to continue after the pandemic. This is because since the pandemic, people are more aware of health. This is evidenced by increasing BPJS Health membership. Main Director of BPJS Kesehatan, Ghufron Mukti explained, as of October 2022 as many as 246.46 million people or approximately 89.35 percent of the entire population of Indonesia have guaranteed health financing through the JKN Program. With the increasing number of participants, access to services at health facilities will increase. This can be seen from the utilization rate of the JKN Program, from 993 thousand utilization per day in 2020 to 1.1 million utilization per day in 2021. However, the existing health facilities are felt to be lacking or lame with the number of people. This is because the comparison between the number of residents and the number of available rooms in the hospital is not ideal. Based on the World Health Organization (2018), the ideal ratio between hospital capacity and population is 1: 1000. Meanwhile, the ratio of hospital capacity in Indonesia is 250 million people: 230,000 beds.

Untuk itu, Pemerintah melalui Kementerian Kesehatan sedang gencar dalam meningkatkan aksesibilitas layanan kesehatan. Hal ini meningkatkan *opportunity* pelaku industri untuk

For this reason, the Government, through the Ministry of Health, is intensively improving the accessibility of health services. This increases the opportunity for industry players to build hospitals

membangun rumah sakit atau klinik atau fasilitas kesehatan lainnya di wilayah yang dinilai masih kurang dalam fasilitas kesehatan. Begitu juga dengan PT Pertamina Bina Medika IHC, dimana di tahun 2023, Perusahaan akan menambah fasilitas kesehatan dengan membangun Merial Tower sebagai penambah fasilitas di RS Pelni, membangun RS Tipe C di Balikpapan dan membangun Bali International Hospital yang akan menjadi *master piece* Perusahaan. Selain itu, Perusahaan juga akan menambah jejaring klinik di wilayah yang saat ini belum memiliki klinik milik Pertamedika IHC.

or clinics or other health facilities in areas that are considered to be lacking in health facilities. Likewise with PT Pertamina Bina Medika IHC, where in 2023, the Company will add health facilities by building the Merial Tower as an addition to facilities at the Pelni Hospital, building a Type C Hospital in Balikpapan and building the Bali International Hospital which will be the Company's master piece. In addition, the company will also add a network of clinics in areas that currently do not have a clinic owned by Pertamedika IHC.

Namun, hal ini juga akan berlaku bagi para pesaing Perusahaan, dimana akan muncul pesaing baru maupun pesaing lama yang juga akan mengembangkan fasilitas kesehatannya. Sehingga dapat meningkatkan persaingan di industri kesehatan, khususnya rumah sakit.

However, this will also apply to the Company's competitors, where new competitors and old competitors will emerge who will also develop their health facilities. So that it can increase competition in the health industry, especially hospitals.

Meskipun, pelaku industri memiliki peluang yang cukup besar, namun tidak semudah itu menghasilkan laba bagi para pelaku industri ini. Industri kesehatan, khususnya RS dan Klinik sangat rentan tuntutan pasien serta padat sumber daya manusia, serta tingginya biaya investasi yang dibutuhkan dalam membangun dan mengembangkan rumah sakit. Dari sisi produk jasa yang ditawarkan dari satu pesaing ke pesaing lainnya relatif serupa. Yang membedakan hanya dari jenis dan kelengkapan fasilitas serta sarana prasarana yang dimiliki, kelengkapan dokter spesialis serta kualitas layanan. Beberapa rumah sakit berusaha menghindari persaingan dengan melakukan konsolidasi, memperluas pangsa pasar dan meningkatkan daya tawar mereka dengan perusahaan asuransi dan pemasok. Bentuk konsolidasi rumah sakit dapat dilihat dari upaya merger antar rumah sakit maupun akuisisi (membeli rumah sakit lain untuk dimasukkan dalam grupnya). Serta berupaya untuk bekerjasama dengan pemain global untuk menciptakan kualitas layanan berstandard internasional. Di tahun 2023, Perusahaan juga memiliki rencana untuk bekerja sama dengan pemain global untuk meningkatkan mutu layanannya.

Even though industry players have quite large opportunities, it is not that easy to generate profits for these industry players. The health industry, especially hospitals and clinics, is very vulnerable to patient demands and is full of human resources, as well as the high investment costs required to build and develop hospitals. In terms of product, the services offered from one competitor to another are relatively similar. What differs is only the type and completeness of the facilities and infrastructure owned, the completeness of specialist doctors and the quality of service. Some hospitals try to avoid competition by consolidating, expanding their market share and increasing their bargaining power with insurance companies and suppliers. The form of hospital consolidation can be seen from efforts to merge between hospitals and acquisitions (buying other hospitals to be included in the group). As well as trying to cooperate with global players to create international standard quality services. In 2023, the Company also has plans to cooperate with global players to improve the quality of its services.

Ditambah lagi, sulitnya mencari dokter spesialis untuk wilayah terpencil dan persaingan mendapatkan dokter spesialis terbaik antar rumah sakit. Pelaku industri juga perlu meningkatkan kapabilitas SDM di rumah sakitnya. Karyawan di bidang medis saat ini menginginkan untuk mempelajari keterampilan baru dan mendapatkan akses ke peluang kemajuan. Memberikan keterlibatan karyawan semacam ini adalah pekerjaan penting manajemen SDM dalam industri kesehatan. Banyak perawat yang berniat untuk melanjutkan karir mereka dengan menjadi praktisi perawat atau manajer keperawatan, dengan itu mereka mengharapkan bantuan dari pemberi kerja mereka. Hal ini dapat menimbulkan biaya yang mahal, namun biaya perekrutan dan penggantian pelatihan jauh lebih tinggi. Melatih karyawan adalah investasi, dan karyawan membayarnya dengan manfaat

In addition, it is difficult to find specialist doctors for remote areas and competition to get the best specialist doctor between hospitals. Industry players also need to improve HR capabilities in their hospitals. Employees in today's medical field want to learn new skills and gain access to advancement opportunities. Providing this kind of employee engagement is an important job of HR management in the healthcare industry. Many nurses intend to continue their careers by becoming nurse practitioners or nursing managers, and they look to their employers for help. This can be costly, but the costs of recruiting and replacing training are much higher. Training employees is an investment, and employees pay for it with other benefits. In addition, the current challenge in the health industry amid the COVID-19 pandemic is the increasing need for Digital Healthcare. In the

yang lain. Selain itu, tantangan dalam industri kesehatan saat ini ditengah pandemi COVID-19 adalah meningkatnya kebutuhan *Digital Healthcare*. Ditengah *new normal life*, sebagian besar kegiatan dilakukan dari rumah (*work from home*), serta adanya himbauan untuk tidak mengunjungi fasilitas kesehatan di tengah Pandemi COVID-19 kecuali dalam keadaan darurat, membuat beberapa Perusahaan yang bergerak dalam industri layanan kesehatan mengubah cara pemberian layanan kesehatan kepada masyarakat melalui *Digital Healthcare* antara lain *Telemedicine* dan Teleradiologi.

midst of a new normal life, most activities are carried out from home (work from home), as well as an appeal not to visit health facilities in the midst of the COVID-19 Pandemic except in an emergency, causing several companies engaged in the health service industry to change the way health services are provided. to the public through digital healthcare, including telemedicine and teleradiology.

Selain itu, untuk menjangkau masyarakat di rumah, beberapa fasilitas yang ditawarkan antara lain pengantaran obat ke rumah serta *Home Health Care* di mana tenaga kesehatan yang akan mengunjungi pasien dan melakukan perawatan kesehatan di rumah. Hal ini diproyeksikan akan terus berlanjut meski pandemi COVID-19 sudah mereda.

In addition, to reach people at home, several facilities are offered, including drug delivery to homes and Home Health Care where health workers will visit patients and perform health care at home. This is projected to continue even though the COVID-19 pandemic has subsided.

Fasilitas Kesehatan di Indonesia juga dituntut untuk bisa mengadopsi penggunaan RME (Rekam Medis Elektronik) berdasarkan Permenkes tentang Rekam Medis nomor 24 tahun 2022. Penyelenggaraan RME meliputi kegiatan registrasi pasien, pengisian informasi klinis, penyimpanan, transfer rekam medik, kepemilikan dan isi rekam medik pasien, serta keamanan dan pelindungan data pribadi. Terkait dengan keamanan data, UU Nomor 27 Tahun 2022 tentang Pelindungan Data Pribadi (PDP) telah disahkan pada 17 Oktober 2022. Sesuai UU PDP, Penyelenggara Sistem Elektronik (PSE) yaitu penyelenggara aplikasi, portal, situs web wajib bertanggung jawab memberikan jaminan pelindungan dan mencegah penyalahgunaan data pribadi. Salah satu prinsip UU PDP adalah setiap penggunaan data pribadi wajib mendapatkan persetujuan dari pemilik data. Implementasi RME di rumah sakit juga akan menghadapi tantangan konektivitas jaringan internet. Untuk itu, Pemerintah melalui Kementerian Komunikasi dan Informatika akan membangun infrastruktur digital.

Health facilities in Indonesia are also required to be able to adopt the use of RME (Electronic Medical Record) based on the Minister of Health concerning Medical Records number 24 of 2022. Implementation of RME includes patient registration activities, filling in clinical information, storing, transferring medical records, ownership and contents of patient medical records, and security and protection of personal data. Regarding data security, Law Number 27 of 2022 concerning Protection of Personal Data (PDP) was passed on October 17, 2022. According to the PDP Law, Electronic System Operators (PSE), namely application, portal, website operators, must be responsible for providing guarantees of protection and preventing misuse personal data. One of the principles of the PDP Law is that any use of personal data must obtain the consent of the data owner. RME implementation in hospitals will also face challenges of internet network connectivity. For this reason, the Government through the Ministry of Communication and Informatics will build digital infrastructure.

Menteri Kesehatan Budi Gunadi Sadikin mentargetkan akhir 2023 ingin semua rumah sakit menerapkan sistem digitalisasi dan sudah terintegrasi serta tergabung dalam Satu Sehat. Tidak hanya rumah sakit, tetapi juga puskesmas, laboratorium, dan apotek juga harus terhubung dalam sistem tersebut. Tujuannya, agar pasien tidak perlu lagi berulang-ulang mengisi formulir baru saat berpindah fasilitas pelayanan kesehatan (*fasyankes*), entah itu di klinik, rumah sakit, atau Puskesmas. Menerapkan sistem digitalisasi di rumah sakit, berarti harus mempersiapkan layanan medis, pendaftaran, hingga mengumumkan hasil diagnosis dengan teknologi internet, ditambah harus merekrut *vendor* sebagai ahli teknologi informasi (IT). Tantangan ini semakin bertambah, saat rumah sakit tersebut memiliki layanan yang beragam, sehingga harus semua report atau laporan harus dimasukan dalam sistem digital. Dalam hal ini, program

Minister of Health Budi Gunadi Sadikin targets that by the end of 2023 all hospitals will implement a digitalization system and have integrated and joined in One Health. Not only hospitals, but also health centers, laboratories and pharmacies must also be connected to the system. The goal is that patients no longer need to fill out new forms when moving health care facilities (fasyankes), whether it's at a clinic, hospital, or health center. Implementing a digitalization system in a hospital means that you have to prepare medical services, register, and announce the results of a diagnosis using internet technology, plus you have to recruit vendors as information technology (IT) experts. This challenge is increasing, when the hospital has a variety of services, so all reports must be entered in a digital system. In this case, the digitalization transformation program will be implemented in 2023 by strengthening the Company's

transformasi digitalisasi akan dilaksanakan di tahun 2023 dengan memperkuat infrastruktur, investasi, struktur organisasi hingga talent digital di Perusahaan.

infrastructure, investment, organizational structure and digital talent.

Dari sisi ekonomi, pemerintah mengatakan kondisi ekonomi Indonesia tahun 2023 optimis namun tetap waspada. Hal itu karena tahun 2023 memiliki tantangan ekonomi yang berbeda dari tahun sebelumnya, terutama kendala dari sisi *supply* akibat dampak pandemi maupun karena terjadinya perang dan geopolitik, sementara dari sisi demandnya terus bertambah sehingga meyebabkan kompleksitas. Pada 2023, pemerintah juga akan meningkatkan produktifitas dari sisi belanja yaitu dengan meningkatan kualitas sumber daya manusia termasuk meningkatkan kualitas pendidikan, pemberian bantuan sosial, meningkatkan ketahanan pangan, serta meningkatkan kualitas dan fasilitas kesehatan. Belanja kesehatan akan dijaga pada level 5% dari belanja, fokusnya adalah untuk belanja-belanja kesehatan dari sisi pembangunan fasilitas kesehatan atau layanan kesehatan primer, sekunder, dan perbaikan kualitas pelayanan kesehatan secara umum, dengan tetap memberikan dukungan terhadap kebijakan pelayanan kesehatan dan asuransi kesehatan secara nasional.

From an economic standpoint, the government says Indonesia's economic conditions in 2023 are optimistic but remain vigilant. This is because 2023 will have different economic challenges from the previous year, especially constraints on the supply side due to the impact of the pandemic as well as war and geopolitics, while on the demand side it continues to increase, causing complexity. In 2023, the government will also increase productivity in terms of spending by improving the quality of human resources including improving the quality of education, providing social assistance, increasing food security, and improving quality and health facilities. Health spending will be maintained at the level of 5% of spending, the focus is on health spending in terms of building health facilities or primary, secondary health services, and improving the quality of health services in general, while continuing to provide support for health service policies and health insurance in general. national.

Pemenuhan regulasi kelas rawat inap standard (KRIS) BPJS, dimana konsep KRIS adalah menghadirkan satu kelas standar agar masyarakat memiliki hak yang sama dalam mengakses layanan kesehatan yang mendasar. Dengan demikian, program ini akan menghapuskan layanan kelas 1, 2, dan 3 dari BPJS Kesehatan menjadi satu atau kelas standar, sebagaimana diamanatkan Undang-Undang (UU) No.40/2004 tentang Sistem Jaminan Sosial Nasional (SJSN). Adapun 12 kriteria yang harus diimplementasikan seluruh rumah sakit terkait kelas standar, yaitu:

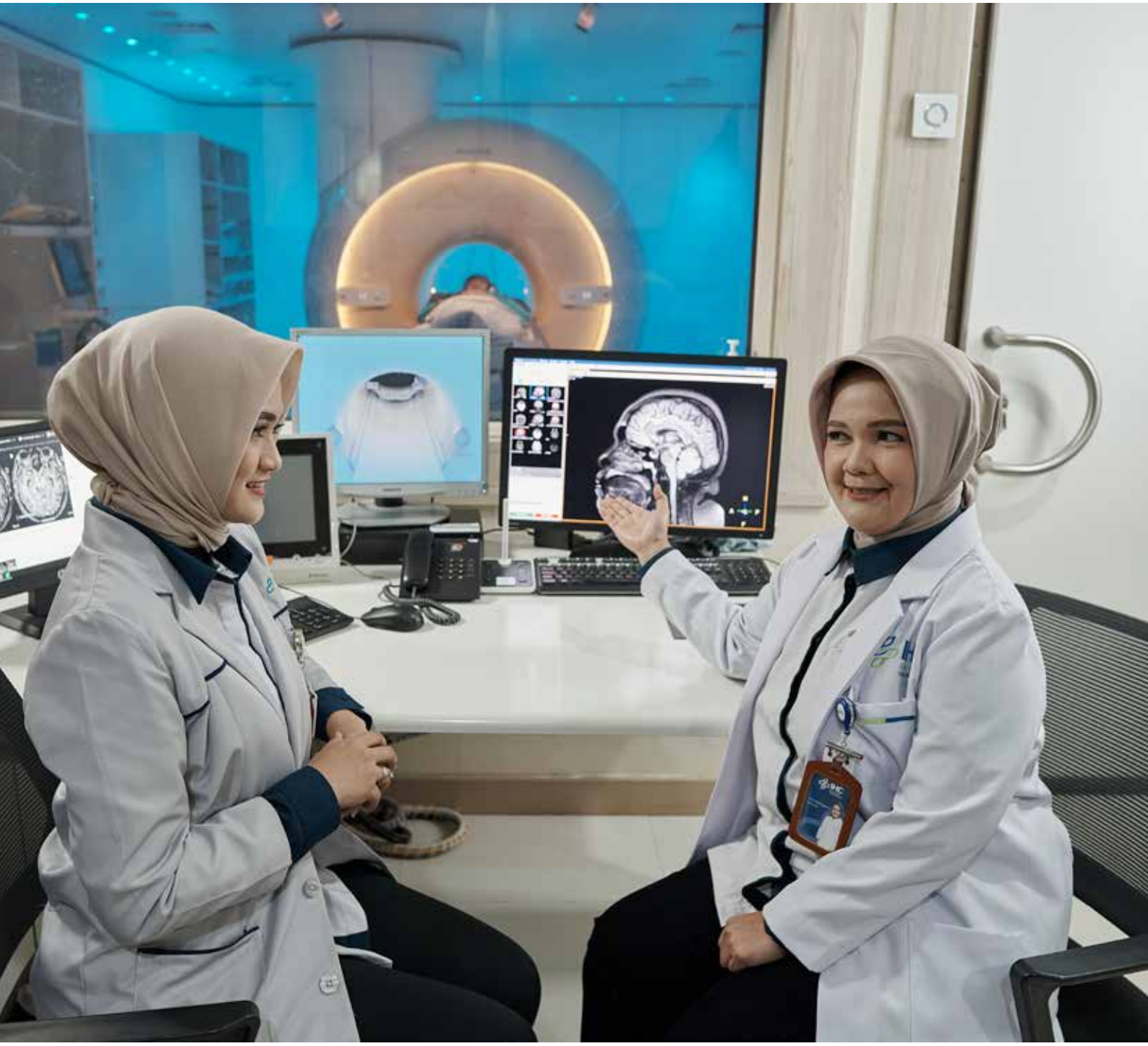
1. Bahan bangunan di RS tidak memiliki porositas tinggi.
2. Ventilasi udara.
3. Pencahayaan ruangan.
4. Kelengkapan tempat tidur (minimal 2 stop kontak, ada *nurse call*).
5. Tenaga kesehatan satu orang per tempat tidur.
6. Suhu ruangan di 20-26 derajat celcius dan kelembapan stabil.
7. Pembagian ruang berdasarkan jenis kelamin, usia, dan jenis penyakit dari infeksi, noninfeksi, bersalin).
8. Kepadatan ruangan maksimal empat tempat tidur per ruang rawat, memiliki jarak 1,5 meter antar tempat tidur, ukuran tempat tidur dapat disesuaikan.
9. Tirai/partisi tempat tidur (jarak tirai 30cm dari kantai panjang min 2m, bahan tidak berpori).
10. Kamar mandi dalam ruangan.
11. Kamar mandi sesuai dengan standar.
12. Aksesibilitas outlet oksigen.

Compliance with BPJS standard inpatient class (KRIS) regulations, where the KRIS concept is to present a standard class so that people have the same rights in accessing basic health services. Thus, this program will eliminate class 1, 2 and 3 services from BPJS Health to one or a standard class, as mandated by Law (UU) No.40/2004 concerning the National Social Security System (SJSN). There are 12 criteria that must be implemented in all hospitals related to standard classes, namely:

1. *The building materials in RS do not have high porosity.*
2. *Air ventilation.*
3. *Room lighting.*
4. *Complete bed (minimum 2 sockets, there is a nurse call).*
5. *Health worker one person per bed.*
6. *Room temperature is 20-26 degrees Celsius and humidity is stable.*
7. *Division of space based on gender, age, and type of disease from infection, non-infection, maternity).*
8. *Room density is a maximum of four beds per ward, has a distance of 1.5 meters between beds, bed size can be adjusted.*
9. *Bed curtains/partitions (curtain distance of 30cm from the minimum 2m long bed, non-porous material).*
10. *Indoor bathroom.*
11. *The bathroom is up to standard.*
12. *Accessibility of oxygen outlets.*

Pemerintah menargetkan pada awal tahun 2024, seluruh rumah sakit sudah menerapkan KRIS. Hal ini tentu saja membuat seluruh RS harus menata ulang kamar rawat inapnya untuk memenuhi regulasi tersebut. Sehingga membutuhkan investasi yang tidak sedikit. Hal ini juga berlaku di RS milik PBM IHC, dimana RS perlu menata ulang kamar rawat inapnya.

The government targets that in early 2024, all hospitals will have implemented KRIS. This of course makes all hospitals have to rearrange their inpatient rooms to comply with these regulations. So it requires a lot of investment. This also applies to hospitals owned by PBM IHC, where hospitals need to rearrange their inpatient rooms.



Aspek Pemasaran
Marketing Aspect

Strategi Pemasaran

Dalam menerapkan kegiatan pemasarannya, Perusahaan terus melakukan analisa dan perhitungan yang terukur dan jelas agar aktivitas pemasarannya dapat tepat sasaran dan berjalan dengan optimal. Kegiatan tersebut secara konsisten dilakukan dan dikembangkan untuk meraih usaha yang berkelanjutan.

Divisi *Business Development & Marketing* Perusahaan giat meningkatkan *Brand Awareness* Perusahaan, meningkatkan angka kunjungan dan pendapatan Pertamedika IHC melalui penyusunan program kerja yang ditetapkan berdasarkan segmentasi, *targeting* dan *positioning customer* Perusahaan.

Fungsi *Product Development & Marketing* melaksanakan kegiatan marketing untuk meningkatkan *brand awareness* perusahaan, peningkatan angka kunjungan dan pendapatan. Kegiatan marketing dilakukan melalui beberapa pilar strategis yang menjadi Program Kerja di 2022 yaitu :

1. *Integrated Marketing Communication*
   Program untuk mengkomunikasikan produk dan *brand* perusahaan melalui kegiatan promosi dan *digital marketing*.
2. *Strategic Selling*
   Program untuk meningkatkan kunjungan melalui Sinergi Pertamina serta meretas hubungan baik dengan perusahaan dan asuransi untuk memenuhi kebutuhan dari pelanggan melalui kontrak layanan kesehatan maupun kontrak layanan OH IH.
3. *New Business Model*
   Program untuk menyelaraskan strategi melalui standarisasi informasi dan aktivitas pemasaran di unit dan AP dalam meningkatkan kunjungan dan pendapatan.

Pilar-pilar tersebut didukung dengan peningkatan pelayanan melalui transformasi *Patient Experience* serta peningkatan kompetensi tenaga marketing melalui kegiatan STUTO (*Study Together*).

Pangsa Pasar

Dengan menggunakan data-data konsumsi per kapita yang terkait dengan layanan kesehatan pada data BPS (Sensus 2022) kemudian ditambah dengan data *spending* layanan kesehatan baik dari asuransi sosial (pemerintah atau BPJS) dan asuransi swasta, didapatkan spending untuk layanan kesehatan adalah sebesar Rp922.083,- /kapita/ tahun. Data tersebut kemudian digunakan untuk melakukan perhitungan *market share* layanan kesehatan yang dilakukan oleh PT Pertamina Bina Medika IHC sebagai berikut:

Marketing Strategy

In implementing its marketing activities, the Company continues to carry out measurable and clear analysis and calculations so that its marketing activities can be right on target and run optimally. These activities are consistently carried out and developed to achieve a sustainable business.

The Company's Business Development & Marketing Division is active in increasing the Company's Brand Awareness, increasing the number of visits and income of Pertamedika IHC through the preparation of work programs that are determined based on segmentation, targeting and positioning of the Company's customers.

The Product Development & Marketing function carries out marketing activities to increase company brand awareness, increase the number of visits and revenue. Marketing activities are carried out through several strategic pillars which will become the Work Program in 2022, namely:

1. *Integrated Marketing Communication*
   Programs to communicate company products and brands through promotional activities and digital marketing.
2. *Strategic Selling*
   Programs to increase visits through Pertamina Synergy and build good relations with companies and insurance to meet the needs of customers through health service contracts and OH IH service contracts.
3. *New Business Model*
   Program to align strategy through information standardization and marketing activities in units and APs in increasing visits and revenues.

These pillars are supported by improving services through the transformation of Patient Experience and increasing the competence of marketing staff through STUTO (Study Together) activities.

Market Share

By using per capita consumption data related to health services in BPS data (2022 Census) and then adding health service spending data from both social insurance (government or BPJS) and private insurance, it is obtained that spending for health services is Rp922,083.- /capita/ year. The data is then used to calculate the market share of health services carried out by PT Pertamina Bina Medika IHC as follows :

No	Entitas *Entity*	Pendapatan 2022 *Revenue in 2022* (Rpmiliar / *billion*)	Estimasi Market Size *Estimated Market Size* (Jumlah Penduduk dalam jangkauan layanan / *Total People in Coverage*)	Estimasi *Spending* Kesehatan Penduduk *Estimated People Health Spending* (Rpmiliar / *billion*)	Estimasi *Market Share* *Estimated Market Share*
1	PBM IHC	1.811	36.751.642	33.888	5%
2	PT RS Pelni	571	10.947.173	10.094	6%
3	PT RS Pelabuhan	498	8.671.538	7.996	6%
4	PT Bakti Timah Medika	316	1.712.975	1.580	20%
5	PT NMU	541	7.421.220	6.843	8%
6	PT NSM	369	3.998.278	3.687	10%
7	PT RNM	164	4.544.843	4.191	4%
8	PT PHC	375	5.245.906	4.837	8%
9	PT KM	299	2.749.627	2.535	12%

Average market share PBM IHC tahun 2022 diestimasikan sebesar 5% pada setiap wilayah kompetisinya. Dengan market share tersebut, masih potensial untuk= ditingkatkan lagi mengingat utilitas kapasitas saat ini masih belum mencapai titik optimal.

The average market share of PBM IHC in 2022 is estimated at 5% in each competition area. With this market share, there is still potential for improvement considering that current capacity utilization has not yet reached its optimal point.

Realisasi Sinergi

Sinergi Pertamina dan Anak Perusahaan adalah upaya mengoptimalkan revenue dan penurunan biaya dengan pemberdayaan Anak Perusahaan Pertamina dalam memenuhi kebutuhan barang dan jasa dari masing-masing Anak Perusahaan.

Adapun Sinergi yang telah terjalin antara Pertamedika IHC dengan Anak Perusahaan Pertamina lainnya di tahun 2022 adalah sebagai berikut:

Synergy Realization

The synergy between Pertamina and its Subsidiaries is an effort to optimize revenue and reduce costs by empowering Pertamina's Subsidiaries to meet the needs of goods and services from each Subsidiary.

The synergies that have been established between Pertamedika IHC and other Pertamina Subsidiaries in 2022 are as follows:

No	Pertamina dan Anak Perusahaan *Pertamina and Subsidiaries*	Realisasi 2022 Provider Layanan Kesehatan *2022 Realization of Health Service Providers*
1	PT Pertamina EP	121.015
2	PT Kilang Pertamina International	117.532
3	PT Patra Niaga Konsolidasi	52.497
4	PT Pertamina (Persero)	40.567
5	PT Pertamina Hulu Energi	25.060
6	PT Pertamina International Shipping	23.567
7	PT Pertamina Drilling Services Indonesia	21.651
8	PT Pertamina Hulu Indonesia	18.996
9	Kementerian Kesehatan Republik Indonesia	155.117
10	Badan Penyelenggara Jaminan Sosial Kesehatan	1.949.017
11	PT Pertamina Training & Consulting	11.789
12	PT Pertamina Geothermal Energy	9.656

No	Pertamina dan Anak Perusahaan *Pertamina and Subsidiaries*	Realisasi 2022 Provider Layanan Kesehatan *2022 Realization of Health Service Providers*
13	PT Elnusa Tbk	9.194
14	PT Pertamina Gas	8.617
15	PT Pertamina Trans Kontinental	6.903
16	PT Pertamina EP Cepu	6.235
17	Lain-lain	34.773
18	Total Keseluruhan	2.612.186

Kebijakan Dividen
Dividend Policy

Tahun Buku 2021

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler tentang Rapat Umum Pemegang Saham Tahunan Tahun Buku 2021, yang diselenggarakan pada 21 April 2022, para pemegang saham menyetujui untuk melakukan pembagian dividen sebesar Rp311,543 miliar atau sebesar 45% dari laba bersih tahun berjalan.

2021 Fiscal Year

Based on Circular Shareholders Decree concerning The Annual General Meeting of Shareholders for Fiscal Year 2021, which was held on April 21, 2022, the shareholders agreed to distribute dividends of Rp311.543 billion or 45% from net income for the year.

Tahun Buku 2020

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler tentang Rapat Umum Pemegang Saham Tahunan Tahun Buku 2020, yang diaktakan dengan Akta No.36 tanggal 27 April 2021, para pemegang saham menyetujui untuk melakukan pembagian dividen sebesar 10%.

2020 Fiscal Year

Based on the Circular Resolution of Shareholders regarding the Annual General Meeting of Shareholders for 2020 Fiscal Year which was notarized by Deed No.36 dated April 27, 2021, the shareholders agreed to distribute 10% dividends.

Kontribusi Terhadap Negara
Contribution to the Country

Pada tahun 2021 dan 2022, Perusahaan telah melakukan pemenuhan terkait kewajiban dalam membayar pajak yang merupakan salah satu bentuk kontribusi terhadap negara. Berikut rincian pembayaran kewajiban Perusahaan, terkait Perpajakan di tahun 2021 dan 2022.

In 2021 and 2022, the Company has fulfilled its obligations to pay taxes, which is a form of contribution to the state. The following are details of the payment of the Company's obligations, related to taxation in 2021 and 2022.

Uraian *Description*	2022	2021	Pertumbuhan *Growth*	
			Nominal	Persentase (%) *Percentage (%)*
PPh 21 *Income Tax 21*	25.666	29.855	(4.189)	-14%
PPh 23 *Income Tax 23*	903	1.504	(601)	-40%
PPh 26 *Income Tax 26*	-	11	(11)	-100%
PPh 4 (2) *Income Tax 4 (2)*	3.939	1.692	2.247	133%
PPh 29 *Income Tax 29*	14.684	216.444	(201.760)	-93%
PPN *Value Added Tax*	9.523	4.038	5.485	136%
Jumlah ***Total***	**54.730**	**253.567**	**(198.837)**	**-78%**

Program Kepemilikan Saham Karyawan dan/ atau Manajemen (ESOP/MSOP)

Employee and/or Management Stock Option Program (ESOP/MSOP)

Sampai dengan 31 Desember 2022, Perusahaan tidak memiliki program kepemilikan saham oleh karyawan dan/atau manajemen (ESOP/MSOP), sehingga tidak terdapat informasi mengenai jumlah saham ESOP/MSOP dan realisasinya, jangka waktu, persyaratan karyawan dan/atau manajemen yang berhak, dan harga *exercise*.

As of December 31, 2022, the Company did not have a share ownership program for employees and/or management (ESOP/MSOP), hence there is no information regarding the number of ESOP MSOP shares and their realization, period, requirements for eligible employees and/or management, and exercise price.

Realisasi Dana Hasil Penawaran Umum

Realization of Proceeds from the Public Offering

Sampai dengan 31 Desember 2022, Perusahaan tidak melakukan penawaran umum di bursa saham mana pun. Oleh karena itu tidak terdapat informasi terkait total perolehan dana, rencana penggunaan dana, rincian penggunaan dana, sado dana, dan tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana.

As of December 31, 2022, the Company has not made a public offering on any stock exchange. Therefore, there is no information regarding the total proceeds, the plan for the use of proceeds, details of the use of proceeds, balance, and the date of approval of the GMS/GMB for changes in the use of proceeds.

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau dengan Pihak Afiliasi/ Berelasi

Information on Material Transactions Containing Conflict of Interest and/or with Affiliated/ Related Parties

Dalam menjalankan kegiatan usahanya, Perusahaan melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK No. 7 mengenai "Pengungkapan Pihak-pihak Berelasi." Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

In carrying out its business activities, the Company conducts transactions with related parties as defined in PSAK No. 7 regarding "Related Party Disclosures." A related party is a person or entity that is related to the reporting entity:

(1) Orang atau anggota keluarga terdekatnya dikatakan memiliki relasi dengan Perusahaan jika orang tersebut:
   (i) memiliki pengendalian ataupun pengendalian Bersama terhadap Perusahaan,
   (ii) memiliki pengaruh signifikan terhadap Perusahaan, atau
   (iii) merupakan personil manajemen kunci dari Perusahaan ataupun entitas induk.

(2) Sedangkan suatu entitas dikatakan memiliki relasi dengan Perusahaan jika memenuhi salah satu dari hal berikut ini:
   (i) entitas tersebut dan Perusahaan adalah anggota dari kelompok usaha yang sama, merupakan entitas asosiasi atau ventura bersama dari Perusahaan (atau entitas asosiasi atau ventura bersama tersebut merupakan anggota suatu kelompok usaha di mana Perusahaan adalah anggota dari kelompok usaha tersebut),
   (ii) entitas tersebut dan Perusahaan adalah ventura Bersama dari pihak ketiga yang sama,
   (iii) satu entitas yang merupakan ventura bersama dari Perusahaan dan entitas lain yang merupakan entitas asosiasi dari Perusahaan,
   (iv) merupakan suatu program imbalan pascakerja untuk imbalan kerja dari Perusahaan atau entitas yang terkait dengan Perusahaan. Jika Perusahaan adalah penyelenggara program tersebut, maka entitas sponsor juga berelasi dengan Perusahaan,
   (v) entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam angka (i) di atas,
   (vi) orang yang diidentifikasi dalam angka (i) memiliki pengaruh signifikan terhadap entitas atau personil manajemen kunci dari entitas tersebut (atau entitas induk dari entitas).
   (vii) Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

(1) A person or immediate family member is said to have a relationship with the Company if that person:
   (i) has control or joint control over the Company,
   (ii) has significant influence over the Company, or
   (iii) is key management personnel of the Company or its parent entity.

(2) Meanwhile, an entity is said to have a relationship with the Company if it meets one of the following:
   (i) the entity and the Company are members of the same group of business, are an associate or joint venture of the Company (or the associate or joint venture is a member of a business group of which the Company is a member of the group),
   (ii) the entity and the Company are joint ventures of the same third party,
   (iii) an entity that is a joint venture of the Company and another entity that is an associate of the Company,
   (iv) is a post-employment benefit plan for the benefit of employees of the Company or entities related to the Company. If the Company is the organizer of the program, the sponsoring entity is also related to the Company,
   (v) an entity that is controlled or jointly controlled by the person identified in number (i) above,
   (vi) the person identified in number (i) has significant influence over the entity or key management personnel of that entity (or a parent of the entity).
   (vii) An entity, or a member of a group to which the entity is part of the group, provides key management personnel services to the reporting entity or to a parent of the reporting entity.

Nama, Sifat Hubungan, dan Jenis Transaksi dengan Pihak Berelasi

Berikut adalah penjelasan mengenai nama pihak berelasi, sifat hubungan dan jenis transaksi dengan pihak berelasi sampai dengan 31 Desember 2022:

Name and Nature of Relationships and Types of Transactions with Related Parties

The following is an explanation of the names of related parties, the nature of the relationship and types of transactions with related parties as of December 31, 2022:

Pihak Berelasi *Related Parties*	**Sifat Hubungan** *Nature of Relations*	**Sifat Transaksi** *Nature of Transaction*
PT Pertamina (Persero)	Pemegang Saham *Shareholder*	Jasa Kesehatan, Sewa Utilitas, dan Biaya Pelatihan *Healthcare services, utilities rent and training fee*
PT Pertamina EP	Entitas Sepengendali *Entities under common control*	Jasa Kesehatan dan Sewa Utilitas *Healthcare services and utilities rent*

Pihak Berelasi *Related Parties*	Sifat Hubungan *Nature of Relations*	Sifat Transaksi *Nature of Transaction*
PT Pertamina *Training & Consulting*	Entitas Sepengendali *Entities under common control*	Jasa Kesehatan dan Sewa Utilitas *Healthcare services and utilities rent*
PT Pertamina Gas, PT Pertamina Trans Kontinental, PT Pertamina Patra Niaga, PT Pelita Air Service, PT Pertamina Hulu Energi, PT Patra Jasa, PT Elnusa Tbk Patra Trading, PT Pertamina Geothermal Energy, PT Tugu Pratama Indonesia, PT Pertamina PDV Indonesia, PT Pertamina Drilling Services Indonesia, PT Pertamina Retail, PT Pertamina Lubricants, PT Pertamina EP Cepu, PT Pertamina Internasional Eksplorasi dan Produksi, PT Pertamina EP Cepu ADK, PT Pertamina Algeria Eksplorasi dan Produksi, Conoco Phillips Algeria Limited, PT Perusahaan Gas Negara Tbk, PT Pertamina International Shipping, PT Pertamina Hulu Indonesia, PT Nusantara Regas, PT Pertamina Power Indonesia	Entitas Sepengendali *Entities under common control*	Jasa Kesehatan *Healthcare services*
Yayasan Kesehatan Pertamina	Pihak Berelasi Lainnya *Other related party*	Jasa Kesehatan *Healthcare services*
Sekolah Tinggi Ilmu Kesehatan (STIKES)	Pihak Berelasi Lainnya *Other related party*	Pinjaman dan Pendapatan Bunga *Loan and interest income*
Akademi Keperawatan Pertamina	Pihak Berelasi Lainnya *Other related party*	Pinjaman dan Pendapatan Bunga *Loan and interest income*
Dewan Komisaris dan Dewan Direksi	Manajemen Kunci Perusahaan *Key management of the*	Kompensasi dan Remunerasi *Compensation and remuneration*
PT Bank Mandiri (Persero) Tbk, PT Bank BRI (Persero) Tbk, PT Bank BNI (Persero) Tbk, PT Bank BNI Syariah, PT Bank BRI Syariah, PT Bank Pembangunan Daerah Jawa Timur Tbk, PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara, PT Bank Pembangunan Daerah Jawa Barat dan Banten, PT Bank BTN (Persero) Tbk, PT Bank DKI	Perusahaan Afiliasi *Affiliated Company*	Jasa Perbankan *Banking Services*

Rincian transaksi dengan pihak berelasi tahun 2022 dan 2021 adalah sebagai berikut:

Details of transaction with related parties in 2022 and 2021 is as follows:

Kas dan Setara Kas

Cash and Cash Equivalents

Uraian *Description*	2022	2021
PT Bank Syariah Mandiri	419.816	-
PT Bank BNI (Persero) Tbk	151.005	374.186
PT Bank BRI (Persero) Tbk	442.313	601.726
PT Bank Mandiri (Persero) Tbk	278.908	509.825
PT Bank Pembangunan Daerah Jawa Barat dan Banten	236	84.582
PT Bank BTN (Persero) Tbk	28.205	82.591
PT Bank BRI Syariah	34.562	-
PT Bank BNI Syariah	47.689	-
PT Bank Pembangunan Daerah Jawa Timur Tbk	5.000	-
PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara	-	-
PT Bank DKI	-	-

Uraian *Description*	2022	2021
PT Bank Syariah Indonesia	147.652	943.085
Lain-Lain	4.982	2.646
Total	1.560.368	2.598.641
Persentase Terhadap Jumlah Aset *Percentage to Total Assets*	20,37%	34,89%

Piutang Usaha *Trade Receivables*

Uraian *Description*	31 Desember *December 31*	
	2022	2021
PT Pertamina (Persero)	36.737	63.926
PT Pertamina EP	65.065	49.810
PT Pertamina Geothermal Energy	-	-
PT Perusahaan Gas Negara Tbk	1.326	18.381
PT Pertamina Driling Service Indonesia	16.938	27.857
PT Pertamina Hulu Energi	27.231	25.918
PT Pertamina Hulu Indonesia	10.244	28.674
PT Elnusa Tbk	-	-
PT Pertamina Lubricants	-	-
PT Patra Niaga	34.396	38.531
PT Pertamina *Training & Consulting*	-	-
PT Pertamina EP Cepu	7.039	10.709
PT Pertamina Retail	-	-
PT Pertamina International Shipping	-	-
PT Pertamina Internasional Eksplorasi dan Produksi	-	-
PT Pertamina Transkontinental	-	-
PT Patra Jasa	-	-
PT Nusantara Regas	-	-
PT Tugu Pratama Indonesia	-	-
PT Pelita Air Service	-	-
PT Pertamina EP Cepu ADK	-	-
PT Pertamina Dana Ventura	-	-
PT Pertamina Gas	-	-
PT Kilang Pertamina Internasional	62.787	37.814
Pihak Berelasi Lainnya / *Other Related Parties*	69.345	31.637
Yayasan Kesehatan Pertamina	-	-
Total	331.108	333.257
% Terhadap Jumlah Aset *% to Total Assets*	4,32%	4,47%

Utang Usaha *Trade Payables*

Uraian / *Description*	2022	2021
PT Pertamina (Persero)	23.322	17.880
PT Patra Jasa	20.572	710
PT Pertamina Training & Consulting	221	73
PT Patra Niaga (SH C&T)	137	212
PT Perusahaan Gas Negara	-	113
PT Pelita Air Service	-	-
PT Pertamina EP	-	209
PT Tugu Pratama Indonesia	406	287
PT Pertamina Hulu Energi	1	-
Total	49.012	29.685
% Terhadap Jumlah Liabilitas *% to Total Liabilities*	1,26%	0,82%

Pendapatan *Revenue*

Uraian / *Description*	31 Desember / *December 31*	
	2022	2021
PT Pertamina (Persero)	40.567	203.742
PT Pertamina EP	121.015	116.305
PT Kilang Pertamina Internasional	117.532	38.244
PT Pertamina Hulu Energi	25.060	27.628
PT Pertamina Hulu Indonesia	18.996	22.973
PT Pertamina Drilling Service Indonesia	21.651	28.900
PT Elnusa Tbk	9.194	10.952
Lain-Lain *Others*	136.253	46.038
Total	490.268	494.782
% Terhadap Jumlah Pendapatan *% to Total Revenue*	9,92%	7,24%

Beban Operasi *Operating Expenses*

(dalam jutaan Rupiah/ *in millions Rp)*

Uraian / *Description*	31 Desember / *December 31*	
	2022	2021
PT Patra Jasa	31.631	1.177
PT Kilang Pertamina Internasional	11.005	2.768
PT Pertamina (Persero)	6.997	8.650

(dalam jutaan Rupiah/ *in millions Rp)*

Uraian / *Description*	31 Desember / *December 31*	
	2022	2021
PT Pertamina Patra Niaga	1.855	472
PT Pertamina Training & Consulting	1.407	1.023
PT Tugu Pratama Indonesia	463	433
PT Pelita Air Service	-	-
Total	53.358	14.523
% Terhadap Jumlah Beban Operasi *% to Total Operating Expenses*	1,05%	0,25%

Manajemen Kunci

Dewan Komisaris dan Komite Audit memiliki peran yang proaktif dalam memastikan bahwa seluruh transaksi dengan Pihak Berelasi pada tahun 2022 dan 2021 telah dilakukan dengan wajar.

Seluruh transaksi dengan Pihak Berelasi yang dilakukan pada tahun 2022 dan 2021 diperlukan untuk mendukung lancarnya kegiatan operasional Perusahaan yang pada akhirnya berkontribusi pada peningkatan kinerja di 2 tahun tersebut.

Manajemen menilai bahwa seluruh transaksi dengan Pihak Berelasi di tahun 2022 telah memenuhi peraturan dan ketentuan yang terkait.

Key Management

The Board of Commissioners and the Audit Committee have a proactive role in ensuring that all transactions with Related Parties in 2022 and 2021 have been carried out fairly.

All transactions with Related Parties carried out in 2022 and 2021 were required to support the smooth operation of the Company which ultimately contributed to the improved performance in those 2 years.

The management assesses that all transactions with related parties in 2022 have complied with the relevant laws and regulations.

Informasi Material Terkait Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi dan Restrukturisasi Utang/ Modal

Material Information on Investment, Expansion, Divestment, Merger/ Consolidation, Acquisition, and Debt/ Capital Restructuring

Akuisisi

Pada tahun 2022, Perseroan tidak melakukan akuisisi.

Aquisition

In 2022, the Company did not conduct any acquisition.

Perubahan Peraturan yang Signifikan dan Dampaknya Terhadap Perusahaan

Significant Changes in the Laws and Regulations and its Impacts on the Company

Nama Peraturan *Regulation*	Perihal *Subject*	Dampak terhadap Perusahaan *Impact on the Company*
Peraturan Pemerintah (PP) RI Nomor 41 Tahun 2022 tentang Kawasan Ekonomi Khusus Sanur *Government Regulation (PP) of RI Number 41 of 2022 regarding the Sanur Special Economic Zone*	Kawasan Ekonomi Khusus (KEK) Sanur Bali *Sanur Special Economic Zone (SEZ)*	- Akan didirikan Rumah Sakit bertaraf Internasional Bali Internasional Hospital (BIH) - Menjadi Kawasan Ekonomi Khusus (KEK) Kesehatan dan KEK Pariwisata Sanur di Propinsi Bali diharapkan dapat mengakselerasi sektor Kesehatan dan juga sektor Pariwisata pada Provinsi Bali. - KEK Sanur memiliki konsep pengembangan Kesehatan dan menjadi KEK Kesehatan Pertama di Indonesia sekaligus menjadi KEK Pariwisata yang berorientasi kepada nuansa alam dan memaparkan keindahan Pantai yang terdapat di Sanur, Pulau Bali. - *Bali International Hospital (BIH) will be established as an international standard hospital* - *Becoming a Health Special Economic Zone (SEZ) and Tourism SEZ Sanur in the Province of Bali is expected to accelerate the Health sector and also the Tourism sector in the Province of Bali.* - *Sanur SEZ has the concept of developing Health and is the first Health SEZ in Indonesia as well as a Tourism SEZ that is oriented towards natural nuances and describes the beauty of the beaches in Sanur, Bali Island.*

Perubahan Kebijakan Akuntansi

Changes in Accounting Policy

Standar baru, revisi terhadap standar yang telah ada dan interpretasi berikut ini, telah diterbitkan dan wajib untuk diterapkan untuk pertama kali untuk tahun buku Perusahaan yang dimulai pada atau setelah tanggal 1 Januari 2022 atau periode setelahnya.

New standards, revisions to existing standards and the following interpretations, have been published and shall be applied for the first time for the Company's financial years beginning on or after January 1, 2022 or the period thereafter

Perubahan Kebijakan Akuntansi *Changes in Accounting Policy*	Alasan Perubahan *Reason of Change*	Dampak Kuantitatif terhadap Laporan Keuangan *Quantitative Impact on Financial Statements*
Amandemen PSAK 22: Kombinasi Bisnis – Rujukan ke Kerangka Konseptual *Amendments to PSAK 22: Business Combinations – Reference to Conceptual Frameworks*	Mengklarifikasi interaksi antara PSAK 22, PSAK 57, ISAK 30 dan Kerangka Konseptual Pelaporan Keuangan *These amendments clarify the interactions between PSAK 22, PSAK 57, ISAK 30 and the Conceptual Framework of Financial Reporting*	Tidak berdampak pada laporan keuangan *Not impacting the financial statements*

Perubahan Kebijakan Akuntansi *Changes in Accounting Policy*	**Alasan Perubahan** *Reason of Change*	**Dampak Kuantitatif terhadap Laporan Keuangan** *Quantitative Impact on Financial Statements*
Amandemen PSAK 57: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Merugi-Biaya Memenuhi Kontrak *Amendments to PSAK 57: provisions, Contingent Liabilities, and Contingent Assets – Onerous Contract Fulfillment Costs*	Mengatur biaya-biaya untuk memenuhi kontrak merugi terdiri dari biaya yang terkait langsung dengan kontrak *Regulates costs to fulfill an onerous contract consist of costs that are directly related to the contract*	Tidak berdampak pada laporan keuangan *Not impacting the financial statements*
Penyesuaian Tahunan 2020 – PSAK 71: Instrumen Keuangan *2020 Annual Improvement – PSAK 71: Financial Instruments*	Mengklarifikasi biaya yang diperhitungkan entitas dalam mengevaluasi apakah persyaratan yang dimodifikasi dari suatu liabilitas keuangan menyebabkan penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru. *Clarifying the costs that the entity takes into account in evaluating whether the modified terms of a financial liability result in derecognition of the original financial liability and the recognition of a new financial liability.*	Tidak berdampak pada laporan keuangan *Not impacting the financial statements*
Penyesuaian Tahunan 2020 – PSAK 73: Sewa *2020 Annual Improvements – PSAK 73: Leases*	Menghilangkan dari *contol* ilustrasi penggantian perbaikan properti sewaan oleh pesewa untuk mengatasi potensi kebingungan mengenai perlakuan insentif sewa yang mungkin timbul karena cara insentif sewa diilustrasikan dalam contoh tersebut. *Omitting from the example illustrates the replacement of rental property repairs by a lessee to address potential confusion regarding the treatment of rental incentives that might arise because of the way rental incentives are illustrated in the example.*	Tidak berdampak pada laporan keuangan *Not impacting the financial statements*

Kelangsungan Usaha
Business Continuity

Hal-Hal Yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha dan *Assessment* Manajemen atas Hal-Hal Yang Berpengaruh Signifikan Terhadap Kelangsungan Usaha Perseroan

Matters with Significant Impact on Business Continuity and Management's Assessment of Matters With Significant Impact on the Company's Business Continuity

Sampai dengan akhir tahun 2022, Manajemen menilai bahwa Perusahaan tidak memiliki hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usahanya. Meskipun kinerja Perusahaan secara umum mengalami penurunan, namun Perusahaan memiliki faktor internal dan eksternal yang kondusif terhadap kinerja operasionalnya melalui penilaian atas peta kekuatan, kelemahan, tantangan dan peluang usaha yang dimilikinya melalui Analisa SWOT.

As of the end of 2022, the Management considers that the Company does not have anything that has the potential to significantly affect its business continuity. Even though the Company's performance decreased in general, however the Company has internal and external factors that are conducive to its operational performance through an assessment of the map of its strengths, weaknesses, challenges and business opportunities through a SWOT analysis.

Asumsi yang Digunakan Manajemen dalam Melakukan *Assessment*

Penurunan kinerja Perseroan secara umum terjadi karena karena adanya perubahan regulasi terhadap perlakuan pasien COVID-19. Namun, Perusahaan secara proaktif terus memanfaatkan peluang yang ada serta penghematan biaya, sehingga diharapkan kinerja ke depannya akan semakin membaik. Selain itu, Perseroan juga menerapkan rencana *Unlock Value* Perusahaan secara komprehensif yang diharapkan dapat mendorong peningkatan kinerja operasional ke depan.

Selain itu, asumsi yang digunakan Manajemen atas kekuatan kelangsungan usaha Perusahaan juga dibuat berdasarkan analisis SWOT yang merupakan suatu teknik perencanaan strategi yang bermanfaat untuk mengevaluasi kekuatan (*strengths*), kelemahan (*weaknesses*), peluang (*opportunities*) dan ancaman (*threats*).

Assumptions Used by Management in Conducting the Assessment

The decline in the Company's performance in general occurred due to changes in regulations regarding the treatment of COVID-19 patients. However, the Company proactively continues to take advantage of existing opportunities as well as cost savings, so that it is hoped that future performance will improve. In addition, the Company also implements a comprehensive Company Unlock Value plan which is expected to encourage increased operational performance going forward.

In addition, to references for the Company's financial performance, the assumptions used by Management for the strength of the Company's business continuity are also made based on a SWOT analysis, which is a useful strategic planning technique for evaluating strengths, weaknesses, opportunities and threats.

Kekuatan *(Strengths)*

1. Kondisi keuangan yang meningkat
2. Dukungan BUMN dan pemegang Saham yang kuat untuk melakukan pengembangan dan investasi
3. Brand Pertamedika IHC baik dan kuat
4. Teknologi penunjang medis yang memadai
5. Memiliki daftar obat standar yang menciptakan efisiensi harga obat
6. Seluruh RS terakreditasi
7. Jaringan RS dengan tempat tidur yang terbesar

Kelemahan *(Weaknesses)*

1. Tenaga dokter spesialis dan subspesialis belum terpenuhi di beberapa RS, khususnya di wilayah luar Pulau Jawa
2. Sistem informasi RS belum seragam dan terintegrasi
3. Tidak semua RS Pertamina berada di wilayah yang mudah diakses oleh pelanggan dan transportasi umum

Peluang *(Opportunities)*

1. Belanja kesehatan masyarakat Indonesia mengalami pertumbuhan yang terus mengalami peningkatan
2. Beberapa lokasi di Indonesia terjadi kekurangan komposisi jumlah tempat tidur dibandingkan jumlah populasi penduduk
3. Pasar BPJS yang belum tergarap secara optimal
4. 5 (lima) penyakit tertinggi di Indonesia adalah jantung, stroke, kanker, diabetes, dan ortopedi melahirkan kebutuhan *center of excellence* khusus
5. Banyak investor dan perbankan yang berminat melakukan investasi di layanan Kesehatan

Strengths

1. *Improved financial conditions*
2. *Strong supports from SOE and Shareholders to carry out developments and investments*
3. *Good and strong Pertamina Hospital brand*
4. *Adequate medical support technology*
5. *List of standard drugs that create drug price efficiencies*
6. *Accredited hospitals*
7. *Largest Hospital Network with inpatient beds*

Weaknesses

1. *Specialist and sub-specialist doctors have not been fulfilled in several hospitals, especially in areas outside Java*
2. *Hospital information system is not yet uniform and integrated*
3. *Not all Pertamina hospitals are located in areas that are easily accessible to customers and public transportation*

Opportunities

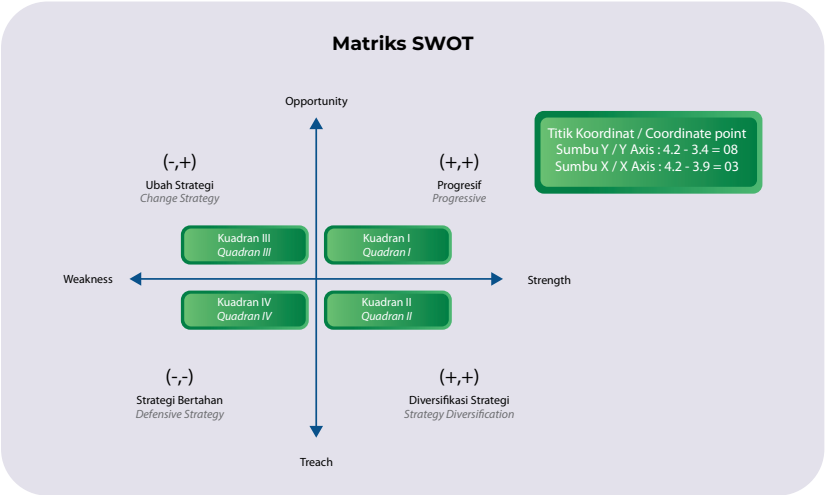
1. *Indonesia's public health spending has experienced a high growth of around 15 percent per year*
2. *There is a deficiency in the composition of the number of beds compared to the population in several locations in Indonesia*
3. *The BPJS market has not been utilized optimally*
4. *The top 5 (five) diseases in Indonesia are heart disease, stroke, tuberculosis (TB), low back pain and neck pain, these five diseases give birth to a special center of excellence*
5. *Many investors and banks are interested in investing in healthcare services*

Ancaman *(Threats)*

1. Jumlah kompetitor yang semakin banyak
2. Tuntutan pelanggan terhadap kemudahan akses, harga sebanding kualitas
3. Jumlah dokter spesialis yang terbatas
4. Pertumbuhan produk pesaing berbasis digital

Threats

1. *The increasing number of competitors*
2. *Customer demands for ease of access, price comparable to quality*
3. *Limited number of specialist doctors*
4. *Development of digital-based competitor products*



Dari matriks SWOT di atas tergambar bahwa kedudukan dan posisi PT Pertamedika IHC saat ini berada pada Kuadran I yang menunjukkan *Offensive/Aggressive*. Hal ini berarti Perusahaan dalam kondisi prima dan mantap, sehingga benar- benar dimungkinkan untuk terus menjalankan ekspansi, memperbesar pertumbuhan dan meraih kemajuan secara maksimal. Selain berdasarkan analisa SWOT, kelangsungan usaha Perusahaan dapat dilihat dari Tingkat Kesehatan Perusahaan. Indikator tingkat kesehatan Perusahaan ditetapkan berdasarkan Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan Pertamina Tahun 2013 dan dinilai berdasarkan kinerja Perusahaan untuk tahun buku yang sedang berjalan. Indikator tersebut meliputi penilaian dari aspek keuangan, pertumbuhan, dan administrasi, yang dikaitkan pula dengan RKAP yang telah disahkan oleh pemegang saham.

From the SWOT matrix, it can be seen that the current position of PT Pertamedika IHC is in Quadrant I which indicates Offensive/ Aggressive. This means that the Company is in prime and steady condition, so that it is really possible to continue to expand, increase growth and achieve maximum progress. SWOT analysis can be seen as follows: Aside from being based on a SWOT analysis, the Company's business continuity can be seen from the Company's Soundness Level. The indicators for the health level of the Company are determined based on the 2013 Guidelines for the Management of Pertamina's Subsidiaries and Joint Ventures and are assessed based on the Company's performance for the current fiscal year. These indicators include an assessment of the financial, growth and administrative aspects, which are also linked to the RKAP that has been validated by the shareholders.

Pencapaian tingkat kesehatan Perusahaan pada tahun 2022 dapat dilihat pada tabel di bawah ini.

The achievement of the Company's soundness level in 2022 can be seen in the table below.

Nilai Kinerja Keuangan/ *Financial Performance Score*		**RKAP 2021 Revisi** *Revised 2021 RKAP*		**RKAP 2022** *2022 RKAP*		**Realisasi 2022 (Audited)** *2022 Realization (Audited)*	
		Nilai *Score*	**Bobot** *Value*	**Nilai** *Score*	**Bobot** *Value*	**Nilai** *Score*	**Bobot** *Value*
Return on Equity	%	26,89	21,25	16,57	20,00	5,55	20,00
Return on Investment	%	18,11	15,00	12,53	15,00	3,76	6,00
Operating Profit Margin (OPM)	%	13,81	3,00	13,85	3,00	(1,38)	-
Net Profit Margin (NPM)	%	9,78	3,00	10,70	3,00	3,70	3,00

Nilai Kinerja Keuangan/ *Financial Performance Score*		RKAP 2021 Revisi *Revised 2021 RKAP*		RKAP 2022 *2022 RKAP*		Realisasi 2022 (Audited) *2022 Realization (Audited)*	
		Nilai *Score*	Bobot *Value*	Nilai *Score*	Bobot *Value*	Nilai *Score*	Bobot *Value*
Cash Ratio	%	35,29	5,00	94,38	5,00	86,84	5,00
Current Ratio	%	141,88	5,00	203,46	5,00	160,87	4,00
Collection Period	hr	69,99	2,50	81,11	2,00	58,44	3,00
Inventory Turn Over	hr	8,31	3,00	7,37	3,00	6,12	3,00
Total Asset Turn Over	%	93,98	2,50	62,39	2,00	73,21	2,00
Equity to Total Asset	%	49,86	6,00	45,22	6,00	48,90	6,00
Time Interest Earned Ratio (TIER)	%	-	-	-	-	-	-
Jumlah Nilai Kinerja Keuangan ***Total Financial Performance Score***			**65,00**		**64,00**		**52,00**
NKK setelah diproporsionalkan *NKK after proportion*			68,00		67,00		54,00
Klasifikasi Tingkat Kinerja Keuangan *Classification for Financial Performance*		Sehat / *Healthy*		Sehat / *Healthy*		Sehat / *Healthy*	

Nilai Kinerja Pertumbuhan *Growth Performance Score*		RKAP 2021 Revisi *Revised 2021 RKAP*		RKAP 2022 *2022 RKAP*		Realisasi 2022 (Audited) *2022 Realization (Audited)*	
		Nilai *Score*	Bobot *Value*	Nilai *Score*	Bobot *Value*	Nilai *Score*	Bobot *Value*
Asset Productivity Growth (ASPG)	%	136,78	2,00	(38,56)	-	(141,40)	-
Sales Growth (SALG)	%	23,79	2,00	12,77	2,00	(27,16)	-
Net Profit Margin Growth (NPMG)	%	117,99	2,00	9,42	-	(63,00)	-
Sales to Total Asset Growth (STAG)	%	1,13	1,00	(42,19)	-	(29,28)	-
Net Profit Growth (NPG)	%	184,77	2,00	1,31	2,00	(77,94)	-
Jumlah Nilai Kinerja Pertumbuhan ***Total Growth Performance Score***			**9,00**		**4,00**		**-**
		Tumbuh Sedang *Moderate Growth*		**Tumbuh Sedang** *Moderate Grow*		**Kurang Tumbuh** *Less Growth*	

Nilai Kinerja Operational *Operational Performance Score*		RKAP 2021 Revisi *Revised 2021 RKAP*		RKAP 2022 *2022 RKAP*		Realisasi 2022 (Audited) *2022 Realization (Audited)*	
		Nilai *Score*	Bobot *Value*	Nilai *Score*	Bobot *Value*	Nilai *Score*	Bobot *Value*
Kunjungan Penunjang Medis *Medical Support Visits*	%	105,00	5,00	105,00	5,00	105,00	5,00
Kunjungan Rawat Jalan *Inpatient Visit*	%	105,00	5,00	105,00	5,00	88,89	-
Jumlah Nilai Kinerja Operasional *Total Operational Performance Score*			10,00		10,00		5,00
		Sangat Baik *Very Good*		**Sangat Baik** *Very Good*		**Baik** *Good*	

Nilai Kinerja Administrasi *Total Administrative Performance Score*		RKAP 2021 Revisi *Revised 2021 RKAP*		RKAP 2022 *2022 RKAP*		Realisasi 2022 (Audited) *2022 Realization (Audited)*	
		Nilai *Score*	Bobot *Value*	Nilai *Score*	Bobot *Value*	Nilai *Score*	Bobot *Value*
Laporan Keuangan Perusahaan Bulanan *Monthly Financial Statements*	%	8,00	1,00	8,00	1,50	8,00	1,50
Laporan Manajemen Perusahaan Bulanan *Monthly Management Reports*	%	9,00	1,00	9,00	1,50	9,00	1,50
Laporan Keuangan Audited *Audited Financial Statements*	%	Februari *February*	3,00	Februari *February*	3,00	Februari *February*	3,00
Rancangan RKAP *RKAP Drafts*	%	Juni *June*	2,00	Juni *June*	3,00	Juni *June*	3,00
Jumlah Nilai Kinerja Administrasi *Total Administrative Performance Score*		7,00		9,00		9,00	
		Tertib *Orderly*		**Tertib** *Orderly*		**Tertib** *Orderly*	
Tingkat Kesehatan Perusahaan *Soundness Level of the Company*		94,00		90,00		68,00	
		Sehat AA *Healthy AA*		**Sehat AA** *Healthy AA*		**Sehat A** *Healthy A*	

Pencapaian tingkat Kesehatan perusahaan tahun 2022 adalah sebesar 68,00 dengan kategori Sehat A dibawah dari pencapaian tingkat kesehatan perusahaan tahun 2021 dengan nilai 95,00 dan kategori Sehat AA, belum mencapai target RKAP tahun 2022 dengan nilai 90,00 dan kategori Sehat AA Hal tersebut disebabkan oleh menurunnya kinerja keuangan dan kinerja operasional Perusahaan.

The achievement of the Company's health level in 2022 was 68.00 with the Healthy A category under the achievement of the Company's health level in 2021 with a value of 95.00 and the Healthy AA category. This unreached the 2022 RKAP target with a value of 90.00 and the AA Healthy category. This was caused by the decrease in financial performance and operational performance of the Company.

Rencana Jangka Panjang Perusahaan

Long-Term Plan of the Company

Building the Foundation
2022

- Pelaksanaan 9 Strategic Transformation Plan IHC : dengan peningkatan target revenue dan peningkatan target efisiensi.
- Penyelesaian Digitalisasi seluruh RS, dengan penerapan One solution System (OSS) dan implementasi layanan berbasis Telemedicine.
- Healthcare insurance: Membangun kerjasama asuransi untuk meningkatkan jumlah pengunjung dan pasien
- IoT & onsite clinics for BUMN synergy: Menggunakan perlengkapan berbasis IoT untuk pekerja BUMN jarak jauh; Meningkatkan jumlah onsite clinics di lokasi-lokasi BUMN.
- Penambahan COE di setiap Rumah sakit, sebagai salah satu strategi penciptaan revenue stream baru dan penguasaan pasar.
- Pembangunan Rumah Sakit Baru : Target 7 RS Baru, dimana 2 RS akan selesai di tahun 2022 (RS Makasar & RS Balikpapan)
- Akusisi RS BUMN dan Swasta : Dalam rangka Holding RS BUMN dan peningkatan pasar.
- Pelaksanaan Unlock Value : Strategic Partner, IPO Preparation.

Acceleration Beyong Covid-19
2023 - 2024

- Kerjasama dengan RS Internasional, untuk meningkatkan kualitas layanan dengan teknologi canggih.
- CONGO mix: Optimisasi specialty mix yang dimulai dari ~20% hingga ~30% pada 16 RS.
- IT infrastructure & Advance pengggunaan Teknlogi : Implementasi big data analytics dan membangun pusat data.
- Laboratory & Pharmacy: Membangun laboratorium & jaringan farmasi IHC untuk meningkatkan skala operasi.
- Medial Tourism: Pengoperasian RS Int. Bali di Kawasan Ekonomi Khusus Kesehatan.
- Akusisi RS BUMN dan Swasta, melanjutkan program akusisi RS.
- Pelaksanaan Unlock Value : Initilal Public Offering (IPO).

Comenting Market Leadership
2025 - 2026

- Centers of Excellence: Melakukan pengembangan CoE lebih lanjut.
- Global Market Medical Tourism: Pengembangan Pariwisata Medis dengan pengembangan layanan di Bali International Hospital, menghadirkan jasa Kesehatan kelas dunia dengan target pasar global.
- Penguasaan Pasar Layanan Teknologi Canggih : Penggunaan Robotic Surgergy, Proton Beam Radiotherapy.
- Value-based care: Implementasi VBC untuk memonitor kondisi pasien.
- Akusisi RS BUMN dan Swasta, melanjutkan program akusisi RS.

Building the Foundation

2022

- Pelaksanaan 9 *Strategic Transformation Plan IHC* : dengan peningkatan target *revenue* dan peningkatan target efisiensi.
- Penyelesaian Digitalisasi seluruh RS, dengan penerapan *One solution System* (OSS) dan implementasi layanan berbasis *Telemedicine*.
- Healthcare insurance: Membangun kerjasama asuransi untuk meningkatkan jumlah pengunjung dan pasien
- *IoT & onsite clinics for BUMN synergy*: Menggunakan perlengkapan berbasis IoT untuk pekerja BUMN jarak jauh; Meningkatkan jumlah *onsite clinics* di lokasi-lokasi BUMN.
- Penambahan COE di setiap Rumah sakit, sebagai salah satu strategi penciptaan *revenue stream* baru dan penguasaan pasar.
- Pembangunan Rumah Sakit Baru : Target 7 RS Baru, dimana 2 RS akan selesai di tahun 2022 (RS Makasar & RS Balikpapan)
- Akusisi RS BUMN dan Swasta : Dalam rangka Holding RS BUMN dan peningkatan pasar.
- Pelaksanaan *Unlock Value : Strategic Partner, IPO Preparation*.

Accelerating Beyond COVID-19

2023-2024

- Kerjasama dengan RS Internasional, untuk meningkatkan kualitas layanan dengan teknologi canggih.
- CONGO mix: Optimisasi specialty mix yang dimulai dari ~20% hingga ~30% pada 16 RS.
- *IT infrastructure & Advance* pengggunaan Teknlogi : Implementasi *big data analytics* dan membangun pusat data.
- *Laboratory & Pharmacy*: Membangun laboratorium & jaringan farmasi IHC untuk meningkatkan skala operasi.
- Medial Tourism: Pengoperasian RS Int. Bali di Kawasan Ekonomi Khusus Kesehatan.
- Akusisi RS BUMN dan Swasta , melanjutkan program akusisi RS.
- Pelaksanaan *Unlock Value : Initilal Public Offering* (IPO).

Cementing Market Leadership

2025-2026

- *Centers of Excellence*: Melakukan pengembangan CoE lebih lanjut.
- *Global Market Medical Tourism*: Pengembangan Pariwisata Medis dengan pengembangan layanan di Bali International Hospital, menghadirkan jasa Kesehatan kelas dunia dengan target pasar global.
- Penguasaan Pasar Layanan Teknologi Canggih : Penggunaan *Robotic Surgergy, Proton Beam Radiotherapy*.
- *Value-based care*: Implementasi VBC untuk memonitor kondisi pasien.
- Akusisi RS BUMN dan Swasta , melanjutkan program akusisi RS.
- Pengoperasian RS di Luar Negeri : Untuk menunjang kebutuhan pasar Jemaah haji di Mekaah dan lokasi lain.

Building the Foundation

2022

- *Implementation of the 9 Strategic Transformation Plan IHC: by increasing revenue targets and increasing efficiency targets.*
- *Completion of Digitalization of all Hospitals, with the implementation of the One Solution System (OSS) and the implementation of Telemedicine-based services.*
- *Healthcare insurance: Build insurance partnerships to increase the number of visitors and patients*
- *IoT & onsite clinics for BUMN synergy: Using IoT-based equipment for remote BUMN workers; Increase the number of onsite clinics in BUMN locations.*
- *Adding COE to each hospital as a strategy to create new revenue streams and dominate the market.*
- *Construction of New Hospitals: Target of 7 New Hospitals, of which 2 Hospitals will be completed in 2022 (Makassar Hospital & Balikpapan Hospital)*
- *Acquisition of state-owned and private hospitals: In the context of holding state-owned hospitals and increasing the market.*
- *Implementation of Unlock Value: Strategic Partner, IPO Preparation.*

Accelerating Beyong COVID-19

2023-2024

- *Collaboration with International Hospitals, to improve service quality with advanced technology.*
- *CONGO mix: Optimization of specialty mix starting from ~20% to ~30% at 16 RS.*
- *IT infrastructure & Advance use of Technology: Implementation of big data analytics and building data centers.*
- *Laboratory & Pharmacy: Building IHC laboratory & pharmacy network to scale up operations.*
- *Medial Tourism: Operation of Int. Hospital Bali in the Health Special Economic Zone.*
- *Acquisition of state-owned and private hospitals, continuing the hospital acquisition program.*
- *Implementation of Unlock Value: Initial Public Offering (IPO).*

Cementing Market Leadership

2025-2026

- *Centers of Excellence: Undertake further CoE development.*
- *Global Market Medical Tourism: Development of Medical Tourism with the development of services at Bali International Hospital, presenting world-class health services with a global market target.*
- *Domination of the Advanced Technology Service Market: Use of Robotic Surgeries, Proton Beam Radiotherapy.*
- *Value-based care: Implementation of VBC to monitor the patient's condition.*
- *Acquisition of state-owned and private hospitals, continuing the hospital acquisition program.*
- *Overseas Hospital Operations: To support the market needs of pilgrims in Mecca and other locations.*

Dari gambar di atas terlihat bahwa pada tahun 2022, Perseroan fokus dalam "*building the foundation*" melalui pelaksanaan 9 *strategic transformaiton plan*, penyelesaian digitalisasi seluruh Rumah Sakit, *healthcare insurance*, IoT dan onsite clinics for BUMN synergy, penambahan COE di setiap Rumah Sakit, pembangunan Rumah Sakit baru, akuisisi Rumah Sakit baru, akuisisi RS BUMN dan Swasta, dan pelaksanaan *Unlock Value*.

Pada tahun 2023-2024, Perseroan fokus pada kerjasama dengan RS internasional, CONGO mix, *IT Infrastructure & advance* penggunaan teknologi, *laboratory & pharmacy, medical tourism*, akuisisi RS BUMN dan swasta, pelaksanaan *Unlock Value*.

Tahun 2025-2026 fokus pada *cementing market leadership*, Perseroan fokus dalam melakukan pengembangan *Centers of Excellence, Global Market Medical Tourism*, penguasaan pasar layanan teknologi canggih, *value-based care*, akuisisi RS BUMN dan swasta, serta pengoperasian RS di luar negeri.

From the picture above, it can be seen that in 2022, the Company will focus on "building the foundation" through implementing 9 strategic transformation plans, completing digitization of all hospitals, healthcare insurance, IoT and onsite clinics for BUMN synergy, adding COE in every hospital, developing New hospitals, acquisition of new hospitals, acquisition of state-owned and private hospitals, and implementation of Unlock Value.

In 2023-2024, the Company will focus on collaboration with international hospitals, CONGO mix, IT Infrastructure & advance use of technology, laboratory & pharmacy, medical tourism, acquisition of state-owned and private hospitals, implementation of Unlock Value.

In 2025-2026 the focus is on cementing market leadership, the Company focuses on developing Centers of Excellence, Global Market Medical Tourism, controlling the market for advanced technology services, value-based care, acquiring state-owned and private hospitals, and operating hospitals abroad.

TATA KELOLA PERUSAHAAN

GOOD CORPORATE GOVERNANCE

PHILIPS

Komitmen dan Tujuan Penerapan GCG

Commitment and Objective of GCG Implementation

Penerapan prinsip Tata Kelola Perusahaan (*Good Corporate Governance*/GCG) secara konsisten, menyeluruh dan berkesinambungan akan mampu mendorong setiap perusahaan untuk menciptakan nilai bagi pemangku kepentingan dan tumbuh secara berkelanjutan. Untuk itu, Pertamedika IHC menjadi GCG sebagai pedoman yang diterapkan dengan untuk mewujudkan sistem manajemen korporat yang profesional dengan budaya kerja sistematis, efisien, transparan, akuntabel dan bertanggung jawab serta menumbuhkan budaya kepatuhan (*compliance*) dan sadar risiko (*risk awareness*).

Consistent, comprehensive and sustainable application of the principles of Good Corporate Governance (GCG) will be able to encourage every company to create value for stakeholders and grow in a sustainable manner. For this reason, Pertamedika IHC becomes GCG as a guideline that is implemented by realizing a professional corporate management system with a systematic, efficient, transparent, accountable and responsible work culture as well as fostering a culture of compliance and risk awareness.

Komitmen Perseroan untuk mengoptimalisasi penerapan GCG dilakukan melalui beberapa langkah strategis yakni dengan melibatkan seluruh organ perusahaan dari manajemen hingga karyawan, memastikan kesesuaian antara aktivitas bisnis dengan peraturan perundang-undangan yang berlaku, serta melakukan konsolidasi internal GCG merupakan menjadi bagian dari budaya perusahaan. Penerapan GCG di Perseroan dilaksanakan secara terintegrasi dengan induk perusahaan, yakni PT Pertamina (Persero) Tbk. Komitmen Pertamedika IHC dalam peningkatan penerapan GCG di perusahaan tercermin dari hasil penilaian implementasi GCG pada tahun 2022 sebesar 83,95% dengan kategori "Baik", meningkat dari skor assessment GCG pada tahun 2021 sebesar 83,71% dengan kategori "Baik".

The Company's commitment to optimize the implementation of GCG is carried out through several strategic steps, namely by involving all company organs from management to employees, ensuring conformity between business activities and applicable laws and regulations, as well as internalizing GCG as part of the corporate culture. The implementation of GCG in the Company is carried out in an integrated manner with the parent company, PT Pertamina (Persero) Tbk. Pertamedika IHC's commitment to improve the implementation of GCG in the company is reflected in the results of the GCG implementation assessment in 2022 at 83.95% in the "Good" category, an increase from the GCG assessment score in 2021 at 83.71% in the "Good" category.

Implementasi GCG yang menyeluruh serta efektif di Perseroan pada hakikatnya memiliki tujuan sebagai berikut:

1. Memaksimalkan nilai pemegang saham melalui peningkatan daya saing usaha, yang pada akhirnya memaksimalkan laba, yang diperoleh dari penerapan praktik tata kelola di Perseroan dan pada unit-unit usaha Perusahaan sebagai suatu kelompok usaha yang terintegrasi, saling menunjang, dan berjalan seiring visi Perseroan.
2. Mewujudkan sistem manajemen perusahaan yang profesional dengan bercirikan kerja sistematis, efisien, transparan, akuntabel, dan bertanggung jawab, serta sadar risiko.
3. Meningkatkan kemandirian Perseroan terhadap praktikpraktik yang bertentangan dengan prinsip-prinsip GCG.
4. Mendorong tumbuh dan berkembangnya budaya Perseroan yang positif yang berlandaskan kepada nilai moral yang tinggi, kepatuhan kepada peraturan perundang-undangan yang berlaku, dan kesadaran akan adanya tanggung jawab sosial Perseroan kepada pemangku kepentingan.
5. Meningkatkan citra perusahaan dan menjadikan Perseroan sebagai tempat kerja yang membanggakan bagi para karyawannya.

Comprehensive and effective implementation of GCG in the Company essentially has the following objectives:

1. *Optimizing shareholder's value through increasing business competitiveness, which in turn maximizing profits obtained from the implementation of GCG practices in the Company and its business units as an integrated business group that supports each other and goes hand in hand towards the Company's vision.*
2. *Realizing a professional company management system characterized by systematic, efficient, transparent, accountable, and responsible work, as well as risk awareness.*
3. *Increasing the Company's independence towards practices that are contrary to the principles of GCG.*
4. *Encouraging the growth and development of a positive corporate culture that is based on high moral values, compliance with applicable laws and regulations, and awareness of the Company's social responsibility to stakeholders.*
5. *Improving the company's image and making the Company a proud workplace for its employees.*

Dasar Hukum Penerapan GCG

Legal Basis of GCG Implementation

Pertamedika IHC menerapkan prinsip GCG di Perseroan dengan berlandaskan peraturan perundang-undangan yang berlaku sebagai berikut:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
3. Peraturan Menteri Negara BUMN No. PER-09/ MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan Menteri Negara BUMN No. PER01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;
4. Surat Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang

Pertamedika IHC applies the principles of GCG in the Company based on the following prevailing laws and regulations:

1. *Law No. 40 of 2007 concerning Limited Liability Companies;*
2. *Regulation of the Minister of State-Owned Enterprise No. PER-01/MBU/2011 dated August 1, 2011 concerning Implementation of Good Corporate Governance on StateOwned Enterprises;*
3. *Regulation of the Minister of State-Owned Enterprise No. PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to Regulation of the Minister of State-Owned Enterprise No. PER-01/MBU/2011 dated August 1, 2011 concerning Implementation of Good Corporate Governance on State-Owned Enterprises;*
4. *Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012*

Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara;

5. Anggaran Dasar Perusahaan; dan
6. Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*/CoGC), yang tertuang dalam Surat Keputusan No: Kpts-1513/A000000/2018-SO Tentang Pedoman Tata Kelola Perusahaan *Code of Corporate Governance* (CoCG).

concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises;

5. *The Company's Articles of Association;*
6. *Code of Corporate Governance (CoGC) stipulated in Decree No: Kpts-1513/A000000/2018-SO concerning Code of Corporate Governance (CoCG).*

Prinsip GCG dan Pedoman Pelaksanaannya

GCG Principles and Code of Corporate Governance in The Company

Komitmen Pertamedika IHC dalam penerapan GCG tercermin dalam pelaksanaan aktivitas bisnis yang senantiasa didasari oleh 5 prinsip GCG yakni:

Pertamedika IHC's commitment to implement GCG is reflected in the implementation of business activities which are always based on the following GCG principles:

Prinisip GCG *GCG Principle*	Penjelasan *Description*	Pedoman Pelaksanaan *Implementation Guidelines*
Transparansi / *Transparency*	Keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan mengemukakan informasi material dan relevan mengenai Perseroan. *Openness in carrying out decision-making process and openness in disclosing material and relevant information about the Company*	a. Perseroan menyediakan informasi secara tepat waktu, memadai, jelas, akurat serta mudah diakses oleh pemangku kepentingan sesuai dengan haknya. *The Company provides information in a timely, adequate, clear, accurate and easily accessible manner to stakeholders in accordance with their rights.* b. Informasi yang harus diungkapkan meliputi, tetapi tidak terbatas pada, komposisi pemegang saham, visi, misi, susunan Direksi dan Dewan Komisaris, laporan tahunan, dan kejadian penting yang dapat mempengaruhi kondisi perusahaan. *Disclosed information includes, but is not limited to, the composition of shareholders, vision, mission, composition of the Board of Directors and the Board of Commissioners, annual reports, and important events that may affect the condition of the company.* c. Prinsip keterbukaan yang dianut oleh Perseroan tidak mengurangi kewajiban untuk memenuhi ketentuan kerahasiaan perusahaan sesuai dengan peraturan perundang-undangan, rahasia jabatan, dan hak-hak pribadi. *The principle of openness adopted by the Company does not reduce the obligation to comply with the provisions of company confidentiality in accordance with laws and regulations, confidentiality of position, and personal rights.* d. Kebijakan Perseroan harus tertulis dan secara proporsional dikomunikasikan kepada pemangku kepentingan. *The Company's policies must be written and proportionally communicated to stakeholders.*

Prinisip GCG *GCG Principle*	**Penjelasan** *Description*	**Pedoman Pelaksanaan** *Implementation Guidelines*
Akuntabilitas *Accountability*	Kejelasan fungsi, pelaksanaan dan pertanggungjawaban organ perusahaan sehingga pengelolaan Perseroan terlaksana secara efektif. *Clarity of functions, implementation, and accountability of company organs to allow the management of the Company to be carried out effectively*	a. Perseroan harus menetapkan rincian tugas dan tanggung jawab masing-masing organ perusahaan secara jelas dan selaras dengan visi, misi, nilai-nilai perusahaan (*corporate values*), dan strategi perusahaan. *The company must define the details of duties and responsibilities of each company organ clearly and in line with the vision, mission, corporate values, and corporate strategies.* b. Perseroan harus meyakini bahwa semua organ perusahaan dan semua karyawan mempunyai kemampuan sesuai dengan tugas, tanggung jawab, dan perannya dalam pelaksanaan GCG. *The company must ensure that all company organs and employees have the ability in accordance with their duties, responsibilities, and roles in implementing GCG.* c. Perseroan harus memastikan adanya sistem pengendalian internal yang efektif dalam pengelolaan perusahaan. *The company must ensure that an effective internal control system is in place for managing the Company.*
Pertanggungjawaban *Responsibility*	Kesesuaian dalam pengelolaan Perseroan terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip pengelolaan perusahaan yang sehat. *Conformity in the management of the Company with the prevailing laws and regulations as well as the principles of managing a sound company*	a. Organ Perseroan harus berpegang pada prinsip kehati-hatian dan memastikan kepatuhan terhadap peraturan perundang-undangan, anggaran dasar dan peraturan perusahaan. *The Company's organs must adhere to the principle of prudence and ensure compliance with laws and regulations, articles of association as well as the Company's regulations.* b. Perseroan harus melaksanakan tanggung jawab sosial, antara lain peduli terhadap masyarakat dankelestarian lingkungan terutama di sekitar perusahaan dengan membuat perencanaan dan pelaksanaan yang memadai. *The company must carry out social responsibilities, including caring for the community and environmental sustainability, especially in the Company's surrounding by preparing adequate planning and implementation.*
Kemandirian *Independence*	Keadaan dimana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip Perusahaan yang sehat. *A condition in which the Company is managed in a professional manner away from conflict of interest and influence/pressure from any party that is not in accordance with prevailing laws and regulations as well as principles of a sound company*	a. Masing-masing organ Perseroan harus menghindari terjadinya dominasi oleh pihak manapun, tidak terpengaruh oleh kepentingan tertentu, bebas dari benturan kepentingan (*conflict of interest*) dan dari segala pengaruh atau tekanan, sehingga pengambilan keputusan dapat dilakukan secara objektif. *Each organ of the Company must avoid any domination by any party, not affected by certain interests, free from conflict of interest and from any influence or pressure, in order to make decisions in an objective manner.* b. Masing-masing organ Perseroan harus melaksanakan fungsi dan tugasnya sesuai dengan anggaran dasar dan peraturan perundang-undangan, tidak saling mendominasi dan atau melempar tanggung jawab antara satu dengan yang lain. *Each organ of the Company must carry out its functions and duties in accordance with the articles of association as well as laws and regulations, not dominate each other and or shift responsibility from one another.*

Prinisip GCG *GCG Principle*	Penjelasan *Description*	Pedoman Pelaksanaan *Implementation Guidelines*
Kewajaran *Fairness*	Keadilan dan kesetaraan dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. *Fairness and equality in fulfilling the rights of stakeholders that arise based on agreements as well as applicable laws and regulations.*	a. Perseroan harus memberikan kesempatan kepada pemangku kepentingan untuk memberikan masukan dan menyampaikan pendapat bagi kepentingan perusahaan serta membuka akses terhadap informasi sesuai dengan prinsip transparansi dalam lingkup kedudukan masing-masing. *The company must provide opportunities for stakeholders to provide input and convey opinions for the benefit of the Company as well as open access to information in accordance with the principle of transparency within the scope of their respective positions.* b. Perseroan harus memberikan perlakuan yang setara dan wajar kepada pemangku kepentingan sesuai dengan manfaat dan kontribusi yang diberikan kepada perusahaan. *The company must provide equal and fair treatment to stakeholders in accordance with the benefits and contributions given to the Company.* c. Perseroan harus memberikan kesempatan yang sama dalam penerimaan karyawan, berkarir dan melaksanakan tugasnya secara profesional tanpa membedakan suku, agama, ras, golongan, gender, dan kondisi fisik. *The Company must provide equal opportunities in recruiting employees, having careers and carrying out their duties in a professional manner regardless of ethnicity, religion, race, class, gender, and physical condition.*

Roadmap GCG Pertamedika IHC

Pertamedika IHC GCG Roadmap

2002
GCG sebagai salah satu *core believes* perusahaan
GCG as one of core believes in the company

2006
Penyusunan pedoman GCG
Compiling GCG Manual

2012
Penyusunan *Board Manual*
Composing Board Manual

2013
Revisi Pedoman GCG
Revision of GCG Guidelines

2014
- Sosialisasi GCG dan COS
- Penerapan GCG sebagai *Boundary* KPI seluruh direktur unit usaha
- Pengisian COS oleh pekerja
- *Dissemination of GCG and COS*
- *Implementation of GCG as KPI Boundary in all business units*
- *Filling COS by the Worker*

2015
- Pembuatan dan distribusi buku saku GCG
- Pengisian COS oleh pekerja
- Revisi *Board Manual*
- Penyempurnaan sistem COS
- *Publishment and distribution of GCG pocket books*
- *Filling COS by workers*
- *Revised Board Manual*
- *Improvement of the COS system*

2016
Assessment GCG oleh konsultan Independen Sosialisasi GCG GCG
Assessment by Independent Consultants on GCG Information

2017
Sosialisasi *e-LHKPN Area of Improvement*
Socialization of e-LHKPN Area of Improvement

2018
Assessment GCG oleh konsultan, dengan perolehan skor sebesar 81,74 dengan kategori Baik.
GCG assessment by a consultant, with a score of 81.74 in the Good category.

2019
Self assessment GCG dengan pendampingan dari konsultan independen, dengan perolehan skor sebesar 82,40 dengan kategori Baik.
GCG self-assessment with assistance from an independent consultant, with a score of 82.40 in the Good category.

2020
Self assessment GCG dengan pendampingan dari konsultan independen, dengan perolehan skor sebesar 83,04 dengan kategori Baik.
GCG self-assessment with assistance from an independent consultant, with a score of 83.04 in the Good category.

2021
Assessment GCG dengan pendampingan dari konsultan independen, dengan perolehan skor sebesar 83,71 dengan kategori Baik
GCG assessment with assistance from an independent consultant, with a score of 83.71 in the Good category

2022
Assessment GCG oleh konsultan independen, dengan perolehan skor sebesar 83,95 dengan kategori Baik, meningkat dari hasil tahun lalu.
GCG Assessment by independent consultant, with a score of 83.95 in the Good category, improved from last year's result.

Pengembangan Kualitas GCG Tahun 2022

GCG Quality Development In 2022

Fokus Tata Kelola Perusahaan Tahun 2022

Perseroan telah melakukan berbagai upaya guna meningkatkan kualitas penerapan GCG di Perseroan sepanjang tahun 2022, yang mana berfokus pada hal-hal berikut:

1. Pelaksanaan *Assessment* GCG;
2. Monitoring dan tindak lanjut rekomendasi hasil penilaian/ *assessment* GCG tahun 2021;
3. Sosialisasi dan pengisian LHKPN;
4. Pelaksanaan sistem kepatuhan *online*;
5. Sosialisasi GCG ke para pekerja;
6. Pelaksanaan *Surveillance* Sertifikasi ISO Sistem Manajemen Anti Penyuapan.

GCG Focus of the Company in 2022

The Company has exerted various efforts to improve the quality of GCG implementation in the Company throughout 2022, which focuses on the following:

1. *Implementation of GCG Assessment;*
2. *Monitoring and following up on recommendations for the 2021 GCG assessment results;*
3. *Dissemination and filling of LHKPN;*
4. *Implementation of online compliance system;*
5. *GCG socialization to employees;*
6. *Implementation of ISO Anti Bribery Management System Certification Surveillance.*

Penilaian Penerapan GCG

Dalam rangka mengukur sejauh mana prinsip GCG berhasil diterapkan secara efektif dan terus meningkat, Pertamedika IHC melakukan *assessment* GCG yang pelaksanaannya dilakukan dengan pihak eksternal. Penilaian terhadap pelaksanaan GCG dilakukan untuk mengetahui kualitas penerapan GCG di Perseroan berdasarkan ketentuan yang berlaku dan dikaitkan dengan praktik-praktik terbaik. Penilaian GCG menggunakan parameter yang telah ditetapkan oleh PT Pertamina (Persero) sebagai pemegang saham utama Perusahaan, sesuai dengan prinsip pelaksanaan GCG secara terintegrasi. Metodologi yang digunakan dalam proses penilaian ditetapkan melalui Surat Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012. Proses *assessment* dilakukan setiap tahun secara bergantian oleh tim *assessor* internal dan *assessor* independen. Adapun skor *assessment* GCG untuk tahun 2022 yang dilakukan secara mandiri (*self assessment)* dengan didampingi oleh konsultan eksternal sebesar 83,95% dengan kategori "Baik".

GCG Implementation Assessment

In order to measure the extent to which GCG principles have been successfully applied and for continuous improvement, Pertamedika IHC conducted a GCG assessment which was carried out with external parties. Assessment of GCG implementation is carried out to determine the quality of GCG implementation in the Company based on applicable regulations and is linked to best practices. The GCG assessment uses the parameters set by PT Pertamina (Persero) as the main shareholder of the Company, in accordance with the principles of implementing GCG in an integrated manner. The methodology used in the assessment process is stipulated in the Decree of the Secretary of the Ministry of SOEs Number: SK-16/S. MBU/2012 dated June 6, 2012. The assessment process is carried out alternately by a team of internal assessors and independent assessors. The GCG assessment score for 2022 which was carried out independently (self-assessment) accompanied by an external consultant was at 83.95% in the "Good" category.

Berikut rincian hasil penilaian GCG dalam 2 (dua) tahun terakhir:

The following are details of the GCG assessment results in the last 2 (two) years:

No	Aspek Pengujian GCG Assessmen *GCG Assessment Aspect*	Nilai Maksimal *Maximum Score*	2022		2021	
			Skor Capaian *Score Achieved*	Tingkat Pemenuhan *Fulfillment Rate*	Skor Capaian *Score Achieved*	Tingkat Pemenuhan *Fulfillment Rate*
1	Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan *Commitment to Sustainable Governance Implementation*	7,00	6,87	98,19%	6,82	97,46%
2	Pemegang Saham dan Rapat Umum Pemegang Saham (RUPS) *Shareholders and General Meeting of Shareholders (GMS)*	9,00	6,08	67,61%	6,55	72,76%

No	Aspek Pengujian GCG Assessmen *GCG Assessment Aspect*	Nilai Maksimal *Maximum Score*	2022		2021	
			Skor Capaian *Score Achieved*	Tingkat Pemenuhan *Fulfillment Rate*	Skor Capaian *Score Achieved*	Tingkat Pemenuhan *Fulfillment Rate*
3	Dewan Komisaris / *Board of Commissioners*	35,00	31,62	90,33%	31,44	89,84%
4	Direksi / *Board of Directors*	35,00	31,60	90,28%	31,44	88,97%
5	Pengungkapan Informasi dan Transparansi / *Information Disclosure and Transparency*	9,00	7,78	86,42%	7,76	86,18%
6	Aspek Lainnya / *Other Aspects*	5,00	0,00	0,00%	0,00	0,00%
	Total		83,95	86,42%	83,95%	83,71%
	Kategori Penilaian GCG / *GCG Implementation Quality*	100,00		Baik / *Good*		0,00%

Area of Improvement dari Penilaian Penerapan GCG Tahun 2022

Hasil *assessment* GCG di tahun 2022 terdapat beberapa area of improvement yang perlu diperhatikan dan mendapat tindak lanjut, yakni:

1. Aspek I: Komitmen terhadap Penerapan Tata Kelola yang Baik secara Berkelanjutan
   Perusahaan diharapkan melakukan:
   - Perlu ada peningkatan pemahaman atas Pedoman Perilaku dan Pedoman Tata Kelola Perusahaan.
   - Perusahaan diharapkan dapat melaksanakan evaluasi (*review*) sebagai program untuk mendeskripsikan tindak lanjut pelaksanaan dan penerapan GCG di perusahaan yang dilakukan pada tahun berikutnya setelah penilaian
   - Perlu ada peningkatan pemahaman atas Kebijakan Pengendalian Gratifikasi.

2. Aspek II: Pemegang Saham dan RUPS
   Para Pemegang Saham diharapkan dapat:
   - Pemegang Saham/RUPS diharapkan dapat memberikan bukti atas pelaksanaan penilaian terhadap calon anggota Direksi dari mulai usulan daftar bakal calon penetapan tim evaluasi pelaksanaan dan hasil UKK hingga penetapan akhir calon atas calon tersebut.
   - Pemegang Saham/RUPS diharapkan dalam menetapkan calon anggota Dewan Komisaris PT PBM IHC didukung dengan adanya bukti pelaksanaan pencarian usulan Dewan Komisaris hingga penilaian terhadap usulan bakal calon anggota Dewan Komisaris.

Areas of Improvement from the 2022 GCG Implementation

Assessment The results of the GCG assessment in 2022 there are several areas of improvement that need attention and follow-up, namely:

1. *Aspect I: Commitment to Sustainable Implementation of Good Governance*
   The Company is expected to:
   - *There needs to be an increased understanding of the Code of Conduct and Corporate Governance Guidelines.*
   - *The company is expected to be able to carry out an evaluation (review) as a program to describe the follow-up to the implementation and application of GCG in the company in the following year after the assessment.*
   - *There needs to be an increased understanding of the Gratification Control Policy.*

2. *Aspect II: Shareholders and GMS*
   Shareholders are expected to be able to:
   - *Shareholders/GMS are expected to be able to provide evidence of the implementation of the evaluation of prospective members of the Board of Directors starting from the proposed list of nominees for the determination of the UKK implementation evaluation team and results to the final determination of the nominees for these candidates.*
   - *Shareholders/GMS are expected to determine candidates for the Board of Commissioners of PT PBM IHC supported by evidence of carrying out the search for proposals for the Board of Commissioners to an assessment of the proposed prospective members of the Board of Commissioners.*

- Pemegang Saham diharapkan menetapkan jumlah jabatan maksimum yang boleh dipegang dirangkap oleh Dewan Komisaris.
- Pemegang Saham/RUPS diharapkan dapat memberikan pengesahan RJPP PT PBM IHC.
- Pemegang Saham diharapkan memberikan pengesahan/persetujuan rancangan RKAP secara tepat waktu
- Pemegang Saham/RUPS diharapkan dapat memberikan persetujuan/keputusan atas usulan aksi korporasi.
- Pemegang Saham/RUPS diharapkan memberikan pengesahan pada target kinerja Dewan Komisaris.
- Pemegang Saham/RUPS diharapkan dapat menetapkan gaji/honorarium, tunjangan dan fasilitas Direksi dan Dewan Komisaris.
- Pemegang Saham diharapkan memberikan bukti evaluasi atas pelaksanaan tata kelola perusahaan yang baik pada Perusahaan.
- Pemegang Saham diharapkan melakukan upaya-upaya menindaklanjuti *area of improvement* yang dihasilkan dari *assessment* atas pelaksanaan Tata Kelola Perusahaan yang Baik pada Perusahaan.
- Pemegang Saham diharapkan memberikan bukti atas respon/tanggapan yang berkaitan dengan informasi mengenai penurunan kinerja dan/atau kerugian perusahaan yang signifikan yang disampaikan oleh Dewan Komisaris dan/atau Direksi.

3. Aspek III: Dewan Komisaris
   Dewan Komisaris diharapkan untuk:
   - Dewan Komisaris perlu memastikan bahwa Program Pengenalan Anggota Dewan Komisaris dibuktikan dengan daftar hadir atau dokumentasi tertulis lainnya.
   - Dewan Komisaris diharapkan melaksanakan program pelatihan dalam rangka meningkatkan kompetensi anggota Dewan Komisaris sesuai dengan rencana kerja Dewan Komisaris dan membuat laporan tentang hasil pelatihan yang telah dijalaninya.
   - Dewan Komisaris perlu memastikan bahwa RKAT Dekom disampaikan kepada Direksi untuk dimasukkan sebagai bagian dari RKAP.
   - Dewan Komisaris perlu memastikan bahwa Rencana kerja dan anggaran tahunan Dewan Komisaris disampaikan secara tertulis kepada Pemegang Saham untuk mendapatkan pengesahan.
   - Dewan Komisaris perlu memastikan bahwa terdapat kebijakan/pedoman Dewan Komisaris tentang informasi yang harus disediakan oleh Direksi dan kebijakan tersebut disampaikan kepada Komisaris telah memuat standar waktu penyampaiannya.
   - Dewan Komisaris perlu memastikan terkait memberikan pendapat dan saran terhadap rancangan RJPP dalam jangka waktu sesuai ketentuan.

- *Shareholders are expected to determine the maximum number of positions that may be held concurrently by the Board of Commissioners.*
- *Shareholders/GMS are expected to ratify PT PBM IHC's RJPP.*
- *Shareholders are expected to provide validation/approval of the RKAP draft in a timely manner.*
- *Shareholders/GMS are expected to provide approval/decision on proposed corporate actions.*
- *Shareholders/GMS are expected to provide validation on the performance targets of the Board of Commissioners*
- *Shareholders/GMS are expected to determine the salary/honorarium, benefits and facilities for the Board of Directors and Board of Commissioners.*
- *Shareholders are expected to provide evidence of evaluation of the implementation of good corporate governance in the Company.*
- *Shareholders are expected to make efforts to follow up on areas of improvement resulting from an assessment of the implementation of Good Corporate Governance in the Company.*
- *Shareholders are expected to provide evidence of responses/responses relating to information regarding significant declines in performance and/or company losses submitted by the Board of Commissioners and/or Directors.*

3. *Aspect III: Board of Commissioners*
   The Board of Commissioners is expected to:
   - *The Board of Commissioners needs to ensure that the Board of Commissioners Member Introduction Program is proven by a list of attendance or other written documentation.*
   - *The Board of Commissioners is expected to carry out a training program in order to improve the competence of the members of the Board of Commissioners in accordance with the work plan of the Board of Commissioners and make a report on the results of the training they have undertaken.*
   - *The Board of Commissioners needs to ensure that the RKAT of the Board of Commissioners is submitted to the Board of Directors to be included as part of the RKAP.*
   - *The Board of Commissioners needs to ensure that the Board of Commissioners' work plan and annual budget are submitted in writing to Shareholders for approval.*
   - *The Board of Commissioners needs to ensure that there are policies/guidelines for the Board of Commissioners regarding the information that must be provided by the Board of Directors and the policy submitted to the Commissioners contains standard delivery times.*
   - *The Board of Commissioners needs to ensure that it provides opinions and suggestions on the RJPP draft within the stipulated time frame.*

- Dewan Komisaris diharapkan memberikan simpulan dalam tanggapan tertulis persetujuan bahwa rancangan RKAP telah selaras atau tidak selaras dengan RJPP.
- Komisaris Utama diharapkan menandatangani Laporan Manajemen Triwulanan I s.d. Triwulan IV setelah dievaluasi/dibahas Dewan Komisaris dan Direksi.
- Dewan Komisaris perlu memastikan bahwa terdapat kebijakan Dewan Komisaris mengenai pengawasan dan pemberian nasihat terhadap kebijakan pengelolaan anak perusahaan dan pelaksanaan kebijakan tersebut.
- Dewan Komisaris perlu memastikan bahwa penetapan tertulis terhadap proses pengangkatan Direksi dan Dewan Komisaris anak perusahaan dilaksanakan paling lambat 15 hari kalender terhitung sejak tanggal diterimanya calon Direksi dan Dewan Komisaris anak perusahaan.
- Dewan Komisaris diharapkan melakukan telaah dan/atau penelitian/pemeriksaan terhadap calon-calon Direksi yang diusulkan Direksi, sebelum disampaikan kepada Pemegang Saham. Selanjutnya, terdapat usulan Dewan Komisaris atas calon-calon anggota Direksi yang baru tersebut kepada RUPS.
- Dewan Komisaris perlu memastikan penyusunan rencana kerja Dewan Komisaris yang berkaitan dengan menelaah pengusulan remunerasi Direksi.
- Dewan Komisaris perlu memastikan pelaporan kepemilikan sahamnya dan/atau keluarganya pada perusahaan tersebut dan perusahaan lain kepada perusahaan (melalui Sekretaris Perusahaan) untuk dicatat dalam Daftar Khusus.
- Dewan Komisaris diharapkan melakukan telaah terhadap: (1) laporan hasil *assessment/review* atas Pelaksanaan Tata Kelola Perusahaan yang Baik, GCG Code dan kebijakan/ketentuan teknis lainnya, serta memantau tindak lanjut *area of improvement* hasil *assessment* GCG oleh Direksi; (2) laporan GCG yang diungkapkan dalam laporan tahunan. Proses telaah ini dilakukan dengan menggunakan seluruh perangkat di Dewan Komisaris. Selanjutnya, hasil telah disampaikan kepada Direksi.
- Dewan Komisaris diharapkan menindaklanjuti *area of improvement* hasil *assessment/review* GCG yang menjadi kewenangannya.
- Dewan Komisaris perlu memastikan bahwa Indikator Pencapaian Kinerja beserta target-targetnnya yang telah ditetapkan mendapatkan persetujuan oleh RUPS.
- Dewan Komisaris atau Komite Dewan Komisaris perlu memastikan evaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dituangkan dalam risalah Rapat Dewan Komisaris.

- *The Board of Commissioners is expected to provide a conclusion in a written response to agree that the RKAP draft is aligned or not aligned with the RJPP.*
- *The Main Commissioner is expected to sign the Quarterly Management Report I to. Quarter IV after being evaluated/discussed by the Board of Commissioners and Directors.*
- *The Board of Commissioners needs to ensure that there is a Board of Commissioners policy regarding supervision and providing advice on the policies for managing subsidiary companies and the implementation of these policies.*
- *The Board of Commissioners needs to ensure that the written determination of the process for appointing the Directors and Board of Commissioners of a subsidiary is carried out no later than 15 calendar days from the date of receipt of the candidates for the Directors and Board of Commissioners of the subsidiary.*
- *The Board of Commissioners is expected to conduct a review and/or research/examination of the candidates for the Board of Directors proposed by the Board of Directors, before submitting them to the Shareholders. Furthermore, there is a proposal by the Board of Commissioners for the new members of the Board of Directors to the GMS.*
- *The Board of Commissioners needs to ensure the preparation of a work plan for the Board of Commissioners relating to reviewing the remuneration proposals for the Board of Directors.*
- *The Board of Commissioners needs to ensure reporting of their and/or family's share ownership in the company and other companies to the company (through the Corporate Secretary) to be recorded in the Special Register.*
- *The Board of Commissioners is expected to review: (1) assessment/review reports on the Implementation of Good Corporate Governance, the GCG Code and other technical policies/provisions, as well as monitor the follow-up of areas of improvement on the results of the GCG assessment by the Board of Directors; (2) GCG report which is disclosed in the annual report. This review process is carried out using all instruments on the Board of Commissioners. Furthermore, the results of the review are submitted to the Board of Directors.*
- *The Board of Commissioners is expected to follow up on the areas of improvement resulting from the GCG assessment/review under their authority.*
- *The Board of Commissioners needs to ensure that the Performance Achievement Indicators and their targets have been approved by the GMS.*
- *The Board of Commissioners or Committees of the Board of Commissioners need to ensure that the evaluation of the performance achievements of each member of the Board of Commissioners is included in the minutes of the Board of Commissioners' meeting.*

- Dewan Komisaris perlu memastikan bahwa Penilaian kinerja Dewan Komisaris dilaporkan dalam Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris.
- Dewan Komisaris perlu memastikan bahwa dalam pedoman atau tata tertib rapat Dewan Komisaris mengatur pelaksanaan evaluasi tindak lanjut hasil rapat sebelumnya.
- Komite Dewan Komisaris diharapkan menyusun laporan kepada Dewan Komisaris atas setiap pelaksanaan penugasan disertai dengan rekomendasi.
- Komite Dewan Komisaris diharapkan menyusun laporan triwulanan dan tahunan Komite kepada Dewan Komisaris, minimal memuat perbandingan realisasi kegiatan dengan program kerja tahunan serta substansi hasil kegiatan dan rekomendasinya.

4. Aspek IV: Direksi
   Direksi diharapkan untuk:
   - Perusahaan diharapkan membuat rencana kerja dan anggaran untuk kegiatan pelatihan bagi anggota Direksi.
   - Perusahaan diharapkan merealisasikan pelatihan bagi anggota Direksi sesuai dengan rencana kerja Direksi.
   - Perusahaan diharapkan membuat laporan tentang hasil pelatihan yang telah dijalani anggota Direksi.
   - Perusahaan diharapkan memastikan SOP untuk proses bisnis inti perusahaan dilaksanakan secara konsisten dan tidak terdapat penyimpangan atas prosedur.
   - Direksi diharapkan menyampaikan rancangan RJPP kepada RUPS dan/atau Dewan Komisaris secara tepat waktu atau sesuai jadwal waktu ditentukan.
   - Direksi diharapkan menyampaikan rancangan RKAP kepada RUPS dan/atau Dewan Komisaris secara tepat waktu atau sesuai jadwal waktu ditentukan.
   - Direksi diharapkan dapat mengoptimalkan penempatan karyawan pada setiap level jabatan dalam organisasi perusahaan sehingga tidak terdapat jabatan yang kosong.
   - Direksi diharapkan dapat mengoptimalkan pelaksanaan audit atas TI.
   - Direski diharapkan memastikan adanya harga perkiraan sendiri (HPS) yang dikalkulasikan secara keahlian dan berdasarkan data yang dapat dipertanggungjawabkan. Nilai total HPS terbuka dan tidak bersifat rahasia.
   - Direksi diharapkan memastikan tidak adanya temuan-temuan audit, baik oleh auditor eksternal dan auditor internal mengenai pengadaan yang merugikan perusahaan dan tidak terdapat sanggahan pemilihan penyedia barang/jasa perusahaan.

- *The Board of Commissioners needs to ensure that the Board of Commissioners' performance appraisal is reported in the Report on the Implementation of the Board of Commissioners' Supervisory Duties.*
- *The Board of Commissioners needs to ensure that the guidelines or rules of procedure for the Board of Commissioners' meeting regulate the implementation of follow-up evaluations on the results of the previous meeting.*
- *Committees of the Board of Commissioners are expected to prepare a report to the Board of Commissioners on each implementation of the assignment accompanied by recommendations.*
- *Committees of the Board of Commissioners are expected to prepare quarterly and annual reports of the Committees to the Board of Commissioners, at a minimum containing a comparison of the realization of activities with the annual work program as well as the substance of the results of the activities and recommendations.*

4. *Aspect IV: Board of Directors*
   Board of Directors is expected to:
   - *The company is expected to make a work plan and budget for training activities for members of the Board of Directors.*
   - *The company is expected to realize training for members of the Board of Directors in accordance with the work plan of the Board of Directors.*
   - *The company is expected to make a report on the results of the training that has been undertaken by members of the Board of Directors.*
   - *Companies are expected to ensure that SOPs for the company's core business processes are implemented consistently and there are no deviations from procedures.*
   - *The Board of Directors is expected to submit the RJPP draft to the GMS and/or the Board of Commissioners in a timely manner or according to a specified time schedule.*
   - *The Board of Directors is expected to submit the draft RKAP to the GMS and/or the Board of Commissioners in a timely manner or according to a specified time schedule.*
   - *The Board of Directors is expected to be able to optimize the placement of employees at every position level within the company's organization so that there are no vacant positions.*
   - *The Board of Directors is expected to be able to optimize IT audit implementation.*
   - *The directors are expected to ensure that there is a self-estimated price (HPS) that is calculated based on expertise and based on accountable data. The total HPS value is open and not confidential.*
   - *The Board of Directors is expected to ensure that there are no audit findings, both by external auditors and internal auditors regarding procurement that is detrimental to the company and that there are no objections to the selection of the company's goods/services provider.*

- Direksi diharapkan dapat mengoptimalkan tingkat transparansi dalam pengadaan barang dan jasa.
- Direksi diharapkan dapat mengoptimalkan hasil survei menunjukan tingkat kepuasan yang baik.
- Direksi diharapkan memastikan tidak terdapat keterlambatan pembayaran kepada pemasok sesuai dengan persyaratan dalam perjanjian/kontrak.
- Direksi diharapkan menyusun kebijakan Perusahaan sebagai penjamin (*avalist*) dalam pelaksanaan hubungan dengan kreditor
- Direksi diharapkan dapat menyusun kebijakan tentang pembinaan usaha kecil.
- Direksi diharapkan memastikan Rencana kerja implementasi tanggung jawab sosial perusahaan telah dianggarkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) dan bukan sebagai distribusi laba.
- Direksi diharapkan menyusun rencana kerja untuk untuk melaksanakan program kemitraan dengan usaha kecil.
- Direksi diharapkan memastikan Rencana kerja implementasi program kemitraan perlu dianggarkan dalam RKAP dan bukan sebagai distribusi laba.
- Direksi diharapkan memastikan pelaksanaan kegiatan kemitraan sesuai dengan rencana kerja yang ditetapkan.
- Direksi diharapkan memastikan tidak terdapat tambahan tunggakan pengembalian dana kemitraan yang dipinjamkan kepada usaha kecil.
- Direksi diharapkan memastikan Penyampaian laporan kepemilikan Saham pada perusahaan dan perusahaan lainnya kepada Perusahaan (Sekretaris Perusahaan) perlu dicatat dalam Daftar Khusus.
- Direksi diharapkan memastikan Penyelenggaraan Rapat Direksi perlu disesuaikan dengan rencana yang ditetapkan dalam RKAP.
- Direksi diharapkan memastikan jumlah tenaga auditor mencukupi kebutuhan perusahaan. Kecukupan tenaga auditor dihasilkan dari analisis beban kerja yang dilakukan oleh SPI dan/atau Divisi SDM.
- Direksi diharapkan menyusun rencana kerja mengenai program pengenalan perusahaan kepada anggota Direksi dan anggota Dewan Komisaris/Dewan Pengawas yang baru diangkat.
- Direksi diharapkan menyusun Program pengenalan minimal meliputi: (1) pelaksanaan prinsip-prinsip GCG; (2) gambaran mengenai BUMN berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya; (3) keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit; (4) keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan.

- *The Board of Directors is expected to optimize the level of transparency in the procurement of goods and services.*
- *The Board of Directors is expected to be able to optimize the survey results showing a good level of satisfaction.*
- *The Board of Directors is expected to ensure that there are no late payments to suppliers in accordance with the terms of the agreement/contract.*
- *The Board of Directors is expected to formulate Company policies as guarantors (avalists) in the implementation of relationships with creditors*
- *The Board of Directors is expected to formulate policies regarding the development of small businesses.*
- *The Board of Directors is expected to ensure that the work plan for implementing corporate social responsibility has been budgeted for in the Company's Work Plan and Budget (RKAP) and not as a distribution of profits.*
- *Directors are expected to develop a work plan to implement a partnership program with small businesses.*
- *The Board of Directors is expected to ensure that the partnership program implementation work plan needs to be budgeted in the RKAP and not as a profit distribution.*
- *The Board of Directors is expected to ensure that the implementation of partnership activities is in accordance with the established work plan.*
- *Directors are expected to ensure that there are no additional arrears in returning partnership funds loaned to small businesses.*
- *The Board of Directors is expected to ensure that Submission of reports on share ownership in companies and other companies to the Company (Company Secretary) needs to be recorded in the Special Register.*
- *The Board of Directors is expected to ensure that the holding of the Board of Directors meeting needs to be adjusted to the plan set out in the RKAP.*
- *The Board of Directors is expected to ensure that the number of auditors is sufficient for the needs of the company. The adequacy of auditors is resulted from workload analysis conducted by SPI and/or HR Division.*
- *The Board of Directors is expected to prepare a work plan regarding the company introduction program for newly appointed members of the Board of Directors and members of the Board of Commissioners/Supervisory Board.*
- *The Board of Directors is expected to develop an induction program that includes at least: (1) implementation of GCG principles; (2) description of SOEs in terms of objectives, nature and scope of activities, financial performance and operations, strategy, short and long term business plans, competitive position, risks and other strategic issues; (3) information relating to delegated authority, internal and external audits, internal control systems and policies, including the Audit Committee; (4) information regarding the duties and responsibilities of the Board of Commissioners and Directors and matters that are not permitted.*

- Direksi diharapkan memastikan Pemanggilan RUPS dilakukan dalam jangka waktu paling lambat 14 (empat belas) hari sebelum tanggal RUPS diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS.
- Direksi diharapkan memastikan RUPS untuk pengesahan/persetujuan RJPP perlu dilaksanakan selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya Rancangan RJPP secara lengkap atau sebelum periode RJPP berikutnya berjalan.
- Direksi diharapkan memastikan RUPS untuk pengesahan/persetujuan RKAP perlu dilaksanakan paling lambat pada akhir tahun sebelum tahun anggaran berjalan.

5. Aspek V: Pengungkapan Informasi dan Transparansi
   Direksi dan Perusahaan diharapkan untuk:
   - Perusahaan diharapkan untuk memastikan tingkat kepatuhan terhadap kebijakan pengendalian informasi perusahaan, dengan capaian > 72,36%.
   - Perusahaan diharapkan menyajikan informasi keuangan dengan bentuk perbandingan selama 5 (lima) tahun buku.
   - Perusahaan diharapkan dapat memuat mengenai Penjelasan Visi dan Misi Perusahaan dalam laporan Tahunan Perusahaan.
   - Perusahaan diharapkan dapat memuat Pelatihan karyawan yang akan dilaksanakan pada tahun berikutnya dalam laporan tahunan Perusahaan.
   - Perusahaan diharapkan mengungkap ada/tidaknya jasa lain yang diberikan akuntan selain jasa finansial audit
   - Perusahaan diharapkan dapat mengungkapkan Bahasan dan analisis tentang informasi keuangan yang telah dilaporkan yang mengandung kejadian yang sifatnya luar biasa dan jarang terjadi pada laporan tahunan perusahaan.
   - Perusahaan diharapkan dapat mengungkapkan ada atau tidaknya dampak perubahan harga terhadap penjualan atau pendapatan bersih pada laporan tahunan Perusahaan.
   - Perusahaan diharapkan dapat mengungkapkan mengenai (2) Penjelasan tentang Piagam Audit Internal dalam laporan tahunan Perusahaan.
   - Perusahaan diharapkan dapat mengungkap uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai komitmen perusahaan terhadap perlindungan konsumen mencakup antara lain informasi tentang Pembentukan Pusat Pengaduan Konsumen dan Biaya yang dikeluarkan.

- *The Board of Directors is expected to ensure that the summons for the GMS is made no later than 14 (fourteen) days prior to the date the GMS is held, excluding the date of the summons and the date of the GMS.*
- *The Board of Directors is expected to ensure that the GMS for ratification/approval of the RJPP needs to be held no later than 60 (sixty) days after receipt of the complete RJPP Draft or before the next RJPP period runs.*
- *The Board of Directors is expected to ensure that the GMS for ratification/approval of the RKAP needs to be held no later than the end of the year prior to the current budget year.*

5. *Aspect V: Disclosure and Disclosure of Information*
   The Board of Directors and the Company are expected to:
   - *The company is expected to ensure the level of compliance with the company's information control policies, with an achievement of > 72.36%.*
   - *Companies are expected to present financial information in comparative form for 5 (five) financial years.*
   - *The Company is expected to include an explanation of the company's vision and mission in the company's annual report.*
   - *The Company is expected to include employee training that will be held in the following year in the company's annual report.*
   - *The Company is expected to disclose the presence/absence of other services provided by accountants besides financial audit services.*
   - *The Company is expected to disclose discussion and analysis of financial information that has been reported which contains extraordinary and rare events in the Company's annual report.*
   - *The Company is expected to disclose whether or not there is an impact of price changes on sales or net income in the company's annual report.*
   - *Companies are expected to disclose regarding (2) Explanation of the Internal Audit Charter in the Company's annual report.*
   - *The Company is expected to be able to disclose a description of the activities and costs incurred related to corporate social responsibility, especially regarding the company's commitment to consumer protection, including among others information on the Establishment of a Consumer Complaint Center and costs incurred.*

- Perusahaan diharapkan dapat mengungkap Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai "*community development program*" yang telah dilakukan, mencakup antara lain informasi tentang: (1) Mitra Usaha binaan Perusahaan (2) Program pengembangan seni budaya; (3) Biaya yang telah dikeluarkan.
- Perusahaan diharapkan dapat mengungkap Uraian mengenai biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama aktivitas lingkungan.
- Perusahaan diharapkan dapat mengungkap ada tidaknya Perkara penting yang sedang dihadapi oleh Direksi dan anggota Dewan Komisaris yang sedang menjabat, dan perkara yang ada di badan peradilan atau badan arbitrase yang melibatkan perusahaan, yang mencakup pengaruhnya terhadap kondisi keuangan perusahaan.
- Perusahaan diharapkan dapat mengungkapkan muatan khusus mengenai akses informasi dan data Perusahaan, yakni mengenai tersedianya akses informasi dan data Perusahaan kepada publik dalam Laporan Tahunan.
- Perusahaan diharapkan dapat menjuarai *Annual Report Award* (ARA).
- Perusahaan diharapkan mengikuti agenda-agenda yang memberikan penghargaan di bidang CSR.

- *The Company is expected to disclose a description of the activities and costs incurred related to corporate social responsibility, especially regarding the "community development program" that has been carried out, including information about: (1) the Company's fostered Business Partners (2) Cultural arts development program; (3) Costs that have been incurred.*
- *The Company is expected to disclose a description of the costs incurred related to corporate social responsibility, especially environmental activities.*
- *The Company is expected to be able to reveal whether there are important cases being faced by the Board of Directors and members of the Board of Commissioners who are currently serving, and cases that are in the judiciary or arbitration body involving the company, which includes the impact on the Company's financial condition.*
- *The Company is expected to be able to disclose specific content regarding access to information and data of the Company, namely regarding the availability of access to information and data of the Company to the public in the Annual Report.*
- *The Company is expected to win the Annual Report Award (ARA).*
- *Companies are expected to follow agendas that provide awards in the field of CSR.*

Sistem Kepatuhan *Online*

Guna meningkatkan kualitas penerapan GCG di lingkungan perusahaan, Pertamedika IHC mengembangkan sistem kepatuhan *online* (*Compliance Online System/COS*) berdasarkan Surat Keputusan No: Kpts-1545/A00000/2021-SO tanggal 1 November 2021 sebagai sarana bagi karyawan untuk menyampaikan:

1. Pernyataan Benturan Kepentingan dan Potensi Benturan Kepentingan;
2. Pernyataan Kepatuhan terhadap Pedoman Perilaku (*Code of Conduct*);
3. Pernyataan telah menyampaikan LHKPN setingkat Direksi, *Vice President*, Kepala SPI, *Corporate Secretary*, para Manajer di Perusahaan serta Direktur dan Wakil Direktur unit usaha; dan
4. Laporan penolakan, penerimaan dan pemberian gratifikasi.

Status Wajib Lapor (WL) dimiliki oleh seluruh seluruh pekerja Pertamedika IHC, dengan demikian memiliki kewajiban untuk membuat laporan melalui COS yang dirancang untuk menjangkau setiap karyawan Pertamedika IHC yang ditempatkan di berbagai lokasi penugasan di unit-unit usaha Pertamedika IHC di seluruh wilayah Indonesia. Berikut rekapitulasi penyampaian Wajib Lapor Perusahaan:

Compliance Online System

To improve the quality of GCG implementation within the Company, Pertamedika IHC has developed a Compliance Online System (COS) based on the Decree No. Kpts-1545/ A00000/2021-SO dated November 1, 2021 as a means for the employees to convey:

1. *Statement of Conflict of Interest and Potential of Conflict of Interest;*
2. *Statement of Compliance with Code of Conduct;*
3. *Statement of LHKPN submission at the level of the Board of Directors, Vice President, SPI Head, Corporate Secretary, Managers in the Company as well as Directors, and Deputy Directors in business units; and*
4. *Reports of gratification rejection, giving, and acceptance.*

All Pertamedika IHC employees have the status of Compulsory Reporting (WL) meaning that they have an obligation to make a report through COS which is designed to reach every Pertamedika IHC employee who is placed in various assignment locations in Pertamedika IHC business units throughout Indonesia. The recapitulation of the submission of Compulsory Reporting of the Company is as follows:

Pengendalian Gratifikasi

Pengendalian Gratifikasi merupakan suatu hal yang penting untuk mewujudkan budaya dan sikap kerja berintegritas dari seluruh elemen Perseroan. Pengendalian gratifikasi ini bertujuan untuk memberikan arah dan acuan bagi Insan Perseroan mengenai gratifikasi, memberikan arah dan acuan bagi Insan Perseroan mengenai kepatuhan dan melaporkan gratifikasi untuk perlindungan dirinya sendiri maupun keluarganya dari peluang dikenakannya tuduhan tindak pidana suap, serta membentuk lingkungan instansi/organisasi yang sadar dan terkendali dalam penanganan praktik gratifikasi sehingga prinsip keterbukaan dan akuntabilitas dalam menjalankan kegiatan operasional dan bisnis sehari-hari semakin terimplementasi.

Gratification Control

Gratification Control is key in creating a work culture and attitude with integrity from all elements of the Company. This gratification control aims to provide direction and reference for the Individuals of the Company regarding gratification, provide direction and reference for the Company's personnel regarding compliance and report gratification for the protection of themselves and their families from the opportunity to be charged with accusations of bribery, and to form an environment of agencies/organizations that are aware and is controlled in handling of gratification practices so that the principles of openness and accountability in carrying out daily operational and business activities are increasingly implemented.

Pedoman Gratifikasi

Dalam menjalankan aktivitas bisnisnya, Perseroan menyadari pentingnya sikap yang tegas terhadap pemberian dan/atau permintaan gratifikasi dari satu pihak kepada pihak lainnya, mengingat Gratifikasi sifatnya yang mengarah pada tindak pidana suap. Oleh karena itu, diperlukan Pedoman Gratifikasi yang merupakan bagian tidak terpisahkan dari Pedoman GCG (*Good Corporate Governance*). Pedoman gratifikasi tersebut tertuang dalam Surat Keputusan No:Kpts-1522/A00000/2018-SO Tentang Pedoman Gratifikasi PT Bina Medika (Pertamedika) yang ditetapkan tanggal 1 Oktober 2018 dan ditandatangani Direktur Utama Pertamedika.

Gratification Guidelines

In carrying out its business activities, the Company realizes the importance of having a firm attitude towards giving and/or requesting gratification from one party to another, considering that gratification can lead to the criminal act of bribery. Therefore, a Gratification Guidelines are needed which are an integral part of the Code of GCG. The gratification guidelines are contained in the Decree No: Kpts-1522/A00000/2018-SO concerning the Gratification Guidelines of PT Bina Medika (Pertamedika) which was set on October 1, 2018 and signed by the President Director of Pertamedika.

Ruang Lingkup

Ruang lingkup Pedoman ini adalah mengenai hal-hal yang terkait dengan gratifikasi, penolakan, penerimaan, pemberian hadiah/cenderamata dan hiburan (*entertainment*), prinsip dasar, ketentuan peraturan perundang-undangan yang mengatur, klasifikasi tindakan gratifikasi serta batasan penerimaan, pemberian dan pemberian atas permintaan dari pihak ketiga.

Dalam implementasi pengendaliannya, selama ini Perseroan melaksanakan pengendalian dengan cara sebagai berikut:

1. Membangun sarana pelaporan gratifikasi bagi para Wajib Lapor, yang diwujudkan dalam bentuk *Compliance Online System* (COS) yang terintegrasi dengan sistem intranet, sehingga memudahkan para pekerja untuk membuat laporan gratifikasi.
2. Memberlakukan Pedoman Gratifikasi
3. Membentuk Unit Pengendalian Gratifikasi (UPG) yang dilaksanakan oleh fungsi *Compliance*.

Scope

The scope of this Guideline is regarding matters related to gratification, rejection, acceptance, giving of gift/souvenirs and entertainment, basic principles, provisions of laws and regulations that govern classification of acts of gratification and limits on acceptance, rejection and giving of gratification on the request of a third party.

In implementing its controls, the Company has carried out controls in the following ways:

1. *Developing a gratification reporting facility for people with Compulsory Reporting which is realized in the form of Compliance Online System (COS) that is integrated with the internet, facilitating employees to submit gratification report.*
2. *Enforcing Gratification Guidelines.*
3. *Establishing Gratification Unit Control (UPG) performed by the Compliance function.*

Laporan Harta Kekayaan Penyelenggara Negara (LKHPN)

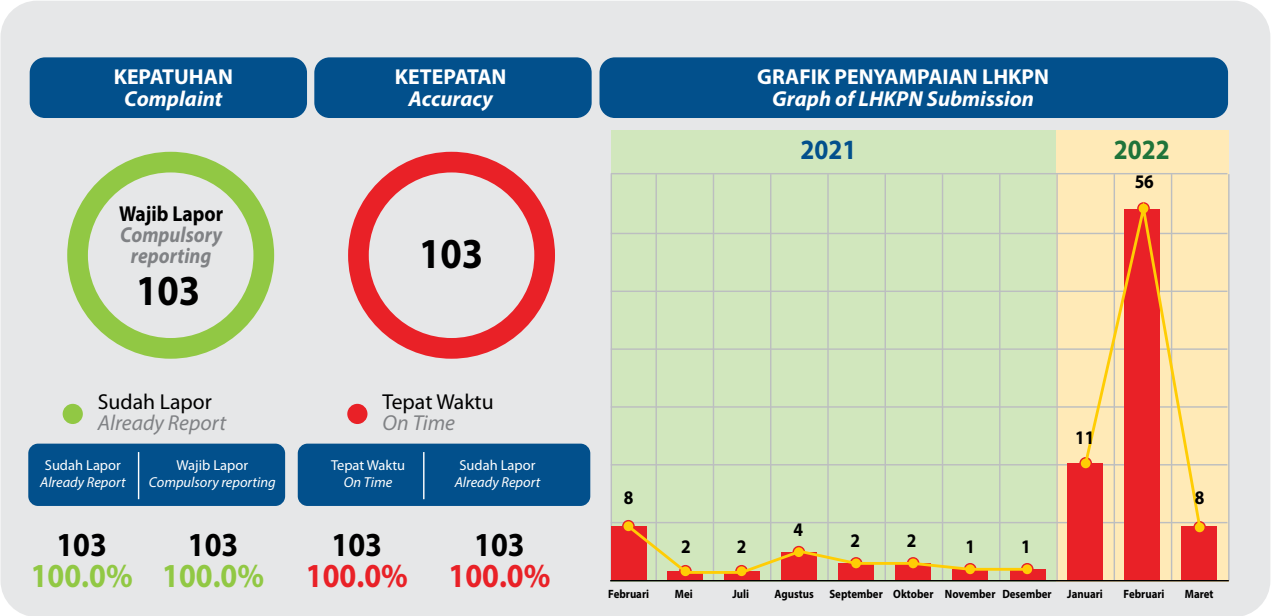
Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) pada prinsipnya merupakan laporan yang wajib disampaikan oleh penyelenggara negara mengenai harta kekayaan yang dimilikinya saat pertama kali menjabat dan saat pensiun.

LHKPN di Pertamedika IHC dilakukan sesuai dengan ketetapan Direktur Utama PT Pertamina (Persero) SK No. 70/ C00000/2017-S0 tanggal 30 November 2017 tentang Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) yang kemudian diratifikasi dengan terbitnya Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC Nomor Kpts-1161/ A00000/2018 tanggal 2 Agustus 2018. Berikut rekapitulasi penyampaian Wajib Lapor Perusahaan:

State Administrators Asset Report

In principle, State Administrators Asset Report (LHKPN) is a report that must be submitted by state administrators regarding their assets at the time of their first term of office and at retirement.

LHKPN at Pertamedika IHC is carried out in accordance with the decree of the President Director of PT Pertamina (Persero) SK No. 70/C00000/2017-S0 dated November 30, 2017 concerning the Obligation to Submit a State Administrators Asset Report (LHKPN) which was later ratified with the issuance of the Decree of the President Director of PT Pertamina Bina Medika IHC Number Kpts-1161/A00000/2018 dated August 2, 2018. The recapitulation of the submission of Compulsory Reporting of the Company is as follows:



Benturan Kepentingan

Dalam menjalankan aktivitas bisnisnya, Pertamedika menyadari pentingnya sikap yang tegas terhadap penanganan Benturan Kepentingan yang terjadi di Perusahaan, sehingga dapat tercipta pengelolaan Perusahaan yang baik, serta hubungan yang harmonis dengan seluruh Pemangku Kepentingan maupun pihak-pihak lainnya dalam pelaksanaan kerja sama dan interaksi dengan Perusahaan.

Conflict of Interest

In carrying out its business activities, Pertamedika realizes the importance of a firm attitude towards handling Conflict of Interest that occurs in the Company to create good management, as well as harmonious relationships with all Stakeholders and other parties in the implementation of cooperation and interactions with the Company

Pedoman Benturan Kepentingan

Pelaksanaan pencegahan benturan kepentingan di Perseroan mengacu pada Pedoman Benturan Kepentingan (*Conflict of Interest*) berdasar Surat Keputusan No: Kpts-1788/A00000/2021-

Conflict of Interest Guidelines

The prevention of conflict of interest in the Company refers to the Guidelines of Conflict of Interest based on Decree No: Kpts1788/ A00000/2021-SO dated December 1, 2021, which is an integral part

SO tanggal 1 Desember 2021, yang merupakan bagian tidak terpisahkan dari Pedoman GCG (*Good Corporate Governance*). Melalui Pedoman Benturan Kepentingan (*Conflict of Interest*) diharapkan segala aktivitas bisnis di Perseroan senantiasa dijalani dengan penuh amanah, transparan dan akuntabel.

of the Code of GCG. Through the Guidelines of Conflict of Interest, it is hoped that all business activities in the Company will always be carried out in a trustworthy, transparent and accountable manner.

Prinsip Dasar

Benturan Kepentingan Pribadi, Keluarga dan atau Golongan Semua Insan Perseroan di luar anggota keluarganya (keluarga inti) yang karena jabatannya, apabila menemui potensi atau kondisi/situasi Benturan Kepentingan DILARANG meneruskan kegiatan/melaksanakan kewajiban atas jabatannya. Dalam pelaksanaan potensi atau kondisi/situasi benturan kepentingan, Insan Perseroan:

a. Dilarang melakukan transaksi dan/atau menggunakan harta perusahaan untuk kepentingan pribadi, keluarga atau golongan.
b. Dilarang menerima dan/atau memberi hadiah/manfaat dalam bentuk apa pun yang berkaitan dengan kedudukannya di dalam perusahaan dari mitra kerja, penyedia barang dan jasa serta perusahaan pesaing rekanan/mitra kerja.
c. Dilarang menerima dan/atau memberi barang/parcel/ uang/ setara uang atau dalam bentuk apa pun pada hari raya keagamaan.
d. Dilarang mengizinkan mitra kerja atau pihak ketiga memberikan sesuatu dalam bentuk apa pun kepada sekelompok Insan Perseroan dan/atau di luar Insan Perseroan.
e. Dilarang menerima *refund* dan keuntungan pribadi lainnya yang melebih dan/atau bukan haknya dari hotel atau pihak manapun juga dalam rangka kedinasan atau hal-hal yang dapat menimbulkan potensi benturan kepentingan.
f. Dilarang bersikap diskriminatif, tidak adil untuk memenangkan penyedia barang/jasa rekanan/mitra kerja tertentu dengan maksud untuk menerima imbalan jasa untuk kepentingan pribadi, keluarga dan/atau golongan.
g. Dilarang memanfaatkan informasi rahasia dan data bisnis perusahaan untuk kepentingan di luar perusahaan.
h. Dilarang terlibat langsung atau tidak langsung dalam pengelolaan perusahaan pesaing dan/atau perusahaan mitra atau calon mitra lainnya.
i. Dilarang baik langsung maupun tidak langsung dengan sengaja turut serta dalam pemborongan, pengadaan, atau persewaan, yang pada saat dilakukan perbuatan, untuk seluruh atau sebagian ditugaskan untuk mengurus atau mengawasinya.
j. Membuat pernyataan potensi benturan kepentingan apabila mempunyai hubungan keluarga sedarah dalam hubungan keluarga inti dengan anggota Direksi dan/ atau anggota Dewan Komisaris.

Basic Principle

Conflict of Interests of Personal, Family and/or Class of all personnel of the Company outside of their family members (main family) who because of their position, encounter a potential or condition/situation of Conflict of Interest, are PROHIBITED to continue their activities/ carry out their obligations of their positions. In implementing a potential or condition/situation of conflict of interest, the Company's personnel:

a. Are prohibited from carrying out transactions and/or use of the company's assets for personal, family or group interests.
b. Are prohibited from accepting and/or giving gifts/benefits in any form related to their positions in the company from work partners, providers of goods and services as well as competitor/partner's competitors.
c. Are prohibited from receiving and/or giving goods/parcel/ money/money equivalent or in any form on religious holidays.
d. Are prohibited from allowing work partners or third parties to give something in any form to a group of the Company's personnel and/or outside of the Company's personnel.
e. Are prohibited from receiving refund and other personal benefits that exceed and/or are not entitled to them from hotels or any other parties in the context of official affairs or things that may create potential conflict of interest.
f. Are prohibited from being discriminative, not fair in allowing certain goods/services providers/business partners with the intention of receiving compensation for services for personal, family, and/or group interests.
g. Are prohibited from utilizing confidential business information and data of the Company for interests outside of the company.
h. Are prohibited from being involved directly or indirectly in the management of competitor companies and/or partner companies or other potential partners.
i. Are prohibited from taking part directly or indirectly in chartering, procuring, or renting, which at the time of the act is wholly or partly assigned to manage or supervise it.
j. Make a statement of potential conflict of interest when having blood relative of main family relationship with members of the Board of Directors and/or members of the Board of Commissioners.

Proses Pelaporan

Insan Perseroan atau pihak ketiga yang mengetahui adanya pelanggaran terhadap ketentuan yang terdapat pada pedoman ini, agar segera melaporkan pelanggaran dimaksud sesuai ketentuan yang berlaku di perusahaan atau melaporkan melalui saluran *Whistleblowing System* (WBS). Perusahaan menjamin bahwa proses pelaporan yang dilakukan oleh Insan Perseroan maupun pihak ketiga akan dijaga kerahasiaannya.

Reporting Process

The Company's personnel or third parties that are aware of a violation of the provisions contained in the guidelines, should immediately report the violation in accordance with the applicable provisions in the Company or report it through the Whistleblowing System (WBS). The Company guarantees that the reporting process carried out by the Company's personnel and third parties will be kept confidential.

Sanksi atas Pelanggaran

Pelanggaran terhadap ketentuan dalam Pedoman Benturan Kepentingan (*Conflict of Interest*) ini akan dikenakan sanksi yang berlaku di perusahaan yang masuk dalam kategori sebagai suatu bentuk pelanggaran berat. Pada tahun 2022 sendiri, tidak ditemukan adanya kasus maupun pengaduan terkait adanya praktik benturan kepentingan yang dilakukan oleh pejabat dan karyawan Pertamedika.

Sanctions for Violations

Sanctions will be imposed upon violation to provisions in the Guidelines of the Conflict of Interest applicable in the Company and is categorized as a serious violation. In 2022, there were no cases or complaints found related to practices of conflict of interest committed by Pertamedika officials and employees.

Struktur GCG
GCG Structure

Struktur GCG merupakan seperangkat organ perusahaan yang menjalankan fungsi pengelolaan, pengawasan dan pengendalian Perusahaan dalam rangka mencapai tujuan usahanya dengan memperhatikan kepentingan *shareholder* dan *stakeholder* lainnya. Bagi Perseroan struktur GCG yang kuat merupakan bagian dari upaya mengembangkan sistem dalam penerapan GCG yang sistematis dan terpusat agar dapat berjalan secara optimal. Perseroan telah memiliki struktur GCG yang terdiri dari:

1. **Rapat Umum Pemegang Saham (RUPS)**
   RUPS merupakan organ perusahaan yang memiliki kekuasaan dan wewenang tertinggi serta diselenggarakan sesuai dengan Anggaran Dasar. RUPS Pertamedika IHC mencakup 11 pemegang saham antara lain:

The GCG structure is a set of corporate organs that carry out the management, supervision, and control functions of the Company in order to achieve its business objectives by taking into account the interests of shareholders and other stakeholders. For the Company, a strong GCG structure is part of the effort to develop a system for implementing an optimal, systematic, and centralized GCG. The Company has a GCG structure consisting of:

1. ***General Meeting of Shareholders (GMS)***
   GMS is a company organ that has the highest power and authority and is organized in accordance with the Articles of Association. The GMS of Pertamedika IHC includes 11 shareholders, including:

No	Nama Pemegang Saham *Shareholder Name*	Persentase Kepemilikan (%) *Ownership Percentage (%)*
1	PT Pertamina (Persero)	81,11
2	PT Pertamina Pedeve Indonesia	0,01
3	PT Krakatau Steel (Persero) Tbk	0,75
4	PT Krakatau Industrial Estate Cilegon	0,61
5	PT Krakatau Bandar Samudera	0,44
6	PT Pelabuhan Indonesia (Persero)	6,00

No	Nama Pemegang Saham *Shareholder Name*	Persentase Kepemilikan (%) *Ownership Percentage (%)*
7	PT Timah Tbk	1,78
8	PT Perkebunan Nusantara X	5,62
9	PT Perkebunan Nusantara XI	1,94
10	PT Perkebunan Nusantara XII	1,74
	Total	**100,00**

2. Dewan Komisaris

Dewan Komisaris bertugas melaksanakan fungsi pengawasan atas jalannya perusahaan yang dilaksanakan oleh Direksi. Anggota Dewan Komisaris bertindak secara kolegial sebagai Dewan dan tidak dapat bertindak secara sepihak. Tugas, wewenang dan kewajiban Dewan Komisaris diatur dalam Anggaran Dasar Perusahaan yang disahkan oleh RUPS. Dewan Komisaris juga berperan dalam mengawasi penerapan GCG di lingkungan Perusahaan.

2. Board of Commissioners

The Board of Commissioners is in charge of carrying out supervisory function over the Company's management which is carried out by the Board of Directors. Members of the Board of Commissioners act collegially as a Board and cannot act individually. The duties, authorities and obligations of the Board of Commissioners are stipulated in the Articles of Association of the Company which are ratified by the GMS. The Board of Commissioners also plays a role in overseeing the implementation of GCG within the Company.

3. Direksi

Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan perusahaan untuk kepentingan perusahaan dan sesuai dengan maksud dan tujuan perusahaan. Dalam melaksanakan tugasnya tersebut Direksi mengacu pada kewajiban dan wewenang yang diatur dalam dalam Anggaran Dasar Perusahaan yang disahkan oleh RUPS

3. Board of Directors

The Board of Directors perform all actions related to the Company's management for the benefit of the Company and in accordance with the aims and objectives of the Company. In carrying out its duties, the Board of Directors refers to the obligations and authorities stipulated in the Articles of Association of the Company which are ratified by the GMS.

Rapat Umum Pemegang Saham (RUPS)

General Meeting of Shareholders (GMS)

Rapat Umum Pemegang Saham (RUPS) adalah merupakan yang dihadiri oleh Pemegang Saham yang memenuhi syarat kuorum dan diselenggarakan oleh Direksi atas permintaan Komisaris, Direksi atau pemegang saham yang mewakili 1/10 bagian dari jumlah seluruh saham dalam rangka mengambil keputusan penting yang berkaitan dengan modal yang ditanam dalam perusahaan dan/atau untuk pengambilan keputusan atas hal-hal yang kewenangannya tidak diserahkan kepada Direksi atau Komisaris.

The General Meeting of Shareholders (GMS) is a meeting that is attended by Shareholders who meet the quorum requirements and is held by the Board of Directors at the request of the Board of Commissioners, Board of Directors or shareholders who represent 1/10 of the total shares to make important decisions related to capital invested in the company and/or for decision making on matters whose authority is not delegated to the Board of Directors or Board of Commissioners.

Dalam pelaksanaannya secara umum, RUPS terdiri dari RUPS Tahunan yang diselenggarakan paling lambat 6 (enam) bulan setelah berakhirnya tahun buku dan RUPS Luar Biasa yang dapat diselenggarakan setiap waktu untuk membahas hal-hal yang tidak termasuk dalam agenda RUPST. Selain itu, pemegang saham dapat mengambil suatu keputusan sirkuler yang merupakan keputusan yang mengikat di luar RUPS sebagaimana dianggap diperlukan.

In its general implementation, the GMS consists of an Annual GMS held no later than 6 (six) months after the end of fiscal year and an Extraordinary GMS that can be held at any time to discuss matters that are not included in the AGMS agenda. In addition, shareholders can take a circular decision which is a binding decision outside the GMS as deemed necessary.

Pelaksanaan RUPS Tahunan Tahun 2022 *Annual GMS in 2022*

Agenda dan Keputusan RUPS Tahunan 2022
Agenda and Resolutions of the 2022 AGMS

No	Agenda	Keputusan / *Resolutions*
1	Persetujuan Laporan Tahunan Tahun Buku 2021 termasuk pengesahan atas Laporan Keuangan Perseroan Tahun Buku 2021 disertai pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan Perseroan selama Tahun Buku 2021 *Approval of the Annual Report for the 2021 Fiscal Year including ratification of the Company's Financial Statements for the Fiscal Year 2021 accompanied by full release and discharge (volledig acquit et de charge) to the Directors and Board of Commissioners for the management and supervision of the Company during the 2021 Fiscal Year*	Menyetujui laporan tahunan perseroan untuk tahun buku 2021 serta mengesahkan laporan keuangan perseroan untuk tahun buku yang berakhir tanggal 31 Desember 2021 beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja sebagaimana termuat dalam Laporan No. 00225/2.1032/AU.1/10/1562-1/1/III/2022 tanggal 15 maret 2022 dengan pendapat "wajar dalam semua hal yang material" Memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab (*volledig acquit et de-charge*) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang dilakukan dalam tahun buku yang berakhir tanggal 31 Desember 2021 sepanjang : 1. Tindakan-tindakan tsb tercermin dalam laporan tahunan Perseroan (termasuk laporan keuangan) tahun buku yang berakhir tanggal 31 Desember 2021 2. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum *Approved the Company's annual report for the 2021 financial year and ratified the company's financial statements for the financial year ending December 31, 2021 along with their explanations which have been audited by the Purwantono, Sungkoro & Surja Public Accounting Firm as contained in Report No. 00225/2.1032/AU.1/10/1562-1/1/III/2022 dated 15 March 2022 with the opinion "reasonable in all material respects"* *Provide full release and discharge from responsibility (volledig acquit et de-charge) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions carried out in the financial year ending December 31, 2021 as long as:* *1 These actions are reflected in the Company's annual report (including financial statements) for the financial year ending December 31, 2021* *2 These actions are not criminal acts and/or acts against the law*
2	Penetapan Penggunaan Laba Tahun Buku 2021 *Determination of the Use of Profits for the 2021 Fiscal Year*	Penetapan penggunaan laba perseroan tahun buku 2021 akan ditentukan kemudian dan ditetapkan dalam RUPS terpisah secara sirkuler *Determination of the use of the company's profits for the 2021 financial year will be determined later and stipulated in a circular separate GMS*
3	Penetapan Penunjukkan Kantor Akuntan Publik (KAP) untuk audit Laporan Keuangan Tahun Buku 2022 *Determination of the Appointment of a Public Accounting Firm (KAP) to audit the 2022 Financial Statements*	Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2022 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perseroan dikonsultasikan/ dikoordinasikan terlebih dahulu dengan PT Pertamina (Persero). *Granted power and delegated authority to the Company's Board of Commissioners to appoint a Public Accounting Firm (KAP) to conduct an examination of the Company's Financial Statements for the financial year ending December 31, 2022 along with the amount of the value of its services, in accordance with applicable rules and regulations, provided that the KAP appointed by the Company is consulted/coordinated in advance with PT Pertamina (Persero).*

Agenda dan Keputusan RUPS Tahunan 2022
Agenda and Resolutions of the 2022 AGMS

No	Agenda	Keputusan / *Resolutions*
4	Penetapan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2021 *Determination of Performance Awards (Tantiem) for the Directors and Board of Commissioners for the 2021 Fiscal Year*	Penghargaan atas kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Perseroan Tahun Buku 2021 akan ditentukan kemudian dan ditetapkan dalam RUPS terpisah secara sirkuler. *Awards for performance (Tantiem) for the Directors and Board of Commissioners of the Company for the 2021 Fiscal Year will be determined later and determined in a circular separate GMS.*
5	Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun 2022 *Determination of Remuneration for Directors and Board of Commissioners for 2022*	Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2022 akan ditentukan kemudian dan ditetapkan dalam RUPS terpisah secara sirkuler. *The remuneration of the Company's Board of Directors and Board of Commissioners for the Fiscal Year 2022 will be determined later and determined in a circular separate GMS.*

Pelaksanaan RUPS Luar Biasa dan RUPS Sirkuler 2022

Extraordinary GMS and Circular GMS in 2022

RUPS Sirkuler
Circular GMS

No	Keputusan RUPS *GMS Resolutions*	Tanggal Keputusan *Resolution Date*
1.	Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022 *Company Work Plan and Budget (RKAP) for 2022*	7 Juni 2022 *June 7, 2022*
2.	Penggunaan Laba Bersih Tahun Buku 2021 *Use of Net Profit for Fiscal Year 2021*	22 Juli 2022 *July 22, 2022*
3.	Perubahan Anggaran Dasar Mengenai Perubahan Susunan Pemegang Saham Perseroan *Amendments to the Articles of Association Regarding Changes in the Composition of the Company's Shareholders*	22 Juli 2022 *July 22, 2022*
4.	Pengangkatan Anggota Dewan Komisaris *Appointment of Members of the Board of Commissioners*	7 Juli 2022 *July 7, 2022*
5.	Pengunduran Diri Anggota Dewan Komisaris *Resignation of Members of the Board of Commissioners*	25 Agustus 2022 *August 25, 2022*
6.	Penetapan Kantor Akuntan Publik untuk Tahun Buku 2022, 2023 dan 2024 *Appointment of a Public Accounting Firm for the 2022, 2023 and 2024 Fiscal Years*	10 Oktober 2022 *October 10, 2022*
7.	Penempatan Wakil Perseroan sebagai Direktur PT Rolas Nusantara Medika *Placement of Company Representative as Director of PT Rolas Nusantara Medika*	19 Oktober 2022 *October 19, 2022*
8.	Penempatan Wakil Perseroan sebagai Anggota Direksi dan Anggota Dewan Komisaris di Anak Perusahaan PT Pertamina Bina Medika IHC *Placement of Company Representatives as Members of the Board of Directors and Members of the Board of Commissioners in the Subsidiary of PT Pertamina Bina Medika IHC*	12 Oktober 2022 *October 12, 2022*
9.	Penetapan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2021 *Determination of Performance Awards (Tantiem) for the Directors and Board of Commissioners for the 2021 Fiscal Year*	21 Oktober 2022 *October 21, 2022*
10.	Penambahan Jabatan Direksi, Pengalihan Tugas Anggota Direksi dan Pengangkatan Anggota Direksi *Addition to the Position of the Board of Directors, Transfer of Duties of Members of the Board of Directors and Appointment of Members of the Board of Directors*	21 Desember 2022 *December 21, 2022*

RUPS Luar Biasa
Extraordinary GMS

No	Agenda	Keputusan / *Resolutions*
1.	Persetujuan atas rencana penarikan pinjaman wajib konversi PT Bio Farma (Persero) di Perseroan sebesar Rp1.000.000.000.000 (satu triliun rupiah) yang akan dikonversi menjadi saham baru dari portepel dalam Perseroan bersamaan dengan investasi mitra strategis dan diputuskan pada aksi korporasi selanjutnya tanggal 26 Juli 2022 *Approval of the plan to withdraw PT Bio Farma (Persero)'s mandatory convertible loan in the Company in the amount of Rp1,000,000,000,000 (one trillion rupiah) which will be converted into new shares from the portfolio in the Company together with strategic partner investments and decided on the next corporate action on July, 26 2022*	Pemegang Saham Perseroan menyetujui penarikan pinjaman wajib konversi PT Bio Farma (Persero) sebesar Rp1.000.000.000.000 (satu triliun rupiah) yang akan dikonversi menjadi saham baru dari portepel dalam Perseroan. Atas konversi saham tersebut akan diputuskan oleh para pemegang saham Perseroan dalam Rapat Umum Pemegang Saham secara terpisah selanjutnya *The Company's Shareholders approved the withdrawal of PT Bio Farma (Persero)'s mandatory convertible loan of Rp1,000,000,000,000 (one trillion rupiah) which will be converted into new shares from the portfolio within the Company. The share conversion will be decided by the Company's shareholders at a separate General Meeting of Shareholders thereafter*

Realisasi Agenda dan Keputusan RUPS di Tahun Sebelumnya

Realization of the Agendas and Resolutions of the GMS in the Previous Year

Pada tahun 2021, Perusahaan telah melaksanakan 9 (sembilan) kali RUPS dengan rincian 1 (satu) kali RUPS Tahunan dan 8 (delapan) RUPS Sirkuler. Berikut hasil realisasi atas keputusan kedua jenis RUPS tersebut:

In 2021, the Company held 9 (nine) GMS consist of 1 (one) Annual GMS and 8 (eight) Circular GMS. The following is the realization on the resolutions of the aforementioned GMS:

RUPS Tahunan Tahun 2021
2021 Annual GMS

Agenda	Keputusan	Realisasi
Persetujuan Laporan Tahunan Tahun Buku 2020 termasuk pengesahan atas Laporan Keuangan Perseroan Tahun Buku 2020 disertai pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan Perseroan selama Tahun Buku 2020 *Approval of Annual Report for 2020 Fiscal Year including validation of the Company's Financial Statements for 2020 Fiscal Year as well as full release and discharge to the Board of Directors and Board of Commissioners for management and supervisory actions on the Company during 2020 fiscal year*	a. Menyetujui Laporan Tahunan Tahun Buku 2020 termasuk Pengesahan Laporan Keuangan Perseroan Tahun Buku 2020 dan Penyajian Kembali Laporan Keuangan Perseroan Tahun Buku 2018 dan 2019 beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja sesuai laporan No. 00125/2.1032/ AU.1/10/0701-6/1/II/2021 tanggal 23 Februari 2021 dengan pendapat "wajar, dalam semua hal yang material" *Approved the Annual Report for 2020 Fiscal Year and validated the Company's Financial Statements for 2020 Fiscal Year and the restatement of the Company's Financial Statements for 2018 and 2019 Fiscal Years along with their explanations which have been audited by Public Accounting Firm Purwantono, Sungkoro & Surja based on report No. 00125/2.1032/AU.1/10/0701-6/1/II/2021 dated February 23, 2021 with the opinion of "fair in all material respects"* b. Memberikan pelunasan dan pembebasan sepenuhnya (*volledig acquit et de charge*) dari tanggung jawab kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang telah dijalankan selama Tahun Buku yang berakhir pada tanggal 31 Desember 2020 sepanjang: *Grated full release and discharge (volledig acquit et de charge) from responsibility to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions that have been carried out during the Fiscal Year ending on December 31, 2020 insofar as:* 1) Tindakan-tindakan tersebut tercermin pada Laporan Tahunan Perseroan dan Laporan Keuangan Perseroan untuk Tahun Buku yang berakhir tanggal 31 Desember 2020 tersebut; dan *These actions are reflected in the Company's Annual Report and Financial Statements for the Fiscal Year ending on December 31, 2020; and* 2) Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. *These actions are not criminal acts and/or unlawful acts.*	Telah terealisasi *Realized*

RUPS Tahunan Tahun 2021
2021 Annual GMS

Agenda	Keputusan	Realisasi
Penetapan Penggunaan Laba Perseroan Tahun Buku 2020 *Determination of the Use of the Company's Profit for 2020 Fiscal Year*	Menetapkan penggunaan laba bersih yang didistribusikan kepada pemilik Entitas Induk Perseroan Tahun Buku 2020 sebesar Rp237.068.471.057 sebagai berikut: *Determined the use of net profit attributable to owners of the Parent Entity for the 2020 Fiscal Year of Rp237,068,471,057 as follows:* a. Sebesar 10% dari Laba Tahun Berjalan yang didistribusikan kepada Entitas Induk atau sebesar Rp23.706.847.106,- dibagikan sebagai Dividen kepada Pemegang Saham sesuai porsi kepemilikan saham dan dibayarkan secara tunai *10% of the Profit for the Year attributable to the Parent Entity or Rp23,706,847,106 is distributed as Dividend to Shareholders based on the share ownership portion and paid in cash* b. Sisanya sebesar 90% dari Laba Tahun Berjalan yang diatribusikan kepada Entitas Induk atau sebesar Rp213.361.623.951 sebagai cadangan. *The remaining 90% of the Profit for the Year attributable to the Parent Entity or Rp213,361,623,951 as reserves.* b. Besarnya dividen yang menjadi hak Pemegang Saham wajib disetorkan kepada Pemegang Saham selambatlambatnya 30 (tiga puluh) hari setelah ditetapkan oleh RUPS. *The amount of dividends that are the rights of the Shareholders must be paid to the Shareholders no later than 30 (thirty) days after being determined by the GMS.*	Perusahaan telah membayarkan sepenuhnya dividen kepada seluruh pemegang saham *The Company has paid full dividend to all shareholders*
Penetapan Kantor Akuntan Publik (KAP) untuk audit Laporan Keuangan Tahun Buku 2021 *Appointment of Public Accounting Firm (KAP) to audit the Financial Statements for 2021 Fiscal Year*	Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk Tahun Buku 2021 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perseroan dikonsultasikan/dikoordinasikan terlebih dahulu dengan PT Pertamina (Persero) *Granted power and delegated authority to the Board of Commissioners of the Company to appoint the Public Accounting Firm (KAP) to audit the Company's Financial Statements for the 2021 Fiscal Year along with the amount of fees, in accordance with applicable regulations, provided that the KAP appointed by the Company is consulted/coordinated first with PT Pertamina (Persero)*	Perusahaan telah menetapkan KAP Purwantono, Sungkoro & Surja *The Company has appointed KAP Purwantono, Sungkoro & Surja*
Penetapan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2020. *Determination of Performance Incentives (Tantiem) for the Board of Directors and Board of Commissioners for 2020 Fiscal Year*	Penetapan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler. *Determination of Performance Incentives (Tantiem) for the Company's Board of Directors and Board of Commissioners for 2020 Fiscal Year will be determined subsequently in a separate circular GMS*	Telah terealisasi *Realized*
Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2021 *Determination of Remuneration for the Board of Directors and Board of Commissioners for 2021 Fiscal Year*	Penetapan Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2021 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler *Determination of remuneration for the Company's Board of Directors and Board of Commissioners for the 2021 Fiscal Year will be determined subsequently in a separate circular GMS*	Telah terealisasi *Realized*

RUPS Sirkuler 2021
2021 Circular GMS

No	Keputusan *Resolutions*	Realisasi *Realization*
1	Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tentang Pemberhentian dan Penempatan Wakil Perseroan sebagai anggota Direksi dan Dewan Komisaris di Anak Perusahaan Perseroan *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC on the Dismissal and Placement of the Company's Representative as members of the Board of Directors and Board of Commissioners in the Company's Subsidiaries*	Telah dilaksanakan pengukuhan jabatan wakil perseroan yang ditempatkan sebagai Direksi dan Anggota Dewan Komisaris di Anak Perusahaan *The inauguration of the company representative positions has been carried out as Board of Directors and Members of the Board of Commissioners in Subsidiaries*
2	Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tentang Pengunduran Diri Direktur Operasional Medis *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC on the Resignation of the Director of Medical Operations*	Telah dilaksanakan *Implemented*
3	Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tentang Pengangkatan Direktur Operasional Medis *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC on the Appointment of the Director of Medical Operations*	Telah dilaksanakan pengukuhan jabatan Direktur Medis Perseroan *Inauguration of the Company's Medical Director position has been carried out*
4	Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tentang Rencana Kerja dan Anggaran Perusahaan Tahun 2021 *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC on the Company's Work Plan and Budget of 2021*	Telah dilaksanakan *Implemented*
5	Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tentang Perubahan Nomenklatur Jabatan Direksi, Pengalihan Tugas Anggota Direksi, Pemberhentian dan Pengangkatan Anggota Direksi serta Pengangkatan Anggota Dewan Komisaris *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC on the Change in Position Nomenclature of the Board of Directors, Transfer of Assignment of Members of the Board of Directors, and Appointment of Members of the Board of Commissioners*	Telah dilaksanakan pengukuhan jabatan Anggota Direksi Perseroan *Inauguration of the Company's Board of Directors members position has been carried out*
6	Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tentang Penempatan Wakil Perseroan sebagai Komisaris PT Rumah Sakit Bakti Timah *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC on the Placement of the Company's Representative as Commissioner of PT Rumah Sakit Bakti Timah*	Telah dilaksanakan *Implemented*
7	Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tentang Penetapan Penghargaan atas Kinerja Tahunan Anggota Direksi dan Anggota Dewan Komisaris Perseroan Tahun Buku 2020 *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC on the Determination of Annual Performance Incentives for Members of the Board of Directors and Board of Commissioners of the Company for 2020 Fiscal Year*	Telah dibayarkan kepada Direksi dan Dewan Komisaris *Paid to the Board of Directors and Board of Commissioners*
8	Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Bina Medika IHC tentang RKAP Revisi Tahun 2021 *Circular Resolution of Shareholders of PT Pertamina Bina Medika IHC on the Revised RKAP of 2021*	Telah dilaksanakan *Implemented*

Dewan Komisaris
Board of Commissioners

Dewan Komisaris adalah salah satu organ Perseroan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai Anggaran Dasar serta memberikan nasihat kepada Direksi dalam menjalankan kegiatan pengurusan Perusahaan. Dewan Komisaris juga memiliki tugas untuk melakukan pemantauan terhadap efektivitas praktik *Good Corporate Governance* yang diterapkan Perseroan.

The Board of Commissioners is one of the organs of the Company which is tasked with conducting general and/or specific supervision in accordance with the Articles of Association as well as providing advice to the Board of Directors in carrying out management activities of the Company. The Board of Commissioners also has a duty to monitor the effectiveness of Good Corporate Governance practices implemented by the Company.

Pedoman Kerja Dewan Komisaris

Pedoman Kerja Dewan Komisaris mengacu kepada *Board Manual* yang telah ditandatangani dalam Pernyataan Komitmen Bersama Direksi dengan Dewan Komisaris PT Pertamina Bina Medika IHC pada 29 November 2019. Adapun isi pedoman kerja Dewan Komisaris dalam *Board Manual* adalah sebagai berikut:

- Fungsi Dewan Komisaris;
- Persyaratan, Komposisi dan Masa Jabatan Dewan Komisaris;
- Tugas, Wewenang dan Kewajiban Dewan Komisaris;
- Hak Dewan Komisaris;
- Hubungan Kerja antar Anggota Dewan Komisaris;
- Rapat Komisaris;
- Evaluasi Kinerja Dewan Komisaris;
- Organ Pendukung Komisaris;
- Etika Jabatan Dewan Komisaris;
- Program Pengenalan dan Peningkatan Kapabilitas;
- Hubungan Kerja antara Dewan Komisaris dengan Direksi.

Board of Commissioners Manual

Work guidelines of the Board of Commissioners refer to the Board Manual signed in the Joint Commitment Statement of the Board of Directors and the Board of Commissioners of PT Pertamina Bina Medika IHC on November 29, 2019. The contents of the work guidelines for the Board of Commissioners in the Board Manual are as follows:

- *Functions of the Board of Commissioners;*
- *Requirements, Composition, and Tenure of the Board of Commissioners,*
- *Duties, Authorities, and Obligations of the Board of Commissioners;*
- *Rights of the Board of Commissioners;*
- *Work Relations between the Board of Commissioners Members;*
- *Meeting of the Board of Commissioners;*
- *Performance Evaluation of the Board of Commissioners;*
- *Supporting Organs of the Board of Commissioners;*
- *Position Ethics of the Board of Commissioners;*
- *Orientation and Capability Improvement Program;*
- *Work Relations between the Board of Commissioners and Board of Directors.*

Tugas, Wewenang, dan Kewajiban Dewan Komisaris

Dewan Komisaris Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan RJPP, RKAP serta ketentuan Anggaran Dasar dan Keputusan RUPS, serta peraturan perUndang-Undangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.

Duties, Authorities, and Obligations of the Board of Commissioners

The Board of Commissioners is in charge of supervising management policies, general management of the Company and its business carried out by the Board of Directors as well as providing advice to the Board of Directors including supervision of the implementation of RJPP, RKAP as well as provisions of the Articles of Association and GMS Resolutions, as well as prevailing laws and regulations, for the benefit of the Company and in accordance with the intentions and objectives of the Company.

Kewajiban Dewan Komisaris

Dalam melaksanakan tugasnya tersebut setiap anggota Dewan Komisaris berkewajiban untuk:

a. Mematuhi Anggaran Dasar dan peraturan perUndang-Undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran.
b. Beritikad baik, penuh kehati-hatian dan bertanggung jawab kepada Perseroan dalam hal ini diwakili oleh RUPS dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan; dan
c. Dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil kepentingan Perseroan selain honorarium dan fasilitas yang ditentukan oleh RUPS.
d. Memberikan pendapat dan saran kepada RUPS mengenai RJPP dan RKAP yang diusulkan Direksi
e. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan.
f. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perseroan.
g. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan.
h. Membentuk komite audit.
i. Memberikan nasihat kepada Direksi dalam melaksanakan kepengurusan Perseroan dan tidak dimaksudkan untuk kepentingan pihak/golongan tertentu.
j. Menyusun pembagian tugas antar anggota Dewan Komisaris.
k. Meneliti dan menelaah serta menandatangani rencana jangka panjang Perseroan dan rencana kerja dan anggaran Perseroan yang disiapkan Direksi sesuai ketentuan Anggaran Dasar Perseroan.
l. Menyusun rencana kerja dan anggaran tahunan Dewan Komisaris dan dimasukkan dalam rencana kerja dan anggaran Perseroan.
m. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan yang bersangkutan dan Perseroan lain, termasuk setiap perubahannya
n. Mengusulkan kepada Rapat Umum Pemegang Saham (RUPS) Penunjukkan Auditor Eksternal yang akan melakukan pemeriksaan atas buku-buku Perseroan.
o. Memantau efektivitas praktik *Good Corporate Governance* antara lain dengan mengadakan pertemuan berkala antara Dewan Komisaris dengan Direksi untuk membahas implementasi *Good Corporate Governance*.

Obligations of the Board of Commissioners

In carrying out these duties, each member of the Board of Commissioners is obliged to:

a. Comply with the Articles of Association and laws and regulations as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.
b. Have good intentions, be full of prudence and be accountable to the Company, in this case represented by the GMS in carrying out supervisory duties and providing advice to the Board of Directors for the benefit of the Company and in accordance with the aims and objectives of the Company;
c. Be prohibited from carrying transactions that have conflict of interest and take the Company's interest aside from honorarium and facilities determined by the GMS.
d. Provide opinions and suggestions to the GMS regarding RJPP and RKAP proposed by the Board of Directors
e. Follow the development of the Company's activities, provide opinions and suggestions to the GMS for every issue deemed important for the Company's management.
f. Report immediately to the GMS for any symptoms of the Company's performance decline.
g. Study and review periodic reports and annual reports prepared by the Board of Directors as well as sign the Annual Report.
h. Establish an audit committee.
i. Provide counsels to the Board of Directors in managing the Company and it is not intended for the benefit of certain parties/ groups.
j. Prepare division of duties between members of the Board of Commissioners.
k. Study and review as well as sign the Company's long-term plan as well as work plan and budget prepared by the Board of Directors pursuant to Articles of Association of the Company
l. Prepare annual work plan and budget of the Board of Commissioners to be included in the Company's work plan and budget.
m. Report to the Company regarding their and/or their family share ownership on the Company and other related company, including the changes.
n. Propose to the General Meeting of Shareholders (GMS) the appointment of External Auditor that will audit the Company.
o. Monitor the effectiveness of Good Corporate Governance practices, among others by holding regular meetings between the Board of Commissioners and the Board of Directors to discuss implementation of Good Corporate Governance.

p. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS.
q. Mematuhi ketentuan-ketentuan lain yang berlaku di induk perusahaan Perseroan dan dinyatakan berlaku bagi Perseroan dan/atau ketentuan-ketentuan lain yang ditetapkan dan disetujui oleh RUPS.

p. Carry out other obligations in the context of supervisory and advisory duties, provided that it does not conflict with laws and regulations, the Articles of Association and/or the resolutions of the GMS.
q. Comply with other provisions that apply in the parent company of the Company and are declared applicable to the Company and/or other provisions stipulated and approved by the GMS.

Tugas, dan Wewenang Dewan Komisaris

1 Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan RJPP, RKAP serta ketentuan Anggaran Dasar dan Keputusan RUPS, serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.
2 Dalam melaksanakan tugasnya tersebut, setiap anggota Dewan Komisaris harus:
   a. Mematuhi Anggaran Dasar dan peraturan perundang-undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggung jawaban, serta kewajaran.
   b. Beritikad baik, penuh kehati-hatian dan bertanggung jawab kepada Perseroan dalam hal ini diwakili oleh RUPS dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.
   c. Dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil kepentingan Perseroan selain honorarium dan fasilitas yang ditentukan oleh RUPS.
3 Dalam melaksanakan tugasnya, Dewan Komisaris berwenang untuk:
   a. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain, surat berharga dan memeriksa kekayaan Perseroan.
   b. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perseroan.
   c. Meminta penjelasan dari Direksi dan/atau pejabat lainya mengenai segala persoalan yang menyangkut pengelolaan Perseroan.
   d. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi.
   e. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris.

Duties and Authorities of the Board of Commissioners

1 The Board of Commissioners is tasked with supervising management policies, the general management of both the Company and the Company's business carried out by the Directors and providing advice to the Directors including supervising the implementation of the RJPP, RKAP and the provisions of the Articles of Association and GMS Decisions, as well as the applicable laws and regulations , for the benefit of the Company and in accordance with the purposes and objectives of the Company.
2 In carrying out these duties, each member of the Board of Commissioners must:
   a. Comply with the Articles of Association and laws and regulations as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness.
   b. Having good faith, being prudent and responsible to the Company, in this case represented by the GMS in carrying out supervisory duties and providing advice to the Board of Directors for the benefit of the Company and in accordance with the aims and objectives of the Company.
   c. It is prohibited to carry out transactions that have a conflict of interest and take the interests of the Company apart from the honorarium and facilities determined by the GMS.
3 In carrying out its duties, the Board of Commissioners has the authority to:
   a. Look at books, letters and other documents, examine cash for verification purposes and other securities and check the assets of the Company.
   b. Entering the grounds, buildings and offices used by the Company.
   c. Request an explanation from the Board of Directors and/or other officials regarding all issues related to the management of the Company.
   d. Knowing all policies and actions that have been and will be carried out by the Board of Directors.
   e. Requesting the Directors and/or other officials under the Directors with the knowledge of the Directors to attend the meetings of the Board of Commissioners.

f. Mengangkat sekretaris Dewan Komisaris, jika dianggap perlu.
g. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan undang-undang Perseroan Terbatas.
h. Memberntuk komite-komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perseroan.
i. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu.
j. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu unutk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar ini.
k. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan.
l. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

f. Appoint the secretary of the Board of Commissioners, if deemed necessary.
g. Temporarily dismiss members of the Board of Directors in accordance with the provisions of the Limited Liability Company law.
h. Form other committees besides the Audit Committee, if deemed necessary by taking into account the Company's capabilities.
i. Use experts for certain matters and within a certain period of time at the expense of the Company, if deemed necessary.
j. Carry out management actions of the Company under certain conditions for a certain period of time in accordance with the provisions of this Articles of Association.
k. Attend Board of Directors meetings and provide views on matters discussed.
l. Carry out other supervisory authorities as long as they do not conflict with laws and regulations, the Articles of Association, and/or GMS decisions.

Pengangkatan dan Pemberhentian

Berdasarkan ketentuan dalam pedoman kerjanya, anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS. Masa jabatan Dewan Komisaris ditetapkan 3 (tiga) tahun dan dapat diangkat kembali 1 (satu) kali masa jabatan. Jabatan anggota Dewan Komisaris akan berakhir apabila:

1) Meninggal dunia;
2) Masa jabatan berakhir;
3) Kehilangan Kewarganegaraan Indonesia;
4) Mengundurkan diri;
5) Diberhentikan berdasarkan keputusan RUPS dengan alasan yang telah disepakati dalam pedoman kerja.

Appointment and Dismissal

Based on the provisions in the Board Manual, members of the Board of Commissioners are appointed and terminated by the GMS. The term of office of the Board of Commissioners is set for 3 (three) years and can be reappointed for 1 (one) term of office. The position of a member of the Board of Commissioners will end if:

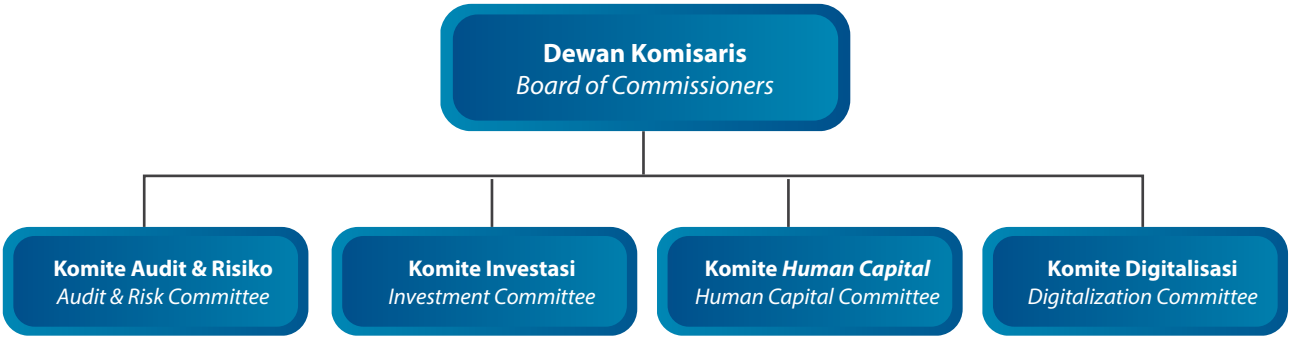
1) Passed away;
2) The term of office ends;
3) Loss of Indonesian Citizenship;
4) Resigned;
5) Dismissed based on the resolution of the GMS for the reasons agreed in the Board Manual.

Struktur Organisasi Dewan Komisaris

Board of Commissioners Organizational Structure

Susunan organisasi Dewan Komisaris diubah berdasarkan SK No. Kpts-447/DK.PBM/2022-S8 tanggal 1 September 2022 tentang Perubahan Nomenklatur, Pemberhentian dan Pengangkatan Organ Pendukung Dewan Komisaris PT Pertamina Bina Medika IHC.

The organizational structure of the Board of Commissioners was changed based on SK No. Kpts-447/DK.PBM/2022-S8 dated September 1, 2022 concerning Changes in Nomenclature, Dismissal and Appointment of Supporting Organs for the Board of Commissioners of PT Pertamina Bina Medika IHC.



Komposisi Dewan Komisaris Tahun 2022

Board of Commissioners Composition in 2022

No	Nama *Name*	Jabatan *Position*	Masa Jabatan *Tenure*	RUPS Penunjukkan *GMS Appointment*	RUPS Pemberhentian *GMS Dismissal*
1	Farid Harianto	Komisaris Utama *President Commissioner*	24 Juni 2020 – sekarang (Periode Pertama) *June 24, 2020 –present (First Period)*	RUPS Sirkuler PT Pertamina Bina Medika IHC 24 Juni 2020 *Circular GMS of PT Pertamina Bina Medika IHC on June 24, 2020*	-
2	Dante Saksono Harbuwono	Komisaris Independen *Independent Commissioner*	24 Juni 2020 – sekarang (Periode Pertama) *June 24, 2020 –present (First Period)*	RUPS Sirkuler PT Pertamina Bina Medika IHC 24 Juni 2020 *Circular GMS of PT Pertamina Bina Medika IHC on June 24, 2020*	-
3	Henry Hendrawan	Komisaris Independen *Independent Commissioner*	9 Juni 2021– Sekarang (Periode Pertama) *June 9, 2021–present (First Period)*	RUPS Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021 *Circular GMS of PT Pertamina Bina Medika IHC on June 9, 2021*	-
4	L. Rizka Andalucia	Komisaris *Commissioner*	7 Juli 2022 - Sekarang (Periode Pertama) *July 7, 2022–present (First Period)*	RUPS Sirkuler PT Pertamina Bina Medika IHC tanggal 7 Juli 2022 *Circular GMS of PT Pertamedika Bina Medika IHC on July 7, 2022*	-
5	Iman Rachman	Komisaris *Commissioner*	9 Juni 2021 – Sekarang (Periode Pertama) *June 9, 2021–present (First Period)*	RUPS Sirkuler PT Pertamina Bina Medika IHC tanggal 9 Juni 2021 *Circular GMS of PT Pertamina Bina Medika IHC on June 9, 2021*	RUPS Sirkuler PT Pertamina Bina Medika IHC tanggal 25 Agustus 2022 *Circular GMS of PT Pertamina Bina Medika IHC on August 25, 2022*

Program Pengenalan Dewan Komisaris

Program pengenalan bagi Anggota Dewan Komisaris yang baru diberikan oleh Perseroan karena latar belakang Anggota Dewan Komisaris yang merupakan representasi dari Pemegang Saham. Tujuan program pengenalan adalah agar para Anggota Dewan Komisaris dapat saling mengenal dan menjalin kerja sama sebagai satu tim yang solid, komprehensif dan efektif. Ketentuan tentang program pengenalan meliputi hal-hal sebagai berikut:

a. Untuk anggota Dewan Komisaris yang baru diangkat, wajib diberikan program pengenalan mengenai kondisi Perseroan secara umum.
b. Program pengenalan dilaksanakan paling lambat 30 (tiga puluh) hari setelah pengangkatan Dewan Komisaris.
c. Penanggung jawab program pengenalan adalah Sekretaris Perseroan atau pejabat yang menjalankan fungsi sebagai Sekretaris Perseroan.
d. Program pengenalan meliputi:
   1) Pelaksanaan prinsip-prinsip *Good Corporate Governance* di Perseroan.
   2) Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal lain yang tidak diperbolehkan.
   3) Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, risiko, pengendalian internal dan masalah-masalah strategis lainnya.
   4) Keterangan berkaitan dengan kewenangan yang didelegasikan, audit Internal dan eksternal, sistem dan kebijakan pengendalian Internal serta Komite Audit.
   5) Program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perseroan, kunjungan ke kantor-kantor cabang, pengkajian dokumen Pers.

Orientation Program of the Board of Commissioners

Orientation program for new Members of the Board of Commissioners is given by the Company because of the background of the members of the Board of Commissioners who are representatives of the Shareholders. The aim of the orientation program is so that the Members of the Board of Commissioners can get to know each other and build cooperation as a solid, comprehensive and effective team. The provisions regarding the orientation program include the following:

a. Newly appointed members of the Board of Commissioners must be given an orientation program regarding the condition of the Company in general.
b. Orientation program is carried out no later than 30 (thirty) days after the appointment of the Board of Commissioners.
c. Person-in-charge for the orientation program is the Corporate Secretary or an official who carries out the function as the Corporate Secretary.
d. Orientation program includes:
   1) Implementation of Good Corporate Governance principles in the Company.
   2) Information regarding the duties and responsibilities of the Board of Commissioners and Board of Directors as well as other matters that are not allowed.
   3) Description of the Company in relation to the objectives, nature and scope of activities, financial and operational performance, strategy, short-term and long-term business plans, risks, internal control, and other strategic issues.
   4) Information relating to delegated authority, internal and external audits, internal control systems and policies as well as the Audit Committee.
   5) Orientation program may take the form of presentations, meetings, visits to the Company's facilities, visits to branch offices, and reviews of Press documents.

Komisaris Independen
Independent Commissioner

Komisaris Independen merupakan anggota Dewan Komisaris dengan kriteria sebagai berikut:

1. Tidak menjabat sebagai Direksi di perusahaan yang terafiliasi dengan PT Pertamina Bina Medika IHC;
2. Tidak bekerja pada pemerintah termasuk di departemen, lembaga dan kemiliteran dalam kurun waktu tiga tahun terakhir;

Independent Commissioner is a member of the Board of Commissioners with the following criteria:

1. Not serving as a Director in a company affiliated with PT Pertamina Bina Medika IHC;
2. Has not worked for the government, including in ministries, institutions, and the military in the last three years;

3. Tidak bekerja di perusahaan yang berafiliasi dengan PT Pertamina Bina Medika IHC dalam kurun waktu tiga tahun terakhir;
4. Tidak mempunyai keterkaitan finansial, baik langsung maupun tidak langsung dengan PT Pertamina Bina Medika IHC atau perusahaan yang menyediakan jasa dan produk kepada PT Pertamina Bina Medika IHC dan afiliasinya;
5. Bebas dari kepentingan dan aktivitas bisnis atau hubungan lain yang dapat menghalangi atau mengganggu kemampuan Anggota Komisaris Independen yang berasal dari kalangan di luar PT Pertamina Bina Medika IHC untuk bertindak atau berpikir secara bebas di lingkup PT Pertamina Bina Medika IHC.

3. Has not worked for a company affiliated with PT Pertamina Bina Medika IHC in the last three years;

4. Has no financial relationship, either directly or indirectly, with PT Pertamina Bina Medika IHC or companies that provide services and products to PT Pertamina Bina Medika IHC and its affiliates;

5. Free from interests and business activities or other relationships that may obstruct or interfere with the ability of Independent Commissioner Members from circles outside of PT Pertamina Bina Medika IHC to act or think freely within the scope of PT Pertamina Bina Medika IHC.

Sekurang-kurangnya 20% (dua puluh persen) dari Anggota Dewan Komisaris harus berasal dari kalangan luar perusahaan (Komisaris Independen). Sesuai dengan Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan Pertamina, yang menjadi acuan seluruh Anak Perusahaan dalam menyelenggarakan kegiatan Perusahaan, Pemegang Saham dapat mengangkat anggota Komisaris Independen dengan mempertimbangkan integritas dan kompetensi yang bersangkutan.

At least 20% (twenty percent) of the members of the Board of Commissioners must come from outside of the Company (Independent Commissioners). In accordance with the Guidelines for the Management of Pertamina's Subsidiaries and Joint Venture Companies, which are the reference for all Subsidiaries in carrying out the Company's activities, Shareholders can appoint Independent Commissioners by considering the integrity and competence concerned.

Pengusulan calon Komisaris yang berasal dari luar Pertamina oleh Direksi Pertamina selaku Pemegang Saham, harus sesuai dengan peraturan dan ketentuan mengenai pengusulan dan pengangkatan Dewan Komisaris Anak Perusahaan/ Perusahaan Patungan yang berlaku di Pertamina.

Proposal of the Commissioner candidates from outside Pertamina by Pertamina's Board of Directors as Shareholders must comply with the rules and regulations concerning the proposal and appointment of the Board of Commissioners of Subsidiaries/Joint Ventures applicable to Pertamina.

Pada tahun 2022, posisi Komisaris Independen Pertamedika IHC dijabat oleh Bapak Dante Saksono Harbuwono yang diangkat berdasarkan RUPS Sirkuler Perseroan pada 24 Juni 2020 dan Bapak Henry Hendrawan yang diangkat berdasarkan RUPS Sirkuler Perseroan tanggal 9 Juni 2021.

In 2022, the position of Independent Commissioner for Pertamedika IHC was assumed by Mr. Dante Saksono Harbuwono who was appointed based on the Company's Circular GMS on June 24, 2020 and Mr. Henry Hendrawan who was appointed based on the Company's Circular GMS on June 9, 2021.

Keberagaman Komposisi Dewan Komisaris

Perseroan memandang bahwa keberagaman latar belakang pengalaman dan pendidikan anggota Dewan Komisaris merupakan landasan yang kuat bagi pencapaian kinerja perusahaan yang optimal, baik pencapaian finansial maupun non-finansial. Aspek keberagaman dalam komposisi Dewan Komisaris dapat dilihat dari beberapa unsur yang dimiliki oleh para anggota Dewan Komisaris yang meliputi independensi, keahlian/pendidikan, pengalaman kerja, dan usia.

Composition Diversity of the Board of Commissioners

The Company views that the diversity of experience and educational backgrounds of the members of the Board of Commissioners is a strong foundation for achieving both financial and non-financial optimal performance. The diversity aspect in the composition of the Board of Commissioners can be seen from several elements possessed by the members of the Board of Commissioners which include independence, expertise/ education, work experience, and age.

Nama *Name*	Jabatan *Position*	Pendidikan dan Riwayat Pekerjaan Terakhir *Recent Education and Job Experience*	Usia *Age*	Keahlian *Expertise*
Farid Harianto	Komisaris Utama *President Commissioner*	S3 Wharton School/University of Pennsylvania, Amerika Serikat (1989)	70 tahun / *years old*	Ekonomi Keuangan *Economy Finance*
Dante Saksono Harbuwono	Komisaris Independen *Independent Commissioner*	S-3 Doctor of Philosophy dari University of Yamanashi, Jepang (2008)	49 tahun / *years old*	Kesehatan dan Manajemen Strategis *Health and Strategic Management*
Henry Hendrawan	Komisaris Independen *Independent Commissioner*	S-2 Master of Business Administration (Akselerasi) dari Cornell University, Amerika Serikat (2009) *Master of Business Administration (Accelerated) from Cornell University, United States of America*	40 tahun / *years old*	Manajemen Bisnis *Business Management*
L. Rizka Andalucia	Komisaris *Commissioner*	S-3 Doctor of Biomedical and Medicine dari Universitas Gajah Mada, Indonesia *Doctor of Business Biomedical and Medicine from Gadjah Mada University, Indonesia*	54 tahun / *years old*	Biomedis dan Obat-obatan *Biomedical and Medicine*
Iman Rachman	Komisaris *Commissioner*	S-2 Master of Business Administration Finance dari Leed University Business School, Inggris (1997) *Master of Business Administration from Leed University Business School, United Kingdom (1997)*	50 tahun / *years old*	Manajemen Bisnis *Business Management*

Remunerasi Dewan Komisaris

Perseroan menetapkan jumlah remunerasi remunerasi Dewan Komisaris melalui proses sebagai berikut:

1. Remunerasi Dewan Komisaris Perusahaan diusulkan oleh Direksi setelah mendapat rekomendasi Dewan Komisaris untuk ditetapkan dan disetujui oleh RUPS.
2. Ketentuan dan perhitungan remunerasi Dewan Komisaris ditetapkan berdasarkan Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan Pertamina.

Komponen remunerasi Dewan Komisaris berikut besaran yang diterima Dewan Komisaris pada tahun 2022 sebagai berikut:

Remuneration for the Board of Commissioners

The Company determines the amount of remuneration for the Board of Commissioners through the following process:

1. *Remuneration for the Company's Board of Commissioners is proposed by the Board of Directors after receiving a recommendation from the Board of Commissioners to be determined and approved by the GMS.*
2. *Provisions and calculations for the remuneration of the Board of Commissioners are stipulated based on the Guidelines for the Management of Pertamina's Subsidiaries and Joint Venture Companies.*

The components and amount of remuneration received by the Board of Commissioners in 2022 is as follows:

Jabatan *Position*	Honorarium *Honorarium*	Tunjangan *Allowance*	Aspunjab *Post Employment Insurance*	THR *Holiday Allowance*	Tantiem *Tantiem*	Total
Dewan Komisaris *Board of Commissioners*	Rp2.398.059.540	Rp479.611.908	Rp537.943.985	Rp199.838.295	Rp3.792.718.418	Rp7.408.172.146

Rapat Dewan Komisaris

Board of Commissioners Meetings

Dewan Komisaris Perseroan mengadakan rapat paling sedikit 1 (satu) kali dalam waktu 1 (satu) bulan. Sepanjang tahun 2022, Dewan Komisaris mengadakan rapat sebanyak 13 kali. Berikut rincian jumlah rapat dan tingkat kehadiran Dewan Komisaris dalam rapat 2022:

The Board of Commissioners of the Company holds a meeting at least 1 (once) within 1 (one) month. Throughout 2022, the Board of Commissioners held 13 meetings. The following is a breakdown of the number of meetings and attendance levels of the Board of Commissioners in the 2022 meetings:

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Total Meetings*	Jumlah Kehadiran *Total Attendance*	Tingkat Kehadiran (%) *Attendance Rate (%)*
Farid Harianto	Komisaris Utama *President Commissioner*	13	13	100%
Dante Saksono Harbuwono	Komisaris Independen *Independent Commissioner*	13	10	77%
Henry Hendrawan	Komisaris Independen *Independent Commissioner*	13	13	100%
L. Rizka Andalucia	Komisaris *Commissioner*	8	7	88%
Iman Rachman	Komisaris *Commissioner*	5	4	80%

Agenda Rapat Dewan Komisaris 2022

Board of Commissioners Meeting Agendas in 2022

NO	Hari/Tanggal *Day/Date*		Tempat *Venue*	Agenda
1	Rabu, 26 Januari 2022	*Wednesday, January 26, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Performance Financial* Periode Desember 2021 (*unaudited*) 2. Progress *Project Strategic* 3. Laporan kinerja Direktorat Medis Tahun 2021 *1. Financial Performance for the Period of December 2021 (unaudited)* *2. Progress Project Strategic* *3. Medical Directorate performance report for 2021*
2	Jumat, 4 Maret 2022	*Friday, March 4, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Performance Financial* Periode Januari 2022 2. Presentasi MDI Venture *1. Financial Performance for January 2022 Period* *2. MDI Venture Presentation*
3	Kamis, 7 April 2022	*Thursday, April 7, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Performance Financial* Periode Februari 2022 2. Laporan Operasional Februari 2022 3. Progress Proyek Strategis *1. Financial Performance for the February 2022 Period* *2. Operational Report February 2022* *3. Strategic Project Progress*
4	Sabtu, 28 Mei 2022	*Saturday, May 28, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Performance Financial* Periode April 2022 2. *Update* Progress Inisiatif Strategis (SDU) PBM IHC *1. Financial Performance for April 2022 Period* *2. PBM IHC Strategic Initiative Progress Update (SDU)*

NO	Hari/Tanggal *Day/Date*		Tempat *Venue*	Agenda
5	Rabu, 22 Juni 2022	*Wednesday, June 22, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Jabatan Direktur Utama Pertamedika IHC *1. Position of Main Director of Pertamedika IHC*
6	Senin, 25 Juli 2022	*Monday, July 25, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Performance Financial* Periode Februari 2022 2. *Update* Progress Strategis 3. Pembentukan Komite IT 4. Pembentukan Medical Board *1. Financial Performance for the February 2022 Period* *2. Strategic Progress Update* *3. Formation of the IT Committee* *4. Formation of the Medical Board"*
7	Jumat, 26 Agustus 2022	*Friday, August 26, 2022*	Alice Restaurant, The Langham Jakarta	1. Pembentukan Komite Komisaris 2. *Performance Financial* Periode Juli 2022 3. Isu lainnya *1. Establishment of the Committee of Commissioners* *2. Financial Performance for the July 2022 period* *3. Other Issues*
8	Kamis, 22 September 2022	*Thursday, September 22, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Perkenalan Komite Komisaris 2. *Issue* Strategis 3. *Performance Financial* Periode Agustus 2022 *1. Introduction to the Committee of Commissioners* *2. Strategic Issues* *3. Financial Performance for the Period of August 2022*
9	Kamis, 13 Oktober 2022	*Thursday, October 13, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Current & emerging issues* : Laporan Perkembangan Serikat Pekerja PBM IHC *1. Current & emerging issues: IHC PBM Workers' Union Development Report*
10	Kamis, 20 Oktober 2022	*Thursday, October 20, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *IT Organization* 2. *Honor Medical Advisory Board* 3. *Update* Pertemuan dengan Serikat Pekerja 4. Visi Merial Tower RS Pelni *1. IT Organization* *2. Honorary Medical Advisory Board* *3. Update on Meetings with Trade Unions* *4. Pelni Hospital Merial Tower Vision*
11	Senin, 31 Oktober 2022	*Monday, October 31, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Update* Pengelolaan Klinik 2. *Performance Review Financial* September 2022 3. *Update* Penilaian Saham PBM IHC 4. Program Transformasi 2023 *1. Update on Clinical Management* *2. September 2022 Financial Performance Review* *3. PBM IHC Share Valuation Update* *4. 2023 Transformation Program*
12	Senin, 28 November 2022	*Monday, November 28, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Usulan Struktur Organisasi PBM IHC 2. *Performance Review Financial* Periode Oktober 2022 3. *Performance Review* Operasional Periode Oktober 2022 4. *Update* Proyek Strategis *1. Proposed PBM IHC Organizational Structure* *2. Performance Review Financial Period October 2022* *3. Operational Performance Review for the October 2022 period* *4. Strategic Project Update*

Pernyataan Independensi Dewan Komisaris

Independensi Dewan Komisaris merupakan syarat penting dalam menjalankan perusahaan sesuai dengan prinsip-prinsip tata kelola dan praktik-praktik terbaik yang berlaku umum. Dewan Komisaris harus dapat bertindak secara independen, bebas dari benturan kepentingan apa pun yang dapat memengaruhi kemandiriannya dalam menjalankan tugas maupun memengaruhi hubungan kerja dengan Direksi.

Independency Statement of the Board of Commissioners

The independence of the Board of Commissioners is an important requirement in running a company in accordance with the generally accepted best practices of governance principles. The Board of Commissioners must be able to act independently, free from any conflict of interest that could affect their independence in carrying out their duties or affect the working relationship with the Board of Directors.

Program Peningkatan Kapabilitas Dewan Komisaris 2022

Perseroan telah mengatur kebijakan mengenai peningkatan kapabilitas Dewan Komisaris dalam pedoman kerjanya, antara lain sebagai berikut:

1. Program peningkatan kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas kerja Dewan Komisaris.
2. Rencana untuk melaksanakan program peningkatan kapabilitas harus dimasukkan dalam rencana kerja dan anggaran Dewan Komisaris.
3. Setiap Anggota Dewan Komisaris yang mengikuti program peningkatan kapabilitas seperti seminar dan/atau pelatihan diminta untuk menyajikan presentasi kepada Anggota Dewan Komisaris lainnya dalam rangka berbagi informasi dan pengetahuan.
4. Anggota Dewan Komisaris yang bersangkutan bertanggung jawab untuk membuat laporan tentang pelaksanaan program peningkatan kapabilitas. Laporan tersebut disampaikan kepada Dewan Komisaris.

Sepanjang tahun 2022, anggota Dewan Komisaris tidak mengikuti program peningkatan kapabilitas mengingat situasi pasca pandemi yang belum kondusif.

Capability Improvement Program of the Board of Commissioners in 2022

The Company has formulated policies regarding the capability improvement of the Board of Commissioners in its Board Manual, including the following:

1. *Capability improvement program is implemented in order to increase the effectiveness of the work of the Board of Commissioners.*
2. *Plans to implement the capability improvement program must be included in the work plan and budget of the Board of Commissioners.*
3. *Each member of the Board of Commissioners who participates in the capability improvement program such as seminars and/or trainings is requested to give a presentation to other members of the Board of Commissioners in order to share information and knowledge.*
4. *Member of the Board of Commissioners concerned is responsible for making reports on the implementation of the capability improvement program. The report is submitted to the Board of Commissioners.*

Throughout 2022, the Board of Commissioners' members di not participate in any capability improvement programs due to the unfavorable situation after the pandemic.

Penilaian Kinerja Dewan Komisaris

Perseroan menetapkan penilaian kinerja Dewan Komisaris berdasarkan *assessment* GCG yang dilakukan dengan menggunakan kriteria dan metodologi berdasarkan Keputusan Sekretaris Kementerian BUMN No.SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang indikator/ parameter penilaian dan evaluasi atas penerapan GCG pada BUMN. Pada tahun 2022, hasil penilaian terhadap kinerja GCG Dewan Komisaris mencapai nilai 90,33%, Hasil *assessment* GCG untuk kriteria terkait Dewan Komisaris yang mendapat nilai di atas 90% adalah:

1. Dewan Komisaris melakukan pembagian tugas dan menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris.

Performance Assessment of the Board of Commissioners

The Company determines the performance assessment of the Board of Commissioners based on the GCG assessment which is carried out using criteria and methodology based on the Decree of the Secretary of the Ministry of SOEs No.SK-16/S. MBU/2012 dated June 6, 2012 concerning indicators/parameters for assessment and evaluation of the implementation of GCG in SOEs. In 2022, the results of the assessment of the Board of Commissioners' GCG performance reached 90.33%. The results of the GCG assessment for the criteria related to the Board of Commissioners that scored above 90% were:

1. *The Board of Commissioners performed the division of tasks and determined the factors needed to support the implementation of the duties of the Board of Commissioners.*

2. Dewan Komisaris memberikan persetujuan atas rancangan RJPP dan RKAP yang disampaikan oleh Direksi.
3. Dewan Komisaris memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan.
4. Dewan Komisaris melaksanakan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan.
5. Dewan Komisaris melakukan pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan/ perusahaan patungan.
6. Dewan Komisaris memiliki Sekretaris Dewan Komisaris untuk mendukung tugas
7. Kesekretariatan Dewan Komisaris.

Program Kerja Dewan Komisaris 2022

1. Rapat rutin Dewan Komisaris dan Direksi;
2. Rapat Komite Komisaris;
3. Menyusun program kerja tahunan masing-masing komite Dewan Komisaris;
4. Program peningkatan kapabilitas melalui seminar/pelatihan Dewan Komisaris;
5. Meneliti dan menelaah laporan tahunan, laporan keuangan audited dan materi RUPS Perusahaan;
6. Meneliti dan Memberikan arahan terhadap RKAP dan RJPP yang diajukan oleh Direksi;
7. Melakukan pembahasan dan pemberian rekomendasi atas transaksi Direksi yang menjadi kewenangan Dewan Komisaris sesuai AD Perusahaan;
8. Memastikan prinsip-prinsip Tata Kelola Perusahaan yang Baik telah diterapkan oleh Perusahaan;
9. Melakukan telaah atas hasil *assessment* GCG dan menindaklanjuti *area of improvement* hasil *assessment* GCG yang menjadi tanggung jawab Dewan Komisaris;
10. Memberikan arahan terkait sistem pengendalian intern perusahaan, meliputi:
    - Kebijakan/rancangan dan pelaksanaan sistem pengendalian intern;
    - Hasil evaluasi dan efektivitas pengendalian intern pada tingkat entitas dan operasional;
11. Memberikan arahan terkait kebijakan manajemen risiko dan pelaksanaannya;
12. Memberikan arahan terkait kebijakan teknologi informasi dan pelaksanaannya;
13. Memberikan arahan terkait pengembangan karir dan pelaksanaannya;
14. Memberikan arahan terkait kebijakan akuntansi dan pelaksanaannya;
15. Memberikan arahan terkait kebijakan pengadaan barang dan jasa serta pelaksanaannya;
16. Memberikan arahan terkait kebijakan mutu dan pelayanan serta pelaksanaannya;
17. Mengawasi dan memantau kepatuhan Direksi dalam menjalankan peraturan perundangan yang berlaku dan perjanjian dengan pihak ketiga;

2. The Board of Commissioners approved the RJPP and RKAP drafts submitted by the Board of Directors.
3. The Board of Commissioners provided direction to the Board of Directors on the implementation of company plans and policies.
4. The Board of Commissioners supervised the Board of Directors on the implementation of company plans and policies.
5. The Board of Commissioners supervised the implementation of policies on the management of Subsidiaries/joint ventures.
6. The Board of Commissioners has a Secretary to the Board of Commissioners to support its duties.
7. Secretariat of the Board of Commissioners.

2022 Work Plan of the Board of Commissioners

1. Regular meetings with the Board of Directors and Committees;
2. Board of Commissioners Meeting;
3. Preparing annual work plans for each Board of Commissioners committee;
4. Capability improvement program through seminars/training for the Board of Commisisoners;
5. Review and Assessment of the annual reports, audited financial reports and materials of the Company's GMS;
6. Review and recommendations for the RKAP and RJPP proposed by the Board of Directors;
7. Discussion and provision recommendations for the Board of Directors transactions under the authority of the Board of Directors in accordance with the Company's Articles of Association;
8. Assurance that the Good Corporate Governance principles is implemented by the Company;
9. Study of the GCG assessment result and follow-up on the area of improvement form the GCG assessment result which is the responsibility of the Board of Commissioners;
10. Provision of directions regarding the Internal Control System, including:
    - *Policies/plans and implementation of the internal control system;*
    - *Evaluation result and the effectivenes of the internal control system on the Company and operational levels;*
11. Provision of direction regarding risk management policies and their implementation;
12. Provision of direction related to information technology policies and their implementation;
13. Provision of direction related to career development and implementation;
14. Provision of direction related to accounting policies and their implementation;
15. Provision of direction related to policies for procurement of goods and services and their implementation;
16. Provision of direction related to quality and service policies and their implementation;
17. Supervision and monitoring of the compliance of the Board of Directors in implementing the applicable laws and regulations and agreements with third parties;

18. Melakukan pembahasan dan pemberian rekomendasi atas transaksi Direksi yang menjadi kewenangan Dewan Komisaris sesuai AD Perusahaan;
19. Memastikan audit eksternal dan audit internal dilaksanakan secara efektif serta melaksanakan telaah atas pengaduan yang berkaitan dengan perusahaan yang diterima oleh Dewan Komisaris serta melaksanakan rencana tersebut.

18. Discussion and provision of recommendations on transactions of the Board of Directors which are the authority of the Board of Commissioners in accordance with the Company's Articles of Association;
19. Assurance that external audits and internal audits are carried out effectively as well as review of complaints related to the Company received by the Board of Commissioners and implementation the plan.

Adapun kegiatan yang dilakukan berdasarkan fungsinya adalah sebagai berikut:

The activities based on functions are as follows:

	ASPEK PENGAWASAN *SUPERVISORY ASPECT*	
1	Memberikan rekomendasi kepada Direksi atas Usulan Penetapan RKAP, Penetapan RJPP, Penetapan KPI Perusahaan, Penetapan KAP dan usulan lainnya. *Provide recommendations to the Board of Directors on Proposals for Establishment of RKAP, Determination of RJPP, Determination of Company KPI, Determination of KAP and other proposals.*	12 (dua belas) surat Rekomendasi/Persetujuan/ Arahan/Keputusan Dewan Komisaris *12 (twelve) letters of Recommendation/Approval/ Directions/Decisions of the Board of Commissioners.*
2	• Melakukan pengawasan dan evaluasi atas kegiatan investasi, operasional dan keuangan yang ditetapkan dalam RKAP. • Melakukan monitoring, pengawasan dan evaluasi atas kebijakan dan pelaksanaan, antara lain : Teknologi Informasi, Pelaksanaan Audit Internal dan Eksternal, Investasi, dll. • *Supervise and evaluate the investment, operational and financial activities specified in the RKAP.* • *Monitor, supervise and evaluate policies and implementation, including: Information Technology, Implementation of Internal and External Audit, Investment, etc.*	• 12 kali Rapat BOD-BOC • 10 kali rapat Komut dengan BOD • 15 kali Rapat Komite • *12 BOD-BOC Meetings* • *10 Commut meetings with BOD* • *15 Committee Meetings*
3	Memberikan rekomendasi kepada Direksi atas Usulan Penetapan RKAP, Penetapan RJPP, Penetapan KPI Perusahaan, Penetapan KAP dan usulan lainnya. *Provide recommendations to the Board of Directors on Proposals for Establishment of RKAP, Determination of RJPP, Determination of Company KPI, Determination of KAP and other proposals.*	• Persetujuan atas RKAP 2022 • Persetujuan Penunjukkan KAP 3 tahun • *Approval of the 2022 RKAP* • *Approval for the appointment of KAP for 3 years*
	ASPEK PELAPORAN *REPORTING ASPECT*	
1	Menyampaikan Program Kerja Tahunan Dewan Komisaris kepada Pemegang Saham. *Delivering the Annual Work Program of the Board of Commissioners to the Shareholders.*	1 (satu) pelaporan *1 (one) report*
2	Menyampaikan Laporan Tugas Pengawasan Dewan Komisaris Tahun 2020. *Delivering the 2020 Board of Commissioners Supervisory Task Report.*	1 (satu) pelaporan *1 (one) report*
	ASPEK LAIN *OTHER ASPECTS*	
1	Melaksanakan *Management Walk Through* ke Unit Usaha Pertamedika. *Carry out a Management Walk Through to the Pertamedika Business Unit.*	1 (satu) kunjungan ke lokasi proyek BIH *1 (one) visit to the BIH project site*
2	Penyusunan KPI Dewan Komisaris. *Preparation of KPI for the Board of Commissioners.*	1 (satu) KPI Kolegial *1 (one) Collegial KPI*

No	Issue Strategis *Strategic Issues*	Rekomendasi Dewan Komisaris *Recommendations of the Board of Commissioners*
1.	Kinerja Perusahaan *Company performance*	1. Kegiatan *marketing* perlu ditingkatkan, tunjuk PIC di tiap RS. 2. Perlu analisa digital marketing mana yang perlu *investment*, baik *short term* maupun *long term*. Perlu pemetaan *capability* baik infrastruktur maupun personil yang dibutuhkan oleh PBM IHC. 3. Direksi perlu menyusun strategi peningkatan *revenue* dengan mengidentifikasi mana RS yang *backbone*nya pasien BPJS, mana yang non BPJS. 4. Direksi perlu mengidentifikasi tren belanja kesehatan yang paling banyak dicari oleh konsumen, untuk menyusun perencanaan pendapatan. 5. Perlu dilakukan standarisasi chart of account di seluruh Anak Perusahaan agar menghasilkan pelaporan yang sama. 6. Direksi perlu menyiapkan *rolling out* RJPP mengingat banyak perubahan regulasi yang mengakibatkan perubahan asumsi pada proyeksi kinerja. 7. Direksi perlu menyusun program inovasi untuk mencapai target kinerja di tahun 2023. 8. Pengembangan *Centre of Excellence* dilakukan sesuai dengan kebutuhan pasar dan memperlihatkan identitas brand IHC. 9. Prioritas untuk melakukan *renewable* sarana dan prasarana RSPP. *1. Marketing activities need to be improved, appoint a PIC in each hospital.* *2. Need to analyze which digital marketing needs investment, both short term and long term. It is necessary to map the capability of both infrastructure and personnel needed by IHC's PBM.* *3. Directors need to develop a strategy to increase revenue by identifying which hospitals are the backbone of BPJS patients, which are non-BPJS patients.* *4. The Board of Directors needs to identify the health spending trends that are most sought after by consumers, to develop income planning.* *5. It is necessary to standardize the chart of accounts in all Subsidiaries in order to produce the same reporting.* *6. The Board of Directors needs to prepare a rolling out RJPP considering the many regulatory changes that have resulted in changes in assumptions on performance projections.* *7. The Board of Directors needs to develop an innovation program to achieve performance targets in 2023.* *8. The development of the Center of Excellence is carried out according to market needs and shows IHC's brand identity.* *9. Priority to do renewable RSPP facilities and infrastructure.*
2.	Program Strategis – *Strategic Partner* *Strategic Program – Strategic Partner*	1. Dari feedback *strategic partner*, Direksi perlu melakukan pembenahan fundamental dan menjalankan berbagai program strategis untuk perbaikan *internal control*. Hal ini memerlukan talenta yang mumpuni. Direksi agar segera merekrut talenta yang dibutuhkan dan *capable*. 2. PBM IHC perlu memiliki infrastruktur IT dan ERP yang memadai. Untuk menciptakan hal tersebut, perlu didukung tim IT yang kuat. Direksi perlu melakukan pemetaan kebutuhan dan kapabilitas tim digitalisasi. *1. From strategic partner feedback, the Board of Directors needs to make fundamental improvements and carry out various strategic programs to improve internal control. This requires qualified talent. Directors to immediately recruit needed and capable talents.* *2. PBM IHC needs to have adequate IT and ERP infrastructure. To create this, it needs to be supported by a strong IT team. Directors need to map the needs and capabilities of the digitalization team.*
3.	Program Strategis – Bali International Hospital *Strategic Program – Bali International Hospital*	1. BIH akan menjadi perhatian masyarakat luas sehingga *timeline* yang disusun harus dapat memenuhi target. 2. *Timeline marketing*, recruitment SDM dan pengadaan barang/jasa perlu diperhatikan dan disiapkan sejak dini untuk memenuhi target *opening*. 3. Perlu menyusun strategi untuk *attracting foreign doctors*. Dapat benchmark ke RS lain di luar negeri. *1. BIH will become the concern of the wider community so that the timeline compiled must be able to meet the target* *2. Timeline marketing, HR recruitment and procurement of goods/services need to be considered and prepared early to meet the opening target* *3. It is necessary to develop a strategy to attract foreign doctors. Can be benchmarked to other hospitals abroad*

Keputusan-Keputusan Dewan Komisaris Tahun Buku 2022

1. Penataan Organ Dewan Komisaris;
2. Pengangkatan Anggota Komite Manajemen Risiko;
3. Pengangkatan Anggota Komite Nominasi & Remunerasi;
4. Pengangkatan Anggota Komite Investasi;
5. Penetapan KAP.

Decrees of the Board of Commissioners in 2022 Fiscal Year

1. *Arrangement of the Board of Commissioners Organ;*
2. *Appointment of the Risk Management Committee Member;*
3. *Appointment of the Nomination and Remuneration Committee Member;*
4. *Appointment of the Investment Committee Member;*
5. *Appointment of the KAP.*

Penilaian Kinerja Komite Dewan Komisaris

Dewan Komisaris melakukan penilaian kinerja kepada komitekomite yang membantu melaksanakan tugas dan tanggung jawabnya, yaitu Komite Audit, Komite Manajemen Risiko, Komite Investasi, dan Komite Nominasi & Remunerasi. Penilaian tersebut dilakukan berdasarkan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-12/ MBU/2012 tanggal 24 Agustus 2012 mengenai Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara yang dijelaskan pada Pasal 29, bahwa evaluasi terhadap kinerja komite dilakukan setiap satu tahun dengan tata cara yang telah ditetapkan oleh Dewan Komisaris. Penilaian kinerja terhadap Komite Dewan Komisaris didasarkan pada laporan yang diberikan oleh masing-masing komite tersebut. Informasi lebih lengkap mengenai penilaian kinerja komite Dewan Komisaris disampaikan pada setiap pembahasan Komite Audit, Komite Manajemen Risiko, Komite Investasi, dan Komite Nominasi & Remunerasi pada Laporan Tahunan ini.

Performance Assessment of the Board of Commissioners

Committee The Board of Commissioners evaluates the performance of the committees that help carry out their duties and responsibilities, namely the Audit Committee, the Risk Management Committee, the Investment Committee, and the Nomination & Remuneration Committee. The assessment was carried out based on the Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 dated August 24, 2012 regarding the Supporting Organs of the Board of Commissioners/ Supervisory Board for State-Owned Enterprises, which is explained in Article 29, that the evaluation of the committee's performance is carried out every year in a manner stipulated by the Board of Commissioners. The performance assessment of the Committees of the Board of Commissioners is based on the reports provided by each committee. More complete information regarding the performance assessment of the Board of Commissioners committee is presented in each discussion of the Audit Committee, Risk Management Committee, Investment Committee, and the Nomination & Remuneration Committee in this Annual Report.

Indikator *Indicator*	Bobot Penilaian *Score Value*	Pencapaian *Achievement*	Keterangan *Description*
Dewan Komisaris menyelenggarakan Rapat bersama Direksi secara berkala minimal 1 bulan sekali *The Board of Commissioners holds regular meetings with the Board of Directors at least once a month*	10%	100%	12 kali Rapat Dewan Komisaris dan Direksi *12 meetings of the Board of Commissioners and Directors*
Dewan Komisaris melaksanakan peningkatan pengetahuan, keahlian, dan kemampuan melalui keikutsertaan dalam seminar/pelatihan yang sesuai dengan bidang tugasnya minimal 1 (satu) kali dalam 1 (satu) tahun *The Board of Commissioners carries out an increase in knowledge, expertise and abilities through participation in seminars/trainings in accordance with their field of work at least 1 (one) time in 1 (one) year*	10%	0	Tidak ada pelatihan yang diikuti oleh Dewan Komisaris *There is no training attended by the Board of Commissioners*
Dewan Komisaris melakukan evaluasi terhadap Kinerja perusahaan dan Entitas Anak (Konsolidasi) secara berkala, minimal 4 (empat) kali dalam 1 (satu) tahun dalam Rapat bersama Direksi *The Board of Commissioners evaluates the performance of the company and Subsidiaries (Consolidated) periodically, at least 4 (four) times in 1 (one) year in joint meetings with the Board of Directors*	10%	100%	Disampaikan dalam Rapat Dewan Komisaris dan Direksi *Presented at the Board of Commissioners and Directors Meeting*

Indikator *Indicator*	Bobot Penilaian *Score Value*	Pencapaian *Achievement*	Keterangan *Description*
Dewan Komisaris menyusun dan menyampaikan Laporan Pengawasan Dewan Komisaris 1 (satu) kali dalam 1 (satu) tahun. *The Board of Commissioners prepares and submits the Board of Commissioners' Supervisory Report 1 (one) time in 1 (one) year.*	10%	100%	Laporan pengawasan Dewan Komisaris tahun 2021 disampaikan saat RUPS Tahunan Tahun Buku 2022 dan Annual Report 2021 *The Board of Commissioners' supervisory report for 2021 was submitted at the Annual GMS for the 2022 Fiscal Year and the 2021 Annual Report*
Dewan Komisaris menyusun dan menyampaikan Program Kerja Dewan Komisaris 1 (satu) kali dalam 1 (satu) tahun. *The Board of Commissioners prepares and submits the Work Program of the Board of Commissioners 1 (one) time in 1 (one) year.*	10%	100%	Program kerja 2022 ditanda tangani oleh seluruh Dewan Komisaris *The 2022 work program was signed by the entire Board of Commissioners*
Dewan Komisaris mereviu, mengevaluasi dan memberikan persetujuan terhadap hal-hal yang wajib mendapat persetujuan Dewan Komisaris berdasarkan peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perseroan, antara lain : - Rencana Kerja dan Anggaran Perusahaan (RKAP) - Tindakan Direksi yang memerlukan persetujuan Dewan Komisaris. *The Board of Commissioners reviews, evaluates and gives approval on matters that must be approved by the Board of Commissioners based on the applicable laws and regulations and the Company's Articles of Association, including:* *- Company Work Plan and Budget (RKAP)* *- Actions of the Board of Directors that require the approval of the Board of Commissioners.*	10%	100%	- RKAP 2022 sudah di reviu dan disetujui Dewan Komisaris - Tindakan Direksi seluruhnya sudah disetujui oleh Dewan Komisaris *- The 2022 RKAP has been reviewed and approved by the Board of Commissioners* *- The Board of Directors' actions have all been approved by the Board of Commissioners*
Penguatan Komite Dewan Komisaris *Strengthening the Committees of the Board of Commissioners*	10%	100%	Pengesahan 4 Komite Dewan Komisaris yaitu Komite Audit & Risiko, Komite *Human Capital*, Komite Investasi dan Komite Digital *Approval of 4 Committees of the Board of Commissioners namely Audit & Risk Committee, Human Capital Committee, Investment Committee and Digital Committee*
Pelaksanaan Rapat Komite minimal 4 (empat) kali dalam 1 (satu) tahun *Implementation of Committee Meetings at least 4 (four) times in 1 (one) year*	10%	110%	15 kali Rapat Komite *15 Committee Meetings*
Dewan Komisaris melakukan kunjungan ke cabang/ wilayah dalam rangka melaksanakan fungsi pengawasan minimal 1 (satu) kali dalam 1 (satu) tahun *The Board of Commissioners visits branches/regions in order to carry out the supervisory function at least 1 (one) time in 1 (one) year*	10%	100%	Kunjungan ke lokasi proyek RS Bali *Visit to the Bali Hospital project site*
Melaksanakan program pengenalan bagi Dewan Komisaris yang baru *Carry out an induction program for the new Board of Commissioners*	10%	100%	Program pengenalan Ibu Lucia Rizka sebagai anggota Dewan Komisaris *Ms. Lucia Rizka's induction program as a member of the Board of Commissioners*

Direksi
Board of Directors

Di dalam Perseroan, Direksi memegang wewenang serta tanggung jawab penuh terhadap pengurusan dan pengelolaan perusahaan yang dilakukan untuk kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan. Direksi juga menjadi perwakilan dari Perseroan baik di dalam maupun di luar pengadilan sesuai dengan Anggaran Dasar Perseroan. Tanggung jawab tersebut dijalankan sesuai dengan Anggaran Dasar Perusahaan, ketentuan Undang-Undang tentang Perusahaan Terbatas yang berlaku, serta peraturan perundang-undangan di mana Perusahaan berkedudukan/didirikan.

The Board of Directors holds full authority and responsibility for the management and management of the Company which is carried out in the interests of the Company in accordance with the aims and objectives of the Company. The Board of Directors is also a representative of the Company both inside and outside the court in accordance with the Articles of Association of the Company. This responsibility is carried out in accordance with the Articles of Association of the Company, provisions of the applicable Limited Liability Company Law, as well as laws and regulations where the Company is domiciled/established.

Tugas, Wewenang, dan Tanggung Jawab Direksi

Secara umum, tugas Direksi adalah sebagai berikut:

1. Membuat daftar pemegang saham, daftar khusus, risalah RUPS dan risalah rapat direksi;
2. Membuat laporan tahunan dan dokumen keuangan Perseroan;
3. Memelihara seluruh daftar, risalah dan dokumen keuangan Perseroan.
4. Mengelola kekayaan Perseroan, dan wajib memperoleh persetujuan RUPS dalam hal mengalihkan atau menjadikan kekayaan Perseroan sebagai jaminan utang.
5. Menyusun strategi termasuk menyusun kebijakan operasi Perusahaan dan manajemen risiko serta pelaksanaannya;
6. Mengarahkan dan memonitor kinerja Perusahaan dalam mencapai tujuan strategis Perusahaan dan memastikan diterapkannya kebijakan Perusahaan, dalam hal ini mewujudkan pelaksanaan RJPP dan RKAP, termasuk pencapaian target keuangan dan non-keuangan;
7. Menghasilkan keuntungan yang optimal bagi para Pemegang Saham;
8. Menjaga keseimbangan kepentingan semua pihak yang terkait dalam Perseroan sesuai dengan nilai-nilai etika dan peraturan perundang-undangan yang berlaku;
9. Menjaga agar Perseroan selalu mematuhi Undang-Undang dan peraturan yang mempunyai kekuatan hukum, termasuk Undang-Undang Perpajakan, persaingan yang sehat, perburuhan, *health safety, security and environment* (HSSE);
10. Memenuhi *Key Performance Indicators* (KPI) yang jelas, lengkap, dan berimbang, baik dari aspek keuangan maupun non-keuangan untuk menentukan pencapaian misi dan tujuan Perusahaan sesuai dengan *Performance Contract* (Kontrak Kinerja);
11. Membangun dan memanfaatkan teknologi informasi;
12. Menindaklanjuti temuan-temuan auditor internal dan auditor eksternal serta melaporkannya kepada Dewan Komisaris;

Duties, Authorities, and Responsibilities Board of Directors

In general, duties of the Board of Directors are as follows:

1. *Making a list of shareholders, a special register, minutes of the GMS and minutes of meetings of the Board of Directors;*
2. *Preparing annual reports and financial documents of the Company;*
3. *Maintaining all registers, minutes and financial documents of the Company.*
4. *Managing assets of the Company and must obtain the approval of the GMS in terms of transferring or making the Company's assets as debt collateral.*
5. *Formulating strategies, including formulating policies for the Company's operations and risk management as well as their implementation;*
6. *Directing and monitoring the Company's performance in achieving the Company's strategic objectives and ensuring the implementation of Company policies, in this case realizing the implementation of RJPP and RKAP, including the achievement of financial and non-financial targets;*
7. *Generating optimal profits for Shareholders;*
8. *Maintaining a balance of interests of all parties involved in the Company in accordance with ethical values and prevailing laws and regulations;*
9. *Ensuring that the Company always complies with laws and regulations that have legal power, including the Taxation Law, fair competition, labor, health safety, security and environment (HSSE);*
10. *Fulfilling clear, complete, and balanced Key Performance Indicators (KPI) from both financial and non-financial aspects to determine the achievement of the Company's mission and objectives in accordance with the Performance Contract;*
11. *Building and utilizing information technology;*
12. *Following up on the findings of the internal and external auditors and reporting them to the Board of Commissioners;*

13. Melaporkan informasi-informasi yang relevan kepada Dewan Komisaris, antara lain mengenai suksesi/mutasi/promosi manajer kunci (senior), program pengembangan SDM, kegiatan tanggung jawab sosial Perusahaan (*Corporate Social Responsibility* atau CSR), pertanggungjawaban manajemen risiko, pelaksanaan HSSE, dan kinerja pemanfaatan teknologi informasi;
14. Bersama-sama Dewan Komisaris menyiapkan dan mengajukan Laporan Tahunan dan Laporan Keuangan Perusahaan untuk disahkan dalam RUPS; dan Menyelenggarakan RUPS dan membuat risalah RUPS.

Sebagai bagian dari pelaksanaan prinsip keterbukaan, anggota Direksi juga wajib melaporkan saham yang dimilikinya dan/atau yang dimiliki keluarganya, baik saham Perseroan maupun saham perusahaan lain. Kepemilikan saham ini dicatat dalam suatu daftar khusus.

Tugas dan Wewenang Direksi

1 Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

2 Dalam melaksanakan tugasnya, maka Direksi berwenang untuk:
   a. Menetapkan kebijakan dalam memimpin pengurusan Perseroan.
   b. Mengatur ketentuan-ketentuan tentang kepegawaian Perseroan termasuk pembinaan pegawai, penetapan upah dan penghasilan lain, pasangan dan/atau penghargaan atas pengabdian serta manfaat pensiun bagi para pegawai Perseroan berdasarkan peraturan perundang-undangan yang berlaku dan/atau keputusan RUPS.
   c. Mengangkat dan memberhentikan pegawai Perseroan berdasarkan peraturan kepegawaian dan peraturan perundang-undangan yang berlaku.
   d. 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 pihak lain.
   e. Direksi dapat mengangkat dan memberhentikan Sekretaris Perseroan berdasarkan aturan dan ketentuan yang berlaku.
   f. Menjalankan tindakan-tindakan lainnya baik mengenai pengurusan maupun mengenai pemilikan kekayaan Perseroan, sesuai dengan ketentuan-ketentuan yang

13. Reporting relevant information to the Board of Commissioners, including the succession/transfer/ promotion of key (senior) managers, HC development programs, Corporate Social Responsibility (CSR) activities, accountability for risk management, implementation of HSSE, and information technology utilization performance;

14. Preparing and submitting an Annual Report and Corporate Financial Statements together with the Board of Commissioners, to be ratified at the GMS; and Organizing the GMS and preparing the minutes of the GMS.

As part of the implementation of the principle of disclosure, members of the Board of Directors are also required to report share ownership and/or ownership by their families for shares of the Company or shares of other companies. This share ownership is recorded in a special register.

Duties and Authorities of the Board of Directors

1 The Board of Directors is in charge of carrying out all actions related to the management of the Company for the benefit of the Company and in accordance with the purposes and objectives of the Company and representing the Company both inside and outside the Court on all matters and all events with limitations as stipulated in laws and regulations, the Articles of Association, and/or GMS decisions.

2 In carrying out its duties, the Board of Directors is authorized to:
   a. Establish policies in leading the management of the Company.
   b. Regulates provisions regarding the Company's employment including employee development, determination of wages and other income, spouse and/or awards for dedication and retirement benefits for Company employees based on applicable laws and regulations and/or GMS decisions.
   c. Appoint and dismiss Company employees based on employment regulations and applicable laws and regulations.
   d. Regulates the transfer of authority of the Board of Directors to represent the Company inside and outside the court to one or several members of the Board of Directors specially appointed for that purpose or to one or several employees of the Company either individually or jointly or to other parties.
   e. The Board of Directors can appoint and dismiss the Corporate Secretary based on the applicable rules and regulations.
   f. Carry out other actions both regarding the management and regarding the ownership of the Company's assets, in accordance with the provisions stipulated in the Articles

diatur dalam Anggaran Dasar dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan yang berlaku.

g. Menerima pinjaman jangka pendek:
   1) Yang timbul karena pelaksanaan kegiatan usaha.
   2) Dari pemegang saham dan entitas bisnis lain yang masih dalam lingkup Pertmina Group.
   3) Dari Bank atau lembaga keuangan lainnya dengan batasan nilai tertentu yang ditetapkan oleh Dewan Komisaris.
h. Memberikan pinjaman jangka pendek:
   1) Yang timbul karena pelaksanaan kegiatan usaha.
   2) Kepada anak perusahaan Perseroan.
   3) Kepada pemegang saham dan entitas bisnis lainnya yang masih dalam lingkup Pertamina Group.
i. Menerima pinjaman jangka menengah/panjang dari pemegang saham dengan batasan nilai tertentu yang ditetapkan oleh Dewan Komisaris.
j. Memberikan pinjaman jangka menengah/panjang kepada anak perusahaan Perseroan dengan batasan nilai tertentu yang ditetapkan oleh Dewan Komisaris.

of Association and those determined by the GMS based on the applicable laws and regulations.

g. Receive a short term loan:
   1) What arises from the implementation of business activities.
   2) From shareholders and other business entities that are still within the scope of Pertmina Group.
   3) From Banks or other financial institutions with certain value limits set by the Board of Commissioners.
h. Provide short term loans:
   1) What arises from the implementation of business activities.
   2) To the Company's subsidiaries.
   3) To shareholders and other business entities that are still within the scope of the Pertamina Group.
i. Receive medium/long term loans from shareholders with a certain value limit set by the Board of Commissioners.
j. Providing medium/long term loans to the Company's subsidiaries with a certain limit of value determined by the Board of Commissioners.

Kewajiban Direksi yang Lain

Direksi juga diwajibkan menyelenggarakan program Tanggung Jawab Sosial (*Corporate Social Responsibility* atau CSR) atas nama Perusahaan untuk merealisasikan perilaku sebagai warga negara yang baik di lingkungan di mana Perseroan beroperasi, dan senantiasa memperhatikan kepentingan para *stakeholders*. Direksi harus menyusun dan memastikan penerapan sistem yang formal dan transparan terkait pengangkatan pekerja, penentuan gaji, dan pelaksanaan evaluasi secara adil terhadap kinerja pekerja, yaitu melalui KPI yang merupakan *cascading* dari KPI Direksi.

Pencapaian KPI pekerja tersebut kemudian dijadikan sebagai salah satu alat pertimbangan dalam pemberian *reward and consequences* kepada pekerja yang bersangkutan. Sistem ini harus juga mencerminkan kepentingan Perusahaan dan berlaku efektif setelah disetujui oleh Dewan Komisaris.

Other Obligations of the Board of Directors

The Board of Directors is also required to carry out Corporate Social Responsibility (CSR) program on behalf of the Company to realize good citizenship behavior in the environment in which the Company operates, and always take into consideration the interests of stakeholders. The Board of Directors must formulate and ensure that the implementation of a formal and transparent system related to employee's recruitment, salary determination, and fair evaluation of employee's performance, namely through KPI which is the cascading of KPI for the Board of Directors.

The employee's KPI achievement is subsequently used as a means of consideration in providing the reward and consequences for the employee concerned. This system must also reflect the interests of the Company and be effective after being approved by the Board of Commissioners.

Tugas dan Wewenang Secara Kolegial

1. Menetapkan Visi, Misi dan Strategi Korporasi.
2. Menetapkan kebijakan Korporasi yang berlaku secara korporat dan termasuk unit bisnis/KSO/JV.
3. Menetapkan usulan dan perubahan RJPP dan RKAP, serta mengajukan persetujuan kepada Pemegang Saham dan melaksanakannya sesuai ketentuan yang berlaku.

Collegial Duties and Authorities

1. Formulating Corporate the Vision, Mission and Strategy.
2. Formulating corporate policies that apply corporately and including business units/KSO/JV.
3. Determining proposals and amendments to RJPP and RKAP, as well as submitting approval to Shareholders and implementing them in accordance with applicable regulations.

4. Menetapkan sasaran kinerja serta evaluasi kinerja korporasi sesuai ketentuan yang berlaku.
5. Mengupayakan tercapainya sasaran kinerja (aspek keuangan, aspek operasional dan aspek administrasi) yang digunakan sebagai dasar penilaian tingkat Kesehatan sesuai kontrak manajemen yang telah ditetapkan dalam RUPS.
6. Menetapkan struktur organisasi dan penetapan pejabat sampai jenjang tertentu yang diatur oleh ketetapan Direksi.
7. Menetapkan kebijakan yang berkaitan dengan hubungan industrial dan kesejahteraan Pekerja.
8. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya korporasi berupa laporan tahunan termasuk laporan keuangan kepada RUPS sesuai dengan tata kelola perusahaan yang baik.
9. Membangun dan melaksanakan program manajemen risiko korporasi secara Terpadu yang merupakan bagian dari pelaksanaan program *Good Corporate Governance*.
10. Menetapkan kebijakan tata kelola teknologi informasi yang efektif bagi korporasi.
11. Menetapkan kebijakan *Health, Safety, Environment* (HSE) di Perseroan
12. Menjaga perusahaan selalu mematuhi Undang-Undang dan peraturan yang mempunyai ketentuan hukum, termasuk Undang-Undang Perpajakan, persaingan yang sehat, perburuhan, *health, safety, security and environment* (HSSE).
13. Memenuhi *Key Performance Indicator* (KPI) yang jelas, lengkap dan berimbang, baik dari aspek keuangan maupun nonkeuangan untuk menentukan pencapaian misi dan tujuan perusahaan sesuai dengan *Performance Contract*.
14. Menindaklanjuti temuan-temuan auditor internal dan auditor eksternal dan melaporkannya kepada Dewan Komisaris.
15. Melaporkan informasi-informasi yang relevan kepada Dewan Komisaris, antara lain mengenai suksesi/mutasi/ promosi manajer kunci (senior), program pengembangan SDM, kegiatan tanggung jawab sosial perusahaan (*Corporate Social Responsibility*), pertanggungjawaban manajemen risiko, pelaksanaan HSSE dan kinerja pemanfaatan teknologi informasi.
16. Melaksanakan tanggung jawab sosial (*Corporate Social Responsibility*) atas nama perusahaan.
17. Membuat sistem yang formal dan transparan mengenai pengangkatan pekerja, penentuan gaji, dan pelaksanaan evaluasi secara *fair* terhadap kinerja pekerja yang merupakan *cascading* dari KPI Direksi. Pencapaian KPI pekerja menjadi salah satu alat pertimbangan pemberian *reward and consequences* kepada pekerja yang bersangkutan, sistem ini harus juga mencerminkan kepentingan perusahaan dan berlaku efektif setelah disetujui Dewan Komisaris.
18. Mengembangkan dan memimpin penerapan pedoman *Good Corporate Governance*, termasuk menyusun ketentuan yang mengatur mekanisme pengukuran serta pelaporan atas dugaan penyimpangan yang mungkin terjadi.

4. Determining performance targets as well as evaluating corporate performance in accordance with applicable regulations.
5. Striving for the achievement of performance targets (financial aspects, operational aspects, and administrative aspects) which are used as the basis for assessing the level of health in accordance with the management contract stipulated in the GMS.
6. Determining the organizational structure and assignment of officers up to a certain level which is regulated by a decision of the Board of Directors.
7. Formulating policies related to industrial relations and employee's welfare.
8. Providing accountability and all information regarding the state and operation of the corporation in the form of annual report including financial statements to the GMS in accordance with good corporate governance.
9. Building and implementing an integrated corporate risk management program which is part of the implementation of the Good Corporate Governance program.
10. Formulating effective information technology governance policies for corporations.
11. Formulating Health, Safety, Environment (HSE) policies in the Company
12. Maintaining the Company's compliance with laws and regulations that have legal provisions, including taxation laws, fair competition, labor, health, safety, security and environment (HSSE).
13. Fulfilling a clear, complete, and balanced Key Performance Indicator (KPI), both from financial and non-financial aspects to determine the achievement of the Company's mission and objectives in accordance with the Performance Contract.
14. Following up the findings of the internal and external auditors and reporting them to the Board of Commissioners.
15. Reporting relevant information to the Board of Commissioners, including the succession/transfer/promotion of key managers (senior), HC development programs, Corporate Social Responsibility activities, risk management accountability, HSSE implementation and performance of information Technology utilization.
16. Carrying out Corporate Social Responsibility on behalf of the Company.
17. Creating a formal and transparent system regarding the recruitment of workers, determination of salaries, and implementation of fair evaluation of employee's performance which is the cascading of the KPI of the Board of Directors. The achievement of employee's KPIs is one of the tools for considering reward and consequences for the employees concerned. This system must also reflect the Company's interests and be effective after the approval of the Board of Commissioners.
18. Developing and leading the implementation of Code of Good Corporate Governance, including formulating provisions governing measurement mechanisms and reporting on suspected deviations that may occur.

19. Menetapkan kebijakan tentang sistem pengendalian internal yang efektif untuk mengamankan investasi, kegiatan usaha dan aset korporasi.
20. Mengungkapkan penerapan *Good Corporate Governance* di Perseroan dan informasi penting dalam laporan tahunan dan laporan keuangan dan informasi lainnya kepada pihak lain, sesuai peraturan perundang-undangan yang berlaku secara tepat waktu, akurat, jelas dan objektif.
21. Memastikan terjaminnya hak-hak *stakeholders* yang timbul berdasarkan peraturan perundang-undangan yang berlaku dan/atau perjanjian yang dibuat oleh korporasi dengan pekerja, pengguna jasa, pemasok dan *stakeholders* lainnya.
22. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar atau yang ditetapkan oleh RUPS dan peraturan

19. Formulating policies regarding an effective internal control system to safeguard investment, business activities and corporate assets.
20. Disclosing the implementation of Good Corporate Governance in the Company and important information in annual reports and financial statements as well as other information to other parties, in accordance with prevailing laws and regulations in a timely, accurate, clear, and objective manner.
21. Ensuring that the rights of stakeholders arise based on the applicable laws and regulations and / or agreements made by the corporation with employees, service users, suppliers and other stakeholders.
22. Carrying out other obligations in accordance with the provisions stipulated in the Articles of Association or stipulated by the GMS and laws and regulations.

Tugas dan Wewenang Masing-Masing Direktur

Duties and Authorities of Each Director

Tugas dan Wewenang Direktur Utama

Duties and Authorities of President Director

1. Mengarahkan dan mengendalikan kebijakan visi, misi, tujuan serta penyusunan strategi dan kebijakan, perencanaan serta pelaksanaan seluruh kegiatan perusahaan secara efisien dan efektif;
2. Mengarahkan dan mengendalikan penyusunan rencana jangka pendek dan jangka panjang perusahaan serta strategi dan kebijakan pengelolaan dan pengembangan usaha;
3. Mengendalikan seluruh kegiatan manajerial dan operasional layanan perusahaan baik layanan medis, perawatan, dan layanan penunjang lainnya sesuai rencana kerja yang disepakati;
4. Memimpin para anggota Direksi dalam melaksanakan keputusan Direksi;
5. Menyelenggarakan dan memimpin Rapat Direksi secara periodik sesuai ketetapan Direksi atau rapat-rapat lain apabila dipandang perlu sesuai usulan Direksi;
6. Atas nama Direksi, mengesahkan semua Surat Keputusan Direksi;
7. Mewakili Perseroan di dalam dan di luar Pengadilan dengan ketentuan semua tindakan Direktur Utama tersebut telah disetujui dalam Rapat Direksi;
8. Menentukan keputusan yang diambil apabila dalam Rapat Direksi terdapat jumlah suara yang setuju dan tidak setuju sama banyaknya;
9. Bila dipandang perlu, Direktur Utama dapat memberikan informasi kepada stakeholders terhadap keputusan Direksi yang memberi dampak besar kepada publik baik yang berkaitan dengan keputusan bisnis, aspek legal, ataupun isu– isu tentang perusahaan yang berkembang di masyarakat;
10. Direktur Utama berkonsentrasi kepada koordinasi pemecahan masalah eksternal perusahaan, kebijakan perencanaan-pengendalian-pencapaian sasaran jangka panjang

1. Directing and controlling the vision, mission, objectives and formulation of strategies and policies, planning and implementing all of the Company's activities efficiently and effectively;
2. Directing and controlling the formulation of short-term and long-term corporate plans as well as strategies and policies for business management and development;
3. Controlling all managerial activities and operational services of the Company, both medical services, nursing, and other supporting services according to the agreed work plan;
4. Leading the members of the Board of Directors in implementing the decrees of the Board of Directors;
5. Organizing and chairing the Board of Directors' meetings periodically in accordance with the Board of Directors' decrees or other meetings if deemed necessary according to the Directors' recommendations;
6. On behalf of the Board of Directors, ratifying all of the Board of Directors Decree;
7. Representing the Company inside and outside the court provided that all of the President Director's actions have been approved in the Board of Directors Meeting;
8. Determining the decision to be taken if in the Board of Directors Meeting there are an equal number of agreement and disagreement votes;
9. If deemed necessary, the President Director can provide information to stakeholders regarding the decrees of the Board of Directors which have a major impact on the public, whether related to business decisions, legal aspects, or issues concerning the Company that are developing in the community;
10. The President Director concentrating on the coordination of solving the Company's external problems, policies on planning-controlling-achieving the Company's long-term goals, legal

perusahaan, kebijakan hukum, kebijakan audit, pembentukan budaya perusahaan, peningkatan citra, dan tata kelola Perusahaan (GCG).

policies, auditing policies, building corporate culture, improving its image and Corporate governance (GCG).

Tugas dan Wewenang Direktur Keuangan dan Manajemen Risiko

1. Memimpin dan mengendalikan pengembangan kebijakan, pengelolaan dan pelaporan keuangan guna meningkatkan kinerja korporasi.
2. Bertanggung jawab atas kebijakan-kebijakan keuangan, informasi teknologi serta manajemen risiko, sesuai keputusan Direksi serta efektivitas dan efisiensi fungsi-fungsi Keuangan di seluruh korporasi, unit usaha dam anak perusahaan serta pencapaian sasaran kinerja operasional Direktorat Keuangan dan Manajemen Risiko.
3. Mengarahkan, mengkoordinasikan penyusunan Rencana Kerja dan Anggaran Perusahaan serta pengendalian secara akuntansi atas biaya-biaya pendapatan dan keuntungan serta tingkat investasi secara korporat.
4. Mengkonsolidasi, mengendalikan dan mengawasi penyusunan dan pelaksanaan arus kas Perusahaan berdasarkan Rencana Kerja dan Anggaran korporasi dalam rangka usaha peningkatan efisiensi.
5. Mengarahkan dan mengendalikan pengelolaan keuangan korporasi meliputi pendanaan, anggaran, perbendaharaan, akuntansi, pajak, dan asuransi.
6. Mengarahkan dan mengendalikan pengelolaan teknologi informasi dalam *information & technology Enterprise wide systems* guna mendukung inovasi-inovasi bisnis korporasi dan *holding*.
7. Mengarahkan dan mengendalikan seluruh kegiatan dalam strategi dan implementasi yang berkaitan dengan tata kelola dan pengendalian risiko.
8. Menetapkan rencana strategis jangka panjang Direktorat Keuangan dan Manajemen Risiko.
9. Menetapkan kebijakan dan melakukan pembinaan SDM dibawah kendali Direktorat Keuangan dan Manajemen Risiko.

Duties and Authorities of Director of Finance and Risk Management

1. *Leading and controlling development of policy, financial management and reporting in order to improve corporate performance.*
2. *Being responsible for financial, information technology and risk management risk policies in accordance with the decisions of the Board of Directors as well as the effectiveness and efficiency of financial functions throughout the corporation, business units and subsidiaries as well as the achievement of operational performance targets for the Directorate of Finance.*
3. *Directing and coordinating the preparation of the Company's Work Plan and Budget as well as accounting control over the costs of income and profits as well as the level of corporate investment.*
4. *Consolidating, controlling and supervising the preparation and implementation of the Company's cash flows based on the Company's Work Plan and Budget in order to increase efficiency.*

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5. *Directing and controlling corporate financial management including funding, budget, treasury, accounting, tax, and insurance.*
6. *Directing and controlling the management of information technology in information & technology Enterprisewide systems to support corporate and holding business innovations.*
7. *Directing and controlling all activities in strategy and implementation related to governance and risk control.*
8. *Establishing the Directorate of Finance's long-term strategic plan.*
9. *Formulating policies and conducting development to human capital under the control of the Directorate of Finance.*

Tugas dan Wewenang Direktur Medis

1. Memimpin dan mengendalikan pengembangan kebijakan, pengelolaan dan pelaporan operasional medis guna meningkatkan kinerja korporasi.
2. Bertanggung jawab atas kebijakan-kebijakan operasional medis sesuai keputusan Direksi serta efektivitas dan efisiensi fungsi-fungsi dibawah Direktorat Medis serta pencapaian sasaran kinerja operasional Direktorat Medis.
3. Memantau, mengendalikan dan mengevaluasi seluruh penyelenggaraan kegiatan pelayanan kesehatan di unit-unit usaha dan anak perusahaan sehingga tercipta pelayanan

Duties and Authorities of Director of Medical Operations

1. *Leading and controlling the development of policies, management and reporting of medical operations in order to improve corporate performance.*
2. *Being responsible for medical operations policies according to the decision of the Board of Directors as well as the effectiveness and efficiency of the functions under the Directorate of Medical Operations and the achievement of operational performance targets for the Directorate of Medical Operations.*
3. *Monitoring, controlling, and evaluating implementation of health service activities in business units and subsidiaries to create quality health services, including the quality of medical*

kesehatan yang berkualitas, termasuk kualitas pelayanan medik, keperawatan, pengawasan dan pengendalian penunjang pelayanan medik, dan keperawatan. Serta menjaga mutu klinis, keselamatan pasien dan semaksimal mungkin meminimalisasi permasalahan-permasalahan yang berkaitan dengan mutu klinis dan keselamatan pasien.

4. Mengarahkan, mengkoordinasikan penyusunan Rencana Kerja dan Anggaran Direktorat Medis.
5. Mengendalikan pengelolaan biaya operasional dan SDM secara efektif dan efisien, transparan, akuntabel dan *auditable*; serta mampu meningkatkan pendapatan yang berdampak pada pengembangan perusahaan.
6. Memastikan terciptanya penataan sistem *managed care* dan pengelolaan dana kesehatan dengan strategik dan terintegrasi diseluruh unit usaha sesuai dengan strategi dan perkembangan bisnis.
7. Memimpin, mengarahkan, mengawasi dan menentukan kebijakan yang berkaitan dengan fungsi HSE agar pelaksanaan layanan fungsi HSE dapat berjalan sesuai dengan rencana dan ketentuan yang berlaku.
8. Menetapkan rencana strategis jangka panjang Direktorat Medis.
9. Menetapkan kebijakan dan melakukan pembinaan SDM dibawah kendali Direktorat Medis.

Tugas dan Wewenang Direktur Operasi

1. Memimpin dan mengendalikan pengembangan kebijakan, pengelolaan dan pelaporan pengembangan bisnis guna meningkatkan kinerja korporasi.
2. Bertanggung jawab atas kebijakan-kebijakan Pengembangan, Pemasaran, dan kerjasama bisnis sesuai keputusan Direksi serta efektivitas dan efisiensi fungsi-fungsi dibawah Direktorat Operasi serta pencapaian sasaran kinerja operasional Direktorat Operasi.
3. Memantau, mengendalikan dan mengevaluasi seluruh kebijakan dan analisa pertumbuhan bisnis, inovasi produk, peluang-peluang bisnis baru dan strategi pemasarannya serta membangun hubungan yang baik dengan para investor dan mitra bisnis.
4. Mengarahkan, mengkoordinasikan penyusunan Rencana Kerja dan Anggaran Direktorat Operasi.
5. Mengendalikan pengelolaan biaya pengembangan dan pemasaran secara efektif dan efisien, transparan, akuntabel dan *auditable*; serta mampu meningkatkan pendapatan yang berdampak pada pengembangan Perusahaan
6. Merencanakan, menyusun, menganalisa dan mengevaluasi strategi pengembangan produk dan kerjasama bisnis.
7. Merencanakan, menyusun, menganalisa dan mengevaluasi strategi pemasaran korporasi, unit usaha dan anak perusahaan.
8. Memimpin dan mengarahkan perencanaan investasi guna mendukung inovasi-inovasi bisnis korporasi dan *holding* serta memastikan efektivitas perencanaan dan pelaksanaan investasi.

services, nursing, supervision and control of supporting medical services, and nursing. Maintaining clinical quality, patient safety and as much as possible minimizing issues related to clinical quality and patient safety.

4. Directing and coordinating the preparation of the Work Plan and Budget of the Directorate of Medical Operations.
5. Controlling the management of operational costs and human capital in an effective and efficient, transparent, accountable and auditable manner; as well as being able to increase revenue which has an impact on the Company's development.
6. Ensuring the creation of a managed care system arrangement and health fund management in a strategic and integrated manner in all business units in accordance with business strategy and development.
7. Leading, directing, supervising, and determining policies related to the HSE function so that the implementation of HSE function services can run in accordance with the applicable plans and regulations.
8. Formulating a long-term strategic plan for the Directorate of Medical Operations.
9. Formulating policies and conducting HR development under the control of the Directorate of Medical Operations.

Duties and Authorities of Director of Operations

1. Leading and controlling the development of policies, management and reporting on business development in order to improve corporate performance.
2. Responsible for Development, Marketing and business cooperation policies according to the decisions of the Board of Directors as well as the effectiveness and efficiency of functions under the Directorate of Operations as well as the achievement of operational performance targets for the Directorate of Operations.
3. Monitor, control and evaluate all policies and analysis of business growth, product innovation, new business opportunities and marketing strategies and build good relationships with investors and business partners.
4. Directing, coordinating the preparation of the Directorate of Operations Work Plan and Budget.
5. Controlling the management of development and marketing costs in an effective and efficient, transparent, accountable and auditable manner; as well as being able to increase revenues that have an impact on the development of the Company
6. Plan, develop, analyze and evaluate product development strategies and business cooperation.
7. Plan, compile, analyze and evaluate marketing strategies for corporations, business units and subsidiaries.
8. Lead and direct investment planning to support corporate and holding business innovations and ensure the effectiveness of investment planning and implementation.

9. Menetapkan rencana strategis jangka panjang Direktorat Operasi.
10. Menetapkan kebijakan dan melakukan pembinaan SDM dibawah kendali Direktorat Operasi.

9. Establish a long-term strategic plan for the Directorate of Operations.
10. Establish policies and conduct HR development under the control of the Directorate of Operations.

Tugas dan Wewenang Direktur SDM & Pengadaan

1. Memimpin dan mengendalikan pengembangan kebijakan, pengelolaan dan pelaporan di bidang SDM & Pengadaan guna meningkatkan kinerja korporasi.
2. Menetapkan Rencana Strategis Jangka panjang Direktorat SDM & Pengadaan
3. Memantau, mengendalikan dan mengevaluasi seluruh penyelenggaraan kegiatan di bidang SDM terkait *Talent Management & People Development*, *Organization Capability, Industrial Relation, Compensation Benefit, Corporate Culture, Business Partner* serta *General Affair*. Sehingga tercapainya *Human Capital* yang berkualitas.
4. Mengarahkan, mengkoordinasikan penyusunan Rencana Kerja dan Anggaran Direktorat SDM & Pengadaan
5. Mengendalikan pengelolaan biaya SDM & Pengadaan secara efektif dan efisien, transparan, akuntabel dan *auditable*; serta mampu mengendalikan biaya yang dapat berdampak pada Kinerja Keuangan Perusahaan
6. Memastikan Pengembangan dan Pengelolaan Perencanaan, Kebijakan dan Strategi Sumber Daya Manusia berjalan sesuai dengan Strategi bisnis Perusahaan
7. Memastikan Pengelolaan Perencanaan, Kebijakan dan Strategi Pengadaan berjalan sesuai dengan Strategi bisnis Perusahaan
8. Melakukan Evaluasi terhadap pencapaian kinerja Direktorat SDM & Pengadaan
9. Melakukan Pembinaan SDM dibawah kendali Direktur SDM & Pengadaan

Duties and Authorities of Director of HR & Procurement

1. Lead and control the development of policies, management and reporting in the field of HR & Procurement in order to improve corporate performance.
2. Establish a long-term strategic plan for the HR & Procurement Directorate
3. Monitor, control and evaluate all HR activities related to Talent Management & People Development, Organizational Capability, Industrial Relations, Compensation Benefits, Corporate Culture, Business Partners and General Affair. So that quality Human Capital is achieved.
4. Directing, coordinating the preparation of the Work Plan and Budget for the Directorate of Human Resources & Procurement
5. Controlling HR & Procurement cost management in an effective and efficient, transparent, accountable and auditable manner; as well as being able to control costs that can have an impact on the Company's Financial Performance
6. Ensuring that the Development and Management of Human Resources Planning, Policies and Strategies are in line with the Company's business strategy
7. Ensuring Procurement Management Planning, Policies and Strategies are in accordance with the Company's business strategy
8. Evaluate the performance achievements of the HR & Procurement Directorate
9. Conduct HR Development under the control of the Director of HR & Procurement

Susunan Direksi

Susunan Direksi PT Pertamina Bina Medika IHC per tanggal 31 Desember 2022 adalah sebagai berikut:

Composition of the Board of Directors

The composition of the Board of Directors of PT Pertamina Bina Medika IHC as of December 31, 2022 is as follows

No	Nama / *Name*	Jabatan / *Position*
1	Mira Dyah Wahyuni	Direktur Utama / *President Director*
2	Budi Raharjo Legowo	Direktur Keuangan dan Manajemen Risiko / *Director of Finance and Risk Management*
3	Asep Saepul Rohmat	Direktur SDM & Pengadaan / *Director of HR & Procurement*
4	Lia Gardenia P.	Direktur Medis / *Director of Medical Operations*
5	Vacant	Direktur Operasi/*Director of Operations*

Board Charter

Sebagai pedoman bagi Direksi dalam menjalankan fungsi dan perannya, Direksi Pertamedika IHC telah memiliki *Board Manual* yang selalu diperbaharui secara berkala sesuai dengan perkembangan industri. Dalam *Board Manual* ini, dijelaskan mengenai tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, sehingga dapat menjadi acuan hubungan kerja bagi Direksi dan Dewan Komisaris dalam melaksanakan tugas masing-masing.

Board Manual yang ada saat ini telah disepakati dan ditandatangani oleh Direksi dan Dewan Komisaris di tahun 2014 dan telah disempurnakan pada tahun 2017 dan 2019. Isi dari *Board Manual* yang berhubungan dengan Direksi antara lain:

a. Persyaratan, Komposisi dan Masa Jabatan Direksi
b. Susunan dan Tugas & Wewenang Direksi
c. Program Pengenalan dan Peningkatan Kapabilitas
d. Batasan dan Kewenangan Direksi
e. Perbuatan Direksi Yang Wajib Memperoleh Persetujuan RUPS
f. Independensi (Kemandirian) Direksi
g. Etika Jabatan Anggota Direksi
h. Hak Direksi
i. Remunerasi Direksi
j. Rapat Direksi
k. Evaluasi Kinerja Direksi
l. Fungsi Pendukung

Board Charter

As a guideline for the Board of Directors in carrying out their functions and roles, the Board of Directors of Pertamedika IHC has a Board Manual which is always Updated regularly in accordance with industry developments. This Board Manual explains the stages of activity in a structured, systematic, easy to understand and consistent manner, so that it can serve as a reference for the working relationship for the Board of Directors and the Board of Commissioners in carrying out their respective duties.

The current Board Manual was approved and signed by the Board of Directors and the Board of Commissioners in 2014 and was improved in 2017 and 2019. The contents of the Board Manual relating to the Board of Directors include:

a. Requirements, Composition and Term of Office of the Board of Directors
b. Composition and Duties & Authorities of the Board of Directors
c. Orientation and Capability Improvement Programs
d. Limitations and Authorities of the Board of Directors
e. Actions of the Board of Directors Requiring GMS Approval
f. Independence of the Board of Directors
g. Position Ethics of Members of the Board of Directors
h. Rights of the Board of Directors
i. Remuneration of the Board of Directors
j. Meeting of the Board of Directors
k. Performance Evaluation of the Board of Directors
l. Support Functions

Keberagaman Komposisi Direksi

Keberagaman anggota Direksi menjadi faktor penting yang keberadaannya dapat mendukung pelaksanaan tugas Direksi di Perseroan. Keberagaman dalam latar belakang Pendidikan dan pengalaman kerja ini mendorong sesama Direksi untuk dapat bekerja sama secara sinergis. Keberagaman ini telah disesuaikan dengan kebutuhan dan kompleksitas dari usaha yang dijalankan.

Aspek keberagaman dalam komposisi Dewan Direksi tercermin dari unsur yang dimiliki oleh para anggota Direksi, antara lain seperti independensi, keahlian/pendidikan, pengalaman kerja, dan usia. Komposisi Direksi PT Pertamina Bina Medika IHC yang menjabat saat ini telah memenuhi unsur keberagaman sebagaimana diuraikan di atas.

Diverse Composition of the Board of Directors

Diversity of the members of the Board of Directors is an important factor that can support the implementation of the duties of the Board of Directors in the Company. This diversity in educational background and work experience encourages fellow Directors to work together in a synergic manner. Such diversity has been adapted to the needs and complexity of the Company's business.

The diversity aspect in the composition of the Board of Directors is reflected in the elements possessed by members of the Board of Directors, such as independence, expertise/education, work experience, and age. The composition of the current Board of Directors of PT Pertamina Bina Medika IHC has fulfilled the diversity element as described above.

Hubungan Kerja Antara Dewan Komisaris dan Direksi

Tercapainya kinerja Perseroan secara optimal salah satunya ditentukan oleh adanya hubungan kerja yang baik antara Dewan

Work Relations between the Board of Commissioners and the Board of Directors

The optimal achievement of the Company's performance is determined by, among other things, a good working relation between the Board

Komisaris dengan Direksi. Hal tersebut juga berperan penting dalam menjaga efektivitas dan efisiensi pelaksanaan tugas dari masing-masing organ.

Untuk itu, Perseroan menerapkan prinsip-prinsip sebagai berikut:

a. Dewan Komisaris menghormati fungsi dan peranan Direksi dalam mengurus Perseroan sebagaimana telah diatur dalam peraturan perundang-undangan maupun Anggaran Dasar.
b. Direksi menghormati fungsi dan peranan Dewan Komisaris untuk melakukan pengawasan dan pemberian nasihat terhadap kebijakan pengurusan Perseroan.
c. Korespondensi antara Dewan Komisaris dengan Direksi menggunakan format surat yang di dalamnya mengandung penjelasan maksud dan tujuan atas surat tersebut.
d. Setiap hubungan kerja antara Dewan Komisaris dengan Direksi merupakan hubungan yang bersifat formal, dalam arti harus senantiasa dilandasi oleh suatu mekanisme baku atau korespondensi yang dapat dipertanggungjawabkan.
e. Setiap hubungan kerja yang bersifat informal dapat dilakukan oleh masing-masing Anggota Dewan Komisaris dan anggota Direksi, namun tidak dapat dipakai sebagai kebijakan formal sebelum melalui mekanisme atau korespondensi yang dapat dipertanggungjawabkan.
f. Setiap hubungan kerja antara Dewan Komisaris dengan Direksi merupakan hubungan kelembagaan dalam arti bahwa Dewan Komisaris dan Direksi sebagai jabatan kolektif yang merepresentasikan keseluruhan anggotanya sehingga setiap hubungan kerja antara Anggota Dewan Komisaris dengan salah seorang Anggota Direksi harus diketahui oleh anggota Dewan Komisaris dan anggota Direksi lainnya.

of Commissioners and the Board of Directors. It also plays an important role in maintaining the effectiveness and efficiency of the implementation of the duties of each organ.

To that end, the Company applies the following principles:

a. The Board of Commissioners respects the function and role of the Board of Directors in managing the Company as stipulated in laws and regulations as well as the Articles of Association.
b. The Board of Directors respects the function and role of the Board of Commissioners to supervise and provide advice on the management policies of the Company.
c. Correspondence between the Board of Commissioners and the Board of Directors uses a letter format which contains an explanation of the purpose of the letter.
d. Every working relations between the Board of Commissioners and the Board of Directors is a formal relationship, meaning that it must always be based on a standard mechanism or accountable correspondence.
e. Each member of the Board of Commissioners and the Board of Directors can work informal relations but cannot be used as a formal policy before going through an accountable mechanism or correspondence.
f. Every work relationship between the Board of Commissioners and the Board of Directors is an institutional relationship in the sense that the Board of Commissioners and the Board of Directors act as collective positions that represent all of its members, so that any working relationship between a member of the Board of Commissioners and one of the members of the Board of Directors must be known by members of the Board of Commissioners and other members of the Board of Directors.

Remunerasi Direksi

Untuk seluruh kinerja yang diberikan kepada Perseroan, anggota Direksi memperoleh gaji, tunjangan serta fasilitas, termasuk santunan purna jabatan yang jenis dan jumlahnya ditetapkan oleh RUPS dengan memperhatikan ketentuan peraturan perUndang-Undangan yang berlaku.

Remuneration of the Board of Directors

For all performance provided to the Company, members of the Board of Directors receive salaries, allowances, and facilities, including retirement benefits, the types and amounts of which are determined by the GMS with due observance of the provisions of prevailing laws and regulations.

Prosedur Penetapan Remunerasi Direksi

1. Remunerasi Direksi Perseroan diusulkan oleh Direksi setelah mendapat rekomendasi Dewan Komisaris untuk ditetapkan dan disetujui oleh RUPS.

2. Ketentuan dan perhitungan remunerasi Direksi ditetapkan berdasarkan Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan Pertamina.

Procedures in Determining the Remuneration of the Board of Directors

1. Remuneration for the Board of Directors of the Company is proposed by the Board of Directors after receiving a recommendation from the Board of Commissioners to be determined and approved by the GMS.
2. Provisions and calculations for the remuneration of the Board of Directors are stipulated based on the Guidelines for the Management of Pertamina's Subsidiaries and Joint Venture Companies.

Indikator Penetapan Remunerasi

Penetapan Penghasilan (Remunerasi) yang berupa Gaji/ Honorarium, Tunjangan, dan Fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor-faktor:

1. Pendapatan Perusahaan;
2. Aktiva;
3. Kondisi dan kemampuan keuangan Perusahaan yang bersangkutan;
4. Tingkat inflasi;
5. Faktor-faktor lain yang relevan; dan
6. Kepatuhan, yaitu tidak boleh bertentangan dengan peraturan perundang-undangan.

Penetapan Penghasilan (Remunerasi) yang berupa Tantiem yang bersifat variabel dilakukan dengan mempertimbangkan faktorfaktor:

1. Kinerja Perusahaan, termasuk EBITDA dan *Key Performance Indicators* (KPI);
2. Tingkat Kesehatan;
3. Kondisi dan kemampuan keuangan Perusahaan yang bersangkutan; dan
4. Faktor-faktor lain yang relevan.
   Remunerasi Direksi mengacu kepada Keputusan RUPS Secara Sirkuler tentang Penyesuaian Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 tanggal 24 Juni 2019 dan Keputusan RUPS Secara Sirkuler tentang Penetapan Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun 2022 tanggal 24 Juni 2019.

Remuneration Determination Indicators

Determination of fixed income (Remuneration) in the form of Salary/ Honorarium, Allowances, and Facilities s carried out by considering the following factors:

1. *Revenue of the Company;*
2. *Assets;*
3. *Financial condition and capacity of the Company concerned;*
4. *Inflation rate;*
5. *Other relevant factors; and*
6. *Compliance, that is, it must not conflict with statutory regulations.*

Determination of income (Remuneration) in the form of a variable Tantiem is carried out by considering the following factors:

1. *The Company's performance, including EBITDA and Key Performance Indicators (KPI);*
2. *Soundness Level;*
3. *Financial condition and capacity of the Company; and*
4. *Other relevant factors.*
   The remuneration of the Board of Directors refers to the Circular GMS Resolution regarding the Adjustment of the Remuneration for the Board of Directors and the Board of Commissioners of the Company for the 2019 Financial Year dated June 24, 2019 and the Circular GMS Resolution concerning the Determination of the 2022 Board of Directors and Board of Commissioners Remuneration on June 24, 2019.

Jabatan *Position*	Honorarium *Honorarium*	Tunjangan *Allowance*	Aspunjab *Post Employment Insurance*	THR *Holiday Allowance*	Tantiem *Tantiem*	Total
Direksi *Board of Directors*	Rp4.392.841.800	Rp1.155.000.000	Rp918.176.000	Rp410.563.184	Rp10.207.281.582	Rp17.083.862.566

Rapat Direksi

Direksi dapat mengadakan Rapat setiap waktu, apabila:

1. Dianggap perlu oleh seorang atau lebih anggota Direksi.
2. Atas permintaan tertulis dari seorang atau lebih anggota Dewan Komisaris.
3. Pemegang saham yang memiliki jumlah saham terbesar dengan menyebutkan hal-hal yang akan dibicarakan.

Pada tahun 2022, Direksi mengadakan rapat sebanyak 31 kali, dengan rincian sebagai berikut:

Board of Directors Meeting

Meeting The Board of Directors can hold a meeting at any time, if:

1. *Deemed necessary by one or more members of the Board of Directors.*
2. *Upon a written request from one or more members of the Board of Commissioners.*
3. *Shareholders who have the largest number of shares by mentioning the matters to be discussed.*

In 2022, the Board of Directors held 31 meetings, with the following details:

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Total Meetings*	Jumlah Kehadiran *Total Attendance*	Tingkat Kehadiran (%) *Attendance Rate (%)*
Mira Dyah Wahyuni	Direktur Utama *President Director*	31	31	100%
Budi Raharjo Legowo	Direktur Keuangan dan Manajemen Risiko *Director of Finance and Risk Management*	31	31	100%
Asep Saepul Rohmat	Direktur SDM & Pengadaan *Director of HR & Procurement*	31	31	100%
Lia Gardenia P.	Direktur Medis *Director of Medical Operations*	31	31	100%

Agenda Rapat Direksi 2022

Board of Directors Meeting Agendas in 2022

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
1	Jumat, 7 Januari 2022 *Friday, January 7, 2022*	Ruang Rapat 9D, Menara Standard Chartered Lt.9	1. Persetujuan KSO HD PT RSP 2. Webinar Clinical 3. Tanggapan SHL PT RSBT 4. Permohonan Pengalihan PMO SIMRS 5. Adendum Kontrak Pengadaan Instalasi Jaringan 6. Revisi Kajian Radiasi RS Lavalette 7. ESWL 8. Usulan investasi 2022 RSPB 9. Laporan PKS RS KSO & Membership 10. *Review Draft* Perjanjian Sewa RS Bali 11. Pengusulan Perubahan Direktur PT PHC 12. Rencana Kerja 2022 13. Penyelesaian MCCN oleh Tim yang ditunjuk *biweekly meeting* 14. *Weekly meeting* khusus untuk *design* bangunan 15. G20 16. Klinik *1. Approval of KSO HD PT RSP* *2. Clinical webinars* *3. SHL Response of PT RSBT* *4. Application for Transfer of PMO SIMRS* *5. Addendum to the Network Installation Procurement Contract* *6. Revision of the Lavalette Hospital Radiation Study* *7. ESWL* *8. 2022 RSPB investment proposal* *9. KSO Hospital PKS Report & Membership* *10. Review of the Bali Hospital Lease Agreement Draft* *11. Proposal for Change of Director of PT PHC* *12. Work Plan 2022* *13. Completion of MCCN by the Team appointed by the biweekly meeting* *14. Weekly meeting specifically for building design* *15.G20* *16. Clinic*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
2	Jumat, 21 Januari 2022 *Friday, January 21, 2022*	Ruang Rapat 9D, Menara Standard Chartered Lt.9	1. Remunerasi 2. Permohonan Perpanjangan Jangka Wkatu Kontrak BIRDS 3. Proposal Mayo Clinic MCCN RSPP & Bali 4. Rencana *Contract Change Order* (CCO) Nindya Karya 5. Tindak lanjut wawancara BOD dengan dr Katarina 6. Penunjukkan Tim dalam tahapan *die diligence* MCCN RSPP yaitu dr Ariani 7. PT Amarta Karya 8. Undangan Kunjungan ke Pabrik Panasonic *Health Care* 9. Undangan RS Geriatri Pemda Jabar di Bandung 10. Progress RSP Royal Biringkanaya *1. Remuneration* *2. Request for BIRDS Contract Term Extension* *3. Mayo Clinic MCCN RSPP & Bali proposal* *4. Nindya Karya's Contract Change Order (CCO) plan* *5. Follow up the BOD interview with Dr. Katarina* *6. Appointment of the Team in the RSPP MCCN die diligence stage, namely Dr. Ariani* *7. PT Amarta Karya* *8. Invitation to Visit the Panasonic Health Care Factory* *9. Invitation to the West Java Regional Government Geriatric Hospital in Bandung* *10. Progress RSP Royal Biringkanaya*
3	Jumat, 28 Januari 2022 *Friday, January 28, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Tanggapan atas pending *issue* perjanjian pemberian jasa pendampingan realisasi fasilitas keringanan pajak KEK antara PBM IHC dan HIN 2. Permohonan pendampigan terkait Proses PKPU PT Garuda Indonesia 3. Adendum FOPI 4. Penyelesaian *Dashboard* Operasional 5. Bisnis Model *Membership* 6. Rotasi SDB Divisi BD & *Marketing* 7. Maskot PBM IHC 8. Piutang RS KSO yang menjadi temuan BPK 9. Kasus Graha RSPP 10. HHC *1. Response to the pending issue of the agreement to provide assistance services for the realization of SEZ tax relief facilities between PBM IHC and HIN* *2. Request for assistance related to PT Garuda Indonesia's PKPU Process* *3. FOPI Addendum* *4. Completion of the Operational Dashboard* *5. Membership Model Business* *6. Rotation of SDB BD & Marketing Division* *7. PBM IHC mascot* *8. Receivables from KSO Hospital which became the BPK's findings* *9. Case of Graha RSPP* *10. HHC*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
4	Jumat, 11 Februari 2022 *Friday, February 11, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Vaksin Booster* 2. Usulan modernisasi & revitalisasi RSPP Non Partial 3. Perpanjangan Perjanjian CICT Pertamina 4. PMN Biofarma 5. MDI Ventures 6. Permohonan Audit Investigasi atas pelaksanaan renovasi gedung RS PMC PT RS Pelabuhan 7. *Alignment Program* Strategis 2022 IA Pertamina 8. Pengadaan pekerjaan jasa pelayanan *laundry* RSPC 9. Optimalisasi Pj Regional 10. FID RS UNPAD 11. Strategic Partner *1. Booster Vaccine* *2. Proposed modernization & revitalization of Non Partial RSPP* *3. Extension of the Pertamina CICT Agreement* *4. PMN Biopharma* *5. MDI Ventures* *6. Request for an Investigative Audit on the renovation of the PMC Hospital building at PT RS Pelabuhan* *7. IA Pertamina Strategic Program Alignment 2022* *8. Procurement of RSPC laundry services* *9. Optimization of Regional Acting* *10. FID RS UNPAD* *11.Strategic Partner*
5	Jumat, 18 Februari 2022 *Friday, February 18, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Hasil audit interim atas informasi keuangan interim tgl 30 Sept 2021 dan untuk periode sembilan bulan yang berakhir pada tanggal tersebut 2. Permohonan RUPS Pinjaman Jangka Panjang PT Bakti Timah Medika kepada BSI 3. Penawaran penjualan aset YKKPP 4. Proses persiapan launching RSPRB *1. Results of the interim audit of the interim financial information dated 30 September 2021 and for the nine-month period ending on that date* *2. Request for GMS of PT Bakti Timah Medika's Long Term Loan to BSI* *3. YKKPP asset sale offer* *4. The process of preparing for the launch of the RSPRB*
6	Jumat, 25 Februari 2022 *Friday, February 25, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Kerjasama dengan RS UIN 2. *Progress Furniture, Lobby* dan alat kesehatan RSPRB 3. Persiapan *Opening* RSPRB *1. Collaboration with UIN Hospital* *2. Progress Furniture, Lobby and RSPRB medical equipment* *3. Preparation for Opening RSPRB*
7	Jumat, 04 Maret 2022 *Friday, March 4, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Progress* tindak lanjut RSPRB 2. *Progress* Bali International Hospital 3. Realisasi Pendapatan PBM IHC *1. Follow-up progress of the RSPRB* *2. Progress Bali International Hospital* *3. Revenue Realization of PBM IHC*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
8	Minggu, 13 Maret 2022 *Sunday, March 13, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Pelepasan saham PT KTI dan PT KDL di PT KM 2. Laporan audit internal mutu dan keselamatan pasien 3. Audit internal & eksternal *surveillance* ISO 9001 : 2015 4. Izin prinsip profesional *development program* (PDP) dan *leadership management development* (LMP) 5. Materi G20 6. Pendirian badan hukum untuk pengelolaan klinik 7. *Review* SOW 2 Mayo Clinic 8. *Recruitment* dokter BIH dan RSPRB *1. Release of PT KTI and PT KDL shares in PT KM* *2. Quality and patient safety internal audit reports* *3. Internal audit & external surveillance ISO 9001: 2015* *4. Professional development program (PDP) and leadership management development (LMP) principal licenses* *5. Material G20* *6. Establishment of a legal entity for clinical management* *7. Review SOW 2 Mayo Clinic* *8. Recruitment of BIH and RSPRB doctors*
9	Jumat, 18 Maret 2022 *Friday, March 18, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Perpanjangan Pekerja setelah masa purnabakti 2. Tindak lanjut RS Unpad 3. Rencana *Signing Agreement Phase* 2 Mayo Clinic 4. RAB G20 Belitung 5. Jadwal RUPS Tahunan Tahun Buku 2021 6. Renovasi Lt 5 dan 6 7. Rencana *benchmark building* dan layanan antara IHC dan Mayo Clinic 8. Permohonan bantuan biaya operasional RS Simprug 9. Program transformasi *1. Extension of Employees after retirement* *2. Follow up Unpad Hospital* *3. Mayo Clinic Phase 2 Signing Agreement Plan* *4. RAB G20 Belitung* *5. Schedule of the Annual General Meeting of Shareholders for the 2021 Fiscal Year* *6. Renovation of floors 5 and 6* *7. Benchmark building and service plan between IHC and Mayo Clinic* *8. Request for assistance with operational costs for the Simprug Hospital* *9. Transformation program*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
10	Jumat, 25 Maret 2022 *Friday, March 25, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Tindak lanjut rekomendasi Mayo pada BIH 2. Tindak lanjut pertemuan dengan Dirut PT Krakatau Steel 3. Permohonan izin prinsip pelepasan seluruh saham PT KM di PT Krakatau *Information Technology* 4. Renovasi RSPP 5. Tanggapan atas permohonan RUPS secara sirkuler PT BTM tentang pinjaman jangka panjang ke PT BSI 6. Tanggapan atas kinerja *unaudited* tahun 2021 PBM IHC 7. Perpanjangan izin Operasional Klinik Kenten 8. Permohonan Investasi PT RNM untuk sewa aset PTPN XI di wilayan RS Kaliwates *1. Follow up on Mayo's recommendations to BIH* *2. Follow-up meeting with the President Director of PT Krakatau Steel* *3. Application for a permit in principle to release all of PT KM's shares in PT Krakatau Information Technology* *4. RSPP renovation* *5. Response to PT BTM's circular GMS request regarding a long-term loan to PT BSI* *6. Feedback on the unaudited performance of 2021 PBM IHC* *7. Extension of Kenten Clinic Operational Permit* *8. PT RNM's Investment Application for leasing PTPN XI assets in the Kaliwates Hospital area*
11	Minggu, 03 April 2022 *Sunday, April 3, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Laporan investasi RSPRB 2. Materi *Challenge Session* KPI Direksi Anak Perusahaan (AP) *Service* secara kolegial tahun 2022 3. Sewa kantor PBM IHC & BIH 4. PMO IHC Telemed Proposal IHC Telemed Video Campaign Ramadhan dan lauching IHC screening 5. Progress transformasi *1. RSPRB investment report* *2. KPI Challenge Session material for Directors of Collegial Subsidiaries (AP) Service in 2022* *3. Rent PBM IHC & BIH offices* *4. PMO IHC Telemed Proposal IHC Telemed Video Campaign Ramadhan and launching IHC screening* *5. Transformation Progress*
12	Sabtu, 16 April 2022 *Saturday, April 16, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Perhitungan Dividen 2. Proses Perizinan RSPRB 3. ECRI *Membership* 4. Persiapan Aksi Korporasi 5. Mayo MCCN Travel Expenses 6. Remunerasi 7. Data Pertemuan Biofarma *1. Dividend Calculation* *2. RSPRB Licensing Process* *3. ECRI Membership* *4. Preparation for Corporate Action* *5. Mayo MCCN Travel Expenses* *6. Remuneration* *7. Biopharma Meeting Data*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
13	Jumat, 29 April 2022 *Friday, April 29, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Progress temuan audit internal dan eksternal TW I 2022 *issue* strategis IA TW I 2022 2. Permohonan Pendaftaran Apotek dan Klinik PT Medika Yakespen Utama 3. Penawaran Kolaborasi dengan CaringUp Malaysia SDN BHD tentang integrasi CareAide di IHC Telemed 4. Permintaan keterangan terkait pengembangan penanganan sengketa ketenagakerjaan 5. Pembelian stok obat RS Tanjung Duren dengan harga e-catalog tahap II 6. Permohonan arahan atas bidang usaha PT RS Pelni terkaut PMK No.03 Tahun 2020 7. *Update* ruang lingkup & biaya kontrak pekerjaan konsultan kajian (IPO) 8. Kebutuhan RS Pertamina Dumai 9. *Update* tindak lanjut akuisisi saham PT KM 10. Penunjukkan VP BDM *1. Progress of internal and external audit findings in Q1 2022 strategic issues IA QI 2022* *2. Application for Registration of Pharmacy and Clinic PT Medika Yakespen Utama* *3. Collaborative offer with CaringUp Malaysia SDN BHD on CareAide integration at IHC Telemed* *4. Request for information regarding the development of handling labor disputes* *5. Purchase of drug stock at Tanjung Duren Hospital at phase II e-catalog prices* *6. Request for directions on PT RS Pelni's line of business related to PMK No. 03 of 2020* *7. Update the scope & cost of the review consultant work contract (IPO)* *8. The need for Pertamina Dumai Hospital* *9. Update on the follow-up to the acquisition of PT KM shares* *10. BDM VP Appointment*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
14	Rabu, 18 Mei 2022 *Wednesday, May 18, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Progress OHIH 2. *Update Senior Living* RS Bakti Husada 3. Permohonan *discount* untuk nasabah FWD Insurance 4. *Update Progress* Pembangunan Lt 5-6 Lt.8 Ruangan IT, Renovasi Lt 3 & Lt 4 RSPP 5. Renovasi RSPP 6. *Update* Progress Pembangunan RSP Balikpapan 7. *Membership Fee* PT Tembakau Deli Medika 8. Penyampaian informasi terkait obat dari RS UKRIDA yang tidak bergerak di RS Pertamina Tanjung Duren 9. *Update Progress* Persiapan Rakor Industri Kesehatan 10. *Update Progress Manager Corcom* (JMW & HUT RS Pelabuhan) 11. Laporan Keuangan periode April 2022 & *Update* persiapan materi presentasi *monitoring performance* AP Services 12. Tagihan vaksin yang masih ada *outstanding* untuk pelaksanaan di Medan dan Tenis Indoor *1. Progress OHIH* *2. Update on Senior Living at Bakti Husada Hospital* *3. Request a discount for FWD Insurance customers* *4. Update on the progress of the construction of 5-6th floor of the 8th floor of the IT room, renovation of the 3rd floor & 4th floor of the RSPP* *5. RSPP renovation* *6. Update on the Progress of Balikpapan RSP Development* *7. Membership Fee of PT Tobacco Deli Medika* *8. Submission of information related to drugs from the UKRIDA Hospital which is not moving at Pertamina Tanjung Duren Hospital* *9. Update on the progress of the preparation for the Health Industry Coordination Meeting* *10. Update Progress Manager Corcom (JMW & Port Hospital Anniversary)* *11. Financial Report for April 2022 period & Update on preparation of AP Services performance monitoring presentation material* *12. Vaccine bills that are still outstanding for implementation in Medan and Indoor Tennis*
15	Jumat, 03 Juni 2022 *Friday, June3, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. SK Menteri BUMN Pembentukan PMO Penyelenggaraan Kegiatan SOE International Conference pada rangkaian Kegiatan G20 Indonesia Tahun 2022 2. Persetujuan Biaya *Cut Off* KJPP Toha 3. *Update* Progress Akuisisi PT Bakti Timah Solusi Medika 4. Izin Prinsip Pelaksanaan Akuisisi Klinik Pertamina IHC Bintaro *1. Decree of the Minister of SOEs Formation of PMO for the Implementation of SOE International Conference Activities in the 2022 G20 Indonesia Activities Series* *2. Approval of KJPP Toha's Cut Off Costs* *3. Update on the progress of the acquisition of PT Bakti Timah Solusi Medika* *4. Permit in Principle for the Acquisition of the Pertamina IHC Bintaro Clinic*
16	Jumat, 10 Juni 2022 *Friday, June 10, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Progress temuan audit internal dan eksternal TW I 2022 *issue* strategis IA TW I 2022 (April-Mei 2022) 2. *Statement of work* (SOW) Mayo Clinic #I & #II 3. Surat No.05.25/08/S-R/090/2022 (Disposisi Direktur Utama No.1473) tentang Usulan Pengisian Komisaris Utama dan Direktur Keuangan PT RS Pelni 4. Pemberitahhuan Rencana Pemberhentian Direktur PT Rolas Nusantara Medika 5. Persiapan Kunjungan Mayo Clinic *1. Progress of internal and external audit findings in Q1 2022 strategic issues IA QI 2022 (April-May 2022)* *2. Statement of work (SOW) Mayo Clinic #I & #II* *3. Letter No.05.25/08/S-R/090/2022 (Disposition of the Main Director No.1473) concerning the Proposal to Fill in the Main Commissioner and Finance Director of PT RS Pelni* *4. Notification of Planned Dismissal of Director of PT Rolas Nusantara Medika* *5. Preparation for the Mayo Clinic Visit*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
17	Minggu, 19 Juni 2022 *Sunday, June 19, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Usulan kenaikan tunjangan biaya operasional pengurus biaya transport pengawas dan bantuan hari raya keagamaan (STIKES Pertamedika) 2. Permohonan persetujuan *site instruction* pekerjaan tambah renovasi Lt.5 dan 6 Gedung H 3. Surat tanggapan target penyelesaian transaksi *strategic* partners 4. *Pet scan & cyclotron* 5. *Review* kinerja penanggung jawab regional 6. 769/A11000/2022-S0 1376 VP Medical Operations Pemberitahuan Kebijakan Sistem Manajemen Terintegrasi 7. *Update* Progress Transformation 8. Progress SOW 2 9. Laporan Pendapatan Bulan Mei 2022 *1. Proposed an increase in operational cost allowances for supervisors' transportation costs and assistance for religious holidays (STIKES Pertamedika)* *2. Request for site instruction approval for additional work on the renovation of 5th and 6th Floors of Building H* *3. Letter of response to strategic partners' transaction settlement targets* *4. Pet scan & cyclotron* *5. Review the performance of the regional responsible* *6. 769/A11000/2022-S0 1376 VP Medical Operations Integrated Management System Policy Notice* *7. Update Progress Transformation* *8. Progress SOW 2* *9. May 2022 Monthly Income Report*
18	Jumat, 24 Juni 2022 *Friday, June 24, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Persiapan Kunjungan Navis 2. Permohonan *Discount* IHC Telemed 3. Hasil *Fit Proper Test* 4. Direksi AP 5. Pembentukan Komite SDM untuk BIH *1. Navis Visit Preparation* *2. Application for IHC Telemed Discount* *3. Proper Fit Test Results* *4. AP Board of Directors* *5. Formation of HR Committee for BIH*
19	Jumat, 01 Juli 2022 *Friday, July 1, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Usulan ABI 2023 2. Keputusan harga saham negoisasi BTSM & NIB *single purpose* 3. NIB *single purpose* 4. Permohonan izin melaksanakan penghapusan bangunan di lahan kavling B 5. *Salary survey for doctors and key administrators/management* 6. IHC Corporate office 7. Penanggung jawab Regional 8. Pembentukan Komite IT *1. ABI 2023 proposal* *2. Decision on share price for single purpose BTSM & NIB negotiation* *3. Single-purpose NIBs* *4. Application for a permit to carry out the removal of buildings in plot B land* *5. Salary survey for doctors and key administrators/management* *6. IHC Corporate office* *7. Acting Regional* *8. Formation of the IT Committee*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
20	Selasa, 12 Juli 2022 *Tuesday, July 12, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Tindak lanjut rekomendasi BPK RI semester I Tahun 2022 2. Uang Panjar Imbalan Jasa Pekerja Tahun 2021 (PT Nusantara Sebelas Medika & PT Nusantara Medika Utama) 3. Layanan IHC Telemed RS Krakatau Medika 4. *Website* Pertamedika IHC 5. Penilaian Kinerja *Vice Director Medical* RS Pertamina Cirebon 6. Tindak Lanjut kantor PBM IHC *1. Follow up on BPK RI recommendations for semester I of 2022* *2. Down payment for employee benefits in 2021 (PT Nusantara Eleven Medika & PT Nusantara Medika Utama)* *3. Krakatau Medika Hospital IHC Telemed Service* *4. Pertamedika IHC website* *5. Performance Assessment of Vice Director Medical Pertamina Cirebon Hospital* *6. Follow up the IHC PBM office*
21	Selasa, 26 Juli 2022 *Tuesday, July 26, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. DPKPP Rotasi dan Mutasi 2. Evaluasi Seragam PBM IHC (PT Teratai) 3. Revisi Sprint PMO Bali 4. *Update* Progress Workshop : Tarif & MSBL 5. Dispo 1847 Permintaan Penambahan Tenaga *Procurement* 6. Sistem *Appoitment* RJ & Pembentukan Komite IT 7. *Weekly meeting* BIH 8. *Update* Progress Navis, Dokumen Pending (MK BIH, Design & Build Interior Makassar & Renov Klinik Pertamina IHC) 9. Dispo 1878 Permohonan Status dan Target Waktu Penyampaian *Feasibility Study* (FS) Project Investasi Tahun 2022 di Anak Perusahaan PT Pertamina (Persero) 10. Dispo 1840 *Reform the full growth agenda drive more value to customers* (MarkPlus) & Dispo 1839 *Enterpreneurial Marketing* Jurus Jitu Indonesia Bangkit (MarkPlus) 11. Ekspose Fasad RSPP *1. Rotation and Mutation DPKPP* *2. Evaluation of IHC PBM Uniforms (PT Teratai)* *3. Revision of the Bali PMO Sprint* *4. Workshop Progress Update: Tariff & MSBL* *5. Dispo 1847 Request for Additional Procurement Staff* *6. RJ Appointment System & Formation of IT Committee* *7. BIH weekly meeting* *8. Navis Progress Update, Pending Documents (MK BIH, Makassar Interior Design & Build & Pertamina IHC Clinic Renov)* *9. Dispo 1878 Application for Status and Target Time for Submission of the 2022 Investment Project Feasibility Study (FS) at a subsidiary of PT Pertamina (Persero)* *10. Dispo 1840 Reform the full growth agenda to drive more value to customers (MarkPlus) & Dispo 1839 Entrepreneurial Marketing The Right Way for Indonesia to Rise (MarkPlus)* *11. RSPP Facade Expose*
22	Selasa, 02 Agustus 2022 *Tuesday, August 2, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Draft* RPMK KEK 2. Konsep *Standard Marketing Activity Unit* 3. PKS Tanjung Duren 4. *Update* Progress HIMSS *1. Draft RPMK KEK* *2. Concept of Standard Marketing Activity Unit* *3. PKS Tanjung Duren* *4. HIMSS Progress Update*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
23	Sabtu, 13 Agustus 2022 *Saturday, August 13, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Update* Progress BIH 2. Jawaban atas memo *reminder* permohonan pengadaan pekerjaan lanjutan Lt 5 dan 6 Gd H RSPP 3. Permohonan Pelunasan Hutang Avigan 4. Kalibrasi Alkes PBM IHC-*Medical Engineering & Technical Plan* 5. Pembahasan Pengelolaan Klinik IHC 6. Tindak lanjut kerjasama operasional RS UIN Alauddin Makasar 7. Penyusunan RKAP 2023 lingkup mandatory BUMN 8. *Call center* *1. BIH Progress Update* *2. The answer to the reminder memo for the request for the procurement of further work on the 5th and 6th Gd H of the RSPP* *3. Application for Settlement of Avigan's Debt* *4. Calibration of Alkes PBM IHC-Medical Engineering & Technical Plan* *5. Discussion of IHC Clinical Management* *6. Follow up on the operational cooperation of UIN Alauddin Makassar Hospital* *7. Preparation of the 2023 RKAP within the mandatory SOE scope* *8. Call center*
24	Rabu, 24 Agustus 2022 *Wednesday, August 24, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Tindak lanjut RS Modular Simprug 2. *Performance Financial* Bulan Juli 2022 3. Tanggapan atas pelanggaran disiplin absensi pekerja (Dispo DIRUT 2131) 4. Potongan Jasa Dokter Praktik di Lingkungan RS IHC *1. Follow up on the Simprug Modular Hospital* *2. Financial Performance for July 2022* *3. Responses to violations of employee attendance discipline (Dispo DIRUT 2131)* *4. Doctor's Practice Discount in the IHC Hospital Environment*
25	Selasa, 06 September 2022 *Tuesday, September 6, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Usulan perubahan sistem pengelolaan Layanan Populasi Kapitasi Pensiunan Pertamina (Dispo Dirut No.2238) 2. Addendum masa berlaku kontrak proyek RSP Cilacap PT Condustorjasa 3. CS RKAP 2023 *1. Proposed changes to the Pertamina Retired Capitation Population Service management system (Director Director's Office No. 2238)* *2. Addendum to the contract validity period for the Cilacap RSP PT Condustorjasa project* *3. CS RKAP 2023*
26	Rabu, 14 September 2022 *Wednesday, September 14, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Usulan Penghargaan atas kinerja (Tantiem) Kompensasi atas kinerja bagi Direksi dan Dewan Komisaris AP Pertamedika IHC Tahun Buku 2021 2. a. Evaluasi Sistem Remunerasi Berbasis Kinerja b. Peruabahan Struktur Organisasi c. Rencana Mutasi Jabatan 3. Pembahasan tagihan PT Arya Kemuning atas pekerjaan renovasi MCCN RSPP dan Graha Lt 8 RSPP *1. Proposed Performance Award (Tantiem) Compensation for performance for the Board of Directors and Board of Commissioners of AP Pertamedika IHC Fiscal Year 2021* *2. a. Performance Based Remuneration System Evaluation* *b. Organizational Structure Changes* *c. Position Transfer Plan* *3. Discussion of PT Arya Kemuning's bill for the renovation work of the MCCN RSPP and Graha Lt 8 RSPP*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
27	Rabu, 05 Oktober 2022 *Wednesday, October 5, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Kegiatan HUT PBM IHC 2. TKO Jasa Rujukan & *Survey* CSI (*Customer Satisfaction Index*) 3. *Update* PMN Biofarma 4. Laporan Kegiatan Bulanan Internal Audit PT PBM IHC Periode Juni-Agustus 2022 *1. PBM IHC Anniversary Activities* *2. TKO Referral Services & CSI Survey (Customer Satisfaction Index)* *3. Update PMN Biofarma* *4. PT PBM IHC Internal Audit Monthly Activity Report for the Period June-August 2022*
28	Jumat, 21 Oktober 2022 *Friday, October 21, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Issue* RS Bakti Timah 2. Permohonan Fasilitas Pembahasan Usulan Investasi RSP Tanjung 3. Penambahan Ruang Lingkup Kontrak BRIDS 4. Persiapan *Performance Dialogue* KPI AP Services TW III Tahun 2022 *1. Issue of Bakti Timah Hospital* *2. Request for the Investment Proposal Discussion Facility of RSP Tanjung* *3. Additional BRIDS Contract Scope* *4. Preparation for the 2022 AP Services KPI Performance Dialogue TW III*
29	Selasa, 15 November 2022 *Tuesday, November 15, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Evaluasi Kontrak Konsultan 2. Pembentukan Komite Disiplin 3. Kajian *Training Center* 4. KPI Tahun 2023 5. Perubahan Pedoman Pengadaan Barang/Jasa *1. Consulting Contract Evaluation* *2. Formation of a Disciplinary Committee* *3. Study of the Training Center* *4. KPI 2023* *5. Changes to the Guidelines for Procurement of Goods/Services*
30	Kamis, 24 November 2022 *Thursday, November 24, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Performance* per Oktober 2022 & KPI Tahun 2023 2. *Update* KPI 2023 3. Perubahan *Treshold* Investasi PT Pertamina (Persero) dan AP 4. *Update* MSBL, CBL, HBL oleh konsultan dari Pelabuhan 5. Rencana *updating* pedoman-pedoman PBM IHC 6. Progress Revisi Pedoman Pengadaan 7. Lainnya *1. Performance as of October 2022 & KPI for 2023* *2. Update KPI 2023* *3. Changes to the investment threshold of PT Pertamina (Persero) and AP* *4. Update MSBL, CBL, HBL by a consultant from the port* *5. Plan to Update the IHC PBM guidelines* *6. Procurement Guidelines Revision Progress* *7. Other*
31	Selasa, 06 Desember 2022 *Tuesday, December 6, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Update* Informasi 2. Laporan Rekruitmen VP dan *Manager* 3. Usulan Struktur Organisasi RSPP 4. Permohonan RUPS dalam Penunjukkan Komisaris PT BTSM 5. Usulan *treshold* investasi PBM IHC 6. *Rundown* MCCN *Announcement* *1. Update Information* *2. VP and Manager Recruitment Reports* *3. Proposed Organizational Structure of RSPP* *4. Application for the GMS regarding the Appointment of PT BTSM Commissioners* *5. Proposed PBM IHC investment threshold* *6. Rundown MCCN Announcement*

Program Pelatihan Direksi

Dalam rangka meningkatkan kualitas kinerja Direksi sebagai pihak pengelola dan pengurus Perseroan, dibutuhkan adanya pelatihan dan/atau pendidikan bagi Direksi, sehingga fungsi dan kapabilitasnya di dalam Perseroan dapat dimaksimalkan.

Sepanjang tahun 2022, pelatihan yang diikuti oleh anggota Direksi adalah sebagai berikut:

Training Programs of the Board of Directors

To improve the quality of the performance of the Board of Directors as the management and of the Company, training and/ or education is required for the Board of Directors, so that their functions and capabilities in the Company can be maximized.

Throughout 2022, the trainings participated by members of the Board of Directors are as follows:

NO	Tanggal *Date*	Pelatihan *Training*	Peserta *Participant*
1	28 Januari 2022 *January 28, 2022*	Pelatihan Primary Dementia Rehabilitation: Aspect of Geriatric Approach *Primary Dementia Rehabilitation Training: Aspect of Geriatric Approach*	dr. Fathema Djan Rachmat
2	16 Juli 2022 *July 16, 2022*	Workshop Mempersiapkan Manajemen Rumah Sakit dalam Menghadapi Tantangan Transformasi Digital dan *New Marketing : Now & Future* *Workshop on Preparing Hospital Management in Facing the Challenges of Digital Transformation and New Marketing: Now & Future*	drg. Mira Dyah Wahyuni, MARS
3	19-21 Oktober 2022 *October 19-21, 2022*	Seminar Nasional XVIII PERSI, Seminar ke XVI Tahunan Patient Safety Hospital Expo Ke XXXIV PERSI XVIII *PERSI National Seminar, XVIII Annual Seminar Patient Safety Hospital Exhibition XXXIV PERSI XVIII*	drg. Mira Dyah Wahyuni, MARS
4	19-21 Oktober 2022 *October 19-21, 2022*	Seminar Nasional XVIII PERSI, Seminar ke XVI Tahunan Patient Safety Hospital Expo Ke XXXIV PERSI XVIII *PERSI National Seminar, XVIII Annual Seminar Patient Safety Hospital Exhibition XXXIV PERSI XVIII*	Dr. Asep Saepul Rahmat, SpPD., KGEH., FINASIM
5	7-16 Mei 2022 *May 7-16, 2022*	Benchmark ke Mayo Clinic US *Benchmark to Mayo Clinic US*	dr. Fathema Djan Rachmat dan drg. Mira Dyah Wahyuni, MARS

Assessment Direksi

Kriteria *Assessment* Direksi

Penentuan kriteria yang digunakan dalam evaluasi kinerja Direksi ditetapkan dalam RUPS berdasarkan *Key Performance Indicator* (KPI) Direksi. Selain itu, kriteria penilaian kinerja Direksi juga dapat dilakukan secara individu yang diajukan oleh Komite Remunerasi Komisaris atau oleh Dewan Komisaris untuk ditetapkan dalam RUPS dengan setidaknya mencakup:

1. Penyusunan KPI pada awal tahun dan evaluasi pencapaiannya.
2. Tingkat kehadirannya dalam Rapat Direksi maupun rapat dengan Dewan Komisaris.
3. Kontribusinya dalam aktivitas bisnis Perseroan.
4. Keterlibatannya dalam penugasan-penugasan tertentu.
5. Komitmennya dalam memajukan kepentingan Perseroan.
6. Ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perseroan.
7. Pencapaian target Perseroan yang tertuang dalam RKAP dan Kontrak Manajemen

Board of Directors Assessment

Board of Directors Assessment Criteria

The criteria used in evaluating the performance of the Board of Directors are stipulated in the GMS based on the Key Performance Indicator (KPI) of the Board of Directors. In addition, the criteria for evaluating the performance of the Board of Directors can also be carried out individually, proposed by the Remuneration Committee of the Commissioners or by the Board of Commissioners to be determined in the GMS with at least cover the following:

1. *Preparation of KPIs at the beginning of the year and evaluation of their achievements.*
2. *Attendance level at the Board of Directors' meeting as well as meetings with the Board of Commissioners.*
3. *Contribution to the Company's business activities.*
4. *Involvement in certain assignments.*
5. *Commitment to advancing the interests of the Company.*
6. *Compliance with applicable laws and regulations as well as Company policies.*
7. *Achievement of the Company's targets as stated in the RKAP and Management Contract.*

Mekanisme *Assessment* Direksi

Kinerja Direksi merupakan hasil kerja kolegial dari seluruh anggotanya yang tercermin pada realisasi Rencana Kerja Anggaran Perusahaan (RKAP) secara tahunan. Pengukuran keberhasilan kinerja Direksi dilakukan terhadap Tingkat Kesehatan Perusahaan dan KPI Direksi.

Assessment Mechanism/Process of the Board of Directors

Performance of the Board of Directors is the result of the collegial work of all its members, which is reflected in the realization of the Company's annual Work Budget and Plan (RKAP). The measurement of the success of the Board of Directors performance is carried out on the Company's Soundness Level and the Board of Directors' KPIs.

Pihak yang Melakukan *Assessment*

Untuk penilaian kinerja Direksi di Perseroan tahun 2022, pihak yang bertugas melakukan penilaian adalah Dewan Komisaris dan RUPS.

Assessor

The parties tasked with conducting performance assessment of the Board of Directors in the Company in 2022 are the Board of Commissioners and the GMS.

KPI Direksi 2022

KPI atau *Key Performance Indicators* merupakan parameter kualitatif yang digunakan untuk mengukur kinerja anggota Direksi. Proses penentuan KPI dilakukan oleh Perseroan secara berkala setiap awal tahun yang mencakup target-target untuk dicapai dalam rangka mendorong perkembangan Perseroan. Dalam menyusun KPI, Pertamedika IHC melakukan *challenge session* dengan pemegang saham terbesar Perseroan, yakni PT Pertamina (Persero) dan hasilnya kemudian disahkan melalui RUPS Sirkuler Perseroan. Penyusunan KPI juga dilakukan dengan memperhatikan prinsip SMART, yaitu *Specific* (Spesifik), *Measurable* (Terukur), *Attainable* (Dapat diraih), *Relevant* (Relevan), dan *Time-bound* (Memiliki target waktu).

2022 Board of Directors KPI

KPIs or Key Performance Indicators are qualitative parameters used to measure the performance of members of the Board of Directors. The process of determining KPI is carried out by the Company on a regular basis at the beginning of the year which includes targets to be achieved in order to encourage the development of the Company. In preparing the KPI, Pertamedika IHC conducted a challenge session with the largest shareholder of the Company, namely PT Pertamina (Persero) and the results were then legalized through the Company's Circular GMS. KPI preparation is also carried out by taking into account the SMART principles, namely Specific, Measurable, Attainable, Relevant, and Time-bound.

PERSPEKTIF		ITEM	SATUAN	BOBOT	TAHUN 2022				Realisasi	Performance	Weighted
					TARGET TW I	TARGET TW II	TARGET TW III	TARGET TW IV	TW IV 2022	TW IV 2022	Performance
Financial 35	1	Laba Bersih	Rp Milyar	10%	99,70	264,42	513,24	651,24	181,10	[illegible]	[illegible]
	2	EBITDA	Rp Milyar	10%	260,84	665,39	1.163,11	1.500,63	224,57	[illegible]	[illegible]
	3	Overhead cost to EBITDA	%	3%	96,34	74,82	73,34	73,17	369,06	[illegible]	[illegible]
	4	Return on Invested Capital (ROIC)	%	3%	2,85	7,64	11,62	14,47	-2,6	[illegible]	[illegible]
	5	Interest Bearing Debt to Equity	%	3%	11,9	13,51	23,74	23,27	3,03	[illegible]	[illegible]
	6	Interest Bearing Debt to EBITDA	%	3%	251,93	118,51	141,24	109,48	50,70	[illegible]	[illegible]
	7	Cash from Operation	Rp Milyar	3%	87,61	151,48	553,13	1.111,01	294,19	[illegible]	[illegible]
Customer Focus (20)	1	Customer Satisfaction Index	Skala Likert	15%	-	-	-	4,00	4,31	[illegible]	[illegible]
	2	Peningkatan Downloder IHC Talented di IHC Group	%	5%	40%	40%	40%	40%	52%	[illegible]	[illegible]
Internal Process 25	1	Jumlah Kunjungan Rawat Jalan (RJ)	kunjungan	5%	1.479.707	2.967.531	4.439.121	5.918.828	5.232.213	[illegible]	[illegible]
	2	Jumlah Kunjungan Rawat Inap (RI)	kunjungan	5%	74.583	149.125	279.810	372.813	325.142	[illegible]	[illegible]
	3	Bed Occupancy Rate (BOR)	%	5%	64	64	64	64	62	[illegible]	[illegible]
	4	Efisiensi FOPI dan DAKSPI	%	5%	25	25	25	25	31	[illegible]	[illegible]
	5	Aktivasi One Brand di Seluruh IHC Group	%	5%	5	30	80	100	100	[illegible]	[illegible]
Learning & Growth 20	1	Pencapaian Milestone Unlock Value (PMN Biofarma, PMP Pertamina, Pre-IPO & Inbreng RS Modular Tankung Duren)	%	3%	100	100	100	100	100	[illegible]	[illegible]
	2	Pencapaian Milestone Strategic Partner	%	3%	60	100	100	100	100	[illegible]	[illegible]
	3	Pencapaian Milestone Proyek Strategic (RS Bali)	Unit	3%	50	80	100	100	100	[illegible]	[illegible]
	4	Pencapaian Milestone Penyertaan Saham RS BUMN (Aksi Korporasi IV)	%	3%	10	35	80	100	100	[illegible]	[illegible]
	5	Realisasi Investasi - ABI	%	2%	85-100	85-100	85-100	85-100	48	[illegible]	[illegible]
	6	Implementasi One Solution System	Unit	2%	8	17	27	36	36	[illegible]	[illegible]
	7	% perempuan dalam nominated talent	%	2%	30	30	30	30	41,54	[illegible]	[illegible]
	8	% milenial (<42 tahun) dalam top talent	%	2%	10	10	10	10	18,18	[illegible]	[illegible]
				100%							77,045%
Boundary KPI	1	Number of Accident (NoA)	jumlah	-	0	0	0	0	3		-3,0%
	2	Tindak Lanjut Rekomendasi Hasil Audit Internal & Eksternal	%		100	100	100	100	88		-2,0%
	3	Pencapaian Sinergi Grup Pertamina	%	-	2 - 10	2 - 10	2 - 10	2 - 10	532		2,0%
											74,0%

Pelaksanaan Tugas Direksi 2022

1. Berkontribusi dalam penanganan COVID-19 di seluruh RS BUMN;
2. Melakukan perubahan struktur organisasi;
3. Melaksanakan *assessment* pada semua level organisasi;
4. Melaksanakan kebijakan promosi pekerja sebagai bagian dari pengembangan SDM;
5. Melakukan sosialisasi GCG;
6. Melaksanakan *area of improvement* GCG;
7. Melaksanakan *assessment* GCG;
8. Melaksanakan *performance dialogue* dengan pemegang saham mayoritas;
9. Melaksanakan *performance dialogue* dengan Anak Perusahaan
10. Melaksanakan segala keputusan pemegang saham sirkuler perusahaan;
11. Melaksanakan rapat koordinasi baik dengan unit usaha maupun dengan Anak Perusahaan/RS KSO;
12. Melaksanakan pelatihan-pelatihan pekerja dan pelatihan dengan AP/RS KSO;
13. Melaksanakan bimbingan akreditasi kepada RS KSO;
14. Melaksanakan pelaporan LHKPN;
15. Melaksanakan RUPS Tahunan Tahun Buku 2021;
16. Menyusun laporan tahunan tahun buku 2021;
17. Melaksanakan rencana investasi tahun 2022;
18. Menyusun RKAP tahun 2023;
19. Melaksanakan pengawasan pencapaian kinerja unit usaha tahun 2022;
20. Melaksanakan *challenge session* target kinerja unit usaha, korporat dan Anak Perusahaan tahun 2023;
21. Melaksanakan audit laporan keuangan tahun 2022 oleh Kantor Akuntan Publik;
22. Melakukan penetapan pejabat korporasi sampai level Asistant Manager dan unit usaha sampai level Direktur Rumah Sakit;
23. Melaksanakan kunjungan kerja ke unit usaha dan Anak Perusahaan;
24. Menempatkan wakil perseroan sebagai Direksi dan Dewan Komisaris Anak Perusahaan;
25. Menyusun *dashboard operasional* dan *financial*;
26. Melaksanakan program *unlock value* antara lain;
    a. Rencana penyertaan modal Biofarma di Pertamedika IHC;
    b. Pencarian mitra strategis;
27. Melaksanakan program transformasi serta melakukan *monitoring* & evaluasi atas program tersebut;
28. Melaksanakan sentralisasi *branding & marketing* di seluruh Pertamedika IHC;
29. Operasionalisasi RS Pertamina Royal Biringkanaya Makasar yang menjadi RS khusus otak dan jantung di wilayah Makasar;

Implementation of the Board of Directors Duties in 2022

1. *Contributing to the handling of COVID-19 in all state-owned hospitals;*
2. *Making changes to the organizational structure;*
3. *Carrying out assessments at all levels of the organization;*
4. *Implementing employee promotion policies as part of HR development;*
5. *Conducting GCG socialization;*
6. *Implementing GCG areas of improvement;*
7. *Carrying out GCG assessment;*
8. *Carrying out performance dialogue with the majority shareholder;*
9. *Carrying out performance dialogue with Subsidiaries;*
10. *Implementing all circular shareholder decisions of the company;*
11. *Carrying out coordination meetings both with business units and with Subsidiaries/KSO Hospitals;*
12. *Carrying out employee training and training with Hospital/ AP KSO;*
13. *Carrying out accreditation guidance to Hospital/AP KSO;*
14. *Carrying out LHKPN reporting;*
15. *Conducting Annual GMS for the 2021 Fiscal Year;*
16. *Preparing the 2021 Fiscal Year Annual Report;*
17. *Implementing investment plan in 2022;*
18. *Preparing the RKAP for 2023;*
19. *Carrying out supervision of the achievement of business unit performance in 2022;*
20. *Carrying out a challenge session on the performance targets of business units, corporates and subsidiaries in 2023;*
21. *Carrying out an audit of the 2022 financial statements drawn up by the Public Accounting Firm;*
22. *Determining corporate officials up to Assistant Manager level and business units up to Hospital Director level;*
23. *Carrying out work visits to business units and Subsidiaries;*
24. *Placing company representatives as Directors and Board of Commissioners of Subsidiaries;*
25. *Developing operational and financial dashboards;*
26. *Implementing the unlock value program, among others;*
    a. *Biofarma's plan to invest in Pertamedika IHC;*
    b. *Strategic partner search;*
27. *Implementing transformation program as well as monitoring & evaluating the program;*
28. *Implementing the centralization of branding & marketing throughout Pertamedika IHC;*
29. *Operations of the Pertamina Royal Biringkanaya Hospital in Makassar, a hospital specialized in brain and heart disease in Makassar area;*

30. Melakukan kerjasama dengan Mayo Clinic dalam *consulting design* untuk RS International Bali;
31. Melaksanakan dan mengembangkan program IHC Telemed;
32. Melaksanakan sertifikasi ISO 9001:2015;
33. Melaksanakan sertifikasi ISO 37001:2016;
34. Melaksanakan sertifikasi ISO 45001;
35. Melaksanakan kerjasama dengan universitas terkemuka di Indonesia;
36. Penjajakan kerjasama dengan mitra strategi internasional dalam hal peningkatan layanan di RSPP.

30. Collaborating with Mayo Clinic in consulting design for Bali International Hospital;
31. Implementing and developing the IHC Telemed program;
32. Implementing ISO 9001:2015 certification;
33. Implementing ISO 37001:2016 certification;
34. Implementing ISO 45001 certification;
35. Carry out cooperation with leading universities in Indonesia;
36. Exploring cooperation with international strategic partners in terms of improving services at RSPP.

Sekretaris Perusahaan
Corporate Secretary

Sekretaris Perusahaan memegang tugas dan tanggung jawab terhadap perencanaan, penyelenggaraan dan pengawasan kegiatan administrasi Perseroan; bertugas menjadi penghubung untuk kepentingan Direksi, Dewan Komisaris, Pemegang Saham serta melaksanakan kegiatan pembinaan; bertugas melakukan koordinasi serta memberikan bantuan hukum Perseroan; bertanggung jawab di bidang Hubungan Masyarakat; serta mendukung segala keputusan dan kebijakan Perseroan untuk menunjang tercapainya visi dan misi perusahaan secara efektif dan efisien.

Corporate Secretary has the duties and responsibilities for planning, organizing and supervising the administrative activities of the Company; serves as a liaison for the interests of the Board of Directors, Board of Commissioners, Shareholders and carries out development activities; performs coordination and provision of legal assistance to the Company; is responsible for Public Relations; as well as supports all decisions and policies of the Company for the achievement of the Company's vision and mission in an effective and efficient manner.

Profil Sekretaris Perusahaan

Corporate Secretary Profile

Nerisa Pitrasari
Sekretaris Perusahaan
Corporate Secretary

(menjabat hingga 1 September 2022 / ***served since September 1, 2022)***

Lahir di Yogyakarta, 10 Juli 1984. Nerisa Pitrasari meraih gelar S2 *Magister Management Information System* dari Binus Nusantara Business School pada tahun 2007 dan S1 Komunikasi dari Universitas Prof. DR. Moestopo pada tahun 2005. Beberapa posisi penting yang pernah dijabat di PT Pertamina (Persero) antara lain *Officer Investor Information Management, Officer Government Relations, Officer Media Communication Corporate, Section Head Communication Relations* wilayah MOR III, dan *Senior Officer II Investor Communication*.

Born in Yogyakarta, July 10, 1984. Nerisa Pitrasari earned a Masters in Management Information System from Binus Nusantara Business School in 2007 and a Masters in Communication from Prof. Dr. Moestopo in 2005. He has held several important positions at PT Pertamina (Persero) including Investor Information Management Officer, Government Relations Officer, Corporate Media Communication Officer, Section Head Communication Relations for MOR III area, and Senior Officer II Investor Communication.

Tugas dan Tanggung Jawab Sekretaris Perusahaan

1. Sebagai penghubung (*liaison officer*) antara Perseroan dengan pihak-pihak yang berkepentingan baik eksternal maupun internal.
2. Memberikan pertimbangan kepada Direksi dan Dewan Komisaris agar mematuhi ketentuan-ketentuan Undang-Undang tentang Perusahaan Terbatas, Anggaran Dasar dan ketentuan lainnya termasuk mengingatkan Direksi tentang tanggung jawab untuk melaksanakan GCG.
3. Menghadiri rapat-rapat Direksi dan Dewan Komisaris.
4. Bertindak sebagai pengelola dokumen perusahaan, termasuk tetapi tidak terbatas pada daftar pemegang saham, daftar khusus, risalah rapat Direksi, risalah rapat Dewan Komisaris, risalah RUPS.
5. Memastikan bahwa Perseroan mematuhi peraturan tentang persyaratan keterbukaan informasi yang diminta oleh Undang-Undang yang berlaku dan peraturan yang mempunyai kekuatan hukum.
6. Memberikan informasi yang relevan, akurat dan tepat waktu kepada para pemangku kepentingan, termasuk pemegang saham.
7. Mengelola informasi yang akan diberikan kepada pihakpihak di luar Perseroan berdasarkan ketentuan yang telah ditetapkan oleh Direksi.
8. Memberikan informasi yang berkaitan dengan tugasnya kepada Direksi secara berkala dan kepada Dewan Komisaris, apabila diminta oleh Dewan Komisaris.
9. Mewakili Perseroan di dalam dan di luar pengadilan berdasarkan kuasa khusus dari Direksi.
10. Mengatur sistem administrasi Terpadu untuk seluruh jajaran Perseroan.
11. Mengatur mekanisme rapat, khususnya rapat gabungan Dewan Komisaris dan Direksi, rapat Direksi dan RUPS.
12. Mengendalikan pengelolaan strategi komunikasi untuk membangun citra perusahaan.
13. Mengatur dan mengawasi pelaksanaan kegiatan legalisasi meliputi bantuan hukum, advis hukum dan penyelesaian masalah hukum agar kegiatan perusahaan berjalan sesuai peraturan yang berlaku.
14. Mengendalikan penyampaian informasi kinerja perusahaan dan *corporate action* kepada para pemegang saham.
15. Menyampaikan Laporan Tahunan Perusahaan dan Laporan Keuangan & Laporan Manajemen berkala serta Rancangan Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP) kepada para pemegang saham.

Duties and Responsibilities of Corporate Secretary

1. *Serving as liaison officer between the Company and external as well as internal interested parties.*
2. *Providing consideration to the Board of Directors and the Board of Commissioners in order to comply with the provisions of the Law on Limited Liability Companies, the Articles of Association and other provisions including reminding the Board of Directors about the responsibility to implement GCG.*
3. *Attending the meetings of the Board of Directors and Board of Commissioners.*
4. *Serving as manager of the Company's documents, including but not limited to the list of shareholders, a special register, minutes of meetings of the Board of Directors, minutes of meetings of the Board of Commissioners, and Minutes of the GMS.*
5. *Ensuring that the Company complies with the regulations regarding information disclosure requirements pursuant to prevailing laws and regulations that have legal binding.*
6. *Providing relevant, accurate and timely information to stakeholders, including shareholders.*
7. *Managing information to be provided to parties outside of the Company based on the provisions set by the Board of Directors.*
8. *Providing information related to their duties to the Board of Directors periodically and to the Board of Commissioners, if requested by the Board of Commissioners.*
9. *Representing the Company inside and outside the court based on the special power of the Board of Directors.*
10. *Setting up an integrated administrative system for all levels of the Company.*
11. *Arranging the meeting mechanism, in particular the joint meetings of the Board of Commissioners and the Board of Directors, the Board of Directors meetings, and the GMS.*
12. *Controlling the management of communication strategies to build corporate image.*
13. *Regulating and supervising the implementation of legalization activities including legal aid, legal advice and settlement of legal issues so that company activities run according to applicable regulations.*
14. *Controlling the delivery of information on the Company's performance and corporate actions to shareholders.*
15. *Submitting the Company's Annual Report and periodic Financial Statements & Management Reports as well as the Company's Work Plan and Budget (RKAP) and the Company's Long-Term Plan (RJPP) to shareholders.*

Pelatihan Sekretaris Perusahaan

Sepanjang tahun 2022, Sekretaris Perusahaan mengikuti program pelatihan sebagai berikut:

- *People Leader Development Program*
- *HSE Leadership Mandatory*
- *Junior Business Management Program*
- *Induction Training*
- *The Spirit of 6C*
- *Certified Sustainable Fiannce Analyst*
- *Investor Relations Professionals Certification*
- *Certified Sustainability Reporting*
- Sertifikasi Kehumasan
- *Bond Market Analysis*
- *Fundamental Project Management*
- *Basic Financing*
- *Fundamental Natural Gas Processing Transportation & Storage*
- *Investor Relations & Stakeholder Management Conference*
- *Cross Cultural Public Speaking*
- *Financing Workshop*

Training of Corporate Secretary

Throughout 2022, Corporate Secretary participated in the following training programs.:

- *People Leader Development Program*
- *HSE Leadership Mandatory*
- *Junior Business Management Program*
- *Induction Training*
- *The Spirit of 6C*
- *Certified Sustainable Fiannce Analyst*
- *Investor Relations Professionals Certification*
- *Certified Sustainability Reporting*
- *Public Realtions Certification*
- *Bond Market Analysis*
- *Fundamental Project Management*
- *Basic Financing*
- *Fundamental Natural Gas Processing Transportation & Storage*
- *Investor Relations & Stakeholder Management Conference*
- *Cross Cultural Public Speaking*
- *Financing Workshop*

Pelaksanaan Tugas 2022

1. Mewakili Direksi dalam penyelesaian permasalahan hukum;
2. Melaksanakan pelaporan LHKPN;
3. Menyiapkan materi RUPS Tahunan Tahun Buku 2021;
4. Menyusun laporan tahunan tahun buku 2021;
5. Melakukan sosialisasi GCG;
6. Melaksanakan *area of improvement* GCG;
7. Melaksanakan *assessment* GCG;
8. Menyusun RKAP tahun 2023;
9. Menghadiri rapat Direksi;
10. Menghadiri rapat gabungan Direksi dan Dewan Komisaris;
11. Pengelolaan situs *web* dan media sosial;
12. Pengelolaan *Compliance Online System*;
13. Menyusun laporan manajemen perusahaan;
14. Membina hubungan dengan *stakeholder*;
15. Menjadi narahubung bagi semua pemegang saham Perseroan
16. Penyelesaian keputusan Pemegang Saham Secara Sirkuler di Anak Perusahaan;
17. Penyelesaian Pedoman fungsi Corsec;
18. Mengelola Buletin Pertamedika;
19. Melaksanakan RUPS Tahunan Anak Perusahaan Tahun 2021;
20. Pendampingan dalam setiap kunjungan kerja Direksi;
21. Mengatur dan mengawasi pelaksanaan kegiatan perijinan dan legalisasi Korporat maupun unit usaha;
22. Mengkoordinasikan bantuan hukum, advis hukum dan penyelesaian masalah hukum baik di tingkat mediasi maupun peradilan bagi unit usaha secara korporasi;
23. Mengelola proses hukum yang berkaitan dengan penyimpangan pelanggaran hukum dengan konsultan hukum bekerjasama dengan unit/bagian terkait;

Implementation of Duties in 2022

1. *Representing the Board of Directors in resolving legal issues;*
2. *Conducting LHKPN reporting;*
3. *Preparing material for the Annual GMS of 2021 Fiscal Year;*
4. *Preparing annual report for 2021 fiscal year;*
5. *Conducting GCG dissemination;*
6. *Conducting GCG areas of improvement;*
7. *Conducting GCG assessment;*
8. *Preparing 2023 RKAP;*
9. *Attending Board of Directors meeting;*
10. *Attending joint meeting of the Board of Directors and Board of Commissioners;*
11. *Website and social media management;*
12. *Online Compliance System Management;*
13. *Preparing company management reports;*
14. *Fostering relationships with stakeholders;*
15. *Serving as a liaison for all shareholders of the Company;*
16. *Completion of Circular Shareholder Resolution in Subsidiaries;*
17. *Completion of Corporate Secretary Function Guidelines;*
18. *Managing Pertamedika Bulletin;*
19. *Implementing the 2021 Annual GMS of Subsidiaries;*
20. *Accompanying every work visit of the Board of Directors;*
21. *Regulating and supervising the implementation of licensing and legalization activities for Corporate and business units;*
22. *Coordinating legal assistance, legal advice, and settlement of legal issues both at the mediation and judicial levels for corporate business units;*
23. *Managing legal processes related to legal violations with legal consultants in collaboration with related units/departments;*

24. Melakukan proses pembuatan Perjanjian Kerjasama (PKS) Layanan Kesehatan dan Non Layanan Kesehatan dengan Perusahaan dan asuransi, serta melakukan koordinasi/komunikasi dengan pihak terkait untuk penandatangan, distribusi dan sosialisasi;
25. Mengelola dokumen Perjanjian Kerjasama (PKS) Layanan Kesehatan dan Non Layanan Kesehatan, meliputi pengarsipan, pemantauan masa berlaku, evaluasi dan pelaporan;
26. Mewakili Direksi/Direktur Utama untuk menghadap atau bertemu instansi-instansi terkait /pihak ketiga baik mewakili untuk hal-hal yang berhubungan dengan hukum (legal) maupun diluar hukum (legal);
27. Mengkoordinir, meminta laporan dan mengevaluasi kegiatan kesekretariatan seluruh unit usaha, dan memberikan masukan/arahan melalui koordinator kesekretariatan korporat;
28. Mengkoordinasi dan bertanggungjawab atas Corporate By Law yang ada di Perusahaan dan unit-unit usaha Pertamedika (semua peraturan, kebijakan, pedoman yang dibuat oleh korporat dan unit usaha);
29. Mendukung pelaksanaan program unlock value antara lain:
    a. Rencana penyertaan modal Biofarma di Pertamedika IHC;
    b. Pencarian mitra strategis;
30. Mendukung pelaksanaan perencanaan dan pembangunan RS baru;
31. Pelaksanaan Town Hall Meeting;
32. Pelaksanaan pengenalan Direksi dan Dewan Komisaris baru;
33. Implementasi e-correspondency di Pertamedika IHC;
34. Implementasi digital signature di Pertamedika IHC.

24. Preparing Cooperation Agreements (PKS) for Health Services and Non-Health Services with companies and insurance as well as coordinating/communicating with related parties for signing, distribution, and dissemination;
25. Managing Cooperation Agreement (PKS) documents for Health Services and Non-Health Services, including archiving, monitoring the validity period, evaluation, and reporting;
26. Representing the Board of Directors/President Director to appear before or meet relevant agencies/third parties, both for legal and non-legal matters;
27. Coordinating, requesting reports and evaluating secretarial activities of all business units, and providing input/direction through the corporate secretariat coordinator;
28. Coordinating and being responsible for Corporate by Law in the Company and Pertamedika's business units (all regulations, policies, guidelines made by the corporation and business units);
29. Supporting the implementation of the unlock value program, among others;
    a. Biofarma's investment plan in Pertamedika IHC;
    b. Seeking strategic partners;
30. Supporting the implementation of planning and construction of new hospitals;
31. Implementation of Town Hall Meeting;
32. Implementation of introduction of new Board of Directors and Board of Commissioners
33. Preparation of e-correspondence implementation at Pertamedika IHC;
34. Digital signature implementation at Pertamedika IHC.

Komite Audit dan Manajemen Risiko

Audit and Risk Management Committee

Dalam rangka optimalisasi tugas dan tanggung jawab Dewan Komisaris dalam melakukan fungsi pengawasan serta mewujudkan sistem GCG, maka pada tahun 2022, Perseroan melakukan berupahan nomenklatur jabatan organ pendukung Dewan Komisaris dari yang semula Komite Audit menjadi Komite Audit dan Manajemen Risiko sesuai degan Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8.

In order to optimize the duties and responsibilities of the Board of Commissioners in carrying out the supervisory function and realizing the GCG system, in 2022, the Company will change the nomenclature of the position of supporting organs for the Board of Commissioners from the original Audit Committee to the Audit and Risk Management Committee in accordance with the Decree of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8.

Tugas dan Tanggung Jawab Komite Audit dan Manajemen Risiko

1. Membantu Dewan Komisaris memastikan efektifitas sistem pengendalian internal dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor.
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh internal auditor maupun eksternal auditor, serta mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan internal dan eksternal auditor.
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang telah dikeluarkan Perseroan.
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.
6 Pengawasan atas proses pelaporan keuangan dengan menekankan agar standar dan kebijakan keuangan yang berlaku terpenuhi
7. Mengawasi audit laporan keuangan eksternal dan menilai mutu pelayanan dan kewajaran biaya yang diajukan auditor eksternal
8. Mengawasi laporan auditor internal dan auditor eksternal untuk memastikan bahwa semua bidang kunci risiko dan kontrol diperhatikan,
9. Memberikan rekomendasi kepada Dewan Komisaris mengenai Penunjukkan auditor eksternal yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa
10. Mengawasi proses *Corporate Governance*
11. Memonitor bahwa perusahaan tunduk pada tiap undang-undang dan peraturan yang berlaku, mengharuskan auditor internal melaporkan secara tertulis hasil pemeriksaan *Corporate Governance* dan temuan lainnya.
12. Memberikan masukan kepada Dewan Komisaris berupa penelaahan terhadap pelaksanaan manajemen risiko serta kajian risiko yang dilakukan oleh Perseroan pada :
    a. Kegiatan perencanaan Perseroan
    b. Kegiatan investasi Perseroan
    c. Kegiatan operasi Perseroan

Duties and Responsibilities of Audit and Risk Management Committee

1. *Assisting the Board of Commissioners in ensuring the effectiveness of the internal control system and the effectiveness of the implementation of external and internal auditor duties.*
2. *Assessing the implementation of activities and the results of audits carried out by the internal and external auditors, as well as supervising the implementation of follow-up actions by the Board of Directors on the findings of the internal and external auditors.*
3. *Provide recommendations regarding the improvement of the management control system and its implementation.*
4. *Ensure that there is a satisfactory evaluation procedure for all information issued by the Company.*
5. *Identify matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners.*
6. *Oversight of the financial reporting process by emphasizing compliance with applicable financial standards and policies*
7. *Supervise audits of external financial reports and assess the quality of services and the reasonableness of fees submitted by external auditors*
8. *Supervise the reports of internal auditors and external auditors to ensure that all key risk and control areas are addressed,*
9. *Provide recommendations to the Board of Commissioners regarding the appointment of external auditors based on independence, scope of assignment, and fees for services*
10. *Supervise the Corporate Governance process*
11. *Monitor that the company complies with each applicable law and regulation, requiring the internal auditor to report in writing the results of the Corporate Governance examination and other findings.*
12. *Provide input to the Board of Commissioners in the form of reviewing the implementation of risk management and risk studies conducted by the Company on:*
    a. *Company planning activities*
    b. *The Company's investment activities*
    c. *Company's operational activities*

13. Memantau dan memastikan bahwa Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan telah memperhatikan prinsip-prinsip manajemen risiko
14). Melakukan *review* atas kajian risiko dari permohonan persetujuan Direksi Perseroan kepada Dewan Komisaris atas rencana *Corporate Action*, antara lain :
    a. Investasi
    b. Pembentukan Anak Perusahaan
    c. Rencana Jangka Panjang Perusahaan
    d. Kontrak kerjasama operasi
    e. Pengelolaan Aset
    f. Penjaminan Aset
15. Memberikan rekomendasi kepada Direksi Perseroan melalui Dewan Komisaris untuk merancang dan melaksanakan kebijakan manajemen risiko, termasuk berbagai hal yang dapat meningkatkan kelancaran dan efektivitas proses kajian risiko
16. Melakukan evaluasi kebijakan dan strategi manajemen risiko baik operasional dan pengembangan usaha Perusahaan
17. Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan.
18. Melakukan penelaahan atas saran, permasalahan atau keluhan *stakeholders* yang disampaikan langsung kepada Dewan Komisaris.
19. Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris.

13. Monitor and ensure that the Company's Long Term Plan and the Company's Work Plan and Budget have taken into account risk management principles
14. Reviewing the risk assessment of the request for approval from the Board of Directors of the Company to the Board of Commissioners regarding the Corporate Action plan, including:
    a. Investment
    b. Formation of Subsidiaries
    c. Company Long Term Plan
    d. Operational cooperation contract
    e. Asset Management
    f. Asset Guarantee
15. Provide recommendations to the Board of Directors of the Company through the Board of Commissioners to design and implement risk management policies, including various matters that can improve the smoothness and effectiveness of the risk review process
16. Evaluate risk management policies and strategies both operational and business development of the Company
17. Review compliance with laws and regulations related to the Company's activities.
18. Review suggestions, problems or complaints from stakeholders submitted directly to the Board of Commissioners.
19. Carry out other supervisory duties in accordance with the request of the Board of Commissioners.

Wewenang Komite Audit dan Manajemen Risiko

Dalam melaksanakan tugasnya, Komite Audit dan Manajemen Risiko memiliki beberapa wewenang, antara lain:
1. Mendapatkan akses terhadap dokumen, data, dan informasi Perseroan yang diperlukan untuk melaksanakan tugasnya
2. Melakukan komunikasi langsung dengan pihak-pihak yang terkait dengan tugas-tugas Komite
3. Melibatkan pihak independen di luar anggota Komite yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan) setelah memperoleh persetujuan dari Dewan Komisaris
4. Melakukan wewenang lain yang diberikan oleh Dewan Komisaris.

Authorities of Audit and Risk Management Committee

In carrying out its duties, the Audit and Risk Management Committee has several authorities, including:
1. Obtain access to the Company's documents, data and information needed to carry out its duties
2. Communicate directly with parties related to the duties of the Committee
3. Involve independent parties outside the Committee members who are needed to assist in carrying out their duties (if needed) after obtaining approval from the Board of Commissioners
4. Carry out other authorities given by the Board of Commissioners.

Susunan Komite Audit dan Manajemen Risiko

Composition of Audit and Risk Management Committee

No	Nama *Name*	Jabatan *Position*	Dasar Penunjukkan *Legal Basis of Appointment*
1	Farid Harianto	Ketua / *Chairman*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 / *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*
2	Dyna Lusi Susanti	Anggota / *Member*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 / *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*
3	Briliana Setyawitta Wardhani	Anggota / *Member*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 / *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*

Profil Anggota Komite

Committee Member Profile

Farid Harianto

Ketua Komite

Committee Chairman

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.
His profile can be seen at the Board of Commissioners' Profile in this Annual Report.

Dyna Lusi Susanti

Anggota Komite

Committee Member

Tempat, Tanggal Lahir *Place, Date of Birth*	Blitar, 20 Februari 1980 *Blitar, February 20, 1980*
Riwayat Pendidikan *Education*	• S1 Universitas Gadjah Mada (2002) *Bachelor's Degree from Universitas Gadjah Mada (2002)* • S2 Universitas Airlangga (2016) *Master's Degree from Universitas Airlangga (2016)*
Keahlian *Expertise*	• Manajemen Audit *Audit Management* • Manajemen Risiko *Risk Management*
Riwayat Pekerjaan *Career History*	• Auditor Ahli Muda (2003-2008) di Fields Marketing & Trading *Junior Expert Auditor (2003-2008) at Fields Marketing & Trading* • Auditor Ahli Madya (2009-2011) di Fields Marketing & Trading *Associate Expert Auditor (2009-2011) at Fields Marketing & Trading* • *Senior Auditor* (2011-2018) di Fields Marketing & Trading *Senior Auditor (2011-2018) at Fields Marketing & Trading* • *Manager MPP Internal Audit* (2018-Sekarang) di Fields Mega Project & Petrochemical *MPP Internal Audit Manager (2018-Present) at Fields Mega Project & Petrochemical*
Dasar Pengangkatan *Basis of Appointment*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*

Briliana Setyawitta Wardhani

Anggota Komite
Committee Member

Tempat, Tanggal Lahir *Place, Date of Birth*	Bogor, 18 September 1965 *Bogor, September 18, 1965*
Riwayat Pendidikan *Education*	• S1 Universitas Indonesia (1990) *Bachelor's Degree from Universitas Indonesia (1990)*
Keahlian *Expertise*	• Manajemen Keuangan *Financial Management* • Penasihat Keuangan *Financial Advisor*
Riwayat Pekerjaan *Career History*	• Konsultan (1991-1994) di Andersen Consulting (Accenture) *Consultant (1991-1994) at Andersen Consulting (Accenture)* • *Division Head/Senior Analyst – Property, Retail and Service; Natural Resources* (1994-1998) di PEFINDO *Division Head/Senior Analyst – Property, Retail and Service; Natural Resources (1994-1998) in PEFINDO* • *VP/Group Head – Asset Management Unit* (1999-2004) dan *Team Leader* (1998-1999) di Badan Penyehatan Perbankan Nasional (BPPN/IBRA) *VP/Group Head – Asset Management Unit (1999-2004) dan Team Leader (1998-1999) in Indonesian Bank Restructuring Agency* • *Team Leader – Portfolio and Operational Risk Group* (2004-2005) di Bank Mandiri (Persero) Tbk *Team Leader – Portfolio and Operational Risk Group (2004-2005) in Bank Mandiri (Persero) Tbk* • *Corporate Finance Group* (2005-2008) di PT Moody's Indonesia/PT Kasnic Credit Rating Indonesia *Corporate Finance Group (2005-2008) in PT Moody's Indonesia/PT Kasnic Credit Rating Indonesia* • *Project Advisor Director/Project Leader* (2008-Juni 2022) di PT Independent Research and Advisory Indonesia *Project Advisor Director/Project Leader (2008-June 2022) in PT Independent Research and Advisory Indonesia*
Dasar Pengangkatan *Basis of Appointment*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*

Masa Jabatan Anggota Komite

a. Ketua dan anggota komite diangkat dan diberhentikan oleh Dewan Komisaris.
b. Pengangkatan dan pemberhentian anggota komite dilaporkan kepada pemegang saham.
c. Masa jabatan anggota komite yang berasal dari, dan merupakan anggota Dewan Komisaris Perusahaan adalah sesuai dengan masa jabatannya sebagai anggota Dewan Komisaris
d. Masa jabatan anggota komite yang bukan merupakan anggota Dewan Komisaris Perusahaan paling lama adalah 2 (dua) tahun dan dapat diperpanjang satu kali selama 1 (satu) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.
e. Akumulasi masa jabatan seseorang sebagai anggota komite pada satu Anak Perusahaan/Perusahaan Patungan maksimal selama 3 (tiga) tahun

Term of Office of Committee Members

a. The head and members of the committee are appointed and dismissed by the Board of Commissioners.
b. Appointment and dismissal of committee members are reported to shareholders.
c. Term of office of committee members who come from, and are members of the Company's Board of Commissioners, is in accordance with their tenure as members of the Board of Commissioners
d. Term of office for committee members who are not members of the Company's Board of Commissioners is 2 (two) years and can be extended once for 1 (one) year of office, without prejudice to the right of the Board of Commissioners to dismiss them at any time.
e. Accumulated term of office of a person as a committee member in one Subsidiary/Joint Venture is a maximum of 3 (three) years.

Independensi Komite

Komite Audit dan komite lainnya menjalankan fungsinya dengan bertindak secara independen terhadap Direksi serta secara berkala memberikan laporan kepada Dewan Komisaris. Hal-hal terkait tata kerja Komite Audit dan komite lainnya tersebut, termasuk tetapi tidak terbatas pada pelaporan komite, rapatrapat komite, rencana kerja dan penganggaran, dan evaluasi kinerja komite diatur dalam piagam komite yang ditetapkan oleh Dewan Komisaris berdasarkan usulan komite terkait. Seluruh anggota komite tidak memiliki hubungan afiliasi baik secara kekeluargaan dan hubungan bisnis dengan anggota Dewan Komisaris dan anggota Direksi.

Independence of the Committee

The Audit Committee and other committees carry out their functions by acting independently of the Board of Directors and periodically reports to the Board of Commissioners. Matters related to the work procedures of the Audit Committee and other committees, including but not limited to committee reporting, committee meetings, work plans and budget, as well as committee performance evaluation are stipulated in the committee charter established by the Board of Commissioners based on the recommendations of the relevant committees. All committee members do not have affiliated family and business relationships with members of the Board of Commissioners and members of the Board of Directors.

Rapat Komite

Committee Meetings

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Total Meetings*	Jumlah Kehadiran *Total Attendance*	Tingkat Kehadiran (%) *Attendance Rate (%)*
Farid Harianto	Ketua / *Chairman*	4	4	100%
Dyna Lusi Susanti	Anggota / *Member*	4	4	100%
Briliana Setyawitta Wardhani	Anggota / *Member*	4	4	100%

No.	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
1	Kamis, 29 September 2022 *Thursday, September 29, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Rencana Kerja Komite Audit & Risiko 2. Rekomendasi Penetapan KAP 2022, 2023 dan 2024 *1. Audit & Risk Committee Work Plan* *2. Recommendations for Establishment of KAP 2022, 2023 and 2024*
2	Jumat, 28 Oktober 2022 *Friday, October 28, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. Pemetaan *current issue* status *risk event* pada Fungsi *Risk Management* 2. Isu strategis Fungsi *Risk Management* *1. Mapping current issue status risk events in the Risk Management Function* *2. Strategic Issues of Risk Management Function*
3	Selasa, 15 Maret 2022 *Tuesday, March 15, 2022*	*Zoom meeting* (https://us02web.zoom.us/j/86950874536?pwd=MWFteTQ3MGNkSTRNa2xWQIR1S3BWQT09)	*Closing Audit Report* *Closing Audit Report*
4	Rabu, 16 Maret 2022 *Wednesday, March 16, 2022*	*Zoom meeting* (https://us02web.zoom.us/j/86950874536?pwd=MWFteTQ3MGNkSTRNa2xWQIR1S3BWQT09)	*Closing Audit Report* *Closing Audit Report*

Pendidikan dan Pelatihan

Sepanjang tahun 2022, seluruh anggota Komite Audit Perseroan tidak mengikuti program pelatihan.

Education and Training

Throughout 2022, all members of the Company's Audit Committee did not participate in the training program.

Pelaksanaan Kegiatan

Activities Implemented

No	Kegiatan / *Activities*	Output
1	Telaah laporan keuangan audited *Review of audited financial statements*	Surat telaah *Review letter*
2	Rapat komite *Committee meeting*	Notulen rapat *Meeting minutes*

Komite Investasi
Investment Committee

Komite Investasi membantu Dewan Komisaris menjalankan fungsi pengawasan Dewan Komisaris antara lain namun tidak terbatas untuk memantau dan memastikan diterapkannya prinsip, fungsi dan pelaksanaan yang berhubungan dengan kebijakan atas pengelolaan investasi perusahaan.

The Investment Committee assists the Board of Commissioners in carrying out the supervisory function of the Board of Commissioners, including but not limited to monitoring and ensuring the implementation of principles, functions, and policies on managing the Company's investment.

Tugas dan Tanggung Jawab Komite Investasi

Komite Investasi memiliki tugas dan tanggung jawab sebagai berikut :

1. Melakukan *review* dan evaluasi terhadap rencana investasi Perseroan.
2. Melakukan *monitoring* terhadap pelaksanaan kegiatan investasi yang telah direncanakan dan disetujui Pemegang Saham.
3. Melakukan *monitoring* atas utilisasi terhadap investasi yang telah dijalankan.
4. Memberikan rekomendasi atas efektivitas kegiatan investasi dan pelaksanaan kebijakan investasi di Perseroan.
5. Melakukan pengawasan terhadap kebijakan Direksi dalam pengurusan Perseroan.
6. Memberi rekomendasi kepada Direksi, termasuk untuk penyusunan RJPP, RKAP berdasarkan ketentuan sebagaimana diatur dalam Anggaran Dasar, Keputusan RUPS dan peraturan perundangan yang berlaku, terutama dalam hal investasi.
7. Melakukan penelaahan atas saran, permasalahan atau keluhan *stakeholders* yang disampaikan langsung kepada Dewan Komisaris.
8. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.
9. Menyusun rencana kerja dan anggaran tahunan komite investasi kepada Dewan Komisaris untuk ditetapkan dan disampaikan kepada Direksi untuk diketahui.
10. Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris

Duties and Responsibilities of Investment & Remuneration Committee

The Investment Committee has the following duties and responsibilities:

1. *Reviewing and evaluating the Company's investment plan.*
2. *Monitoring the implementation of investment activities that have been planned and approved by the Shareholders.*
3. *Monitoring the utilization of investments that have been carried out.*
4. *Providing recommendations on the effectiveness of investment activities and implementation of investment policies in the Company.*
5. *Supervising the policies of the Board of Directors in managing the Company.*
6. *Providing recommendations to the Board of Directors, including for the preparation of RJPP, RKAP based on the provisions stipulated in the Articles of Association, GMS Resolutions as well as prevailing laws and regulations, especially in terms of investment.*
7. *Reviewing stakeholders' suggestions, problems or complaints submitted directly to the Board of Commissioners.*
8. *Identifying matters requiring the attention of the Board of Commissioners and other duties of the Board of Commissioners.*
9. *Preparing an investment committee work plan and annual budget to the Board of Commissioners to be determined and submitted to the Board of Directors for information.*
10. *Carrying out other supervisory duties at the request of the Board of Commissioners.*

Wewenang Komite Investasi

Authorities of Investment Committee

Dalam melaksanakan tugasnya, Komite Audit Investasi memiliki wewenang, antara lain:

1. Mendapatkan akses terhadap dokumen, data, dan informasi Perseroan yang diperlukan untuk melaksanakan tugasnya.
2. Melakukan komunikasi langsung dengan pihak-pihak yang terkait dengan tugas-tugas Komite Investasi dan Remunerasi.
3. Melibatkan pihak independen di luar anggota Komite Investasi dan Remunerasi untuk membantu pelaksanaan tugasnya (jika diperlukan) setelah memperoleh persetujuan dari Dewan Komisaris.
4. Melakukan wewenang lain yang diberikan oleh Dewan Komisaris

In carrying out its duties, the Investment Committee has the following authorities:

1. *Obtaining access to the Company's documents, data and information needed to carry out its duties.*
2. *Communicating directly with parties related to the duties of the Investment and Remuneration Committee.*
3. *Involving independent parties outside the members of the Investment and Remuneration Committee who are needed to assist in carrying out their duties after obtaining approval from the Board of Commissioners.*
4. *Exercising other authorities granted by the Board of Commissioners.*

Susunan Komite Investasi

Composition of Investment Committee

No	Nama *Name*	Jabatan *Position*	Dasar Penunjukkan *Legal Basis of Appointment*
1	L. Rizka Andalucia	Ketua / *Chairman*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*
2	Gary Nelson	Anggota / *Member*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*
3	Irvin Nasution	Anggota / *Member*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*

Profil Anggota Komite

Committee Member Profile

L. Rizka Andalucia
Ketua Komite
Committee Chairman

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.
Her profile can be seen at the Board of Commissioners' Profile in this Annual Report.

Gary Nelson
Anggota Komite
Committee Member

Tempat, Tanggal Lahir *Place, Date of Birth*	Jakarta, 10 September 1987 *Jakarta, September 10, 1987*
Riwayat Pendidikan *Education*	• *Bachelor of Laws and Bachelor of Commerce with Distinction (Actuarial Studies)* dari University of New South Wales, Australia (2009) *Bachelor of Laws and Bachelor of Commerce with Distinction (Actuarial Studies) from University of New South Wales, Australia (2009)* • *Master in Finance* dari INSEAD, Perancis (2015) *Master in Fiannce from INSEAD, France (2015)*
Keahlian *Expertise*	Keuangan dan Bisnis *Finance and Business*
Riwayat Pekerjaan *Career History*	• *Investment Banking Analyst, Financial Institutions Group* (2010-2013) di Macquarie Capital *Investment Banking Analyst, Financial Institutions Group (2010-2013) in Macquarie Capital* • *Assistant Vice President, Investments* (2013-2014) di Syailendra Asia *Assistant Vice President, Investments (2013-2014) at Syailendra Asia* • *Vice President* (2015-2016) di Creador *Vice President (2015-2016) at Creador* • *CEO and Co-founder* (2019-2020) di Grosenia *CEO and Co-founder (2019-2020) at Grosenia* • *CFO and Head of Strategy* (2021-saat ini) di iSeller *CFO and Head of Strategy (2021-present) at iSeller*
Dasar Pengangkatan *Basis of Appointment*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*

Irvin Nasution
Anggota Komite
Committee Member

Tempat, Tanggal Lahir *Place, Date of Birth*	Jakarta, 1 November 1965 *Jakarta, November 1, 1965*
Riwayat Pendidikan *Education*	• *Bachelor Degree in Accounting* dari Universitas Indonesia, Jakarta (1990) *Bachelor Degree in Accounting from Universitas Indonesia, Jakarta (1990)* • *Master of Management dari Universitas* Gadjah Mada, Yogyakarta (2002) *Master of Management from Universitas Gadjah Mada, Yogyakarta (2002)*
Keahlian *Expertise*	Manajemen dan Akuntansi *Management and Accounting*
Riwayat Pekerjaan *Career History*	• *Assistant Manager Subsidiaries Business/JV Non-Core-Upstream & Corporate BTP Analyst* (2008-2010) di PT Pertamina (Persero) *Assistant Manager Subsidiaries Business/JV Non-Core-Upstream & Corporate BTP Analyst (2008-2010) in PT Pertamina (Persero)* • *Assistant Manager Economy & Business Parameter* (2011-2012) di PT Pertamina (Persero) *Assistant Manager Economy & Business Parameter (2011-2012) di PT Pertamina (Persero)* • *Audit Planning, Development & Support Manager* (2012-2014) di PT Pertamina (Persero) *Audit Planning, Development & Support Manager (2012-2014) in PT Pertamina (Persero)* • *Internal Audit Manager – Upstream Internal Audit* (2014-2018) di PT Pertamina (Persero) *Internal Audit Manager – Upstream Internal Audit (2014-2018) in PT Pertamina (Persero)* • *Head of Internal Audit* (2018-2020) di PT Pertamina (Persero) *Head of Internal Audit (2018-2020) in PT Pertamina (Persero)*
Dasar Pengangkatan *Basis of Appointment*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*

Masa Jabatan Anggota Komite

a. Ketua dan anggota Komite diangkat dan diberhentikan oleh Dewan Komisaris.
b. Pengangkatan dan pemberhentian anggota Komite dilaporkan kepada pemegang saham.
c. Masa jabatan anggota komite yang berasal dari dan merupakan anggota Dewan Komisaris Perseroan adalah sesuai dengan masa jabatannya sebagai anggota Dewan Komisaris.
d. Masa jabatan anggota komite yang bukan merupakan anggota Dewan Komisaris Perseroan paling lama 2 (dua) tahun dan dapat diperpanjang satu kali selama 1 (satu) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.
e. Akumulasi masa jabatan seseorang sebagai anggota komite pada satu Anak Perusahaan/Perusahaan Patungan maksimal selama 3 (tiga) tahun.

Term of Office of Committee Members

a. The head members of the committee are appointed and dismissed by the Board of Commissioners.
b. Appointment and dismissal of committee members are reported to shareholders.
c. Term of office of committee members who come from, and are members of the Company's Board of Commissioners, is in accordance with their tenure as members of the Board of Commissioners
d. Term of office for committee members who are not members of the Company's Board of Commissioners is 2 (two) years and can be extended once for 1 (one) year of office, without prejudice to the right of the Board of Commissioners to dismiss them at any time.
e. Accumulated term of office of a person as a committee member in one Subsidiary/Joint Venture is a maximum of 3 (three) years.

Independensi Komite

Komite menjalankan fungsinya dengan bertindak secara independen terhadap Direksi serta secara berkala memberikan laporan kepada Dewan Komisaris. Hal-hal terkait tata kerja Komite Investasi dan komite lainnya tersebut, termasuk tetapi tidak terbatas pada pelaporan komite, rapat-rapat komite, rencana kerja dan penganggaran, dan evaluasi kinerja komite diatur dalam piagam komite yang ditetapkan oleh Dewan Komisaris berdasarkan usulan komite terkait. Seluruh anggota komite tidak memiliki hubungan afiliasi baik secara kekeluargaan dan hubungan bisnis dengan anggota Dewan Komisaris dan anggota Direksi.

Independence of the Committee

The committee carries out their functions by acting independently from the Board of Directors and periodically reports to the Board of Commissioners. Matters related to the work procedures of the Investment Committee and other committees, including but not limited to committee reporting, committee meetings, work plan and budget, as well as committee performance evaluation, are stipulated in the committee charter established by the Board of Commissioners based on the recommendations of the relevant committee. All committee members do not have family and business affiliations with members of the Board of Commissioners and members of the Board of Directors.

Rapat Komite

Committee Meetings

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Total Meetings*	Jumlah Kehadiran *Total Attendance*	Tingkat Kehadiran (%) *Attendance Rate (%)*
L. Rizka Andalucia	Ketua / *Chairman*	6	6	100%
Gary Nelson	Anggota / *Member*	6	6	100%
Irvin Nasution	Anggota / *Member*	6	6	100%

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
1	Senin, 26 September 2022 *Monday, September 26, 2022*	*Zoom meeting*	Diskusi kerjasama pemanfaatan lahan UNPAD Bandung *Discussion of land use cooperation UNPAD Bandung*
2	Rabu, 28 September 2022 *Wednesday, September 28, 2022*	*Zoom meeting* *https://zoom.us/j/5415327755*	Pembahasan Rencana ABI Tahun 2023 *Discussion of ABI Plan in 2023*
3	Selasa, 4 Oktober 2022 *Tuesday, October 4, 2022*	*Zoom meeting*	Kajian Inbreng Pertamina *Pertamina Inbreng Review*

NO	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
4	Kamis, 6 Oktober 2022 *thursday, October 6, 2022*	*Zoom meeting*	MCL Biofarma *MCL Biofarma*
5	Jumat, 14 Oktober 2022 *Friday, October 14, 2022*	*Zoom meeting*	Aksi Korporasi Fase 4 *Corporate Action Phase 4*
6	Rabu, 16 November 2022 *Wednesday, November 16, 2022*	*Zoom meeting*	FS RS Kanker UNPAD *FS UNPAD Cancer Hospital*

Pendidikan dan Pelatihan

Education and Training

Sepanjang tahun 2022, seluruh anggota Komite Investasi Perseroan tidak mengikuti program pelatihan. Pelaksanaan Kegiatan

Throughout 2022, all members of the Investment Committee did not participate in the training program. Activities Implemented

No	Kegiatan / *Activities*	Output
1	Rapat komite / *Committee meeting*	Notulen rapat / *Meeting minutes*

Komite *Human Capital*

Human Capital Committee

Komite *Human Capital* membantu Dewan Komisaris menjalankan fungsi pengawasan Dewan Komisaris antara lain namun tidak terbatas untuk melakukan evaluasi serta menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai sistem atau kebijakan nominasi dan remunerasi bagi Dewan Komisaris, Direksi, dan pekerja secara keseluruhan.

The Human Capital Committee assists the Board of Commissioners in carrying out the supervisory function of the Board of Commissioners, including but not limited to evaluating as well as preparing and providing recommendations to the Board of Commissioners regarding the nomination and remuneration system or policy for the Board of Commissioners, Board of Directors, and employees in general.

Tugas dan Tanggung Jawab Komite *Human Capital*

Komite *Human Capital* memiliki tugas dan tanggung jawab sebagai berikut:

1. Memberikan rekomendasi kepada Dewan Komisaris terkait fungsi nominasi, antara lain:
   a. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan dalam rangka penguatan Organisasi disesuaikan dengan kebutuhan pengembangan bisnis perusahaan
   b. Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris
   c. Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi
   d. Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris
   e. Memberikan usulan/rekomendasi calon anggota Direksi dan/atau calon anggota Dewan Komisaris yang memenuhi syarat kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham

Duties and Responsibilities of the Human Capital Committee

The Human Capital Committee has the following duties and responsibilities:

1. *Providing recommendations to the Board of Commissioners regarding the nomination function, including:*
   a. Evaluate the Board of Directors' proposal regarding the company's organizational structure in order to strengthen the organization according to the needs of the company's business development
   b. Composition of the positions of members of the Board of Directors and/or members of the Board of Commissioners
   c. Policies and criteria required in the nomination process
   d. Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners
   e. Suggestions/recommendations for prospective members of the Board of Directors and/or prospective members of the Board of Commissioners who meet the requirements to the Board of Commissioners to be submitted to the General Meeting of Shareholders

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 Pemegang Saham
g. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi
h. Melakukan *review* secara berkala atas Sistem Pengelolaan Talenta (*Talent Management System*) perusahaan serta monitoring dan evaluasi atas pelaksanaannya
i. Melakukan evaluasi terhadap sistem dan prosedur Pengklasifikasian Talenta (*Talent Classification*) yang dilakukan oleh Direksi
j. Melakukan validasi dan kalibrasi atas Talenta yang diusulkan oleh Direksi kepada Dewan Komisaris/Dewan Pengawas (*Selected Talent*), untuk menghasilkan daftar Talenta yang akan dinominasikan oleh Dewan Komisaris/Dewan Pengawas kepada RUPS/Menteri (*Nominated Talent*);
k. Melakukan evaluasi atas usulan *Key Performance Indicators* Individu anggota Direksi
l. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris/Dewan Pengawas
m. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris

2. Memberikan rekomendasi kepada Dewan Komisaris terkait fungsi remunerasi, antara lain:
   a. Melakukan evaluasi terhadap sistem/kebijakan remunerasi yang didasarkan atas kinerja, risiko, kewajaran serta sasaran dan strategi jangka panjang Perusahaan
   b. Menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai:
      1) Struktur remunerasi
      2) Kebijakan remunerasi
      3) Besaran remunerasi Struktur, kebijakan dan besaran remunerasi bagi Dewan Komisaris dan Direksi tersebut di evaluasi oleh Komite Nominasi & Remunerasi sekurang-kurangnya satu kali dalam satu tahun
   c. Menyampaikan hasil evaluasi dan memberikan rekomendasi kepada Dewan Komisaris mengenai:
      1) Kebijakan remunerasi bagi Direksi dan Dewan Komisaris untuk disampaikan pada Rapat Umum Pemegang Saham
      2) Kebijakan remunerasi bagi pejabat eksekutif dan pegawai secara keseluruhan untuk disampaikan kepada Direksi
   d. Memastikan bahwa kebijakan remunerasi telah sesuai dengan ketentuan yang berlaku

f. Recommendations to the Board of Commissioners regarding systems and procedures for selecting and/or replacing members of the Board of Commissioners and Board of Directors to the Board of Commissioners to be submitted to the Shareholders
g. Assisting the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks that have been prepared as evaluation materials
h. Conduct periodic reviews of the company's Talent Management System as well as monitoring and evaluating its implementation
i. Evaluating the Talent Classification systems and procedures carried out by the Board of Directors
j. Validate and calibrate the Talents proposed by the Board of Directors to the Board of Commissioners/Supervisory Board (Selected Talent), to produce a list of Talents to be nominated by the Board of Commissioners/Supervisory Board to the GMS/Minister (Nominated Talent);
k. Evaluate the proposed Key Performance Indicators for individual members of the Board of Directors
l. Prepare proposals for individual performance evaluation systems for members of the Board of Directors and/or members of the Board of Commissioners/Supervisory Board
m. Providing recommendations to the Board of Commissioners regarding capacity building programs for members of the Board of Directors and/or members of the Board of Commissioners.

2. Providing recommendations to the Board of Commissioners related to remuneration function, among others:
   a. Evaluating the remuneration system/policy based on the performance, risk, fairness, and long-term goals as well as strategies of the Company
   b. Preparing and providing recommendations to the Board of Commissioners regarding:
      1) Remuneration structure
      2) Remuneration policy
      3) Remuneration amount, structure, and policy for the Board of Commissioners and Board of Directors are evaluated by the Nomination & Remuneration Committee at least once a year
   c. Submitting results of evaluation and providing recommendation to the Board of Commissioners regarding:
      1) Remuneration policy for the Board of Directors and Board of Commissioners to be submitted at the General Meeting of Shareholders
      2) Remuneration policy for executive officers and employees as a whole to be submitted to the Board of Directors
   d. Ensuring that the remuneration policy is in accordance with prevailing regulations

e. Melakukan evaluasi secara berkala terhadap penerapan kebijakan remunerasi
f. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris
g. Menjalankan tugas lainnya yang diberikan oleh Dewan Komisaris terkait fungsi nominasi dan remunerasi

e. Conducting periodic evaluations of the implementation of the remuneration policy
f. Assisting the Board of Commissioners in assessing performance according to the remuneration received by each member of the Board of Directors and/or members of the Board of Commissioners
g. Carrying out other duties assigned by the Board of Commissioners related to the nomination and remuneration functions.

Wewenang Komite *Human Capital*

Dalam melaksanakan tugasnya, Komite *Human Capital* memiliki wewenang, antara lain:

1. Mendapatkan akses terhadap dokumen, data, dan informasi Perseroan yang diperlukan untuk melaksanakan tugasnya.
2. Melakukan komunikasi langsung dengan pihak-pihak yang terkait dengan tugas-tugas Komite Investasi dan Remunerasi.
3. Melibatkan pihak independen di luar anggota Komite Investasi dan Remunerasi untuk membantu pelaksanaan tugasnya (jika diperlukan) setelah memperoleh persetujuan dari Dewan Komisaris.
4. Melakukan wewenang lain yang diberikan oleh Dewan Komisaris

Authorities of the Human Capital Committee

In carrying out its duties, the Human Capital Committee has the following authority:

1. Obtaining access to the Company's documents, data and information needed to carry out its duties.
2. Communicating directly with parties related to the duties of the Investment and Remuneration Committee.
3. Involving independent parties outside the members of the Investment and Remuneration Committee who are needed to assist in carrying out their duties after obtaining approval from the Board of Commissioners.
4. Exercising other authority granted by the Board of Commissioners

Susunan Komite *Human Capital*

Composition of Human Capital Committee

No	Nama *Name*	Jabatan *Position*	Dasar Penunjukkan *Legal Basis of Appointment*
1	Dante Saksono Harbuwono	Ketua / *Chairman*	Surat Keputusan Dewan Komisaris No. Kpts-043/DK. PBM/2021-S8 tanggal 9 Februari 2021 *Decree of the Board of Commissioners No. Kpts-043/DK. PBM/2021-S8 dated February 9, 2021.*
2	Henry Hendrawan	Anggota / *Member*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK. PBM/2022-S8 tanggal 1 September 2022 *Decree of the Board of Commissioners No. Kpts-477/DK. PBM/2022-S8 dated September 1, 2022.*
3	Rizki Amelia	Anggota / *Member*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK. PBM/2022-S8 tanggal 1 September 2022 *Decree of the Board of Commissioners No. Kpts-477/DK. PBM/2022-S8 dated September 1, 2022.*

Profil Anggota Komite

Committee Member Profile

Dante Saksono Harbuwono

Ketua Komite

Committee Chairman

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

His profile can be seen at the Board of Commissioners' Profile in this Annual Report.

Henry Hendrawan
Anggota Komite
Committee Member

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

His profile can be seen at the Board of Commissioners' Profile in this Annual Report.

Rizki Amelia
Anggota Komite
Committee Member

Tempat, Tanggal Lahir *Place, Date of Birth*	Jakarta, 4 Desember 1976 *Jakarta, December 4, 1976*
Riwayat Pendidikan *Education*	• *Bachelor in Psychology* dari Universitas Persada Indonesia 'YAI', Jakarta (1999) *Bachelor in Psychology from Universitas Persada Indonesia 'YAI', Jakarta (1999)* • *Master in Applied Psychology in Human Resources* dari Universitas Indonesia (2002) *Master in Applied Psychology in Human Resources from Universitas Indonesia (2002)*
Keahlian *Expertise*	Psikologi *Psychology*
Riwayat Pekerjaan *Career History*	• *Researcher & Psychometric Assessment Developer* (1999-2011) di Kementerian Pendidikan dan Kebudayaan Indonesia *Researcher & Psychometric Assessment Developer (1999-2011) at the Indonesian Ministry of Education and Culture* • *HR Consultant* (2001-2022) di Grant Thornton *HR Consultant (2001-2022) in Grant Thornton* • *HR Associate of Management & Organization Development* (MOD) (2002-2004) di kraft Foods *HR Associate of Management & Organization Development (MOD) (2002-2004) at kraft Foods* • *HR Business Partner* (2004-2011), *Coordinator Organization Effectiveness & Strategic Staffing* (2011-2012) dan *Manager Health, Safety, and Environmental Functional Excellence* (2012-2016) di Conoco Phillips *HR Business Partner (2004-2011), Coordinator of Organization Effectiveness & Strategic Staffing (2011-2012) and Manager of Health, Safety, and Environmental Functional Excellence (2012-2016) at Conoco Phillips* • *Manager HR Business Partner – E&P Offshore Business Unit* (2016-2018) dan *Manager HR Business Partner – Corporate, Subsidiaries, and E&P Onshore Assets* (2018) di Medco Energi. *Manager HR Business Partner - E&P Offshore Business Unit (2016-2018) and Manager HR Business Partner - Corporate, Subsidiaries, and E&P Onshore Assets (2018) at Medco Energi.* • *Sr. Vice President – Head of Human Resources Business Partners* (2018-2020) di Indosat Oredoo *Sr. Vice President – Head of Human Resources Business Partners (2018-2020) at Indosat Oredoo* • *Chief - Human Capital and Corporate Services* (2020-2021) dan *Director - Human Capital and Transformation* (2021-saat ini) di Tripatra *Chief - Human Capital and Corporate Services (2020-2021) dan Director - Human Capital and Transformation (2021-present) at Tripatra*
Dasar Pengangkatan *Basis of Appointment*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*

Masa Jabatan Anggota Komite

1. Ketua, Wakil Ketua dan Anggota Komite diangkat dan diberhentikan oleh Dewan Komisaris, dan pengangkatan serta pemberhentiannya dilaporkan kepada RUPS.
2. Masa jabatan anggota komite yang berasal dari dan merupakan anggota Dewan Komisaris Perseroan adalah sesuai dengan masa jabatannya sebagai anggota Dewan Komisaris.
3. Masa jabatan anggota Komite yang bukan merupakan anggota Dewan Komisaris Perseroan paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.
4. Akumulasi masa jabatan anggota komite maksimal selama 5 (lima) tahun.
5. Anggota Komite yang berasal dari dan merupakan anggota Dewan Komisaris Perseroan berhenti dengan sendirinya apabila masa jabatannya sebagai anggota Dewan Komisaris berakhir atau karena hal-hal yang menyebabkannya berhenti sebagai anggota Dewan Komisaris berdasarkan ketentuan Anggaran Dasar dan/atau peraturan perundang-undangan yang berlaku.
6. Anggota Komite yang bukan merupakan anggota Dewan Komisaris Perseroan berhenti karena :
   a. Masa jabatannya berakhir;
   b. Meninggal dunia;
   c. Mengundurkan diri;
   d. Diberhentikan berdasarkan Keputusan Dewan Komisaris.
7. Dalam hal terdapat anggota Dewan Komisaris yang menjabat sebagai Ketua Komite berhenti sebagai anggota Dewan Komisaris, maka Ketua Komite wajib diganti oleh anggota Dewan Komisaris lainnya dalam waktu paling lambat 30 (tiga puluh) hari.
8. Dalam hal anggota Komite yang bukan merupakan anggota Dewan Komisaris Perseroan berhenti, maka Dewan Komisaris mengangkat penggantinya dalam waktu paling lambat 60 (enam puluh) hari terhitung yang bersangkutan mulai berhenti sebagai anggota Komite.

Term of Office of Committee Members

1 The Chairperson, Deputy Chairperson and Committee Members are appointed and dismissed by the Board of Commissioners, and their appointment and dismissal are reported to the GMS.
2 The term of office for committee members who come from and are members of the Company's Board of Commissioners is in accordance with their term of office as members of the Board of Commissioners.
3 The term of office for Committee members who are not members of the Board of Commissioners of the Company is a maximum of 3 (three) years and can be extended once for a term of 2 (two) years, without prejudice to the right of the Board of Commissioners to dismiss them at any time.
4 The accumulated tenure of committee members is a maximum of 5 (five) years.
5 Members of the Committee who come from and are members of the Board of Commissioners of the Company shall automatically terminate when their term of office as a member of the Board of Commissioners ends or due to matters which cause them to stop serving as a member of the Board of Commissioners based on the provisions of the Articles of Association and/or applicable laws and regulations.
6 Committee members who are not members of the Company's Board of Commissioners resign because:
   a. The term of office ends;
   b. Die;
   c. Resign;
   d. Dismissed based on the Decision of the Board of Commissioners.
7 In the event that a member of the Board of Commissioners who serves as Chair of the Committee stops serving as a member of the Board of Commissioners, the Committee Chair must be replaced by another member of the Board of Commissioners within 30 (thirty) days at the latest.
8 In the event that a member of the Committee who is not a member of the Company's Board of Commissioners stops, the Board of Commissioners appoints a replacement no later than 60 (sixty) days from the time the person concerned begins to leave as a member of the Committee.

Independensi Komite

Komite Nominasi & Remunerasi di dalam memenuhi fungsi dan perannya sebagai organ pendukung Dewan Komisaris bertindak secara independen terhadap Direksi dan secara berkala memberikan laporan kepada Dewan Komisaris. Hal-hal terkait tata kerja Komite Nominasi & Remunerasi dan komite lainnya tersebut, termasuk tetapi tidak terbatas pada pelaporan komite, rapat-rapat komite, rencana kerja dan penganggaran, dan evaluasi kinerja komite diatur dalam piagam komite yang ditetapkan oleh Dewan Komisaris berdasarkan usulan komite terkait.

Independence of the Committee

In carrying out their functions, the Nomination & Remuneration Committee as supporting organ of the Board of Commissioners acts independently of the Board of Directors and periodically reports to the Board of Commissioners. Matters related to the work procedures of the Nomination & Remuneration Committee and other committees, including but not limited to committee reporting, committee meetings, work plans and budget, as well as committee performance evaluation are stipulated in the committee charter established by the Board of Commissioners based on the recommendations of the relevant committees.

Seluruh anggota Komite *Human Capital* tidak memiliki hubungan afiliasi baik secara kekeluargaan dan hubungan bisnis dengan anggota Dewan Komisaris dan anggota Direksi.

All Human Capital Committee members do not have family and business affiliations with members of the Board of Commissioners and members of the Board of Directors.

Rapat Komite

Committee Meetings

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Total Meetings*	Jumlah Kehadiran *Total Attendance*	Tingkat Kehadiran (%) *Attendance Rate (%)*
Dante Saksono	Ketua / *Chairman*	2	1	50%
Henry Hendrawan	Anggota / *Member*	2	2	100%
Rizki Amelia	Anggota / *Member*	2	2	100%

NO	Hari/Tanggal *Day/Date*	Tempet *Venue*	Agenda
1	Rabu, 26 Oktober 2022 *Wednesday, October 26, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	1. *Road map strategic business* partner periode 2020-2025 2. Evaluasi Roadmap program talent development Tahun 2020-2021 3. Pengelolaan talent di PBM IHC *1. Strategic business partner road map for the 2020-2025 period* *2. Evaluation of the Talent Development Program Roadmap for 2020-2021* *3. Talent management at PBM IHC*
2	Minggu, 27 November 2022 *Sunday, November 27, 2022*	*Zoom meeting* https://zoom.us/j/5415327755	Struktur Organisasi PBM IHC *Organizational Structure of PBM IHC*

Pendidikan dan Pelatihan

Education and Training

Sepanjang tahun 2022, seluruh anggota Komite *Human Capital* Perseroan tidak mengikuti program pelatihan.

Throughout 2022, all members of the Human Capital Committee did not participate in the training program.

Pelaksanaan Kegiatan

Activities Implemented

No	Kegiatan / *Activities*	Output
1	Rapat komite / *Committee meeting*	Notulen rapat / *Meeting minutes*
2	*Review* struktur organisasi AP PBM IHC / *Review of AP PBM IHC organizational structure*	Struktur Organisasi AP / *AP Organizational Structure*
3	*Review* Tantiem BOD dan BOC / *Review of tantiem for the Board of Directors and Board of Commissioners*	Usulan tantiem / *Tantiem proposal*
4	*Review* usulan remunerasi / *Review of remuneration proposal*	Usulan remunerasi / *Remuneration proposal*

Komite Digitalisasi
Digitalization Committee

Komite Digitalisasi membantu Dewan Komisaris menjalankan fungsi pengawasan Dewan Komisaris antara lain namun tidak terbatas untuk melakukan evaluasi serta menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai transformasi digitalisasi Perseroan.

The Digitalization Committee assists the Board of Commissioners in carrying out the supervisory function of the Board of Commissioners, including but not limited to evaluating as well as preparing and providing recommendations to the Board of Commissioners regarding the Company's digitaliation transformation.

Tugas dan Tanggung Jawab Komite Digitalisasi

Komite Digitalisasi memiliki tugas dan tanggung jawab sebagai berikut:

1 Melakukan *review* dan evaluasi terhadap rencana strategis teknologi informasi dan digitalisasi yang searah dengan rencana strategis dan pengembangan perusahaan.
2 Melakukan *review* dan evaluasi terhadap perumusan kebijakan dan prosedur teknologi informasi dan digitalisasi serta manajemen risiko terkait penggunaan teknologi informasi.
3 Memberi rekomendasi kepada Direksi termasuk penyusunan RJPP, RKAP berdasarkan ketentuan sebagaimana diatur dalam Anggaran Dasar, Keputusan RUPS dan peraturan perundangan yang berlaku, terutama dalam hal teknologi informasi.
4 Memberikan rekomendasi terkait pengamanan informasi yang meliputi efektivitas implementasi kebijakan pengamanan informasi dan mitigasi risiko yang dilakukan.
5 Melakukan *review* dan memberikan rekomendasi dalam persiapan dan implementasi digitalisasi baik dari sisi talent (*people*), *hardware* dan *software*.
6 Melakukan penelaahan atas saran, permasalahan atau keluhan stakeholders yang disampaikan langsung kepada Dewan Komisaris.
7 Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya
8 Menyusun rencana kerja dan anggaran tahunan komite kepada Dewan Komisaris untuk ditetapkan dan disampaikan kepada Direksi untuk diketahui.
9 Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris.

Duties and Responsibilities of the Digitalization Committee

The Digitalization Committee has the following duties and responsibilities:

1 Reviewing and evaluating information technology and digitalization strategic plans that are in line with the company's strategic and development plans.
2 Reviewing and evaluating the formulation of information technology and digitalization policies and procedures as well as risk management related to the use of information technology
3 Provide recommendations to the Board of Directors including the preparation of RJPP, RKAP based on the provisions stipulated in the Articles of Association, GMS Decisions and applicable laws and regulations, especially in terms of information technology
4 Provide recommendations related to information security which includes the effectiveness of the implementation of information security policies and risk mitigation carried out.
5 Conduct reviews and provide recommendations in the preparation and implementation of digitization in terms of talent (people), hardware and software.
6 Reviewing suggestions, problems or complaints from stakeholders submitted directly to the Board of Commissioners.
7 Identifying matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners
8 Prepare the committee's annual work plan and budget to the Board of Commissioners to be determined and submitted to the Board of Directors to be known.
9 Carry out other supervisory duties in accordance with the request of the Board of Commissioners.

Wewenang Komite Digitalisasi

Dalam melaksanakan tugasnya, Komite Digitalisasi memiliki wewenang, antara lain:

1 Mendapatkan akses terhadap dokumen, data, dan informasi Perseroan yang diperlukan untuk melaksanakan tugasnya
2 Melakukan komunikasi langsung dengan pihak-pihak yang terkait dengan tugas-tugas Komite
3 Melibatkan pihak independen di luar anggota Komite yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan) setelah memperoleh persetujuan dari Dewan Komisaris

Authority of Digitalization Committee

In carrying out its duties, the Digitalization Committee has the following authority:

1 Obtain access to the Company's documents, data and information needed to carry out its duties
2 Communicate directly with parties related to the duties of the Committee
3 Involve independent parties outside the Committee members who are needed to assist in carrying out their duties (if needed) after obtaining approval from the Board of Commissioners

4 Melakukan wewenang lain yang diberikan oleh Dewan Komisaris.

4 Carry out other authorities given by the Board of Commissioners.

Susunan Komite Digitalisasi

Composition of Digitalization Committee

No	Nama *Name*	Jabatan *Position*	Dasar Penunjukkan *Legal Basis of Appointment*
1	Henry Hendrawan	Ketua / *Chairman*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*
2	Christian Suwarna	Anggota / *Member*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*
3	Samsu Sempena	Anggota / *Member*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*

Profil Anggota Komite

Committee Member Profile

Henry Hendrawan

Ketua Komite

Committee Chairman

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

His profile can be seen at the Board of Commissioners' Profile in this Annual Report.

Christian Suwarna

Anggota Komite

Committee Member

Tempat dan Tanggal lahir *Place and Date of Birth*	Jakarta, 26 Juli 1985 *Jakarta, July 26, 1985*
Riwayat Pendidikan *Education*	• *Bachelor of Science, Electrical & Computer Engineering* dari The University of Texas, Austin (2007) *Bachelor of Science, Electrical & Computer Engineering from The University of Texas, Austin (2007)*
Keahlian *Expertise*	Teknik Elektro dan Komputer *Electrical and Computer Engineering*
Riwayat Pekerjaan *Career History*	• *Software Engineer II* (2007-2010) di Apple Inc *Software Engineer II (2007-2010) at Apple Inc* • *Consultant* (2010-2014) dan *Project Leader* (2015-2016) di Boston Consulting Group *Consultant (2010-2014) and Project Leader (2015-2016) at Boston Consulting Group* • *Senior Vice President, Business Development* (2016-2019) dan CEO, Traveloka Experience & CMO (2019-2021) di Traveloka *Senior Vice President, Business Development (2016-2019) and CEO, Traveloka Experience & CMO (2019-2021) at Traveloka*
Dasar Pengangkatan *Basis of Appointment*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*

Samsu Sempena
Anggota Komite
Committee Member

Tempat dan Tanggal lahir *Place and Date of Birth*	Bandung, 7 Oktober 1990 *Bandung, October 7, 1990*
Riwayat Pendidikan *Education*	• S1 Informatics Engineering dari Institut Teknologi Bandung (2012) *Bachelor Degree in Informatics Engineering from Institut Teknologi Bandung (2012)* • Osaka University School of Engineering Science (2011) *Osaka University School of Engineering Science (2011)* • University of California, Berkeley, haas School of Business (2020) *University of California, Berkeley, haas School of Business (2020)*
Keahlian *Expertise*	Teknik dan Informatika *Engineering nad Informatics*
Riwayat Pekerjaan *Career History*	• *Engineer Lead* (2012-2014) dan *Head of Product, Commerce* (2014-2015) di PT Traveloka Indonesia *Engineer Lead (2012-2014) and Head of Product, Commerce (2014-2015) at PT Traveloka Indonesia* • *Chief Technology Officer* (2015-2020) di PT Airy Nest Indonesia *Chief Technology Officer (2015-2020) at PT Airy Nest Indonesia* • *Lead Engineer/Venture* CTO (2020-2022) di BCG Digital Ventures *Lead Engineer/Venture CTO (2020-2022) at BCG Digital Ventures* • *Director of Technology* (2022-saat ini) di PMO Prakerja *Director of Technology (2022-present) at PMO Prakerja*
Dasar Pengangkatan *Basis of Appointment*	Surat Keputusan Dewan Komisaris No. Kpts-477/DK.PBM/2022-S8 *Decree Letter of the Board of Commissioners No. Kpts-477/DK.PBM/2022-S8*

Masa Jabatan Anggota Komite

a. Ketua dan anggota Komite diangkat dan diberhentikan oleh Dewan Komisaris.
b. Pengangkatan dan pemberhentian anggota Komite dilaporkan kepada pemegang saham.
c. Masa jabatan anggota komite yang berasal dari dan merupakan anggota Dewan Komisaris Perseroan adalah sesuai dengan masa jabatannya sebagai anggota Dewan Komisaris.
d. Masa jabatan anggota komite yang bukan merupakan anggota Dewan Komisaris Perseroan paling lama 2 (dua) tahun dan dapat diperpanjang satu kali selama 1 (satu) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.
e. Akumulasi masa jabatan seseorang sebagai anggota komite pada satu Anak Perusahaan/Perusahaan Patungan maksimal selama 3 (tiga) tahun.

Term of Office of Committee Members

a. The head members of the committee are appointed and dismissed by the Board of Commissioners.
b. Appointment and dismissal of committee members are reported to shareholders.
c. Term of office of committee members who come from, and are members of the Company's Board of Commissioners, is in accordance with their tenure as members of the Board of Commissioners
d. Term of office for committee members who are not members of the Company's Board of Commissioners is 2 (two) years and can be extended once for 1 (one) year of office, without prejudice to the right of the Board of Commissioners to dismiss them at any time.
e. Accumulated term of office of a person as a committee member in one Subsidiary/Joint Venture is a maximum of 3 (three) years.

Independensi Komite

Komite Digitalisasi di dalam memenuhi fungsi dan perannya sebagai organ pendukung Dewan Komisaris bertindak secara independen terhadap Direksi dan secara berkala memberikan laporan kepada Dewan Komisaris. Hal-hal terkait tata kerja Komite Digitalisasi dan komite lainnya tersebut, termasuk tetapi tidak terbatas pada pelaporan komite, rapat-rapat komite, rencana kerja dan penganggaran, dan evaluasi kinerja komite diatur dalam piagam komite yang ditetapkan oleh Dewan Komisaris berdasarkan usulan komite terkait.

Seluruh anggota Komite Digitalisasi tidak memiliki hubungan afiliasi baik secara kekeluargaan dan hubungan bisnis dengan anggota Dewan Komisaris dan anggota Direksi.

Independence of the Committee

In carrying out their functions, the Digitalization Committee as supporting organ of the Board of Commissioners acts independently of the Board of Directors and periodically reports to the Board of Commissioners. Matters related to the work procedures of the Digitalization Committee and other committees, including but not limited to committee reporting, committee meetings, work plans and budget, as well as committee performance evaluation are stipulated in the committee charter established by the Board of Commissioners based on the recommendations of the relevant committees.

All Digitalization Committee members do not have family and business affiliations with members of the Board of Commissioners and members of the Board of Directors.

Rapat Komite

Committee Meetings

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Total Meetings*	Jumlah Kehadiran *Total Attendance*	Tingkat Kehadiran (%) *Attendance Rate (%)*
Henry Hendrawan	Ketua / *Chairman*	3	3	100%
Christian Suwarna	Anggota / *Member*	3	3	100%
Samsu Sempena	Anggota / *Member*	3	3	100%

No	Hari/Tanggal *Day/Date*	Tempat *Venue*	Agenda
1	Selasa, 27 September 2022 *Tuesday, September 27, 2022*	RRB Lantai 8 Graha RSPP	SDM & Struktur Organisasi ICT *HR & Organization of ICT*
2	Rabu, 9 November 2022 *Wednesday, November 9, 2022*	*Zoom meeting*	*ICT Plan* *ICT Plan*
3	Minggu, 4 Desember 2022 *Sunday, December 4, 2022*	*Zoom meeting*	*IT Budget Discussion* *IT Budget Discussion*

Pendidikan dan Pelatihan

Sepanjang tahun 2022, seluruh anggota Komite Digitalisasi Perseroan tidak mengikuti program pelatihan.

Education and Training

Throughout 2022, all members of the Digitalization Committee did not participate in the training program.

Pelaksanaan Kegiatan

Activities Implemented

No	Kegiatan *Activities*	Output
1	Rapat komite *Committee meeting*	Notulen rapat *Meeting minutes*
2	Menyusun SDM & Struktur Organisasi ICT *Prepare HR & Organization Structure of ITCT*	Struktur Organisai *Organization Structure*

Penilaian Kinerja Komite
Committee Performance Assessment

Terkait dengan evaluasi kinerja komite, hal tersebut telah diatur di dalam piagam komite yang ditetapkan oleh Dewan Komisaris berdasarkan usulan komite terkait.

Committee performance evaluation has been regulated in the committee charter established by the Board of Commissioners based on the recommendations of the related committees.

Penilaian Komite Audit dan Manajemen Risiko

Hingga akhir tahun 2022, Komite Audit dan Manajemen Risiko telah menyelesaikan tugas dan tanggung jawabnya dengan baik sebagai organ pendukung Dewan Komisaris.

Audit and Risk Management Committee Assessment

As of the end of 2022, the Audit and Risk Management Committee has completed its duties and responsibilities properly as a supporting organ for the Board of Commissioners.

Penilaian Komite Investasi

Hingga akhir tahun 2022, Komite Investasi telah menyelesaikan tugas dan tanggung jawabnya dengan baik dalam menjalankan fungsi komite di Perseroan.

Investment Committee Assessment

Until the end of 2022, the Investment Committee has completed its duties and responsibilities properly in carrying out the committee function in the Company.

Penilaian Komite Nominasi dan Remunerasi

Hingga akhir tahun 2022, Komite Nominasi dan Remunerasi telah menyelesaikan tugas dan tanggung jawabnya dengan baik dalam menjalankan fungsi komite di Perseroan.

Nomination and Remuneration Committee Assessment

Until the end of 2022, the Nomination and Remuneration Committee has completed its duties and responsibilities properly in carrying out the committee function in the Company.

Penilaian Komite *Human Capital*

Hingga akhir tahun 2022, Komite Human Capital telah menyelesaikan tugas dan tanggung jawabnya dengan baik dalam menjalankan fungsi komite di Perseroan.

Human Capital Committee Assessment

Until the end of 2022, the Human Capital Committee has completed its duties and responsibilities properly in carrying out the committee function in the Company.

Penilaian Komite Digitalisasi

Hingga akhir tahun 2022, Komite Digitalisasi telah menyelesaikan tugas dan tanggung jawabnya dengan baik dalam menjalankan fungsi komite di Perseroan.

Digitalization Committee Assessment

Until the end of 2022, the Digitalization Committee has completed its duties and responsibilities properly in carrying out the committee function in the Company.

Hubungan Afiliasi Direksi dan Dewan Komisaris
Board of Directors and Board of Commissioners Affiliations

Dewan Komisaris
Board of Commissioners

Nama *Name*	Hubungan Keluarga dengan *Family Relations*						Hubungan Finansial dengan *Financial Relations*					
	Dewan Komisaris *Board of Commissioners*		Direksi *Board of Directors*		Pemegang Saham Pengendali *Controlling Shareholder*		Dewan Komisaris *Board of Commissioners*		Direksi *Board of Directors*		Pemegang Saham Pengendali *Controlling Shareholder*	
	Ya *Yes*	Tidak *No*	Ya *Yes*	Tidak *No*	Ya *Yes*	Tidak *No*	Ya *Yes*	Tidak *No*	Ya *Yes*	Tidak *No*	Ya *Yes*	Tidak *No*
Farid Harianto		√		√		√		√		√		√
Dante Saksono Harbuwono		√		√		√		√		√		√
Henry Hendrawan		√		√		√		√		√		√
L. Rizka Andalucia		√		√		√		√		√		√

Direksi
Board of Directors

Nama *Name*	Hubungan Keluarga dengan *Family Relations*						Hubungan Finansial dengan *Financial Relations*					
	Dewan Komisaris *Board of Commissioners*		Direksi *Board of Directors*		Pemegang Saham Pengendali *Controlling Shareholder*		Dewan Komisaris *Board of Commissioners*		Direksi *Board of Directors*		Pemegang Saham Pengendali *Controlling Shareholder*	
	Ya *Yes*	Tidak *No*	Ya *Yes*	Tidak *No*	Ya *Yes*	Tidak *No*	Ya *Yes*	Tidak *No*	Ya *Yes*	Tidak *No*	Ya *Yes*	Tidak *No*
Mira Dyah Wahyuni		√		√		√		√		√		√
Budi Raharjo Legowo		√		√		√		√		√		√
Asep Saepul Rohmat		√		√		√		√		√		√
Lia Gardenia P.		√		√		√		√		√		√

Audit Internal
Internal Audit

Internal Audit (IA) merupakan organ *Good Corporate Governance* (GCG) yang dirancang untuk melakukan aktifitas pengawasan atas pengendalian secara independen dan objektif dalam memberikan nilai tambah bagi perseroan melalui pengelolaan operasional perseroan secara efisien dan efektif.

Selain itu, IA juga bertugas untuk memastikan kepatuhan perseroan terhadap peraturan pemerintah berupa peraturan antara lain di bidang kesehatan, tenaga kerja, Perpajakan, dan investasi serta ketentuan-ketentuan dari ikatan profesi seperti *Standar Profesional Audit Internal* (SPAI), *International Professional Practice Framework* (IPPF) of Internal Auditing yang diterbitkan oleh The Institute of Internal Auditors (IIA).

Dalam memenuhi tanggung jawab secara professional kepada Komite Audit, maka Fungsi Internal Audit menjalankan tugas pengawasan (*Assurance*) dan fungsi pemberian nasihat (*Consulting*) untuk meyakini/memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor. Selain itu juga membantu Komite Audit menjalankan tugas sesuai Board Manual PT Pertamina Bina Medika (PBM) IHC Bagian H. Organ Pendukung Komisaris Sub bagian 1.a. Komite Audit dan Investasi dengan rincian sebagai berikut:

1. Membantu Dewan Komisaris memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor.
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh internal auditor dan eksternal auditor.
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang telah dikeluarkan perusahaan.
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.

Internal Audit (IA) is a Good Corporate Governance (GCG) organ designed to carry out oversight activities on control independently and objectively in providing added value to the company through efficient and effective management of the company's operations.

In addition, IA is also tasked with ensuring the company's compliance with government regulations in the form of regulations including those in the fields of health, labor, taxation and investment as well as provisions from professional associations such as Internal Audit Professional Standards (SPAI), International Professional Practice Framework (IPPF).) of Internal Auditing issued by The Institute of Internal Auditors (IIA).

In fulfilling professional responsibilities to the Audit Committee, the Internal Audit Function carries out the supervisory (Assurance) and advisory (Consulting) functions to ensure/ensure the effectiveness of the internal control system and the effectiveness of the implementation of the external auditor's duties. Apart from that, he also assists the Audit Committee in carrying out its duties according to the PT Pertamina Bina Medika (PBM) IHC Board Manual Part H. Supporting Organs for Commissioners, Sub-section 1.a. Audit and Investment Committee with details as follows:

1. *Assisting the Board of Commissioners in ensuring the effectiveness of internal control system and implementation of the duties of the external and internal auditors.*
2. *Assessing the implementation of activities and results of audits carried out by internal auditors and external auditors.*
3. *Providing recommendations regarding the improvement of the management control system and its implementation.*
4. *Ensuring that there is a satisfactory evaluation procedure for all information that has been released by the Company.*
5. *Identifying matters requiring the attention of the Board of Commissioners and other duties of the Board of Commissioners.*

Profil Kepala Audit Internal

Internal Audit Head Profile

Nanang Taufik Syarifudin

Chief Audit Executive

Chief Audit Executive

Tanggal Pengangkatan *Appointment Date*	29 Juni 2020 *June 29, 2020*
Dasar Hukum Pengangkatan *Legal Basis of Appointment*	Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts. 1056/A00000/2020-S8 *President Director Decree of PT Pertamina Bina Medika IHC No. Kpts. 1056/A00000/2020-S8*
Kewarganegaraan *Nationality*	Indonesia
Tempat, Tanggal Lahir *Place, Date of Birth*	Surakarta, 1 Agustus 1968 *Surakarta, August 1, 1968*
Usia *Age*	55 Tahun /*Years Old*
Gelar *Title*	• Akademik / *Academic* D3 STAN (1990), S1 Akuntansi Universitas Indonesia (2000) dan S2 Magister Akuntansi - MAKSI Universitas Indonesia (2004) *Associate's Degree from STAN (1990), Bachelor of Accounting from UI (2000), and Master of Accounting from UI (2004)* • Profesi / *Professional* Akuntan - Ak (2000), *Chartered Accountant* - CA (2014), *Certified Public Accountant* - CPA (2016), *Certified Risk Profesional* - CRP (2016), dan Qualified Internal Auditor – QIA (2022) *Accountant - Ak (2000), Chartered Accountant - CA (2014), Certified Public Accountant - CPA (2016), Certified Risk Profesional - CRP (2016), and Qualified Internal Auditor – QIA (2022)*
Riwayat Kerja *Employment History*	1990 - 2008: Auditor di Badan Pengawasan Keuangan dan Pembangunan (BPKP), selama 18 tahun *Auditor in the Finance and Development Supervisory Agency (BPKP) for 18 years* 2008 - sekarang / *present*: Bergabung di Pertamedika IHC, dengan posisi sebagai berikut: *Part of Pertamedika IHC with the following positions:* • *Manager* Kontroler di Korporat Pertamedika (2008-2010) *Manager Controller at Pertamedika Corporate (2008-2010)* • Wakil Direktur Keuangan RSPJ (2010-2011) *Deputy Director of Finance of RSPJ (2010-2011)* • Wakil Direktur Keuangan RSPB (2011-2012) *Deputy Director of Finance of RSPB (2011-2012)* • *Manager* Treasuri, Investasi dan Pajak (2012-2015) *Manager of Treasury, Investment and Tax (2012-2015)* • *Manager* Portofolio Bisnis dan Manajemen Risiko (2015-2017) *Manager of Business Portfolio and Risk Management (2015-2017)* • *Manager* Manajemen Risiko (2017-2020) *Manager of Risk Management (2017-2020)* • Head of internal Audit (2020-2022) *Head of Internal Audit (2020-2022)* • *Chief Audit Executive (2022-sekarang)* *Chief Audit Executive (2022-present)*

Pengangkatan dan Pemberhentian *Chief Audit Executive*

Pengangkatan dan pemberhentian *Chief Audit Executive* dilakukan oleh Direktur Utama PT Pertamina Bina Medika IHC berdasarkan pertimbangan *Chief Audit Executive* (CAE) PT Pertamina (Persero) dengan persetujuan Dewan Komisaris PT Pertamina Bina Medika IHC. Pengangkatan *Chief Audit Executive* berdasarkan pada Surat Keputusan Direktur Utama PT Pertamina Bina Medika IHC No. Kpts. 1056/A00000/2020-S8 tanggal 29 Juni 2020.

Appointment and Dismissal of Chief Audit Executive

The appointment and dismissal of the Chief Audit Executive is carried out by the President Director of PT Pertamina Bina Medika IHC based on the consideration of the Chief Audit Executive (CAE) of PT Pertamina (Persero) with the approval of the Board of Commissioners of PT Pertamina Bina Medika IHC. The appointment of the Chief Audit Executive is based on the Decree of the President Director of PT Pertamina Bina Medika IHC No. Kpts. 1056/A00000/2020-S8 dated June 29, 2020.

Struktur Audit Internal

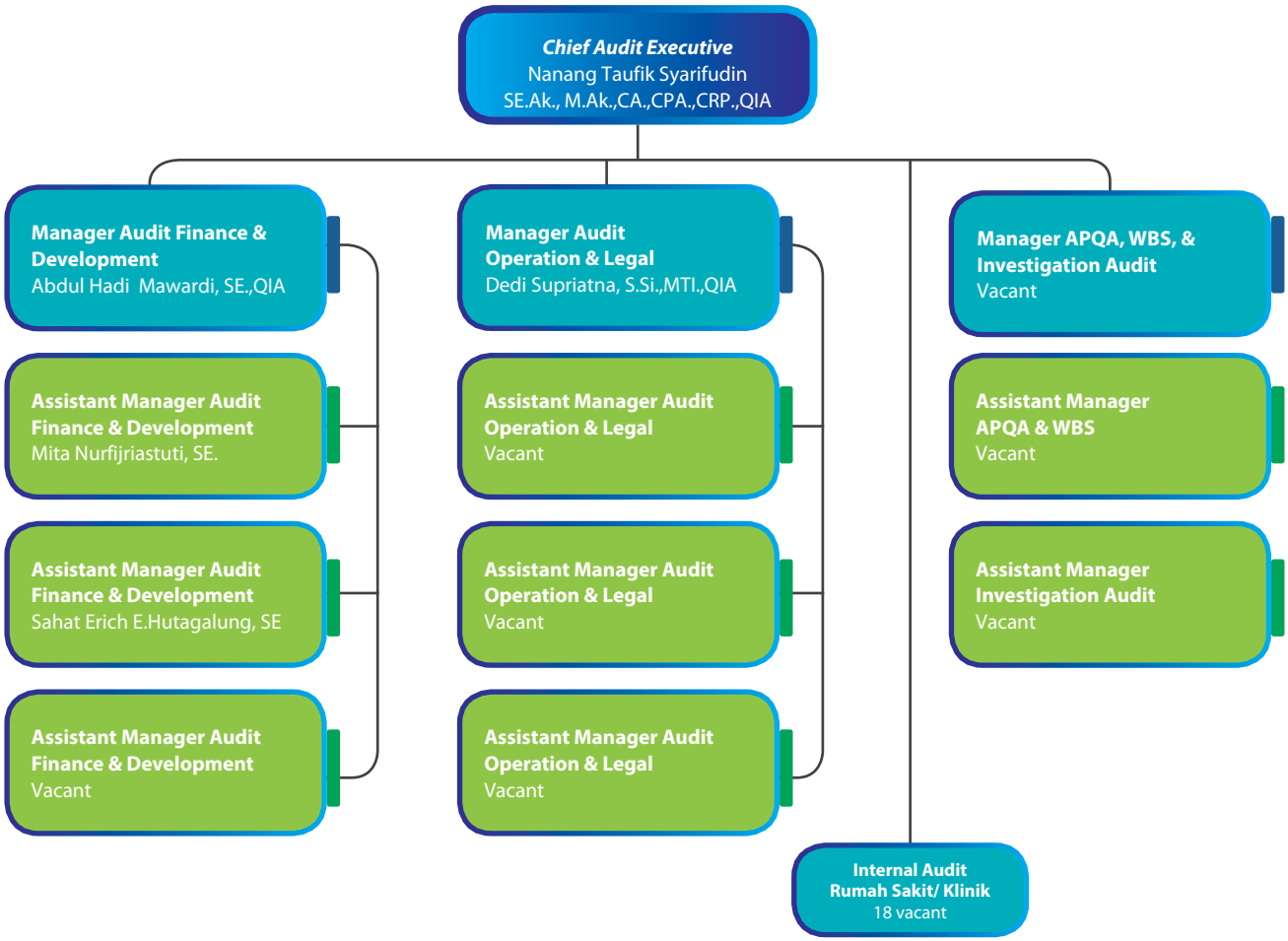
Secara struktural, Fungsi Internal Audit menyampaikan Visi, Misi, Piagam Audit (*Audit Charter*), *Annual Audit Plan* (AAP), Rencana Kerja & Anggaran Perusahaan (RKAP), Laporan Kegiatan Internal Audit dan Laporan Pencapaian *Key Performance Indicators* (KPI) kepada Direktur Utama. Secara fungsional, Fungsi Internal Audit menyampaikan AAP dan RKAP, serta Laporan Kegiatan Internal Audit kepada Komite Audit dan CAE PT Pertamina (Persero).

Adapun struktur organisasi Fungsi Audit Internal Tahun 2022 beserta formasi jabatan dan pemangku jabatan yang ada adalah sebagai berikut.

Internal Audit Structure

Structurally, the Internal Audit Function submits the Vision, Mission, Audit Charter, Annual Audit Plan (AAP), Company Work Plan & Budget (RKAP), Internal Audit Activity Reports and Key Performance Indicators (KPI) Achievement Reports to the President Director . Functionally, the Internal Audit Function submits AAP and RKAP, as well as Internal Audit Activity Reports to the Audit Committee and CAE of PT Pertamina (Persero).

The organizational structure of the 2022 Internal Audit Function and the formation of existing positions and stakeholders are as follows:Vision and Mission of Internal Audit



Pada tahun 2022, kegiatan Internal Audit yang bersifat koordinasi baik struktural maupun fungsional dengan *Board of Director* (BOD), Komite Audit dan CAE PT Pertamina (Persero) adalah sebagai berikut:

In 2022, both structural and functional activities of Internal Audit in coordination with the Board of Directors (BOD), Audit Committee and CAE of PT Pertamina (Persero) are as follows:

No	Tanggal *Date*	Nama Kegiatan *Activities Name*	Agenda
1.	9 Jan 2022	Rapat Proyek Strategis dengan Internal Audit PT Pertamina (Persero)	*Strategic Project Meeting with* PT Pertamina (Persero) *Internal Audit*
2.	13-14 Jan 2022	Rapat Koordinasi PBM IHC dan Anak Perusahaan (AP)	*Coordination Meeting of PBM IHC and Subsidiaries (AP)*
3.	24 Jan 2022	*Exit Meeting Periodically Quality Assurance* (PQA) Tahun 2021	*Exit Meeting Periodically Quality Assurance (PQA) 2021*
4.	27 Jan 2022	*Exit Meeting* Pelaksanaan Audit Internal	*Exit Meeting Implementation of Internal Audit*
5.	11 Feb 2022	Rapat dengan Board of Director – Pembahasan permohonan audit dari AP	*Meeting with the Board of Directors – Discussion of audit requests from AP*
6.	18 Feb 2022	Rapat dengan *Board of Director* - Informasi keuangan interim tgl 30 September 2021	*Meeting with the Board of Directors - Interim financial information on 30 September 2021*
7.	24 Feb 2022	Rapat dengan *Board of Commisioner - Annual Audit Plan* (AAP) 2022	*Meeting with the Board of Commissioners - Annual Audit Plan (AAP) 2022*
8.	15 Mar 2022	Rapat dengan *Board of Commisioner* & Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surjo (PSS) - Ernst & Young (EY) - Pembahasan Laporan Audit 2021 (*Closing Meeting*)	*Meeting with the Board of Commissioners & Public Accounting Firm (KAP) Purwantono, Sungkoro & Surjo (PSS) - Ernst & Young (EY) - Discussion of the 2021 Audit Report (Closing Meeting)*
9.	7 Apr 2022	Rapat dengan *Board of Director - Dry Run Presentation* CS KPI BOD-BOC 2022 Rapat dengan SVP *Upstream & Portfolio - Challenge Session* KPI PBM IHC 2022	*Meeting with the Board of Directors - Dry Run Presentation CS KPI BOD-BOC 2022* *Meeting with SVP Upstream & Portfolio - Challenge Session KPI PBM IHC 2022*
10.	21 Apr 2022	Rapat dengan Direktur Utama - *Kick Off* Penyusunan Kajian Aksi Korporasi Fase IV	*Meeting with the Main Director - Kick Off Preparation of Phase IV Corporate Action Study*
11.	22 Apr 2022	*Entry Meeting* Pelaksanaan Audit Internal	*Internal Audit Implementation Entry Meeting*
12.	27 Apr 2022	*Town Hall Meeting* dengan *Board of Director* - Realisasi Pencapaian Kinerja TW I 2022	*Town Hall Meeting with the Board of Directors - Realization of Performance Achievements in Q1 2022*
13.	29 Apr 2022	Rapat dengan *Board of Director* - Progres temuan Audit & *Issue* strategis IA TW I 2022	*Meeting with the Board of Directors - Progress on Audit Findings & Strategic Issues IA Q1 2022*
14.	20 May 2022	Rapat CAE PBM IHC dengan Kepala SPI AP - Sosialisasi Key KPI Fungsi IA IHC Group	*IHC PBM CAE meeting with the Head of SPI AP - Socialization of Key KPI Functions of IHC Group IA*
15.	10 Jun 2022	Rapat dengan *Board of Director* - Progres temuan audit & Issue strategis IA TW I 2022	*Meeting with the Board of Directors - Progress on audit findings & strategic issues IA Q1 2022*
16.	12 Jul 2022	Rapat dengan *Board of Director* - Tindak lanjut rekomendasi BPK RI semester I Tahun 2022	*Meeting with the Board of Directors - Follow up on BPK RI recommendations for semester I of 2022*
17.	14-15 Jul 2022	Rapat dengan IA Pertamina - *Review Annual Audit Plan* (AAP) 2022	*Meeting with IA* Pertamina - *Review Annual Audit Plan (AAP) 2022*

No	Tanggal *Date*	Nama Kegiatan *Activities Name*	Agenda
18.	24 Jul 2022	Rapat dengan *Board of Director* – Pembahasan *Performance Dialogue* TW II	*Meeting with Board of Directors – Discussion on Performance Dialogue TW II*
19.	29-30 Jul 2022	Rapat Finalisasi RKAP 2023 - Persiapan *Challenge Session* RKAP 2023	*2023 RKAP Finalization Meeting - Preparation for 2023 RKAP Challenge Session*
20.	1 Aug 2022	Rapat dengan *Board of Director* - Kronologis Pengadaan Kontrakor Pembangunan RS Bali	*Meeting with the Board of Directors - Chronology of Procurement for Bali Hospital Development Contractors*
21.	3 Aug 2022	*Challenge Session* RKAP 2023 dengan PT Pertamina (Persero)	*RKAP 2023 Challenge Session with* PT Pertamina (Persero)
22.	8 Aug 2022	Rapat dengan *Board of Director – Progress* Tindak Lanjut Audit terkait KPI & *Referral Fee* Rapat dengan Direktur Medis - Pembahasan Tindak Lanjut Rekomendasi BPK RI	*Meeting with the Board of Directors - Audit Follow-Up Progress regarding KPI & Referral Fee* *Meeting with the Medical Director - Discussion on the Follow-Up of BPK RI Recommendations*
23.	14 Aug 2022	Rapat dengan *Board of Director* – Pengadaan pekerjaan lanjutan Lt 5 dan 6 Gd. H RSPP	*Meeting with the Board of Directors - Procurement of work on the 5th and 6th floor of Gd. H RSPP*
24.	15 Aug 2022	*Sharing Session* dari Komite Audit PT Pertamina (Persero) - Pengadaan KAP untuk Laporan Keuangan Tahun Buku 2022	*Sharing Session from the Audit Committee of PT Pertamina (Persero) - KAP Procurement for the 2022 Fiscal Year Financial Report*
25.	16 Aug 2022	Rapat dengan Plt. Direktur Utama - *Update Progress Referral Fee*	*Meeting with Act. President Director - Update Progress Referral Fee*
26.	22 Sep 2022	Rapat dengan IA Pertamina - Progress Pengadaan Jasa Audit Laporan Keuangan Tahun Buku 2022-2024 Rapat dengan Komisaris Utama - *Performance Review Financial August 2022* & pengenalan anggota komite	*Meeting with IA Pertamina - Progress of Procurement of Audit Services for Financial Statements for the 2022-2024 Fiscal Year* *Meeting with President Commissioner - Performance Review Financial August 2022 & introduction of committee members*
27.	26 Sep 2022	Rapat dengan Komisaris Utama - Penandatanganan dokumen selama Direktur Utama *vacant*	*Meeting with the Main Commissioner - Signing of documents during the vacant CEO*
28.	28 Sep 2022	Rapat dengan IA Pertamina - *Monitoring Internal Control Memorandum* (ICM) KAP 2021	*Meeting with IA Pertamina - Monitoring Internal Control Memorandum (ICM) KAP 2021*
29.	29 Sep 2022	Rapat dengan *Board of Commisioner* - Pengadaan Jasa Audit Keuangan Tahun 2022- 2024	*Meeting with the Board of Commissioners - Procurement of Financial Audit Services for 2022-2024*
30.	5 Oct 2022	Pemaparan Laporan Kegiatan IA PBM IHC Periode Juni - Agustus 2022 ke Direksi PBM IHC	*Presentation of the PBM IHC IA Activity Report for the period June - August 2022 to the IHC PBM Directors*
31.	11 Oct 2022	*Sharing Session* dari PT Pertamina (Persero) - *Good Corporate Governance* (GCG)	*Sharing Session from* PT Pertamina (Persero) - *Good Corporate Governance (GCG)*
32.	19 Oct 2022	Rapat dengan *Board of Director* – Pembahasan Rancangan RKAP Tahun 2023	*Meeting with the Board of Directors - Discussion of the 2023 RKAP Draft*
33.	21 Oct 2022	Rapat dengan *Board of Director* – Persiapan *Performance Dialogue* KPI APS TW III 2022	*Meeting with the Board of Directors – Preparation for the APS TW III 2022 KPI Performance Dialogue*
34.	28 Oct 2022	Pendampingan Tim BPK RI - *Site Visite* di RS Modular Tanjung Duren Rapat dengan CAE Pertamina - *Kick Off Meeting* Tim *Task Force Program* Kerja IA 2023	*Assistance from BPK RI Team - Site Visit at Tanjung Duren Modular Hospital* *Meeting with CAE Pertamina - Kick Off Meeting of the 2023 IA Work Program Task Force Team*
35.	1 Nov 2022	Pendampingan BPK RI - *Ekspose* terkait RS Modular Tanjung Duren	BPK RI Assistance - Exposure related to the Tanjung Duren Modular Hospital

No	Tanggal *Date*	Nama Kegiatan *Activities Name*	Agenda
36.	2 Nov 2022	*Kick Off Meeting* Audit Laporan Keuangan Konsolidasian PT Pertamina (Persero) dan CSR & SME *Partnership Program* Periode Tahun Buku 2022	PT Pertamina (Persero) *Consolidated Financial Statement Audit Kick Off Meeting and CSR & SME Partnership Program for 2022 Fiscal Year Period*
37.	4 Nov 2022	Pembahasan *Annual Audit Plan* (AAP) 2023 Fungsi IA PBM IHC dengan IA AP	*Discussion of the 2023 Annual Audit Plan (AAP) Functions of IHC PBM IHC with IA AP*
38.	7 Nov 2022	*Exit Meeting* Pelaksanaan Audit Internal	*Exit Meeting Implementation of Internal Audit*
39.	9 Nov 2022	Koordinasi dengan IA Pertamina *Group - Annual Audit Plan* (AAP) 2023	*Coordination with IA* Pertamina *Group - Annual Audit Plan (AAP) 2023*
40.	14 Nov 2022	*Kick Off Meeting* Audit Laporan Keuangan PBM IHC dan Entitas Anak untuk Periode Tahun Buku 2022	*Kick Off Meeting of PBM IHC Financial Report Audit and Subsidiaries for the 2022 Fiscal Year Period*
41.	15 Nov 2022	Rapat dengan *Board of Director* - KPI Tahun 2023 Koordinasi dengan IA Pertamina *Group - Annual Audit Plan* (AAP) 2023	*Meeting with the Board of Directors - KPI 2023* *Coordination with IA* Pertamina *Group - Annual Audit Plan (AAP) 2023*
42.	21 Nov 2022	Rapat dengan Pertamina - *Monitoring Progress Audit Interim* Tahun Buku 2022	*Meeting with Pertamina - Monitoring Interim Audit Progress for Fiscal Year 2022*
43.	22 Nov 2022	Pembahasan *Annual Audit Plan* (AAP) 2023 dengan Pertamina	*Discussion of the 2023 Annual Audit Plan (AAP) with Pertamina*
44.	24 Nov 2022	*Entry Meeting* Pelaksanaa Audit Internal	*Internal Audit Implementation Entry Meeting*
45.	28-29 Nov 2022	Rapat Koordinasi Internal Audit PBM IHC Group Tahun 2022	*PBM IHC Group Internal Audit Coordination Meeting 2022*
46.	5 Dec 2022	Rapat dengan IA Pertamina - Sosialisasi Pertamina *Internal Audit Services*	*Meeting with IA Pertamina - Socialization of Pertamina Internal Audit Services*
47.	12 Dec 2022	Rapat dengan IA Pertamina – Penyusunan *Annual Audit Plan* (AAP) 2023	*Meeting with IA Pertamina - Compilation of the 2023 Annual Audit Plan (AAP).*
48.	13 Dec 2022	Rapat dengan *Board of Director* - Laporan Kegiatan IA Periode September dan Oktober 2022	*Meeting with the Board of Directors - IA Activity Report for September and October 2022 Period*
49.	14 Dec 2022	Diskusi *One on One* dengan *Head of Internal Audit* AP - Penyusunan AAP 2023 *Chalenge Session* oleh IA Pertamina - Penyusunan AAP 2023	*One on One Discussion with Head of Internal Audit AP - Preparation of AAP 2023* *Challenge Session by IA Pertamina - Preparation of AAP 2023*
50.	19-21 Dec 2022	Rapat Kerja *Challenge Session* Target RKAP Tahun 2023 PBM IHC	*Work Meeting Challenge Session Target RKAP 2023 PBM IHC*
51.	21 Dec 2022	Pendampingan *Site Visite* Tim BPK RI di RS Modular Tanjung Duren	*BPK RI Team Site Visit Assistance at the* Tanjung Duren *Modular Hospital*
52.	22 Dec 2022	Pengarahan dari Kementerian BUMN - Penyusunan Rencana Audit Tahunan *Town Hall Meeting* dengan *Board of Director* - Perkenalan Jajaran Direksi PBM IHC	*Briefing from the Ministry of BUMN - Preparation of the Annual Audit Plan* *Town Hall Meeting with the Board of Directors - Introduction to the Board of Directors of PBM IHC*
53.	30 Dec 2022	*Exit Meeting* Pelaksanaan Audit Internal	*Exit Meeting of Internal Audit Implementation*

Formasi Internal Audit per 31 Desember 2022 berjumlah 5 (lima) orang dari 12 (dua belas) jabatan tersedia di Korporat dan dari 30 (tiga puluh) jabatan di seluruh PBM IHC, sesuai SK Direktur Utama PBM IHC No.Kpts-1681/A00000/2022-S8 tanggal 21 Desember 2022 tentang Struktur Organisasi Korporat, Pertamina Reference Level (PRL) dan Formasi Jabatan Korporat Masa Transisi PBM IHC, dengan susunan sebagai berikut:

The Internal Audit Formation as of December 31, 2022 totaled 5 (five) people out of 12 (twelve) available positions in the Corporate and out of 30 (thirty) positions in all PBM IHC, according to the Decree of the Main Director of PBM IHC No.Kpts-1681/A00000/2022-S8 dated December 21, 2022 concerning Corporate Organizational Structure, Pertamina Reference Level (PRL) and Corporate Position Formation for the IHC PBM Transitional Period, with the following composition:

No	Jabatan / *Position*	Jumlah Personil / *Total Personnel*
1	*Head of Internal Audit*	1 orang / *person*
2	*Manager Audit*	2 orang dari 3 formasi tersedia / *2 people out of the 3 formations available*
3	*Assistant Manager Audit*	2 orang dari 8 formasi tersedia / *2 people out of the 8 formations available*
4	*Internal Audit* Rumah Sakit/Klinik *Hospital/Clinic Internal Audit*	0 orang dari 18 formasi tersedia / *0 people out of the 18 formations available*

Visi dan Misi Audit Internal

Sesuai yang tercantum dalam Piagam Audit Internalyang ditandatangani oleh Komisaris Utama, Direktur Utama dan Kepala Internal Audit PT Pertamina Bina Medika IHC tanggal 04 Januari 2021, maka Visi dan Misi Fungsi Audit Internal Pertamedika IHC adalah sebagai berikut:

Visi

Menjadi fungsi *enabler* yang profesional dan terpercaya dengan menerapkan praktik audit terbaik perusahaan *healthcare* kelas dunia.

Misi

Memberikan nilai tambah bagi perusahaan melalui peran *assurance provider, problem solver, insight generator*, dan *trusted advisor*.

Uraian Tugas, Tanggung Jawab, Kewenangan, dan Kode Etik

Di dalam Perseroan, Audit Internal menjalankan tugas penting, yaitu memastikan pengendalian internal Perseroan telah berjalan dan mengalami peningkatan dari tahun ke tahun. Sesuai *Audit Charter* secara rinci, tugas Internal Audit adalah:

1. Menyusun dan mengusulkan *Annual Audit Plan* dan rencana anggaran biaya untuk mendapatkan persetujuan Direktur Utama.
2. Melaksanakan kegiatan pengawasan melalui kegiatan *assurance/consulting* di seluruh unit kerja di perusahaan.
3. Melaksanakan koordinasi pengawasan dengan Audit Internal Unit Usaha dan afiliasi Perusahaan.
4. Melaksanakan penilaian atas risiko dan kontrol secara terus menerus.
5. Melaksanakan *review* atas laporan keuangan secara periodik.
6. Melaksanakan pemeriksaan kepatuhan terhadap peraturan terkait.
7. Mengidentifikasi alternatif perbaikan dan peningkatan kinerja bisnis perusahaan serta memitigasi terjadinya masalah berulang (*repeatable dan replicable*).
8. Melaksanakan koordinasi dengan Komite Audit
9. Melaporkan hasil pengawasan kepada Direktur Utama dan Direktur lainnya yang relevan.
10. Monitoring pelaksanaan tindak lanjut hasil audit internal, eksternal dan institusi pengawasan lainnya.

Vision and Mission of Internal Audit

As stated in the Internal Audit Charter signed by the President Commissioner, President Director and Head of Internal Audit of PT Pertamina Bina Medika IHC on January 4, 2021, the Vision and Mission of the Internal Audit Function of Pertamedika IHC are as follows:

Vision

Becoming a professional and trusted enabler function by applying the best auditing practices for a world-class healthcare company.

Mission

Providing added value to the Company through the role of assurance provider, problem solver, insight generator, and trusted advisor.

Description of Duties, Responsibilities, Authorities, and Code of Conduct

Internal Audit performs an important duty within the Company, namely ensuring that the Company's internal control runs properly and has an improvement over the years. Pursuant to Audit Charter, detailed duties of Internal Audit are as follows:

1. *Preparing and proposing an Annual Audit Plan and budget to be approved by the President Director.*
2. *Carrying out supervisory activities through assurance/ consulting activities in all work units in the Company.*
3. *Coordinating supervision with the Internal Audit Business Unit and the Company's affiliates.*
4. *Carrying out risk assessments and controls on an ongoing basis.*
5. *Conducting periodic reviews of financial statements.*
6. *Carrying out compliance checks with related regulations.*
7. *Identifying alternative improvements and increasing the Company's business performance and mitigate the occurrence of recurring problems (repeatable and replicable).*
8. *Coordinating with the Audit Committee.*
9. *Reporting the results of supervision to the President Director and other relevant Directors.*
10. *Monitoring the implementation of follow-up to the results of internal and external audits and other supervisory institutions.*

11. Melaksanakan koordinasi kegiatan pengawasan dengan eksternal audit.
12. Melaksanakan koordinasi dengan fungsi *Compliance* serta pihak terkait lainnya dalam melakukan tindak lanjut atas pengaduan/penyingkapan melalui *Whistleblowing System* (WBS) pengaduan masyarakat atau pihak lainnya sesuai dengan ketentuan yang berlaku.
13. Melaksanakan audit investigasi terhadap masalah yang dapat menimbulkan kerugian bagi perusahaan.
14. Melaksanakan kegiatan *Quality Assurance and Improvement Program.*
15. Melaporkan hasil kegiatan pengawasan kepada Dewan Komisaris dan Komite Audit
16. Melaksanakan penugasan lain yang diamanatkan oleh Direksi dan/atau Dewan Komisaris.

Internal Audit diberi wewenang untuk:

1. Memiliki akses tidak terbatas atas semua data, dokumen, fungsi kegiatan, dan sumber daya perusahaan lainnya termasuk meminta keterangan atau penjelasan pada semua pejabat/ pekerja dalam rangka pelaksanaan tugas IA.
2. Menentukan ruang lingkup, metode, cara, teknik, strategi dan pendekatan audit.
3. Melaksanakan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit.
4. Melaksanakan koordinasi kegiatannya dengan kegiatan auditor eksternal institusi pengawasan lainnya.
5. Meminta atau mendapatkan bantuan dari pegawai internal maupun dari pihak luar perusahaan, dalam rangka pelaksanaan tugasnya untuk pencapaian tujuan perusahaan.
6. Mengadakan rapat secara berkala dan insidental dengan Komisaris dan/atau Komite Audit.
7. Melaksanakan pemeriksaan pada unit usaha perusahaan, dan pihak lainnya yang relevan melalui mekanisme yang disepakati sebelumnya.
8. *Chief Audit Executive* menetapkan nomenklatur organisasi dan pejabat/pekerja pada Fungsi Internal Audit anak perusahaan dan afiliasinya, serta melakukan koordinasi dan pengawasan kegiatannya

Dalam menjalankan tugasnya, Audit Internal memiliki Kode Etik yang harus dipatuhi yakni:

1. **Integritas**
   a. Melaksanakan setiap penugasan dengan berani dan sungguh-sungguh serta menjunjung tinggi nilai-nilai kejujuran dan kebenaran.
   b. Mematuhi peraturan perundang-undangan di dalam pelaksanaan kegiatan penugasan, termasuk dalam pengungkapan informasi audit.
   c. Menjauhkan diri dari segala bentuk kegiatan yang dapat mencederai reputasi profesi dan perusahaan.
   d. Melakukan interupsi terhadap kejadian yang berpotensi fraud di setiap lini kegiatan perusahaan.

11. Coordinating supervisory activities with external audits.

12. Coordinating with the Compliance function and other related parties in following up complaints/disclosures through the Whistleblowing System (WBS) from the public or other parties in accordance with applicable regulations.

13. Carrying out an investigative audit of problems that may cause harm to the Company.
14. Carrying out the Quality Assurance and Improvement Program activities.
15. Reporting the results of supervisory activities to the Board of Commissioners and the Audit Committee
16. Carrying out other assignments mandated by the Board of Directors and/or the Board of Commissioners.

Internal Audit is granted the authority to:

1. Have unrestricted access to all data, documents, activity functions and other resources of the Company including requesting information or explanations from all officials/ workers in the context of carrying out IA's duties.
2. Determine the scope, methods, means, techniques, strategies, and approaches of the audit.
3. Communicate directly with the Board of Directors, Board of Commissioners, and/or the Audit Committee.
4. Coordinate its activities with the activities of other external auditors from other oversight institution.
5. Request or obtain assistance from internal employees or from parties outside the Company, in the context of carrying out their duties for the achievement of the Company's goals.
6. Hold regular and incidental meetings with the Commissioners and/or the Audit Committee.
7. Carry out inspections on the Company's business units, and other relevant parties through a previously agreed mechanism.

8. Chief Audit Executive determines the nomenclature of the organization and officers/workers in the Internal Audit Function of subsidiaries and affiliates, as well as coordinates and supervises its activities.

In performing its duties, Internal Audit has a code of ethics that must be adhered to and implemented, namely:

1. Integrity
   a. Carry out each assignment with courage and sincerity as well as uphold the values of honesty and truth.
   b. Comply with laws and regulations in the implementation of assignment activities, including disclosure of audit information.
   c. Abstain from all forms of activities that can injure the reputation of the profession and the Company.
   d. Interrupt any potential fraud events in every line of the Company's activities.

e. Mematuhi kode etik perusahaan dan berkontribusi pada pencapaian tujuan perusahaan.

2. Objektivitas

a. Menghindarkan diri dari segala bentuk upaya pengambilan manfaat pribadi, konflik kepentingan, dan keberpihakan subjektif dalam pelaksanaan kegiatan penugasan.

b. Menolak segala bentuk pemberian dari pihak mana pun yang dapat menimbulkan dan/atau memengaruhi penilaian profesional.

c. Mengungkapkan seluruh fakta penting yang diketahui di dalam laporan hasil pelaksanaan kegiatan penugasan.

3. Kerahasiaan

a. Mengelola informasi yang diperoleh selama pelaksanaan tugas dengan hati-hati dan menjaga kerahasiaannya.

b. Menggunakan informasi yang diperoleh dalam pelaksanaan tugas hanya untuk kepentingan Perusahaan.

4. Kompetensi

a. Memiliki pengetahuan, keterampilan, dan kompetensi yang memadai dalam setiap pelaksanaan kegiatan penugasan.

b. Memastikan setiap pelaksanaan kegiatan penugasan sesuai dengan *International Standards for the Professional Practice of Internal Auditing* (*Standards*).

c. Meningkatkan keahlian, efektivitas, kualitas penugasan, dan kompetensi melalui Pendidikan profesional yang berkelanjutan.

e. Comply with the Company's code of conduct and contribute to the achievement of the Company's goals.

2. Objectivity

a. Refrain from all forms of taking personal benefits, conflicts of interest, and subjective bias in the implementation of assignment activities.

b. Refuse any form of gift from any party that could give rise to and/or influence professional judgment.

c. Disclose all important facts that are known in the report on the results of the implementation of the assignment activities.

3. Confidentiality

a. Manage the information obtained during the performance of duties with care and keep it confidential.

b. Use the information obtained in the performance of duties only for the benefit of the Company.

4. Competence

a. Possess adequate knowledge, skills, and competencies in each assignment activity.

b. Ensure that each implementation of assignment activities is in accordance with the International Standards for the Professional Practice of Internal Auditing (Standards).

c. Improve skills, effectiveness, quality of assignment, and competence through professional education continuity.

Kualifikasi dan Kualitas Audit Internal

Fungsi Audit Internal dipimpin oleh seorang Head of Internal Audit. Dalam melaksanakan kegiatan audit, auditor internal didukung tenaga auditor profesional yang sebagian besar telah memiliki sertifikasi profesi, antara lain:

- 1 (satu) orang auditor bersertifikat CA, CPA, CRP
- 3 (tiga) orang auditor bersertifikat QIA
- 2 (dua) orang tenaga auditor lainnya telah memiliki pengalaman operasional yang memadai sesuai kebutuhan dan perkembangan operasional Perusahaan dan sudah mengikuti pelatihan dan lulus QIA tingkat dasar.

Program pengembangan auditor internal dan sertifikasi profesi auditor dilakukan secara berkesinambungan dan disesuaikan dengan kebutuhan Perusahaan. Pengembangan SDM dalam fungsi IA dilakukan dengan mengupayakan setiap auditor memiliki sertifikasi profesi auditor bertaraf nasional seperti *Qualified Internal Auditor* (QIA) maupun internasional seperti *Certified Internal Auditor* (CIA), *Certified Fraud Examiner* (CFE), *Certified Information System Auditor* (CISA), *Certified Risk Management Profesional* (CRMP).

Selain memiliki sertifikasi profesi auditor, seluruh auditor Pertamedika IHC mengikuti upskilling sebagai implementasi *continuous learning* dengan mengikuti kursus, menghadiri

Internal Auditor Qualifications and Quality

The Internal Audit function is led by a Head of Internal Audit. In carrying out audit activities, internal auditors are supported by professional auditors, most of whom have professional certifications, including:

- *1 (one) CA, CPA, CRPcertified auditor*
- *3 (three) QIA certified auditor*
- *The other 2 (two) auditors have adequate operational experience according to the needs and developments of the Company's operations and have attended training and passed the basic level of QIA.*

The internal auditor development program and auditor professional certification are carried out continuously and adapted to the needs of the Company. HR development in the IA function is carried out by seeking each auditor to have a national standard auditor professional certification such as Qualified Internal Auditor (QIA) and internationally such as Certified Internal Auditor (CIA), Certified Fraud Examiner (CFE), Certified Information System Auditor (CISA), Certified Risk Professional Management (CRMP).

In addition to having professional auditor certification, all Pertamedika IHC auditors participate in upskilling as an implementation of continuous learning by attending courses,

seminar/ workshop terkait dengan profesinya antara lain: *Committee of Sponsoring Organizations of the Treadway Commission* (COSO), *International Professional Practices Framework* (IPPF), Seminar Forum Komunikasi Satuan Pengawas Internal (FKSPI), seminar *Association of Certified Fraud Examiners* (ACFE) dan *Health, Safety & Environment (HSE) Mandatory Training.*

attending seminars/workshops related to their professions, including: Committee of Sponsoring Organizations of the Treadway Commission (COSO), International Professional Practices Framework (IPPF), Seminar on Communication Forum of Internal Audit Unit (FKSPI), seminar on Association of Certified Fraud Examiners (ACFE) and Health, Safety & Environment (HSE) Mandatory Training.

Realisasi Kegiatan Audit,Konsultasi dan Pendampingan

Audit, Konsultasi, dan Pendampingan

Tahun 2022 Internal Audit melaksanakan Audit atas Kegiatan *Home Health Care* (HHC) di RS Pusat Pertamina, Audit atas Pengendalian Biaya BPJS Kesehatan dan Audit atas Kebijakan dan Implementasi Tingkat Komponen Dalam Negeri (TKDN), melaksanakan konsultasi Penelaahan dokumen atas kendala Pekerjaan Renovasi Lantai 5 dan 6 Gedung H RSPP, Penelaahan dokumen atas kendala Pekerjaan Rehabilitasi Lantai 7 (rooftop) Gedung H RSPP, dan Konsultasi Proyek Strategis & *Unlock Value* dan melaksanakan Pendampingan Audit Eksternal (BPK dan KAP) serta Koordinasi Pencegahan *Fraud* dengan PT Pertamina (Persero).

Atas pelaksanaan audit, sampai Desember 2022 tercatat 48 (empat puluh delapan) item rekomendasi audit yang harus diimplementasikan oleh fungsi terkait untuk meningkatkan internal kontrol dalam proses bisnisnya.

Rekapitulasi dan tindak lanjut rekomendasi Internal Audit per 31 Desember 2022 sebagai berikut :
Jumlah rekomendasi : 48 item
Jumlah rekomendasi belum jatuh tempo : 24 item
Jumlah rekomendasi jatuh tempo : 24 item
Jumlah rekomendasi selesai : 22 item
Jumlah rekomendasi belum selesai : 2 item
Berdasarkan data tersebut maka
jumlah rekomendasi yang berstatus "Selesai" berjumlah 22 dari 24 rekomendari jatuh tempo (92%).

Realization of Audit, Consultation, and Assistance Activities

Audit, Consultation, and Assistance

In 2022 the Internal Audit carried out an Audit on Home Health Care (HHC) Activities at Pertamina Central Hospital, an Audit on BPJS Kesehatan Cost Control and an Audit on Policies and Implementation of the Domestic Component Level (TKDN), carried out consultations on document review on the constraints of the 5th Floor Renovation Work and 6 RSPP H Building, Review of documents on the constraints of Rehabilitation Work Floor 7 (rooftop) RSPP H Building, and Consultation on Strategic Projects & Unlock Value and carry out External Audit Assistance (BPK and KAP) and Fraud Prevention Coordination with PT Pertamina (Persero).

Regarding the audit implementation, until December 2022 there were 48 (forty eight) audit recommendation items that must be implemented by related functions to improve internal control in their business processes.

Recapitulation and follow-up on Internal Audit recommendations as of December 31, 2022 are as follows:
Total recommendations : 48 items
Total recommendations not yet matured : 24 items
Total maturity recommendations : 24 items
Total completed recommendations : 22 items
Total unfinished recommendations : 2 items
Based on this data, the total recommendations with the "Completed" status are amounted to 22 of the 24 recommendations matured (92%).

Akuntan Publik
Public Accountant

Tata Kelola Perusahaan (*Good Corporate Governance*) terkait pelaksanaan audit eksternal, Perusahaan menunjuk Kantor Akuntan Publik (KAP) untuk melakukan kegiatan audit dan memberikan opini atas laporan keuangan yang telah disusun oleh Direksi.

Good Corporate Governance regarding the implementation of external audits, the Company appoints a Public Account-ing Firm (KAP) to conduct audit activities and provide opinions on the financial statements prepared by the Directors.

Penunjukkan KAP yang akan melaksanakan Pekerjaan Audit Laporan Keuangan Konsolidasian PBM IHC dan Entitas Anak untuk Tahun Buku 2022, 2023 dan 2024 sesuai dengan arahan Rapat Umum Pemegang Saham (RUPS) Tahunan PBM IHC Tahun Buku 2021 tanggal 21 April 2022 dan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) PBM IHC tanggal 10 Oktober 2022, dengan keputusan sebagai berikut:

a. Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk periode Tahun Buku 2022, 2023 dan 2024 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku;
b. Dewan Komisaris Perseroan agar melakukan evaluasi setiap tahun atas kinerja Kantor Akuntan Publik (KAP) dan mengusulkan kembali kepada RUPS Perseroan untuk penetapan Kantor Akuntan Publik (KAP) untuk periode Tahun Buku 2023;
c. Proses Pengadaan serta Penunjukkan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2022, 2023 dan 2024 agar dikonsultasikan/dikoordinasikan dengan PT Pertamina (Persero).

Appointment of KAP to carry out the Au-dit Work of the Consolidated Financial Statements of PBM IHC and Subsidiaries for the 2022, 2023 and 2024 Fiscal Years in accordance with the directions of the PBM IHC Annual General Meeting of Shareholders (GMS) for the 2021 Fiscal Year April 21, 2022 and Circular Share-holders Resolutions (KPSSS) PBM IHC dated October 10, 2022, with the follow-ing decisions:

a. Granted power and delegated au-thority to the Company's Board of Commissioners to appoint a Pub-lic Accounting Firm (KAP) to con-duct an examination of the Com-pany's Financial Statements for the 2022, 2023 and 2024 Fiscal Years along with the amount of the value of their services, in ac-cordance with applicable rules and regulations;
b. The Company's Board of Com-missioners to conduct an annual evaluation of the performance of the Public Accounting Firm (KAP) and propose to return to the Company's General Meeting of Shareholders for the establish-ment of Public Accounting Firm (KAP) for the 2023 Fiscal Year period;
c. The procurement process and the appointment of a Public Account-ing Firm (KAP) for the 2022, 2023 and 2024 Fiscal Years should be consulted/coordinated with PT Pertamina (Persero).

Pekerjaan Audit untuk periode tahun 2022 dilaksanakan oleh KAP Purwantono, Sungkoro & Surja (EY), dengan ruang lingkup kerja Audit Interim (30 September 2022), *General Audit/Year End Audit* (31 Desember 2022), dan *Internal Control Memorandum* (ICM)/*Management Letter* (ML) dan biaya jasa audit sebesar Rp1.625.595.000,- (sudah termasuk PPN 11%).

Audit work for the 2022 period is carried out by KAP Purwantono, Sungkoro & Sur-ja (EY), with the scope of work Interim Audit (September 30, 2022), General Au-dit/Year End Audit (December 31, 2022), and Internal Control Memorandum (ICM)/ Management Letter (ML) and an audit service fee of Rp1,625,595,000.- (including 11% VAT).

Berikut Kantor Akuntan Publik (KAP) yang melakukan jasa audit di PBM IHC selama periode tahun buku 2018-2022 :

The following are the Public Accounting Firms (KAP) that perform audit services at PBM IHC during the 2018-2022 finan-cial year period:

No	Tahun Buku *Fiscal Year*	Kantor Akuntan Publik *Public Accounting Firm*	Partner
1	2018	Purwantono, Sungkoro & Surja	Sinarta
2	2019	Purwantono, Sungkoro & Surja	Sinarta
3	2020	Purwantono, Sungkoro & Surja	Sinarta
4	2021	Purwantono, Sungkoro & Surja	Mento
5	2022	Purwantono, Sungkoro & Surja	Mento

Sistem Pengendalian Internal
Internal Control System

Sistem Pengendalian Internal (SPI) merupakan bagian dari proses bisnis yang terintegrasi antara kegiatan dan peraturan sebagai langkah untuk mencapai tujuan Perusahaan. Melalui sistem pengendalian internal diharapkan kegiatan bisnis Perusahaan berjalan efektif dan efisien, tercipta stabilitas keuangan Perusahaan. Implementasi sistem pengendalian internal Pertamedika telah mencerminkan bahwa Perusahaan memiliki catatan keuangan dan operasional bisnis yang sesuai dengan anggaran dasar dan ketentuan yang berlaku.

Sebagaimana ditetapkan dalam Pasal 26 Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 sebagai pengganti Keputusan Menteri Badan Usaha Milik Negara Nomor KEP-117/M-MBU/2002 tentang Penerapan Tata Kelola Perseroan Yang Baik (*Good Corporate Governance*).

Sistem Pengendalian Internal mencakup:
1. Lingkungan pengendalian internal dalam Perseroan yang disiplin dan terstruktur;
2. Pengkajian dan pengelolaan risiko usaha;
3. Aktivitas pengendalian;
4. Sistem informasi dan komunikasi; dan
5. Monitoring, yang dalam implementasi secara operasional dijabarkan lebih lanjut ke dalam berbagai kebijakan berupa pedoman, petunjuk operasional, maupun instruksi kerja.

The Internal Control System (SPI) is part of a business process that is integrated between activities and regulations as a step towards achieving the Company's goals. Through the internal control system, it is hoped that the Company's business activities will run effectively and efficiently, creating the Company's financial stability. The implementation of Pertamedika internal control system has reflected that the Company has financial records and business operations in accordance with the articles of association and applicable regulations.

It is stipulated in Article 26 of the Regulation of the Minister of State-Owned Enterprises Number PER-01/MBU/2011 in lieu of Decree of the Minister of State-Owned Enterprises Number KEP-117/M-MBU/2002 concerning the Implementation of Good Corporate Governance.

The Internal Control System includes:
1. *A disciplined and structured internal control environment within the Company;*
2. *Business risk assessment and management;*
3. *Control activities;*
4. *Information and communication systems; and*
5. *Monitoring, which is operationally further elaborated into various policies in the form of guidelines, operational instructions, and work instructions.*

Evaluasi Terhadap Efektivitas Sistem Pengendalian Internal

Pelaksanaan sistem pengendalian internal perlu dievaluasi, sehingga Perseroan membentuk Unit Internal Audit, yang bertanggung jawab langsung kepada Direktur Utama. Pembentukan unit Satuan Pengawasan Internal diatur dalam Pasal 28 ayat 1 dan 2 Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/ MBU/2011 tentang Penerapan Tata Kelola Perseroan yang baik pada Badan Usaha Milik Negara yang menyatakan:
1. Direksi wajib menyelenggarakan pengawasan internal.
2. Pengawasan internal sebagaimana dimaksud pada ayat (1) dilakukan dengan:
   a. Membentuk Satuan Pengawasan Intern; dan
   b. Membuat *Audit Charter.*

Evaluasi atas efektivitas Sistem Pengendalian Internal dilakukan secara berkesinambungan melalui kegiatan assurance berdasarkan *Annual Audit Plan* dan kegiatan konsultasi. Hasil evaluasi atas pelaksanaan sistem pengendalian internal menjadi tumpuan

Evaluation on Effectiveness of Internal Control System

The implementation of internal control system needs to be evaluated. Therefore, the Company established an Internal Audit Unit, which reports directly to the President Director. The formation of the Internal Audit Unit is regulated in Article 28 paragraph 1 and 2 of the Regulation of the Minister of StateOwned Enterprises Number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in StateOwned Enterprises which states:

1. *The Board of Directors is required to carry out internal supervision.*
2. *Internal supervision as referred to in paragraph (1) is carried out by:*
   a. *Establishing an Internal Audit Unit; and*
   b. *Formulating an Audit Charter.*

Evaluation on the effectiveness of Internal Control System is carried out on an ongoing basis through assurance activities based on the Annual Audit Plan and consultation activities. The results of the evaluation serve as the basis for management to assess the

manajemen untuk menilai efektivitas sistem pengendalian internal, dan menentukan langkah perbaikan dan penyempurnaan sistem maupun kebijakan yang memungkinkan manajemen dapat secara lebih efektif menjalankan kegiatan operasional Perseroan.

effectiveness of internal control system and determine steps for improvement of systems and policies that enable the Management to carry out the Company's operational activities in a more effective manner.

Hubungan Internal Audit dengan *Chief Audit Executive* (CAE) dan Komite Audit

1. Komunikasi dengan *Chief Audit Executive* (CAE) PT Pertamina (Persero) Internal Audit Pertamedika IHC dapat berkomunikasi dan menyampaikan laporan secara periodik kepada CAE Pertamina berdasarkan:
   a. Piagam Kesepakatan tanggal 11 Oktober 2012
   b. Surat CAE Nomor 374/J00000/2017-S0 tanggal 25 Oktober 2017 perihal Penyampaian Laporan Kegiatan Bulanan Internal Audit Anak Perusahaan yang ditujukan kepada Direktur Utama Pertamedika IHC.
2. Komunikasi dengan Komite Audit Komunikasi antara Head of Internal Audit dengan Komite Audit dapat dilakukan secara formal dan informal. Komunikasi formal *Head of Internal* Audit dilaksanakan melalui pertemuan dan penyampaian laporan, yaitu antara lain:
   a. Menghadiri rapat Komite Audit
   b. Menyampaikan laporan secara periodik
   c. Menyampaikan hasil survey kepuasan *stakeholder*

Internal Audit Relations with the Chief Audit Executive (CAE) and the Audit Committee

1. *Communication with the Chief Audit Executive (CAE) of PT Pertamina (Persero) The Internal Audit of Pertamedika IHC communicates as submits reports periodically to the Pertamina CAE based on:*
   a. Agreement Charter dated October 11, 2012
   b. CAE Letter No. 374/J00000/2017-S0 dated October 25, 2017 concerning the Submission of Monthly Activity Report of Internal Audit of Subsidiaries for the President Director of Pertamedika IHC.
2. *Communication with the Audit Committee Communication between the Head of Internal Audit with the Audit Committee can be carried out both formally and informally. The Head of Internal Audit formal communication is carried out through meetings and report submissions, such as:*
   a. Attending Audit Committee meetings
   b. Submitting report periodically
   c. Submitting stakeholder satisfaction survey results

Manajemen Risiko
Risk Management

Sebagai anak perusahaan PT Pertamina (Persero), implementasi Manajemen Risiko PT Pertamina Bina Medika IHC berlandaskan pada Peraturan Menteri Negara BUMN No.PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara, khususnya pasal 25 mengenai pemenuhan kewajiban melaksanakan Manajemen Risiko.

Seluruh risiko diperhitungkan dalam setiap aktivitas Perusahaan untuk meminimalkan kerugian serta biaya terutama menghadapi kondisi bisnis dengan tingkat *volatility, uncertainty, complexity & ambiguity* (VUCA) saat ini yang menyebabkan meningkatnya eksposur risiko Perusahaan. Selain itu tata kelola Manajemen Risiko juga mengacu pada pencapaian Rencana Kerja Anggaran Perusahaan (RKAP) tahunan dan *roadmap* yang tersusun dalam Rencana Kerja Jangka Panjang (RJPP). Dengan dilakukannya Manajemen Risiko diharapkan Perusahaan dapat memaksimalkan *business opportunities* untuk menjamin keberlangsungan usaha (*going concern*), meningkatkan *shareholder value*, tata kelola perusahaan yang sehat, serta strategi Perusahaan yang terintegrasi dalam mengantisipasi perubahan yang cepat.

As a subsidiary of PT Pertamina (Persero), the implementation of PT Pertamina Bina Medika IHC's Risk Management is based on the Regulation of the Minister of State-Owned Enterprises No.PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, in particular, article 25 regarding compliance on the obligation to carry out Risk Management.

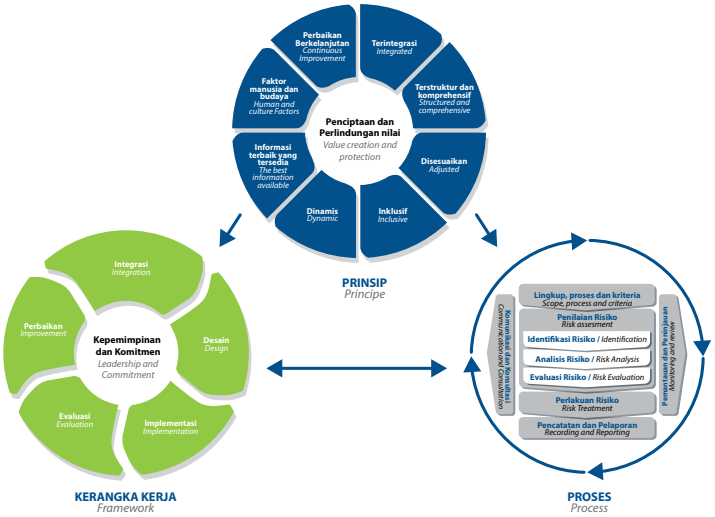
All risks are taken into account in each of the Company's activities to minimize losses and costs, especially in facing business conditions with the current level of volatility, uncertainty, complexity & ambiguity (VUCA) which causes the Company's risk exposure to increase. In addition, Risk Management governance also refers to the achievement of the annual Corporate Budget Work Plan (RKAP) and the roadmap compiled in the Long-Term Work Plan (RJPP). With the implementation of Risk Management, it is expected that the Company can maximize business opportunities to ensure business continuity (going concern), increase shareholder value, sound corporate governance, as well as integrated corporate strategies in anticipating rapid changes.

Sistem Manajemen Risiko

Perusahaan mengembangkan suatu kerangka pengelolaan risiko untuk diimplementasikan dalam *Enterprise Risk Managament* (ERM) berbasis kerangka ISO 31000:2018 (*International Standard of Risk Management*) yang mengintegrasikan tiga pondasi utama yaitu Prinsip, Kerangka Kerja, dan Proses Manajemen Risiko (*Risk Management Principles, Framework and Process*). Yang digambarkan sebagai berikut:

Risk Management System

The Company developed a risk management framework to be implemented in Enterprise Risk Management (ERM) based on the ISO 31000:2018 (International Standard of Risk Management) framework that integrates three main foundations, namely the Principles, Framework, and Risk Management Process (Risk Management Principles, Framework and Process). Which is described as follows:



Pertamedika IHC, menggunakan 8 (delapan) Prinsip Manajemen Risiko sebagai dasar dan panduan dalam menjalankan Manajemen Risiko yang efektif dan efisien melalui pengembangan kerangka kerja dan proses manajemen risiko, meliputi:

1. *Integrated*;
   Manajemen Risiko terintegrasi dengan seluruh Aktivitas Perusahaan. Manajemen Risiko bukan merupakan Aktivitas yang berdiri sendiri, melainkan juga merupakan bagian dari tanggung jawab manajemen dan merupakan bagian tak terpisahkan dari proses bisnis Perusahaan termasuk perencanaan strategis, Investasi, serta proses manajemen perubahan dalam mencapai sasaran.
2. *Structured and Comprehensive*;
   Manajemen Risiko diterapkan secara terstruktur dan komprehensif. Pendekatan yang sistematik, terstruktur, dan komprehensif dalam Manajemen Risiko memberikan kontribusi terhadap efisiensi, konsistensi, dapat dibandingkan dan memberikan hasil serta perbaikan.
3. *Customized*;
   Manajemen Risiko harus disesuaikan dengan kebutuhan Perusahaan, harus diselaraskan dengan konteks internal dan eksternal Perusahaan dan Profil Risiko yang dihadapi Perusahaan.
4. *Inclusive*;
   Manajemen Risiko harus bersifat inklusif/ melibatkan seluruh pihak yang relevan.

Pertamedika IHC uses 8 (eight) Risk Management Principles as the basis and guidance in carrying out an effective and efficient Risk Management through the development of a risk management framework and process, including:

1. *Integrated;*
   Risk Management is integrated with all of the Company's activities. Risk management is not an independent activity but is also part of the management's responsibility and is an integral part of the Company's business processes including strategic planning, investment, as well as the change management process in achieving goals.
2. *Structured and Comprehensive;*
   Risk Management is implemented in a structured and comprehensive manner. A systematic, structured, and comprehensive approach to Risk Management contributes to efficiency, consistency, is comparable and provides results and improvements.
3. *Customized;*
   Risk Management must be tailored to the needs of the Company, must be aligned with the Company's internal and external context and the Risk Profile faced by the Company.
4. *Inclusive;*

Risk management must be inclusive/involve all relevant parties.

5. *Dynamic*;
   Manajemen Risiko bersifat dinamis terhadap perubahan. Tugas Manajemen adalah untuk memastikan bahwa Manajemen Risiko senantiasa memperhatikan dan selalu tanggap terhadap perubahan. Ketika suatu peristiwa baru terjadi, baik internal maupun eksternal, konteks Manajemen Risiko serta pemahaman yang ada juga mengalami perubahan.
6. *Best Available Information*;
   Manajemen Risiko harus didasarkan pada informasi tersedia yang terbaik inputan yang digunakan dalam proses Manajemen Risiko didasarkan pada sumber informasi yang tersedia, seperti data historis, pengalaman, umpan balik pemangku kepentingan, observasi, perkiraan, dan pertimbangan pakar.
7. *Human and Cultural Factors*;
   Manajemen Risiko mempertimbangkan faktor manusia dan budaya. Penerapan Manajemen Risiko memperhitungkan kapabilitas, persepsi, dan tujuan masing-masing individu di dalam serta di luar Perusahaan, khususnya yang menunjang atau menghambat pencapaian sasaran Perusahaan.
8. *Continual Improvement*;
   Manajemen Risiko perlu dilakukan perbaikan secara berkelanjutan melalui pembelajaran dan pengalaman.

Penerapan Manajemen Risiko didukung penuh oleh Direksi dan seluruh *Risk Owner* secara berkelanjutan, sehingga Manajemen Risiko dapat berjalan dengan efektif. Untuk memastikan Manajemen Risiko berjalan dengan efektif, Direksi:

1. Menetapkan dan mendukung kebijakan Manajemen Risiko;
2. Menyelaraskan Manajemen Risiko dengan strategi dan tujuan Perusahaan;
3. Menentukan besar (jumlah dan jenis) Risiko yang bersedia diambil sebagai panduan dalam Kriteria Risiko.
4. Menentukan indikator kinerja Manajemen Risiko yang sejalan dengan indikator kinerja Perusahaan;
5. Memastikan kepatuhan (*compliance*) terhadap hukum dan regulasi;
6. Memastikan bahwa sumber daya yang diperlukan telah dialokasikan untuk Manajemen Risiko;
7. Mengkomunikasikan manfaat dari Manajemen Risiko kepada seluruh pemangku kepentingan;
8. Memberikan kewenangan, tanggung jawab dan akuntabilitas di seluruh level Perusahaan sesuai dengan perannya masing–masing; dan
9. Memastikan sistem informasi Manajemen Risiko telah berjalan efektif

5. Dynamic;
Risk Management is dynamic towards change. The management's job is to ensure that Risk Management always pays attention to and is always responsive to changes. When a new event occurs, both internal and external, the context of Risk Management and existing understanding also changes.

6. Best Available Information;
Risk management must be based on the best available information. Inputs used in the Risk Management process are based on available sources of information, such as historical data, experience, stakeholder's feedback, observations, estimates, and expert judgment.

7. Human and Cultural Factors;
Risk Management takes human and cultural factors into account. The implementation of Risk Management takes into account the capabilities, perceptions and goals of each individual inside and outside the Company, particularly those that support or hinder the achievement of the Company's goals.

8. Continual Improvement;
Risk management needs to be improved continuously through learning and experience.

The implementation of Risk Management is fully supported by the Board of Directors and all Risk Owners on an ongoing basis in order to make Risk Management run effectively. To ensure that Risk Management runs effectively, the Board of Directors:

1. *Formulates and supports Risk Management's policies;*
2. *Aligns Risk Management with the Company's strategies and objectives;*
3. *Determines the amount (number and type) of Risks that are willing to be taken as a guide in the preparation of Risk Criteria.*
4. *Determines Risk Management performance indicators that are in line with the Company's performance indicators;*
5. *Ensures compliance with laws and regulations;*
6. *Ensures that the necessary resources have been allocated for Risk Management;*
7. *Communicates the benefits of Risk Management to all stakeholders;*
8. *Provides authority, responsibility and accountability at all levels of the Company in accordance with their respective roles; and*
9. *Ensures that the Risk Management information system is running effectively.*

Proses Manajemen Risiko

Proses Manajemen Risiko secara umum meliputi:

a. *Scope, Context & Criteria* (Ruang Lingkup, Konteks dan Kriteria)
Penentuan Lingkup Pengelolaan Risiko adalah penentuan parameter internal dan eksternal yang harus diperhitungkan dalam mengelola Risiko, menentukan lingkup dan kriteria Risiko untuk kebijakan Manajemen Risiko. Penentuan Lingkup Pengelolaan Risiko perlu memperhatikan faktor internal dan eksternal.

b. *Risk Assessment* (Penilaian Risiko)
Penilaian Risiko adalah keseluruhan proses yang meliputi identifikasi Risiko, analisis Risiko dan evaluasi Risiko.
   1) Identifikasi Risiko Identifikasi Risiko harus mencakup Penyebab Risikonya (*Risk Agent*) yang dapat dikontrol (*controllable*) maupun tidak (*uncontrollable*). Identifikasi Risiko juga harus memperhatikan perangkat dan teknik identifikasi yang sesuai dengan kapabilitas dan tujuan Perusahaan, jenis risiko yang dihadapi, serta harus didukung dengan informasi yang relevan dan memadai.
   2) Analisis Risiko
   Hasil Analisis Risiko berupa Skala Probabilitas dan Dampak yang mencerminkan Profil Risiko untuk mengkategorikan peringkat Risiko (*Risk Mapping*).
   3) Evaluasi Risiko
   Hasil Evaluasi Risiko dapat mengarahkan kepada suatu keputusan untuk melakukan analisis lebih lanjut atau juga dapat mengarahkan kepada keputusan untuk melakukan Penanganan Risiko dengan mempertimbangkan *Internal Control* yang ada.

c. *Risk Treatment* (Penanganan Risiko)
   1) Alternatif Penanganan Risiko antara lain:
      a. Menghindari Risiko (*Avoid*) dengan memutuskan untuk tidak memulai atau melanjutkan Aktivitas yang dapat menimbulkan Risiko,
      b. Pengurangan Risiko (*Reduce/Mitigate*), baik dengan cara mengurangi *Risk Likelihood* maupun *Risk Consequence*.
      c. Pembagian Risiko (*Sharing*) dengan pihak lain, misalnya kerjasama dengan bentuk *joint venture/partnership*,
      d. Risiko diterima (*Retain*) dengan melaksanakan aktivitas tertentu tanpa usaha untuk mengurangi, membagi, atau memindahkan Risiko dalam rangka memaksimalkan suatu peluang.
      e. Kombinasi antara beberapa alternatif tersebut di atas.
   2) Pemilihan Penanganan Risiko disesuaikan dengan strategi bisnis Perusahaan dengan mempertimbangkan Status Risiko, Biaya Penanganan Risiko (*Cost of Risk*) dan manfaat yang akan diperoleh Perusahaan.
   3) Penerapan (*implementation*) penanganan Risiko (*Risk Treatment*) adalah proses pelaksanaan pilihan yang paling optimal bagi Perusahaan.

Risk Management Process

In general, Risk Management Process covers:

a. Scope, Context, & Criteria Determination of Risk Management Scope is the determination of internal and external parameters that must be taken into account in managing Risk, determining the scope and criteria of Risks for Risk Management policies. Determination of the Scope of Risk Management needs to consider internal and external factors.

b. Risk Assessment
Risk Assessment is the entire process which includes Risk identification, Risk analysis and Risk evaluation.
   1) Risk Identification Risk identification must include a controllable or uncontrollable Risk Agent. Risk identification must also pay attention to identification tools and techniques in accordance with the capabilities and objectives of the Company, the types of risks faced, and must be supported by relevant and adequate information.
   2) Risk Analysis
   The results of the Risk Analysis in the form of a Probability and Impact Scale that reflects the Risk Profile for categorizing Risk ratings (Risk Mapping).
   3) Risk Evaluation
   The results of Risk Evaluation can lead to a decision to carry out further analysis or can also lead to a decision to performing Risk Management by considering the existing Internal Control.

c. Risk Treatment
   1) Alternatives for Risk Treatment includes:
      a. Avoiding Risk by deciding not to start or continue an Activity that could give rise to a Risk,
      b. Reducing/Mitigating Risk, either by reducing Risk Likelihood or Risk Consequence.
      c. Sharing Risk with other parties, for example cooperation in the form of joint ventures/ partnerships,
      d. Retaining Risk by carrying out certain activities without any effort to reduce, share, or move Risk in order to maximize an opportunity.
      e. A combination of the several alternatives mentioned above.
   2) Selection of Risk Treatment is adjusted to the Company's business strategies by taking into account the Risk Status, Cost of Risk, and benefits that the Company will receive.
   3) Implementation of Risk Treatment is the process of selecting the most optimal method for the Company.

d. *Communication & Consultation* (Komunikasi dan Konsultasi)
Komunikasi dan konsultasi adalah proses berkesinambungan dan berulang antar pemangku kepentingan, baik pihak internal maupun eksternal, untuk saling memberikan, berbagi, dan memperoleh informasi serta melakukan dialog terkait dengan penanganan Risiko.

e. *Monitoring & Review* (Pemantauan dan Tinjauan)
Pemantauan dan Tinjauan harus direncanakan sebagai bagian dari Proses Manajemen Risiko yang meliputi pemeriksaan dan pengawasan secara berkala, baik sebagai Aktivitas rutin maupun non rutin.

f. *Recording & Reporting* (Pencatatan dan Pelaporan)
Implementasi dan hasil dari Proses Manajemen Risiko harus didokumentasikan dan dilaporkan melalui mekanisme yang sesuai dengan karakteristik Perusahaan sehingga informasi yang disampaikan tepat sasaran.

Risiko yang Dihadapi dan Pengelolaannya

Pada tahun 2022 dari hasil identifikasi diperoleh 13 profil risiko utama atau Top Risk Korporat yang terdiri atas 7 (tujuh) risiko kuantitatif dan 6 (enam) risiko merupakan risiko kualitatif. Perusahaan berupaya memutakhirkan risiko-risiko terkait dengan aktivitas atau kegiatan usaha (*on going business*) sesuai dengan kondisi usaha terkini baik internal maupun eksternal Perusahaan untuk medai prinsip kelangsungan usaha (*going concern*). Risiko dipetakan dan diklasifikasikan sesuai *Risk Intelligance Map* (RIM) antara lain :

1. ***Business Strategy***
   Kategori risiko ini berkaitan dengan kecukupan dan efektivitas strategi bisnis dan implementasinya saat ini yang memengaruhi kemampuan organisasi dalam mencapai tujuannya.
   a. *Growth & sustainability*, yaitu risiko yang terkait dengan ketidakpastian atas keberlangsungan pertumbuhan Perusahaan, yang meliputi *resilience, business continuity, quality system & knowledge management*, dan *competitiveness*;
   b. *Strategy*, yaitu risiko kegagalan keputusan bisnis atau hal-hal yang dapat memengaruhi Perusahaan, yang meliputi *synergy, product/service development, partnership, CSR, business intelligence, merger & acquisition (M&A) and divestment*, dan *market development;*
   c. *Planning*, yaitu risiko yang berkaitan dengan identifikasi dan prioritisasi atas aktivitas yang diperlukan untuk mencapai tujuan Perusahaan, yang meliputi *operational planning, portfolio business planning, corporate performance management, long-term planning,* dan *commercial planning.*
2. ***Financial Management***
   Kategori risiko ini berkaitan dengan ancaman dan peluang yang dihadapi Perusahaan dalam memastikan pengelolaan sumber daya keuangan yang baik dan kepatuhannya terhadap

d. Communication & Consultation
Communication and consultation are a continuous and repetitive process between stakeholders, both internal and external, to provide, share, and obtain information as well as carry out dialogues related to risk management.

e. Monitoring & Review
Monitoring and review must be planned as part of the Risk Management Process which includes regular inspection and supervision, both as a routine and non-routine activity.

f. Recording & Reporting
The implementation and results of the Risk Management Process must be documented and reported through a mechanism in accordance with the characteristics of the Company so that the information conveyed is accurate.

The Risks Faced by the Company and Risk Management

In 2022 the identification results obtained 13 main risk profiles or Top Corporate Risks consisting of 7 (seven) quantitative risks and 6 (six) risks which are qualitative risks. The company seeks to Update risks related to business activities or activities (on going business) in accordance with the latest business conditions both internal and external to the Company to adhere to the principle of going concern. Risks are mapped and classified according to the Risk Intelligence Map (RIM), including:

1. ***Business Strategy***
   This risk category relates to the adequacy and effectiveness of the business strategy and its current implementation affecting the ability of the organization to achieve its objectives.
   a. Growth & sustainability, namely risks associated with uncertainty over the sustainability of the Company's growth, which includes resilience, business continuity, quality system & knowledge management, and competitiveness;
   b. Strategy, namely the risk of failure of business decisions or matters that may affect the Company, which includes synergy, product/service development, partnership, CSR, business intelligence, merger & acquisition (M&A) and divestment, and market development;
   c. Planning, namely risks related to the identification and prioritization of activities needed to achieve the Company's goals, which include operational planning, portfolio business planning, corporate performance management, long-term planning, and commercial planning.
2. ***Financial Management***
   This risk category relates to the threats and opportunities faced by the Company in ensuring proper management of financial resources and compliance with financial management policies

kebijakan dan standar pengelolaan keuangan, yang meliputi:

a. *Financial operation*, yaitu risiko yang berhubungan dengan manajemen dan pendanaan, meliputi *credit management, planning & budgeting, liquidity, cost management,* dan *insurance*;
b. *Accounting*, yaitu risiko yang berhubungan dengan pencatatan dan peringkasan transaksi keuangan perusahaan, yang meliputi *financial audit, financial assurance,* dan *financial reporting;*
c. *Financial strategy,* yaitu risiko yang berhubungan dengan perencanaan keuangan Perusahaan untuk memenuhi tujuan Perusahaan pada saat ini atau pada masa mendatang, meliputi *debt & loans, hedging risk,* dan *project financing;*
d. *Taxation*, yaitu risiko yang terkait kewajiban Perusahaan dalam hal Perpajakan, meliputi *tax planning, tax advisory,* dan *tax operation.*

3. *Operational*

Kategori risiko ini berkaitan dengan kegiatan operasional Perusahaan, yang meliputi:

a. *Operational excellence*, yaitu risiko kegagalan Perusahaan dalam mencapai target kegiatan operasional dan pemeliharaan;
b. *Supply chain process*, yaitu risiko yang berhubungan dengan aktivitas *supply chain* yang terdiri atas proses pengadaan, pengelolaan *vendor*, serta pengelolaan *supply & inventory* hingga suatu produk/*service* sampai ke *customer*;
c. *Sales & marketing*, yaitu risiko yang berhubungan dengan kegagalan dalam proses *sales & marketing*, *customer relation/customer support, marketing strategy, market research,* dan *sales strategy;*
d. *Processing, transportation, & distribution*, yaitu risiko yang berhubungan dengan segala isu pada aktivitas proses pengolahan, transportasi, dan distribusi;
e. *Information technology,* yaitu risiko adanya serangan siber yang dapat memengaruhi data-data Perusahaan, *critical system,* dan proses bisnis termasuk IT *benefit/value enablement*, *IT program & project delivery,* dan *IT operations & service delivery;*
f. *Human resources,* yaitu risiko dalam pengaturan sumber daya manusia, meliputi *compensation & benefit, past service liabilities, talent development, organization,* dan *human resource policies and procedures;*
g. *Asset management,* yaitu risiko yang berhubungan dengan *hazard* bagi Perusahaan dalam mengelola aset, meliputi *asset utilization & optimization, asset recovery*, dan *asset documentation;*
h. HSSE, yaitu risiko terkait dengan *health, safety, security and environment* yang dapat memengaruhi pencapaian target Perusahaan.

and standards, which include:

a. Financial operations, namely risks related to management and funding, including credit management, planning & budgeting, liquidity, cost management, and insurance;

b. Accounting, namely risks associated with recording and summarizing company financial transactions, which include financial audits, financial assurance, and financial reporting;

c. Financial strategy, namely risks related to the Company's financial planning to meet the Company's goals at this time or in the future, including debt & loans, hedging risk, and project financing;

d. Taxation, namely risks related to the Company's obligations in terms of taxation, including tax planning, tax advisory, and tax operations.

3. Operational

This risk category relates to the Company's operational activities, which include:

a. Operational excellence, namely the risk of failure of the Company in achieving operational and maintenance targets;

b. Supply chain process, namely risks associated with supply chain activities which consist of the procurement process, vendor management, and supply & inventory management until a product/service reaches the customer;

c. Sales & marketing, namely risks associated with failures in the sales & marketing process, customer relations/customer support, marketing strategy, market research, and sales strategy;

d. Processing, transportation, & distribution, namely risks related to all issues in processing, transportation, and distribution process activities;

e. Information technology, namely the risk of cyber attacks that can affect Company data, critical systems, and business processes including IT benefits/value enablement, IT program & project delivery, and IT operations & service delivery;

f. Human resources, namely risks in managing human resources, including compensation & benefits, past service liabilities, talent development, organization, and human resource policies and procedures;

g. Asset management, namely risks related to hazards for the Company in managing assets, including asset utilization & optimization, asset recovery, and asset documentation;

h. HSSE, namely risks related to health, safety, security and environment that can affect the achievement of the Company's targets.

4. ***Business Environment***

Kategori risiko ini berkaitan dengan segala ancaman yang berasal dari faktor internal dan eksternal yang memengaruhi bisnis Perusahaan, meliputi:

a. *Technology*, yaitu potensi kerugian terkait dengan teknologi yaitu *research, technology development, technology adaptability & infrastructure;*
b. *Culture*, yaitu risiko yang dapat memengaruhi keyakinan dan perilaku, sebagai penentu cara berinteraksi antara pekerja dan manajemen Perusahaan, serta hal sosial lainnya (seperti agama, kebiasaan sosial, dan tingkat pendidikan);
c. *Economics*, yaitu risiko yang berhubungan dengan kondisi ekonomi yang memengaruhi bisnis Perusahaan, meliputi makroekonomi dan mikroekonomi;
d. *Market*, yaitu risiko yang berhubungan dengan kegagalan dan kerugian akibat *fluktuasi* pasar seperti *commodity price, exchange rate, interest rate, supply & demand*, dan *trend*;
e. *Government*, yaitu risiko yang berhubungan dengan peraturan pemerintah yang memengaruhi bisnis Perusahaan, meliputi regulasi dan *public service obligation* (PSO);
f. *Social politics,* yaitu risiko yang berhubungan dengan sistem dan persoalan pada faktor-faktor sosial politik, meliputi geopolitik, politik dalam negeri, pertahanan dan keamanan, serta sosial.

5. ***Corporate Image***

Kategori risiko ini berkaitan dengan adanya potensi pemberitaan negatif, persepsi negatif masyarakat, atau peristiwa-peristiwa negatif tidak terkendali yang dapat berdampak terhadap reputasi dan pencapaian target laba Perusahaan.

Secara umum, terdapat dua aspek yang memengaruhi *corporate image*, yaitu:

a. *Brand image*, yaitu risiko yang berhubungan dengan ancaman terhadap *brand equity* atau *brand differentiator* yang membuat pelanggan memilih suatu barang/jasa dibanding barang/jasa lainnya, meliputi: *product/service quality, product/service availability, promotion, communication,* dan *change management;*
b. *Stakeholder management,* yaitu risiko yang berhubungan dengan kemampuan Perusahaan dalam mengelola dampak terhadap komunitas, akses kepada sumber daya baru, operasi secara efisien, dan penghindaran keterlambatan proyek, meliputi: *investor relations, public relations, customer relation, supplier & vendor relations, competitor relation,* dan *government relations.*

6. ***Legal, Governance and Compliance***

Kategori risiko ini berkaitan dengan strategi Perusahaan dalam mengelola isu tata kelola yang baik, pengelolaan risiko perusahaan secara terintegrasi, dan kepatuhan perusahaan terhadap peraturan yang berlaku, meliputi:

4. ***Business Environment***

This risk category relates to all threats originating from internal and external factors that affect the Company's business, including:

a. Technology, namely potential losses related to technology, namely research, technology development, technology adaptability & infrastructure;
b. Culture, which is a risk that can affect beliefs and behavior, as a determinant of the way employees interact with the Company's management, as well as other social matters (such as religion, social habits, and level of education);
c. Economics, namely risks related to economic conditions that affect the Company's business, including macroeconomics and microeconomics;
d. Market, namely risks related to failure and losses due to market fluctuations such as commodity prices, exchange rates, interest rates, supply & demand, and trends;
e. Government, namely risks related to government regulations that affect the Company's business, including regulations and public service obligations (PSO);
f. Social politics, namely the risks associated with the system and issues on socio-political factors, including geopolitics, domestic politics, defense and security, and social.

5. ***Corporate Image***

This risk category relates to the potential for negative publicity, negative public perceptions, or uncontrolled negative events that could impact the reputation and achievement of the Company's profit targets.

In general, there are two aspects that influence corporate image, namely:

a. Brand image, namely risks related to threats to brand equity or brand differentiators that make customers choose an item/service over other goods/services, including: product/service quality, product/service availability, promotion, communication, and change management;
b. Stakeholder management, namely risks related to the Company's ability to manage impacts on the community, access to new resources, operate efficiently, and avoidance of project delays, including: investor relations, public relations, customer relations, supplier & vendor relations, competitor relations, and government relations.

6. ***Legal, Governance and Compliance***

This risk category relates to the Company's strategy in managing issues of good governance, integrated corporate risk management, and corporate compliance with applicable regulations, including:

a. *Legal*, yaitu risiko yang berhubungan dengan pengelolaan Perusahaan terhadap perUndang-Undangan, konsultasi, aktivitas litigasi (termasuk pengembangan dan pembaruan serta kepatuhan terhadap hukum, peraturan, perjanjian internasional, dan kebijakan lainnya), meliputi: *contract management, government investigation, intellectual property, labour and employment issues, litigation and dispute resolution,* dan *confidentiality*;
b. *Governance*, yaitu risiko yang berhubungan dengan perangkat peraturan, kontrol, kebijakan, dan resolusi yang diterapkan guna mengarahkan dan mengendalikan perilaku Perusahaan, meliputi *transparency, accountability, responsibility, independence, fairness, board effectiveness,* dan *risk oversight;*
c. *Compliance*, yaitu risiko yang berhubungan dengan posisi keuangan, organisasi, atau reputasi Perusahaan akibat ketidakpatuhan terhadap hukum, peraturan, *codes of conduct* atau standar yang berlaku, meliputi: *integrity, internal control, policies and procedures, regulatory compliance,* dan *corporate investigation;*
d. *Fraud*, yaitu risiko yang berhubungan dengan tindak penipuan, *misrepresentation*, tindakan ilegal, dan kegiatan untuk mendapatkan keuntungan secara tidak adil, meliputi: *corruption, asset misappropriation,* dan *financial fraud.*

Perusahaan memiliki rencana mitigasi yang disusun saat proses identifikasi risiko dilakukan dengan tujuan mengurangi dampak yang ditimbulkan dan probabilitas terjadinya risiko tersebut. Adapun tindakan mitigasi yang dilakukan atas risiko-risiko Perusahaan yaitu:

1. ***Business Strategy***
   Dalam memitigasi risiko gagal bayar pendanaan investasi antara lain menyusun financial planning dan analisa yang komprehensif termasuk struktur modal yang mempertimbangkan strategi pembiayaan secara keseluruhan. Sedangkan mitigasi risiko keterbatasan operasi atas kerjasama melalui Penanaman Modal Asing (PMA) antara lain menerbitkan Convertible Bonds untuk investor asing yang akan dikonversikan menjadi ekuitas pada saat IPO, dengan tetap mematuhi regulasi Bank Indonesia; PMA pada Anak Perusahaan PBM- IHC (Target Perusahaan Spesifik), sehingga pembatasan operasi hanya berlaku pada Anak Perusahaan tersebut dan tidak pada PBM IHC secara keseluruhan; Investor Asing mendirikan Perusahaan Lokal 100% dan menjadi pemegang saham langsung PBM IHC.
2. ***Financial Management***
   Upaya dalam mengelola risiko tersebut antara lain melakukan pengendalian biaya melalui program efisiensi dan *cost effective*, menjalankan mekanisme pengalihan anggaran termasuk revisi RKAP untuk biaya terkait penugasan di luar RKAP, peningkatan *collection period* piutang usaha serta mengoptimalkan penerapan sistem informasi.

a. Legal, namely risks related to the Company's management of legislation, consulting, litigation activities (including development and renewal as well as compliance with laws, regulations, international agreements and other policies), including: contract management, government investigation, intellectual property, labor and employment issues, litigation and dispute resolution, and confidentiality;

b. Governance, namely the risks related to regulations, controls, policies, and resolutions implemented to direct and control the behavior of the Company, including transparency, accountability, responsibility, independence, fairness, board effectiveness, and risk oversight;

c. Compliance, namely risks related to the financial position, organization or reputation of the Company due to non-compliance with applicable laws, regulations, codes of conduct or standards, including: integrity, internal control, policies and procedures, regulatory compliance, and corporate investigation;

d. Fraud, namely risks related to acts of fraud, misrepresentation, illegal actions, and activities to gain unfair advantage, including: corruption, asset misappropriation, and financial fraud.

The company has a mitigation plan that is prepared when the risk identification process is carried out with the aim of reducing the impact caused and the probability of the risk occurring. The mitigation actions taken for the Company's risks are:

1. ***Business Strategy***
   In mitigating the risk of default on investment funding, among others, compiling a comprehensive financial plan and analysis including the capital structure that takes into account the overall financing strategy. Meanwhile, mitigating the risks of operating limitations on cooperation through Foreign Investment (PMA), including issuing Convertible Bonds for foreign investors which will be converted into equity at the time of the IPO, while still complying with Bank Indonesia regulations; PMA in PBM-IHC Subsidiaries (Specific Target Companies), so that the operating restrictions only apply to these Subsidiaries and not to PBM IHC as a whole; Foreign Investor establishes a 100% Local Company and becomes a direct shareholder of PBM IHC.
2. ***Financial Management***
   Efforts to manage these risks include controlling costs through efficiency and cost-effective programs, implementing a budget transfer mechanism including revising the RKAP for assignment-related expenses outside the RKAP, increasing the collection period of accounts receivable and optimizing the implementation of information systems.

3. ***Operational***
   Adapun upaya mitigasi risiko yang dilakukan dalam kegiatan operasional antara lain menjalankan *Program Transformasi* BOD Pertamedika IHC seperti *Patient Experience, Pricing, Clinical Excellence, Branding & Marketing, Non Covid Win-Back,* dan lain-lain; monitoring dan evaluasi realisasi investasi; pemenuhan kebutuhan untuk layanan COVID-19, serta melengkapi pengisian SDM Fungsi HSE dalam struktur organisasi Perusahaan dan sebagainya.
4. ***Business Environment***
   Mitigasi risiko pemenuhan regulasi terkait BPJS antara lain menjalankan Program Transformasi BOD Pertamedika IHC melalui BPJS *Strategy*.
5. ***Corporate Image***
   Mitigasi terkait risiko ini antara lain melakukan monitoring penerapan standarisasi layanan dan monitoring kepuasan pasien terhadap layanan, serta penyelesaian keluhan pelanggan dengan maksimal.
6. ***Legal, Governance and Compliance***
   Mitigasi risiko tuntutan pasien terkait *patient safety* antara lain dengan melakukan *upskilling* tenaga kesehatan khususnya terkait *patient safety*, mengadakan *Professional Liability Insurance* secara komprehensif, dan optimal melakukan *replacement*/pembaharuan sarana dan fasilitas RS.

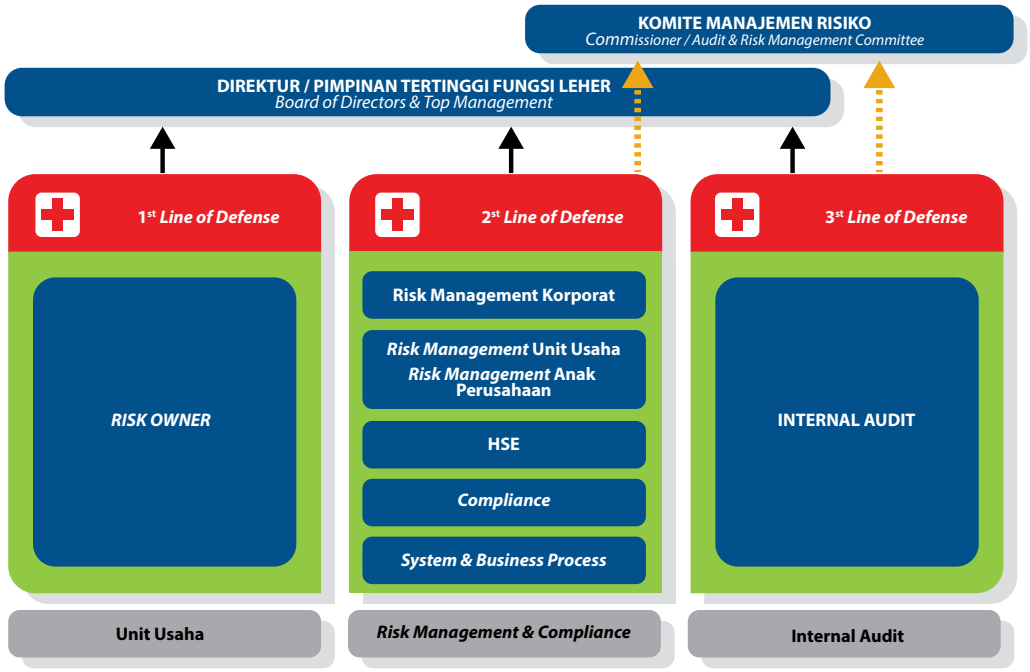
3. ***Operational***
   The risk mitigation efforts carried out in operational activities include running the Pertamedika IHC BOD Transformation Program such as Patient Experience, Pricing, Clinical Excellence, Branding & Marketing, Non Covid Win-Back, and others; monitoring and evaluation of investment realization; fulfilling the need for COVID-19 services, as well as completing filling in HR for the HSE Function in the Company's organizational structure and so on.
4. ***Business Environment***
   Mitigating the risk of complying with regulations related to BPJS, among others, is implementing the Pertamedika IHC BOD Transformation Program through the BPJS Strategy.
5. ***Corporate Image***
   Mitigation related to this risk includes monitoring the implementation of service standardization and monitoring patient satisfaction with services, as well as resolving customer complaints optimally.
6. ***Legal, Governance and Compliance***
   Mitigating the risk of patient demands related to patient safety, among others by upskilling health workers, especially related to patient safety, holding comprehensive Professional Liability Insurance, and optimizing replacing/renewing hospital facilities and amenities.

Efektivitas Sistem Manajemen Risiko

Dalam rangka pelaksanaan proses dan sistem Manajemen Risiko yang efektif, Perusahaan menggunakan pendekatan 3LOD (*Three Lines of Defence*), dengan menerapkan mekanisme pertahanan secara berlapis dalam mengelola risiko.

Effectiveness of the Risk Management System

To implement an effective Risk Management process and system, the Company uses the 3LOD (Three Lines of Defense) approach, by implementing multiple defense mechanisms in managing risk.



1st Line of Defense	2nd Line of Defense	3rd Line of Defens
Memastikan adanya pengendalian internal yang kuat (*strong Internal Control*) terhadap potensi risiko di masing-masing Fungsi. *Ensuring strong Internal Control is in place to face against potential risks in each function.*	Bertanggung jawab dalam mengembangkan dan memantau penerapan Manajemen Risiko perusahaan. *Being responsible for developing and monitoring implementation of the Company's Risk Management.*	Bertanggung jawab melakukan evaluasi terhadap efektivitas penerapan Manajemen Risiko secara keseluruhan. *Being responsible of conducting evaluation on effectiveness of Risk Management as a whole.*
Menerapkan kebijakan Manajemen Risiko yang telah ditetapkan. *Implementing established Risk Management.*	Memastikan aktivitas *Risk Owner* dilaksanakan berlandaskan pada STK manajemen risiko yang telah ditetapkan oleh perusahaan. *Ensuring that Risk Owner's activities are based on STK of Risk Management established by the Company.*	Memastikan bahwa pengelolan Risiko pada lapis pertama dan kedua berjalan efektif. *Ensuring that Risk Management in the first and second lines of defense are run effectively.*
Mempertimbangkan risiko dalam pengambilan keputusan dan aktivitas yang dilakukan dalam mencapai sasaran Perusahaan. *Considering risks in decision making and activities carried out to achieve the Company's goals.*	Memantau dan melaporkan risiko-risiko perusahaan secara menyeluruh pejabat tertinggi di Perusahaan. *Monitoring and reporting risks of the Company in a comprehensive manner to the highest officials in the Company*	

Monitoring dan Riviu

Setiap pemilik risiko memastikan bahwa mitigasi yang dilaksanakan dapat menurunkan skala dampak dan skala risiko. Pelaporan atas mitigasi dilakukan setiap bulan kepada Fungsi *Risk Management* Korporat. Salah satu indikator *Key Performance Indicator* (KPI) atas pengelolaan manajemen risiko yaitu *Risk Management Implementation* diterapkan di Fungsi *Risk Management Korporat*.

Monitoring and Review

Each risk owner ensures that the mitigation implemented can reduce the scale of impact and risk scale. Reporting on mitigation is done monthly to the Corporate Risk Management Function. One of the Key Performance Indicator (KPI) indicators for risk management, namely Risk Management Implementation, is implemented in the Corporate Risk Management Function.

Evaluasi atas Efektivitas Sistem Manajemen Risiko

Evaluasi manajemen risiko di Perusahaan dibagi menjadi dua bagian yaitu :

- Audit manajemen risiko, merupakan pengkajian ulang dan evaluasi terhadap kebijakan pengelolaan risiko yang dibuat;
- *Risk-based* audit (RBA), merupakan audit terhadap pengelolaan risiko di seluruh lini. RBA bersumber dari hasil penyusunan *risk register*.

Evaluation of the Effectiveness of the Risk Management System

Evaluation of risk management in the Company is divided into two parts, namely:

- *Risk management audit, which is a review and evaluation of risk management policies made;*
- *Risk-based audit (RBA), which is an audit of risk management across all lines. RBA is sourced from the results of the preparation of the risk register.*

Perkara Hukum dan Sanksi Administratif
Legal Cases and Administrative Sanctions

Perkara Penting
Legal Cases

No	Pekerjaan *Project*	User	Permasalahan *Legal Issues*	Status Penyelesaian *Settlement Status*	PIC
1.	Upaya Hukum Banding *No. 118/ Pdt.G/ 2021/PN.JKT.SEL Appeals No. 118/ Pdt.G/ 2021/PN.JKT.SEL*	Legal *Governance & Compliance* *Legal Governance & Compliance*	Upaya Hukum Banding PT Alma Madani selaku Pembanding (dahulu Tergugat) terhadap PT Pertamina Bina Medika IHC selaku Terbanding (dahulu Penggugat) atas Putusan Pengadilan Negeri Jakarta Selatan No. 118/Pdt.G/2021/PN.JKT.SEL tanggal 26 Januari 2022, di Pengadilan Tinggi DKI Jakarta melalui Kepaniteraan Pengadilan Negeri Jakarta Selatan. Berkas Banding telah dikirim ke Pengadilan Tinggi DKI Jakarta pada tanggal 30 Agustus 2022 dengan Surat Pengantar dari Kepaniteraan Pengadilan Negeri Jakarta Selatan No. W10.U3/10828/HK.02/ 8/2022; *Appeal Legal Measures PT Alma Madani as the Appellant (formerly the Defendant) against PT Pertamina Bina Medika IHC as the Appellant (formerly the Plaintiff) on the South Jakarta District Court Decision No. 118/Pdt.G/2021/ PN.JKT.SEL dated January 26, 2022, at the DKI Jakarta High Court through the Registrar's Office of the South Jakarta District Court. The appeal file was sent to the DKI Jakarta High Court on August 30, 2022 with a Letter of Introduction from the Registrar's Office of the South Jakarta District Court No. W10.U3/10828/HK.02/8/2022;*	Upaya Hukum Putusan No. 118/ Pdt.G/ 2021/ PN.JKT.SEL pada Tingkat Banding masih belum ada pemberitahuan dari pihak Kepaniteraan Pengadilan Negeri Jakarta Selatan mengenai apakah perkara tersebut telah diputus dan belum oleh Majelis Hakim Tinggi Pemeriksa perkara pada Tingkat Banding; *Legal Remedies Decision No. 118/ Pdt.G/ 2021/PN.JKT.SEL at the Appeal Level there is still no notification from the Registrar's Office of the South Jakarta District Court regarding whether the case has been decided and not yet by the Panel of High Court Examiners at the Appeal Level;*	RSPP

Sanksi Administratif
Administrative Sanctions

Sepanjang tahun 2022, tidak terdapat sanksi administratif yang diberikan kepada Perseroan.

Throughout 2022, there were no administrative sanctions imposed upon the Company.

Kode Etik
Code of Conduct

Pertamedika senantiasa mengedepankan perilaku dan Etika Bisnis (*Code of Conduct*) sebagai komitmen yang terdiri dari etika usaha Perseroan dan standar perilaku setiap Insan Perseroan yang bersifat sukarela yang disusun untuk memengaruhi, membentuk, mengatur dan melakukan kesesuaian tingkah laku sehingga tercapai keluaran yang konsisten yang sesuai dengan budaya kerja perusahaan dalam mencapai visi dan misinya.

Pertamedika always prioritizes Code of Conduct as a commitment that consists of the Company's business ethics and the standards of behavior of every member of the Company which are voluntary in nature which are compiled to influence, shape, regulate and conform behavior to achieve consistent output in accordance with corporate work culture for achieving its vision and mission.

Pedoman
Guidelines

Penerapan kode etik yang dijalankan seluruh insan Pertamedika berpedoman pada buku pedoman perilaku dan etika bisnis yang ditetapkan melalui Surat Keputusan Direksi No: Kpts-1793/

Implementation of the code of conduct is carried out by all Pertamedika personnel and guided by a guideline stipulated in the Decree of the Board of Directors No: Kpts-1793/ A00000/2021-S0 dated December

A00000/2021-S0 tanggal 1 Desember 2021. Pedoman menjadi bagian dari seluruh Insan Perseroan dalam menjalankan aktivitasnya di Perseroan. Pedoman Perilaku ini adalah komitmen Perseroan untuk patuh pada ketentuan hukum dan standar etika tertinggi di mana saja Perseroan melaksanakan aktivitas bisnisnya.

1, 2021. Guidelines are part of all personnel of the Company in carrying out their activities. This Code of Conduct is the Company's commitment to comply with legal provisions and the highest ethical standards wherever the Company carries out its business activities.

Selain itu, dengan memiliki *Code of Conduct*, Perseroan telah mewujudkan salah satu komitmennya dalam menerapkan GCG secara konsisten.

In addition, by having a Code of Conduct, the Company has realized one of its commitments in implementing GCG consistently

Pokok-Pokok *Code of Conduct*

1. Visi, Misi, Tata Nilai, dan Perilaku Utama Perusahaan
2. Standar Etika Bisnis, mencakup hal-hal sebagai berikut:
   a. Standar etika bisnis dengan *Stakeholders*:
      - Hubungan dengan Pemerintah
      - Hubungan dengan Pemegang Saham
      - Hubungan dengan Unit Bisnis/Unit Usaha dan Anak Perusahaan
      - Hubungan dengan Masyarakat dan Tanggung Jawab Sosial dan Lingkungan
      - Hubungan dengan aktivitas politik dan organisasi politik
      - Hubungan dengan Media Massa
      - Hubungan dengan Serikat Pekerja
      - Hubungan dengan Mitra Kerja Sama Operasi
      - Hubungan dengan Pelanggan
      - Hubungan dengan Pesaing
      - Hubungan dengan Penyedia Barang dan Jasa
      - Hubungan dengan Mitra Kerja
      - Hubungan dengan Kreditur
      - Hubungan dengan Investor
   b. Standar etika bisnis terkait aspek khusus
      - Kebijakan Akuntansi dan Keuangan
      - Transaksi Afiliasi
      - Persaingan Usaha yang Sehat
3. Standar tata perilaku mencakup hal-hal berikut:
   a. Standar perilaku terkait hubungan kerja
      - Integritas dalam bekerja
      - Sikap kerja profesional
      - Kesempatan karir yang sama
      - Menghindari diskriminasi
      - Lingkungan kerja yang bebas diskriminasi, pelecehan, perbuatan asusila, Ancaman dan kekerasan.
   b. Standar perilaku terkait aspek khusus
      - Integritas dan Komitmen
      - Kepatuhan terhadap hukum dan peraturan perundangan
      - Kerahasiaan data dan informasi
      - Penggunaan komunikasi elektrik
      - Benturan kepentingan dan penyalahgunaan jabatan
      - Gratifikasi
      - Aktivitas sosial
      - Penyuapan

Principles of the Code of Conduct:

1. *Vision, Mission, and Values of the Company.*
2. *Standard business ethics, covering:*
   a. *Standard business ethincs with stakeholders:*
      - *Relations with the Government*
      - *Relations with shareholders*
      - *Relations business/work units and subsidiaries*
      - *Relations with the Public and Social and Environmental Responsibiliy*
      - *Relations with political activities and organizations*
      - *Relations with Mass Media*
      - *Relations with Labor Union*
      - *Relations with Business Partners in Operations*
      - *Relations with customers*
      - *Relations with competitors*
      - *Relations with providers of goods and services*
      - *Relations with partners*
      - *Relations with creditors*
      - *Relations with investors*
   b. *Standard business ethics related to special aspect*
      - *Accounting and financial policies*
      - *Affiliated Transactions*
      - *Healthy Business Competition*
3. *Standard behaviors, covering:*
   a. *Standard behaviors related to work relations:*
      - *Integrity in working*
      - *Professional work attitude*
      - *Equal career opportunity*
      - *Free of discrimination*
      - *Work environment free of discrimination, harassment, immoral acts, threats, and violence.*
   b. *Standard behaviors related to special aspect:*
      - *Integrity and commitment*
      - *Compliance with laws and regulations*
      - *Data and information confidentiality*
      - *Electronic communication use*
      - *Conflict of interest and position abuse*
      - *Gratification*
      - *Social activities*
      - *Bribery*

- Tindak pidana pencucian uang
- Penggunaan sosial media
- Keselamatan, Kesehatan kerja, dan lindungan lingkungan (K3LL)
- Penyalahgunaan narkotbat terlarang, minuman keras, dan perjudian Pencatatan data, pelaporan, dan dokumentasi
- Perlindungan dan penggunaan aset Perusahaan
- Hak atas kekayaan intelektual

4. Pelaksanaan pedoman perilaku dan etika bisnis

- *Money Laundering*
- *Social media use*
- *Occupational Health, Safety, and Environmental Protection (OHSE)*
- *Abuse of narcotics, prohibited drugs, alcohol, and gambling Data recording, reporting, and documentation*
- *Asset protection and utilization*
- *Rights to intellectual properties*

4. Implementation of code of conduct.

Penegakan *Code of Conduct*

Penerapan Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) ini menjadi tanggung jawab seluruh Insan Perseroan. Dewan Komisaris dan Direksi bertanggung jawab atas penerapan Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) ini di lingkungan Perseroan. Para *Vice President*, Direktur dan Manajemen Unit Usaha, *Manager* bertanggung jawab atas penerapan Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) ini di lingkungan unit kerja masing-masing. Direksi membentuk dan mengembangkan pengelolaan *Whistleblowing System* yang salah satu tanggung jawabnya adalah menerima dan menangani laporan adanya pelanggaran atau dugaan pelanggaran ketentuan Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*).

Code of Conduct Enforcement

The implementation of Code of Conduct is the responsibility of all personnel of the Company. The Board of Commissioners and Board of Directors are responsible for implementation of this Code of Conduct within the Company. The Vice Presidents, Directors, and Managers of Business Units are responsible for implementing the Code of Conduct in their respective work units. The Board of Directors established and developed the Whistleblowing System management, which is is responsible for receiving and handling reports of violations or suspected violations of the provisions of the Code of Conduct.

Penyebarluasan Kode Etik

Sosialisasi adalah suatu upaya untuk memperkenalkan, menyebarluaskan informasi mengenai Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) kepada seluruh Insan Perseroan maupun pihak eksternal Perseroan dengan tujuan agar setiap individu paham dan mengerti serta dapat mengimplementasikan pedoman ini. Sosialisasi ini merupakan tahapan penting dari penerapan Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*). Perseroan berkomitmen untuk melaksanakan sosialisasi secara efektif dan menyeluruh dengan ketentuan hal-hal sebagai berikut:

a. Melakukan sosialisasi Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) kepada seluruh Insan Perseroan dan pihak eksternal Perseroan serta melakukan penyegaran secara berkala.
b. Setiap Pekerja dapat mengakses Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) melalui *website* Pertamedika IHC.
c. Setiap *stakeholders* dapat mengakses Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) melalui *website* Pertamedika IHC.
d. Setiap Pekerja harus menandatangani formulir pernyataan komitmen untuk mematuhi dan melaksanakan Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*).
e. Mengembangkan sebuah program GCG *online system*, untuk memudahkan Pekerja mengisi pernyataan dalam formulir yang disediakan yang dapat diakses melalui http://app.pertamedika. co.id/cos.

Code of Conduct Dissemination

Dissemination is an effort to introduce information regarding the Code of Conduct to all personnel and external parties of the Company with the aim that each individual understands and is able to implement these guidelines. This dissemination is an important step in implementing Code of Conduct. The Company is committed to carry out the dissemination effectively and thoroughly with the following provisions:

a. Disseminating the Code of Conduct to all personnel and external parties of the Company as well as providing regular refresher training.

b. Every employee can access the Code of Conduct through the Pertamedika IHC website.

c. Every stakeholder can access the Code of Conduct through the Pertamedika IHC website.

d. Each employee must sign a commitment form to comply with and implement the Code of Conduct.

e. Developing an online GCG program to facilitate employees in filling out statements in the form provided which can be accessed through http://app.pertamedika.co.id/cos.

f. Melakukan evaluasi atas pencapaian atau pemahaman kepada Insan Perseroan baik pada masa orientasi maupun masa bekerja.
g. Mengkaji secara berkala terhadap Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) dalam rangka mengembangkan Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) dan jika diperlukan dapat dijabarkan lebih lanjut dalam berbagai kebijakan dan peraturan Perseroan. Penyelenggaraan sosialisasi Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) dilakukan oleh *Corporate Secretary* dan berkoordinasi dengan fungsi *Human Capital*.

f. Evaluating the achievements or understanding of the Company's personnel both during the orientation period and during their employment.
g. Periodically reviewing the Code of Conduct in order to develop it and if necessary it can be further elaborated in various policies and regulations of the Company. Dissemination of the Code of Conduct is carried out by the Corporate Secretary by coordinating with Human Capital function.

Jumlah Pelanggaran Beserta Sanksi yang Diberikan

Pada tahun 2022, tidak terdapat pelanggaran kode etik dan dengan demikian tidak ada sanksi yang diberikan oleh Perseroan.

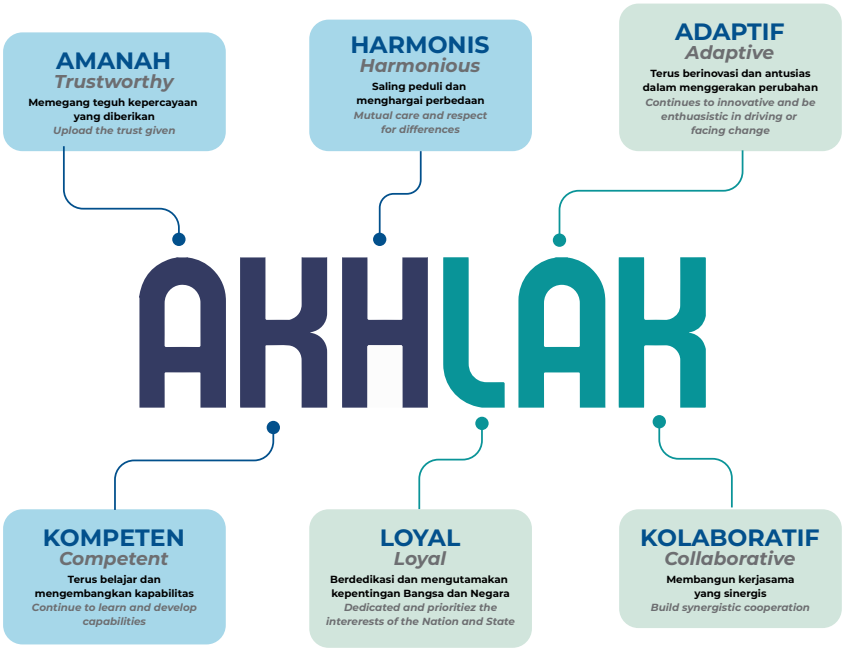
Number of Violations to Code of Conduct and Sanctions Imposed Upon in Fiscal Year

In 2022, there were no violations to code of conduct. Hence, there were no sanctions given by the Company.

Budaya Perusahaan
Corporate Culture

Di tahun 2022, budaya Perusahaan mengalami perubahan sesuai dengan Surat Edaran Kementerian BUMN No. SE-7/MBU/07/2020 tentang nilai-nilai utama (*core values*) Sumber Daya Manusia Badan Usaha Milik Negara serta Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts-33/C00000/2020-S0 tanggal 8 September 2020 tentang penerapan nilai-nilai utama (*core values*) Akhlak di Pertamina, Anak Perusahaan dan Afiliasinya, yang diperkuat dengan Surat Keputusan Direksi Kpts-1569/A00000/2020-S0 tanggal 21 September 2020.

In 2022, the Corporate culture has been adjusted to the Circular Letter of the Ministry of SOEs No. SE-7/MBU/07/2020 concerning the core values of Human Resources of State Owned Enterprises and the Decree of the President Director of PT Pertamina (Persero) No. Kpts-33/C00000/2020-S0 dated September 8, 2020 regarding the application of core values of morality in Pertamina, its Subsidiaries and Affiliates, which was strengthened by the Decree of the Board of Directors Kpts1569/A00000/2020-S0 dated September 21, 2020.



Sistem Pelaporan Pelanggaran
Whistleblowing System

Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) adalah sistem yang mengelola pengaduan mengenai perilaku melawan hukum, perbuatan tidak etis/tidak semestinya secara rahasia, anonim dan mandiri (independen) yang diciptakan untuk mengoptimalkan peran serta insan Pertamedika IHC dan Mitra Kerja dalam mengungkap pelanggaran yang terjadi di lingkungan Pertamedika IHC. Mekanisme penyaluran pengaduan/ penyingkapan oleh pelapor pada dasarnya dilakukan melalui jalur formal yaitu melalui atasan langsung, Unit Usaha dan fungsi terkait (seperti SDM, SPI, atau Sekuriti). Akan tetapi, bila pelapor memandang sarana pengaduan/penyingkapan tersebut tidak efektif atau ada keraguan, maka pelapor dapat menyalurkan pengaduan/ penyingkapan melalui WBS.

Whistleblowing System (WBS) is a system that manages complaints regarding unlawful behavior, unethical/improper actions in a confidential, anonymous, and independent manner which was created to optimize the participation of Pertamedika IHC and Work Partners in disclosing violations that occur within Pertamedika IHC. The mechanism for submitting complaints/ disclosures by whistleblowers is basically performed through formal channels, namely through direct superiors, business units and related functions (such as HC, SPI, or Security). However, if the whistleblower considers that the means of complaint/disclosure is ineffective or there are doubts, then the whistleblower can submit the complaint/disclosure through the WBS.

Lingkup pengaduan/penyingkapan yang akan ditindaklanjuti WBS meliputi korupsi, suap, benturan kepentingan, pencurian, kecurangan, melanggar hukum dan peraturan perusahaan.

The scope of complaints/disclosures that will be followed up by WBS includes corruption, bribery, conflicts of interest, theft, fraud, violations to laws and the Company's regulations.

Sistem Perlindungan Pelapor

1. Dalam melakukan proses tindak lanjut atas setiap pengaduan/ penyingkapan wajib mengedepankan kerahasiaan, asas praduga tidak bersalah dan profesionalisme.
2. Identitas pelapor dijamin kerahasiaannya oleh Perseroan.
3. Perseroan menjamin perlindungan terhadap pelapor dari segala bentuk ancaman, intimidasi, hukuman atau Tindakan tidak menyenangkan dari pihak manapun selama pelapor menjaga kerahasiaan kasus yang diadukan kepada pihak manapun.
4. Perlindungan ini juga berlaku bagi pekerja yang melaksanakan investigasi maupun pihak-pihak yang memberikan informasi terkait dengan pengaduan/penyingkapan.
5. Dalam memberikan perlindungan, perusahaan dapat bekerja sama dengan Lembaga Perlindungan Saksi dan Korban (LPSKP).
6. Pihak yang melanggar prinsip kerahasiaan tersebut akan diberikan sanksi yang berat sesuai ketentuan yang berlaku di Perusahaan.

Whistleblower Protection System

1. *In carrying out the follow-up process for each complaint/ disclosure, it is mandatory to prioritize confidentiality, the presumption of innocence and professionalism.*
2. *The confidentiality of the whistleblower is guaranteed by the Company.*
3. *The Company guarantees protection of the whistleblower from all forms of threats, intimidation, punishment or unpleasant actions from any party as long as the whistleblower maintains the confidentiality of the reported case to any party.*
4. *This protection also applies to employees who carry out investigations as well as parties who provide information related to complaints/disclosures.*
5. *In providing protection, the Company can cooperate with the Witness and Victim Protection Agency (LPSKP).*
6. *Parties who violate the principle of confidentiality will be subject to severe sanctions in accordance with the applicable provisions in the Company*

Pihak Pengelola WBS

1. CCO, jika terlapor adalah insan Pertamedika IHC selain CCO, Tim *Compliance*, Dewan Komisaris dan Direksi.
2. Dewan Komisaris, jika terlapor adalah Direksi.
3. Direktur Utama, jika terlapor adalah CCO dan pekerja fungsi *Compliance*.
4. Pemegang Saham: jika terlapor adalah Dewan Komisaris

WBS Management

1. *CCO, if the reported party is Pertamedika IHC personnel other than the CCO, the Compliance Team, the Board of Commissioners and the Board of Directors.*
2. *Board of Commissioners, if the reported party is the Board of Directors.*
3. *President Director, if the reported party is CCO and Compliance function employee.*
4. *Shareholders, if the reported party is the Board of Commissioners.*

Prosedur Pengelolaan WBS

1. Pelapor membuat pengaduan/penyingkapan dan mengirimkannya kepada konsultan WBS melalui sarana/ media sebagai berikut:
   a. Telephone : +62 (21) 7219299 dan 9031
   b. Website : www.pertamedika.co.id
   c. Email : info3@pertamedika.co.id
   d. Fax : +62 (21) 7247006
2. Konsultan WBS menerima seluruh pengaduan/penyingkapan, mencatat dan menuangkan ke dalam format standar yang menghasilkan:
   a. Laporan penerimaan penerima kontak
   b. Laporan sesuai kategori lingkup pengaduan/penyingkapan.
   c. Laporan di luar kategori lingkup pengaduan/penyingkapan
   d. Laporan penyingkapan (*disclosure report*).
3. Konsultan WBS menyampaikan laporan penyingkapan (*disclosure report*) dalam format *web* ke dalam *e-room*, yang dapat diakses secara *online* oleh Fungsi *Compliance* dan Komisaris Utama dalam hal terlapor adalah Direktur Utama
4. Dalam hal terlapor adalah Pekerja, fungsi *compliance* melakukan Pulbaket dan membuat resumenya kemudian mempresentasikan kepada CCO. Berdasarkan hasil presentasi tersebut, CCO memutuskan tindak lanjut:
   a. Diteruskan kepada fungsi terkait, jika pengaduan bukan termasuk kecurangan (*fraud*).
   b. Tindak lanjut atas laporan pengaduan WBS
      - Ditutup, jika pengaduan tidak memenuhi unsur 3W (*what, where* dan *when*);
      - Ditutup, jika kesimpulan penelaahan awal/ klarifikasi tidak mengandung unsur kebenaran;
      - Disampaikan kepada direktorat teknis terkait dan direktorat SDM untuk pemberian sanksinya jika kesimpulan penelaahan awal/klarifikasi mengandung unsur kebenaran.
   c. jika laporan pengaduan termasuk kecurangan:
      - disampaikan kepada fungsi Internal Audit;
        i. untuk proses pendalaman setelah dilakukan penelaahan awal oleh fungsi *compliance* dan mengandung unsur kebenaran;
        ii. tanpa dilakukan penelaahan awal oleh fungsi compliance apabila fungsi internal audit sedang melakukan penelaahan awal.
      - fungsi *compliance* dapat meminta bantuan namun tidak terbatas kepada fungsi *security, bunker & operation compliance* (BOC) dan Audit Internal dalam proses tindak lanjut laporan pengaduan
      - fungsi *compliance* dapat bekerja sama dengan eksternal *investigator* jika substansi pengaduan/ penyingkapan terkait dengan citra/reputasi Perusahaan dan/atau menimbulkan kerugian yang besar.

WBS Management Procedure

1. *The whistleblower submits a complaint/disclosure to the WBS consultant through the following means/media:*
   a. Telephone : +62 (21) 7219299 and 9031
   b. Website : www.pertamedika.co.id
   c. Email : info3@pertamedika.co.id
   d. Fax : +62 (21) 7247006
2. *WBS consultant receives all complaints/disclosures, records them and puts them into a standard format which results in:*
   a. Contact recipient acceptance report
   b. Report according to the scope of complaint/disclosure category
   c. Report outside the scope of complaint/dislosure category
   d. Disclosure report.
3. *WBS consultant submits a disclosure report in web format to an e-room, which can be accessed online by the Compliance Function and the President Commissioner, in the event that the reported party is the President Director.*
4. *In the event that the reported party is an employee, the compliance function carries out an intelligence gathering and makes a resume and then presents it to the CCO. Based on the results of the presentation, the CCO decides the follow up:*
   a. Following up to related functions, if the complaint is not included as fraud.
   b. Follow up of WBS complaint report
      - *Closed, if the complaint does not fulfill the 3W elements (what, where, and when);*
      - *Closed, if the conclusion of the initial study/ clarification does not contain elements of truth;*
      - *Submitted to the related technical directorate and the HC directorate for sanctions imposition if the conclusions of the initial review/clarification contain elements of truth.*
   c. If the complaint report is included as fraud:
      - *Submitted to the Internal Audit function;*
        i. for further investigation process after an initial review by the compliance function contains an element of truth;
        ii. without conducting an initial review by the compliance function if the internal audit function is conducting an initial review.
      - *the compliance function can request for assistance but is not limited to the security, bunker & operation compliance (BOC) and Internal Audit functions in the follow-up process of complaint reports*
      - *the compliance function can collaborate with external investigators if the substance of the complaint/ disclosure is related to the image/reputation of the Company and/ or causes significant losses.*

CCO memonitor pelaksanaan tindak lanjut hasil investigasi WBS yang dilakukan oleh fungsi terkait.

The CCO monitors the implementation of follow-up on the results of WBS investigations carried out by related functions.

Jumlah Pengaduan yang Masuk dan Diproses pada Tahun Buku

Number of Complaints Received and Processed in the Previous Fiscal Year

Sepanjang Tahun 2022, tidak terdapat pengaduan yang masuk.

Throughout 2022, there were no were complaints received

Sanksi/Tindak Lanjut atas Pengaduan

Sanctions/Follow-up on Complaints

Sepanjang Tahun 2022, tidak terdapat sanksi yang perlu ditindaklanjuti.

In 2022, there were no administrative sanctions that require follow-ups

TANGGUNG JAWAB SOSIAL PERUSAHAAN

CORPORATE SOCIAL RESPONSIBILITY

Medical Check up
EXIT

Pedoman dan Dasar Hukum Pelaksanaan

Guidelines and Legal Basis for Implementation

Sebagai bentuk nyata atas Komitmen Pertamedika IHC terkait pelaksanaan TJSL yang berkelanjutan dan menyeluruh di berbagai wilayah di Indonesia, Perseroan telah menyusun Pedoman Pengelolaan Kegiatan Tanggung Jawab Sosial dan Lingkungan Perusahaan (TJSL) Nomor A-10/A00000/2013-S0 tanggal 16 Juli 2013 dan disahkan oleh Direktur Utama Pertamedika IHC melalui Surat Keputusan Direksi Nomor KPTS-0720/ A00000/2013-S0 tanggal 16 Juli 2013. Isi pedoman TJSL disesuaikan dengan orientasi Perseroan untuk menciptakan keharmonisan dan keselarasan hubungan antara Perseroan dan pemangku kepentingan secara komprehensif, baik dari proses perencanaan, pelaksanaan, evaluasi, hingga pelaporan dan publikasi kepada segenap *stakeholders*.

As a concrete form of Pertamedika IHC's commitment on the implementation of sustainable and comprehensive CSR in various regions in Indonesia, the Company has compiled Guidelines for the Management of Corporate Social and Environmental Responsibility (CSR) Activities No. A-10/A00000/2013-S0 dated July 16, 2013 with the approval of the President Director of Pertamedika IHC through the Decree of the Board of Directors No. KPTS-0720/A0000/2013-S0 dated July 16, 2013. The contents of the CSR guidelines are adjusted to the orientation of the Company to create harmonious and harmonious relations between the Company and stakeholders in a comprehensive manner, both from the planning process, implementation, evaluation, to the reporting and publication for all stakeholders.

Tata Kelola Tanggung Jawab Sosial dan Lingkungan Perusahaan

Corporate Social and Environmental Responsibility Governance

Struktur Pelaksana dan Pengelola

Pelaksanaan program TJSL Pertamedika IHC dijalankan oleh tim pelaksana khusus yang dibentuk dan disahkan oleh Direktur Utama Pertamedika IHC melalui Surat Perintah yang diperbarui setiap tahunnya dan berada di bawah koordinasi Sekretaris Perusahaan. Tim pelaksana tersebut bertanggung jawab atas perencanaan, pelaksanaan, evaluasi, dan pelaporan kegiatankegiatan sesuai dengan Kebijakan TJSL Perseroan. Dalam pelaksanaannya, tim pelaksana TJSL didukung oleh unit-unit usaha perusahaan yang tersebar di beberapa daerah di Indonesia. Tim pelaksana TJSL/PKBL telah dibentuk sebagaimana ditetapkan dalam Surat Perintah Direktur Utama Pertamedika IHC Nomor 0086/A00000/2019-S0 tanggal 4 Maret 2019. Adapun tugas dan tanggung jawab unit usaha pelaksana program TJSL antara lain sebagai berikut:

1. Membuat rencana anggaran biaya dari pelaksanaan masing-masing program dan bertanggung jawab atas penggunaan anggaran.
2. Memastikan program terlaksana dan manfaat program tepat guna.
3. Melakukan persiapan dan bertindak sebagai pelaksana kegiatan/program TJSL dan PKBL.
4. Melakukan koordinasi dengan masyarakat penerima bantuan, instansi terkait maupun pejabat daerah setempat di sekitar masyarakat penerima bantuan TJSL dan PKBL.

Implementation and Management Structure

The implementation of Pertamedika IHC's CSR program is carried out by a dedicated team established and ratified by the President Director of Pertamedika IHC through an annually updated Decree with its position under the coordination of the Corporate Secretary. The implementation team is responsible for planning, implementing, evaluating, and reporting activities in accordance with the Company's CSR Policy. In its implementation, the CSR implementation team is supported by the company's business units spread across several regions in Indonesia. The CSR/PKBL implementation team has been established in accordance with the Decree of the President Director of Pertamedika IHC No. 0086/A00000/2019-S0 dated March 4, 2019. The duties and responsibilities of the business unit implementing the CSR program include the following:

1. *Prepare a budget plan for the implementation of each program and be responsible for the use of the budget.*
2. *Ensure that the program is implemented and the program benefits are appropriate.*
3. *Prepare and act as implementers of CSR and PKBL activities/ programs.*
4. *Coordinate with the beneficiary community, relevant agencies and local officials around the community receiving CSR and PKBL assistance.*

5. Melakukan koordinasi dengan media setempat berkaitan dengan publikasi kegiatan TJSL dan PKBL.
6. Membuat laporan pelaksanaan TJSL yang telah diselenggarakan.

Perumusan Pelaksanaan TJSL Berdasarkan Metode *Due Diligence*

Pertamedika IHC melakukan perumusan pelaksanaan TJSL dengan mengidentifikasi dampak sosial, ekonomi, dan lingkungan yang dihasilkan dari aktivitas bisnis Perseroan. Proses identifikasi dampak tersebut dijadikan mekanisme *due diligence* yang memungkinkan Perseroan untuk membuat skala prioritas atas isu-isu keberlanjutan berdasarkan tingkat urgensi dan relevansinya terhadap kinerja keberlanjutan Perusahaan.

Hasil metode *due diligence* ini selanjutnya akan menjadi acuan bagi Perseroan dalam menyusun kebijakan dan program yang dirancang khusus untuk membidik dampak-dampak tersebut. Dalam menentukan topik-topik dan isu-isu keberlanjutan yang menjadi prioritas, Perseroan melakukan langkah-langkah penentuan sebagai berikut:

1. Melakukan identifikasi dan pemetaan aspek-aspek material penting sekaligus menetapkan batasannya (*boundary*) dengan menimbang karakteristik usaha serta aspek-aspek lain yang memiliki pengaruh terhadap aktivitas usaha Perseroan.
2. Membuat skala prioritas terhadap aspek-aspek material yang telah diidentifikasi pada langkah sebelumnya.
3. Membuat validasi terhadap topik-topik material tersebut dengan mendapatkan persetujuan organ Perseroan yang bertanggung jawab dalam mengelola kinerja keberlanjutan.

Pemetaan *Stakeholders* Terdampak

Pembangunan keberlanjutan Perseroan pada dasarnya memiliki tujuan yang tidak terlepas dari peran pemangku kepentingan dalam menentukan keberhasilan usaha Perseroan. Dalam hal ini, Perseroan berusaha membangun relasi yang harmonis dan seimbang dengan pemangku kepentingan melalui pelibatan yang disesuaikan dengan peran dan kontribusinya masing-masing.

Dalam menentukan pemangku kepentingan Perseroan serta topik utama yang muncul, Perseroan melakukan pemetaan dengan merujuk pada AA1000 *Stakeholder Engagement Standard* tahun 2015 dengan memperhatikan aspek-aspek sebagai berikut:

1. Ketergantungan (*Dependency*) (D)
   Kelompok atau individu pemangku kepentingan yang bergantung secara langsung maupun tidak langsung terhadap aktivitas, produk dan layanan Perseroan, atau pemangku kepentingan di mana Perseroan bergantung dalam menjalankan operasionalnya.

5. Coordinate with local media related to the publication of CSR and PKBL.
6. Draw up reports on the implementation of CSR that has been held.

Formulation of CSR Implementation Based on Due Diligence Method

Pertamedika IHC formulates the implementation of CSR by identifying social, economic and environmental impacts resulting from the Company's business activities. The impact identification process is used as a due diligence mechanism that allows the Company to prioritize sustainability issues based on their level of urgency and relevance to the Company's sustainability performance.

The results of this due diligence method will serve as a reference for the Company in formulating policies and programs specifically designed to target these impacts. In determining priority topics and sustainability issues, the Company takes the following determination steps:

1. Identify and map important material aspects as well as establish boundaries by considering business characteristics and other aspects that have an influence on the Company's business activities.
2. Prioritize the material aspects identified in the previous step.
3. Validate the material topics by obtaining the approval of the Company's organs that are responsible for managing sustainability performance.

Mapping of Affected Stakeholders

The Company's sustainable development basically has a goal that cannot be separated from the role of stakeholders in determining the success of the Company's business. In this case, the Company seeks to build harmonious and balanced relationships with stakeholders through engagement that is tailored to their respective roles and contributions.

In determining the Company's stakeholders and the main topics that arise, the Company conducts a mapping by referring to the 2015 AA1000 Stakeholder Engagement Standard by taking into account the following aspects:

1. Dependency (D)
   Stakeholder groups or individuals who depend directly or indirectly on the Company's activities, products and services, or stakeholders on which the Company depends in carrying out its operations.

2. Pertanggungjawaban (*Responsibility*) (R)
   Kelompok atau individu di mana Perseroan memiliki tanggung jawab legal, bisnis, operasional, dan/atau moral.
3. Perhatian (*Tension*) (T)
   Kelompok atau individu yang membutuhkan perhatian khusus dari Perseroan terkait permasalahan ekonomi, sosial, atau lingkungan.
4. Kedekatan (*Proximity*) (P)
   Kelompok atau individu yang memiliki kedekatan baik secara geografis maupun operasional dengan Perseroan.
5. Pengaruh (*Influence*) (I)
   Kelompok atau individu yang memiliki dampak terhadap strategi dan pengambilan keputusan Perseroan.
6. Keberagaman Pandangan (*Diverse Perspective*) (DP)
   Kelompok atau individu yang pandangannya terhadap isu dapat memberikan jawaban terhadap pemecahan masalah atau identifikasi peluang.

2. Responsibility (R)
Groups or individuals for which the Company has legal, business, operational and/or moral responsibilities.
3. Tension (T)
Groups or individuals who require special attention from the Company regarding economic, social, or environmental issues.
4. Proximity (P)
Groups or individuals who have geographical and operational proximity to the Company.
5. Influence (I)
Groups or individuals who have an impact on the Company's strategy and decision-making.
6. Diverse Perspective (DP)
Groups or individuals whose views on issues can provide answers to problem solving or identification of opportunities.

Informasi mengenai hasil pemetaan pemangku kepentingan beserta basis penetapan, metode pelibatan, dan topik utama yang muncul disajikan dalam tabel sebagai berikut:

Information regarding the results of stakeholder mapping along with the basis for determination, methods of engagement, and the main topics that emerged are presented in the following table:

D=*Dependency* I=*Influence*
R=*Responsibility* P=*Proximity*
T=*Tension* DP=*Diverse Perspective*

Daftar Pemangku Kepentingan *Stakeholder List*	Basis Penerapan *Basis of Determination*	Metode Pelibatan *Engagement Method*	Frekuensi *Frequency*	Topik Utama yang Muncul *Main Topics*
Pasien *Patient*	D, R, I	Penyedia Layanan dan Produk Kesehatan. *Provision of Health Services and Products.*	Sesuai Kebutuhan. *As Needed*	Pelayanan Kesehatan yang Unggul, Prima, dan Berkualitas. *Excellent, Prime, and Quality Health Services.*
		Penyuluhan Edukasi Kesehatan. *Dissemination on Health.*		Pemenuhan Kontrak *Contract Fulfillment*
Pemegang saham *Shareholders*	D, R, I, P	Pelaporan kinerja. *Performance Reporting.*	Setiap Kuartal *Quarterly*	Dividen *Dividend*
		Rapat Umum Pemegang Saham Tahunan (RUPST). *Annual General Meeting of Shareholders (AGMS).*	Setiap Tahun *Annually*	Pengembangan Usaha *Business Development*
		Rapat Umum Pemegang Saham Luar Biasa (RUPSLB). *Extraordinary General Meeting of Shareholders.*	Sesuai Kebutuhan. *As Needed*	Tata Kelola Perusahaan *Corporate Governance*

Daftar Pemangku Kepentingan *Stakeholder List*	**Basis Penerapan** *Basis of Determination*	**Metode Pelibatan** *Engagement Method*	**Frekuensi** *Frequency*	**Topik Utama yang Muncul** *Main Topics*
Pemerintah *Government*	D, R, T, I, DP, P	Pelaporan Kinerja *Performance Reporting*	Sesuai Kebutuhan. *As Needed*	Kepatuhan Perseroan Terhadap Peraturan Perundang-undangan yang Berlaku. *The Company's Compliance with the Applicable Laws and Regulations.*
				Kinerja Perusahaan. *Performance of the Company.*
				Pembayaran Pajak. *Tax Payment.*
Pegawai *Employees*	D, R, T, I, P	Media Internal *Internal Media*	Sesuai Kebutuhan. *As Needed*	Sosial Kebijakan dan Strategi yang Berkaitan Dengan Kepegawaian. *Social Policies and Strategies Related to Personnel.*
		Pelatihan dan Pendidikan *Education and Training*	Sesuai Kebutuhan. *As Needed*	Pengembangan Kompetensi yang Sesuai Dengan Perkembangan Industri Kesehatan. *Competence Development in accordance with the Conditions of the Health Industry.*
		Serikat Pekerja *Labor Union*	Sesuai Kebutuhan. *As Needed*	Kesetaraan Kesempatan Kerja dan Jenjang Karier. *Equal Employment and Career Opportunity.*
				Pengembangan Kompetensi, Karier, Pelatihan dan Pengembangan. *Competency and Career Development and Training.*
				Jaminan Kesehatan dan Keselamatan Kerja. *Guarantee on Occupational Health and Safety.*
				Perlindungan dan Kondisi Kerja. *Protection on Work Conditions.*
				Ketenagakerjaan. *Labor.*
				Kesejahteraan. *Welfare.*
Mitra Kerja/Pemasok *Partners/Suppliers*	D, R, T, P	Koordinasi Operasional *Operational Coordination*	Sesuai Kebutuhan. *As Needed*	Hubungan Komersial. *Commercial Relations.*
		Pengadaan Barang dan Jasa *Procurement of Goods and Services*	Sesuai Kebutuhan. *As Needed*	Pemenuhan Kontrak yang Saling Menguntungkan, Adil, dan Sesuai Dengan Kesepakatan. *Mutually Beneficial Contact and Fair Fulfillment in accordance with the Agreed Terms.*

Daftar Pemangku Kepentingan *Stakeholder List*	Basis Penerapan *Basis of Determination*	Metode Pelibatan *Engagement Method*	Frekuensi *Frequency*	Topik Utama yang Muncul *Main Topics*
Masyarakat *Public*	D, R, T, T, DP, P	Program TJSL *CSR Program*	Sesuai Kebutuhan *As Needed*	Edukasi Kesehatan yang Memadai, Optimalisasi Dampak Pelaksanaan Program TJSL, Penyediaan Bantuan Kesehatan *Emergency*. *Sufficient Education on Health, Optimization on CSR Programs, Provision of Health Support for Emergencies.*
				Perlindungan dan pengelolaan lingkungan hidup sesuai regulasi yang berlaku dimana 7 Rumah Sakit memperoleh peringkat BIRU dalam audit PERCA (Pertamina *Environment Regulation Compliance Assurance*) yaitu: RSPP, RSPC, RSPCl, RSPPB, RSPPlj, RSPPbm, RSPTr. *Environmental protection and management in accordance with applicable regulations where 7 hospitals obtained BLUE ratings in the PERCA (Pertamina Environment Regulation Compliance Assurance) audit, namely: RSPP, RSPC, RSPCl, RSPPB, RSPPlj, RSPPbm, RSPTr.*

Isu Sosial, Ekonomi, dan Lingkungan yang Relevan dengan Aktivitas Perseroan

Relevant Social, Economic, and Environmental Issues to the Company's Activities

Isu dan Topik Material *Material Topic and Issues*	Alasan *Reason*	Pelibatan dan Tindak Lanjut Terhadap Dampak yang Diidentifikasi *Engagement and Follow-Ups to the Identified Impacts*
Kinerja Ekonomi *Economic Performance*	Berdampak signifikan pada pemangku kepentingan *Has a significant impact to the stakeholders*	Kinerja ekonomi yang dihasilkan menentukan keberlanjutan dan keberlangsungan usaha Perseroan, serta menentukan jumlah yang disisihkan untuk pembagian dividen kepada Pemegang Saham dan penyaluran dana pengembangan sosial dan lingkungan. *The resulting economic performance determines the sustainability and continuity of the Company's business, as well as the amount set aside for dividend payment to Shareholders and distribution of social and environmental development funds.*
Anti Korupsi *Anti-Corruption*	Berdampak signifikan pada pemangku kepentingan dan pembangunan *Has a significant impact to the stakeholders and development*	Segala tindakan korupsi dapat merugikan Perseroan pada kualitas aspek kepatuhan, reputasi, maupun aset Perseroan. Perseroan menerapkan kebijakan anti korupsi yang disosialisasikan, diinternalisasikan, dan dievaluasi efektivitasnya secara berkala. Dalam hal ini, penguatan fungsi kepatuhan turut ditegakkan. *All acts of corruption can harm the Company in terms of the quality of compliance, reputation, and assets of the Company. The Company implements an anti-corruption policy, which is regularly disseminated, internalized, and evaluated for its effectiveness. In this case, strengthening the compliance function is also enforced to be carried out.*
Dampak Ekonomi Tidak Langsung *Indirect Economic Impact*	Berdampak signifikan pada pemangku kepentingan *Has a significant impact to the stakeholders*	Penyaluran dana bagi pengembangan infrastruktur layanan menjadi investasi sosial jangka panjang. Perseroan melibatkan masyarakat dalam pengambilan keputusan pada saat perencanaan dan evaluasi program TJSL/PKBL. *The distribution of funds for the development of service infrastructure is a long-term social investment. The Company involves the community in decision making during the planning and evaluation of the CSR/PKBL program.*

Isu dan Topik Material *Material Topic and Issues*	Alasan *Reason*	Pelibatan dan Tindak Lanjut Terhadap Dampak yang Diidentifikasi *Engagement and Follow-Ups to the Identified Impacts*
Ketenagakerjaan *Labor*	Kepatuhan pada peraturan perundang-undangan dan berdampak signifikan pada pegawai *Compliance to the laws and regulation with significant impact to employees*	Pemenuhan kecukupan sumber daya manusia berdampak pada tingkat efektivitas dan efisiensi proses bisnis yang dijalankan. Perseroan melaksanakan rekrutmen serta menjamin skema kompensasi yang adil, termasuk skema imbalan pasca kerja (program pensiun). *The fulfillment of the adequacy of human resources has an impact on the level of effectiveness and efficiency of the business processes being carried out. The Company carries out recruitment and guarantees a fair compensation scheme, including a post-employment benefit scheme (pension program).*
Keselamatan dan Kesehatan Kerja (K3 *Occupational Health and Safety (OHS)*	Berdampak signifikan pada pegawai *Has a significant impact to employees*	Tingginya tingkat kepatuhan akan peraturan mengenai K3 serta penerapan kebijakan K3 berdampak pada tingkat kecelakaan kerja yang terjadi, baik di lingkungan proyek maupun kantor. Perseroan telah memiliki unit kerja yang secara khusus mengatur pemenuhan sekaligus mengevaluasi penerapan aspek-aspek K3. *The high level of compliance with regulations regarding OHS as well as the implementation of OHS policies has an impact on the level of work accidents that occur, both in the project and office environment. The Company has a work unit that specifically regulates compliance and evaluates the implementation of OHS aspects.*
Pelatihan dan Pendidikan *Education and Training*	Berdampak signifikan pada pegawai *Has a significant impact to employees*	Pembekalan dan pengembangan kompetensi pegawai melalui pelatihan dan pendidikan berdampak pada kualitas kemampuan dan keahlian yang dimiliki pegawai. Perseroan memberikan pelatihan dan pendidikan yang disesuaikan dengan kebutuhan jabatan dan posisi yang diduduki. *Improvement and development of employee competencies through training and education have an impact on the quality of abilities and skills possessed by employees. The Company provides training and education tailored to the needs of the position and position occupied.*
Masyarakat Lokal *Local Community*	Berdampak signifikan pada pemangku kepentingan *Has a significant impact to the stakeholders*	Pemenuhan tanggung jawab terhadap pengembangan sosial kemasyarakatan berdampak pada kualitas reputasi dan keberlanjutan perusahaan. Perseroan melaksanakan PKBL untuk berkontribusi terhadap kesejahteraan masyarakat di lingkungan sekitar perusahaan. *Fulfillment of responsibilities for social development has an impact on the reputation quality and sustainability of the company. The Company implements PKBL to contribute to the welfare of the community around the Company.*

Pendekatan Holistik Terintegrasi dalam Pelaksanaan TJSL

Pelaksanaan program TJSL Perseroan disandarkan pada konsep triple bottom line (*people, profit, planet*) yang diintegrasikan dengan 7 (tujuh) subjek inti dalam standar mutu ISO 26000. Hal ini dilakukan guna memastikan agar pelaksanaan program TJSL di lingkungan Perseroan lebih terarah dan tepat sasaran.

Holistic Integrated Approach in the CSR Implementation

The implementation of the Company's CSR program refers to the triple bottom line concept (people, profit, planet) integrated with 7 (seven) core subjects in the ISO 26000 quality standard. This is aimed to ensure that the Company's TJSL implementation are carried out in an appropriate manner.

HOLISTIC INTEGRATED APPROACH

Tata Kelola Organisasi *Organizational Governance*	Penetapan, pengambilan dan penerapan keputusan strategis sehingga prinsip tanggung jawab sosial dapat diterapkan. *Determining, making and implementing strategic decisions in carrying out the principles of social responsibility.*
Hak Asasi Manusia *Human Rights*	Hak dasar yang dimiliki semua orang sebagai manusia, antara lain mencakup hak sipil, politik, ekonomi, sosial dan budaya. *The basic rights in possession of all human beings which include civil, political, economic, social and cultural rights.*
Praktik Ketenagakerjaan *Labor Practices*	Kebijakan dan praktik terkait pekerjaan dan ketenagakerjaan, termasuk aspek keselamatan dan kesehatan kerja (K3). *Policies and practices related to work and employment, including aspects of occupational health and safety (OHS).*
Lingkungan *Environment*	Tanggung jawab atas dampak lingkungan kepada masyarakat dari kegiatan yang dilakukan. *Responsibility for the environmental impact to the community from the activities carried out.*
Operasi yang Adil *Fair Operating Practices*	Penerapan perilaku etis dan adil saat berinteraksi dengan pemangku kepentingan *Implementation of ethical and fair behavior when interacting with stakeholders.*
Isu Konsumen *Consumer Issues*	Pemenuhan hak-hak konsumen terkait produk dan layanan yang diberikan, kejelasan informasi, dan perlakuan yang adil. *Fulfillment of consumer rights regarding the products and services provided, clarity of information, and fair treatment.*
Pelibatan dan Pengembangan Masyarakat *Community Involvement and Development*	Hubungan dan interaksi Perusahaan dengan masyarakat di lingkungan operasinya *The Company's relationship and interaction with the community in its operating environment.*

Manfaat TJSL

Berikut beberapa manfaat yang didapat oleh Perseroan atas pelaksanaan TJSL yang inklusif dan tepat sasaran:

1. Meningkatkan Citra Perusahaan. Dengan melakukan kegiatan TJSL konsumen dapat lebih mengenal Perseroan sebagai perusahaan yang selalu melakukan kegiatan yang baik bagi masyarakat.
2. Memperkuat *brand* Perusahaan. Melalui kegiatan memberikan *product knowledge* kepada konsumen dengan cara membagikan produk secara gratis, dapat menimbulkan kesadaran konsumen akan keberadaan produk Perseroan sehingga dapat meningkatkan posisi brand perusahaan.
3. Mengembangkan Kerja Sama dengan Para Pemangku Kepentingan. Dalam melaksanakan kegiatan TJSL, perusahaan tentunya melibatkan segenap pemangku kepentingan, di antaranya pemerintah daerah, masyarakat, dan universitas lokal. Hal ini memungkinkan Perseroan untuk menjalin relasi yang harmonis dan sinergis dengan para pemangku kepentingan tersebut.
4. Membedakan Perusahaan dengan Pesaingnya. Pelaksanaan TJSL membuka kesempatan bagi Perseroan untuk menunjukkan keunggulan komparatifnya sehingga memperkuat daya saing dengan kompetitor yang menawarkan produk dan jasa sejenis.
5. Menghasilkan inovasi dan pembelajaran untuk meningkatkan pengaruh Perusahaan. Selain berperan sebagai investasi sosial, pelaksanaan program TJSL yang sesuai dengan kegiatan utama perusahaan turut mengasah kreativitas melalui perencanaan TJSL yang konsisten dan penyusunan program yang inovatif, yang pada gilirannya mampu meningkatkan peran dan posisi Perseroan di industri.
6. Membuka Akses untuk Investasi dan Pembiayaan bagi Perseroan. Pelaksanaan TJSL membuka kesempatan bagi Perseroan untuk meraih peluang investasi dan pembiayaan yang lebih besar. Hal ini dilatarbelakangi oleh peningkatan kesadaran investor mengenai pentingnya TJSL bagi keberlangsungan usaha Perseroan serta kebijakan lembaga penyedia dana, seperti perbankan, yang lebih memprioritaskan pemberian bantuan bagi perusahaan yang melakukan TJSL.

CSR Benefits

The following are some of the benefits obtained by the Company from the implementation of an inclusive and targeted CSR:

1. *Improving the Company's Image. By carrying out CSR activities, consumers are able to get to know the Company better as a company that always carries out good activities for the community.*
2. *Strengthening the Company's brand. Through activities that provide product knowledge to consumers by distributing free products, it can raise consumer awareness of the existence of the Company's products so as to improve the company's brand position.*
3. *Developing God Cooperation with Stakeholders. In carrying out CSR activities, the company involves all stakeholders, including local governments, communities, and local universities. This enables the Company to establish harmonious and synergistic relationships with these stakeholders.*
4. *Differentiating the Company from its Competitors. The implementation of CSR opens up opportunities for the Company to demonstrate its comparative advantage so as to strengthen its competitiveness with competitors who offer similar products and services.*
5. *Creating innovations and learnings to increase the influence of the Company. Aside from being a social investment, the implementation of the CSR program in accordance with the company's main activities also fosters creativity through consistent CSR planning and innovative programming, which in turn is able to increase the Company's role and position in the industry.*
6. *Opening Access for Investment and Financing for the Company. The implementation of CSR opens up opportunities for the Company to seize greater investment and financing opportunities. This is motivated by the increased awareness of investors regarding the importance of CSR for the sustainability of the Company's business as well as the policies of funding providers, such as banks, which prioritize providing assistance to companies that carry out CSR.*

Anggaran Dana TJSL

Sebagaimana yang tercantum dalam pedoman dan ketentuan TJSL yang berlaku di Perseroan, anggaran kegiatan TJSL adalah sebesarbesarnya 1% dari keuntungan Perusahaan tahun sebelumnya. Adapun mekanisme persetujuan penggunaan anggaran kegiatan TJSL antara lain sebagai berikut:

1. Perencanaan, berdasarkan masukan dari narasumber di beberapa unit usaha dan ide dari *Forum Group Discussion* (FGD) Tim Pengelola TJSL.
2. Penyusunan anggaran dengan melakukan survei harga pasar produk terkait yang dibutuhkan.

CSR Fund Budget

As stated in the CSR guidelines and provisions that apply to the Company, the CSR activity budget is a maximum of 1% of the Company's profits the previous year. The mechanism for approving the use of the CSR activity budget is as follows:

1. *Planning, based on input from resource persons in several business units and ideas from the Forum Group Discussion (FGD) of the CSR Management Team.*
2. *Budgeting by conducting a market price survey of the related products needed.*

3. Pembuatan proposal berdasarkan persetujuan hasil FGD Tim Pengelola TJSL.
4. Perolehan persetujuan Direksi Pertamedika IHC/Direktur Unit Usaha jika menggunakan anggaran internal.
5. Perolehan persetujuan Manager TJSL Pertamina jika menggunakan anggaran TJSL Pertamina dengan mengikuti aturan yang ditetapkan dalam Pedoman RKA TJSL Pertamina.
6. Sosialisasi anggaran dan program ke unit usaha Pertamina Pelaksana TJSL.

Pertamedika IHC menjalankan peran sebagai pelaksana kegiatan TJSL yang ditugaskan oleh induk perseroan PT Pertamina Persero. Setiap tahunnya, Pertamedika menjalankan kegiatan TJSL yang melibatkan pemberdayaan masyarakat di bidang kesehatan.

3. Drawing up a proposal based on the approval of the results of the FGD of the CSR Management Team.
4. Obtaining approval from the Board of Directors of Pertamedika IHC/Director of Business Units if internal budget is used.
5. Obtaining approval from Pertamina CSR Manager if using Pertamina's CSR budget by following the rules set out in the Pertamina CSR RKA Guidelines.
6. Dissemination of budgets and programs to Pertamina's CSR Implementing business units.

Pertamedika IHC implements its CSR activities as assigned by the parent company PT Pertamina Persero. Every year, Pertamedika runs CSR activities that involve community empowerment in the health sector.

Garis Besar Pelaksanaan Program TJSL Berdasarkan Sifatnya

Perseroan memiliki 2 (dua) sifat program TJSL yang pada tahun 2022 Perseroan telah melaksanakan berbagai program TJSL baik yang merupakan kewajiban (*mandatory*) maupun melebihi kewajiban (*voluntary*). Rincian kegiatan-kegiatan tersebut diungkapkan sebagai berikut:

Outline of the CSR Program Implementation by Its Characteristics

The Company categorizes the implementation of the TJSL programs into 2 categories, which both has been carried out in 2022. The programs include mandatory and voluntary program with the following details:

Kegiatan Yang Merupakan Kewajiban (*Mandatory*)

Mandatory Activities

Prinsip *Principle*	Dasar Regulasi *Legal Basis*	Pelaksanaan *Implementation*
Tata Kelola Organisasi *Organizational Governance*	• Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas. *Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies.* • Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 tentang Perubahan atas Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. *Regulation of the Minister of SOEs No.: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOE as last amended by Regulation of the Minister of SOEs Number: PER-09/MBU/2012 concerning Amendments to Regulation of the Minister of SOEs Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOE.*	• Pelaksanaan assessment GCG. *Implementation of GCG assessment.* • Evaluasi kinerja Komite, Sistem Pengendalian Internal, dan Evaluasi Manajemen Risiko. *Performance evaluation on Internal Control System Committee, and Risk Management.* • Pemenuhan keterbukaan informasi bagi pemangku kepentigan melalui berbagai medium (tatap muka, website, dan lainnya). *Fulfillment of information disclosure to stakeholders through various media (face-to-face, website, etc.*

Prinsip *Principle*	**Dasar Regulasi** *Legal Basis*	**Pelaksanaan** *Implementation*
Pemenuhan Hak Asasi Manusia *Human Rights Fulfillment*	• Undang-Undang No.21 tahun 2000 tentang Serikat Pekerja. *Law No. 21 of 2000 concerning Labor Union* • Undang-Undang No.13 tahun 2003 tentang Ketenagakerjaan. *Law No. 13 of 2003 concerning Manpower.* • Undang-Undang No.35 tahun 2014 tentang Perubahan atas Undang-Undang No.23 tahun 2002 tentang Perlindungan Anak. *Law No. 35 of 2014 concerning Amendments to Law No.23 of 2002 concerning Child Protection.* • Konvensi International Labour Organization (ILO) tentang Kebebasan Berserikat dan Perlindungan Hak Asasi Manusia. *International Labor Organization (ILO) Conventions on Freedom of Association and Protection of Human Rights.*	• Pengelolaan SDM yang adil dan bebas diskriminasi . *Fair and discrimination-free HR management.* • Penyelesaian perselisihan hubungan industrial. *Conflict resolutions on industrial relations.* • Penandatanganan PKB (Perjanjian Kerja Bersama pada tanggal 13 November 2021. *Signing of Joint Work Agreement (PKB) on November 13, 2021.*
Prosedur Operasi yang Adil *Fair Operating Procedures*	• Undang-Undang No. 5 tahun 1999 tentang Larangan Praktik Monopoli dan Persaingan Usaha Tidak Sehat. *Law No. 5 of 1999 concerning the Prohibition of Monopoly Practices and Unhealthy Competition.*	• Evaluasi efektivitas *whistleblowing system.* *Evaluation on the whistleblowing system effectivity.* • Evaluasi kebijakan anti korupsi dan anti gratifikasi. *Evaluation on anti-corruption and anti-gratification policy.* • Penindaklanjutan adanya pengaduan masuk dalam saluran *whistleblowing system.* *Follow-up on complaints in the whistleblowing system.*
Kepatuhan Terhadap Lingkungan Hidup *Environmental Compliance*	• Undang-Undang No. 5 Tahun 1990 tentang Konservasi Sumber Daya Hayati dan Ekosistemnya. *Law No. 5 of 1990 concerning Conservation of Biological Resources and Ecosystems.* • Undang-Undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup. *Law No. 32 of 2009 concerning Environmental Protection and Management.* • Peraturan Pemerintah No. 27 Tahun 2012 tentang Izin Lingkungan. *Government Regulation No. 27 of 2012 concerning Environmental Permits.*	• Pemantauan pengaduan masalah lingkungan oleh fungsi HSE. *Monitorong on environmental complaint by the HSE function.*
Praktik Keselamatan dan Kesehatan Kerja (K3) *Occupational Health and Safety (OHS)*	• Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja. *Law No. 1 of 1970 concerning Occupational Safety.* • Undang-Undang No. 23 Tahun 1992 tentang Kesehatan *Law No. 23 of 1992 concerning Health.* • Keputusan Presiden No. 22 Tahun 1993 tentang Penyakit yang Timbul Akibat Hubungan Kerja. *Presidential Decree No. 22 of 1993 concerning Diseases That Arise Due to Work Relationships* • Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan; dan *Law No. 13 of 2003 concerning Manpower; and* • Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja. *Government Regulation No. 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems.*	• Pelaksanaan *assessment* HSSE Terintegrasi oleh Pertamina. *Integrated HSSE assessment by Pertamina.* • Pelaksanaan *Medical Check Up Fit to Work* . *Implementation of Medical Check Up Fit to Work.* • Pembaruan beberapa Pedoman/ TKO/TKI dalam pelaksanaan HSE. *Update on several Guidelines/TKO/ TKI on HSE Implementation.*

Kegiatan Yang Melebihi Kewajiban (*Voluntary*)

Voluntary Activities

Pengembangan Sosial Kemasyarakatan *Social Community Developmen*	Pelaksanaan 3 (tiga) program utama yakni (Program Sehati, Program Germas dan Program Edukasi Remaja). *implementation of 3 (three) main programs, namely (Sehati Program, Germas Program, and Teen Education Program.*
Isi Produk dan Pelanggan *Product and Customer Issues*	Pelaksanaan akreditasi KARS. *KARS accredation implementation.*

Tanggung Jawab Perusahaan Terkait Hak Asasi Manusia

Corporate Responsibilities Regarding Human Rights

Kebijakan TJSL terkait Hak Asasi Manusia (HAM)

CSR policy related to human rights (HAM)

Pemenuhan prinsip Hak Asasi Manusia pada hakikatnya merupakan salah satu bentuk komitmen Perseroan dalam menyediakan layanan kesehatan yang unggul, prima, dan berkualitas bagi pasien dan masyarakat. Dalam implementasinya, prinsip HAM diorientasikan pada penanaman nilai kesetaraan dan anti-diskriminasi dengan menjunjung tinggi persamaan hak tanpa membedakan suku, agama, ras *gender*, dan latar belakang budaya pada setiap kegiatan dan proses bisnis Perseroan.

Pemenuhan prinsip tersebut diwujudkan secara komprehensif kepada pemangku kepentingan baik dalam lingkup internal maupun eksternal. Dalam lingkup internal, prinsip HAM diimplementasikan pada penyediaan kesempatan yang adil bagi seluruh pegawai, sedangkan wujud penerapan prinsip HAM bagi pemangku kepentingan eksternal direalisasikan melalui penyediaan layanan kesehatan yang adil dan prima bagi seluruh pasien.

Fulfillment of Human Rights principles is essentially a form of the Company's commitment to providing excellent, and quality health services for patients and the community. In its implementation, human rights principles are oriented towards inculcating the values of equality and anti-discrimination by upholding equal rights without distinction of ethnicity, religion, race, gender, and cultural background in every activity and business process of the Company.

The fulfillment of these principles is realized comprehensively to stakeholders both internally and externally. Internally, human rights principles are implemented in providing fair opportunities for all employees, while the implementation of human rights principles for external stakeholders is realized through the provision of fair and excellent health services for all patients.

Target TJSL terkait Hak Asasi Manusia

CSR Targets on Human Rights

Perseroan menargetkan pemenuhan tanggung jawabnya terkait aspek-aspek HAM sebagai upaya dalam menjamin terpenuhinya hak asasi seluruh insan Perseroan dan segenap *stakeholder* yang terlibat tanpa adanya diskriminasi agama, suku, ras, dan golongan.

The Company targets the fulfillment of its responsibilities related to human rights aspects as an effort to ensure the fulfillment of the human rights of all Company personnel and all stakeholders involved without discrimination of religion, ethnicity, race, and class.

Kegiatan Tanggung Jawab Perusahaan terkait Hak Asasi Manusia

Corporate Responsibility Activities on Human Rights

Kebebasan Berserikat

Freedom of association

Perseroan telah membentuk Serikat Pekerja PT Pertamina Bina Medika (SP Pertamedika) yang telah terdaftar di Departemen Tenaga Kerja Jakarta Selatan dengan No. 06/V/P/2001 tanggal 9 Maret 2001, dengan cabang-cabang sebagai berikut:

1. DPC Serikat Pekerja Rumah Sakit Pertamina Pusat (SP RSPP)
2. DPC Serikat Pekerja Rumah Sakit Pertamina Balikpapan (SP RSPB)
3. DPC Serikat Pekerja Rumah Sakit Pertamina Jaya (SP RSPJ)

The Company has established the Labor Unions of PT Pertamina Bina Medika (SP Pertamedika) which has been registered with the South Jakarta Department of Manpower with No. 06/V/P/2001 dated March 9, 2001, with the following branches:

1. *DPC Pertamina Central Hospital Labor Union (SP RSPP)*
2. *DPC Pertamina Balikpapan Hospital Labor Union (SP RSPB)*
3. *DPC Pertamina Jaya Hospital Labor Union (SP RSPJ)*

4. DPC Serikat Pekerja Rumah Sakit Pertamina Cirebon (SPRSPC)
5. DPC Serikat Pekerja Rumah Sakit Pertamina Prabumulih (SPRSPPbm)
6. DPC Serikat Pekerja Rumah Sakit Pertamina Tanjung (SPRSPT)
7. DPC Serikat Pekerja Pertamedika Hospital Tarakan (SP PHT)
8. DPC Serikat Pekerja Rumah Sakit Pertamina Brandan (SPRSP Brandan)
9. DPC Serikat Pekerja Rumah Sakit Pertamina Plaju (SP RSPPlaju)
10. DPC Serikat Pekerja Rumah Sakit Pertamina Sorong (SP RSPSorong)

Serikat Pekerja Pertamedika dikelola oleh pekerja yang tidak menduduki jabatan tertentu yang berpotensi menimbulkan pertentangan kepentingan antara Pertamedika dengan SP Pertamedika. Adapun yang dimaksud dengan jabatan yang memiliki pertentangan adalah *Vice President, Corporate Secretary, Chief of Internal Audit*, Para Manajer, Direktur Unit/KSO/Ketua Yayasan, Para Wakil Direktur/KSO dan jabatan yang setara, Kepala Anggaran, Kepala Keuangan, Kepala Kontroler, Kepala Treasury, Kepala Piutang, Kepala Pajak, Kepala SDM atau yang setara, Kepala Legal atau yang setara. Hingga akhir tahun 2022, SP Pertamedika diketuai oleh Ahmad Hariri.

Pengelolaan SDM yang Adil dan Bebas Diskriminasi

Perseroan senantiasa mengelola SDM berdasarkan nilai- nilai keterbukaan, adil, dan bebas diskriminasi. Setiap pegawai dipastikan memiliki kesempatan jenjang karier yang adil, sesuai dengan performa kerja yang diberikan. Perseroan juga mendukung keadilan pemberian kesempatan pengembangan kompetensi tanpa membedakan unsur SARA dan sepenuhnya difokuskan padakebutuhan kompetensi sesuai dengan bobot kerja dan tanggung jawab yang diemban masing-masing pekerja.

Salah satu bentuk diskriminasi yang seringkali ditemukan dalam sebuah perusahaan adalah eksploitasi kepada pekerja wanita. Oleh karenanya guna menghindari hal tersebut, Perseroan memberikan hak khusus kepada pegawai Wanita melalui beberapa program berikut:

1. Cuti Hamil dan Cuti Bersalin Pekerja berstatus PWTT yang hendak melahirkan berhak mendapatkan cuti hamil dan cuti bersalin selama 1,5 (satu setengah) bulan sebelum melahirkan dan 1,5 (satu setengah) bulan sesudah melahirkan. Lamanya cuti hamil dan cuti bersalin dapat diperpanjang berdasarkan surat keterangan dokter kandungan baik sebelum maupun setelah melahirkan.
2. PWTT yang mengalami keguguran kandungan berhak memperoleh istirahat sesuai dengan surat keterangan dokter maksimal 1,5 bulan.
3. PWTT wanita diwajibkan untuk bersalin di rumah sakit/klinik bersalin milik Pertamedika IHC. Jika dalam kondisi darurat dan dapat diterima oleh dokter Pertamedika IHC, maka

4. DPC Pertamina Hospital Cirebon Labor Union (SP RSPC)
5. DPC Pertamina Prabumulih Hospital Labor Union (SP RSPPbm)
6. DPC Pertamina Tanjung Hospital Labor Union (SP RSPT)
7. DPC Labor Union of Pertamedika Hospital Tarakan (SP IPM)
8. DPC Pertamina Brandan Hospital Labor Union (SP RSP Brandan)
9. DPC Pertamina Plaju Hospital Labor Union (SP RSP Plaju)
10. DPC Pertamina Sorong Hospital Labor Union (SP RSP Sorong)

The Pertamedika Labor Union is managed by workers who do not occupy certain positions which have the potential to cause a conflict of interest between Pertamedika and SP Pertamedika. The conflicting positions include Vice President, Corporate Secretary, Chief of Internal Audit, Managers, Director of Unit/ KSO/Chairman of the Foundation, Deputy Directors/KSO and equivalent positions, Head of Budget, Head of Finance, Head of Controller, Head of Treasury, Head of Accounts Receivable, Head of Tax, Head of HR or equivalent, Head of Legal or equivalent. As of the end of 2022, SP Pertamedika is chaired by Ahmad Hariri.

Fair and Discrimination-Free HR Managment

The Company always manages HR based on the values ofopenness, fairness, and free of discrimination. Every employee is ensured to have a fair career path opportunity, in accordance with the work performance given. The Company also supports fairness in providing competency development opportunities without distinguishing SARA elements and is fully focused on competency needs in accordance with the workload and responsibilities carried out by each employee.

One form of discrimination that is often found in a company is the exploitation of women workers. Therefore, to avoid this, the Company grants special rights to female employees through the following programs:

1. Maternity Leave Permanent employees who are about to give birth are entitled to maternity leave for 1.5 (one and a half) months before giving birth and 1.5 (one and a half) months after giving birth. The length of maternity leave can be extended based on a certificate from an obstetrician both before and after giving birth.
2. Permanent employees who experienced a miscarriage is entitled to a break in accordance with a doctor's certificate for a maximum of 1.5 months.
3. Female permanent employees are required to give birth at the hospital/maternity clinic owned by Pertamedika IHC. If it is in an emergency condition and can be accepted by the Pertamedika

PWTT wanita dapat melahirkan di rumah sakit bersalin di luar fasilitas Pertamedika IHC dan Perseroan memberikan pengganti sesuai kuitansi/bukti pembayaran dengan maksimal penggantian sesuai kelas layanan di Pertamedika IHC.

IHC doctor, the female employee can give birth in a maternity hospital outside the Pertamedika IHC facility and the Company shall provide a reimbursement according to the receipt/proof of payment with a maximum replacement according to the class of service at Pertamedika IHC.

Perseroan juga memfasilitasi kebebasan bagi seluruh pegawai untuk menjalankan ibadah sesuai dengan kepercayaan yang dianutnya.

The Company also facilitates the freedom for all employees to practice worship according to their beliefs.

Mekanisme Penyelesaian Perselisihan Hubungan Industrial

Industrial Relations Dispute Resolution Mechanism

Perselisihan Hubungan Industrial adalah perbedaan pendapat yang mengakibatkan pertentangan antara pengusaha atau gabungan pengusaha dengan pekerja atau serikat pekerja karena adanya perselisihan mengenai hak, perselisihan kepentingan, perselisihan pemutusan hubungan kerja, dan perselisihan antar serikat pekerja dalam perusahaan. Dalam rangka menyelesaikan perselisihan hubungan industrial antara Manajemen Perseroan dengan SP Pertamedika, maka diberlakukan Panduan Penyelesaian Perselisihan Hubungan Industrial di seluruh unit PT Pertamina Bina Medika dalam Surat Keputusan No. Kpts-0604/A00000/2018-S8. Salah satu metode yang digunakan untuk menyelesaikan perselisihan hubungan industrial adalah melalui perundingan Bipartit yang melibatkan Pekerja atau Serikat Pekerja dengan Pengusaha (Manajemen Perseroan).

Industrial Relations Dispute occurs when there is a difference of opinions resulting in a conflict between an entrepreneur or a group of employers and workers or a labor union due to a dispute regarding rights, disputes over interests, disputes over termination of employment, and disputes between labor unions within the company. In order to resolve industrial relations disputes between the Company's Management and SP Pertamedika, the Guidelines for Settlement of Industrial Relations Disputes are enacted in all units of PT Pertamina Bina Medika in Decree No. Kpts-0604/A00000/2018-S8 (please inform if there are changes). One of the methods used to resolve industrial relations disputes is through Bipartite negotiations involving Workers or Labor Unions with Employers (Company Management).

Prosedur Pelaksanaan

Implementation Procedure

1. **Tahap Sebelum Perundingan, dilakukan persiapan:**
   a) Pihak yang merasa dirugikan berinisiatif mengkomunikasikan masalahnya secara tertulis kepada pihak lainnya.
   b) Apabila pihak yang merasa dirugikan adalah pekerja perseorangan yang bukan merupakan anggota serikat pekerja, dapat memberikan kuasa kepada pengurus serikatpekerja di Perusahaan tersebut untuk mendampingi pekerja dalam perundingan.
   c) Pihak manajemen Perseroan yang diberi mandat harus menangani penyelesaian perselisihan secara langsung.
   d) Dalam perundingan bipartit, serikat pekerja atau pihak manajemen dapat meminta pendampingan kepada perangkat organisasinya masing-masing;
   e) Dalam hal pihak pekerja yang merasa dirugikan bukan anggota serikat pekerja dan jumlahnya lebih dari 10 (sepuluh) orang pekerja, maka harus menunjuk wakilnya secara tertulis yang disepakati paling banyak 5 (lima) orang dari pekerja yang merasa dirugikan;
   f) Dalam hal perselisihan antar serikat pekerja dalam satu Perusahaan, maka masing-masing serikat pekerja menunjuk wakilnya paling banyak 10 (sepuluh) orang.

1. ***Prior to the Negation, the following preparations are carried out:***
   a) The party who feels disadvantaged takes the initiative to communicate the problem in writing to the other party.
   b) If the party who feels disadvantaged is an individual worker who is not a member of a labor union, he/she can authorize the management of the labor union in the company to assist workers in negotiations.
   c) The Company's management is mandated to handle dispute resolution directly.
   d) In bipartite negotiations, the labor union or management may request assistance from their respective organizational apparatus.
   e) In the event that the worker who feels disadvantaged is not a member of the labor union and the number is more than 10 (ten) workers, then he/she must appoint a representative in writing which is agreed upon at most 5 (five) of the workers who feel disadvantaged;
   f) In the event of a dispute between labor unions within the same company, each labor union shall appoint a representative of a maximum of 10 (ten) persons.

2. Tahap Perundingan:

a) Kedua belah pihak menginventarisasi dan mengidentifikasi permasalahan;
b) Kedua belah pihak dapat menyusun dan menyetujui tata tertib secara tertulis dan jadwal perundingan yang disepakati;
c) Dalam tata tertib para pihak dapat menyepakati bahwa selama perundingan dilakukan, kedua belah pihak tetap melakukan kewajibannya sebagaimana mestinya;
d) Para pihak melakukan perundingan sesuai tata tertib dan jadwal yang disepakati;
e) Dalam hal salah satu pihak tidak bersedia melanjutkan perundingan, maka para pihak atau salah satu pihak dapat mencatatkan perselisihannya kepada instansi yang bertanggung jawab di bidang ketenagakerjaan kabupaten/kota tempat pekerja bekerja walaupun belum mencapai 30 (tiga puluh) hari kerja;
f) Setelah mencapai 30 (tiga puluh) hari kerja, perundingan bipartit tetap dapat dilanjutkan sepanjang disepakati oleh para pihak;
g) Setiap tahapan perundingan harus dibuat risalah yang ditandatangani oleh para pihak, dan apabila salah satu pihak tidak bersedia menandatangani, maka hal ketidaksediaan itu dicatat dalam risalah dimaksud;
h) Hasil akhir perundingan dibuat dalam bentuk risalah akhir, yang sekurang-kurangnya memuat;
i) Rancangan risalah akhir dibuat oleh pihak manajemen dan ditandatangani oleh kedua belah pihak atau salah satu pihak bilamana pihak lainnya tidak bersedia menandatanganinya.

3. Tahap Setelah Selesai Perundingan:

a) Dalam hal para pihak mencapai kesepakatan, maka dibuat Perjanjian Bersama yang ditandatangani oleh para perunding dan didaftarkan pada Pengadilan Hubungan Industrial di Pengadilan Negeri wilayah para pihak mengadakan Perjanjian Bersama;
b) Apabila perundingan mengalami kegagalan, maka salah satu atau kedua belah pihak mencatatkan perselisihannya kepada instansi yang bertanggung jawab di bidang ketenagakerjaan kabupaten/kota tempat pekerja bekerja dengan melampirkan bukti bahwa upaya-upaya penyelesaian melalui perundingan bipartit telah dilakukan.

2. Negotiation Stage:

a) Both parties must take inventory and identify the problems;
b) Both parties can draw up and agree on written rules and agreed negotiation schedules;
c) In the regulation, the parties may agree that as long as the negotiations are carried out, both parties will continue to carry out their obligations as they should;
d) The parties carry out negotiations according to the agreed rules and schedule;
e) In the event that one of the parties is not willing to continue the negotiations, the parties or one of the parties may register the dispute with the agency responsible for manpower affairs in the regency/city where the worker works, despite not reaching 30 (thirty) working days;
f) After reaching 30 (thirty) working days, bipartite negotiations can still be continued as long as it is agreed by the parties;
g) At each stage of the negotiation, minutes must be drawn up and signed by the parties, if one of the parties is not willing to sign, then the case of unwillingness is recorded in the said minutes;
h) The final results of the negotiations are made in the form of final minutes, which at least contain;
i) The final draft of the minutes is made by the management and signed by both parties or one of the parties if the other party is not willing to sign it.

3. Stages After the Negotiations Finish:

a) In the event that the parties reach an agreement, a Collective Agreement is drawn up, signed by the negotiators, and registered with the Industrial Relations Court in the District Court in the area where the parties entered into a Collective Agreement;
b) If the negotiations fail, then one or both parties shall register the dispute to the agency responsible for manpower in the district/city where the worker works by attaching evidence that efforts to resolve it through bipartite negotiations have been carried out.

Tanggung Jawab Perusahaan Terkait Operasi Yang Adil

Corporate Responsibilities Regarding Fair Operations

Kebijakan TJSL terkait Operasi yang Adil

Pertamedika IHC senantiasa mengedepankan praktik usaha yang etis serta patuh terhadap peraturan perundang-undangan yang berlaku dalam seluruh aspek usaha, termasuk mengenai Keselamatan dan Kesehatan Kerja (K3), kebijakan Anti Korupsi dan Anti Gratifikasi, serta evaluasi pengelolaan perangkat kepatuhan yang dimiliki. Hal ini dilakukan guna memelihara hubungan yang sinergis dan harmonis dengan pemangku kepentingan melalui pelaksanaan aktivitas bisnis dan penanaman budaya korporasi yang sehat, jujur, dan adil.

CSR Policy regarding Fair Operations

Pertamedika IHC always prioritizes ethical business practices and complies with applicable laws and regulations in all business aspects, including Occupational Health and Safety (OHS), AntiCorruption and Anti-Gratification policies, as well as evaluation to the management of compliance tools. This is done in order to maintain a synergistic and harmonious relationship with stakeholders through the implementation of business activities and the cultivation of a healthy, honest and fair corporate culture.

Target TJSL terkait Operasi yang Adil

Maksud dan tujuan penerapan dan pelaksanaan praktik dan aktivitas bisnis berprinsip operasi yang adil diorientasikan pada pemeliharaan integritas, akuntabilitas, dan profesionalisme Perseroan di mata pemangku kepentingan. Selain itu, diharapkan terpenuhinya operasi yang adil diarahkan pada perbaikan kualitas kepatuhan yang bebas dari praktik-praktik fraud yang dapat menimbulkan risiko terhadap kelangsungan usaha Perseroan.

CSR Targets related to Fair Operations

The aims and objectives of implementing and implementing business practices and activities with fair operating principles are oriented towards maintaining the integrity, accountability, and professionalism of the Company in the eyes of stakeholders. In addition, it is hoped that the fulfillment of fair operations is directed at improving the quality of compliance that is free from fraudulent practices that may pose a risk to the Company's business continuity.

Kegiatan TJSL terkait Operasi yang Adil

Pada 2022, Pertamedika IHC telah melakukan tinjau ulang terhadap seluruh pedoman kepatuhan yang dimiliki. Selain itu, Perseroan juga melaksanakan kegiatan terkait operasi yang adil yakni di mana setiap tahun Direksi dan Dewan Komisaris memperbaharui pakta integritas, setiap pekerja yang menduduki jabatan akan menandatangani pakta integritas. Setiap pekerja membuat pelaporan gratifikasi setiap bulan/triwulan/apabila ada penerimaan melalui *Compliance Online System.*

Komitmen Pertamedika IHC untuk senantiasa patuh pada peraturan perundangan dibuktikan melalui nihilnya kasus fraud yang ditemukan di Perseroan sepanjang 2022 serta tidak adanya keterlibatan Perseroan maupun manajemen dalam kasus pengadilan baik dalam hal perdata maupun pidana.

CSR Activities related to Fair Operations

In 2022, Pertamedika IHC has reviewed all of its compliance guidelines. In addition, the Company also carries out activities related to fair operations, in which the Board of Directors and the Board of Commissioners are required to renew the integrity pact annually, every employee holding such positions must sign an integrity pact. Each employee is required to submit a gratuity report every month/ quarter/if there is acceptance through the Compliance Online System.

Pertamedika IHC's commitment to always comply with laws and regulations is proven by the zero cases of fraud found in the Company throughout 2022 and the absence of involvement of the Company or management in court cases both in civil and criminal matters.

Tanggung Jawab Perusahaan Terkait Lingkungan Hidup

Corporate Responsibilities on the Environment

Kebijakan TJSL terkait Lingkungan Hidup

Pelaksanaan TJSL Perseroan dalam bidang lingkungan hidup disandarkan pada konsep *triple bottom lines* yang seluruhnya bermuara pada tumbuhnya budaya keberlanjutan di lingkungan Perseroan. Program terkait lingkungan hidup difokuskan pada

CSR Policy related to the Environment

The implementation of the Company's TJSL in the environmental sector is based on the concept of triple bottom lines which all lead to the growth of a culture of sustainability in the Company's environment. Programs related to the environment are focused on

praktik bisnis berwawasan lingkungan, peningkatan efisiensi kegiatan bisnis yang dijalankan, dan penekanan dampak negatif terhadap lingkungan yang dihasilkan operasional Perseroan.

environmentally sound business practices, increasing the efficiency of business activities carried out, and suppressing the negative impact on the environment generated by the Company's operations.

Target TJSL terkait Lingkungan Hidup

Target dan rencana kegiatan tanggung jawab perusahaan di bidang lingkungan hidup diorientasikan pada aspek-aspek sebagai berikut:

1. *Monitoring* pemenuhan perizinan terkait lingkungan hidup.
2. Pengelolaan lingkungan hidup sesuai izin lingkungan yang dimiliki.

CSR Targets related to the Environment

The targets and plans for corporate responsibility activities in the environmental sector are oriented to the following aspects:

1. *Monitoring the fulfillment of permits related to the environment.*
2. *Managing the environment in accordance with the environmental permits obtained.*

Kegiatan TJSL terkait Lingkungan Hidup

Pengelolaan Lingkungan Kerja

Dalam memelihara dan meminimalisasi risiko terjadinya kecelakaan kerja serta penyakit akibat kerja, Perseroan menempatkan kebijakan Kesehatan Lingkungan Kerja sebagai salah satu upaya dalam mengelola *potential hazard* bagi petugas medis dan non-medis. Upaya pengelolaan lingkungan kerja telah dilengkapi dengan Pedoman *Health, Safety, Security & Environment* (HSSE) No. A020/ A0000/2018-S0.

Secara berhati-hati dan detail, Perseroan memberlakukan kebijakan terkait pengelolaan limbah B3 yang dihasilkan oleh rumah sakit. Kegiatan usaha rumah sakit tentu tidak terlepas dari penggunaan peralatan kesehatan yang memerlukan penanganan khusus terhadap limbah yang dihasilkan. Oleh karenanya guna meminimalisir timbulnya risiko penyebaran penyakit, Perseroan menunjuk pihak ketiga dalam pengelolaan limbah B3 yang dihasilkan dengan senantiasa mendorong pengaplikasian prosedur dan penggunaan peralatan pengolahan limbah B3 yang sesuai dengan standar dan prosedur yang berlaku.

Work Environment Management

In maintaining and minimizing the risk of occupational accidents and occupational diseases, the Company puts a Work Environment Health policy as an effort to manage potential hazards for medical and non-medical officers. Efforts to manage the work environment have been equipped with Health, Safety, Security & Environment (HSSE) Guidelines No. A020/ A0000/2018-S0.

Carefully and in detail, the Company enforces policies related to the management of B3 waste generated by hospitals. Hospital business activities certainly cannot be separated from the use of medical equipment that requires special handling of the waste generated. Therefore, in order to minimize the risk of spreading disease, the Company appoints a third party in the management of the B3 waste by continuously encouraging the application of procedures and the use of B3 waste treatment equipment in accordance with applicable standards and procedures.

Mekanisme Pengaduan Masalah Lingkungan

Pertamedika IHC memiliki sarana pengaduan masalah lingkungan kerja yang di bawahi dan ditangani penyelesaiannya oleh fungsi HSE sesuai dengan prosedur yang berlaku. Setiap pengaduan masalah lingkungan yang masuk akan dicatat, dikonsultasikan, dan dipelajari serta dianalisis untuk mengetahui akar penyebabnya serta memutuskan tindak lanjutnya. Sampai dengan 31 Desember 2022, Perseroan tidak mendapati adanya aduan, laporan, dan keluhan yang berkaitan dengan masalah lingkungan.

Environmental Complaint Mechanism

Pertamedika IHC has provided a facility for complaints on work environment issues which are under and handled by the HSE function in accordance with applicable procedures. Every complaint about environmental problems that comes in will be recorded, consulted, and studied and analyzed to find out the root cause and decide on the follow-up. As of December 31, 2022, the Company has not received any complaints, reports, and complaints related to environmental problems.

Sertifikasi di Bidang Lingkungan

Upaya strategis Perseroan dalam memenuhi tanggung jawab terkait lingkungan hidup turut diwujudkan melalui standardisasi pengelolaan lingkungan. Selain berperan sebagai wujud kepatuhan, perolehan sertifikasi menjadi bukti pengakuan dari

Environmental Certification

The Company's strategic efforts in fulfilling environmental responsibilities are also realized through standardization of environmental management. In addition to acting as a form of compliance, obtaining certification is proof of acknowledgment

pihak eksternal bahwa pengelolaan lingkungan hidup yang diterapkan telah sesuai dengan kaidah keberlanjutan yang berlaku. Pengelolaan lingkungan kerja adalah salah satu faktor yang memegang peranan penting dalam mencegah terjadinya kecelakaan kerja dan penyakit akibat aktivitas kerja.

from external parties that the environmental management applied is in accordance with applicable sustainability rules. Management of the work environment is one of the factors that play an important role in preventing work accidents and diseases due to work activities.

Perseroan berprinsip bahwa lingkungan rumah sakit yang tidak dikelola dengan baik akan menjadi *hazardous potential* bagi pekerja, pasien, pengunjung dan lingkungan sekitarnya. Oleh karenanya secara berkesinambungan Pertamedika IHC menguatkan fungsi HSE dalam mengelola lingkungan hidup. Upaya yang dilakukan dengan standardisasi pengelolaan lingkungan hidup yang berlaku internal (Pertamina) dan nasional yaitu PERCA *(*Pertamina *Environment Regulation Compliance Assurance)*, PROPERDA, PROPER.

The Company upholds the principles that hospitals should be well-managed in order to avoid becoming hazardous potential for employees, patients, visitors, and its surrounding environment. Thus, Pertamedika IHC continuously strengthens its HSE function in environmental management. This commitment is reflected in the standardization of environmental management that applies internally (Pertamina) and nationally, namely PERCA (Pertamina Environment Regulation Compliance Assurance), PROPERDA, PROPER

Berikut adalah perolehan sertifikasi Perseroan di bidang lingkungan pada 2022:

The following is the Company's 2022 certifications on environment

No	Unit Usaha *Business Unit*	Jenis Pencapaian *Type of Achievement*
1	PT Pertamina Bina Medika IHC	ISO 14001:2015 *Environmental Management System*
PERCA (*Pertamina Environment Regulation, Compliance and Assurance*)		
2	RS Pusat Pertamina	Peringkat Biru / *Blue Rank*
3	RS Pertamina Jaya	Peringkat Biru / *Blue Rank*
4	RS Pertamina Balongan	Peringkat Biru / *Blue Rank*
5	RS Pertamina Cirebon	Peringkat Biru / *Blue Rank*
6	RS Pertamina Dumai	Peringkat Biru / *Blue Rank*
7	RS Pertamina Plaju	Peringkat Biru / *Blue Rank*
8	RS Pertamina Prabumulih	Peringkat Biru / *Blue Rank*
9	RS Pertamina Pangkalan Brandan	Peringkat Biru / *Blue Rank*
10	RS Pertamina Tanjung	Peringkat Biru / *Blue Rank*
11	RS Pertamina Tarakan	Peringkat Biru / *Blue Rank*
PROPER (Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup) Tingkat Daerah ***(Company Performance Rating Program in Environmental Management) Regional Level***		
12	RS Pertamina Balikpapan	Peringkat Biru / *Blue Rank*
13	RS Pertamina Cirebon	Peringkat Biru / *Blue Rank*

*Keterangan / *Note*:
Peringkat Biru (Taat terhadap Peraturan Lingkungan Hidup)
Blue Rating (Compliance with Environmental Regulations)

Dampak TJSL terkait Lingkungan Hidup

CSR Impact on Environment

Pengelolaan lingkungan kerja serta pengolahan limbah B3 yang diterapkan secara konsisten memberikan dampak positif terhadap efektivitas dan efisiensi manajemen Keselamatan dan Kesehatan

Consistent implementation of work environment management and B3 waste treatment has a positive impact on the effectiveness and efficiency of Occupational Health and Safety (OHS) management,

Kerja (K3), baik bagi petugas medis, pasien, mitra kerja, maupun pemangku kepentingan lainnya. Hal tersebut tercermin dari tidak adanya pengaduan yang disampaikan terkait indikasi kelalaian dalam pengolahan limbah B3 maupun manajemen lingkungan yang tidak etis.

both for medical staff, patients, work partners, and other stakeholders. This is reflected on the absence of complaints submitted relating to indications of negligence in B3 waste treatment and unethical environmental management.

Tanggung Jawab Perusahaan Terkait Keselamatan dan Kesehatan Kerja (K3)

Corporate Responsibility on Occupational Health and (OHS)

Kebijakan TJSL terkait K3

Peran Perseroan sebagai penyedia layanan Perseroan sebagai penyedia layanan kesehatan menempatkan SDM sebagai fungsi yang sentral dalam keberlanjutan usaha. Mengacu pada pemahaman tersebut Pertamedika IHC senantiasa berupaya memenuhi tanggung jawabnya dalam memenuhi hak pekerja, mendukung penyediaan iklim dan lingkungan kerja yang sehat dan aman, serta menjunjung tinggi prinsip keselamatan, kesehatan dan lingkungan *(Health, Safety & Environment/HSE)*.

Pengelolaan K3 Perseroan juga mengacu pada ketentuan umum yang berlaku di Indonesia yakni Undang-Undang No.13 tahun 2003 tentang Ketenagakerjaan dan Peraturan Menteri Ketenagakerjaan Republik Indonesia No.15 Tahun 2018 tentang Upah Minimum.

CSR Policy on OHS

As an entity in the healthcare service industry, the Company certainly cannot undermine the role of HR as its main resource. Based on this understanding, the Company continues to fulfill its responsibilities in fulfilling employees' rights, supporting a healthy and safe working environment and climate, and upholding the principles of Health, Safety & Environment (HSE).

The Company's OHS management refers to the general provisions applied in Indonesia, namely Law No. 13 of 2003 on Manpower and Regulation of the Minister of Manpower of the Republic of Indonesia No. 15 of 2018 on Minimum Wage.

Kebijakan dan Komitmen Pengelolaan K3

Pertamedika IHC beserta seluruh Unit Usaha yang berada di lingkungan kerjanya selalu berupaya untuk melaksanakan kegiatan operasional secara aman, nyaman, dan berwawasan lingkungan, dengan menerapkan standar tinggi terhadap aspek *Health, Safety, Security*, and *Environment* (HSSE). Hal tersebut bertujuan untuk meminimalkan risiko dengan cara mencegah terjadinya kecelakaan, kebakaran, penyakit akibat kerja, pencemaran lingkungan, dan gangguan keamanan serta dampak lain akibat kegagalan operasi terhadap lingkungan di sekitar kegiatan Pertamedika IHC.

Dalam rangka memenuhi hal tersebut, Direksi dan seluruh Pekerja serta Mitra Kerja Pertamedika IHC berkomitmen untuk:

1. Mengutamakan aspek HSSE dalam pengelolaan bisnis perusahaan.
2. Mematuhi peraturan perundangan HSSE serta menggunakan teknologi tepat guna sesuai standar nasional dan internasional.
3. Mengurangi risiko serendah mungkin untuk mencegah terjadinya insiden pada personil, aset, informasi, dan lingkungan dengan cara melakukan identifikasi, evaluasi, pengendalian, dan pemantauan terhadap potensi bahaya dan ancaman.

Policy and Commitment on OHS Management

Pertamedika IHC and all Business Units in its working environment always strive to carry out operational activities in a safe, comfortable, and eco-friendly manner, by applying high standards to aspects of Health, Safety, Security, and Environment (HSSE). This aims to minimize risk by preventing accidents, fires, occupational diseases, environmental pollution, and security disturbances as well as other impacts due to operational failures on the environment around Pertamedika IHC activities.

In fulfilling this commitment, the Board of Directors, all Employees and Work Partners of Pertamedika IHC are committed to:

1. *Prioritizing HSSE aspects in managing the company's business.*
2. *Complying with HSSE laws and regulations and use appropriate technology in accordance with national and international standards.*
3. *Minimizing risks to prevent incidents relating to personnel, assets, information, and the environment by identifying, evaluating, controlling, and monitoring potential hazards and threats.*

4. Melakukan intervensi terhadap kondisi, maupun Tindakan yang dinilai tidak aman.
5. Memastikan pemahaman dan implementasi CLSR (*Corporate Life Saving Rules*) pada Pekerja dan Mitra Kerja.
6. Meningkatkan kesadaran dan kompetensi Pekerja serta Mitra Kerja agar dapat melaksanakan pekerjaan dengan benar, aman, dan berwawasan lingkungan.
7. Melaporkan seluruh insiden secara transparan dan melakukan investigasi untuk mencegah terjadinya insiden serupa.
8. Menjadikan kinerja HSSE personel, aset, data, dan informasi perusahaan dalam penilaian dan penghargaan terhadap seluruh pekerja.

Kegiatan TJSL terkait K3

A. *Health*

1. *Monitoring* dan evaluasi pelaksanaan MCU
2. Follow up pekerja yang perlu tindak lanjut sesuai hasil MCU
3. Monitoring dan evaluasi pekerja terdampak COVID-19
4. Skrining COVID-19 pada Pekerja

B. *Safety*

1. Insiden kecelakaan kerja
2. HSE *meeting*
3. *Management walkthrough* (dan *Assessment* Gedung kesiapan *new normal*)
4. Sosialisasi/Pelatihan HSE
5. Kegiatan Bulan K3
6. *Monitoring* perizinan sarfas (Sarana dan Fasilitas Kesehatan) di Rumah Sakit
7. Simulasi Sistem Pengelolaan Keadaan Darurat & keadaan darurat
8. Audit HSE

C. *Enviroment*

1. Sertifikasi pengelola limbah B3
2. Audit PERCA (*Pertamina Environment Regulation Compliance Assurance*)
3. HSE *Plan*
4. *SUPREME* (*Sustainability Pertamina Expectations for HSSE Management Excellence*)

Target TJSL terkait K3

Implementasi kebijakan dan program tanggung jawab terkait Keselamatan dan Kesehatan Kerja (K3) di lingkungan Pertamedika IHC bertujuan untuk menciptakan iklim dan proses kerja yang aman dan sehat, memperbaiki kinerja HSE, menumbuhkan budaya sadar K3, serta menurunkan tingkat kecelakaan kerja. Berikut rincian target terkait bidang K3 Perusahaan:

4. Intervening conditions and actions that are considered unsafe.
5. Ensuring the understanding and implementation of CLSR (Corporate Life Saving Rules) for Employees and Work Partners
6. Increasing awareness and competence of Employees and Work Partners so that they can carry out work in a correct, safe, and environmentally sound manner.
7. Reporting all incidents transparently and conducting investigations to prevent similar incidents.
8. Making the HSSE performance of company personnel, assets, data, and information as assessment and appreciation of all employees.

TJSL Activities on OHS

A. Health

1. Monitoring dan evaluating the implementation of MCU
2. Following up workers who require follow ups based on the MCU results
3. Monitoring and evaluating workers impacted by the COVID-19
4. Screening of COVID-19 for workers

B. Safety

1. Occupational accidents
2. HSE meeting
3. Management walkthrough (and Building Assessment on the readiness for the new normal)
4. HSE Dissemination/Training
5. Activities on the OHS month
6. Monitoring the permits on Health Facilities and Infrastructure in Hospital
7. Management System Simulation on Emergencies
8. HSE Audit

C. Enviroment

1. B3 waste management certification
2. PERCA (Pertamina Environment Regulation Compliance Assurance) Audit
3. HSE Plan
4. SUPREME (Sustainability Pertamina Expectations for HSSE Management Excellence)

CSR Targets on OHS

Implementation of policies and programs related to Occupational Health and Safety (OHS) in Pertamedika IHC environment aims to create a safe and healthy work climate and process, improve HSE performance, foster a culture of OHS awareness, and reduce work accident rates. Details of targets in OHS are as follows:

NO	Capaian MCU / *MCU Achievement*		Capaian Vaksinasi COVID-19 / *COVID-19 Vaccination*	
1	Pekerja / *Employee*	87%	Dosis 1 Pekerja *1st Dosage Employee*	100%
			Dosis 2 Pekerja *2nd Dosage Employee*	100%
2	Calon Pekerja / *Potential Employee*	100%	Booster 1 Pekerja *1st Booster Employee*	95%
			Booster 2 Pekerja *2nd Booster Employee*	48%
3	Mitra Kerja / *Business Partner*	71%	Dosis 1 Mitra Kerja *1st Dosage Business Partners*	100%
			Dosis 1 Mitra Kerja *2nd Dosage Business Partners*	100%
			Booster 1 Mitra Kerja *1st Booster Business Partners*	98%
			Booster 2 Mitra Kerja *2nd Booster Business Partners*	38%

Pengelolaan dan Pemberian Jaminan Kesehatan Kerja

Untuk melindungi pekerja dari segala risiko yang dapat merugikan kesehatan akibat kerja atau Penyakit Akibat Kerja (PAK), Perseroan melaksanakan berbagai program dan kegiatan pemeliharaan kesehatan kerja, di antaranya sebagai berikut:

1. *Health Care Promotion* (Promosi Kesehatan bagi Pekerja) Pengenalan pekerja terhadap *hazard* mulai dari identifikasi *hazard*, dampak *hazard* dan penanganan akibat eksposur hazard, serta cara pencegahan agar tidak terkena eksposur hazard di tempat kerja. Hal ini juga dilakukan terhadap pekerja outsourcing di lingkungan perusahaan.
2. Pemeriksaan Kesehatan (*Medical Check Up*) Fit to Work Setiap pekerja diwajibkan melakukan pemeriksaan kesehatan berkala untuk memastikan bahwa pekerja berada dalam kondisi sehat dan dapat beraktivitas sesuai dengan beban pekerjaan yang diberikan. Selain itu, Perseroan juga telah menyusun TKO pemeriksaan kesehatan pekerja secara berkala berbasis risiko. Acuan ini digunakan untuk menilai kemungkinan risiko Kesehatan yang berpengaruh terhadap kinerja pekerja, menyediakan data kesehatan pekerja, serta menyusun usaha-usaha pencegahan yang diperlukan.

Pelaksanaan *Medical Check Up* (MCU) Fit to Work dilakukan dalam beberapa tahap yaitu:
1. Tahap Awal bagi calon pekerja;
2. Tahap Berkala bagi pekerja yang telah bekerja;
3. Tahap Khusus bagi pekerja dengan risiko kecelakaan kerja yang tinggi.

Management and Provision of Occupational Health Insurance

Occupational health management is intended to protect employees from all health risks due to work or Occupational Diseases (PAK). This is carried out through programs and activities for maintaining occupational health, including:

1. *Health Care Promotion (for Employees) Introduction to hazards ranging from hazard identification, hazard impacts and handling of hazard exposures, as well as ways to prevent hazard exposure in the workplace for employees. This is also carried out for outsourced workers in the company environment.*
2. *Fit to Work Medical Check-Up Every employee is required to conduct undergo periodical medical check-up to ensure that they are in a healthy condition and can perform activities according to their workload. In addition, the Company has also compiled a risk-based TKO for regular employee medical check-up. This reference is used to assess possible health risks that affect the employees' performance, provide the employees' health data, and develop necessary preventive measures.*

The Fit to Work Medical Check Up (MCU) is carried out in several stages, namely:
1. *Initial Stage for prospective employees;*
2. *Periodic Stage for working employees;*
3. *Special Stage for employees with high risk of work accidents.*

Dalam menggenapkan komitmen Perseroan terhadap pengelolaan kesehatan kerja, seluruh pekerja di lingkungan Pertamedika IHC diikutsertakan dalam program BPJS Kesehatan dan BPJS Ketenagakerjaan serta pemberian jaminan pemeliharaan kesehatan sesuai dengan ketentuan dan fasilitas yang tersedia. Kebijakan ini telah diatur dalam Perjanjian Kerja Bersama (PKB) antara Perseroan dengan Serikat Pekerja.

Selain itu Perseroan juga menyediakan perlengkapan perlindungan serta alat-alat keselamatan kerja dan pekerja diwajibkan memakai dan memelihara perlengkapan perlindungan dan alat-alat keselamatan kerja tersebut, terutama untuk pekerjaan tertentu yang memiliki risiko tinggi. Selain penyediaan alat keselamatan kerja, pekerja juga dibekali dengan pelatihan-pelatihan *mandatory* terkait keselamatan kerja, antara lain Pelatihan PPI (Pencegahan dan Pengendalian Infeksi) Rumah Sakit Dasar, Pelatihan *Basic Life Support, Hand Hygiene, Fire Safety*, dan pelatihan keselamatan kerja lainnya.

In fulfilling the Company's commitment to the management of occupational health, all employees within Pertamedika IHC environment are registered in the BPJS Kesehatan and BPJS Ketenagakerjaan programs and provided with healthcare insurance in accordance with the available provisions and facilities. This policy has been regulated in a Collective Labor Agreement (CLA) between the Company and Labor Union.

In addition, the Company also provides protection and work safety equipment, which must be equipped and maintained by the employees, especially for tasks with high risks. Aside from the work safety equipment, the employees are also provided with mandatory training related to work safety, including PPI Training (Prevention and Control of Basic Hospital Infection, Basic Life Support Training, Hand Hygiene, Fire Safety, and other occupational safety training.

Dampak TJSL terkait K3

CSR Impact on OHS

Dampak yang ditimbulkan dari pemenuhan tanggung jawab perusahaan terkait keselamatan dan kesehatan kerja dilihat dari hasil safety performance dengan rincian sebagai berikut:

1. *Fatality Rate* = 0
2. *Lost Time Incident Rate* = 0
3. *Total Recordable Incident Rate* = 0,43

Terdapat 6 kasus yang dilanjutkan dengan perlakukan medis karena factor Kecelakaan kerja (Tindakan, recapping jarum suntuk, pembuangan limbah) dengan tindaklanjut sebagai berikut:

- Investigasi kejadian dengan menyusun Root Case Analysis dan melakukan Learning Form Event kepada semua pekerja
- Koordinasi dengan IPCN untuk meningkatkan pengawasan pengelolaan limbah benda tajam
- Bekerjasama dengan HCGA mengadakan WS penggunaan insulin dengan benar sebanyak 5 batch diikuti oleh dokter dan perawat di Pertamedika IHC

The impact caused by the fulfillment of corporate responsibilities related to occupational safety and health is seen from the results of safety performance with the following details:

1. *Fatality Rate = 0*
2. *Lost Time Incident Rate = 0*
3. *Total Recordable Incident Rate = 0.43*

There were 6 cases that continued with medical treatment due to work accident factors (Action, recapping needles, waste disposal) with the following follow-up:

- *Investigation of the incident by compiling Root Case Analysis and conducting Learning Form Event to all workers.*
- *Coordination with IPCN to improve supervision of sharps waste management*
- *Cooperation with HCGA to hold 5 batches of WS on the correct use of insulin attended by doctors and nurses at Pertamedika Group.*

Tanggung Jawab Perusahaan Sosial Kemasyarakatan

Corporate Responsibility on Social Community Development

Kebijakan TJSL terkait Pengembangan Sosial Kemasyarakatan

TJSL Policy on Social Community Development

Pertamedika IHC menyadari pentingnya keterlibatan dan pengembangan masyarakat sekitar untuk mendukung keberlanjutan bisnis Perseroan serta sebagai sarana untuk

Pertamedika IHC is aware on the importance of local community involvement and development to support business continuity as means to instill trust and extend benefits for stakeholders. In this

menanamkan kepercayaan dan menerapkan asas manfaat yang luas bagi pemangku kepentingan. Mendukung komitmen ini, Perseroan memiliki program khusus pengembangan komunitas bernama *Community Involvement Development* yang ditetapkan melalui Surat Keputusan Direktur Utama PT Pertamina Bina Medika No. Kpts-0720/A00000/2013-S0 tanggal 16 Juli 2019 dan berpedoman pada Pedoman Pengelolaan Kegiatan Tanggung Jawab Sosial dan Lingkungan No. A-010/A00000/2013-S0.

case, the Company has prepared a special community development program called Community Involvement Development established through Decree of the President Director of PT Pertamina Bina Medika No. Kpts-0720/ A00000/2013-S0 dated July 16, 2019 and refers to the Guidelines for Managing Social and Environmental Responsibility Activities No. A-010/A00000/2013-S0.

Ruang lingkup yang diatur dalam *Community Involvement Development* meliputi 3 (tiga) kebijakan utama sebagai berikut:

The scope set out in Community Involvement Development covers 3 (three) main policies as follows

Program Terencana *Planned Program*	Program yang sesuai dengan fokus kegiatan TJSL yang dilaksanakan baik bersama Pertamina maupun Entitas Anak Pertamina *A program that is in accordance with the focus of CSR activities carried out both by Pertamina and its subsidiaries.*
Bantuan Khusus *Special Assistance*	Kegiatan TJSL yang sesuai dengan fokus kegiatan TJSL yang dilaksanakan baik bersama Pertamina maupun Entitas Anak Pertamina *TJSL activities in accordance with the focus of CSR activities carried out both by Pertamina and its subsidiaries.*
Civic Mission	Kegiatan TJSL yang dimasukkan dalam kategori bantuan khusus *TJSL activities classified as special assistance.*

Target TJSL terkait Pengembangan TJSL

Pelaksanaan TJSL di bidang pengembangan sosial kemasyarakatan diintegrasikan pada tujuan pembangunan berkelanjutan dan menargetkan dampak dan kebermanfaatan yang terasa bagi masyarakat sebagai berikut:

1. Meningkatkan pengetahuan masyarakat.
2. Meningkatkan derajat kesehatan masyarakat.
3. Membangun citra positif bagi Perseroan.
4. Mendukung penyediaan layanan dan edukasi Kesehatan bagi pasien, kader Posyandu, maupun penerima manfaat program lainnya.
5. Membangun generasi sadar kesehatan.
6. Menanamkan kecintaan pada layanan Rumah Sakit, khususnya RS Pertamina.

Targets on Social Community

TJSL implementation in social community development is integrated with the sustainable development goals and aims at the impacts and benefits for the community as follows:

1. *Increase public knowledge*
2. *Improve public health*
3. *Build a positive image for the Company*
4. *Support the provision of health services and education for patients, Posyandu personnel, and other program beneficiaries*
5. *Build a health-conscious generation*
6. *Instill love in hospital services, especially Pertamina Hospital*

Kegiatan TJSL Pengembangan Sosial Kemasyarakatan

Pertamedika IHC menyadari pentingnya keterlibatan dan pengembangan masyarakat sekitar untuk mendukung keberlanjutan bisnis Perseroan serta sebagai sarana untuk menanamkan kepercayaan dan menebar kebermanfaatan yang luas bagi pemangku kepentingan.

Berikut kegiatan yang dilakukan Perusahaan selama tahun 2022:

1. Dalam rangka Hari Kesehatan Nasional 12 November 2022, IHC mendukung upaya pemerintah mencegah dan mengurangi

CSR Activities in Social Development

Pertamedika IHC realizes the importance of local community involvement and development to support business continuity as means to instill trust and extend benefits for stakeholders.

The following is the activities carried out by the Company throughout 2022:

1. *In the context of National Health Day November 12 2022, IHC supports the government's efforts to prevent and reduce stunting*

angka stunting. Stunting adalah kondisi kurangnya gizi dan nutrisi kronis, yang rawan terjadi di usia kanak-kanak. IHC memberikan edukasi gizi yang diadakan di Klinik Sinabung, Kebayoran Baru, Jakarta dengan memberi penjelasan pola makan sehat dan perilaku hidup bersih sehat, serta demo masak menu sehat berbiaya ekonomis. Acara ini dihadiri oleh lebih dari 50 Kader Posyandu dan PKK di lingkungan sekitar. "Kegiatan edukasi ini menjadi upaya Pertamedika IHC menjaga kesehatan gizi masyarakat. Selain dengan memastikan gizi cukup dari keluarga, fasilitas kesehatan IHC siap mendampingi kebutuhan kesehatan masyarakat," jelas Direktur Medis Pertamedika IHC dr. Asep Saepul Rohmat, Sp.PD, KGEH, FINASIM pada kesempatan tersebut. Program IHC ini mengacu pada Perpres Nomor 72 Tahun 2021 dan Rencana Pembangunan Jangka Menengah Nasional 2020-2024 mengenai Program Percepatan Penurunan *Stunting* dengan target penurunan 14% angka *stunting* pada tahun 2024, dari saat ini 27,6%. Di Jakarta, berdasarkan data 2021, angka *stunting* masih mencapai 16,8%.

2. IHC menggelar kegiatan pelatihan bantuan hidup dasar (BHD) bagi driver ojek online (ojol) di sejumlah rumah sakit yang ada bawah naungan IHC Grup. Kegiatan yang diadakan sebagai rangkaian peringatan HUT IHC yang ke-25 ini merupakan bentuk perhatian IHC terhadap keselamatan kerja para pengemudi ojol.
2. CSR Sejuta Putri Brilian di Panti Asuhan diharapkan dengan hadirnya program ini akan membawa anak-anak perempuan Indonesia tidak takut bermimpi, meski dalam keterbatasan, semangat berjuang untuk mencapai cita-citanya, berdaya dan berkarya untuk negara tercinta. Program yg diisi dengan edukasi kesehatan khususnya kesehatan reproduksi dan gaya hidup sehat untuk remaja, menghadirkan dokter dari Klinik Pertamina dan RS di bawah naungan IHC sebagai narasumber.

rates. Stunting is a condition of chronic malnutrition and malnutrition, which is prone to occur at a young age. IHC provided nutrition education which was held at the Sinabung Clinic, Kebayoran Baru, Jakarta by explaining healthy eating patterns and healthy clean living habits, as well as cooking demonstrations of healthy menus at an economical cost. This event was attended by more than 50 Posyandu and PKK cadres in the surrounding environment. "This educational activity is Pertamedika IHC's effort to maintain the nutritional health of the community. In addition to ensuring sufficient nutrition for the family, IHC health facilities are ready to assist the public's health needs," explained the Medical Director of Pertamedika IHC dr. Asep Saepul Rohmat, Sp.PD, KGEH, FINASIM on this occasion. This IHC program refers to Presidential Regulation Number 72 of 2021 and the 2020-2024 National Medium-Term Development Plan regarding the Program to Accelerate the Reduction of Stunting with a target of reducing the stunting rate by 14% in 2024, from the current 27.6%. In Jakarta, based on 2021 data, the stunting rate still reaches 16.8%.

2. *IHC is holding basic life support (BHD) training activities for online motorcycle taxi (ojol) drivers in a number of hospitals under the auspices of the IHC Group. This activity, which was held as a series of commemorations of IHC's 25th anniversary, is a form of IHC's concern for the safety of ojol drivers.*

3. *CSR One Million Brilliant Daughters at the Orphanage is hoped that the presence of this program will bring Indonesian girls not to be afraid to dream, even in limitations, to have a fighting spirit to achieve their goals, to be empowered and to work for their beloved country. The program, which is filled with health education, especially reproductive health and a healthy lifestyle for adolescents, presents doctors from Pertamina Clinics and hospitals under the auspices of IHC as resource persons.*

Dampak TJSL terkait Pengembangan Sosial Kemasyarakatan

Penyelenggaraan program TJSL di bidang pengembangan sosial kemasyarakatan yang dilaksanakan secara sistematis, terstruktur dan berskala dimaknai sebagai investasi sosial bagi Perseroan, yang dampaknya tidak sekedar dinilai dari dampak ekonomis, tetapi turut diukur dari tingkat dan kualitas kebermanfaatan yang terasa bagi pemangku kepentingan.

CSR Impact on Social Community Development

The implementation of CSR programs on social community development in a systematic, structured and periodic manner is interpreted as a social investment for the Company, the impact of which is not only assessed based on economic impacts, but also measured from the level and quality of perceived usefulness for stakeholders.

NO	Dampak Program Community Involvement Development *Impact of the Community Involvement Development Program*
1	Peningkatan pengetahuan masyarakat *Increasing public knowledge*
2	Peningkatan derajat kesehatan masyarakat *Increasing the level of public health*
3	Peningkatan citra positif Perusahaan *Improving of the positive image of the Company*

Tanggung Jawab Perusahaan Terkait Perlindungan Konsumen

Corporate Responsibility Consumer Protection

Kebijakan TJSL terkait Perlindungan Konsumen

Bagi Perseroan, konsumen merupakan pemangku kepentingan yang memiliki peran dan kontribusi tersendiri dalam menentukan tingkat keberhasilan usaha Perseroan secara berkelanjutan. Perwujudan akan komitmen ini oleh Perseroan dituangkan melalui pemberian perlindungan kepada pasien dan keluarganya.

Sebagai institusi layanan kesehatan terakreditasi, upaya perlindungan konsumen yang dijalankan Perseroan diintegrasikan dengan ketentuan yang diatur dalam akreditasi KARS (Komite Akreditasi RS) Indonesia. Regulasi KARS mengatur prinsip-prinsip perlindungan konsumen bernama 6 (enam) Sasaran Keselamatan Pasien (SKP). SKP ini selanjutnya menjadi acuan bagi rumah sakit untuk melakukan perbaikan spesifik dalam keselamatan pasien dan peningkatan mutu pelayanan rumah sakit dan keselamatan pasien.

Adapun 6 sasaran SKP yang dimaksud meliputi:

1. Sasaran 1: Mengidentifikasi pasien dengan benar.
2. Sasaran 2: Meningkatkan komunikasi yang efektif.
3. Sasaran 3: Meningkatkan keamanan obat-obatan yang harus diwaspadai (*High Alert Medications*).
4. Sasaran 4: Memastikan lokasi pembedahan yang benar, prosedur yang benar, pembedahan pada pasien yang benar.
5. Sasaran 5: Mengurangi risiko infeksi terkait pelayanan kesehatan.
6. Sasaran 6: Mengurangi risiko cedera pasien akibat terjatuh.

CSR Policy on Consumer Protection

The Company defines consumers as stakeholders who have their own role and contribution in determining the Company's business sustainability. In realizing its responsibilities, the Company strives to guarantee legal certainty to provide protection to patients and their families.

As an accredited health service institution, consumer protection efforts carried out by the Company are integrated with the provisions stipulated in the accreditation of KARS (Hospital Accreditation Committee) of Indonesia. KARS regulations stipulate the principles of consumer protection called 6 (six) Patient Safety Targets (SKP). SKP then becomes a reference for hospitals to make specific improvements concerning patient safety and the quality of hospital services and patient safety.

The 6 SKP targets concerned include:

1. *Goal 1: Identify patients correctly.*
2. *Goal 2: Improve effective communication.*
3. *Goal 3: Improve the safety of High Alert Medications.*
4. *Goal 4: Ensure the correct location of surgery, correct procedure, and correct surgery patients.*
5. *Goal 5: Reduce the risk of infections related to health services.*
6. *Goal 6: Reduce the risk of injury to patients due to falls.*

Target TJSL terkait Perlindungan Konsumen

Rangkaian kebijakan, kegiatan, dan program perlindungan konsumen dimaksudkan untuk terlaksananya pelayanan pasien yang prima dan berkualitas sesuai dengan peraturan dan ketentuan yang berlaku, terpenuhinya izin dan *consent* pasien dan keluarga dalam pemberian asuhan, terhindarnya praktik-praktik penyimpangan dalam penyediaan layanan kesehatan, serta terjaganya kerahasiaan dan privasi pasien dan keluarga dari pihakpihak yang tidak berkepentingan.

CSR Targets on Consumer Protection

The series of policies, activities and consumer protection programs aimed at the implementation of excellent and quality patient services in accordance with applicable rules and regulations, the fulfillment of patient and family permission and consent in providing care, avoidance of irregularities in practices during the provision of health services, as well as maintaining confidentiality and privacy of patients and families from unrelated parties.

Kegiatan TJSL terkait Perlindungan Konsumen

Implementasi Standar Akreditasi terkait Pasien dan Keluarga

Perseroan menerapkan program dan kebijakan pemenuhan hak dan kewajiban pasien sebagai berikut:

1. Bertanggung jawab dan mendukung hak pasien dan keluarga selama dalam asuhan rumah sakit berupa:
   a) Pemberian asuhan dengan menghargai agama, keyakinan dan nilai-nilai pribadi pasien, serta merespons permintaan yang berkaitan dengan bimbingan kerohanian.
   b) Penjagaan kerahasiaan informasi pasien dan kebutuhan privasinya.
   c) Penerapan ketentuan untuk melindungi harta benda milik pasien dari kehilangan atau pencurian.
   d) Identifikasi dan pemberian perlindungan bagi pasien yang rentan terhadap kekerasan fisik.

2. Menetapkan regulasi dan proses untuk mendukung partisipasi pasien dan keluarga di dalam proses asuhan, berupa:
   a) Pemberian informasi mengenai semua aspek asuhan medis dan tindakan.
   b) Pemberian informasi kepada pasien dan keluarga mengenai penyakit, rencana tindakan, dan DPJP serta PPA agar mereka dapat memutuskan tentang asuhannya.
   c) Menghormati keinginan dan pilihan pasien untuk menolak pelayanan resusitasi, menunda atau melepas bantuan hidup dasar (*do not resucitate*/DNR).
   d) Dukungan hak pasien terhadap *assessment* dan manajemen nyeri yang tepat.
   e) Dukungan hak pasien untuk mendapatkan pelayanan yang penuh hormat dan kasih sayang pada akhir kehidupannya.

3. Memberikan penjelasan kepada pasien dan keluarganya tentang proses untuk menerima, menanggapi, dan menindaklanjuti bila ada pasien yang menyampaikan keluhan, konflik, serta perbedaan pendapat tentang pelayanan pasien. Rumah sakit juga menginformasikan tentang hak pasien untuk berpartisipasi dalam proses ini.
4. Memberi tahu semua pasien tentang hak dan kewajiban dengan metode dan bahasa yang mudah dimengerti.
5. Menerapkan prosedur pendaftaran dengan tertib pada setiap rawat jalan maupun rawat inap melalui permintaan penandatanganan persetujuan umum (*general consent*) dengan cakup dan batasan persetujuan sebagai berikut:
   a.) Penetapan regulasi pelaksanaan persetujuan khusus (*informed consent*) oleh DPJP dan dapat dibantu oleh staf yang terlatih dengan bahasa yang mudah dimengerti sesuai dengan peraturan perundang-undangan.
   b.) Permintaan persetujuan khusus (*informed consent*) diberikan sebelum operasi, anestesi (termasuk sedasi),

CSR Activities on Consumer Protection

Implementation of Accreditation Standards Related to Patients and Families

The Company implements programs and policies to fulfill the rights and obligations of patients as follows:

1. *Be responsible and support the rights of patients and families during hospital care by:*
   a) Providing care by respecting the religion, beliefs and personal values of patients, and responding to requests related to spiritual guidance.
   b) Safeguarding the confidentiality of patient information and privacy needs.
   c) Applying provisions to protect patients' property from loss or theft.
   d) Identifying and providing protection for patients who are vulnerable to physical violence.

2. *Establish regulations and processes to support patient and family participation in the care process by:*
   a) Providing information about all aspects of medical care and actions.
   b) Providing information to patients and families about the illness, action plans, and the DPJP and PPA so that they can decide on care.
   c) Respect the wishes and choices of patients to refuse resuscitation services, delay or release basic life support (do not resuscitate/DNR).
   d) Support the patient's right to appropriate pain assessment and management.
   e) Support the right of patients to receive respectful and compassionate services at the end of their lives.

3. *Provide explanations to patients and their families about the process to receive, respond to, and follow up if there are patients who submit complaints, conflicts, and differences of opinion about patient services. The hospital also informs about the patient's right to participate in this process.*
4. *Inform all patients about their rights and obligations with methods and language that are easy to understand.*
5. *Implement an orderly registration procedure for every outpatient or inpatient through a request for the signing of general consent with the following scope and approval limits:*
   a) Stipulation of regulations on the implementation of special approval (informed consent) by DPJP and can be assisted by trained staff in language that is easily understood in accordance with statutory regulations.
   b) Requests for special consent (informed consent) are given before surgery, anesthesia (including sedation), use of

pemakaian darah dan produk darah, tindakan dan prosedur, serta pengobatan lain dengan risiko tinggi yang ditetapkan oleh regulasi rumah sakit.

c.) Penetapan proses dalam konteks peraturan perundangundangan siapa pengganti pasien yang dapat memberikan persetujuan dalam persetujuan khusus (*informed consent*) bila pasien tidak kompeten.

6. Pimpinan rumah sakit bertanggung jawab untuk melindungi manusia/pasien sebagai subjek penelitian melalui:
   a.) Mematuhi semua peraturan dan persyaratan penelitian/kode etik profesi serta kode etik penelitian dan menyediakan sumber daya yang layak agar program penelitian dapat berjalan dengan efektif.
   b.) Memberikan penjelasan kepada pasien dan keluarganya tentang bagaimana cara mendapatkan akses untuk penelitian/uji klinis (*clinical trial*) yang melibatkan manusia sebagai subjek.
   c.) Memberikan penjelasan kepada pasien dan keluarganya tentang bagaimana pasien ikut berpartisipasi dalam penelitian/uji klinis (*clinical trial*) mendapatkan perlindungan.
   d.) Perolehan persetujuan khusus (*informed consent*) penelitian wajib dilakukan sebelum pasien berpartisipasi dalam penelitian/uji klinis (*clinical trial*).

Mekanisme Pengaduan Konsumen dan Tindak Lanjutnya

1. Kepala Manajemen Bisnis Unit Usaha Pertamedika menunjuk satu personil sebagai penanggung jawab (PIC) untuk melakukan penanganan keluhan pelanggan di Unit Usaha Pertamedika.
2. PIC menerima keluhan pelanggan, baik melalui telepon, surat atau faksimile, media sosial, pengunjung rawat jalan maupun rawat inap.
3. PIC mendengarkan dan mencatat keluhan tersebut pada formulir laporan manajemen penanganan komplain dan memberikan respons pada saat itu juga kepada pelanggan, bahwa keluhan telah diterima.
4. PIC akan menyelesaikan keluhan pelanggan saat itu juga. Apabila belum terselesaikan, maka PIC tersebut akan menyerahkan ke atasannya langsung (Kepala Manajemen Bisnis Unit Usaha).
5. Kepala Manajemen Bisnis akan menerima dan memeriksa isi keluhan pelanggan.
6. Jika keluhan diterima dalam bentuk faksimile atau surat dan media sosial, bukti keluhan tersebut dapat dilampirkan dan disertakan juga pada formulir penanganan keluhan pelanggan.
7. Dengarkan keluhan pelanggan dengan saksama dan tidak memotong pembicaraan (pasien dibiarkan mengeluarkan keluhan sampai selesai).

blood and blood products, actions and procedures, as well as other high-risk treatments determined by hospital regulations.

c) Determination of the process in the context of legislation regarding patient representative who can give special consent (informed consent) if the patient is incompetent.

6. Hospital leaders are responsible for protecting humans/patients as research subjects by:
   a) Complying with all regulations and research requirements/professional code of ethics and research code of ethics and provide adequate resources for the research program to run effectively.
   b) Providing explanations to patients and their families about how to get access to research/clinical trials involving humans as subjects.
   c) Providing an explanation to patients and their families about how patients participating in research/clinical trials obtain protection.
   d) Obtaining an informed consent is mandatory before the patient participates in the research/clinical trial

Customer Complaint Mechanism and Its Follow-Up

1. The Head of Business Management of the Pertamedika Business Unit appoints one person in charge (PIC) to handle customer complaints at the Pertamedika Business Unit.
2. The PIC receives customer complaints, either by telephone, letter or facsimile, social media, and both outpatient and inpatient visitors.
3. The PIC listens and records the complaint on the complaint handling management report form and responds immediately to the customer, that the complaint has been received.
4. The PIC will resolve the customer complaint on the spot. If it has not been resolved, the PIC will be handed the complaint over to the immediate supervisor (Head of Business Unit Business Management).
5. The Head of Business Management will receive and examine the content of the customer complaint.
6. If the complaint is received in the form of facsimile or letter and on social media, evidence of the complaint can be attached and included in the customer complaint handling form.
7. Listen to customer complaints carefully and do not interrupt the conversation (patients are allowed to issue complaints until they are finished).

8. Catat semua keluhan yang pasien/keluarga sampaikan dan simpulkan inti dari pokok masalahnya.
9. PIC meneruskan formulir laporan penanganan *complain* kepada kepala manajemen bisnis.
10. Jika keluhan pelanggan langsung dapat diselesaikan bersama, maka fungsi terkait menginstruksikan kepada PIC untuk mendata dalam formulir laporan manajemen pengendalian komplain.
11. Apabila komplain tidak bisa diselesaikan pada hari itu, semua komplain harus diselesaikan dalam waktu 7 (tujuh) hari kerja. Apabila diperlukan waktu lebih dari yang ditentukan, maka harus ada pemberitahuan tertulis dari manajemen komplain kepada kepala pasien/keluarga.
12. PIC terkait setelah menerima formulir laporan penanganan komplain akan melakukan investigasi atas keluhan tersebut dan hasil investigasi dicatat di dalam formulir tersebut sekaligus menentukan tindak lanjut dan batas waktu penyelesaian.
13. PIC yang ditunjuk segera menginformasikan tindak lanjut penyelesaian dan batas waktu penyelesaian kepada pelanggan.
14. Apabila pasien merasa tidak puas dengan solusi dari tim manajemen komplain, maka komplain akan diajukan kepada Direktur Unit Usaha untuk menemukan jalan keluar dari komplain yang diajukan.
14. Kepala Manajemen Bisnis Unit Usaha akan mengumpulkan data komplain yang masuk dan melaporkan setiap bulan kepada Direktur Unit.
16. Direktur Unit akan melaporkan kepada fungsi *Customer Care Corporate*.
17. Fungsi *Customer Care Corporate* akan menerima laporan manajemen penanganan komplain dan akan meneruskan kepada VP Operasional untuk perbaikan mutu pelayanan rumah sakit.

8. Record all complaints that the patient / family convey and summarize the essence of the problem.
9. The PIC forwards the complaint handling report form to the head of business management.
10. If the customer complaint can be resolved through joint efforts, the related function instructs the PIC to record it in the complaint control management report form.
11. If the complaint cannot be resolved on that day, all complaints must be resolved within 7 (seven) working days. If more time is needed than the specified time, there must be a written notification from the complaint management to the head of the patient/ family.
12. The relevant PIC, after receiving the complaint handling report form will investigate the complaint and the results of the investigation are recorded in the form as well as determine the follow-up and deadline for completion.
13. The appointed PIC immediately informs the customer of the follow-up for completion and completion deadline.
14. If the patient is not satisfied with the solution from the complaint management team, the complaint will be submitted to the Director of the Business Unit to find a way out of the complaint submitted.
15. The Head of Business Management of the Business Unit will collect data on incoming complaints and report monthly to the Unit Director.
16. The Unit Director will report to the Corporate Customer Care function.
17. The Corporate Customer Care function will receive a complaint handling management report and will forward it to the VP of Operations to improve the quality of hospital services.

Dampak TJSL terkait Perlindungan Konsumen

Komitmen Pertamedika IHC terhadap perlindungan pasien dan keluarga baik secara langsung maupun tidak langsung berdampak terhadap kinerja keberlanjutan Perseroan, salah satunya terlihat dari tidak terdapatnya pengaduan konsumen terkait bocornya data dan privasi pasien sepanjang 2022.

CSR Impact on Consumer Protection

Pertamedika IHC's commitment to patient and family protection both directly and indirectly has an impact on the Company's sustainability performance, among others as evident in the absence of consumer complaints related to data leakage and patient privacy throughout 2022.

LAPORAN KEUANGAN

FINANCIAL REPORT

PT Pertamina Bina Medika IHC
dan entitas anaknya/ and its subsidiaries

Laporan keuangan konsolidasian tanggal 31 Desember 2022 dan untuk tahun yang berakhir pada tanggal tersebut beserta laporan auditor independen/
Consolidated financial statements as of December 31, 2022 and for the year then ended with independent auditor's report

The original consolidated financial statements included herein are in the Indonesian language.

PT PERTAMINA BINA MEDIKA IHC
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2022 DAN
UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT PERTAMINA BINA MEDIKA IHC
AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2022
AND FOR THE YEAR
THEN ENDED
WITH INDEPENDENT AUDITORS' REPORT

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SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2022
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT

STATEMENT OF DIRECTORS
REGARDING THE RESPONSIBILITY FOR
THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2022
AND FOR THE YEAR THEN ENDED

PT PERTAMINA BINA MEDIKA IHC
DAN ENTITAS ANAKNYA

PT PERTAMINA BINA MEDIKA IHC
AND ITS SUBSIDIARIES

Kami yang bertanda tangan di bawah ini:

We, the undersigned below:

Nama	**drg. Mira Dyah Wahyuni, MARS**	*Name*
Alamat Kantor	Jl. Kyai Maja No. 43 Jakarta 12120	*Office address*
Telepon	021-7219001	*Telephone*
Jabatan	Direktur Utama / *President Director*	*Position*
Nama	**Budi Raharjo Legowo**	*Name*
Alamat Kantor	Jl. Kyai Maja No. 43 Jakarta 12120	*Office address*
Telepon	021-7219001	*Telephone*
Jabatan	Direktur Keuangan & Manajemen Risiko / *Director of Finance and Risk Management*	*Position*

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Pertamina Bina Medika IHC dan entitas anaknya;
2. Laporan keuangan konsolidasian PT Pertamina Bina Medika IHC dan entitas anaknya telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian PT Pertamina Bina Medika IHC dan entitas anaknya telah dimuat secara lengkap dan benar;

   b. Laporan keuangan konsolidasian PT Pertamina Bina Medika IHC dan entitas anaknya tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian intern dalam PT Pertamina Bina Medika IHC dan entitas anaknya.

Demikian pernyataan ini dibuat dengan sebenarnya.

confirm that:

1. *We are responsible for the preparation and presentation of the consolidated financial statements of PT Pertamina Bina Medika IHC and its subsidiaries;*
2. *The consolidated financial statements of PT Pertamina Bina Medika IHC and its subsidiaries have been prepared and presented in accordance with financial accounting standards in Indonesia;*
3. *a. All information in the consolidated financial statements of PT Pertamina Bina Medika IHC and its subsidiaries has been fully disclosed in a complete and truthful manner;*

   b. The consolidated financial statements of PT Pertamina Bina Medika IHC and its subsidiaries do not contain false material information or facts, nor do they not omit material information or facts;
4. *We are responsible for the internal control system of PT Pertamina Bina Medika IHC and its subsidiaries.*

We certify the accuracy of this statement.

17 April 2023 / *April 17th , 2023*
Atas nama dan mewakili Direksi/*For and on behalf of the of Directors*

METERAI TEMPEL
10000
68053AKX404483802

drg. Mira Dyah Wahyuni, MARS
Presiden Direktur / *President Director*

Budi Raharjo Legowo
Direktur Keuangan dan Manajemen Risiko/
Finance Director and Risk Management

EY
Building a better working world

Purwantono, Sungkoro & Surja

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Fax: +62 21 5289 4100
ey.com/id

The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. 00877/2.1032/AU.1/10/1562-2/1/IV/2023

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Pertamina Bina Medika IHC

Opini

Kami telah mengaudit laporan keuangan konsolidasian **PT Pertamina Bina Medika IHC** ("Perusahaan") dan entitas anaknya (secara kolektif disebut sebagai "Grup") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi signifikan.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2022, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). 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 kami.

Independent Auditor's Report

Report No. 00877/2.1032/AU.1/10/1562-2/1/IV/2023

The Shareholders and the Boards of Commissioners and Directors
PT Pertamina Bina Medika IHC

Opinion

*We have audited the accompanying consolidated financial statements of **PT Pertamina Bina Medika IHC** (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated] statement of financial position as of December 31, 2022, 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 significant 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, 2022, and its 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 ("IICPA"). 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 relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Laporan Auditor Independen (lanjutan)

Laporan No. 00877/2.1032/AU.1/10/1562-2/1/IV/2023 (lanjutan)

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.

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Tujuan kami adalah untuk memeroleh 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 independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI 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 agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Independent Auditor's Report (continued)

Report No. 00877/2.1032/AU.1/10/1562-2/1/IV/2023 (continued)

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 its operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent 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 established by the IICPA 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.

Laporan Auditor Independen (lanjutan)

Laporan No. 00877/2.1032/AU.1/10/1562-2/1/IV/2023 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu 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 atas pengendalian internal.

- Memeroleh 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.

Independent Auditor's Report (continued)

Report No. 00877/2.1032/AU.1/10/1562-2/1/IV/2023 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such 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 override of internal control.*

- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*

- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*

Laporan Auditor Independen (lanjutan)

Laporan No. 00877/2.1032/AU.1/10/1562-2/1/IV/2023 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- 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 independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

Independent Auditor's Report (continued)

Report No. 00877/2.1032/AU.1/10/1562-2/1/IV/2023 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- *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 independent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*

Building a better working world

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00877/2.1032/AU.1/10/1562-2/1/IV/2023 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- 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.

- Memeroleh 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.

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.

Independent Auditor's Report (continued)

Report No. 00877/2.1032/AU.1/10/1562-2/1/IV/2023 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- *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.*

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.

KAP Purwantono, Sungkoro & Surja

Mento

Registrasi Akuntan Publik No. AP.1562/*Public Accountant Registration No. AP.1562*

17 April 2023/*April 17, 2023*

00877

PT PERTAMINA BINA MEDIKA IHC DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT PERTAMINA BINA MEDIKA IHC AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As of December 31, 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	31 Desember/ *December 31*, 2022	31 Desember/ *December 31*, 2021 (Disajikan kembali/ *As restated* - Catatan/*Note* 2)	1 Januari/ *January 1*, 2021/ 31 Desember/ *December 31*, 2020 (Disajikan kembali/ *As restated* - Catatan/*Note* 2)	
ASET					***ASSETS***
ASET LANCAR					***CURRENT ASSETS***
Kas dan setara kas	4	1.673.308	2.691.676	1.229.294	*Cash and cash equivalents*
Aset keuangan lainnya	5	9.602	5.121	5.050	*Other financial assets*
Piutang usaha, neto	6	1.258.699	1.484.569	1.419.350	*Trade receivables, net*
Piutang lain-lain		28.128	43.809	18.010	*Other receivables*
Persediaan	7	83.425	100.878	154.201	*Inventories*
Uang muka dan beban dibayar di muka		62.283	61.514	43.607	*Advances and prepayments*
Pajak dibayar di muka	14	2.156	1.123	15.248	*Prepaid taxes*
Total aset lancar		3.117.601	4.388.690	2.884.760	*Total current assets*
ASET TIDAK LANCAR					***NON-CURRENT ASSETS***
Investasi saham		700	3.785	3.785	*Investment in shares*
Properti investasi, neto	9	172.859	168.349	218.099	*Investment property, net*
Aset tetap, neto	10	2.886.361	2.380.899	2.277.906	*Fixed assets, net*
Aset hak guna, neto	11	479.628	169.142	128.988	*Right of use assets, net*
Aset pajak tangguhan	14	248.554	243.046	178.136	*Deferred tax assets*
Aset keuangan yang dibatasi penggunaannya	8	676.704	61.808	60.901	*Restricted financial assets*
Taksiran tagihan pajak penghasilan	14	57.371	1.580	18.284	*Estimated claims for tax refund*
Aset tidak lancar lainnya		20.554	21.820	50.168	*Other non-current assets*
Total aset tidak lancar		4.542.731	3.050.429	2.936.267	*Total non-current assets*
TOTAL ASET		**7.660.332**	**7.439.119**	**5.821.027**	***TOTAL ASSETS***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these financial statements taken as a whole.

PT PERTAMINA BINA MEDIKA IHC DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2022 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT PERTAMINA BINA MEDIKA IHC AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2022 (Expressed in millions of Rupiah, unless otherwise stated)

	Catatan / *Notes*	31 Desember/ *December 31*, 2022	31 Desember/ *December 31*, 2021 (Disajikan kembali/ *As Restated* - Catatan/*Note* 2)	1 Januari/ *January 1*, 2021/ 31 Desember/ *December 31*, 2020 (Disajikan kembali/ *As Restated* - Catatan/*Note* 2)	
LIABILITAS DAN EKUITAS					***LIABILITIES AND EQUITY***
LIABILITAS					***LIABILITIES***
LIABILITAS JANGKA PENDEK					***CURRENT LIABILITIES***
Utang usaha	12	517.667	421.276	457.705	*Trade payables*
Utang lain-lain	13	368.707	437.290	201.583	*Other payables*
Utang pajak	14	50.356	253.567	119.699	*Taxes payable*
Beban yang masih harus dibayar	15	734.427	976.401	725.812	*Accrued expenses*
Pendapatan diterima di muka	16	118.285	156.455	153.810	*Unearned revenues*
Utang bank jangka pendek	17	6.221	60.334	68.845	*Short-term bank loan*
Liabilitas imbalan kerja jangka pendek	28	37.990	26.665	39.376	*Short-term employee benefit liabilities*
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:					*Current maturities of long-term liabilities:*
Utang bank	18	50.575	31.976	210.610	*Bank loan*
Pinjaman lembaga keuangan	19	14.176	28.452	131.120	*Financial institution loan*
Liabilitas sewa	11	39.539	44.589	43.754	*Lease liabilities*
Total liabilitas jangka pendek		1.937.943	2.437.005	2.152.314	*Total current liabilities*
LIABILITAS JANGKA PANJANG					**NON-CURRENT LIABILITIES**
Liabilitas jangka panjang yang jatuh tempo lebih dari satu tahun:					*Long-term maturities of long-term liabilities:*
Utang bank	18	509.027	207.495	39.606	*Bank loan*
Pinjaman lembaga keuangan	19	-	75.477	-	*Financial institution loan*
Liabilitas sewa	11	189.257	127.339	85.844	*Lease liabilities*
Liabilitas imbalan kerja	28	714.536	725.846	642.486	*Provision for employee benefit liability*
Pinjaman wajib konversi	20	563.884	-	-	*Mandatory convertible loan*
Liabilitas pajak tangguhan	14	-	1.908	9.108	*Deferred tax liability*
Total liabilitas jangka panjang		1.976.704	1.138.065	777.044	*Total non-current liabilities*
TOTAL LIABILITAS		**3.914.647**	**3.575.070**	**2.929.358**	***TOTAL LIABILITIES***
EKUITAS					***EQUITY***
Modal saham - modal dasar 100.000.000 lembar saham dengan nilai nominal Rp100.000 (dalam Rupiah penuh) per lembar saham; modal ditempatkan dan disetor penuh 29.217.762 lembar	21	2.921.776	2.921.776	2.921.776	*Share capital - authorized 100,000,000 shares, with par value of Rp100,000 (in full amount) per share; issued and fully paid 29,217,762 shares*
Modal donasi		4.589	4.589	4.589	*Donated capital*
Tambahan modal disetor	22	(1.123.471)	(1.172.466)	(1.172.466)	*Additional paid-in capital*
Uang muka setoran modal	21	90.000	90.000		*Advance subscription*
Penghasilan komprehensif lain		7.650	(841)	(58.717)	*Other comprehensive income*
Saldo laba					*Retained earnings*
Ditentukan penggunaannya		146.089	29.218	29.218	*Appropriated*
Belum ditentukan penggunaannya		957.581	1.275.550	615.728	*Unappropriated*
Kepentingan non-pengendali	24	741.471	716.223	551.541	*Non-controlling interest*
TOTAL EKUITAS		**3.745.685**	**3.864.049**	**2.891.669**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS		**7.660.332**	**7.439.119**	**5.821.027**	***TOTAL LIABILITIES AND EQUITY***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these financial statements taken as a whole.

PT PERTAMINA BINA MEDIKA IHC DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT PERTAMINA BINA MEDIKA IHC AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,*			
	2022	**Catatan/ *Notes***	**2021 Disajikan kembali/ *As Restated* - Catatan/*Note* 2)**	
Pendapatan	**4.978.509**	**25**	**6.834.474**	***Revenues***
Beban operasi	**(5.047.353)**	**26**	**(5.807.982)**	***Operating expenses***
Laba (rugi) bruto	**(68.844)**		**1.026.492**	***Gross profit (loss)***
Pendapatan keuangan	51.376		34.298	*Finance income*
Beban keuangan	(55.855)		(48.200)	*Finance expense*
Pendapatan lain-lain, neto	325.905	27	34.496	*Other income, net*
Laba sebelum beban pajak penghasilan	**252.582**		**1.047.086**	***Profit before income tax expense***
Beban pajak penghasilan	(68.382)	14	(211.924)	*Income tax expense*
Laba tahun berjalan	**184.200**		**835.162**	***Profit for the year***
Penghasilan komprehensif lain				***Other comprehensive income***
Pos-pos yang tidak direklasifikasi ke laba rugi dalam periode berikutnya				***Item not to be reclassified to profit or loss in subsequent periods***
Pengukuran kembali atas liabilitas imbalan pasti neto	16.312		85.578	*Remeasurement of net defined benefits liability*
Pos-pos yang akan direklasifikasi ke laba rugi dalam periode berikutnya				***Item to be reclassified to profit or loss in subsequent periods***
Keuntungan atas aset keuangan tersedia untuk dijual	(192)		71	*Gain on available-for-sale financial assets*
Total penghasilan komprehensif lain	**200.320**		**920.811**	***Total other comprehensive income***
Laba tahun berjalan yang dapat diatribusikan kepada:				***Profit for the year attributable to:***
Kepemilikan entitas induk	110.445		683.529	*Owners of parent entity*
Kepentingan non-pengendali	73.755		151.633	*Non-controlling interest*
	184.200		**835.162**	
Total penghasilan komprehensif diatribuskan kepada:				***Total other comprehensive income attributable to:***
Kepemilikan entitas induk	118.936		741.405	*Owners of parent entity*
Kepentingan non-pengendali	81.384		179.406	*Non-controlling interest*
	200.320		**920.811**	

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these financial statements taken as a whole.

PT PERTAMINA BINA MEDIKA IHC
DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT PERTAMINA BINA MEDIKA IHC
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Modal Saham / *Share Capital*	Modal Donasi/ *Donated Capital*	Tambahan Modal Disetor/ *Additional Paid- in Capital*	Uang Muka Setoran Modal / *Advance Subscription*	Pendapatan Komperhensif Lain / *Other Comperhensive Income*	Saldo Laba/ *Retained Earnings*		Subtotal / *Subtotal*	Kepentingan Non-pengendali/ *Non- controlling Interests*	Total Ekuitas/ *Total Equity*	
						Ditentukan Penggunaannya / *Appropriated*	Belum Ditentukan Penggunaannya/ *Unappropriated*				
Saldo per 1 Januari 2021 (dilaporkan sebelumnya)	**2.921.776**	**4.589**	**(1.172.466)**	**-**	**(83.342)**	**29.218**	**602.462**	**2.302.237**	**545.809**	**2.848.046**	***Balance at January 1, 2021/ December 31, 2020 (as previously reported)***
Dampak dari perubahan kebijakan akuntansi (Catatan 2)	-	-	-	-	24.625	-	13.266	37.891	5.732	43.623	*Effects of changes of accounting policies (Note 2)*
Saldo per 1 Januari 2021 (disajikan kembali)	**2.921.776**	**4.589**	**(1.172.466)**		**(58.717)**	**29.218**	**615.728**	**2.340.128**	**551.541**	**2.891.669**	***Balance at January 1, 2021 (as restated)***
Uang Muka Setoran Modal	-	-	-	90.000	-	-	-	90.000	-	90.000	*Advance Subscription*
Dividen kas	-	-	-	-	-	-	(23.707)	(23.707)	-	(23.707)	*Cash dividend*
Dividen kas kepada kepentingan non-pengendali	-	-	-	-	-	-	-	-	(14.724)	(14.724)	*Cash dividend to non-controlling interests*
Laba tahun berjalan	-	-	-	-	-	-	683.529	683.529	151.633	835.162	*Profit For The Year*
Penghasilan komprehensif lain	-	-	-	-	57.876	-	-	57.876	27.773	85.649	*Other comprehensive income*
Saldo per 31 Desember 2021/ 1 Januari 2022	**2.921.776**	**4.589**	**(1.172.466)**	**90.000**	**(841)**	**29.218**	**1.275.550**	**3.147.826**	**716.223**	**3.864.049**	***Balance at December 31, 2021/ January 1, 2022***
Akuisisi kepentingan non-pengendali di entitas anak	-	-	(4.493)	-	-	-	-	(4.493)	(1.708)	(6.201)	*Acquisition of non-controlling interests in subsidiary*
Pembentukan cadangan wajib	-	-	-	-	-	116.871	(116.871)	-	-	-	*Allocation for appropriated reserve*
Dividen kas	-	-	-	-	-	-	(311.543)	(311.543)	-	(311.543)	*Cash dividend*
Dividen kas kepada kepentingan non-pengendali	-	-	-	-	-	-	-	-	(54.428)	(54.428)	*Cash dividend to non-controlling interests*
Selisih nilai wajar pinjaman wajib konversi	-	-	53.488	-	-	-	-	53.488	-	53.488	*Difference in the fair value of the mandatory convertible loan*
Laba tahun berjalan	-	-	-	-		-	110.445	110.445	73.755	184.200	*Profit for the year*
Penghasilan komprehensif lain	-	-	-	-	8.491	-	-	8.491	7.629	16.120	*Other comprehensive income*
Saldo per 31 Desember 2022	**2.921.776**	**4.589**	**(1.123.471)**	**90.000**	**7.650**	**146.089**	**957.581**	**3.004.214**	**741.471**	**3.745.685**	***Balance at December 31, 2022***

PT PERTAMINA BINA MEDIKA IHC
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada
Tanggal 31 Desember 2022
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT PERTAMINA BINA MEDIKA IHC
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended
December 31, 2022
(Expressed in millions of Rupiah,
unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ ***Years Ended December 31,***			
	2022	***Notes***	**2021**	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan	5.116.836		7.617.173	*Cash received from customers*
Pembayaran kepada pemasok	(2.351.821)		(3.478.592)	*Cash paid to suppliers*
Pembayaran kepada dokter	(501.222)		(585.181)	*Cash paid to doctors*
Pembayaran kepada karyawan	(1.886.168)		(1.563.180)	*Cash paid to employees*
Penerimaan pendapatan keuangan	56.792		33.284	*Receipt of finance income*
Pembayaran pajak penghasilan badan	(332.723)		(180.221)	*Payment of corporate income tax*
Arus kas bersih yang diperoleh dari aktivitas operasi	**101.694**		**1.843.283**	***Net cash flows provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan aset tetap	(806.061)	10,33	(294.896)	*Acquisition of fixed assets*
Kenaikan aset yang dibatasi penggunaannya	(612.380)	8	-	*Increase in restricted assets*
Akuisisi kepentingan non-pengendali di entitas anak	(6.201)		-	*Acquisition of non-controlling interests in subsidiary*
Penurunan aset keuangan lainnya	(4.673)		-	*Decrease in other financial assets*
Penerimaan dari penjualan investasi saham	3.097		-	*Receipts from the sale of investments in shares*
Hasil penjualan aset tetap	133		95	*Proceeds from sale of fixed assets*
Arus kas bersih yang digunakan untuk aktivitas investasi	**(1.426.085)**		**(294.801)**	***Net cash flows used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan:				*Receipts:*
Utang bank jangka pendek	6.221		60.334	*Short-term bank loans*
Utang bank jangka panjang	364.735		123.769	*Long-term bank loans*
Pinjaman wajib konversi	612.380		-	*Mandatory conversion loan*
Uang muka setoran modal	-		90.000	*Advance subscription*
Pinjaman lembaga keuangan	14.176		-	*Financial institution loan*
Pembayaran:				*Payments:*
Dividen kas	(311.543)	23	(23.707)	*Cash dividend*
Dividen kas kepada kepentingan non-pengendali	(58.782)		(14.485)	*Cash dividend to non-controlling interests*
Utang bank jangka pendek	(60.334)		(68.845)	*Short-term bank loan*
Utang bank jangka panjang	(44.604)		(134.514)	*Long-term bank loan*
Pinjaman lembaga keuangan	(103.929)		(30.673)	*Financial institution loan*
Liabilitas sewa	(56.442)		(56.839)	*Lease liabilities*
Bunga	(55.855)		(31.140)	*Interest*
Arus kas bersih yang diperoleh dari/(digunakan untuk) aktivitas pendanaan	**306.023**		**(86.100)**	***Net cash flows provided by/ (used in) financing activities***
KENAIKAN/(PENURUNAN) BERSIH KAS DAN SETARA KAS	**(1.018.368)**		**1.462.382**	***NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	**2.691.676**		**1.229.294**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN	**1.673.308**	4	**2.691.676**	***CASH AND CASH EQUIVALENTS AT END OF THE YEAR***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these financial statements taken as a whole.

1. UMUM

a. Pendirian dan Informasi Umum

PT Pertamina Bina Medika IHC ("Perusahaan") dahulu bernama PT Pertamina Bina Medika didirikan berdasarkan Akta No. 30 tanggal 21 Oktober 1997 dari Ny. Sulami Mustafa, S.H., Notaris di Jakarta dan telah diperbaharui dengan Akta Notaris No. 18 tanggal 5 Desember 2018 dari Adi Triharsono, S.H., Notaris di Jakarta. Akta Pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusannya No. C2.18H1.01.01.Th.98 tanggal 12 Januari 1998 serta diumumkan dalam Berita Negara Republik Indonesia No. 20 tanggal 10 Maret 2000, Tambahan No. 1272. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan dengan akta terakhir No. 42 tanggal 7 Agustus 2020 dari Aulia Taufani, S.H., M.Kn., Notaris di Jakarta. Akta perubahan ini telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusannya No. AHU-0054926.AH 01.02. TAHUN 2020 tanggal 10 Agustus 2020.

Perusahaan bergerak dalam bidang jasa layanan kesehatan, meliputi:

a. Menyediakan dan melaksanakan layanan kesehatan kepada seluruh masyarakat.
b. Mengusahakan, menjalankan, memelihara, mengelola atau menyelenggarakan rumah sakit, klinik, rumah bersalin atau pusat kesehatan lainnya.
c. Usaha-usaha dan jasa lain untuk menunjang kegiatan-kegiatan Perusahaan antara lain:
    1. Jasa penyuluhan kesehatan baik secara langsung maupun melalui media lainnya.
    2. Jasa pengelolaan limbah medis baik cair maupun padat.
    3. Jasa layanan *home care* terhadap pasien.

Kantor pusat Perusahaan beralamat di Menara Sentraya Lantai 26, Jl. Iskandarsyah Raya No. 1A, Kebayoran Baru, Jakarta Selatan.

1. GENERAL

a. Establishment and General Information

PT Pertamina Bina Medika IHC (the "Company") formerly PT Pertamina Bina Medika was established based on Notarial Deed No. 30 dated October 21, 1997 of Mrs. Sulami Mustafa, S.H., Notary in Jakarta and was amended by Notarial Deed No. 18 dated December 5, 2018 of Adi Triharsono, S.H., Notary in Jakarta. The Deed of Establishment was approved by the Minister of Justice and Human Rights of the Republic of Indonesia in its Decision Letter No. C2.18H1.01.01.Th.98 dated January 12, 1998 and was published in State Gazette No. 20, Supplement No. 1272 dated March 10, 2000. The Articles of Association have been amended several times, most recently by Notarial Deed No. 42 dated August 7, 2020 of Aulia Taufani, S.H., M.Kn., Notary in Jakarta. The latest amendment was approved by the Ministry of Justice and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0054926.AH 01.02. TAHUN 2020 dated August 10, 2020.

The Company is engaged in the following healthcare services:

a. Provides healthcare services to the public.

b. Organizes, operates, maintains, manages or runs hospitals, clinics, maternity hospitals or other healthcare centers.

c. Other businesses and services supporting the Company's activities such as:

    1. Healthcare counselling services either directly or through other media.

    2. Medical waste management services either liquid or solid.
    3. Home care services to patients.

The Company's head office is located at Menara Sentraya 26th Floor, Jl. Iskandarsyah Raya No. 1A, Kebayoran Baru, South Jakarta.

1. UMUM (lanjutan)

b. Dewan Komisaris, Direksi, dan Karyawan

Pada tanggal 31 Desember 2022, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

1. GENERAL (continued)

b. Boards of Commissioners, Directors and Employees

As of December 31, 2022, the Company's Boards of Commissioners and Directors consisted of the following:

Dewan Komisaris		***Board of Commissioners***
Komisaris Utama	Farid Harianto	*President Commissioner*
Komisaris	dr. Dante Saksono Harbuwono, Sp.PD, Ph.D	*Commissioner*
Komisaris	Dr. L. Rizka Andalucia, Apt,M.Pharm, MARS	*Commissioner*
Komisaris	Henry Hendrawan	*Commissioner*
Direksi		***Board of Directors***
Direktur Utama	drg. Mira Dyah Wahyuni, MARS	*President Director*
Direktur SDM & Pengadaan	dr. Asep Saepul Rohmat, Sp.PD, KGEH, FINASIM	*Director of HR & Procurement*
Direktur Medis	Dr. dr. Lia Gardenia Partakusuma, Sp.PK (K), MM, MARS, FAMM	*Director of Medical*
Direktur Keuangan dan Manajemen Risiko	Budi Raharjo Legowo	*Director of Finance and Risk Management*

Pada tanggal 31 Desember 2021, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

As of December 31, 2021, the Company's Boards of Commissioners and Directors consisted of the following:

Dewan Komisaris		***Board of Commissioners***
Komisaris Utama	Farid Harianto	*President Commissioner*
Komisaris	dr. Dante Saksono Harbuwono, Sp.PD, Ph.D	*Commissioner*
Komisaris	Iman Rachman	*Commissioner*
Komisaris	Henry Hendrawan	*Commissioner*
Direksi		***Board of Directors***
Direktur Utama	Dr. dr. Fathema Djan Rachmat, Sp.B, Sp.BTKV (K), MPH	*President Director*
Direktur Operasional	drg. Mira Dyah Wahyuni, MARS	*Director of Operational*
Direktur Medis	dr. Asep Saepul Rohmat, Sp.PD, KGEH, FINASIM	*Director of Medical*
Direktur Keuangan dan Manajemen Risiko	Budi Raharjo Legowo	*Director of Finance and Risk Management*

Pada tanggal 31 Desember 2022 dan 2021, Perusahaan dan entitas anak ("Grup") memiliki masing-masing 7.952 dan 7.973 orang karyawan (tidak diaudit).

Laporan keuangan Grup telah diselesaikan dan disetujui untuk diterbitkan oleh Direksi Perusahaan pada tanggal 17 April 2023.

As of December 31, 2022 and 2021, the Company and its subsidiaries (the "Group") has 7.952 and 7,973 employees, respectively (unaudited).

The Group's financial statements were completed and authorized for issue by the Company's Board of Directors on April 17, 2023.

1. UMUM (lanjutan)

c. Struktur Entitas anak

Pada tanggal 31 Desember 2022 dan 2021, Grup memiliki pengendalian secara langsung maupun tidak langsung, pada entitas anak sebagai berikut:

1. GENERAL (continued)

c. The Structure of Subsidiaries

As of December 31, 2022 and 2021, the Group has direct or indirect control over the following subsidiaries:

Entitas Anak dan Domisili/ *Subsidiaries and Domicile*	Aktivitas Utama/ *Main Activities*	Tahun Operasi/ *Start of Operation*	Persentase Kepemilikan/ *Percentage of Ownership*		Jumlah Aset (Sebelum Eliminasi)/ *Total Assets (Before Elimination)*	
			31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*
Kepemilikan Langsung						
PT Rumah Sakit Pelni, Jakarta	Jasa layanan kesehatan/*Healthcare services*	1918	51,00	51,00	953.036	823.600
PT Rumah Sakit Pelabuhan, Jakarta	Jasa layanan kesehatan/*Healthcare services*	1999	67,00	67,00	570.269	707.154
PT Nusantara Medika Utama, Surabaya	Jasa layanan kesehatan/*Healthcare services*	2013	67,00	67,00	730.185	442.648
PT Pelindo Husada Citra, Surabaya	Jasa layanan kesehatan/*Healthcare services*	1970	67,00	67,00	455.523	494.131
PT Bakti Timah Medika (Dulu PT Rumah Sakit Bakti Timah), Bangka Belitung	Jasa layanan kesehatan/*Healthcare services*	2014	67,00	67,00	390.273	449.859
PT Nusantara Sebelas Medika, Surabaya	Jasa layanan kesehatan/*Healthcare services*	2012	67,00	67,00	425.944	253.072
PT Krakatau Medika, Banten	Jasa layanan kesehatan/Healthcare services	1996	70,93	70,93	192.559	207.478
PT Rolas Nusantara Medika, Surabaya	Jasa layanan kesehatan/*Healthcare services*	2012	67,00	67,00	208.170	198.010
Kepemilikan Tidak Langsung						
Melalui PT Bakti Timah						
PT Bakti Timah Solusi Medika, Bangka Belitung	Perdagangan/*Trading*	2016	98,00	98,00	3.223	1.225
Melalui PT Pelindo Husada Citra						
PT Prima Citra Nutrindo, Surabaya	Jasa Boga/*Catering business*	2016	70,00	70,00	13.462	11.421

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK"), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK IAI) dan Peraturan-Peraturan serta Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh Otoritas Jasa Keuangan ("OJK").

Laporan keuangan konsolidasian disusun berdasarkan konsep akrual, kecuali laporan arus kas konsolidasian, dengan menggunakan konsep biaya historis, kecuali seperti yang disebutkan dalam Catatan atas laporan keuangan konsolidasian yang relevan.

Laporan arus kas konsolidasian yang disajikan dengan menggunakan metode langsung, menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan ke dalam aktivitas operasi, investasi dan pendanaan.

Kebijakan akuntansi yang diterapkan oleh Grup adalah selaras bagi tahun yang dicakup oleh laporan keuangan konsolidasian, kecuali untuk standar akuntansi baru dan revisi seperti diungkapkan pada Catatan 2b dibawah ini.

Akun-akun yang tercakup dalam laporan keuangan konsolidasian Grup diukur menggunakan mata uang dari lingkungan ekonomi utama Grup beroperasi (mata uang fungsional). Laporan keuangan konsolidasian disajikan dalam Rupiah yang merupakan mata uang fungsional Grup.

Grup telah menyusun laporan keuangan konsolidasian dengan dasar bahwa Grup akan terus beroperasi secara berkesinambungan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards ("SAK"), which comprise the Statements and Interpretations issued by the Board of Financial Accounting Standards of the Indonesian Institute of Accountants ("DSAK IAI") and the Regulations and Guidelines on Financial Statement Presentation and Disclosures issued by Financial Services Authority ("OJK").

The consolidated financial statements have been prepared on the accrual basis, except for the consolidated statement of cash flows, using the historical cost concept of accounting, except as disclosed in the relevant Notes to the consolidated financial statements herein.

The consolidated statement of cash flows, which have been prepared using the direct method, present receipts and disbursements of cash and cash equivalents classified into operating, investing and financing activities.

The accounting policies adopted by the Group are consistently applied for the years covered by the consolidated financial statements, except for new and revised accounting standards as disclosed in the following Note 2b.

The accounts included in the Group's consolidated financial statements are measured using the currency of the primary economic environment in which the Group operates (the functional currency). The consolidated financial statements are presented in Rupiah which is the functional currency of the Group.

The Group has prepared the consolidated financial statements on the basis that it will continue to operate as a going concern.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Perubahan kebijakan akuntansi

Grup menerapkan pertama kali seluruh standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2022, termasuk standar yang direvisi berikut ini yang memengaruhi laporan keuangan konsolidasian Grup:

Amendemen PSAK 22: Kombinasi Bisnis - Rujukan ke Kerangka Konseptual

Amendemen ini mengklarifikasi interaksi antara PSAK 22, PSAK 57, ISAK 30 dan Kerangka Konseptual Pelaporan Keuangan.

Secara umum, amendemen PSAK 22:

- Menambahkan deskripsi terkait "liabilitas dan liabilitas kontinjensi dalam ruang lingkup PSAK 57 atau ISAK 30".
- Mengklarifikasi liabilitas kontinjensi yang telah diakui pada tanggal akuisisi.
- Menambahkan definisi aset kontinjensi dan perlakuan akuntansinya.

Amendemen PSAK 22 ini berlaku efektif pada tanggal 1 Januari 2022 dengan penerapan dini diperkenankan dan amendemen ini tidak diekspektasi memiliki dampak pada pelaporan keuangan Grup pada saat diadopsi untuk pertama kali.

Amendemen PSAK 57: Provisi, Liabilitas Kontijensi, dan Aset Kontijensi tentang Kontrak Merugi-Biaya Memenuhi Kontrak

Amendemen PSAK 57 mengatur biaya-biaya untuk memenuhi kontrak merugi terdiri dari biaya yang terkait langsung dengan kontrak, dimana terdiri dari:

1. biaya inkremental untuk memenuhi kontrak tersebut, dan
2. alokasi biaya lain yang berhubungan langsung untuk memenuhi kontrak.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

b. Change in accounting principles

The Group made first time adoption of all the new and/or revised standards effective for the periods beginning on or after January 1, 2022, including the following revised standards that have affected the consolidated financial statements of the Group:

Amendments to PSAK 22: Business Combinations - Reference to Conceptual Frameworks

These amendments clarify the interactions between PSAK 22, PSAK 57, ISAK 30 and the Conceptual Framework of Financial Reporting.

In general, the amendments to PSAK 22:

- *Add a description regarding "liabilities and contingent liabilities within the scope of PSAK 57 or ISAK 30".*
- *Clarifying the contingent liabilities recognized at the acquisition date.*
- *Adds definition of a contingent asset and its accounting treatment.*

Amendment to PSAK 22 will become effective on January 1, 2022 with earlier application permitted and are not expected to have any impact to the financial reporting of the Group upon first-time adoption.

Amendments to PSAK 57: Provisions, Contingent Liabilities, and Contingent Assets - Onerous Contract Fulfillment Costs

Amendment to PSAK 57 provide that costs to fulfill an onerous contract consist of costs that are directly related to the contract, which consist of:

1. *incremental costs to fulfill the contract, and*
2. *allocation of other costs that are directly related to fulfilling the contract.*

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Perubahan kebijakan akuntansi (lanjutan)

Penyesuaian Tahunan 2020 – PSAK 71: Instrumen Keuangan

Amendemen ini mengklarifikasi biaya yang diperhitungkan entitas dalam mengevaluasi apakah persyaratan yang dimodifikasi dari suatu liabilitas keuangan menyebabkan penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru. Biaya tersebut hanya mencakup yang dibayarkan atau diterima antara peminjam dan pemberi pinjaman, termasuk *fee* yang dibayarkan atau diterima baik oleh peminjam atau pemberi pinjaman atas nama pihak lain.

Amendemen ini berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2022 dengan penerapan dini diperkenankan namun tidak diekspektasikan memiliki dampak pada pelaporan keuangan Grup pada saat diadopsi untuk pertama kali.

Penyesuaian Tahunan 2020 – PSAK 73: Sewa

Amendemen terhadap Contoh Ilustrasi 13 yang merupakan bagian dari PSAK 73 menghilangkan dari contoh ilustrasi penggantian perbaikan properti sewaan oleh pesewa untuk mengatasi potensi kebingungan mengenai perlakuan insentif sewa yang mungkin timbul karena cara insentif sewa diilustrasikan dalam contoh tersebut.

Amendemen ini diterapkan secara prospektif terhadap pengukuran nilai wajar pada atau setelah awal periode pelaporan tahunan pertama yang dimulai pada atau setelah 1 Januari 2022 dengan penerapan dini diperkenankan namun amendemen ini tidak diekspektasikan memiliki dampak pada pelaporan keuangan Grup pada saat diadopsi untuk pertama kali.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

b. Change in accounting principles (continued)

2020 Annual Improvements – PSAK 71: Financial Instruments

The amendment clarifies the fees that an entity includes when assessing whether the modified terms of a financial liability required derecognition of the original financial liability and recognition of a new financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf.

The amendment is effective for annual reporting periods beginning on or after January 1, 2022 with earlier adoption permitted but not expected to have any impact to the financial reporting of the Group upon first-time adoption.

2020 Annual Improvements - PSAK 73: Leases

The amendment to Illustrative Example 13 accompanying PSAK 73 removes from the example the illustration of the reimbursement of leasehold improvements by the lessor in order to resolve any potential confusion regarding the treatment of lease incentives that might arise because of how lease incentives are illustrated in that example.

The amendment prospectively to fair value measurements on or after the beginning of the first annual reporting period beginning on or after January 1, 2022 with earlier adoption permitted but not expected to have any impact to the financial reporting of the Group upon first-time adoption.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

c. Prinsip-prinsip konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas-entitas anak. Kendali diperoleh bila Grup terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk memengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, investor mengendalikan *investee* jika dan hanya jika investor memiliki seluruh hal berikut ini:

i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi investor 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 memengaruhi jumlah imbal hasil.

Bila Grup tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu *investee*, Grup mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan 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 Grup.

Grup menilai kembali apakah mereka mengendalikan *investee* bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas entitas-entitas anak dimulai sejak Grup memperoleh pengendalian atas entitas anak dan berakhir pada saat Grup kehilangan pengendalian atas entitas anak. Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Grup memperoleh kendali sampai tanggal Grup tidak lagi mengendalikan entitas anak tersebut.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Principles of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. Control is achieved when the Group 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. Thus, the Group controls an investee if and only if the Group has all of the following:

i) Power over the investee, that is existing rights that give the Group 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.

When the Group has less than a majority of the voting or similar rights of an investee, the Group 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 Group's voting rights and potential voting rights.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

c. Prinsip-prinsip konsolidasi (lanjutan)

Semua saldo dan transaksi antar entitas yang material, termasuk keuntungan atau kerugian yang belum direalisasi, jika ada, dieliminasi untuk mencerminkan posisi keuangan dan hasil operasi Grup sebagai satu kesatuan usaha. Kebijakan akuntansi di entitas anak telah diubah seperlunya agar konsisten dengan kebijakan akuntansi yang diterapkan oleh Grup.

Entitas anak dikonsolidasikan mulai dari tanggal pengendalian beralih kepada Perusahaan dan tidak lagi dikonsolidasikan dari tanggal hilangnya pengendalian.

Kepentingan Non-Pengendali ("KNP") mencerminkan bagian atas laba rugi, penghasilan komprehensif lain dan aset neto dari entitas anak yang tidak dapat diatribusikan secara langsung maupun tidak langsung kepada pemilik entitas induk, yang masing-masing disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan sebagai ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik entitas induk.

Rugi entitas anak yang tidak dimiliki secara penuh diatribusikan kepada KNP, bahkan jika hal ini mengakibatkan KNP mempunyai saldo defisit.

Seluruh laba rugi dan setiap komponen Penghasilan Komprehensif Lain ("PKL") diatribusikan pada pemilik entitas induk dan pada Kepentingan Non-Pengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit. Bila dipandang perlu, penyesuaian dilakukan terhadap laporan keuangan entitas anak untuk diselaraskan dengan kebijakan akuntansi Grup.

Seluruh aset dan liabilitas, ekuitas, penghasilan dan beban dan arus kas atas transaksi antar anggota Grup dieliminasi sepenuhnya pada saat konsolidasi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Principles of consolidation (continued)

All material intercompany accounts and transactions, including unrealized gains or losses, if any, are eliminated to reflect the financial position and the results of operations of the Group as a single business entity. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Subsidiaries are fully consolidated from the date on which control is transferred to the Company. They are deconsolidated from the date on which that control ceases.

Non-Controlling Interest ("NCI") represents the portion of profit or loss, other comprehensive income and net assets of the subsidiary not attributable directly or indirectly to the owners of the parent entity, which are presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position, respectively, separately from the corresponding portion attributable to the owners of the parent entity.

Losses of a non-wholly owned the subsidiary are attributed to NCI even if such losses result in a deficit balance for the NCI.

Profit or loss and each component of Other Comprehensive Income ("OCI") are attributed to the equity holders of the parent of the Group and to the Non-Controlling Interests ("NCI"), even if this results in the NCI having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relation to transactions between members of the Group are eliminated in full on consolidation.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

c. Prinsip-prinsip konsolidasi (lanjutan)

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 Grup menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas dan komponen lain dari ekuitas terkait, dan selisihnya diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

d. Kombinasi bisnis entitas sepengendali

Dalam PSAK No. 38, pengalihan bisnis antara entitas sepengendali tidak mengakibatkan perubahan substansi ekonomi kepemilikan atas bisnis yang dialihkan dan tidak dapat menimbulkan laba atau rugi bagi Grup secara keseluruhan ataupun bagi entitas individual dalam Grup tersebut. Karena pengalihan bisnis antara entitas sepengendali tidak mengakibatkan perubahan substansi ekonomi, bisnis yang dipertukarkan dicatat pada nilai buku sebagai kombinasi bisnis dengan menggunakan metode penyatuan kepemilikan.

Dalam menerapkan metode penyatuan kepemilikan, komponen laporan keuangan dimana terjadi kombinasi bisnis dan untuk periode lain yang disajikan untuk tujuan perbandingan, disajikan sedemikian rupa seolah-olah kombinasi bisnis telah terjadi sejak awal periode terjadi sepengendalian. Selisih antara nilai tercatat transaksi kombinasi bisnis dan jumlah imbalan yang dialihkan disajikan sebagai bagian dari "Tambahan Modal Disetor" dalam laporan posisi keuangan konsolidasian.

e. Transaksi-transaksi pihak berelasi

Grup mempunyai transaksi dengan pihak berelasi sebagaimana didefinisikan pada PSAK No. 7 (Penyesuaian 2015) "Pengungkapan Pihak-pihak Berelasi".

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Principles of consolidation (continued)

A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, NCI and other component of equity, while the difference is recognized in the profit or loss. Any investment retained is recognized at fair value.

d. Business combination of entities under common control

Under PSAK No. 38, transfer of business within entities under common control does not result in a change of the economic substance of ownership of the business being transferred and would not result in a gain or loss to the Group or to the individual entity within the Group. Since the transfer of business of entities under common control does not result in a change of the economic substance, the business being exchanged is recorded at book values as a business combination using the pooling-of-interests method.

In applying the pooling-of-interests method, the components of the financial statements for the period during which the restructuring occurred and for other periods presented, for comparison purposes, are presented in such a manner as if the restructuring has already happened since the beginning of the period during which the entities were under common control. The difference between the carrying amounts of the business combination transaction and the consideration transferred is presented as part of "Additional Paid-in Capital" in the consolidated statement of financial position.

e. Related parties transactions

The Group has transactions with related parties as defined in PSAK No. 7 (Improvement 2015), "Related Party Disclosures".

The transactions are made based on terms agreed by the parties, in which such terms may not be the same as those of the transactions between unrelated parties.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

e. Transaksi-transaksi pihak berelasi (lanjutan)

Saldo dan transaksi signifikan dengan pihak-pihak berelasi diungkapkan dalam Catatan 29.

Kecuali diungkapkan khusus sebagai pihak-pihak berelasi, maka pihak-pihak lain yang disebutkan dalam catatan atas laporan keuangan konsolidasian merupakan pihak ketiga.

f. Transaksi dan saldo dalam mata uang asing

Grup menentukan bahwa mata uang fungsionalnya adalah Rupiah. Transaksi dalam mata uang asing dicatat ke dalam Rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada akhir periode pelaporan, aset dan liabilitas moneter dalam mata uang asing disesuaikan berdasarkan rata-rata kurs jual dan beli yang diterbitkan oleh Bank Indonesia pada tanggal terakhir transaksi perbankan untuk periode yang bersangkutan. Laba atau rugi selisih kurs yang terjadi dikreditkan atau dibebankan pada operasi periode berjalan. Pada tanggal 31 Desember 2022 dan 2021, nilai kurs yang digunakan adalah sebagai berikut:

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

e. Related parties transactions (continued)

All significant balances and transactions with related parties are disclosed in Note 29.

Unless specifically identified as related parties, the parties disclosed in the notes to the consolidated financial statements are third parties.

f. Foreign currency transactions and balances

The Group determined that its functional currency is Rupiah. Transactions in foreign currencies are recorded in Rupiah at the rates of exchange prevailing on the date of the transactions. At the end of reporting period, monetary assets and liabilities denominated in foreign currencies are adjusted to Rupiah to reflect the closing exchange rate prevailing at the last banking transaction date of the period, as published by Bank Indonesia. The resulting net foreign exchange gains or losses are credited or charged to current period operations. As of December 31, 2022 and 2021, the exchange rates used were as follows:

	31 Desember 2022/ *December 31, 2022*	**31 Desember 2021/ *December 31, 2021***	
Dolar AS	15.731	14.269	*US Dollar*

g. Instrumen keuangan

Instrumen keuangan adalah setiap kontrak yang memberikan aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

i. Aset keuangan

Pengakuan dan pengukuran awal

Pada pengakuan awal, Grup mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi ("NWLR"). Piutang usaha yang tidak mengandung komponen pembiayaan yang signifikan, dimana Grup telah menerapkan cara praktis, yaitu diukur pada harga transaksi yang ditentukan sesuai PSAK 72.

g. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

i. Financial assets

Initial recognition and measurement

At initial recognition, Group measures a financial asset at its fair value plus transaction costs, in the case of a financial asset not at fair value through profit or loss ("FVTPL"). Trade receivables that do not contain a significant financing component, for which the Group has applied the practical expedient are measured at the transaction price determined under PSAK 72.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

Instrumen keuangan adalah setiap kontrak yang memberikan aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

i. Aset keuangan (lanjutan)

Pengakuan dan pengukuran awal (lanjutan)

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau nilai wajar melalui *OCI*, aset keuangan harus menghasilkan arus kas yang 'semata-mata pembayaran pokok dan bunga' ("SPPI") dari jumlah pokok terutang. Penilaian ini disebut sebagai tes SPPI dan dilakukan pada tingkat instrumen.

Model bisnis Grup untuk mengelola aset keuangan mengacu pada bagaimana Perusahaan mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari pengumpulan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

Pengukuran selanjutnya

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam dua kategori:

- Aset keuangan pada biaya perolehan diamortisasi (instrumen utang)
- Aset keuangan yang ditetapkan pada nilai wajar melalui OCI tanpa daur ulang keuntungan dan kerugian kumulatif setelah penghentian pengakuan (instrumen ekuitas).

Aset keuangan pada biaya perolehan diamortisasi (instrumen utang)

Kategori ini adalah yang paling relevan dengan Grup. Grup mengukur aset keuangan yang diukur dengan biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

- Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan untuk mengumpulkan arus kas kontraktual; dan

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial instruments (continued)

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

i. Financial assets (continued)

Initial recognition and measurement (continued)

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest' ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in two categories:

- *Financial assets at amortized cost (debt instruments)*
- *Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments).*

Financial assets at amortized cost (debt instruments)

This category is the most relevant to the Group. The Group measures financial assets at amortised cost if both of the following conditions are met:

- *The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and*

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Aset keuangan pada biaya perolehan diamortisasi (instrumen utang) (lanjutan)

Kategori ini adalah yang paling relevan dengan Grup. Grup mengukur aset keuangan yang diukur dengan biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi: (lanjutan)

- Persyaratan kontraktual dari aset keuangan menimbulkan arus kas pada tanggal tertentu yang hanya merupakan pembayaran pokok dan bunga dari jumlah pokok terutang.

Aset keuangan yang diukur dengan biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif (SBE) dan mengalami penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau rusak.

Aset keuangan Grup pada biaya perolehan diamortisasi termasuk kas dan setara kas, deposito berjangka, piutang usaha, piutang lain-lain, piutang pihak-pihak berelasi non-usaha dan uang jaminan.

Aset keuangan yang ditetapkan pada nilai wajar melalui OCI (instrumen ekuitas)

Setelah pengakuan awal, Grup dapat memilih untuk mengklasifikasikan investasi ekuitasnya yang tidak dapat ditarik kembali sebagai instrumen ekuitas yang ditetapkan pada nilai wajar melalui OCI jika definisi ekuitas berdasarkan PSAK 50: Instrumen Keuangan: Penyajian dan tidak dimiliki untuk diperdagangkan memenuhi definisi tersebut. Klasifikasi ditentukan berdasarkan instrumen per instrument.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial instruments (continued)

i. Financial assets

Financial assets at amortized cost (debt instruments) (continued)

This category is the most relevant to the Group. The Group measures financial assets at amortised cost if both of the following conditions are met: (continued)

- *The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.*

Financial assets at amortized cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

The Group's financial assets at amortized cost includes cash and cash equivalents, time deposits, trade receivables, other receivables, due from a related parties and security deposits.

Financial assets designated at fair value through OCI (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under PSAK 50: Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Aset keuangan yang ditetapkan pada nilai wajar melalui OCI (instrumen ekuitas) (lanjutan)

Keuntungan dan kerugian dari aset keuangan ini tidak pernah didaur ulang ke laba rugi. Dividen diakui sebagai pendapatan lain-lain dalam laporan laba rugi pada saat hak pembayaran telah ditetapkan, kecuali jika Grup mendapatkan keuntungan dari hasil tersebut sebagai pemulihan sebagian biaya perolehan aset keuangan, dalam hal ini, keuntungan tersebut adalah tercatat di OCI. Instrumen ekuitas yang ditetapkan pada nilai wajar melalui OCI tidak tunduk pada penilaian penurunan nilai.

Grup memilih untuk mengklasifikasikan investasi ekuitas yang tidak terdaftar dalam kategori ini yang tidak dapat ditarik kembali.

Penghentian pengakuan

Aset keuangan (atau, jika berlaku, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapus dari laporan posisi keuangan konsolidasian Grup) ketika:

- Hak untuk menerima arus kas dari aset telah kedaluwarsa; atau
- Grup telah mengalihkan haknya untuk menerima arus kas dari aset atau telah mengasumsikan kewajiban untuk membayar arus kas yang diterima secara penuh tanpa penundaan material kepada pihak ketiga berdasarkan pengaturan '*pass-through*'; dan salah satu (a) Grup telah mengalihkan secara substansial semua risiko dan manfaat aset, atau (b) Grup tidak mengalihkan atau memiliki secara substansial seluruh risiko dan manfaat aset, tetapi telah mengalihkan pengendalian aset.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial instruments (continued)

i. Financial assets (continued)

Financial assets designated at fair value through OCI (equity instruments) (continued)

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognized as other income in the statements of profit or loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Group elected to classify irrevocably its non-listed equity investments under this category.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's consolidated statements of financial position) when:

- *The rights to receive cash flows from the asset have expired; or*
- *The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Penghentian pengakuan (lanjutan)

Ketika Grup telah mengalihkan haknya untuk menerima arus kas dari aset atau telah menandatangani perjanjian *pass-through*, Grup mengevaluasi apakah, dan sejauh mana, telah mempertahankan risiko dan manfaat kepemilikan. Ketika Grup tidak mengalihkan atau mempertahankan secara substansial seluruh risiko dan manfaat dari aset, atau mengalihkan pengendalian atas aset, Grup terus mengakui aset yang ditransfer tersebut sejauh keterlibatannya secara berkelanjutan. Dalam kasus tersebut, Grup juga mengakui liabilitas terkait. Aset alihan dan liabilitas terkait diukur atas dasar yang mencerminkan hak dan kewajiban yang dimiliki Grup.

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer diukur pada nilai yang lebih rendah dari nilai tercatat asli aset dan jumlah maksimum imbalan yang mungkin diminta untuk dibayar kembali oleh Grup.

Penurunan nilai aset keuangan

Grup mengakui penyisihan kerugian kredit ekspektasian (KKE) untuk semua instrumen utang yang tidak dimiliki pada nilai wajar melalui laba rugi. KKE didasarkan pada perbedaan antara arus kas kontraktual yang jatuh tempo sesuai dengan kontrak dan semua arus kas yang diharapkan akan diterima Grup, didiskontokan dengan perkiraan suku bunga efektif awal. Arus kas yang diharapkan akan mencakup arus kas dari penjualan agunan yang dimiliki atau peningkatan kredit lainnya yang merupakan bagian integral dari persyaratan kontraktual.

KKE dikenali dalam dua tahap. Untuk eksposur kredit yang belum ada peningkatan risiko kredit yang signifikan sejak pengakuan awal, KKE disediakan untuk kerugian kredit yang diakibatkan oleh peristiwa gagal bayar yang mungkin terjadi dalam 12 bulan ke depan (KKE 12 bulan).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial instruments (continued)

i. Financial assets (continued)

Derecognition (continued)

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment of financial assets

The Group recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL).

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Penurunan nilai aset keuangan (lanjutan)

Untuk eksposur kredit yang telah terjadi peningkatan risiko kredit yang signifikan sejak pengakuan awal, penyisihan kerugian diperlukan untuk kerugian kredit yang diperkirakan selama sisa umur eksposur, terlepas dari waktu *default* (KKE seumur hidup).

KKE dikenali dalam dua tahap. Untuk eksposur kredit yang belum ada peningkatan risiko kredit yang signifikan sejak pengakuan awal, KKE disediakan untuk kerugian kredit yang diakibatkan oleh peristiwa gagal bayar yang mungkin terjadi dalam 12 bulan ke depan (KKE 12 bulan). Untuk eksposur kredit yang telah terjadi peningkatan risiko kredit yang signifikan sejak pengakuan awal, penyisihan kerugian diperlukan untuk kerugian kredit yang diperkirakan selama sisa umur eksposur, terlepas dari waktu default (KKE seumur hidup).

Untuk piutang dagang, Grup menerapkan pendekatan yang disederhanakan dalam menghitung KKE. Oleh karena itu, Grup tidak melacak perubahan dalam risiko kredit, tetapi mengakui penyisihan kerugian berdasarkan KKE seumur hidup pada setiap tanggal pelaporan. Grup telah menetapkan matriks provisi berdasarkan pengalaman kerugian kredit historisnya, yang disesuaikan dengan faktor-faktor perkiraan masa depan yang spesifik untuk debitur dan lingkungan ekonomi.

Grup menganggap aset keuangan gagal bayar ketika pembayaran kontraktual telah lewat 180 hari. Namun, dalam kasus tertentu, Grup juga dapat mempertimbangkan aset keuangan mengalami gagal bayar ketika informasi internal atau eksternal menunjukkan bahwa Grup tidak mungkin menerima jumlah kontraktual yang terutang secara penuh sebelum memperhitungkan setiap peningkatan kredit yang dimiliki oleh kelompok aset keuangan dihapuskan jika tidak ada ekspektasi yang wajar untuk memulihkan arus kas kontraktual.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial instruments (continued)

i. Financial assets (continued)

Impairment of financial assets (continued)

For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when contractual payments are 180 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Penilaian model bisnis

Grup menentukan model bisnisnya berdasarkan tingkat yang paling mencerminkan bagaimana Grup mengelola kelompok atas keuangannya untuk mencapai tujuan bisnisnya.

Model bisnis Grup tidak dinilai berdasarkan masing-masing instrumennya, tetapi pada tingkat portofolio secara agregat yang lebih tinggi dan didasarkan pada faktor-faktor yang dapat diamati seperti:

- Bagaimana kinerja model bisnis dan aset keuangan yang dimiliki dalam model bisnis tersebut dievaluasi dan dilaporkan kepada personel manajemen kunci;
- Risiko yang memengaruhi kinerja model bisnis (dan aset keuangan yang dimiliki dalam model bisnis tersebut) dan, khususnya, bagaimana cara risiko tersebut dikelola;
- Bagaimana manajer bisnis dikompensasi (misalnya, apakah kompensasi didasarkan pada nilai wajar dari aset yang dikelola atau pada arus kas kontraktual yang tertagih);
- Frekuensi, nilai, dan waktu penjualan yang diharapkan, juga merupakan aspek penting dari penilaian Grup.

Penilaian model bisnis didasarkan pada skenario yang diharapkan secara wajar tanpa mempertimbangkan skenario "*worst case*" atau "*stress case*". Jika arus kas setelah pengakuan awal direalisasikan dengan cara yang berbeda dari yang awal diharapkan, Grup tidak mengubah klasifikasi aset keuangan dimiliki yang tersisa dalam model bisnis tersebut, tetapi memasukkan informasi tersebut dalam melakukan penilaian atas aset keuangan yang baru atau yang baru dibeli selanjutnya.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial instruments (continued)

i. Financial assets (continued)

Business model assessment

The Group determines its business model at the level that best reflects how it manages the Group's financial assets to achieve its business objective.

The Group's business model is not assessed on an instrument-by-instrument basis, but at a higher level of aggregated portfolios and is based on observable factors such as:

- *How the performance of the business model and the financial assets held within that business model are evaluated and reported to the entity's key management personnel;*
- *The risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular the way those risks are managed;*
- *How business managers are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected);*
- *The expected frequency, value, and timing of sales are also important for valuation Group.*

The business model assessment is based on reasonably expected scenarios without taking "worst case" or "stress case" scenarios into account. If cash flows after initial recognition are realised in a way that is different from the Group's original expectations, the Group does not change the classification of the remaining financial assets held in that business model, but incorporates such information when assessing newly originated or newly purchased financial assets going forward.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

i. Aset keuangan (lanjutan)

Penilaian model bisnis (lanjutan)

Aset keuangan yang diukur pada biaya perolehan diamortisasi jika aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual dan persyaratan kontraktual dari aset keuangan yang pada tanggal tertentu meningkatkan arus kas yang semata dari pembayaran pokok dan bunga (“SPPI”) dari jumlah pokok terutang.

Pada saat pengakuan awal, aset keuangan yang diukur pada biaya perolehan diamortisasi diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan suku bunga efektif.

Pendapatan bunga dari aset keuangan yang diukur pada biaya perolehan diamortisasi dicatat dalam laporan laba rugi dan penghasilan komprehensif lain dan diakui sebagai “Pendapatan Keuangan”. Ketika penurunan nilai terjadi, kerugian penurunan nilai diakui sebagai pengurang dari nilai tercatat aset keuangan dan diakui didalam laporan keuangan sebagai “Kerugian penurunan nilai”.

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 diukur pada nilai wajar melalui laba rugi;
- yang pada saat pengakuan awal ditetapkan dalam kelompok tersedia untuk dijual; atau
- dalam hal Grup mungkin tidak akan memperoleh kembali investasi awal secara substansial kecuali yang disebabkan oleh penurunan kualitas pinjaman yang diberikan dan piutang.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial instruments (continued)

i. Financial assets (continued)

Business model assessment (continued)

Financial assets are measured at amortized cost if the financial asset is managed in a business model aimed at owning a financial asset in order to obtain a contractual cash flow and the contractual requirements of a financial asset that on a given date increases the cash flow solely from the principal and interest payments (“SPPI”) of the amount owed.

At initial recognition, the financial assets measured at amortized cost are recognized at the fair value plus the transaction fee and subsequently measured at amortized cost by using the effective interest rate.

Interest income from financial assets measured at amortized cost is recorded in the statements of profit and loss and other comprehensive income and is recognized as "Finance Income". When a decline in value occurs, the impairment loss is recognized as a deduction of the recorded value of the financial asset and is acknowledged in the financial statements as "Impairment loss".

Loans and receivables are non-derivative financial assets with fixed or specified payments and have no quotes on the active market, except:

- *intended by the Group for sale in the near future, which is classified as held for trading, as well as which at the time of initial recognition is determined to be measured at fair value through profit or loss;*
- *which at the time of initial recognition is set as available for sale; or*
- *in the case of the Group may not obtain substantial initial investment unless caused by a decrease in the quality of loans provided and receivables.*

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Instrumen keuangan (lanjutan)

ii. Liabilitas keuangan

Pengakuan dan pengukuran awal

Liabilitas keuangan diklasifikasikan, pada pengakuan awal, sebagai utang dan pinjaman dan utang. Semua liabilitas keuangan pada awalnya diakui pada nilai wajar dan, untuk utang dan pinjaman dan utang usaha, setelah dikurangi biaya transaksi yang dapat diatribusikan secara langsung.

Semua liabilitas keuangan pada awalnya diakui pada nilai wajar dan, untuk utang dan pinjaman dan utang usaha, setelah dikurangi biaya transaksi yang dapat diatribusikan secara langsung.

Liabilitas keuangan Grup meliputi utang usaha kepada pihak ketiga dan pihak-pihak berelasi, utang lain-lain, beban akrual, utang sewa pembiayaan dan pembiayaan konsumen.

Pengukuran selanjutnya

Pengukuran liabilitas keuangan bergantung pada klasifikasinya, seperti yang dijelaskan di bawah ini:

Utang dan pinjaman

Ini adalah kategori yang paling relevan dengan Grup. Setelah pengakuan awal, utang dan pinjaman yang dikenakan bunga selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode SBE. Keuntungan dan kerugian diakui dalam laba rugi pada saat kewajiban dihentikan pengakuannya serta melalui proses amortisasi SBE.

Penghentian pengakuan

Biaya perolehan diamortisasi dihitung dengan mempertimbangkan diskonto atau premi atas akuisisi dan biaya atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial instruments (continued)

ii. Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, on initial recognition, as payables and loans and payables. All financial liabilities are initially recognized at fair value and, for payables and loans and accounts payable, net of transaction costs directly attributable.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade payables to third parties and related parties, other payables, accrued expenses, due to related parties, finance lease and consumer finance payables.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Loans and borrowings

This is the category most relevant to the Group. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortiszd cost using the EIR method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Derecognition

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance expenses in the consolidated statements of profit or loss and other comprehensive income.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

g. Instrumen keuangan (lanjutan)

ii. Liabilitas keuangan (lanjutan)

Penghentian pengakuan (lanjutan)

Biaya perolehan diamortisasi dihitung dengan mempertimbangkan diskonto atau premi atas akuisisi dan biaya atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Liabilitas keuangan dihentikan pengakuannya ketika liabilitas tersebut dilepaskan atau dibatalkan atau kadaluwarsa. Ketika kewajiban keuangan yang ada digantikan oleh yang lain dari pemberi pinjaman yang sama dengan persyaratan yang secara substansial berbeda, atau persyaratan dari kewajiban yang ada secara substansial dimodifikasi, pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan kewajiban awal dan pengakuan kewajiban baru. Selisih nilai tercatat masing-masing diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

iii. Reklasifikasi instrumen keuangan

Grup diperkenankan untuk melakukan reklasifikasi atas aset keuangan yang dimiliki jika Grup mengubah model bisnis untuk pengelolaan aset keuangan dan Perusahaan tidak diperkenankan untuk melakukan reklasifikasi atas liabilitas keuangan.

Perubahan model bisnis sifatnya harus berdampak secara signifikan terhadap kegiatan operasional Grup seperti memperoleh, melepaskan, atau mengakhiri suatu lini bisnis. Selain itu, Perusahaan perlu membuktikan adanya perubahan tersebut kepada pihak eksternal.

Yang bukan merupakan perubahan model bisnis adalah: (a) perubahan intensi berkaitan dengan aset keuangan tertentu (bahkan dalam situasi perubahan signifikan dalam kondisi pasar), (b) hilangnya sementara pasar tertentu untuk aset keuangan, dan (c) pengalihan aset keuangan antara bagian dari Grup dengan model bisnis berbeda.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial instruments (continued)

ii. Financial liabilities (continued)

Derecognition (continued)

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance expenses in the consolidated statements of profit or loss and other comprehensive income.

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the consolidated statements of profit or loss and other comprehensive income.

iii. Reclassification of financial instruments

The Group are allowed to reclassify the financial assets owned if the Group changes the business model for the management of financial assets and the Group is not allowed to reclassify the financial liabilities.

Changes in the business model should significantly impact the Group's operational activities such as acquiring, releasing or ending a line of business. In addition, the Group needs to prove the change to external parties.

The following are not considered as change in business model: (a) the change of intention relates to certain financial assets (even in situations of significant changes in market conditions), (b) temporary loss of certain markets for financial assets, and (c) the transfer of financial assets between parts of the Group and different business models.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

g. Instrumen keuangan (lanjutan)

iv. Saling hapus instrumen keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan dan nilai netonya disajikan dalam laporan posisi keuangan jika Grup memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui; dan berintensi untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan. Hak saling hapus harus ada pada saat ini daripada bersifat kontinjen atas terjadinya suatu peristiwa di masa depan dan harus dieksekusi oleh pihak lawan, baik dalam situasi bisnis normal dan dalam peristiwa gagal bayar, peristiwa kepailitan, atau kebangkrutan.

v. Pengukuran nilai wajar

Grup mengukur pada pengakuan awal instrumen keuangan pada nilai wajar, dan aset dan liabilitas yang diakuisisi pada kombinasi bisnis. Grup juga mengukur jumlah terpulihkan dari UPK tertentu berdasarkan nilai wajar dikurangi biaya pelepasan (NWDBP).

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

i. di pasar utama untuk aset atau liabilitas tersebut, atau
ii. jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Grup.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

g. Financial instruments (continued)

iv. Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when the Group has a legally enforceable right to set off the recognized amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to offset must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency, or bankruptcy.

v. Fair value measurement

The Group initially measures financial instruments at fair value, and assets and liabilities of the acquirees upon business combinations. It also measures certain recoverable amounts of the CGU using fair value less cost of disposal ("FVLCD").

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

i. in the principal market for the asset or liability, or
ii. in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

h. Kas dan setara kas

Kas dan setara kas mencakup kas, bank dan simpanan yang sewaktu-waktu bisa dicairkan dan investasi likuid jangka pendek lainnya yang jatuh tempo dalam waktu tiga bulan sejak tanggal penempatan.

i. Persediaan

Persediaan dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan atau nilai realisasi neto. Biaya perolehan persediaan meliputi seluruh biaya yang timbul sampai persediaan berada dalam kondisi dan lokasi saat ini, di mana ditentukan dengan menggunakan metode rata-rata bergerak. Nilai realisasi neto adalah estimasi harga penjualan dalam kegiatan usaha normal dikurangi estimasi biaya yang diperlukan untuk melakukan penjualan.

Ketika persediaan dijual, jumlah tercatat persediaan tersebut diakui sebagai beban pada tahun di mana pendapatan terkait diakui.

j. Aset tetap

Semua aset tetap pada awalnya diakui sebesar biaya perolehan, yang terdiri dari harga pembelian dan biaya yang secara langsung dapat diatribusikan dalam membawa aset ke kondisi kerja dan ke lokasi di mana aset itu dimaksudkan untuk digunakan. Semua biaya perbaikan dan pemeliharaan yang tidak memenuhi kriteria pengakuan diakui dalam laporan laba rugi dan penghasilan komprehensif lain pada saat terjadinya. Biaya renovasi dan restorasi besar termasuk dalam jumlah tercatat aset terkait apabila besar kemungkinan manfaat ekonomi masa depan yang melebihi standar kinerja aset yang ada yang dinilai sebelumnya akan mengalir ke Grup, dan disusutkan selama sisa masa manfaat aset terkait.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

h. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, cash in banks, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less at the time of placement.

i. Inventories

Inventories are stated at the lower of cost or net realizable value. The cost of inventories shall comprise all costs incurred in bringing the inventories to their present location and condition, which is determined using

the moving average method. Net realizable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

When inventories are sold, the carrying amount of those inventories is recognized as an expense in the period in which the related revenue is recognized.

j. Fixed assets

All fixed assets are initially recognized at cost, which comprises the purchase price and any costs directly attributable in bringing the assets to their working condition and to the location where the assets are intended to be used. All other repairs and maintenance costs that that do not meet the recognition criteria are recognized in the statement of profit or loss and other comprehensive income as incurred. The cost of major renovation and restoration is included in the carrying amount of the related asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group, and is depreciated over the remaining useful life of the related asset.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

j. Aset tetap (lanjutan)

Setelah pengakuan awal, kecuali tanah, aset tetap dicatat sebesar biaya perolehan dikurangi akumulasi penyusutan dan rugi penurunan nilai.

Penyusutan aset tetap dimulai ketika aset siap untuk digunakan dan dihitung dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomis aset sebagai berikut:

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

j. Fixed assets (continued)

Subsequent to initial recognition, except for land, fixed assets are carried at cost less any subsequent accumulated depreciation and impairment losses.

Depreciation of fixed assets begins when they are available for use and is computed using the straight-line method based on the estimated useful lives of the assets as follows:

	Tahun/*Year*	
Bangunan dan prasarana	20-40	*Buildings and improvements*
Peralatan medis	5	*Medical equipment*
Komputer	5	*Computer*
Peralatan teknik	5	*Engineering equipment*
Kendaraan dan ambulan	5	*Vehicle and ambulance*
Perlengkapan kantor	5	*Office equipment*

Nilai residu dan umur manfaat aset ditelaah dan disesuaikan bila perlu, pada setiap tanggal pelaporan.

Assets' residual values and useful lives are reviewed and adjusted, if appropriate, at each financial position date.

Tanah dinyatakan berdasarkan biaya perolehan dan tidak disusutkan karena manajemen berpendapat bahwa besar kemungkinan hak tersebut dapat diperpanjang atau diperpanjang pada saat berakhirnya masa berlaku.

Land is stated at cost and not depreciated as the management is of the opinion that it is probable that the titles can be renewed or extended upon expiration.

Nilai tercatat aset tetap ditelaah untuk penurunan nilai ketika peristiwa atau perubahan keadaan mengindikasikan bahwa nilai tercatatnya mungkin tidak dapat dipulihkan sepenuhnya.

The carrying amounts of fixed assets are reviewed for impairment when events or changeds in circumstances indicate that their carrying values may not be fully recoverable.

Nilai tercatat aset tetap dihentikan pengakuannya pada saat pelepasan atau ketika tidak ada manfaat ekonomi di masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset secara langsung dimasukkan dalam laporan laba rugi dan penghasilan komprehensif lain pada tahun ketika item tersebut dihentikan pengakuannya.

The carrying amount of a fixed asset is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition of the asset is directly included in the statement of profit or loss and other comprehensive income in the year when the item is derecognized.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

j. Aset tetap (lanjutan)

Aset dalam penyelesaian merupakan biaya-biaya yang berhubungan secara langsung dengan pembangunan dan akuisisi aset tetap dan biaya-biaya lainnya. Biaya-biaya tersebut akan dipindahkan ke aset tetap yang bersangkutan pada saat pembangunan selesai. Penyusutan dibebankan sejak aset tersebut siap digunakan.

ISAK 25 menetapkan bahwa biaya hukum hak atas tanah dalam bentuk Hak Penggunaan Bisnis ("Hak Guna Usaha" atau "HGU"), Hak Guna Bangunan ("Hak Guna Bangunan" atau "HGB") dan Hak Penggunaan ("Hak Pakai" atau "HP") ketika tanah pada awalnya diperoleh diakui sebagai bagian dari biaya tanah dalam akun" Aset Tetap "dan tidak diamortisasi. Di sisi lain, perpanjangan atau biaya pembaruan hukum atas hak atas tanah dalam bentuk HGU, HGB dan HP diakui sebagai bagian dari akun "Aset Tidak Lancar Lainnya" dalam laporan posisi keuangan dan diamortisasi selama periode yang lebih pendek antara umur hak secara hukum dan umur ekonomi tanah.

k. Properti investasi

Properti yang dimiliki untuk penghasilan sewa jangka panjang dan/atau untuk peningkatan modal, dan yang tidak digunakan oleh Perusahaan, diklasifikasikan sebagai properti investasi. Properti investasi juga termasuk properti yang sedang dibangun atau dikembangkan untuk digunakan di masa depan sebagai properti investasi.

Properti investasi pada awalnya dicatat pada biaya perolehan, termasuk biaya transaksi terkait dan biaya pinjaman yang berlaku.

Setelah pengakuan awal, properti investasi dicatat pada nilai wajar. Properti investasi yang sedang dikembangkan kembali untuk digunakan terus-menerus sebagai properti investasi atau yang pasarnya menjadi kurang aktif diukur pada nilai wajar. Properti investasi dalam pembangunan diukur pada nilai wajar jika nilai wajar tersebut dianggap dapat ditentukan secara andal. Properti investasi dalam pembangunan yang nilai wajarnya tidak dapat ditentukan secara andal, tetapi jika perusahaan mengharapkan bahwa nilai wajar properti akan dapat ditentukan dengan andal ketika pembangunan selesai, diukur pada biaya perolehan dikurangi penurunan nilai sampai nilai wajarnya dapat ditentukan secara andal atau pembangunan selesai - mana yang lebih awal.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

j. Fixed assets (continued)

Assets under construction represent construction and acquisition of fixed assets and other costs. These costs are transferred to the relevant fixed asset account when the construction is completed. Depreciation is charged from the date the assets are ready for use.

ISAK 25 prescribes that the legal cost of land rights in the form of Business Usage Rights ("Hak Guna Usaha" or "HGU"), Building Usage Right ("Hak Guna Bangunan" or "HGB") and Usage Rights ("Hak Pakai" or "HP") when the land is initially acquired is recognized as part of the cost of the land under the "Fixed Assets" account and not amortized. On the other hand, the extention or the legal renewal costs of land rights in the form of HGU, HGB and HP are recognized as part of "Other Non-Current Assets' account in the statement of financial position and amortized over the shorter of the rights' legal life and land's economic life.

k. Investment property

A property that is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the Company, is classified as investment property. Investment property also includes property that is being constructed or developed for future use as an investment property.

Investment properties are measured initially at its cost, including related transaction costs and where applicable borrowing costs.

After initial recognition, an investment property is carried at fair value. Investment property that is being redeveloped for continuing use as investment property or for which the market has become less active continues to be measured at fair value. Investment property under construction is measured at fair value if the fair value is considered to be reliably determinable. Investment properties under construction for which the fair value cannot be determined reliably, but for which the company expects that the fair value of the property will be reliably determinable when construction is completed, are measured at cost less impairment until the fair value becomes reliably determinable or construction is completed - whichever is earlier.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

k. Properti investasi (lanjutan)

Biaya yang terjadi selanjutnya dikapitalisasi ke jumlah tercatat aset hanya jika besar kemungkinan manfaat ekonomi masa depan terkait dengan pengeluaran akan mengalir ke Perusahaan dan biaya tersebut dapat diukur dengan andal. Semua biaya perbaikan dan pemeliharaan dibebankan pada saat terjadi. Ketika bagian dari properti investasi diganti, jumlah tercatat dari bagian yang diganti dihentikan pengakuannya.

Perubahan nilai wajar diakui dalam laporan laba rugi dan penghasilan komprehensif lain. Properti investasi dihentikan pengakuannya pada saat dilepaskan atau pada saat properti investasi tersebut tidak digunakan secara permanen dan sudah tidak ada lagi manfaat ekonomi masa depan yang diharapkan dari pelepasannya.

Transfer dilakukan ke (atau dari) properti investasi hanya jika ada perubahan penggunaan. Untuk transfer dari properti investasi ke properti yang digunakan sendiri, biaya yang dianggap untuk akuntansi selanjutnya adalah nilai wajar pada tanggal perubahan penggunaan. Jika properti yang diduduki pemilik menjadi properti investasi, ke memperhitungkan properti tersebut sesuai dengan kebijakan yang tercantum dalam aset tetap sampai dengan tanggal perubahan yang digunakan.

l. Penurunan nilai aset non-keuangan

Aset yang memiliki umur manfaat tidak terbatas atau aset tak berwujud yang belum siap digunakan - tidak diamortisasi dan dilakukan pengujian penurunan nilai secara tahunan.

Aset yang diamortisasi atau didepresiasi diuji terhadap penurunan nilai ketika terdapat indikasi bahwa nilai tercatatnya mungkin tidak dapat dipulihkan. Penurunan nilai diakui jika nilai tercatat aset melebihi jumlah terpulihkan. Jumlah terpulihkan adalah yang lebih tinggi antara nilai wajar aset dikurangi biaya pelepasan dan nilai pakai aset.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

k. Investment property (continued)

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognized.

Changes in fair values are recognised in the statement of profit or loss and other comprehensive income. Investment properties are derecognized when either they have been disposed of or when the investment properties are permanently withdrawn from use and no future economic benefit is expected from its disposal.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Company accounts for such property in accordance with the policy stated under fixed assets up to the date of change in use.

l. Impairment of non-financial assets

Assets that have an indefinite useful life or intangible assets not ready for use - are not subject to amortization and are tested annually for impairment.

Assets that are subject to amortization or depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized in the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

l. Penurunan nilai aset non-keuangan (lanjutan)

Dalam menentukan penurunan nilai, aset dikelompokkan pada tingkat yang paling rendah dimana terdapat arus kas yang dapat diidentifikasi (unit penghasil kas). Aset non-keuangan selain *goodwill* yang mengalami penurunan nilai diuji setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

m. Sewa

Suatu perjanjian, yang meliputi suatu transaksi atau serangkaian transaksi, merupakan perjanjian sewa atau perjanjian yang mengandung sewa jika Grup menentukan bahwa perjanjian tersebut memberikan hak untuk menggunakan suatu aset atau sekelompok aset selama periode tertentu sebagai imbalan atas pembayaran atau serangkaian pembayaran. Pertimbangan tersebut dibuat berdasarkan hasil evaluasi terhadap substansi perjanjian terlepas dari bentuk formal dari perjanjian sewa tersebut.

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.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup harus menilai 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 bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:

1. Grup memiliki hak untuk mengoperasikan aset;
2. Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

l. Impairment of non-financial assets (continued)

For purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (Cash-Generating Units or CGUs). Non-financial assets other than goodwill that suffer an impairment are reviewed for possible reversal of the impairment at each reporting date.

m. Lease

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. Such a determination is made based on an evaluation of the substance of the arrangement and is regardless of whether the arrangement takes the legal form of a lease.

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 assets for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess 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 how and for what purpose the asset is used are predetermined and:*

1. *The Group has the right to operate the asset;*
2. *The Group has designed the asset in a way that predetermined how and for what purpose it will be used.*

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

m. Sewa (lanjutan)

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 agregat dari komponen sewa dan harga tersendiri agregat dari komponen nonsewa. Namun, untuk sewa penunjang dimana Grup bertindak sebagai penyewa, Grup memutuskan untuk tidak memisahkan komponen nonsewa dan mencatat komponen sewa dan nonsewa tersebut sebagai satu komponen sewa.

Sewa jangka pendek dan sewa dengan aset bernilai rendah

Perusahaan menerapkan pengecualian pengakuan sewa jangka pendek untuk sewa yang jangka waktu sewanya pendek (yaitu, sewa yang memiliki jangka waktu sewa 12 bulan atau kurang dari tanggal permulaan dan tidak memiliki opsi beli). Perusahaan juga menerapkan pengecualian pengakuan sewa dengan aset bernilai rendah untuk sewa yang aset pendasarnya dianggap bernilai rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa dari aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

Apabila aset disewakan melalui sewa pembiayaan, nilai kini pembayaran sewa diakui sebagai piutang. Selisih antara nilai piutang bruto dan nilai kini piutang tersebut diakui sebagai penghasilan sewa pembiayaan tangguhan.

Penghasilan sewa diakui selama masa sewa dengan menggunakan metode investasi neto yang mencerminkan suatu tingkat pengembalian periodik yang konstan.

Apabila aset disewakan melalui sewa operasi, aset disajikan di laporan posisi keuangan konsolidasian sesuai sifat aset tersebut. Penghasilan sewa diakui sebagai pendapatan dengan dasar garis lurus selama masa sewa.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

m. Lease (continued)

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 their relative stand-alone prices and the aggregate stand-alone price of the nonlease components. However, for the leases of improvements in which the Group is a lessee, the Group has elected not to separate nonlease components and account for the lease and non-lease components as a single lease component.

Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Company also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value underlying assets are recognized as expense on a straight-line basis over the lease term.

When assets are leased out under a financelease, the present value of the lease paymentis recognised as receivable. The difference between the gross receivable and the presentvalue of the receivable is recognised asunearned finance lease income.

Lease income is recognised over the term ofthe lease using the net investment method which reflects a constant periodic rate of return.

When assets are leased out under an operating lease, the asset is presented in the consolidated statement of financial position based on the nature of the asset. Lease income is recognised over the term of the lease on a straight-line basis.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

m. Sewa (lanjutan)

Sebagai pesewa

Aset yang diperoleh dengan sewa pembiayaan

Sewa aset tetap di mana Grup mengasumsikan telah menerima pengalihan seluruh risiko dan manfaat kepemilikan aset secara substansial diklasifikasikan sebagai sewa pembiayaan. Sewa pembiayaan dikapitalisasi pada awal sewa sebesar jumlah yang lebih rendah antara nilai wajar aset sewaan atau nilai kini dari pembayaran sewa minimum.

Jumlah liabilitas sewa, setelah dikurangi beban keuangan, termasuk dalam liabilitas sewa pembiayaan. Beban bunga dibebankan ke dalam laba rugi selama periode sewa sedemikian rupa sehingga menghasilkan suatu tingkat bunga konstan atas saldo liabilitas dari setiap periode.

Aset yang diperoleh dengan sewa pembiayaan (lanjutan)

Aset sewaan yang dikapitalisasi disusutkan selama masa manfaat aset kecuali jika tidak ada kepastian yang memadai bahwa Grup akan mendapatkan hak kepemilikan pada akhir masa sewa, dalam hal tersebut maka aset sewaan disusutkan selama periode yang lebih pendek antara umur manfaat aset dan masa sewa.

Dalam transaksi jual dan sewa-kembali yang menghasilkan sewa pembiayaan, selisih lebih hasil penjualan atas jumlah tercatat aset tidak diakui segera sebagai penghasilan oleh Grup melainkan ditangguhkan dan diamortisasi selama masa sewa.

n. Provisi

Provisi diakui jika Grup memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang 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.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

m. Lease (continued)

As lessor

Assets acquired under finance leases

Leases of fixed assets where the Group assumes substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalized at the inception of the lease at the lower of the fair value of the leased property or the present value of the minimum lease payments.

The corresponding rental obligations, net of finance charges, are included in obligations under finance leases. The interest element of the finance cost is charged to profit or loss over the leased period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Assets acquired under finance leases (continued)

Capitalized leased assets are depreciated over the estimated useful life of the assets except if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term, in which case the leased assets are depreciated over the shorter of the estimated useful life of the assets and the lease term.

In sale and leaseback transaction which results in a finance lease, any excess of sales proceeds over the carrying amount shall not be immediately recognized as income by the Group. Instead, it shall be deferred and amortized over the lease term.

n. Provision

Provisions are recognized when the Group has 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 can be made of the amount of the obligation.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)

n. Provisi (lanjutan)

Provisi ditelaah pada setiap akhir periode pelaporan dan disesuaikan untuk mencerminkan estimasi kini terbaik. Jika tidak terdapat kemungkinan arus keluar sumber daya yang mengandung manfaat ekonomi untuk menyelesaikan kewajiban tersebut, provisi tidak diakui.

o. Pendapatan dan beban

Grup menerapkan PSAK 72, "Pendapatan dari Kontrak dengan Pelanggan", yang mensyaratkan pengakuan pendapatan untuk memenuhi 5 (lima) langkah analisis sebagai berikut:

1. Identifikasi kontrak dengan pelanggan.
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.
3. Menetapkan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan dan pajak pertambahan nilai, yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan di kontrak.
4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin.
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

Pendapatan diakui bila besar kemungkinan manfaat ekonomi akan diperoleh Grup dan jumlahnya dapat diukur secara handal. Pendapatan diukur pada nilai wajar pembayaran yang diterima, tidak termasuk diskon, rabat dan Pajak Pertambahan Nilai.

Pendapatan dari pasien yang masih dirawat di rumah sakit disajikan sebagai akun "Aset Kontrak" dalam laporan posisi keuangan konsolidasi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

n. Provision (continued)

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.

o. Revenue and expense

The Group has adopted PSAK 72, "Revenue from Contracts with Customers", which requires revenue recognition to fulfill 5 (five) steps of assessment as follows:

1. *Identify contract(s) with a customer.*
2. *Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct.*
3. *Determine the transaction price, net of discounts, returns, sales incentives and value added tax, which an entity expects to be entitled in exchange for transferring the promised goods or services to a customer.*
4. *Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract. When these are not directly observable, the relative standalone selling price are estimated based on expected cost plus margin.*
5. *Recognise revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of those goods or services).*

Revenue is recognized when it is probable that economic benefits will flow to the Group and the amount can be reliably measured. Revenue is measured at the fair value of the payment received, excluding discounts, rebates and Value Added Tax.

Revenue from the patients who are still hospitalized is presented as "Contract Assets" account in the consolidated statement of financial position.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

o. Pendapatan dan beban (lanjutan)

Penerimaan pembayaran dari jasa yang belum selesai dialihkan kepada pelanggan diakui dan dicatat sebagai liabilitas kontrak.

Pendapatan jasa layanan kesehatan diakui pada saat jasa diserahkan. Pendapatan dari penjualan obat dan perlengkapan medis diakui pada saat barang diserahkan kepada pasien. Pendapatan jasa tenaga ahli diakui pada saat jasa diberikan sesuai dengan bagian yang menjadi hak Grup.

Pengakuan beban

Beban diakui pada saat terjadinya (asas akrual).

p. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan berdasarkan metode akrual.

Imbalan pensiun

Perusahaan harus menyediakan program pensiun dengan imbalan minimal tertentu sesuai dengan Undang-undang Cipta Kerja No. 11 Tahun 2020. UU tersebut menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya, program pensiun berdasarkan UU Cipta Kerja adalah program imbalan pasti.

Program pensiun imbalan pasti merupakan program imbalan yang menetapkan jumlah imbalan yang akan diterima oleh karyawan pada saat pensiun, yang biasanya tergantung pada satu faktor atau lebih, seperti umur, masa kerja dan jumlah kompensasi.

Besarnya kewajiban imbalan pasti ditentukan berdasarkan perhitungan aktuaris independen yang dilakukan secara tahunan menggunakan metode *projected unit credit.* Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskonto estimasi arus kas keluar masa depan menggunakan tingkat suku bunga obligasi korporat berkualitas tinggi dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan waktu jatuh tempo yang kurang lebih sama dengan waktu jatuh tempo imbalan yang bersangkutan. Jika tidak terdapat pasar aktif untuk obligasi korporat tersebut, digunakan tingkat suku bunga obligasi pemerintah.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

o. Revenue and expense (continued)

Payment received for the uncompleted service to be transferred to the customer are recognized and recorded as contract liabilities.

Revenue from medical services are recognized when the services are rendered. Revenue from sale of medicine and medical supplies is recognized when they are delivered to the patient. Revenue from professional fees is recognized when the service is rendered in accordance with portion of the Group's rights.

Expense recognition

Expenses are recognized when they are incurred (accrual basis).

p. Employee benefits

Short-term employee benefits

Short-term employee benefits are recognized when they accrue to the employees.

Pension benefits

The Company is required to provide a minimum amount of pension benefits in accordance with Omnibus Law No. 11/2020 ("Labor Law"). Since the Omnibus Law sets the formula for determining the minimum amount of benefits, in substance, the pension plan under the Omnibus Law represents a defined benefit plan.

A defined benefit plan is a benefit plan that defines an amount of benefit that an employee will receive post retirement, usually dependent on one or more factors such as age, years of service and compensation.

The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the interest rates of high quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms of maturity approximating the terms of the related pension obligations. If there is no deep market for such bonds, the market rates on government bonds are used.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

p. Imbalan kerja (lanjutan)

Imbalan pensiun (lanjutan)

Beban yang diakui di laba rugi termasuk biaya jasa kini, beban/pendapatan bunga, biaya jasa lalu dan keuntungan/kerugian penyelesaian. Keuntungan dan kerugian dari kurtailmen atau penyelesaian program manfaat pasti diakui ketika kurtailmen atau penyelesaian tersebut terjadi.

Pengukuran kembali yang timbul dari program pensiun manfaat pasti diakui dalam penghasilan komprehensif lain. Pengukuran kembali terdiri keuntungan dan kerugian aktuaria, imbal hasil aset program (diluar pendapatan bunga yang sudah diakumulasi dalam perhitungan bunga neto (aset)) dan setiap perubahan atas dampak batas atas aset (diluar pendapatan bunga yang sudah diakumulasi dalam perhitungan bunga neto (aset)).

Grup mensponsori program manfaat pasti kesehatan pascakerja yang tidak didanai untuk semua karyawan tetap. Perlakuan akuntansi untuk program ini sama dengan program pensiun di atas.

Imbalan jangka panjang lainnya

Imbalan kerja jangka panjang lainnya berupa cuti besar yang dihitung dengan menggunakan metode *projected unit credit* dan didiskontokan ke nilai kini.

Perubahan kebijakan akuntansi

Pada bulan April 2022, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia "DSAK IAI") menerbitkan siaran pers atas persyaratan pengatribusian imbalan pada periode jasa sesuai PSAK 24: Imbalan Kerja yang diadopsi dari *IAS 19 Employee Benefits*. Siaran pers tersebut menyampaikan informasi bahwa pola fakta umum dari program pensiun berbasis undang-undang ketenagakerjaan yang berlaku di Indonesia saat ini memiliki pola fakta serupa dengan yang ditanggapi dan disimpulkan dalam *IFRS Intepretation Committee ("IFRIC") Agenda Decision Attributing Benefit to Periods of Service (IAS 19)*.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

p. Employee benefits (continued)

Pension benefits (continued)

Expense charged to profit or loss includes current service costs, interest expense/income, past service cost and gains and losses on settlements. Gains or losses on the curtailment or settlement of a defined benefit plan are recognized when the curtailment or settlement occurs.

Remeasurements arising from defined benefit retirement plans are recognized in other comprehensive income. Remeasurements comprise actuarial gains and losses, the return on plan assets (excluding amounts included in net interest on the net defined benefit liability (asset)) and any change in the effect of the asset ceiling (excluding interest income that has been accumulated in the calculation of net interest (assets)).

The Group sponsors an unfunded defined-benefit post-employment medical plan for all of its employees. Such plan is accounted for in the same way with the pension plan above.

Other long-term employee benefit

Other long-term employee benefit represents long service leave that is calculated using the projected unit credit method and discounted to present value.

Changes in accounting policy

In April 2022, the Institute of Indonesia Chartered Accountants' Accounting Standard Board "DSAK IAI") issued a press release regarding attribution of benefits to periods of service in accordance with PSAK 24: Imbalan Kerja which was adopted from IAS 19 Employee Benefits. The press release conveyed the information that the fact pattern of the pension program based on the Labor Law currently enacted in Indonesia is similar to those responded and concluded in the IFRS Interpretation Committee ("IFRIC") Agenda Decision Attributing Benefit to Periods of Service (IAS 19).

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

p. Imbalan kerja (lanjutan)

Perubahan Kebijakan Akuntansi (lanjutan)

Grup telah menerapkan siaran pers tersebut dan dengan demikian merubah kebijakan akuntansi terkait atribusi imbalan kerja pada periode jasa dari kebijakan yang diterapkan sebelumnya.

Pada tahun-tahun sebelumnya, Grup mengatribusikan imbalan berdasarkan formula imbalan program imbalan pasti berdasarkan masa kerja sejak tanggal pekerja memberikan jasa hingga usia pensiun. Mulai 10 Maret 2023, berdasarkan siaran pers, Grup telah mengubah kebijakan akuntansinya untuk mengatribusikan imbalan berdasarkan program tersebut, yaitu dari tanggal ketika jasa pekerja pertama kali menghasilkan imbalan dalam program sampai dengan tanggal ketika jasa pekerja selanjutnya tidak akan menghasilkan jumlah imbalan yang material di bawah program tersebut.

Dampak atas laporan posisi keuangan konsolidasian:

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

p. Employee benefits (continued)

Changes in Accounting Policy (continued)

The Company has adopted the said press release and accordingly changed its accounting policy regarding attribution of benefits to periods of service previously applied.

In prior years, the Group attribute benefits under the defined benefit plan's benefit formula to periods of service from the date when employees provide their services until their retirement age. Starting from Maret 10, 2023, based on the press release, the Group change the policy for attributing benefits under the plan to the date when employee service first leads to benefits under the plan until the date when further employee service will lead to no material amount of further benefits under the plan.

Impact on the consolidated statement of financial position:

	31 Desember/*December 31*, 2021			1 Januari 2021/31 Desember 2020 *January 1, 2021/December 31, 2020*			
	Dilaporkan sebelumnya/ *Previously reported*	**Penyesuaian/ *Adjustment***	**Disajikan kembali/ *As restated***	**Dilaporkan sebelumnya/ *Previously reported***	**Penyesuaian/ *Adjustment***	**Disajikan kembali/ *As restated***	
Aset							***Assets***
Aset tidak lancar							***Non-current assets***
Aset pajak tangguhan	252.286	(9.240)	243.046	190.440	(12.304)	178.136	*Deferred tax assets*
Total Aset Tidak Lancar	**3.059.669**	**(9.240)**	**3.050.429**	**2.948.571**	**(12.304)**	**2.936.267**	**Total Non-current Assets**
Total Aset	**7.448.359**	**(9.240)**	**7.439.119**	**5.833.331**	**(12.304)**	**5.821.027**	***Total Assets***
Liabilitas							***Liabilities***
Liabilitas jangka panjang							***Non-current Liabilities***
Liabilitas imbalan kerja	767.844	(41.998)	725.846	698.413	(55.927)	642.486	*Provision for employee benefits liability*
Total Liabilitas Jangka Panjang	**1.180.063**	**(41.998)**	**1.138.065**	**832.971**	**(55.927)**	**777.044**	***Total Non-current Liabilities***
Total Liabilitas	**3.617.068**	**(41.998)**	**3.575.070**	**2.985.285**	**(55.927)**	**2.929.358**	***Total Liabilities***
Ekuitas							*Equity*
Peghasilan komprehensif lain	(25.466)	24.625	(841)	(83.342)	24.625	(58.717)	*Other comprehensive income*
Saldo aba - Belum ditentukan penggunaannya	1.271.073	4.477	1.275.550	602.462	13.266	615.728	*Retained earnings - Unappropriated*
Kepentingan non-pengendali	712.567	3.656	716.223	545.809	5.732	551.541	*Non-controlling interest*
Total Ekuitas	**3.831.291**	**32.758**	**3.864.049**	**2.848.046**	**43.623**	**2.891.669**	***Total Equity***
Total Liabilitas dan Ekuitas	**7.448.359**	**(9.240)**	**7.439.119**	**5.833.331**	**(12.304)**	**5.821.027**	***Total Liabilities and Equity***

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

p. Imbalan kerja (lanjutan)

p. Employee benefits (continued)

Perubahan kebijakan akuntansi (lanjutan)

Changes in accounting policy (lanjutan)

Dampak atas laporan posisi laba rugi dan penghasilan komprehensif lain konsolidasian:

Impact on the consolidated statement of profit or loss and other comprehensive income:

	31 Desember 2021/*31 December 2021*			
	Dilaporkan sebelumnya/ *Previously reported*	**Penyesuaian / *Adjustment***	**Disajikan kembali/ *As restated***	
Beban operasi	(5.794.052)	(13.930)	(5.807.982)	*General and administrative expenses*
Laba bruto	**1.040.422**	**(13.930)**	**1.026.492**	***gross profit***
Laba sebelum beban pajak penghasilan	1.061.016	(13.930)	1.047.086	*Profit before income tax expense*
Beban pajak penghasilan	(214.989)	3.065	(211.924)	*Income tax expense*
Laba tahun berjalan	**846.027**	**(10.865)**	**835.162**	***Profit for the year***
Total penghasilan komprehensif tahun berjalan	**931.676**	**(10.865)**	**920.811**	***Total comprehensive income for the year***
Laba tahun berjalan yang dapat diatribusikan kepada:				*Profit for the year attributable to:*
Pemilik entitas induk	692.319	(8.790)	683.529	*Owners of parent entity*
Kepentingan non-pengendali	153.708	(2.075)	151.633	*Non-controlling interest*
Total	**846.027**	**(10.865)**	**835.162**	***Total***
Total penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada:				*Total comprehensive income for the year attributable to:*
Pemilik entitas induk	750.195	(8.790)	741.405	*Owners of parent entity*
Kepentingan non-pengendali	181.481	(2.075)	179.406	*Non-controlling interest*
Total	**931.676**	**(10.865)**	**920.811**	***Total***

q. Perpajakan

Pajak kini

Aset (liabilitas) pajak kini ditentukan sebesar jumlah ekspektasi restitusi dari (atau dibayarkan kepada) otoritas perpajakan yang dihitung menggunakan tarif pajak (dan peraturan perpajakan) yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan.

q. Taxation

Current tax

Current tax asset (liability), which is determined as the amount of the expected refund from (or payable to) the tax authorities, is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

q. Perpajakan (lanjutan)

Pajak kini (lanjutan)

Manajemen secara berkala mengevaluasi jumlah yang dilaporkan di dalam Surat Pemberitahuan Tahunan ("SPT") terkait dengan keadaan di mana peraturan pajak yang berlaku memerlukan interpretasi dan jika diperlukan, manajemen akan menghitung liabiltas atas jumlah yang mungkin timbul.

Bunga dan denda disajikan sebagai bagian dari penghasilan atau beban operasi lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Pajak penghasilan kini terkait dengan pos-pos yang diakui secara langsung di ekuitas diakui dalam ekuitas dan bukan dalam laporan laba rugi.

Pajak tangguhan

Pajak tangguhan diakui dengan menggunakan metode liabilitas atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan jumlah tercatatnya untuk tujuan pelaporan keuangan pada tanggal pelaporan.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer yang kena pajak dan aset pajak tangguhan diakui untuk perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal, sepanjang besar kemungkinan perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal tersebut dapat dimanfaatkan untuk mengurangi laba kena pajak pada masa depan.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal pelaporan dan jumlah tercatat aset pajak tangguhan tersebut diturunkan apabila laba fiskal mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan. Pada setiap tanggal pelaporan, Grup menilai kembali aset pajak tangguhan yang tidak diakui. Grup mengakui aset pajak tangguhan yang sebelumnya tidak diakui apabila besar kemungkinan bahwa laba fiskal pada masa yang akan datang akan tersedia untuk pemulihannya.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

q. Taxation (continued)

Current tax (continued)

Management periodically evaluates the amount reported in the Annual Tax Return ("SPT") in relation to the circumstances in which the applicable tax regulations are subject to interpretation and if necessary, the management will calculate the amount of liability that may arise.

Interests and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expense.

Current income tax relating to items recognized directly in equity is recognized in equity and not in the statement of profit or loss.

Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for deductible temporary differences and accumulated fiscal losses to the extent that it is probable that taxable profit will be available in future years against which the deductible temporary differences and accumulated fiscal losses can be utilized.

The carrying amount of a deferred tax asset is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the benefit of that deferred tax asset to be utilized. Unrecognized deferred tax assets are reassessed by the Group at each reporting date and are recognized to the extent that it has become probable that future taxable income will allow the deferred tax assets to be recovered.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

q. Perpajakan (lanjutan)

Pajak tangguhan (lanjutan)

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang berlaku atau yang secara substantif telah berlaku pada tanggal pelaporan.

Aset dan liabilitas pajak tangguhan dapat saling hapus, jika dan hanya jika, 1) terdapat hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus antara aset dan liabilitas pajak kini dan 2) aset serta liabilitas pajak tangguhan tersebut terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama.

r. Klasifikasi lancar dan tidak lancar

Grup menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tidak lancar. Suatu aset disajikan lancar bila:

i. akan direalisasi, dijual atau dikonsumsi dalam siklus operasi normal,

ii. untuk diperdagangkan,
iii. akan direalisasi dalam 12 bulan setelah tanggal pelaporan, atau kas atau setara kas kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam paling lambat 12 bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

Suatu liabilitas disajikan jangka pendek bila:

i. akan dilunasi dalam siklus operasi normal,

ii. untuk diperdagangkan,
iii. akan dilunasi dalam 12 bulan setelah tanggal pelaporan, atau
iv. tidak ada hak tanpa syarat untuk menangguhkan pelunasannya dalam paling tidak 12 bulan setelah tanggal pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai jangka panjang.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

q. Taxation (continued)

Deferred tax (continued)

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as at the reporting date.

Deferred tax assets and liabilities can be offset if, and only if, 1) there is a legally enforceable right to offset the current tax assets and liabilities, and 2) the deferred tax assets and liabilities relate to the same taxable entity and the same taxation authority.

r. Current and non-current classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

i. expected to be realised or intended to be sold or consumed in the normal operating cycle,
ii. held primarily for the purpose of trading,
iii. expected to be realised within 12 months after the reporting period, or cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.

A liability is current when it is:

i. expected to be settled in the normal operating cycle,
ii. held primarily for the purpose of trading,
iii. due to be settled within 12 months after the reporting period, or
iv. there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period.

All other liabilities are classified as non-current.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

r. Klasifikasi lancar dan tidak lancar (lanjutan)

Aset pajak tangguhan diklasifikasikan sebagai aset lancar dan liabilitas pajak tangguhan diklasifikasikan sebagai liabilitas jangka panjang.

s. Standar akuntansi yang telah disahkan namun belum berlaku efektif

Standar akuntansi yang telah diterbitkan sampai tanggal penerbitan laporan keuangan konsolidasian Grup namun belum berlaku efektif diungkapkan berikut ini. Manajemen bermaksud untuk menerapkan standar-standar tersebut yang dipertimbangkan relevan terhadap Grup pada saat efektif, dan dampaknya terhadap posisi dan kinerja keuangan konsolidasian Grup masih diestimasi.

Berlaku efektif 1 Januari 2023

Amendemen PSAK 1: Penyajian Laporan Keuangan Tentang Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang

Amendemen ini menentukan persyaratan untuk mengklasifikasikan suatu liabilitas sebagai jangka pendek atau jangka panjang dan menjelaskan:

- hal yang dimaksud sebagai hak untuk menangguhkan pelunasan,
- hak untuk menangguhkan pelunasan harus ada pada akhir periode pelaporan,
- klasifikasi tersebut tidak dipengaruhi oleh kemungkinan entitas akan menggunakan haknya untuk menangguhkan liabilitas, dan
- hanya jika derivatif melekat pada liabilitas konversi tersebut adalah suatu instrumen ekuitas, maka syarat dan ketentuan dari suatu liabilitas konversi tidak akan berdampak pada klasifikasinya.

Amendemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023 dan diterapkan secara retrospektif.

Amendemen tersebut diekspektasikan tidak akan berdampak material terhadap pelaporan keuangan Grup.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

r. Current and non-current classification (continued)

Deferred tax assets are classified as non-current assets and deferred tax liabilities are classified as non-current liabilities.

s. Accounting standards issued but not yet effective

The accounting standards that have been issued up to the date of issuance of the Group's consolidated financial statements, but not yet effective are disclosed below. The management intends to adopt these standards that are considered relevant to the Group when they become effective, and the impact to the consolidated financial position and performance of the Group is still being estimated.

Effective on January 1, 2023

Amendments to PSAK 1: Presentation of Financial Statements – Classification of a Liability as current or non-current

The amendments specify the requirements for classifying liabilities as current or non-current and clarify:

- *what is meant by a right to defer settlement,*
- *the right to defer must exist at the end of the reporting period,*
- *classification is not affected by the likelihood that an entity will exercise its deferral right, and*
- *only if an embedded derivative in a convertible liability is an equity instrument would the terms and conditions of a liability will not impact its classification.*

The amendments are effective for annual reporting periods beginning on or after January 1, 2023 and shall be applied retrospectively.

The amendments are not expected to have a material impact on the financial reporting of the Group.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

s. Standar akuntansi yang telah disahkan namun belum berlaku efektif (lanjutan)

Berlaku efektif 1 Januari 2023 (lanjutan)

Amendemen PSAK 1: Penyajian laporan keuangan tentang Pengungkapan Kebijakan Akuntansi

Amendemen ini memberikan panduan dan contoh untuk membantu entitas menerapkan pertimbangan materialitas dalam pengungkapan kebijakan akuntansi. Amendemen tersebut bertujuan untuk membantu entitas menyediakan pengungkapan kebijakan akuntansi yang lebih berguna dengan mengganti persyaratan untuk mengungkapkan kebijakan akuntansi 'signifikan' entitas dengan persyaratan untuk mengungkapkan kebijakan akuntansi 'material' entitas dan menambahkan panduan tentang bagaimana entitas menerapkan konsep materialitas dalam membuat keputusan tentang pengungkapan kebijakan akuntansi.

Amendemen ini berlaku efektif pada atau setelah tanggal 1 Januari 2023 dengan penerapan dini diperkenankan. Grup saat ini sedang menilai dampak dari amendemen tersebut untuk menentukan dampaknya terhadap pengungkapan kebijakan akuntansi Grup.

Amendemen PSAK 16: Aset Tetap - Hasil sebelum Penggunaan yang Diintensikan

Amendemen ini tidak memperbolehkan entitas untuk mengurangi suatu hasil penjualan item yang diproduksi saat membawa aset tersebut ke lokasi dan kondisi yang diperlukan supaya aset dapat beroperasi sesuai dengan intensi manajemen dari biaya perolehan suatu aset tetap. Sebaliknya, entitas mengakui hasil dari penjualan item-item tersebut, dan biaya untuk memproduksi item-item tersebut, dalam laba rugi.

Amendemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023 dan diterapkan secara retrospektif untuk aset tetap yang tersedia untuk digunakan pada atau setelah awal dari periode sajian paling awal dimana entitas pertama kali menerapkan amendemen tersebut.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

s. Accounting standards issued but not yet effective (continued)

Effective on January 1, 2023 (continued)

Amendment of PSAK 1: Presentation of financial statement - Disclosure of accounting policies

This amendments provides guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendment aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

The amendments are effective on or after January 1, 2023 with earlier application permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's accounting policy disclosures.

Amendment to PSAK 16: Fixed Assets - Proceeds before Intended Use

The amendment prohibit entities to deduct from the cost of an item of fixed assets, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in the profit or loss.

The amendment is effective for annual reporting periods beginning on or after 1 January 2023 and shall be applied retrospectively to items of property, plant and equipment made available for use on or after the beginning of the earliest period presented when the entity first applies the amendment.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

s. Standar akuntansi yang telah disahkan namun belum berlaku efektif (lanjutan)

Berlaku efektif 1 Januari 2023 (lanjutan)

Amendemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan terkait Definisi Estimasi Akuntansi

Amendemen tersebut memperkenalkan definisi 'estimasi akuntansi' dan mengklarifikasi perbedaan antara perubahan estimasi akuntansi dan perubahan kebijakan akuntansi dan koreksi kesalahan. Amendemen tersebut juga mengklarifikasi bagaimana entitas menggunakan teknik pengukuran dan *input* untuk mengembangkan estimasi akuntansi.

Amendemen tersebut berlaku efektif pada tanggal 1 Januari 2023 dan berlaku untuk perubahan kebijakan akuntansi dan perubahan estimasi akuntansi yang terjadi pada atau setelah awal periode tersebut. Penerapan dini diperkenankan. Grup saat ini sedang menilai dampak dari amendemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Grup.

Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tangguhan Terkait Aset dan Liabilitas Yang Timbul Dari Transaksi Tunggal

Amendemen ini mengusulkan agar entitas mengakui aset maupun liabilitas pajak tangguhan pada saat pengakuan awalnya sebagai contoh dari transaksi sewa, untuk mengeliminasi perbedaan praktik saat ini atas transaksi tersebut dan transaksi lain yang serupa.

Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tangguhan Terkait Aset dan Liabilitas Yang Timbul Dari Transaksi Tunggal

Amendemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023 dengan penerapan dini diperkenankan. Grup saat ini sedang menilai dampak dari amendemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Grup.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

s. Accounting standards issued but not yet effective (continued)

Effective on January 1, 2023 (continued)

Amendment of PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors – Definition of Accounting Estimates

The amendment introduces a definition of 'accounting estimates' and clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates.

The amendments are effective on or after January 1, 2023 and apply to changes in accounting policies and changes in accounting estimates that occur on or after the start of that period. Earlier application is permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

Amendment of PSAK 46: Income Taxes – Deferred Tax related to Assets and Liabilities arising from a Single Transaction

This amendment proposes that entities recognize deferred tax assets and liabilities at the time of initial recognition, for example from a lease transaction, to eliminate differences in current practice for such transactions and similar transactions.

Amendment of PSAK 46: Income Taxes – Deferred Tax related to Assets and Liabilities arising from a Single Transaction

The amendments are effective for annual reporting periods beginning on or after January 1, 2023 with early adoption permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

s. Standar akuntansi yang telah disahkan namun belum berlaku efektif (lanjutan)

Mulai efektif pada atau setelah tanggal 1 Januari 2024

Amendemen PSAK 1: Liabilitas Jangka Panjang dengan Kovenan

Amendemen ini mengklarifikasi bahwa hanya kovenan yang harus dipatuhi entitas pada atau sebelum tanggal pelaporan yang akan memengaruhi klasifilasi liabilitas sebagai lancar atau tidak lancar.

Amendemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024 dengan penerapan dini diperkenankan.

Entitas menerapkan amendemen PSAK 1 (Oktober 2020) tentang klasifikasi liabilitas sebagai jangka pendek atau jangka panjang pada periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024 secara retrospektif sesuai dengan PSAK 25.

Jika entitas menerapkan amendemen PSAK 1 (Oktober 2020) pada periode yang lebih awal setelah terbitnya amendemen PSAK 1 (Desember 2022) tentang liabilitas jangka panjang dengan kovenan, maka entitas juga menerapkan amendemen PSAK 1 (Desember 2022) pada periode tersebut. Jika entitas menerapkan amendemen PSAK 1 (Oktober 2020) untuk periode sebelumnya, maka entitas mengungkapkan fakta tersebut.

Grup saat ini sedang menilai dampak dari amendemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Grup.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

s. Accounting standards issued but not yet effective (continued)

Effective beginning on or after January 1, 2024

Amendment of PSAK 1: Non-current Liabilities with Covenants

This amendment clarifies that only covenants with which entities must comply on or before the reporting date will affect a liability's classification as current or non-current.

The amendments are effective for annual reporting periods beginning on or after January 1, 2024 with early adoption permitted.

Entities apply retrospectively amendments to PSAK 1 (October 2020) regarding the classification of a liability as current or non-current for financial reporting starting on or after January 1, 2024 in accordance with PSAK 25.

If entities apply the amendments to PSAK 1 (October 2020) in a period that earlier after the issuance of the amendment to PSAK 1 (December 2022) regarding non-current liabilities with covenants, entities also apply the amendment to PSAK 1 (December 2022) in that period. If entities apply the amendments to PSAK 1 (October 2020) for the previous period, the entity shall disclose this fact.

The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

s. Standar akuntansi yang telah disahkan namun belum berlaku efektif (lanjutan)

Mulai efektif pada atau setelah tanggal 1 Januari 2024

Amendemen PSAK 73: Liabilitas Sewa dalam Jual Beli dan Sewa-balik

Amendemen PSAK 73 Sewa menetapkan persyaratan yang digunakan penjual-penyewa dalam mengukur kewajiban sewa yang timbul dalam transaksi jual beli dan sewa-balik, untuk memastikan penjual-penyewa tidak mengakui jumlah setiap keuntungan atau kerugian yang terkait dengan hak guna yang dipertahankan.

Amendemen berlaku secara retrospektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024. Penerapan dini diperkenankan. Grup saat ini sedang menilai dampak dari amendemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Grup.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

s. Accounting standards issued but not yet effective (continued)

Effective beginning on or after January 1, 2024

Amendment to PSAK 73: Lease Liability in a Sale and Leaseback

The amendment to PSAK 73 Leases specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The amendment applies retrospectively to annual reporting periods beginning on or after January 1, 2024. Earlier application is permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN

Penyusunan laporan keuangan konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang memengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas yang terpengaruh pada periode pelaporan berikutnya.

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:

Penentuan mata uang fungsional

Mata uang fungsional Grup adalah mata uang dari lingkungan ekonomi primer dimana Grup beroperasi. Mata uang tersebut adalah mata uang yang memengaruhi pendapatan dan beban dari penjualan barang dan jasa yang diberikan.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates, and assumptions that affect the reported amount of revenues, expenses, assets and liabilities, and the disclosures of contingent liabilities, at the end of reporting period. Uncertainty about these assumptions and estimates could result in outcomes that may require material adjustments to the carrying amounts of the assets and liabilities affected in future periods.

Judgments

The following judgments are made by management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements:

Determination of functional currency

The functional currency of the Group is the currency of the primary economic environment in which the Group operates. It is the currency that mainly influences the revenue and cost of rendering services.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)

Pertimbangan (lanjutan)

Perpajakan

Ketidakpastian atas interpretasi dari peraturan pajak yang kompleks dan perubahan peraturan perpajakan, jumlah dan waktu dari penghasilan kena pajak di masa depan dapat menyebabkan penyesuaian di masa depan atas pendapatan dan beban pajak yang telah dicatat.

Estimasi juga diperlukan dalam menentukan cadangan untuk pajak penghasilan badan. Transaksi dan perhitungan tertentu yang selama kegiatan usaha normal selalu dikenakan pajak.

Grup mengakui liabilitas untuk masalah pajak penghasilan badan berdasarkan perkiraan apakah tambahan pajak penghasilan badan akan jatuh tempo.

Klasifikasi aset keuangan dan liabilitas keuangan

Grup menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan bila definisi yang ditetapkan PSAK 71 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup seperti diungkapkan pada Catatan 2g.

Sewa

Sewa Operasi

Grup menerapkan PSAK 73 yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai 'sewa operasi'.

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.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Judgments (continued)

Taxation

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income, could necessitate future adjustments to tax income and expense already recorded.

Estimate is also 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 recognize liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due.

Classification of financial assets and financial liabilities

The Group determine the classifications of certain assets and liabilities as financial assets and liabilities by judging if they meet the definition set forth in PSAK 71. Accordingly, the financial assets and liabilities are accounted for in accordance with the Group's accounting policies disclosed in Note 2g.

Leases

Operating Leases

The Group has adopted PSAK 73, which sets the requirement for recognition of lease liabilities in relation to leases which had previously been classified as 'operating leases'.

At the inception of a contract, the Group assess 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.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)

Pertimbangan (lanjutan)

Estimasi dan asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal 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. Grup tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Penyisihan keuangan kredit ekspektasian dari piutang usaha

Grup menggunakan matriks provisi untuk menghitung ECL atas piutang usaha. Tarif provisi didasarkan pada hari yang lewat jatuh tempo untuk mengelompokan pelanggan ke segmen yang memiliki pola kerugian serupa. Matriks provisi awalnya berdasarkan tarif *default* yang diamati Grup secara historis. Grup akan mengkalibrasi matriks tersebut untuk menyesuaikan pengalaman kerugian kredit historis dengan informasi kedepan. Misalnya, jika prakiraan kondisi ekonomi diperkirakan memburuk selama tahun depan yang dapat menyebabkan peningkatan jumlah *default* di sektor usaha Grup, tingkat *default* historis disesuaikan. Pada setiap tanggal pelaporan, tarif *default* yang diamati secara historis diperbarui dan perubahan dalam estimasi ke depan dianalisa kembali.

Penilaian korelasi antara tingkat *default* yang dapat diamati secara historis, taksiran kondisi ekonomi dan ECL adalah estimasi yang signifikan. Jumlah ECL sensitif terhadap perubahan keadaan dan taksiran kondisi ekonomi. Pengalaman kerugian kredit historis Grup dan perkiraan kondisi ekonomi mungkin juga tidak mewakili aktual *default* pelanggan yang sebenarnya di masa depan.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Judgments (continued)

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year/period are disclosed below. The Group based it's 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.

Provision for expected credit losses of trade receivables

The Group use a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults in the Group's industry sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan asumsi (lanjutan)

Aset pajak tangguhan

Aset pajak tangguhan diakui atas seluruh perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang belum digunakan sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga rugi pajak tersebut dapat digunakan. Estimasi signifikan oleh manajemen disyaratkan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak masa depan.

Penyusutan aset tetap

Biaya perolehan aset tetap disusutkan dengan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya dan metode unit produksi. Manajemen mengestimasi masa manfaat ekonomis aset tetap antara 5 (lima) sampai dengan 40 (empat puluh) tahun, yang merupakan umur yang secara umum diharapkan dalam industri dimana Grup menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat memengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi.

Penyusutan aset hak-guna

Biaya perolehan aset hak-guna disusutkan dengan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset hak-guna, yang merupakan umur yang secara umum diharapkan dalam industri dimana Grup menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat memengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi.

Pensiun dan imbalan kerja

Pengukuran kewajiban dan biaya pensiun dan liabilitas imbalan kerja Grup bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian. Keuntungan atau kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial diakui secara langsung pada laporan posisi keuangan konsolidasian melalui penghasilan komprehensif lainnya dalam periode terjadinya.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and assumptions (continued)

Deferred tax assets

Deferred tax assets are recognized for all deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and tax losses can be utilized. Significant management estimates are required 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.

Depreciation of fixed assets

The costs of fixed assets and investment properties are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these assets to be within 5 (five) to 40 (fourty) years. These are common life expectancies applied in the industries where the Group conducts its businesses. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

Depreciation of right-of-use assets

The costs of right-of-use assets are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these leased assets. These are common life expectancies applied in the industries where the Group conducts its businesses. Changes in the expected level of usage could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

Pension and employee benefits

The measurement of the Group's obligations and cost for pension and employee benefits liabilities is dependent on its selection of certain assumptions used by the independent actuaries in calculating such amounts. Those assumptions include among others, discount rates, future annual salary increase, annual employee turn-over rate, disability rate, retirement age and mortality rate. Actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions are recognized immediately in the consolidated financial position with a corresponding debit or credit to other comprehensive income the the period in which they occur.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan asumsi (lanjutan)

Pensiun dan imbalan kerja (lanjutan)

Sementara Grup berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Grup dapat memengaruhi secara material liabilitas diestimasi atas pensiun dan imbalan kerja dan beban imbalan kerja neto.

Pajak penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya tidak pasti dalam kegiatan usaha normal. Grup mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and assumptions (continued)

Pension and employee benefits (continued)

While the Group believes that its assumptions are reasonable and appropriate, significant differences in the Group's actual results or significant changes in the Group's assumptions may materially affect its estimated liabilities for pension and employee benefits and net employee benefits expense.

Income tax

Significant judgment is involved in determining provision for corporate income tax. There are certain transactions and computation for which the final tax determination is uncertain during the ordinary course of business. The Group recognize liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due.

4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENTS*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Kas	2.865	2.941	*Cash on hand*
Bank			*Cash in banks*
Pihak berelasi (Catatan 29)	1.011.819	1.490.057	*Related parties (Note 29)*
Pihak ketiga	15.947	22.994	*Third parties*
Deposito berjangka			*Time deposits*
Pihak berelasi (Catatan 29)	548.550	1.108.584	*Related parties (Note 29)*
Pihak ketiga	94.127	67.100	*Third parties*
Total	**1.673.308**	**2.691.676**	***Total***

Tingkat suku bunga per tahun deposito berjangka selama tahun 2022 dan 2021 berkisar dari 2,25% - 4,75% dan 1,50% - 4,00%.

Annual interest rate of deposits during the year 2022 and 2021 ranged from 2,25% - 4,75% and 1.50% - 4.00%.

5. ASET KEUANGAN LAINNYA / *5. OTHER FINANCIAL ASSETS*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Deposito berjangka	9.602	-	*Time deposits*
Investasi pada surat obligasi	-	5.121	*Investment in bond*
Total	**9.602**	**5.121**	***Total***

Deposito berjangka milik PT Pelindo Husada Citra yang ditempatkan di PT Bank Syariah Indonesia pada tanggal 15 Desember 2022 sebesar Rp5.000 untuk investasi jangka pendek.

Time deposits of PT Pelindo Husada Citra placed in PT Bank Syariah Indonesia on December 15, 2022 amounting to Rp5,000 for short-term investment.

5. ASET KEUANGAN LAINNYA (lanjutam)

Deposito berjangka milik PT Rumah Sakit Pelabuhan yang ditempatkan di PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk pada tanggal 28 Desember 2022 sebesar Rp4.402 yang digunakan untuk pelayanan kesehatan karyawan Pelindo.

Deposito berjangka milik PT Bakti Timah Medika yang ditempatkan di PT Bank Mandiri (Persero) pada tanggal 12 Oktober 2022 sebesar Rp200 yang digunakan untuk investasi jangka pendek.

PT Pertamina Bina Medika IHC melakukan investasi pada surat obligasi melalui Reksadana yang dikelola oleh PT Mandiri Sekuritas dengan nilai wajar sebesar Rp5.121 pada tanggal 31 Desember 2021. Pada 6 Juni 2022 Perusahaan menjual seluruh investasi pada surat obligasi.

5. OTHER FINANCIAL ASSETS (continued)

Time deposits of PT Rumah Sakit Pelabuhan placed in PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk on December 28, 2022 amounting to Rp4,402 is used for medical *service of Pelindo's.*

Time deposits of PT Bakti Timah Medika placed in PT Bank Mandiri (Persero) on October 12, 2022 amounting to Rp200 is used for short-term investment.

PT Pertamina Bina Medika IHC invested in bond through mutual fund, which is managed by PT Mandiri Sekuritas with a fair value amounting to Rp5,121 as of December 31, 2021 on June 6, 2022, the Company sold all of its investment in bond.

6. PIUTANG USAHA / *6. TRADE RECEIVABLES*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Piutang usaha			*Trade receivables*
Pihak berelasi (Catatan 29)	538.465	1.044.832	*Related parties (Note 29)*
Pihak ketiga	978.460	747.336	*Third parties*
	1.516.925	1.792.168	
Dikurangi:			*Less:*
Cadangan penurunan nilai	(258.226)	(307.599)	*Allowance for impairment losses*
Piutang usaha, neto	**1.258.699**	**1.484.569**	***Trade receivables, net***

Analisa umur piutang usaha adalah sebagai berikut:

The aging analysis of trade receivables are as follows:

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Belum jatuh tempo	461.540	547.424	*Not yet due*
Lewat jatuh tempo			*Past due*
1 sampai 3 bulan	566.720	747.686	*1 to 3 months*
3 sampai 6 bulan	93.315	199.080	*3 to 6 months*
6 sampai 12 bulan	116.954	126.373	*6 to 12 months*
lebih dari 1 tahun	278.396	171.605	*more than 1 year*
Total	**1.516.925**	**1.792.168**	***Total***

6. PIUTANG USAHA (lanjutan)

6. TRADE RECEIVABLES (continued)

Mutasi penyisihan penurunan nilai piutang usaha adalah sebagai berikut:

Movements in the allowance for impairment losses of trade receivables are as follows:

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Saldo pada awal tahun	307.599	252.863	*Balance at beginning of the year*
Realisasi (pemulihan) tahun berjalan	(75.077)	(24.674)	*Realized (recovery) during the year*
Penyisihan tahun berjalan	25.704	79.410	*Allowance during the year*
Saldo pada akhir tahun	**258.226**	**307.599**	***Balance at ending of the year***

Manajemen Grup berkeyakinan bahwa cadangan penurunan nilai piutang usaha tanggal 31 Desember 2022 dan 2021 cukup untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang tersebut.

The Group's management believes that the allowance for impairment losses of trade receivables as of December 31, 2022 and 2021 are adequate to cover possible losses from uncollectible accounts.

Pada tanggal 31 Desember 2022 dan 2021, sebagian piutang usaha milik Grup dijadikan sebagai jaminan.

As of December 31, 2022 and 2021, certain the Group's trade receivables were used as collateral.

Manajemen Grup menerapkan pendekatan yang disederhanakan dalam PSAK 71 untuk mengukur kerugian kredit ekspektasian dengan menggunakan penyisihan kerugian kredit ekspektasian sepanjang umurnya untuk piutang usaha.

The Group's management applies simplified approach within PSAK 71 to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

Berdasarkan hasil penelaahan terhadap adanya penurunan nilai pada akhir tahun, manajemen berkeyakinan bahwa penyisihan atas penurunan nilai piutang usaha di atas cukup untuk menutup kerugian atas penurunan nilai piutang tersebut.

Based on the results of review for impairment at the end of the year, the management believes that the above allowance for impairment of trade receivables is sufficient to cover losses from impairment of such receivables.

Lihat Catatan 31 mengenai risiko kredit piutang usaha untuk memahami bagaimana Grup mengelola dan mengukur kualitas kredit piutang usaha.

See Note 31 on credit risk of trade receivables to understand how the Group manages and measures credit quality of trade receivables.

Piutang lain-lain dari pihak ketiga terutama terdiri atas piutang bunga deposito berjangka dan bagian lancar dari piutang karyawan dan piutang plasma.

Other receivables from third parties mainly consist of interest receivables from time deposits and current portion of loans to employees and plasma receivables.

Piutang lain-lain tidak dikenakan bunga dan tidak memiliki jaminan.

Other receivables are non-interest bearing and unsecured.

7. PERSEDIAAN

7. INVENTORIES

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Obat jadi	53.889	66.205	*Medicines*
Perlengkapan medis	20.751	25.177	*Medical supplies*
Barang umum	2.838	2.716	*General goods*
Bahan makanan	2.566	-	*Food material*
Bahan obat	1.935	3.674	*Medical material*
Barang teknik	464	417	*Technical goods*
Alat komputer	399	772	*Computer tools*
Lainnya	583	1.917	*Others*
Total	**83.425**	**100.878**	***Total***

7. PERSEDIAAN (lanjutan)

Berdasarkan hasil penelaahan atas kondisi fisik dan nilai realisasi neto persediaan di atas pada akhir tahun, manajemen berkeyakinan bahwa nilai neto persediaan tersebut di atas dapat direalisasi sepenuhnya, sehingga tidak diperlukan penyisihan penurunan nilai persediaan pada tanggal 31 Desember 2022 dan 2021.

7. INVENTORIES (continued)

Based on the results of the review of the physical condition and net realizable values of the above inventories at the end of the year, management believes that the net carrying values of the above inventories are fully realizable and hence, no allowance for impairment of inventories is necessary as of December 31, 2022 and 2021.

8. ASET KEUANGAN YANG DIBATASI PENGGUNAANNYA

8. RESTRICTED FINANCIAL ASSETS

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Bank	612.380	-	*Cash in bank*
Deposito berjangka	57.255	55.160	*Time deposits*
Lain-lain	7.069	6.648	*Others*
Total	**676.704**	**61.808**	***Total***

Tingkat bunga per tahun dari aset yang dibatasi penggunaanya selama 2022 dan 2021 berkisar 2,25% - 4% dan 2% - 3%.

Interest rates per annum of restricted assets for 2022 and 2021 ranged from 2,25% - 4% and 2% - 3%.

PT Pertamina Bina Medika IHC telah menerima dana dari PT Bio Farma (Persero) atas pinjaman wajib konversi dengan nominal Rp612.380 pada tanggal 6 Desember 2022 (Catatan 20).

PT Pertamina Bina Medika IHC has received fund from PT Bio Farma (Persero) for a Mandatory Convertible Loan in the amount of Rp612,380 on December 6, 2022 (Note 20).

Deposito berjangka milik PT Pertamina Bina Medika IHC sebesar Rp55.000 ditempatkan di PT Bank Rakyat Indonesia (Persero) dan dibatasi pengunaannya untuk dana pensiun.

Time deposits of PT Pertamina Bina Medika IHC of Rp55,000 are placed in PT Bank Rakyat Indonesia (Persero) and restricted in use for pension funds.

Deposito berjangka milik PT Bakti Timah Medika yang ditempatkan di PT Bank Syariah Indonesia (''BSI'') pada tanggal 31 Desember 2022 sebesar Rp2.255, dibatasi penggunaannya untuk jaminan atas pinjaman bank (Catatan 18).

Time deposit of PT Bakti Timah Medika in PT Bank Syariah Indonesia (''BSI'') as of December 31,2022 amounted to Rp2,255, restricted to its use for collateral for bank loan (Note 18).

9. PROPERTI INVESTASI

Rekonsiliasi nilai wajar properti investasi adalah sebagai berikut:

9. INVESTMENT PROPERTY

Reconciliation of the fair value of investment properties is as follow:

31 Desember 2022/*December 31,2022*

	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Reklasifikasi / *Reclassification*	Revaluasi/ *Revaluation*	Saldo akhir/ *Ending balance*	
Pemilikan langsung:						*Direct acquisitions:*
Tanah	155.625	-	-	4.774	160.399	*Land*
Bangunan	12.724	-	-	(264)	12.460	*Building*
	168.349	**-**	**-**	**4.510**	**172.859**	

9. PROPERTI INVESTASI (lanjutan)

Rekonsiliasi nilai wajar properti investasi adalah sebagai berikut (lanjutan):

9. INVESTMENT PROPERTY (continued)

Reconciliation of the fair value of investment properties is as follow (continued):

	31 Desember 2021/*December 31,2021*					
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Reklasifikasi / *Reclassification***	**Revaluasi/ *Revaluation***	**Saldo akhir/ *Ending balance***	
Pemilikan langsung:						*Direct acquisitions:*
Tanah	206.940	-	(56.474)	5.159	155.625	*Land*
Bangunan	11.159	-	-	1.565	12.724	*Building*
	218.099	**-**	**(56.474)**	**6.724**	**168.349**	

Pada tanggal 31 Desember 2022 dan 2021, manajemen Group berkeyakinan bahwa tidak ada indikasi penurunan nilai properti investasi.

As of December 31, 2022 and 2021, the Group's management believes that there is no event or change in circumstances that may indicate any impairment in the value of investment properties.

Kenaikan nilai wajar properti investasi diakui dalam "Pendapatan (beban) lain-lain, neto" dalam laporan laba rugi konsolidasian (Catatan 27).

The increase on fair value of investment properties is recognized in "Other income (expense), net" in the consolidated statement of profit or loss (Note 27).

10. ASET TETAP

10. FIXED ASSET

	31 Desember 2022/*December 31, 2022*					
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Disposals***	**Reklasifikasi/ *Reclassification***	**Saldo akhir/ *Ending balance***	
Biaya perolehan						***Cost***
Pemilikan langsung:						*Direct acquisitions:*
Tanah	540.589	60.689	-	-	601.278	*Land*
Gedung dan bangunan	1.660.955	231.222	(1.650)	-	1.890.527	*Buildings and improvements*
Kendaraan dan ambulan	63.388	5.331	(3.873)	-	64.846	*Vehicles and ambulance*
Peralatan kantor	186.038	44.791	(25.388)	-	205.441	*Office equipment*
Peralatan medis	1.469.415	266.901	(28.419)	-	1.707.897	*Medical equipment*
Peralatan teknik	230.819	21.684	(402)	-	252.101	*Engineering equipment*
Aset dalam penyelesaian	114.685	199.737	-	-	314.422	*Construction in progress*
	4.265.889	830.355	(59.732)	-	5.036.512	
Akumulasi penyusutan						***Accumulated depreciation***
Pemilikan langsung:						*Direct acquisitions:*
Gedung dan bangunan	516.967	93.797	(1.650)	-	609.114	*Buildings and improvements*
Kendaraan dan ambulan	50.325	6.494	(3.873)	-	52.946	*Vehicles and ambulance*
Peralatan kantor	166.622	14.335	(25.388)	-	155.569	*Office Equipment*
Peralatan medis	983.294	136.097	(28.419)	-	1.090.972	*Medical equipment*
Peralatan teknik	167.782	42.047	(402)	-	209.427	*Engineering equipment*
	1.884.990	292.770	(59.732)	-	2.118.028	
Pencadangan kerugian penurunan nilai aset tetap	-	-	(32.123)	-	(32.123)	Provision for impairment loss *of fixed asset*
Nilai buku neto	**2.380.899**				**2.886.361**	***Net book value***

10. ASET TETAP (lanjutan)

10. FIXED ASSET (continued)

	31 Desember 2021/*December 31, 2021*					
	Saldo awal/ ***Beginning balance***	**Penambahan/** ***Additions***	**Pengurangan/** ***Disposals***	**Reklasifikasi/** ***Reclassification***	**Saldo akhir/** ***Ending balance***	
Biaya perolehan						***Cost***
Pemilikan langsung:						*Direct acquisitions:*
Tanah	486.111	39	-	54.439	540.589	*Land*
Gedung dan bangunan	1.623.324	28.303	-	9.328	1.660.955	*Buildings and improvements*
Kendaraan dan ambulan	58.798	5.634	(1.573)	529	63.388	*Vehicles and ambulance*
Peralatan kantor	214.002	9.530	(853)	(36.641)	186.038	*Office equipment*
Peralatan medis	1.316.763	163.647	(3.550)	(7.445)	1.469.415	*Medical equipment*
Peralatan teknik	160.310	7.537	-	62.972	230.819	*Engineering equipment*
Aset dalam penyelesaian	47.172	94.221	-	(26.708)	114.685	*Construction in progress*
	3.906.480	308.911	(5.976)	56.474	4.265.889	
Akumulasi penyusutan						***Accumulated depreciation***
Pemilikan langsung:						*Direct acquisitions:*
Gedung dan bangunan	436.133	85.417	-	(4.583)	516.967	*Buildings and improvements*
Kendaraan dan ambulan	48.168	3.770	(1.573)	(40)	50.325	*Vehicles and ambulance*
Peralatan kantor	153.310	35.074	(853)	(20.909)	166.622	*Office Equipment*
Peralatan medis	872.055	122.938	(3.550)	(8.149)	983.294	*Medical equipment*
Peralatan teknik	118.908	15.193	-	33.681	167.782	*Engineering equipment*
	1.628.574	262.392	(5.976)	-	1.884.990	
Nilai buku neto	**2.277.906**				**2.380.899**	***Net book value***

Beban penyusutan dicatat sebagai beban operasi (Catatan 26).

Depreciation expense was recorded as operating expense (Note 26).

Aset dalam penyelesaian tahun 2022 adalah pembangunan gedung Rumah Sakit Padjajaran Bandung, Bali International Hospital, Sumah Sakit Khusus Jantung Balikpapan dan Rumah Sakit Type C Panorama Balikpapan yang masing-masing sedang dalam proses perencanaan masterplan oleh konsultan.

Construction in progress in 2022 represents the development of the Padjajaran Hospital at Bandung, Bali International Hospital, Heart Hospital of Balikpapan and Type C Panorama Hospital at Balikpapan, which currently under development of masterplan phase by consultants.

Pada tahun 2022, Perusahaan melakukan pencadangan atas aset tetap sehubungan dengan pemberhentian operasional rumah sakit modular milik Rumah Sakit Pertamina Jaya sebesar Rp32.123.

In year 2022, the company reserved a fixed asset due to discontinuation of operation modular hospital building owned by Pertamina Jaya Hospital amounted to Rp32,123.

Laba (rugi) pelepasan aset tetap adalah senilai Rp133 dan Rp95 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021, dan dicatat sebagai bagian dari pendapatan/(beban) lain-lain, neto.

Gain (loss) on disposal of fixed assets amounted to Rp133 and Rp95 as of December 31, 2022 and 2021, respectively, and recorded as part of other income/(expenses), net.

Pada tanggal 31 Desember 2022, aset tetap telah diasuransikan terhadap semua risiko yang timbul dari kerugian dan kerusakan fisik langsung tiba-tiba dan tidak disengaja, termasuk guncangan gempa bumi (termasuk kerusakan lanjutan yang timbul dari guncangan gempa bumi) berdasarkan suatu paket polis tertentu dengan jumlah nilai pertanggungan sekitar Rp85.042.673.

As of December 31, 2022, the fixed assets are covered by insurance against all risks of direct sudden and accidental physical loss or damage, including earthquake shock (including ensuing damage arising form earthquake shock) under a policy package with combined coverage amounting to about Rp85,042,673.

10. ASET TETAP (lanjutan)

Pada tanggal 31 Desember 2022 dan 2021, sebagian aset tetap milik Grup dijadikan sebagai jaminan.

10. FIXED ASSET (continued)

As of December 31, 2022 and 2021, certain the Group's fixed assets were used as collateral.

11. ASET HAK GUNA – NETO

Rincian aset hak guna adalah sebagai berikut:

11. RIGHT OF USE ASSETS – NET

The details of right of use assets are as follows:

31 Desember 2022/*December 31, 2022*

	Saldo awal/ *Beginning balance*	Reklasifikasi/ *reclassification*	Penambahan/ *Additional*	Pengurangan/ *Deduction*	Saldo akhir/ *Ending balance*	
Harga perolehan						***Cost***
Tanah	103.689	-	316.574	(7.206)	413.057	*Land*
Bangunan	14.636	-	13.961	(3.974)	24.623	*Buildings*
Peralatan kantor	27.904	-	143	(3.075)	24.972	*Office equipment*
Peralatan medis	71.220	-	2.781	(34.071)	39.930	*Medical equipment*
Kendaraan	45.131	-	30.174	(26.636)	48.669	*Vehicles*
	262.580	-	363.633	(74.962)	551.251	
Akumulasi penyusutan						***Accumulated depreciation***
Tanah	10.528	-	8.449	(7.206)	11.771	*Land*
Bangunan	7.883	-	4.811	(3.974)	8.720	*Buildings*
Peralatan kantor	5.297	-	6.467	(3.075)	8.689	*Office equipment*
Peralatan medis	45.246	-	9.452	(34.071)	20.627	*Medical equipment*
Kendaraan	24.484	-	18.029	(20.697)	21.816	*Vehicles*
	93.438	-	47.208	(69.023)	71.623	
Nilai buku	**169.142**				**479.628**	***Net book value***

31 Desember 2021/*December 31, 2021*

	Saldo awal/ *Beginning balance*	Reklasifikasi/ *reclassification*	Penambahan/ *Additional*	Pengurangan/ *Deduction*	Saldo akhir/ *Ending balance*	
Harga perolehan						***Cost***
Tanah	45.759	6.449	51.564	(83)	103.689	*Land*
Bangunan	17.752	(6.449)	3.429	(96)	14.636	*Buildings*
Peralatan kantor	8.403	(357)	19.858	-	27.904	*Office equipment*
Peralatan medis	67.139	357	15.687	(11.963)	71.220	*Medical equipment*
Kendaraan	33.040	-	12.091	-	45.131	*Vehicles*
	172.093	-	102.629	(12.142)	262.580	
Akumulasi penyusutan						***Accumulated depreciation***
Tanah	3.384	6.110	1.117	(83)	10.528	*Land*
Bangunan	5.542	(6.110)	8.547	(96)	7.883	*Buildings*
Peralatan kantor	2.276	(230)	3.251	-	5.297	*Office equipment*
Peralatan medis	19.102	230	29.348	(3.434)	45.246	*Medical equipment*
Kendaraan	12.801	-	11.683	-	24.484	*Vehicles*
	43.105	-	53.946	(3.613)	93.438	
Nilai buku	**128.988**				**169.142**	***Net book value***

Beban penyusutan dicatat sebagai beban operasi (Catatan 26).

Depreciation expense was recorded as operating expense (Note 26).

11. ASET HAK GUNA – NETO (lanjutan)

11. RIGHT OF USE ASSETS – NET (continued)

Mutasi liabilitas sewa sehubungan dengan aset hak guna adalah sebagai berikut:

The mutation of lease liabilities in relation to the right of use assets are as follows:

31 Desember 2022 / December 31, 2022

	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Disposals*	Beban bunga/ *Interest expenses*	Pembayaran/ *Payments*	Penyesuaian/ *Adjustment*	Saldo akhir/ *Ending balance*	
Liabilitas sewa	171.928	105.633	(14.111)	21.788	(56.442)	-	228.796	Lease liabilities

31 Desember 2021 / December 31, 2021

	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Disposals*	Beban bunga/ *Interest expenses*	Pembayaran/ *Payments*	Penyesuaian/ *Adjustment*	Saldo akhir/ *Ending balance*	
Liabilitas sewa	129.598	95.590	-	11.910	(56.839)	(8.331)	171.928	Lease liabilities

Utang sewa berdasarkan jangka waktu:

Lease payables on time basis:

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Jangka pendek	39.539	44.589	*Current portion*
Jangka panjang	189.257	127.339	*Non-current portion*
Total	**228.796**	**171.928**	***Total***

12. UTANG USAHA

12. TRADE PAYABLES

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Pihak ketiga	468.655	391.591	*Third parties*
Pihak berelasi (Catatan 29)	49.012	29.685	*Related parties (Note 29)*
Total	**517.667**	**421.276**	***Total***

13. UTANG LAIN-LAIN

13. OTHER PAYABLES

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Pihak ketiga	368.707	437.290	*Third parties*

14. PERPAJAKAN

14. TAXATION

a. Pajak dibayar dimuka

a. Prepaid taxes

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Pajak pertambahan nilai, neto	2.150	1.123	*Value added tax, net*
Pajak penghasilan			*Income tax*
Pasal 4 ayat 2	6	-	*Article 4 art. 2*
Total	**2.156**	**1.123**	***Total***

14. PERPAJAKAN (lanjutan) / *14. TAXATION (continued)*

b. Utang pajak / *b. Taxes payable*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Pajak penghasilan badan			*Income tax*
Perusahaan	-	128.760	*Company*
Entitas anak	14.240	87.684	*Subsidiaries*
Sub total	14.240	216.444	*Sub total*
Pajak penghasilan			*Income tax*
Pasal 21	25.665	29.855	*Article 21*
Pasal 23	903	1.504	*Article 23*
Pasal 26	-	11	*Article 26*
Pasal 4 ayat 2	3.939	1.692	*Article 4 art. 2*
Pajak restaurant (PB 1)	17	23	*restaurant tax (PB 1)*
Sub total	30.524	33.085	*Sub total*
Pajak pertambahan nilai	5.592	4.038	*Value added tax*
Total	**50.356**	**253.567**	***Total***

c. Beban pajak penghasilan / *c. Income tax expense*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Perusahaan			*Company*
Kini	14.439	155.826	*Current*
Tangguhan	(6.229)	(51.382)	*Deferred*
	8.210	104.444	
Entitas anak			*Subsidiaries*
Kini	59.223	127.256	*Current*
Tangguhan	949	(19.776)	*Deferred*
	60.172	**107.480**	
Total	**68.382**	**211.924**	***Total***

14. PERPAJAKAN (lanjutan) / *14. TAXATION (continued)*

c. Beban pajak penghasilan (lanjutan) / *c. Income tax expense (continued)*

Rekonsiliasi antara laba sebelum beban pajak dan taksiran pajak penghasilan kena pajak untuk tahun 2022 dan 2021 adalah sebagai berikut:

The reconciliation between income before tax expense and the estimated taxable income in 2022 and 2021 is as follows:

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Laba sebelum pajak penghasilan	252.582	1.047.086	*Profit before income tax*
Laba entitas anak sebelum taksiran pajak penghasilan badan entitas anak	(242.270)	(535.679)	*Income before income tax expense of subsidiaries*
Penyesuaian eliminasi konsolidasi	108.309	275.211	*Adjustment of consolidation elimination*
Laba perusahaan sebelum beban pajak penghasilan	**118.621**	**786.618**	***Income before income tax attributable to the company***
Beban pajak berdasarkan tarif pajak yang berlaku	26.097	173.056	*Tax expense based on applicable tax rate*
Pengaruh pajak atas beda tetap	(17.887)	(60.429)	*Tax effect on the permanent difference*
Dampak penyesuaian tarif pajak	-	(8.183)	*Effect from tax rate adjustment*
Beban pajak penghasilan			*Income tax expense*
- Perusahaan	8.210	104.444	*- the Company*
- entitas anak	60.172	107.480	*- subsidiaries*
Beban pajak penghasilan konsolidasian	**68.382**	**211.924**	***Consolidated Income tax expense***

d. Pajak kini / *d. Current tax*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Laba konsolidasi sebelum beban pajak penghasilan	**252.582**	**1.047.086**	***Consolidated profit before income tax expense***
Laba entitas anak sebelum taksiran pajak penghasilan badan entitas anak	(242.270)	(535.679)	*Income before income tax expense of subsidiaries*
Penyesuaian eliminasi konsolidasi	108.309	275.211	*Adjustment of consolidation elimination*
Laba perusahaan sebelum beban pajak penghasilan	**118.621**	**786.618**	***Income before income tax attributable to the company***

14. PERPAJAKAN (lanjutan) / *14. TAXATION (continued)*

d. Pajak kini (lanjutan) / *d. Current tax (continued)*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Perbedaan temporer:			*Temporary differences:*
Beban imbalan pasca-kerja	84.846	33.573	*Post-employee benefits expense*
Beban karyawan dan insentif jasa dan dokter	(51.661)	86.405	*Employee cost and doctor's incentives*
Penyusutan aset tetap	24.615	8.965	*Depreciation of fixed assets*
Penyisihan penurunan nilai piutang usaha	(31.221)	65.036	*Provision for impairment losses of trade receivables*
Hak guna aset	1.734	2.381	*Right of use assets*
Perbedaan tetap:			*Permanent differences:*
Pendapatan kena pajak final	(30.058)	(20.260)	*Income subject to final tax*
Serap laba dari entitas anak	(89.491)	(272.916)	*Absorb profit from subsidiaries*
Beban yang tidak dapat diperhitungkan	36.541	18.215	*Non-deductible expenses*
Beban pajak	1.706	285	*Tax expense*
Taksiran laba kena pajak	**65.632**	**708.302**	***Estimated taxable income***
Beban pajak kini	**14.439**	**155.826**	***Current tax expense***
Pajak penghasilan dibayar di muka:			*Prepayment of income taxes:*
Pajak penghasilan pasal 22	12	98	*Income tax article 22*
Pajak penghasilan pasal 23/26	916	765	*Income tax article 23/26*
Pajak penghasilan pasal 25	59.560	26.203	*Income tax article 25*
	60.488	**27.066**	
Taksiran tagihan/(kurang bayar) pajak penghasilan badan			***Estimated corporate income tax over/(under) payment***
- Perusahaan	46.049	-	*- the Company*
- Entitas anak	11.322	1.580	*- Subsidiaries*
Total	**57.371**	**1.580**	***Total***
- Perusahaan	-	(128.760)	*- the Company*
- Entitas anak	(14.240)	(87.684)	*- Subsidiaries*
Total	**(14.240)**	**(216.444)**	***Total***

e. Taksiran tagihan pajak penghasilan / *e. Estimated claims for tax refund*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Pajak penghasilan badan			*Corporate income tax*
Perusahaan			*Company*
2022	46.049	-	*2022*
Entitas anak			*Subsidiaries*
2022	11.322	-	*2022*
2021	-	1.580	*2021*
Total	**57.371**	**1.580**	***Total***

14. PERPAJAKAN (lanjutan)

14. TAXATION (continued)

f. Pajak tangguhan

f. Deferred tax

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Aset pajak tangguhan			***Deferred tax asset***
Perusahaan			*Company*
Piutang usaha	29.318	36.187	*Trade receivables*
Liabilitas imbalan pasti	90.971	70.293	*Benefits liability*
Aset tetap	2.398	(3.018)	*Fixed assets*
Akrual untuk beban pegawai dan insentif jasa dokter	15.999	27.364	*Accrual for employee cost and doctor's incentive*
Aset hak guna	(165)	217	*Right of use asset*
Aset pajak tangguhan perusahaan, bersih	138.521	131.043	*Deferred tax asset of the Company, net*
Aset pajak tangguhan entitas anak, bersih	110.033	112.003	*Deferred tax asset of subsidiaries, net*
Aset pajak tangguhan konsolidasian, bersih	**248.554**	**243.046**	***Consolidated Deferred tax asset, net***
Liabilitas pajak tangguhan entitas anak, bersih	**-**	**1.908**	*Deferred tax liability of subsidiaries, net*

PT Bakti Timah Medika ("BTM")

Pada bulan September 2021, BTM menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) Pajak atas Pajak Penghasilan Badan, PPN dan pajak lainnya tahun 2017 sebesar Rp4.702.

Pada bulan April 2021, BTM menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) atas Pajak Penghasilan Badan dan SKPKB atas PPN dan pajak lainnya tahun 2019 sebesar Rp501 dan Rp16.079.

BTM melakukan penagihan kepada Pemegang Saham Lama (PT Timah (Persero) Tbk) atas nilai neto SKPKB tahun 2017 dan 2019 sebesar Rp21.282. Penagihan tersebut dilakukan entitas anak berdasarkan "Perjanjian Pengambilalihan Saham Bersyarat" tanggal 30 Juni 2020 pasal 6. Per tanggal 31 Desember 2021, BTM mencatat klaim tagihan pajak tahun 2017 dan 2019 ke pemegang saham lama sebagai "Piutang Lain-lain".

Pada tanggal 28 Oktober 2022, PT Timah (Persero) Tbk telah melunasi kewajiban atas klaim kurang bayar pajak tersebut sebesar Rp12.846 untuk SKPB 2017 dan 2019 dimana pembayarannya ditransfer kepada Perusahaan.

PT Bakti Timah Medika ("BTM")

In September 2021, BTM received Tax Assessment Letter reflecting Underpayment of Taxes (SKPKB) for Corporate Income Tax, VAT and other witholding taxes for the year 2017 of Rp4,702.

In April 2021, BTM received Tax Assessment Letter reflecting Overpayment Taxes (SKPLB) for Corporate Income Tax and SKPKB for VAT and other witholding taxes for the year 2019 of Rp501 and Rp16,079.

BTM claimed the tax liabilities to previous shareholders (PT Timah (Persero) Tbk) for the net amount of SKPKB for the year 2017 and 2019 of Rp21,282 based on "Perjanjian Pengambilalihan Saham Bersyarat" dated June 30, 2020 art 6. As of December 31, 2021, BTM recorded the claims of tax claim for the year 2017 and 2019 to previous shareholders as "Other Receivables".

On October 28, 2022 PT Timah (Persero) Tbk has paid off its obligations for the underpayment tax claim amounting to Rp12,846 for SKPKB 2017 and 2019 where the payment was transferred to the Company.

14. PERPAJAKAN (lanjutan)

Administrasi

Undang-undang Perpajakan yang berlaku di Indonesia mengatur bahwa masing-masing entitas dalam Grup menghitung, menetapkan dan membayar sendiri besarnya jumlah pajak yang terutang secara individu. Berdasarkan peraturan perundang-undangan yang berlaku. DJP dapat menetapkan atau mengubah jumlah pajak terutang dalam jangka waktu tertentu. Untuk tahun pajak 2018 dan seterusnya, jangka waktu tersebut adalah lima tahun sejak saat terutangnya pajak.

Pada tanggal 29 Oktober 2021, Presiden Republik Indonesia menandatangani UU No.7/2021 tentang "Harmonisasi Peraturan Perpajakan", yang menerapkan, antara lain, tarif pajak penghasilan badan sebesar 22% yang mulai berlaku pada tahun pajak 2022 (sebelumnya 20% yang diatur dalam Perppu No.1 Tahun 2020 tertanggal 31 Maret 2020).

14. TAXATION (continued)

Administration

The applicable Tax Law in Indonesia stipulates that each entity in the Group calculates, determines and pays its own amount of tax owed individually. Based on applicable laws and regulations. DGT can set or change the amount of tax owed within a certain period of time. For tax year 2018 onwards, the period is five years from the time the tax is owed.

On October 29, 2021, the President of the Republic of Indonesia signed UU No.7/2021 regarding "Harmonization of Tax Regulation", which applies, among others, the corporate income tax rate of 22% effective starting fiscal year 2022 (previously 20% as stipulated in Perppu No.1 Year 2020 dated March 31, 2020).

15. BEBAN YANG MASIH HARUS DIBAYAR / *15. ACCRUED EXPENSES*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Beban operasional	429.593	568.921	*Operating expenses*
Beban pegawai	152.479	261.973	*Employee expenses*
Pembelian obat	38.117	47.018	*Medicine purchases*
Beban sewa	38.108	32.986	*Rent expenses*
Beban umum	28.067	54.474	*General expenses*
Beban pemeliharaan	4.641	2.208	*Maintenance expenses*
Lain-lain	43.422	8.821	*Others*
Total	**734.427**	**976.401**	***Total***

16. PENDAPATAN DITERIMA DIMUKA / *16. UNEARNED REVENUE*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Pendapatan diterima dimuka lainnya	106.883	143.171	*Other unearned revenue*
Panjar pasien	11.402	13.284	*Patients deposits*
Total	**118.285**	**156.455**	***Total***

17. UTANG BANK JANGKA PENDEK

17. SHORT TERM BANK LOAN

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
PT Bank Syariah Indonesia	6.221	60.334	*PT Bank Syariah Indonesia*

PT Bank Syariah Indonesia ("BSI")

PT Rumah Sakit Pelni ("Pelni")

Pada tanggal 28 Maret 2018, Pelni, entitas anak, memperoleh fasilitas kredit Murabahah dari BSI dengan jumlah maksimum Rp43.000. Fasilitas Murabahah ini digunakan untuk Pinjaman Modal Kerja. Jangka waktu fasilitas ini selama satu tahun, namun dapat diperpanjang kembali (*revolving*). Piutang usaha efektif dan Potensi piutang senilai Rp53.000, tanah dan bangunan dan alat Cathlab. Pada tanggal 31 Desember 2022, saldo fasilitas pinjaman ini sebesar Rp6.221 dan tahun 2021 sebesar Rp39.334.

PT Rumah Sakit Pelabuhan ("RSP")

Berdasarkan akad pembiayaan tanggal 15 Februari 2019, BSI menyetujui untuk menyediakan fasilitas pembiayaan berdasarkan prinsip musyarakah - pembiayaan dana berputar kepada RSP, entitas anak, dengan limit maksimum pembiayaan sebesar Rp30.000. Fasilitas ini diberikan untuk pemenuhan kebutuhan modal kerja RSP. Nisbah bagi hasil kepada bank dan RSP masing-masing sebesar 2,22% dan 97,78%. Jangka waktu pembiayaan adalah 12 (dua belas) bulan sejak tanggal penarikan oleh RSP. Fasilitas ini dijaminkan dengan piutang usaha senilai Rp30.000 dengan nilai pengikatan fidusia sebesar nilai piutang tersebut. Fasilitas tersebut mensyaratkan RSP untuk memenuhi kewajiban tertentu sesuai dengan yang tertuang pada akad pembiayaan.

Di tahun 2021, RSP telah melunasi seluruh pinjaman ini.

PT Bank Syariah Indonesia ("BSI")

PT Rumah Sakit Pelni ("Pelni")

On March 28, 2018, Pelni, a subsidiary, obtained Murabahah credit facility from BSI with a maximum amount of Rp43,000. The Murabahah credit facility is used for Working Capital Purposes. The duration of credit facility is one year, however, the facility can be extended again (revolving). Receivables effective and potential receivables that amounting to Rp53,000, land and building and Cathlab tools. On December 31, 2022, outstanding balance of this facility amounted to Rp6,221 and in 2021 amounted to Rp39,334.

PT Rumah Sakit Pelabuhan ("RSP")

Based on the financing agreement dated February 15, 2019, BSI agreed to provide financing facilities based on the principle of musyarakah - revolving fund financing to the RSP, a subsidiary, with a maximum financing limit of Rp30,000. This facility is provided to meet working capital needs of RSP. The ratio of revenue sharing to bank and RSP was 2.22% and 97.78%, respectively. The financing period is 12 (twelve) months from the date of withdrawal by RSP. This facility is secured with trade receivables worth Rp30,000 with a fiduciary binding value of the value of the receivables. The facility requires RSP to fulfill certain obligations in accordance with the financing agreement.

In 2021, RSP has repaid all of the loan.

17. UTANG BANK JANGKA PENDEK (lanjutan)

PT Bank Syariah Indonesia ("BSI") (lanjutan)

PT Rumah Sakit Pelabuhan ("RSP") (lanjutan)

Pada tanggal 8 Februari 2021, RSP memperoleh fasilitas pembiayaan dalam bentuk fasilitas Wakalah bil Ujrah dan Qardh yang bersifat revolving sebesar Rp21.000 dari BSI. Tujuan penggunaan fasilitas pembiayaan yang diberikan Bank kepada Nasabah adalah pemberian fasilitas kepada Fasilitas Kesehatan (Faskes) mitra BPJS Kesehatan dalam bentuk jasa penagihan piutang/klaim Faskes yang menjadi rujukan COVID-19 kepada BPJS Kesehatan dengan akad Wakalah bil Ujrah serta pemberian talangan COVID-19 maksimal sebesar 35% dari nominal yang diajukan pada surat permohonan pembayaran klaim dengan akad Qardh. Jangka waktu *line facility* adalah sejak akad ditandatangani sampai dengan 30 September 2021. Pada tanggal 7 September 2021, RSP dan BSI melakukan addendum perjanjian line facility pembiayaan berdasarkan prinsip syariah dengan mengubah limit pencairan menjadi 70% dari nilai nominal yang diajukan pada surat permohonan pembayaran klaim setelah dikurangi uang muka (jika ada) dan mengubah jangka waktu *line facility* menjadi sampai dengan 31 Desember 2021. Pada tanggal 13 Desember 2021, RSP melakukan addendum kedua dan mengubah jangka waktu *line facility* yang berlaku sampai dengan 28 Februari 2022.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar RpNihil dan Rp21.000.

17. SHORT TERM BANK LOAN (continued)

PT Bank Syariah Indonesia ("BSI") (continued)

PT Rumah Sakit Pelabuhan ("RSP") (continued)

On February 8, 2021, RSP obtained a financing facility in the form of a revolving Wakalah bil Ujrah and Qardh facility amounting to Rp21,000 from BSI. The purpose of using the financing facilities provided by the Bank to customers is to provide facilities to BPJS Health partner Health Facilities (Faskes) in the form of collection services for receivables/Faskes claims that serve as COVID-19 referrals to BPJS Health with Wakalah bil Ujrah contracts and the provision of maximum COVID-19 bailouts. amounting to 35% of the nominal submitted in the letter of application for payment of claims with the Qardh contract. The term of the line facility is from the signing of the contract until September 30, 2021. On September 7, 2021, RSP and BSI made an addendum to the financing line facility agreement based on sharia principles by changing the disbursement limit to 70% of the nominal value submitted in the claim payment application letter after reduced down payment (if any) and changed the term of the line facility to December 31, 2021. On December 13, 2021, RSP made a second addendum and changed the term of the line facility which is valid until February 28, 2022.

As of December 31, 2022 and 2021, the outstanding loan of this facility amounted to RpNil and Rp21,000, respectively.

18. UTANG BANK JANGKA PANJANG

Akun ini terdiri dari:

18. LONG-TERM BANK LOAN

This account consists of:

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
PT Bank Syariah Indonesia	559.487	235.760	*PT Bank Syariah Indonesia*
PT Bank Rakyat Indonesia (Persero) Tbk	115	3.711	*PT Bank Rakyat Indonesia (Persero) Tbk*
Total	**559.602**	**239.471**	***Total***
Dikurangi: bagian lancar	50.575	31.976	*Less: Current portion*
Bagian tidak lancar	**509.027**	**207.495**	***Non-current portion***

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Syariah Indonesia ("BSI")

PT Rumah Sakit Pelni (“Pelni”)

Pada tanggal 20 Agustus 2015, Pelni, entitas anak, memperoleh fasilitas kredit *revolving* Murabahah dari BSI dengan jumlah maksimum Rp7.500. Fasilitas Murabahah ini digunakan untuk Renovasi Ruangan Bougenville tahap I. Fasilitas ini berjangka waktu maksimum 6 tahun. Fasilitas kredit ini dijamin dengan bangunan rumah sakit yang direnovasi, alat *Cath lab*, alat *USG*, alat endoskopi serta 86 aset lainnya dari Pelni. Pada tanggal 20 Agustus 2021, Pelni telah melunasi fasilitas kredit ini berdasarkan Surat Keterangan Lunas No.02.294-3/RCB Jakarta 1 yang diterbitkan oleh BSI.

Pada tanggal 30 September 2015, Pelni, memperoleh fasilitas kredit *revolving* Murabahah dari BSI dengan jumlah maksimum Rp5.000. Fasilitas Murabahah ini digunakan untuk Renovasi Ruangan Bougenville tahap II. Fasilitas ini berjangka waktu maksimum 6 tahun. Fasilitas kredit ini dijamin dengan bangunan rumah sakit yang direnovasi, alat *Cath lab*, alat *USG*, alat endoskopi serta 86 aset lainnya dari entitas anak. Pada tanggal 20 September 2021, entitas anak telah melunasi fasilitas kredit ini berdasarkan Surat Keterangan Lunas No.02.294-3/RCB Jakarta 1 yang diterbitkan oleh BSI.

Pada tanggal 19 November 2015, Pelni, memperoleh fasilitas kredit *revolving* Murabahah dari BSI dengan jumlah maksimum Rp2.500. Fasilitas Murabahah ini digunakan untuk Renovasi Ruangan Bougenville tahap III.

Fasilitas ini berjangka waktu maksimum 6 tahun. Fasilitas kredit ini dijamin dengan bangunan rumah sakit yang direnovasi, alat *Cath lab*, alat *USG*, alat endoskopi serta aset lainnya dari Pelni. Pada tanggal 20 November 2021, Pelni telah melunasi fasilitas kredit ini berdasarkan Surat Keterangan Lunas No.02.294-3/RCB Jakarta 1 yang diterbitkan oleh BSI.

18. LONG-TERM BANK LOAN (continued)

PT Bank Syariah Indonesia ("BSI")

PT Rumah Sakit Pelni (“Pelni”)

On August 20, 2015, Pelni, a subsidiary, obtained revolving Murabahah credit facility from BSI with a maximum amount of Rp7,500. The Murabahah credit facility is used for Bougenville Room renovation phase I. The credit facility has maximum period of 6 years. The credit facility is secured by renovated building of the Hospital, Cath lab tools, USG tools, endoscope tools and 86 of Pelni’s other assets. On August 20, 2021, Pelni has settled this credit facility based on Certificate of Settlement No.02.294-3/RCB Jakarta 1 issued by BSI.

On September 30, 2015, Pelni obtained revolving Murabahah credit facility from BSI with a maximum amount of Rp5,000. The Murabahah credit facility is used for Bougenville Room renovation phase II. The credit facility has maximum period of 6 years respectively. The credit facility is secured by renovated building of the Hospital, Cath lab tools, USG tools and 86 of subsidiary’s other assets. On September 20, 2021, the subsidiary has settled this credit facility based on Certificate of Settlement No.02.294-3/RCB Jakarta 1 issued by BSI.

On November 19, 2015, Pelni obtained revolving Murabahah credit facility from BSI with a maximum amount of Rp2,500. The Murabahah credit facility is used for Bougenville Room renovation phase III.

The credit facility has maximum period of 6 years respectively. The credit facility is secured by renovated building of the hospital, Cath lab tools, USG tools, endoscopy tools, and Pelni’s other assets. On November 20, 2021, the subsidiary has settled this credit facility based on Certificate of Settlement No.02.294-3/RCB Jakarta 1 issued by BSI.

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Syariah Indonesia (“BSI”) (lanjutan)

PT Rumah Sakit Pelni (“Pelni”) (lanjutan)

Pada tanggal 31 Mei 2018, Pelni, memperoleh fasilitas kredit *non-revolving* Musyarakah Mutanaqishah dari BSI dengan jumlah maksimum sebesar Rp45.246 untuk pembiayaan kembali Gedung yang berjangka waktu maksimum 120 bulan. Piutang usaha efektif dan Potensi piutang senilai Rp53.000, tanah dan bangunan dan alat *Cath lab.* Pada tanggal 1 Desember 2021, Pelni melakukan penggabungan pinjaman terhadap hutang eksisting pada fasilitas Musyarakah Mutanaqishah dari BSI, dengan nominal limit pembiayaan tahap I sebesar Rp63.153. Fasilitas ini berjangka waktu maksimum 144 bulan. Hal ini sesuai dengan surat yang diterbitkan oleh BSI nomor 01/019-3/SP4/RCB Jakarta I, perihal Surat Pemberitahuan Persetujuan Penarikan Pembiayaan (SP4).

Pada tanggal 1 Desember 2021, BSI menerbitkan surat No. 01/019-3/SP4/RCB Jakarta I terkait Surat Pemberitahuan Persetujuan Penarikan Pembiayaan (SP4) yang menyepakati limit baru untuk perjanjian MMQ sebesar Rp345.000 yang berlaku selama 12 tahun dan jatuh tempo pada tanggal 20 Desember 2034. Limit fasilitas MMQ baru termasuk limit pinjaman MMQ I dan MMQ II. Pinjaman ini akan dilunasi secara cicilan bulanan.

Selama tahun 2022, Pelni telah melakukan penarikan fasilitas sebesar Rp163.980 untuk pembangunan gedung Merial.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas-fasilitas ini masing-masing sebesar Rp220.736 dan Rp64.395.

Pada tahun 2022 dan 2021, rasio kas minimum sebesar lebih dari atau sama dengan 1 kali, rasio hutang terhadap modal sebesar kurang dari atau sama dengan 1 kali dan rasio lancar sebesar lebih dari atau sama dengan 1 kali. Pada tanggal 31 Desember 2022 dan 2021, entitas anak telah memenuhi semua syarat pembatasan rasio keuangan yang ditetapkan.

18. LONG-TERM BANK LOAN (continued)

PT Bank Syariah Indonesia (“BSI”) (continued)

PT Rumah Sakit Pelni (“Pelni”) (continued)

On May 31, 2018, Pelni obtained non-revolving Musyarakah Mutanaqishah credit facility from BSI with a maximum amount of Rp45,246 for the Refinancing of building which has maximum period of 120 months. Receivables effective and potential receivables that amounting to Rp53,000, land and building and Cath lab tools. On December 1, 2021, Pelni merged the loan with the existing debt at the Musyarakah Mutanaqishah facility from BSI, and the nominal limit of financing phase I is Rp.63,153. The credit facility has maximum period of 144 months. This is credit facility based on letter issued by BSI number 01/019-3/SP4/RCB Jakarta I, regarding the Notice of Approval for Withdrawal of Financing (SP4).

On December 1, 2021, BSI issued letter No. 01/019-3/SP4/RCB Jakarta I regarding the Notification of Withdrawal of Financing (SP4) which agreed on a new limit for MMQ agreement of Rp345,000 for 12 years and will due on December 20, 2034. The new MMQ facility limits include MMQ I and MMQ II plafond. These loans will be paid with monthly installment.

During 2022, Pelni has withdrawn the facility amounted to Rp163,980 for the construction of Merial tower.

As of December 31, 2022 and 2021, the outstanding loan of these facilities amounted to Rp220,736 and Rp64,395, respectively.

In year 2022 and 2021, the minimum cash ratio is more than or equal to 1 time, the debt-to-capital ratio is less than or equal to 1 time and the current ratio is more than or equal to 1 time. On December 31, 2022 and 2021, the subsidiary was able to meet all the requirements of the financial ratio restrictions set.

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Syariah Indonesia (“BSI”) (lanjutan)

PT Bakti Timah Medika (“BTM”)

Pada tanggal 12 April 2019, BTM, entitas anak, memperoleh fasilitas kredit Pembiayaan ulang alat kesehatan dari BSI dengan jumlah sebesar Rp3.200 untuk pembayaran atas pembelian alat kesehatan di Rumah Sakit yang disebut dengan prinsip Musyarakah Mutanaqishah (untuk selanjutnya disingkat "MMQ”). Investasi pembiayaan ulang ini berjangka waktu 60 bulan, dari setiap pengambilan fasilitas kredit. Pembiayaan ulang ini dikenakan bagi hasil sebesar Rp1.095 selama jangka waktu pembiayaan. Fasilitas kredit ini dijaminkan dengan alat kesehatan yang ada di Rumah Sakit Medika Stania Sungailiat dan Bakti Timah Medika Muntok.

Pada tanggal 9 Desember 2022, BTM, entitas anak, memperoleh penambahan fasilitas kredit pembiayaan ulang alat kesehatan dari BSI dengan jumlah sebesar Rp12.376 untuk pembayaran atas pembelian alat kesehatan di Rumah Sakit yang disebut dengan prinsip Musyarakah Mutanaqishah (untuk selanjutnya disingkat "MMQ”). Investasi pembiayaan ulang ini berjangka waktu 98 bulan, dari setiap pengambilan fasilitas kredit. Pembiayaan ulang ini dikenakan bagi hasil sebesar Rp73.462 selama jangka waktu pembiayaan.

Fasilitas kredit ini dijaminkan dengan Tanah dan Bangunan Rumah Sakit Bakti Timah Pangkal Pinang yang terletak di Jl. Jendral Sudirman No. 51B.

Perjanjian pinjaman tersebut mencakup pembatasan-pembatasan, antara lain menjual, mengalihkan, mengagunkan, menggadaikan, membebankan, dan/atau memindahkan Obyek MMQ dan/atau hak apapun atas Obyek MMQ kepada pihak manapun, atau mendaftarkan pembebanan apapun juga sehubungan dengan Obyek MMQ untuk kepentingan pihak ketiga manapun; atau kecuali secara khusus telah disetujui secara tertulis oleh bank atau mengambil bagian dalam negosiasi apapun terkait dengan suatu hal yang telah tersebut di atas. Nasabah tidak akan mengambil, tidak melakukan, atau mengizinkan dilakukannya suatu tindakan yang sewajarnya dapat dianggap memiliki dampak merugikan yang material atas nilai atau kepentingan dan/atau hak Bank atas Obyek MMQ.

18. LONG-TERM BANK LOAN (continued)

PT Bank Syariah Indonesia (“BSI”) (continued)

PT Bakti Timah Medika (“BTM”)

On April 12, 2019, BTM, a subsidiary, obtained a medical device refinancing credit facility from BSI with an amount of Rp3,200 for payment for the purchase of medical devices at the hospital which is called the Musyarakah Mutanaqishah principle (hereinafter abbreviated as "MMQ"). This refinancing investment has a period of 60 months, from each credit facility withdrawal. This refinancing is subject to a profit sharing of Rp1,095 during the financing period. This credit facility is secured by medical devices at the Stania Sungailiat Medika Hospital and Bakti Timah Medika Muntok Hospital.

On December 9, 2022, BTM, a subsidiary, obtained an additional medical device refinancing credit facility from BSI with the amount of Rp12,376 for the payment for medical devices at the hospital which called the Musyarakah Mutanaqishah principle (hereinafter abbreviated as "MMQ"). This refinancing investment has a period of 98 months, from each credit facility withdrawal. This refinancing is subject to a profit sharing of Rp73,462 during the financing period.

This credit facility is secured by Land and Building of the Bakti Timah Hospital in Pangkal Pinang which is located on Jl. General Sudirman No. 51B.

The loan agreement includes restrictions, including selling, transferring, collateralizing, mortgaging, encumbering, and/or transferring the MMQ Object and/or any rights to the MMQ Object to any party, or registering any encumbrance in connection with the MMQ Object for the benefit of any third party; or unless specifically agreed in writing by the Bank or taking part in any negotiation related to any of the foregoing. The Company will not take, do not do, or permit the execution of an action that could reasonably be considered to have a material adverse effect on the value or interest and/or rights of the Bank to the MMQ Object.

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Syariah Indonesia (“BSI”) (lanjutan)

PT Bakti Timah Medika (“BTM”) (lanjutan)

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp124.541 dan Rp1.737.

Pada tanggal 16 Oktober 2017, BTM memperoleh fasilitas kredit Pembiayaan Murabahah Investasi dari BSI dengan jumlah sebesar Rp10.000 yang digunakan untuk pembayaran pembelian material, bahan bangunan untuk pembangunan lantai 2, 3, Peralatan serta perlengkapan sarana Bakti Timah Medika Karimun.

Kredit Murabahah ini berjangka waktu 84 bulan, dari setiap pengambilan fasilitas kredit. Pembiayaan ulang ini dikenakan. Pembiayaan ulang ini dikenakan bagi hasil sebesar Rp5.176 selama jangka waktu pembiayaan.

Fasilitas kredit ini dijaminkan dengan Deposito atas nama entitas anak senilai Rp5.000 sampai dengan proses pengurusan sertifikat lahan Bakti Timah Medika Karimun telah selesai dan telah diserahkan kepada BNIS untuk selanjutnya diikat hak tanggungan ditambah dengan jaminan tambahan berupa Asuransi penjamin pembiayaan dari Askrindo Syariah beserta *LOU* (*Letter Of Undertaking*) dari pemegang saham.

Pada tanggal 31 Desember 2022, BTM dapat memenuhi pembatasan rasio keuangan yang ditetapkan.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp4.392 dan Rp6.196.

18. LONG-TERM BANK LOAN (continued)

PT Bank Syariah Indonesia (“BSI”) (continued)

PT Bakti Timah Medika (“BTM”) (continued)

As of December 31, 2022 and 2021, the outstanding loan of this facility amounted to Rp124,541 and Rp1,737, respectively.

On October 16, 2017, BTM obtained a Murabahah Investment Financing credit facility from BSI in the amount of Rp10,000 which was used to pay for the purchase of materials, building materials for the construction of floors 2, 3, equipment and facilities for Bakti Timah Medika Karimun Hospital.

This Murabahah Credit Facility has a period of 84 months, from each credit facility withdrawal. This refinancing is subject to profit sharing of Rp5,176 during the financing period.

This credit facility is secured by a Deposit in the name of a subsidiary worth Rp5,000 up to the process of obtaining a certificate for the land certificate of a limited liability of Bakti Timah Medika Karimun has been completed and has been submitted to BNIS, which is then bound with a Mortgage Rights added with additional guarantees in the form of insurance insurance from Askrindo Syariah along with LOU (Letter Of Undertaking) from shareholder.

On December 31, 2022, BTM was able to meet the financial ratio restrictions set.

As of December 31, 2022 and 2021, the outstanding loan of this facility amounted to Rp4,392 and Rp6,196, respectively.

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Syariah Indonesia ("BSI") (lanjutan)

PT Rumah Sakit Pelabuhan ("RSP")

Pada tanggal 15 Februari 2019, BSI menyetujui untuk menyediakan fasilitas pembiayaan investasi berdasarkan prinsip musyarakah mutanaqishah kepada RSP dengan limit maksimum pembiayaan sebesar Rp115.000. Fasilitas ini diberikan terutama untuk membiayai kebutuhan investasi dan pembangunan rumah sakit di cabang RSP Palembang. Nisbah bagi hasil kepada BSI dan RSP masing-masing sebesar 38.29% dan 61.71%, dengan besaran ujroh sebesar Rp186.366.

Jangka waktu pembiayaan adalah 120 (seratus dua puluh) bulan sejak tanggal penarikan oleh RSP. Fasilitas ini dijaminkan dengan agunan berupa tanah dan bangunan seluas 21.330m2 di RSP Cabang Jakarta yang terletak di Jl. Kramat Jaya, Jakarta Utara dengan nilai pengikatan hak tanggungan sebesar Rp181.250. Fasilitas tersebut mensyaratkan RSP untuk memenuhi kewajiban-kewajiban tertentu sesuai dengan yang tertuang pada akad pembiayaan.

Pada tanggal 17 Januari 2022, BSI menyetujui untuk menyediakan fasilitas pembiayaan investasi berdasarkan prinsip Musyarakah Mutanaqishah kepada RSP dengan penambahan limit maksimum pembiayaan sebesar Rp60.000. Fasilitas ini diberikan terutama untuk membiayai kebutuhan investasi dan pembangunan rumah sakit di cabang RSP Palembang. Nisbah bagi hasil kepada BSI dan RSP masing-masing sebesar 11.78% dan 88.22%, dengan besaran ujroh sebesar Rp238.724. Jangka waktu pembiayaan adalah 120 (seratus dua puluh) bulan sejak tanggal penarikan oleh RSP. Fasilitas ini dijaminkan dengan agunan berupa tanah dan bangunan seluas 21.330m^2 di RSP Cabang Jakarta yang terletak di Jl. Kramat Jaya, Jakarta Utara dengan nilai pengikatan hak tanggungan sebesar Rp51.888. Fasilitas tersebut mensyaratkan RSP untuk memenuhi kewajiban-kewajiban tertentu sesuai dengan yang tertuang pada akad pembiayaan.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp159.514 dan Rp114.966.

18. LONG-TERM BANK LOAN (continued)

PT Bank Syariah Indonesia ("BSI") (continued)

PT Rumah Sakit Pelabuhan ("RSP")

On February 15, 2019, BSI agreed to provide an investment financing facility based on the musyarakah mutanaqishah principle to RSP with maximum financing limit of Rp115,000. This facility is provided primarily to finance investment needs and the construction of a hospital at the Palembang branch of RSP. The profit-sharing ratios to BSI and RSP are 38,29% and 61,71%, respectively, with an ujroh amounting to Rp186,366.

The term of the financing is 120 (one hundred and twenty) months from the date of withdrawal by RSP. This facility is secured by collateral in the form of land and building covering an area of 21.330m2 at RSP Jakarta Branch which is located on Jl. Kramat Jaya, North Jakarta with a mortgage binding value of Rp181,250. The facility requires RSP to fulfill certain obligations as stated in the financing agreement.

On January 17, 2022, BSI agreed to provide an investment financing facility based on the Musyarakah Mutanaqishah principle to RSP with additional maximum financing limit of Rp60,000. This facility is provided primarily to finance investment needs and the construction of a hospital at Palembang branch of RSP. The profit-sharing ratios to BSI and RSP are 11,78% and 88,22%, respectively, with an ujroh amounting to Rp238,724. The term of the financing is 120 (one hundred and twenty) months from the date of withdrawal by RSP. This facility is secured by collateral in the form of land and building covering an area of 21,330m^2 at RSP Jakarta Branch which located at Jl. Kramat Jaya, North Jakarta with a mortgage binding value of Rp51,888. The facility requires RSP to fulfill certain obligations as stated in the financing agreement.

As of December 31, 2022 and 2021, the outstanding loan of this facility amounted to Rp159.514 and Rp114,966, respectively.

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Syariah Indonesia (“BSI”) (lanjutan)

PT Nusantara Medika Utama (“NMU”)

Pada tahun 2016, NMU, entitas anak, memperoleh fasilitas kredit investasi jangka panjang Musyarakah Mutanaqisah dari BSI dengan fasilitas maksimum sebesar Rp6.200 dengan tingkat bunga sebesar 11% per tahun. Utang akan jatuh tempo dalam 108 bulan dari tanggal pencairan. Fasilitas kredit ini dijamin dengan aset tetap tertentu milik NMU.

Pada tahun 2017, NMU memperoleh sejumlah fasilitas kredit investasi jangka panjang Musyarakah Mutanaqisah dan Al – Murabahah dari BSI dengan total fasilitas masing-masing sebesar Rp4.000 dan Rp23.800 dengan tingkat bunga sebesar 11% per tahun. Utang akan jatuh tempo masing-masing dalam 60 dan 108 bulan dari tanggal pencairan. Fasilitas kredit ini dijamin dengan aset tetap tertentu milik NMU.

Pada tahun 2019, NMU memperoleh fasilitas kredit investasi jangka panjang Musyarakah Mutanaqisah dan Murabahah dari BSI dengan fasilitas masing-masing sebesar Rp9.000 dan Rp4.720 dengan tingkat bunga 11% per tahun. Utang akan jatuh tempo dalam 60 dan 108 bulan dari tanggal pencairan. Fasilitas kredit ini dijamin dengan aset tetap tertentu milik NMU.

Pada tahun 2020, NMU memperoleh fasilitas kredit investasi jangka panjang Murabahah dari BSI dengan fasilitas sebesar Rp3.147 dengan tingkat bunga 11% per tahun. Utang akan jatuh tempo dalam 108 bulan dari tanggal pencairan. Fasilitas kredit ini dijamin dengan aset tetap tertentu milik NMU.

Persyaratan dalam perjanjian berisi hal-hal yang wajib ditaati oleh NMU, yaitu dilarang melakukan akuisisi, merger, restrukturisasi dan konsolidasi dengan pihak lain; menjual sebagian atau seluruh aset yang akan memengaruhi kemampuan NMU dalam melunasi pinjamannya; membuat pinjaman lain kepada pihak ketiga; mengubah anggaran dasar, susunan pemegang saham, direksi dan/atau komisaris NMU; mengalihkan hak kepemilikan atas barang yang sudah dijaminkan; menunjuk eksekutor, kurator, likuidator atas sebagian atau seluruh aset milik NMU.

Pada tanggal 31 Desember 2022 dan 2021, MU telah memenuhi persyaratan pinjaman tersebut di atas.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp25.850 dan Rp37.415.

18. LONG-TERM BANK LOAN (continued)

PT Bank Syariah Indonesia (“BSI”) (continued)

PT Nusantara Medika Utama (“NMU”)

In 2016, NMU, a subsidiary, obtained Musyarakah Mutanaqisah’s long-term investment credit facility from BSI with a maximum facility of Rp6,200 with an interest rate of 11% per an increase per annum. The debt will mature within 108 months from the date of disbursement. This credit facility is secured with certain fixed assets owned by NMU.

In 2017, NMU obtained a number of long-term investment credit facilities Musyarakah Mutanaqisah and Al – Murabahah dari from BSI with total facilities of Rp4,000 and Rp23,800, respectively with an interest rate of 11% per annum. Debts will mature within 60 and 108 months respectively from the date of disbursement. This credit facility is secured with certain fixed assets owned by NMU.

In 2019, NMU obtained long-term investment credit facilities Musyarakah Mutanaqisah and Murabahah from BSI with facilities of Rp9,000 and Rp4,720 respectively with an interest rate of 11% per annum. Debt will mature within 60 and 108 months from the date of disbursement. This credit facility is secured with certain fixed assets owned by NMU.

In 2020, NMU obtained murabahah long-term investment credit facility from BSI with facilities amounting to Rp3,147 with an interest rate of 11% per annum. Debt will mature within 108 months from the date of disbursement. This credit facility is secured with certain fixed assets owned by NMU.

The terms of the agreement contain matters that must be adhered to by NMU, namely prohibited from making acquisitions, mergers, restructurings and consolidations with other parties; sell some or all of the assets that will affect NMU’s ability to pay off its loans; make other loans to third parties; change the articles of association, composition of NMU’s shareholders, directors and/or commissioners; transfer ownership rights to the goods that have been guaranteed; appoint executors, curators, liquidators for some or all of the NMU’s assets.

As of December 31, 2022 and 2021, NMU has fulfilled the loan requirements mentioned above.

As of December 31, 2022 and 2021, the outstanding loan of this facility amounted to Rp25,850 and Rp37,415, respectively.

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Syariah Indonesia ("BSI") (lanjutan)

PT Krakatau Medika ("KM")

Pada tanggal 10 Juli 2019, KM, entitas anak, memperoleh fasilitas kredit *non-revolving* Murabahah Investasi dari BSI dengan jumlah maksimum sebesar Rp25.000 untuk pembangunan Gedung Lantai 2 dan 3, pembelian material pengembangan gedung lantai 2 dan 3, pembelian peralatan medis, peralatan non-medis dan fasilitas pendukung lainnya. Fasilitas Murabahah Investasi berjangka waktu maksimum 96 bulan, dari setiap pengambilan fasilitas kredit. Fasilitas Murabahah Investasi dikenakan bagi hasil sebesar 9.95% per tahun.

Pada tanggal 28 Agustus 2019, KM, entitas anak, memperoleh fasilitas kredit Murabahah Investasi dari BSI dengan jumlah sebesar Rp 7.564 untuk mengambil alih fasilitas pembiayaan investasi pembangunan gedung RS Krakatau Medika Lantai 2 dan 3 dari Bank Jabar Banten. Fasilitas Murabahah Investasi berjangka waktu maksimum 96 bulan.

Pada tanggal 19 September 2019, KM, entitas anak, memperoleh fasilitas kredit Murabahah Investasi dari BSI dengan jumlah sebesar Rp 12.772 untuk pembelian material untuk pembangunan gedung RS Krakatau Medika Lantai 2 dan 3. Fasilitas Murabahah Investasi berjangka waktu maksimum 96 bulan.

Pada tanggal 14 Oktober 2019, KM, entitas anak, memperoleh fasilitas kredit Musyarakah Investasi dari BSI dengan jumlah maksimum sebesar Rp4.200 untuk pembiayaan modal kerja operasional rumah sakit. Fasilitas Musyarakah Investasi berjangka waktu 30 hari dan dikenakan bagi hasil sebesar 3,68% untuk bank dan 96,32% untuk entitas anak.

Pada tanggal 14 Oktober 2019, KM, entitas anak, memperoleh fasilitas kredit Musyarakah Investasi dari BSI dengan jumlah maksimum sebesar Rp4.200 untuk pembiayaan modal kerja operasional rumah sakit. Fasilitas Musyarakah Investasi berjangka waktu 60 hari dan dikenakan bagi hasil sebesar 6,62% untuk bank dan 93,38% untuk KM.

18. LONG-TERM BANK LOAN (continued)

PT Bank Syariah Indonesia ("BSI") (continued)

PT Krakatau Medika ("KM")

On July 10, 2019, KM, a subsidiary, obtained non-revolving Murabahah Investment credit facility from BSI with a maximum amount of Rp25,000 for the construction of 2nd and 3rd Floor of Building, purchase of materials for 2nd and 3rd Floor of building construction, purchase of medical equipment, non-medical eqiupment and other supporting facilities. The Murabahah Investment has maximum period of 96 months, respectively, from each of loan facility drawdown date. Murabahah Investment facility bears an annual sharing profit at 9,95%.

On August 28, 2019, KM, a subsidiary, obtained Murabahah Investment credit facility from BSI with an amount of Rp7,564 for the take over building construction investment financing facility on 2nd and 3rd floor of RS Krakatau Medika from Bank Jabar Banten. The Murabahah Investment has period of 96 months.

On September 19, 2019, KM, a subsidiary, obtained Murabahah Investment credit facility from BSI with an amount of Rp12,772 for the purchase of materials building construction for 2nd and 3rd floor of RS Krakatau Medika. The Murabahah Investment has period of 96 months.

On October 14, 2019, KM, a subsidiary, obtained Musyarakah Investment credit facility from BSI with an amount of Rp4,200 for the hospital operational working capital. The Murabahah Investment has period of 30 days and has profit sharing of 3.68% for bank and 96.32% for subsidiary.

On October 14, 2019, KM, a subsidiary, obtained Musyarakah Investment credit facility from BSI with an amount of Rp4,200 for the hospital operational working capital. The Musyarakah Investment has period of 60 days and has profit sharing of 6.62% for bank and 93.38% for KM.

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Syariah Indonesia (“BSI”) (lanjutan)

PT Krakatau Medika (“KM”) (lanjutan)

Pada tanggal 22 November 2019, KM, entitas anak, memperoleh fasilitas kredit Musyarakah Investasi dari BSI dengan jumlah maksimum sebesar Rp5.067 untuk pembiayaan modal kerja operasional rumah sakit. Fasilitas Murabahah Investasi berjangka waktu 55 hari dan dikenakan bagi hasil sebesar 7,64% untuk bank dan 92,36% untuk KM.

Pada tanggal 10 Desember 2019, KM, entitas anak, memperoleh fasilitas kredit Musyarakah Investasi dari BSI dengan jumlah maksimum sebesar Rp9.100 untuk pembiayaan modal kerja operasional rumah sakit. Fasilitas Musyarakah Investasi berjangka waktu 60 hari dan dikenakan bagi hasil sebesar 10,01% untuk bank dan 89,99% untuk KM.

Pada tanggal 17 Januari 2020, KM, entitas anak, memperoleh fasilitas kredit Musyarakah Investasi dari BSI dengan jumlah maksimum sebesar Rp7.600 untuk pembiayaan modal kerja operasional rumah sakit. Fasilitas Musyarakah Investasi berjangka waktu 60 hari dan dikenakan bagi hasil sebesar 9,98% untuk bank dan 90,02% untuk KM.

Fasilitas kredit ini dijamin dengan tanah dan gedung rumah sakit dengan bukti kepemilikan SHGB No 936/Kota Bumi, SHGB No. 1153/Kota Bumi dan IMB bangungan yang berdiri di atas tanah SHGB No. 936/Kota Bumi, peralatan medis, peralatan non medis dan fasilitas pendukung lainnya yang dibiayai oleh BSI.

Perjanjian pinjaman tersebut mencakup pembatasan-pembatasan, antara lain, di mana entitas anak, tanpa pemberitahuan dan persetujuan dari pihak Bank tidak diperkenankan untuk membuat investasi baru dengan nilai melebihi pendapatan setelah pajak tahun sebelumnya, mengikatkan diri sebagai penjamin utang atau menjaminkan harta kekayaan yang dibiayai kepada pihak lain, melakukan perubahan bidang usaha, bentuk dan status legal entitas anak, mengalihkan entitas anak kepada pihak lain, melakukan merger atau konsolidasi dengan entitas legal lain, mengizinkan pihak lain menggunakan KM untuk kepentingan bisnisnya, melikuidasi KM, melakukan akuisisi perusahaan pihak ketiga, melakukan perubahan susunan pengurus, dan melakukan transaksi atau membuat investasi di pasar keuangan derivatif.

18. LONG-TERM BANK LOAN (continued)

PT Bank Syariah Indonesia (“BSI”) (continued)

PT Krakatau Medika (“KM”) (continued)

On November 22, 2019, KM, a subsidiary, obtained Musyarakah Investment credit facility from BSI with an amount of Rp5,067 for the hospital operational working capital. The Murabahah Investment has period of 55 days and has profit sharing of 7.64% for bank and 92.36% for KM.

On December 10, 2019, KM, a subsidiary, obtained Musyarakah Investment credit facility from BSI with an amount maximum of Rp9,100 for the hospital operational working capital. The Murabahah Investment has period of 60 days and has profit sharing of 10.01% for bank and 89.99% for KM.

On January 17, 2020, KM, a subsidiary, obtained Musyarakah Investment credit facility from BSI with an amount maximum of Rp7,600 for the hospital operational working capital. The Musyarakah Investment has period of 60 days and has profit sharing of 9.98% for bank and 90.02% for KM.

The credit facility is secured by land and building of the Hospital with evidence of ownership: SHGB No. 936/Kotabumi, SHGB No. 1153/Kota Bumi and IMB for building that stand in land SHGB No. 936/Kota Bumi, medical equipment, non medic equipment and other supporting facilities which are funded by BSI.

The loan agreement includes restrictions, among others, whereby the subsidiary, without prior notice and approval from bank, is not permitted to make new investment with value exceeds prior year earning after tax, make commitments as debt guarantor or pledge the financed assets to other parties, change the line of business, form and legal status of the subsidiary, transfer the subsidiary to other parties, conduct merge or consolidate with other legal entity, allow other parties use KM for their business, liquidate KM, acquiring third party company, change the composition of the board management, do transaction or make investment in derivatives financial market.

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Syariah Indonesia ("BSI") (lanjutan)

PT Krakatau Medika ("KM") (lanjutan)

Pinjaman ini juga mewajibkan KM untuk menjaga kinerja keuangan dengan indikator keuangan: rasio lancar minimal 1 dan rasio hutang terhadap ekuitas maksimal 2.5.

Pada tanggal 31 Desember 2022 dan 2021, KM dapat memenuhi pembatasan rasio keuangan yang ditetapkan.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp15.105 dan Rp11.051.

Pada tanggal 18 Oktober 2022, KM, entitas anak, memperoleh fasilitas pembiayaan Musyarakah Mutanaqishah (MMQ) yang bersifat *non-revolving* dari BSI sejumlah Rp25.000 dengan jangka waktu 132 bulan. Tujuan penggunaan fasilitas pembiayaan adalah penyediaan modal untuk pengembangan Rumah Sakit Krakatau Medika meliputi Renovasi Gedung dan Pembelian Alat kesehatan. Pinjaman ini dijamin dengan tanah dan bangunan rumah sakit dengan bukti kepemilikan SHGB No. 01159 dan SHGB No. 00936 serta IMB No.503/0047/B/DPMPTSP/2019. Pinjaman ini juga mewajibkan entitas anak untuk menjaga kinerja keuangan dengan indikator keuangan: *Debt to Equity Ratio* maksimal 300%, *EBITDA* dan *Net Income* positif, dan *Current Ratio* minimal 100%. Pada tanggal 31 Desember 2022, entitas anak dapat memenuhi pembatasan rasio keuangan yang ditetapkan.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp3.349 dan RpNihil.

PT Rolas Nusantara Medika ("RNM")

Pada tanggal 23 Desember 2022, RNM, entitas anak, memperoleh fasilitas pembiayaan Musyarakah Mutanaqishah yang bersifat *non-revolving* dari BSI sejumlah Rp18.000 dengan jangka waktu 132 bulan. Tujuan penggunaan fasilitas pembiayaan yang diberikan Bank kepada Nasabah adalah untuk pembiayaan ulang bangunan seperti Gedung Rumah Sakit, Gedung Instalasi Rawat Inap, Musholla dan sebagainya.

18. LONG-TERM BANK LOAN (continued)

PT Bank Syariah Indonesia ("BSI") (continued)

PT Krakatau Medika ("KM") (continued)

The loan agreement also requires KM to maintain its financial performance with financial indicator: current ratio of minimum 1, and debt to equity ratio of maximum 2,5.

On December 31, 2022 and 2021, KM was able to meet the financial ratio restrictions set.

On December 31, 2022 and 2021, the outstanding loan of this facility amounted to Rp15,105 and Rp11,051, respectively.

On October 18, 2022, KM, a subsidiary, obtained a non-revolving Musyarakah Mutanaqishah (MMQ) credit facility from BSI with a maximum amount of Rp25,000 with a period of 132 months. The purpose of using this financing facility is to provide capital for the development of Krakatau Medika Hospital including renovation and medical equipment purchasing. The loan is secured by land and building of the hospital with evidence ownership SHGB No. 01159 and SHGB N0. 00936 also IMB No.503/0047/B/DPMPTSP/2019. The loan agreement also requires the subsidiary to maintain its financial indicator: Debt to Equity Ratio of maximum 300%, EBITDA and Net Income positive, and Current Ratio minimum of 100%. On December 31, 2022, the subsidiary was able to meet the financial ratio restrictions set.

On December 31, 2022 and 2021, the outstanding loan of this facility amounted to Rp3,349 and RpNil, respectively.

PT Rolas Nusantara Medika ("RNM")

On December 23, 2022, RNM, a subsidiary, obtained a non-revolving Musyarakah Mutanaqishah credit facility from BSI with a maximum amount of Rp18,000 with a period of 132 months. The purpose of using the Financing facilities provided by the Bank to the Company is to refinancing buildings such as hospital buildings, inpatient installation buildings, prayer rooms and so on.

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Syariah Indonesia (“BSI”) (lanjutan)

PT Rolas Nusantara Medika (“RNM”) (lanjutan)

Pinjaman ini dijamin dengan sertifikat hak guna bangunan No. 262 dan 2405. Pinjaman ini juga mewajibkan entitas anak untuk menjaga kinerja keuangan dengan indikator keuangan: *current ratio* minimal 100%, *debt to equity ratio* maksimal 300% dan *debt service coverage ratio* minimal 100%. Pada tanggal 31 Desember 2022, entitas anak dapat memenuhi pembatasan rasio keuangan yang ditetapkan.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp6.000 dan RpNihil.

PT Bank Rakyat Indonesia (Persero) Tbk (“BRI”)

PT Nusantara Sebelas Medika (”NSM)

Pada tanggal 28 Februari 2018, NSM, entitas anak, memperoleh kredit investasi dari BRI dengan jumlah maksimum sebesar Rp8.900. Kredit Investasi ini digunakan untuk *refinancing* atas pembelian aset tetap berupa perlengkapan kantor, alat kesehatan dan alat informasi teknologi (IT). Pinjaman ini berjangka waktu 4 tahun dan dikenakan bunga sebesar 9.95% per tahun. Jaminan atas kredit ini adalah piutang milik NSM, persediaan milik NSM, tanah dan bangunan milik NSM, 2 unit *Ultrasonography* (USG) *HS 70A* merek Samsung, alat-alat kesehatan dan alat IT milik NSM, serta jaminan dari PT Perkebunan Nusantara XI selaku pemegang saham. NSM telah melunasi fasilitas ini di tanggal 25 Februari 2022.

Pada tanggal 24 April 2019, NSM, memperoleh kredit investasi dari BRI dengan jumlah maksimum sebesar Rp4.000. Kredit Investasi ini digunakan untuk *refinancing* atas pembelian aset tetap berupa perlengkapan kantor, alat kesehatan, dan kendaraan bermotor roda empat. Pinjaman ini berjangka waktu 4 tahun dan dikenakan bunga sebesar 12% per tahun. Jaminan atas kredit ini adalah piutang milik NSM, persediaan milik NSM, tanah dan bangunan milik entitas anak, 2 unit *USG HS 70A* merek Samsung, alat kesehatan, peralatan kantor, dan alat IT milik NSM, serta jaminan dari

18. LONG-TERM BANK LOAN (continued)

PT Bank Syariah Indonesia (“BSI”) (continued)

PT Rolas Nusantara Medika (“RNM”) (continued)

The loan is guaranteed with building rights certificate No. 262 and 2405. The loan agreement also obligiate for subsidiary to maintain its financial performance with financial indicator: current ratio of minimum 100%,debt to equity ratio of maximum 300%, and debt service coverage ratio minimum 100%. On December 31, 2022, the subsidiary was able to meet the financial ratio restrictions set.

As of December 31, 2022 and 2021, the outstanding loan of this facility amounted to Rp6,000 and RpNil, respectively.

PT Bank Rakyat Indonesia (Persero) Tbk (“BRI”)

PT Nusantara Sebelas Medika (”NSM)

On February 28, 2018, NSM, a subsidiary, obtained investment credit from BRI with a maximum amount of Rp8,900. This Investment Credit is used for refinancing the purchase of fixed assets in the form of office supplies, medical devices and information technology (IT) tools. The loan is 4 years old and is subject to interest of 9,95% per annum. The guarantee of this credit is receivables belonging to NSM, supplies owned by NSM, land and buildings owned by NSM, 2 units of Ultrasonography (USG) HS 70A Samsung brand, medical devices and IT equipment owned by NSM, as well as guarantees from PT Perkebunan Nusantara XI as shareholders. NSM has paid off this facility on February 25, 2022.

On April 24, 2019, NSM obtained investment credit from BRI with a maximum amount of Rp4,000. This Investment Credit is used for refinancing the purchase of fixed assets in the form of office supplies, medical devices, and four-wheeled motor vehicles. The loan is 4 years old and is subject to interest of 12%. The guarantee of this credit is receivables belonging to the subsidiary, supplies owned by NSM, land and buildings owned by NSM, 2 units of USG HS 70A Samsung brand, medical devices, office equipment, and IT equipment owned by NSM, as well as guarantees from

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") (lanjutan)

PT Nusantara Sebelas Medika ("NSM") (lanjutan)

PT Perkebunan XI selaku pemegang saham. NSM tidak diperkenankan untuk memperoleh pinjaman baru apapun dari kreditur lain dan memiliki kewajiban untuk melapor antara lain jika NSM melakukan perubahan modal dan susunan pengurus, membayar dividen, dan melunasi pinjaman kepada pemegang saham.

NSM juga diminta untuk memelihara rasio *net working capital* selalu positif, *current ratio* minimal 140% dan *debt to equity ratio* minimal 300%. NSM telah melaporkan secara tertulis kepada BRI mengenai rencana pembayaran dividen sebesar Rp21.086 pada tahun 2022 dengan surat bertanggal 15 Agustus 2022 dan Rp1.632 pada tahun 2021 dengan surat bertanggal 6 September 2021. Pada tanggal 31 Desember 2022 dan 2021, entitas anak telah memenuhi persyaratan pinjaman utang bank.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp115 dan Rp1.521.

PT Rolas Nusantara Medika ("RNM")

Pada tanggal 13 April 2015, RNM memperoleh fasilitas pinjaman dari BRI sejumlah Rp11.500 dengan jangka waktu tujuh tahun hingga 13 April 2023. Perjanjian ini dikenakan bunga sebesar 12,5% per tahun dan mulai tanggal 17 Mei 2019 suku bunga disesuaikan menjadi sebesar 11% per tahun. Pinjaman dijamin dengan sertifikat hak guna bangunan No. 262 dan 2405.

Perjanjian pinjaman tersebut mencakup pembatasan-pembatasan antara lain di mana RNM tanpa pemberitahuan dan persetujuan tertulis dari bank tidak diperkenankan untuk melakukan perubahan bidang usaha, bentuk dan status legal RNM, mengalihkan RNM kepada pihak lain, melakukan merger atau akuisisi dan menjual aset tanpa persetujuan Bank, memindahtangankan barang agunan atau mengikatkan diri sebagai penjamin hutang atau menjaminkan harta kekayaan entitas anak kepada pihak lain kecuali fasilitas yang telah diterima dari kreditur lain, membuat perjanjian hutang, hak tanggungan, kewajiban lain atau menjaminkan dalam bentuk apapun atas aset termasuk hak atas tagihan dengan pihak lain kecuali yang ada,

18. LONG-TERM BANK LOAN (continued)

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") (continued)

PT Nusantara Sebelas Medika ("NSM") (continued)

PT Perkebunan XI as shareholders. NSM is not allowed to obtain any new loans from other creditors and has an obligation to report among others if NSM changes its capital and governing structure, pays dividends, and pays off loans to shareholders.

NSM is also required to maintain a positive net working capital ratio, a current ratio of at least 140% and a debt to equity ratio of at least 300%. NSM has reported in writing to BRI regarding the planned dividend payment of Rp21,086 in 2022 with letters dated August 15, 2022 and Rp1,632 in 2021 with letters dated September 6, 2021. On December 31, 2022 and 2021, the subsidiaries have fulfilled the bank debt loan requirements.

As of December 31, 2022 and 2021, the outstanding loan of this facility amounted to Rp115 and Rp1,521, respectively.

PT Rolas Nusantara Medika ("RNM")

On April 13, 2015, RNM obtained a loan facility from BRI amounting to Rp11,500 with a period of seven years until April 13, 2023. This agreement is subject to interest of 12.5% per annum and as of May 17, 2019 the interest rate is adjusted to 11% per annum. The loan is guaranteed with building rights certificate No. 262 and 2405.

The loan agreement includes restrictions, RNM without notification and written approval from the bank is not allowed to change its line of business, form and legal status of RNM, transfer RNM to other parties, conduct mergers or acquisitions and sell assets without Bank approval, transfers collateral or binds itself as a guarantor of debt or guarantees the subsidiary's assets to other parties except for facilities that have been received from other creditors, making debt agreements, mortgage rights, other obligations or collateral in any form of assets including the right to claim with other parties, except for existing ones,

18. UTANG BANK JANGKA PANJANG (lanjutan)

PT Bank Rakyat Indonesia (Persero) Tbk (lanjutan)

PT Rolas Nusantara Medika (”RNM”) (lanjutan)

membagikan dividen atau mengambil bagian modal untuk kepentingan diluar usaha, mengambil *lease* dari entitas anak *leasing*, membuka kantor cabang atau perwakilan baru, atau membuka usaha baru selain usaha yang telah ada, membubarkan entitas anak dan meminta dinyatakan pailit.

Pinjaman ini juga mewajibkan RNM untuk menjaga kinerja keuangan dengan indikator keuangan: rasio lancar minimal 1 dan rasio hutang terhadap ekuitas maksimal 2,5.

Pada tanggal 31 Desember 2022, RNM dapat memenuhi pembatasan rasio keuangan yang ditetapkan. Pada tanggal 31 Desember 2020, RNM tidak dapat memenuhi pembatasan rasio keuangan yang ditetapkan, akan tetapi RNM telah mendapatkan surat penegasan dari kreditur di Januari 2021 yang menyatakan bahwa kreditur tidak akan menagih pinjaman dalam jangka waktu satu tahun ke depan. Seluruh bagian jangka panjang dari pinjaman ini direklas ke jangka pendek.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar RpNihil dan Rp2.190.

18. LONG-TERM BANK LOAN (continued)

PT Bank Rakyat Indonesia (Persero) Tbk (continued)

PT Rolas Nusantara Medika (”RNM”) (continued)

distribute dividends or take part of the capital for interests outside the business, take a lease from a leasing Subsidiary, open a new branch or representative office, and open a new business besides the existing business, dissolve the subsidiary and ask to be declared bancrupt.

The loan agreement also obligiate for RNM to maintain its financial performance with financial indicator: current ratio of minimum 1, and debt to equity ratio of maximum 2.5.

On December 31, 2022, RNM was able to meet the financial ratio restrictionsset. On December 31, 2020, RNM was unable to meet the financial ratio restrictions set, but RNM has obtained a letter of affirmation from creditor in January 2021 stating that creditor will not collect the loan within the next one year. All long term portion of this loan is reclassed to short term portion.

As of December 31, 2022 and 2021, the outstanding loan of this facility amounted to RpNil and Rp2,190, respectively.

19. PINJAMAN LEMBAGA KEUANGAN

Akun ini terdiri dari:

19. FINANCIAL INSTITUTION LOAN

This account consists of:

	31 Desember 2022/ *December 31, 2022*	**31 Desember 2021/ *December 31, 2021***	
PT Sarana Multi Infrastruktur (Persero)	14.176	103.104	*PT Sarana Multi Infrastruktur (Persero)*
PT Mitra Langsung Jaya	-	789	*PT Mitra Langsung Jaya*
PT Mandiri Utama Finance	-	36	*PT Mandiri Utama Finance*
Total	14.176	103.929	*Total*
Dikurangi : bagian lancar	14.176	28.452	*Less : Current portion*
Bagian tidak lancar	**-**	**75.477**	***Non-current portion***

19. PINJAMAN LEMBAGA KEUANGAN (lanjutan)

PT Sarana Multi Infrastruktur (”SMI”)

PT Bakti Timah Medika (”BTM”)

Pada tanggal 24 November 2017, BTM memperoleh Fasilitas Kredit Pembiayaan/Investasi dari lembaga keuangan bukan bank, SMI, dengan jumlah sebesar Rp105.695 yang digunakan untuk pembiayaan investasi dalam rangka pembangunan.

BTM Pangkalpinang sesuai dengan RAB dengan item yang dapat dibiayai berupa biaya konstruksi, pengadaan alat kesehatan, dan pengadaan alat non kesehatan di Kota Pangkalpinang, Provinsi Kepulauan Bangka Belitung. Fasilitas Kredit Pembiayaan/ Investasi ini berjangka waktu 96 bulan, dengan bunga sebesar JIBOR 1 bulan ditambah margin sebesar 3,978% pertahun JIBOR 1 bulan berarti mengacu pada JIBOR 1 bulan sebagaimana dipublikasikan melalui situs Bank Indonesia 1 (satu) Hari Kerja sebelum Periode Perhitungan Bunga.

Fasilitas kredit ini dijaminkan dengan a) Tanah dan Bangunan Proyek yang dibiayai diikat dengan Hak Tanggungan; b) *Letter of Undertaking* dari PT Timah (Persero) Tbk dengan cakupannya meliputi kewajiban pemenuhan dalam hal terjadi *cashflow deficit* ; dan c) Gadai Rekening Cadangan Pembayaran Hutang (*Debt Service Reserve Account/DSRA*) pinjaman ini juga mencakup pembatasan - pembatasan antara lain memberikan pemberitahuan tertulis kepada SMI selambat-lambatnya dalam jangka waktu 5 (lima) hari kerja setelah terjadinya/ dilakukannya hal-hal sebagai berikut: Mengubah susunan Direksi dan/atau Dewan Komisaris Debitur, Melakukan perubahan terhadap struktur permodalan entitas anak (*corporate structure*), Melakukan divestasi, merger (penggabungan), konsolidasi dan akuisisi (pembelian). Pinjaman ini juga mewajibkan BTM untuk menjaga kinerja keuangan dengan indikator keuangan: rasio lancar minimal 1x, *DSCR* minimal 1x, *Debt to Equity* maksimal 3x, *Debt to EBITDA* minimal 5x.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar RpNihil dan Rp76.328.

19. FINANCIAL INSTITUTION LOAN (continued)

PT Sarana Multi Infrastruktur (”SMI”)

PT Bakti Timah Medika (”BTM”)

On November 24, 2017, BTM obtained a Financing/Investment Credit Facility from a non-bank financial institution, SMI, with amount of Rp105,695 which is used for investment financing in the context of the framework of building.

BTM Pangkalpinang Hospital in accordance with the RAB with items that can be financed in the form of construction costs, procurement of medical devices, and procurement of non-medical equipment in Pangkalpinang City, Bangka Belitung Islands Province. This Financing/ Investment Credit Facility has a term of 96 months, with an interest of 1 month JIBOR plus a margin of 3.978% per annum. JIBOR 1 month means that it refers to 1 month JIBOR as published on the Bank Indonesia website 1 (one) Business Day before the Interest Calculation Period.

This credit facility is guaranteed by a) Land and Project Buildings that are being financed are bound with Mortgage Rights; b) Letter of Undertaking from PT Timah (Persero) Tbk with the scope covering fulfillment obligations in the event of a cash flow deficit ; and c) Pawn of Debt Service Reserve Account (DSRA) for this loan also includes restriction, among others, Providing written notification to SMIs no later than 5 (five) working days after the occurrence / implementation of the following: Changing the composition of the Board of Directors and/or Board of Commissioners of Debtors, Changing the corporate capital structure, conducting divestments, mergers (mergers), consolidation and acquisitions (purchases). This loan also requires BTM to maintain financial performance with financial indicators: a minimum current ratio of 1x, minimum DSCR of 1x, Debt to Equity maximum of 3x, Debt to EBITDA minimum of 5x.

On December 31, 2022 and 2021, the outstanding loan of this facility amounted to RpNil and Rp76,328, respectively.

19. PINJAMAN LEMBAGA KEUANGAN (lanjutan)

PT Sarana Multi Infrastruktur (”SMI”) (lanjutan)

PT Nusantara Sebelas Medika (”NSM”)

Pada tanggal 30 Oktober 2015, NSM memeroleh fasilitas kredit investasi dari SMI. Fasilitas ini dipergunakan untuk pembangunan gedung rumah sakit dan fasilitas radioterapi di Rumah Sakit Lavalette. Pinjaman ini memiliki *grace period* 1 tahun dan akan dilunasi dalam jangka waktu 8 tahun terhitung mulai tanggal efektif Maret 2017 sampai dengan jatuh tempo pada 21 Desember 2023 dalam 28 angsuran triwulanan. Fasilitas kredit investasi ini dikenakan bunga sebesar 6,74% pada tahun 2022 (2021: 5,80%). Pinjaman ini dijamin dengan sebagian tanah dan bangunan milik pemegang saham dan jaminan dari PT Perkebunan Nusantara XI selaku pemegang saham. Pinjaman ini akan jatuh tempo pada tanggal 21 Desember 2023.

Perjanjian ini mencakup pembatasan-pembatasan tertentu, antara lain dilarang menjadi penjamin pinjaman atau menjaminkan aset kepada pihak lain. Entitas anak juga diminta untuk memelihara rasio *debt to EBITDA* maksimal 2,6x 4,5x; 4,5x; dan 3,0x pada tahun pertama, kedua, ketiga dan kelima, *debt service coverage ratio* minimal 1,5x; rasio lancar minimum 1 dan rasio pinjaman terhadap ekuitas maksimal 2,5x.

Pada tanggal 31 Desember 2022 dan 2021, NSM telah memenuhi persyaratan pinjaman tersebut.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar Rp14.176 dan Rp26.776.

PT Mitra Langsung Jaya (”MLJ”)

PT Nusantara Medika Utama (”NMU”)

Pada tanggal 14 November 2016, 16 Desember 2016 dan 3 Mei 2017, NMU mengadakan perjanjian pembelian kredit dengan MLJ sehubungan dengan pembelian *X-Ray*, *CT Scan* dan pembelian meja operasi, perangkat anastesi dan lampu operasi seharga Rp17.525.

19. FINANCIAL INSTITUTION LOAN (continued)

PT Sarana Multi Infrastruktur (”SMI”) (continued)

PT Nusantara Sebelas Medika (”NSM”)

On October 30, 2015, NSM obtained an investment credit facility from SMI. This facility is used for the construction of hospital buildings and radiotherapy facilities at Lavalette Hospital. This loan has a grace period of 1 year and will be repaid within a period of 8 years starting from the effective date of March 2017 until maturity on December 21, 2023 in 28 installments. This investment credit facility is subject to an interest rate of 6.74% in 2022 (2021: 5.80%). This loan is secured by part of the land and buildings owned by shareholders and guarantees from PT Perkebunan Nusantara XI as the shareholder. This loan will be due on December 21, 2023.

This agreement includes certain restrictions, including being prohibited from being a guarantor of loans or pledging assets to other parties. The subsidiary is also required to maintain a maximum debt-to-EBITDA ratio of 2.6x 4.5x; 4.5x; and 3.0x in the first, second, third and fifth years, debt service coverage ratio of at least 1.5x; Minimum Current Ratio 1 and Maximum Loan to Equity Ratio 2.5x.

On December 31, 2022 and 2021, NSM was able to meet all the loan requirements.

As of December 31, 2022 and 2021, the outstanding loan of this facility amounted to Rp14,176 and Rp26,776, respectively.

PT Mitra Langsung Jaya (”MLJ”)

PT Nusantara Medika Utama (”NMU”)

On November 14, 2016, December 16, 2016 and May 3, 2017, NMU entered into a credit purchase agreement with MLJ in connection with the purchase of X-Ray, CT Scan and purchase of operating table, anaesthetic device and operating lamp for Rp17,525.

19. PINJAMAN LEMBAGA KEUANGAN (lanjutan)

PT Mitra Langsung Jaya (”MLJ”) (lanjutan)

PT Nusantara Medika Utama (”NMU”) (lanjutan)

NMU telah membayar uang muka sebesar Rp5.257. Saldo utang sebesar Rp17.632 dibayar dengan angsuran selama 5 tahun. Untuk pembelian *X-Ray*, NMU telah melunasi seluruhnya pada tanggal 14 November 2018. Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman adalah RpNihil dan Rp594.

Pada tanggal 16 dan 20 September 2016, NMU mengadakan perjanjian pembelian kredit dengan MLJ sehubungan dengan pembelian *CT Scan* seharga Rp13.000. NMU telah membayar uang muka sebesar Rp3.900. Saldo utang sebesar Rp13.386 dibayar dengan angsuran selama 5 tahun. Pada tanggal 31 Desember 2022 dan 2021 saldo pinjaman adalah RpNihil dan Rp151.

Pada tanggal 21 November 2014 dan 18 Agustus 2015, NMU mengadakan perjanjian pembelian kredit dengan MLJ sehubungan dengan pembelian meja operasi, perangkat anastesi dan lampu operasi seharga Rp4.878. NMU telah membayar uang muka sebesar Rp1.463. Pada tanggal 31 Desember 2020 saldo pinjaman sebesar Rp5.098 dibayar dengan angsuran selama 5 tahun.

PT Mandiri Utama Finance (”MUF”)

PT Nusantara Medika Utama (“NMU”)

Pada tanggal 25 Maret 2019, NMU mengadakan perjanjian pembelian kredit dengan MUF sehubungan dengan pembelian dua unit mobil dinas untuk direksi seharga Rp983. Entitas anak telah membayar uang muka sebesar Rp331. Saldo utang sebesar Rp757 dan dibayar dengan angsuran selama 3 tahun.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman atas fasilitas ini masing-masing sebesar RpNihil dan Rp36.

19. FINANCIAL INSTITUTION LOAN (continued)

PT Mitra Langsung Jaya (”MLJ”) (continued)

PT Nusantara Medika Utama (”NMU”) (continued)

NMU has paid a down payment of Rp5,257. The debt balance of Rp17,632 is paid in installments for 5 years. For the purchase of X-Ray, NMU has paid off in full on November 14, 2018. On December 31, 2022 and 2021, the outstanding loan was RpNil and Rp594, respectively.

On September 16 and 20, 2016, NMU entered into a credit purchase agreement with MLJ in connection with the purchase of CT Scan for Rp13,000. NMU has paid a down payment of Rp3,900. The outstanding loan of Rp13,386 was paid in installments for 5 years. On December 31, 2022 and 2021 the outstanding loan was RpNil and Rp151, respectively.

On November 21, 2014 and August 18, 2015, NMU entered into a credit purchase agreement with MLJ in connection with the purchase of operating tables, anaesthetic devices and operating lights for Rp4,878. NMU has paid a down payment of Rp1,463. On December 31, 2020 the outstanding loan of Rp5,098 is paid in installments for 5 years.

PT Mandiri Utama Finance (”MUF”)

PT Nusantara Medika Utama (“NMU”)

On March 25, 2019, NMU entered into a credit purchase agreement with MUF in connection with for Rp983. The subsidiary has paid a down payment of Rp331. The outstanding loan of Rp757 is paid in installments for 3 years. .

As of December 31, 2022 and 2021, the outstanding loan of this facility amounted to RpNil and Rp36, respectively.

20. PINJAMAN WAJIB KONVERSI

20. MANDATORY CONVERTIBLE LOAN

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Pinjaman Wajib Konversi PT Bio Farma (Persero)	612.380	-	*Mandatory Convertible Loan PT Bio Farma (Persero)*
Dikurangi selisih antara nilai wajar dan nilai jatuh tempo yang belum diamortisasi	(48.496)	-	*Less unamortized difference between initial amount and the maturity amount*
Net	563.884	-	*Net*

Pada tanggal 24 Desember 2021 Perusahaan dan PT Bio Farma (Persero) (''Bio Farma'') menandatangani Perjanjian Pinjaman Wajib Konversi sejumlah Rp1.000.000 (satu triliun Rupiah) dimana seluruh dana pinjaman tersebut wajib dikonversi menjadi penyertaan modal atau saham dalam Perusahaan sesuai syarat dan ketentuan dalam Perjanjian tersebut. Dana pinjaman ini wajib digunakan oleh Perusahaan untuk mengintergrasikan layanan kesehatan melalui peningkatan pelayan kesehatan sesuai dengan tujuan penggunaan penambahan Penyertaan Modal Negara. Pinjaman ini tidak berbunga. Konversi pinjaman menjadi saham dapat dilakukan setelah pemenuhan persyaratan-persyaratan tertentu seperti yang dinyatakan dalam perjanjian pinjaman.

On December 24, 2021, the Company and PT Bio Farma (Persero) (''Bio Farma'') has signed the Mandatory Convertible Loan Agreement in the amount of Rp1,000,000 (one trillion Rupiah) whereby all of the loan funds must be converted into investment of equity or share in the Company according to the terms and conditions of the Agreement. Funds from this loan must be used by the Company to integrate health services through the improvement of health services in accordance with the intended of the additional State Capital Participation. This loan has no interest. Convertion of this loan to share can be done after the fullfilment of the certain confitions as stated in the loan agreement.

Pada tanggal 6 Desember 2022, Perusahaan telah menerima dana atas pinjaman ini sebesar Rp612.380.

On December 6, 2022, the Company has received funds for this loan amounting to Rp612,380.

Berdasarkan Addendum I pada tanggal 30 November 2022 perjanjian No. 5250/A00000/2022-SO, bahwa jangka waktu jatuh tempo diperpanjang selama 1 (satu) tahun hingga tanggal 30 November 2023.

Based on the Amendment I on November 30, 2022 with agreement No. 5250/A00000/2022-SO, that the maturity period is extended for 1 (one) year until November 30, 2023.

Pinjaman dicatat sebesar nilai wajarnya pada pengakuan awal tanggal 6 Desember 2022, yang kemudian akan dicatat pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektf. Tingkat bunga efektif pinjaman ini adalah sebesar 9,3% dengan nilai wajar Rp558.892. Oleh karena itu, Perusahaan telah mencatat selisih nilai wajar pinjaman dengan pokok pinjaman sebesar Rp53.488 pada akun "Tambahan modal disetor" (Catatan 22).

The loan has been recorded at fair value as at the date of inception, December 6, 2022, to be subsequently carried at amortized cost using te effective interest rate method. The effective interest rate of the New Bonds have been determined to be 9.3%, with a fair value of Rp558,892. Accordingly The Company has recorded the difference between the fair value of loan with the principle loan amounting to Rp53,488 at account "Additional Paid-in Capital" (Note 22).

20. PINJAMAN WAJIB KONVERSI (lanjutan)

Pada 23 Maret 2023, Perusahaan dan Bio Farma menandatangani Perjanjian Perubahan dan Pernyataan Kembali atas Perjanjian Pinjaman Wajib Konversi dimana para pihak sepakat bahwa:

- Penggunaan dana tahap awal sebesar Rp595.150 harus digunakan untuk investasi alat kesehatan, layanan kesehatan *brain heart centre*, dan penguatan kapabilitas sumber daya manusia
- Konversi dilakukan selambat-lambatnya 12 bulan setelah tanggal perubahan perjanjian ini.

Pada 13 April 2023, Perusahaan mengembalikan pinjaman tersebut senilai Rp17.220 dikarenakan nilai tersebut sebelumnya didedikasikan untuk penanganan pandemi COVID-19, dimana pada tahun 2023 pandemi COVID-19 telah dianggap berakhir.

20. MANDATORY CONVERTIBLE LOAN (continued)

On March 23, 2023, the Company and Bio Farma signed an Amendement Agreement and Restatement of the Mandatory Convertible Loan Agreement in which the both parties agreed:

- *The use of initial funds of IDR 595,150 must be used for investment in medical devices, brain heart center health services, and strengthening human resource capabilities*
- *Conversion takes place no later than 12 months after the date of amendment of this agreement.*

On April 13, 2023, the Company returned the loan in the amount of Rp17,220 because this amount was previously dedicated for handling the COVID-19 pandemic, whereas in 2023, COVID-19 pandemic was considered over.

21. MODAL SAHAM / *21. SHARE CAPITAL*

31 Desember 2022 dan 2021/ *December 31, 2022 and 2021*

Nama pemegang saham	Jumlah lembar saham/ *Number of shares*	Persentase kepemilikan/ *Percentage of ownership*	Nilai/ *Value*	*Name of shareholders*
PT Pertamina (Persero)	23.700.021	81,1%	2.370.002	*PT Pertamina (Persero)*
PT Perkebunan Nusantara X	1.643.253	5,62%	164.325	*PT Perkebunan Nusantara X*
PT Pelabuhan Indonesia III	1.168.743	4,00%	116.874	*PT Pelabuhan Indonesia III*
PT Pelabuhan Indonesia II	584.372	2,00%	58.437	*PT Pelabuhan Indonesia II*
PT Perkebunan Nusantara XI	566.840	1,94%	56.684	*PT Perkebunan Nusantara XI*
PT Timah Tbk	518.889	1,78%	51.888	*PT Timah Tbk*
PT Perkebunan Nusantara XII	508.403	1,74%	50.843	*PT Perkebunan Nusantara XII*
PT Krakatau Steel (Persero) Tbk	218.239	0,75%	21.824	*PT Krakatau Steel (Persero) Tbk*
PT Krakatau Industrial Estate Cilegon	178.559	0,61%	17.855	*PT Krakatau Industrial Estate Cilegon*
PT Krakatau Bandar Samudera	128.959	0,44%	12.896	*PT Krakatau Bandar Samudera*
PT Pertamina PDV Indonesia	1.484	0,01%	148	*PT Pertamina PDV Indonesia*
Total	**29.217.762**	**100%**	**2.921.776**	***Total***

Berdasarkan keputusan pemegang saham secara sirkuler yang diaktakan dengan Akta Notaris Adi Triharso, S.H., No. 20 tanggal 4 Juni 2020, pemegang saham menyetujui modal ditempatkan dan disetor menjadi sebesar 16.701.505 lembar saham dengan nilai nominal seluruhnya sebesar Rp1.670.150 yang telah diambil oleh:

- PT Pertamina (Persero) sebesar 16.700.021 lembar saham dengan nilai nominal sebesar Rp1.670.002
- PT Pertamina Pedeve Indonesia sebesar 1.484 lembar saham dengan nilai nominal sebesar Rp148.

Based on the circular decision of shareholders notarized under Deed No. 20 dated June 4, 2020 of Adi Triharso, S.H., that the shareholders approved the issued and fully paid capital to be 16,701,505 shares with a total nominal value of Rp1,670,150 which were subscribed by:

- *PT Pertamina (Persero) of 16,700,021 shares with nominal value of Rp1,670,002*
- *PT Pertamina Pedeve Indonesia of 1,484 shares with nominal value of Rp148.*

21. MODAL SAHAM (lanjutan)

Berdasarkan keputusan pemegang saham secara sirkuler yang diaktakan dengan Akta Notaris Aulia Taufani, S.H., No. 42 tanggal 7 Agustus 2020 bahwa pemegang saham menyetujui:

- Penyertaan modal PT Pertamina (Persero) sebesar Rp700.000 yang akan digunakan untuk aksi korporasi *holding* rumah sakit BUMN
- Perubahan modal ditempatkan dan disetor menjadi sejumlah 23.701.505 lembar saham dengan nilai nominal seluruhnya sebesar Rp2.370.150.
- Penyertaan modal dalam badan usaha PT RS Pelabuhan, PT Pelindo Husada Citra, PT Nusantara Medika Utama, PT Nusantara Sebelas Medika, PT Rolas Nusantara Medika, PT RS Bakti Timah dan PT Krakatau Medika dengan skema akuisisi dan inbreng (aksi korporasi *holding* rumah sakit BUMN)
- Pengambilalihan saham sebesar minimal 51% dalam PT RS Pelni, 67% dalam PT RS Pelabuhan, PT Pelindo Husada Citra, PT Nusantara Medika Utama, PT Nusantara Sebelas Medika, PT Rolas Nusantara Medika, PT Bakti Timah Medika dan 71% dalam PT Krakatau Medika dengan skema jual beli saham dan skema tukar menukar saham dengan menerbitkan saham baru.

Pada tanggal 31 Desember 2021, berdasarkan surat Direktur Utama PT Pertamina (Persero), No. 559/C00000/2021-S4 perihal Rencana Penyertaan Modal Pertamina (PMP) kepada Perusahaan untuk Penyediaan Alat Kesehatan di RS Modular COVID-19 Tanjung Duren, PT Pertamina (Persero) melakukan tambahan Penyertaan Modal dengan nilai sebesar Rp90.000 kepada PBM IHC yang akan digunakan untuk Penyediaan Alat Kesehatan di RS Modular COVID-19 Tanjung Duren.

PMP akan dikonversi menjadi saham Perusahaan ketika dilakukannya konversi Pinjaman Wajib Konversi atas saham PT Bio Farma (Persero) (Catatan 20). Perusahaan telah menerima dana tersebut pada tanggal 31 Desember 2021. Transaksi ini telah dicatat pada akun “Uang Muka Setoran Modal”

Manajemen Permodalan

Tujuan Grup dalam pengelolaan permodalan adalah untuk mempertahankan kelangsungan usaha Grup guna memberikan imbal hasil kepada pemegang saham dan manfaat kepada pemegang saham lainnya serta menjaga struktur modal yang optimal untuk mengurangi biaya modal.

21. SHARE CAPITAL (continued)

Based on the circular decision of shareholders notarized under Deed No. 42 dated August 7, 2020 of Aulia Taufani, S.H., that the shareholders approved:

- *PT Pertamina (Persero)'s capital investment of Rp700,000 which will be used for the corporate action of the BUMN Hospital holding*
- *Changes in the issued and fully paid capital to be 23,701,505 shares with total nominal value of Rp2,370,150.*
- *Equity investment in PT RS Pelabuhan, PT Pelindo Husada Citra, PT Nusantara Medika Utama, PT Nusantara Sebelas Medika, PT Rolas Nusantara Medika, PT RS Bakti Timah and PT Krakatau Medika with acquisition and inbreng schemes (action of the BUMN Hospital holding)*
- *Takeover of shares of at least 51% in PT RS Pelni, 67% in PT RS Pelabuhan, PT Pelindo Husada Citra, PT Nusantara Medika Utama, PT Nusantara Sebelas Medika, PT Rolas Nusantara Medika, PT Bakti Timah Medika and 71% in PT Krakatau Medika with a share sales and purchase scheme and a share swap scheme by issuing new shares.*

As of December 31, 2021, based on President Director’s letter of PT Pertamina (Persero), No. 559/C00000/2021-S4 regarding Pertamina's Equity Participation Plan (PMP) to the Company for the Provision of Medical Devices at the Tanjung Duren COVID-19 Modular Hospital, PT Pertamina (Persero) made additional Equity Participation with a value of Rp90,000 to PBM IHC which will be used for the Provision of Medical Devices at the Tanjung Duren COVID-19 Modular Hospital.

PMP will be converted into the Company shares when converting the Mandatory Convertible Loan on shares of PT Bio Farma (Persero) (Note 20). The Company has received the funds on December 31, 2021. This transaction has been recorded on the account "Advance for Share Subscription” account.

Capital management

The objective of the Group in capital management is to maintain the going concern of business in order to be able to give return and benefit to shareholders and also to keep optimum capital structure to reduce cost of capital.

21. MODAL SAHAM (lanjutan)

Manajemen Permodalan (lanjutan)

Grup melakukan penilaian secara berkala untuk menilai kemungkinan pembiayaan kembali kewajiban yang ada dengan yang baru yang memiliki biaya yang lebih efisien yang akan mengarahkan pada biaya utang yang lebih optimal. Dalam kasus kas *idle* dengan kesempatan investasi terbatas, Perusahaan akan mempertimbangkan membayar dividen kepada para pemegang sahamnya.

Grup menjaga struktur modalnya pada tingkat yang diyakini tidak akan membahayakan peringkat kredit dan yang hampir setara dengan pesaingnya.

21. SHARE CAPITAL (continued)

Capital management (continued)

The Group performs evaluation on the refinancing possibilities regularly for existing liabilities with new one which has more efficient cost which will lead to more optimal loan cost. In case of idle cash balance with limited investment opportunity, the Group will take into consideration of dividend distribution to its shareholders.

The Group maintains its capital structure to a level which is believed will not effect its credit rating and equal to its competitors.

22. TAMBAHAN MODAL DISETOR

22. ADDITIONAL PAID-IN CAPITAL

	31 Desember 2022/ *December 31, 2022*	**31 Desember 2021/ *December 31, 2021***	
Penambahan investasi dari Non-pengendali	(1.533.899)	(1.529.406)	*Additional investment from non-controlling interest*
Selisih antara harga nominal saham dengan hasil setoran modal	356.940	356.940	*Difference between nominal value with fully paid in capital*
Selisih nilai wajar pinjaman wajib konversi	53.488	-	*Difference in the fair value of mandatory convertible loan*
Total	**(1.123.471)**	**(1.172.466)**	***Total***

23. DIVIDEN KAS

Pada 21 April 2022, Perusahaan menyelenggarakan Rapat Umum Pemegang Saham untuk tahun buku 2021. Berdasarkan risalah rapat, pemegang saham menetapkan antara lain penggunaan laba neto Perusahaan tahun buku 2021 sebagai berikut :

- Pembagian dividen sebesar Rp311.543 yang dibayarkan secara tunai
- Sisanya sebesar Rp116.871 digunakan sebagai cadangan wajib.

Pada 27 April 2021, Perusahaan menyelenggarakan Rapat Umum Pemegang Saham untuk tahun buku 2020. Berdasarkan risalah rapat, pemegang saham menetapkan antara lain penggunaan laba neto Perusahaan tahun buku 2020 sebagai berikut :

- Pembagian dividen sebesar Rp23.707 yang dibayarkan secara tunai
- Sisanya sebesar Rp213.362 digunakan sebagai cadangan.

23. CASH DIVIDEND

On April 21, 2022, the Company held a General Meeting of Shareholders for the fiscal year 2021. Based on the minutes of meeting, the shareholder approved, among others, the utilization of 2021 net income of the Company to be as follows:

- *Distribution of dividends amounting to Rp311,543 paid in cash*
- *The remaining Rp116,871 were allocated for the appropriated reserve.*

On April 27, 2021, the Company held a General Meeting of Shareholders for the fiscal year 2020. Based on the minutes of meeting, the shareholder approved, among others, the utilization of 2020 net income of the Company to be as follows:

- *Distribution of dividends amounting to Rp23,707 paid in cash*
- *The remaining Rp213,362 were reserved.*

24. KEPENTINGAN NON-PENGENDALI

24. NON-CONTROLLING INTEREST

Kepentingan non-pengendali atas aset neto entitas anak yang dikonsolidasi adalah sebagai berikut:

Non-controlling interests in net assets of consolidated subsidiaries are as follows:

	Total kepentingan non-pengendali/ *Total non-controlling interest*		
	2022	**2021**	
PT Rumah Sakit Pelni	297.848	289.774	*PT Rumah Sakit Pelni*
PT Nusantara Medika Utama	114.870	94.704	*PT Nusantara Medika Utama*
PT Pelindo Husada Citra	104.505	126.300	*PT Pelindo Husada Citra*
PT Bakti Timah Medika	52.487	65.885	*PT Bakti Timah Medika*
PT Rolas Nusantara Medika	52.449	49.456	*PT Rolas Nusantara Medika*
PT Rumah Sakit Pelabuhan	48.628	33.056	*PT Rumah Sakit Pelabuhan*
PT Nusantara Sebelas Medika	45.581	40.876	*PT Nusantara Sebelas Medika*
PT Krakatau Medika	25.103	16.172	*PT Krakatau Medika*
Total	**741.471**	**716.223**	***Total***

Kepentingan non-pengendali atas laba/(rugi) neto entitas anak yang dikonsolidasi adalah sebagai berikut:

Non-controlling interests in net income/(loss) of consolidated subsidiaries are as follows:

	Total kepentingan non-pengendali/ *Total non-controlling interest*		
	2022	**2021**	
PT Nusantara Medika Utama	31.322	26.869	*PT Nusantara Medika Utama*
PT Rumah Sakit Pelni	29.948	38.835	*PT Rumah Sakit Pelni*
PT Nusantara Sebelas Medika	13.313	28.783	*PT Nusantara Sebelas Medika*
PT Krakatau Medika	10.128	16.947	*PT Krakatau Medika*
PT Rumah Sakit Pelabuhan	9.571	25.034	*PT Rumah Sakit Pelabuhan*
PT Rolas Nusantara Medika	5.854	6.833	*PT Rolas Nusantara Medika*
PT Pelindo Husada Citra	(8.821)	27.321	*PT Pelindo Husada Citra*
PT Bakti Timah Medika	(9.931)	8.784	*PT Bakti Timah Medika*
Total	**81.384**	**179.406**	***Total***

25. PENDAPATAN

25. REVENUES

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,*		
	2022	**2021**	
Penunjang medis	1.457.488	1.699.366	*Medical support*
Rawat inap	1.047.028	2.078.807	*Inpatient*
Farmasi	1.000.581	1.225.696	*Pharmacy*
Rawat jalan	997.306	1.103.080	*Outpatient*
Pendapatan Umum	384.281	652.284	*General Income*
Pendapatan *managed care*	91.825	75.241	*Income from managed care*
Total	**4.978.509**	**6.834.474**	***Total***

26. BEBAN OPERASI / *26. OPERATING EXPENSES*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,*		
	2022	**2021 (Disajikan kembali/ *As Restated* - Catatan/*Note* 2)**	
Beban pegawai	2.431.052	2.283.481	*Employees expense*
Bahan			*Material*
Non obat	713.188	1.089.942	*Non-medicines*
Obat-obatan	586.414	827.418	*Medicines*
Kontrak	380.750	370.630	*Contract*
Umum dan administrasi	362.885	355.741	*General and administration*
Penyusutan aset tetap (Catatan 10)	292.770	262.392	*Depreciation fixed asset (Note 10)*
Insentif jasa pelayanan	166.297	241.523	*Services incentives*
Pemeliharaan	102.495	138.431	*Maintenance*
Penyusutan aset hak guna (Catatan 11)	47.208	53.946	*Depreciation right of use asset (Note 11)*
Penyisihan (pemulihan) piutang usaha (Catatan 6)	(49.373)	54.736	*Allowance (recovery) trade receivable (Note 6)*
Lain-lain (masing-masing di bawah Rp1.000)	13.667	129.742	*Others (each below Rp1,000)*
Total	**5.047.353**	**5.807.982**	***Total***

27. PENDAPATAN (BEBAN) LAIN-LAIN, NETO / *27. OTHER INCOME (EXPENSE), NET*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,*		
	2022	**2021**	
Penyesuaian klaim pasien COVID-19	217.519	-	*Adjustments of COVID-19 patient claims*
Perubahan liabilitas imbalan kerja	59.364	-	*Changes of employee benefit liability*
Pendapatan *management & branding*	12.178	11.309	*Management & branding fee*
Sewa	7.771	5.755	*Rent*
Pendapatan jasa parkir	3.629	2.631	*Parking fee*
Revaluasi properti investasi	1.048	6.724	*Property investment revaluation*
Penurunan nilai aset tetap	(32.123)	-	*Impairment fixed assets*
Lain-lain	56.519	8.077	*Others*
Total	**325.905**	**34.496**	***Total***

28. LIABILITAS IMBALAN KERJA

Liabilitas imbalan kerja per 31 Desember 2022 dihitung oleh KKA Steven & Mourits dan 31 Desember 2021 dihitung oleh PT Padma Radya Aktuaria, aktuaris independen. Asumsi utama yang digunakan adalah sebagai berikut:

28. EMPLOYEE BENEFIT LIABILITIES

The employee benefit liabilities as of December 31, 2022 by KKA Steven & Mourits and December 31, 2021 was calculated by PT Padma Radya Aktuaria, an independent actuary. The principal assumptions used are as follows:

	2022	2021 (Disajikan kembali/ *As Restated* - Catatan/*Note 2*)	
Tingkat diskonto	6,13%-7,5% per tahun/*annum*	6,75%-7,5% per tahun/*annum*	*Discount rate*
Kenaikan gaji di masa depan	4%-7,5% per tahun/*annum*	4%-7,5% per tahun/*annum*	*Future salary increases*
Usia pensiun normal	55-65 tahun/*years*	55-65 tahun/*years*	*Normal pension age*
Tingkat kematian	TMI 4	TMI 3	*Mortality rate*
Tingkat cacat	5% TMI 4	5% TMI 3	*Disability rate*
Tingkat pengunduran diri	5% untuk karyawan yang berusia hingga 30 tahun dan menurun linear ke 0% pada usia 56 tahun/ *1% for employee aging up to 30 years and will linearly decrease until 0% at age 56*	1% untuk karyawan yang berusia hingga 30 tahun dan menurun linear ke 0% pada usia 56 tahun/ *1% for employee aging up to 30 years and will linearly decrease until 0% at age 56*	*Resignation rate*

Jumlah yang diakui dalam laporan posisi keuangan dan laporan laba rugi dan penghasilan komprehensif lain adalah sebagai berikut:

The amounts recognized in the statement of financial position and statement of profit or loss and other comprehensive income are determined as follows:

	31 Desember/*December 31*,		
	2022	2021 (Disajikan kembali/ *As Restated* - Catatan/*Note 2*)	
Liabilitas imbalan kerja atas:			*Employee benefits for:*
Imbalan pensiun	696.856	711.258	*Pension benefits*
Imbalan kesehatan pascakerja	49.088	28.756	*Post-employment medical benefit*
Imbalan jangka panjang lainnya	6.582	12.497	*Other long-term benefits*
	752.526	**752.511**	
Dikurangi:			*Less:*
Bagian jangka pendek	37.990	26.665	*Current portion*
Bagian jangka panjang	**714.536**	**725.846**	***Non-current portion***

28. LIABILITAS IMBALAN KERJA (lanjutan)

28. EMPLOYEE BENEFIT LIABILITIES (continued)

Jumlah yang diakui dalam laporan posisi keuangan dan laporan laba rugi dan penghasilan komprehensif lain adalah sebagai berikut: (lanjutan)

The amounts recognized in the statement of financial position and statement of profit or loss and other comprehensive income are determined as follows: (continued)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,*		
	2022	**2021 (Disajikan kembali/ *As Restated* - Catatan/*Note* 2)**	
Laba atau rugi yang dibebankan atas:			*Profit or loss charged for:*
Imbalan pensiun	33.339	132.632	*Pension benefits*
Imbalan kesehatan pascakerja	18.404	783	*Post-employment medical benefits*
Imbalan jangka panjang lainnya	9.675	1.149	*Other long-term benefits*
Total	**61.418**	**134.564**	***Total***

Jumlah yang diakui pada laba rugi ditentukan sebagai berikut:

The amounts recognized in the profit or loss are determined as follows:

	31 Desember 2022/*December 31, 2022*				
	Imbalan pensiun/ *Pension benefits*	**Imbalan kesehatan pascakerja/ *Post-employment medical benefits***	**Imbalan jangka panjang lainnya/ *Other long-term benefits***	**Total/ *Total***	
Beban jasa kini	55.344	2.552	5.023	62.919	*Current service cost*
Beban bunga	47.379	2.732	585	50.696	*Interest cost*
Biaya jasa lalu	(21.177)	10.060	1.995	(9.122)	*Prior cost*
Kerugian/(keuntungan) aktuarial	(48.207)	3.060	2.072	(43.075)	*Actuarial loss/(gain)*
Total	**33.339**	**18.404**	**9.675**	**61.418**	***Total***

	31 Desember 2021/*December 31, 2021*				
	Imbalan pensiun/ *Pension benefits*	**Imbalan kesehatan pascakerja/ *Post-employment medical benefits***	**Imbalan jangka panjang lainnya/ *Other long-term benefits***	**Total/ *Total***	
Beban jasa kini	68.802	(1.364)	4.796	72.234	*Current service cost*
Beban bunga	41.069	2.147	1.109	44.325	*Interest cost*
Biaya jasa lalu	(807)	-	-	(807)	*Prior cost*
Kerugian/(keuntungan) aktuarial	23.568	-	(4.756)	18.812	*Actuarial loss/(gain)*
Total	**132.632**	**783**	**1.149**	**134.564**	***Total***

28. LIABILITAS IMBALAN KERJA (lanjutan)

28. EMPLOYEE BENEFIT LIABILITIES (continued)

Mutasi liabilitas imbalan kerja untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The movements in the employee benefit liabilities for the years ended December 31, 2022 and 2021 are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,*		
	2022	**2021 (Disajikan kembali/ *As Restated* - Catatan/*Note* 2)**	
Saldo pada awal tahun	752.511	681.862	*Balance at beginning of the year*
Beban jasa kini	62.919	72.234	*Current service cost*
Biaya jasa lalu	(9.122)	(807)	*Prior cost*
Beban bunga	50.696	44.325	*Interest cost*
Penyesuaian	(15.463)	(17.690)	*Adjustment*
Keuntungan aktuarial	(43.075)	18.812	*Actuarial gain*
Imbalan yang dibayar	(45.940)	(46.225)	*Benefits paid*
Saldo pada akhir tahun	**752.526**	**752.511**	***Balance at end of the year***

Analisa sensitivitas kuantitatif untuk asumsi-asumsi yang signifikan pada tanggal 31 Desember 2022 adalah sebagai berikut:

The quantitative analysis for significant assumptions as of December 31, 2022 is as follows:

	Tingkat diskonto/ *Discount rate*		Kenaikan gaji di masa depan/ *Future salary increase*		
	Persentase/ *Percentage*	**Pengaruh nilai kini atas kewajiban imbalan pasca-kerja/ *Effect on present value of benefits obligation***	**Persentase/ *Percentage***	**Pengaruh nilai kini atas kewajiban imbalan pasca-kerja/ *Effect on present value of benefits obligation***	
Kenaikan	1%	707.984	1%	829.654	*Increase*
Penurunan	(1%)	828.933	(1%)	707.686	*Decrease*

Analisa sensitivitas kuantitatif untuk asumsi-asumsi yang signifikan pada tanggal 31 Desember 2021 adalah sebagai berikut:

The quantitative analysis for significant assumptions as of December 31, 2021 is as follows:

	Tingkat diskonto/ *Discount rate*		Kenaikan gaji di masa depan/ *Future salary increase*		
	Persentase/ *Percentage*	**Pengaruh nilai kini atas kewajiban imbalan pasca-kerja/ *Effect on present value of benefits obligation***	**Persentase/ *Percentage***	**Pengaruh nilai kini atas kewajiban imbalan pasca-kerja/ *Effect on present value of benefits obligation***	
Kenaikan	1%	149.370	1%	283.925	*Increase*
Penurunan	(1%)	297.998	(1%)	158.487	*Decrease*

Durasi rata-rata dari program imbalan pasca kerja karyawan pada akhir periode pelaporan 31 Desember 2022 kisaran antara 0,5 tahun sampai dengan 20,03 tahun.

The average duration of the employee benefit liabilities as of December 31, 2022 ranging from 0.5 years to 20.03 years.

29. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI

Dalam kegiatan usahanya, Perusahaan melakukan transaksi tertentu dengan pihak berelasi. Saldo dan transaksi signifikan Perusahaan dengan pihak berelasi telah diungkapkan di masing-masing catatan terkait.

29. BALANCE AND TRANSACTION WITH RELATED PARTIES

In the normal course of business, the Group entered into certain transactions with related parties. The Group's balance and transactions with related parties have been disclosed on respective notes.

a. Sifat hubungan dan transaksi dengan pihak Berelasi

a. Nature of relationships and transactions with related parties

Pihak berelasi/ *Related parties*	Sifat hubungan/ *Nature of relationship*	Sifat transaksi/ *Nature of transaction*
PT Pertamina (Persero)	Pemegang saham/ *Shareholder*	Jasa kesehatan, sewa utilitas dan biaya pelatihan/ *Healthcare services, utilities rent and training fee*
PT Pertamina EP	Entitas sepengendali/ *Entities under common control*	Jasa kesehatan dan sewa utilitas/ *Healthcare services and utilities rent*
PT Pertamina Training & Consulting	Entitas sepengendali/ *Entities under common control*	Jasa kesehatan dan sewa utilitas/ *Healthcare services and utilities rent*
PT Pertamina Gas, PT Pertamina Trans Kontinental, PT Pertamina Patra Niaga, PT Pelita Air Service, PT Pertamina Hulu Energi, PT Patra Jasa, PT Elnusa Tbk Patra Trading, PT Pertamina Geothermal Energy, PT Tugu Pratama Indonesia, PT Pertamina PDV Indonesia, PT Pertamina Drilling Services Indonesia, PT Pertamina Retail, PT Pertamina Lubricants, PT Pertamina EP Cepu, PT Pertamina Internasional Eksplorasi dan Produksi, PT Pertamina EP Cepu ADK, PT Pertamina Algeria Eksplorasi dan Produksi, Conoco Phillips Algeria Limited, PT Perusahaan Gas Negara Tbk, PT Pertamina International Shipping, PT Pertamina Hulu Indonesia, PT Nusantara Regas, PT Pertamina Power Indonesia	Entitas sepengendali/ *Entities under common control*	Jasa kesehatan/*Healthcare services*
Yayasan Kesehatan Pertamina	Pihak berelasi lainnya/ *Other related party*	Jasa kesehatan/*Healthcare services*
Sekolah Tinggi Ilmu Kesehatan Pertamedika (STIKES)	Pihak berelasi lainnya/ *Other related party*	Pinjaman dan pendapatan bunga/*Loan and interest income*
Akademi Keperawatan Pertamina	Pihak berelasi lainnya/ Other related party	Pinjaman dan pendapatan bunga/*Loan and interest income*
Dewan Komisaris dan Dewan Direksi/*Board of Commissioners and Board of Directors*	Manajemen kunci Perusahaan/ *Key management of the Group*	Kompensasi dan remunerasi/ *Compensation and remuneration*

29. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

29. BALANCE AND TRANSACTION WITH RELATED PARTIES (continued)

a. Sifat hubungan dan transaksi dengan pihak berelasi (lanjutan)

a. Nature of relationships and transactions with related parties (continued)

Pihak berelasi/ *Related parties*	Sifat hubungan/ *Nature of relationship*	Sifat transaksi/ *Nature of transaction*
PT Bank Mandiri (Persero) Tbk, PT Bank Syariah Mandiri, PT Bank BRI (Persero) Tbk, PT Bank BNI (Persero) Tbk, PT Bank BNI Syariah, PT Bank BRI Syariah, PT Bank Pembangunan Daerah Jawa Timur Tbk, PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara, PT Bank Pembangunan Daerah Jawa Barat dan Banten, PT Bank BTN (Persero) Tbk, PT Bank DKI	Perusahaan afiliasi/ *Affiliated company*	Jasa perbankan/ *Banking services*
Kementerian Kesehatan Republik Indonesia (Kemenkes)	Merupakan entitas sepengendalian Pemerintah Republik Indonesia	Jasa kesehatan/ *Healthcare services*

b. Saldo dengan pihak berelasi

b. Balances with related parties

Kas dan setara kas (Catatan 4) / *Cash and cash equivalents (Note 4)*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
PT Bank BRI (Persero) Tbk	442.313	601.726	*PT Bank BRI (Persero) Tbk*
PT Bank Syariah Mandiri	419.816	-	*PT Bank Syariah Mandiri*
PT Bank Mandiri (Persero) Tbk	278.908	509.825	*PT Bank Mandiri (Persero) Tbk*
PT Bank BNI (Persero) Tbk	151.005	374.186	*PT Bank BNI (Persero) Tbk*
PT Bank Syariah Indonesia	147.652	943.085	*PT Bank Syariah Indonesia*
PT Bank BNI Syariah	47.689	-	*PT Bank BNI Syariah*
PT Bank BRI Syariah	34.562	-	*PT Bank BRI Syariah*
PT Bank BTN (Persero) Tbk	28.205	82.591	*PT Bank BTN (Persero) Tbk*
PT Bank Pembangunan daerah Jawa Timur	5.000	-	*PT Bank Pembangunan Daerah Jawa Timur*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	236	84.582	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
Lain-lain	4.983	2.646	*Others*
Total	**1.560.369**	**2.598.641**	***Total***

Piutang usaha (Catatan 6) / *Trade receivables (Note 6)*

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
Badan Penyelenggara Jaminan Sosial Kesehatan	185.797	159.230	*Badan Penyelenggara Jaminan Sosial Kesehatan*
PT Pertamina EP	65.065	49.810	*PT Pertamina EP*
PT Kilang Pertamina Internasional	62.787	37.814	*PT Kilang Pertamina International*
PT Pertamina (Persero)	36.737	63.926	*PT Pertamina (Persero)*
PT Patra Niaga	34.396	38.531	*PT Patra Niaga*
PT Pertamina Hulu Energi	27.231	25.918	*PT Pertamina Hulu Energi*

29. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

29. BALANCE AND TRANSACTION WITH RELATED PARTIES (continued)

b. Saldo dengan pihak berelasi (lanjutan)

b. Balances with related parties (continued)

Piutang usaha (Catatan 6) (lanjutan)

Trade receivables (Note 6) (continued)

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
PT Pertamina Driling Service Indonesia	16.938	27.857	*PT Pertamina Driling Service Indonesia*
PT Pertamina International Shipping	16.781	3.948	*PT Pertamina International Shipping*
Kementerian Kesehatan Republik Indonesia	15.899	552.345	*Kementrian Kesehatan Republik Indonesia*
PT Pertamina Training & Consulting	11.964	6.179	*PT Pertamina Training & Consulting*
PT Pertamina Hulu Indonesia	10.120	28.674	*PT Pertamina Hulu Indonesia*
PT Pertamina Gas	8.932	15.809	*PT Pertamina Gas*
PT Pertamina Trans Kontinental	7.886	2.172	*PT Pertamina Trans Kontinental*
PT Pertamina Geothermal Energy	5.961	6.343	*PT Pertamina Geothermal Energy*
PT Pertamina EP Cepu	5.092	10.709	*PT Pertamina EP Cepu*
Lain-lain	26.879	15.567	*Others*
Total	**538.465**	**1.044.832**	***Total***

Utang usaha (Catatan 12)

Trade payables (Note 12)

	31 Desember 2022/ *December 31, 2022*	31 Desember 2021/ *December 31, 2021*	
PT Pertamina (Persero)	23.321	17.880	*PT Pertamina (Persero)*
PT Patra Jasa	20.572	710	*PT Patra Jasa*
PT Kilang Pertamina Internasional	4.354	10.201	*PT Kilang Pertamina Internasional*
PT Tugu Pratama Indonesia	406	287	*PT Tugu Pratama Indonesia*
PT Pertamina Training & Consulting	221	73	*PT Pertamina Training & Consulting*
PT Patra Niaga (SH C&T)	137	212	*PT Patra Niaga (SH C&T)*
PT Pertamina Hulu Energi	1	-	*PT Pertamina Hulu Energi*
PT Pertamina EP	-	209	*PT Pertamina EP*
PT Perusahaan Gas Negara	-	113	*PT Perusahaan Gas Negara*
Total	**49.012**	**29.685**	***Total***

c. Transaksi dengan pihak berelasi

c. Transactions with related parties

Pendapatan (Catatan 25)

Revenues (Note 25)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,*		
	2022	**2021**	
Badan Penyelenggara Jaminan Sosial Kesehatan	1.949.017	1.185.773	*Badan Penyelenggara Jaminan Sosial Kesehatan*
Kementerian Kesehatan Republik Indonesia	155.117	2.597.521	*Kementrian Kesehatan Republik Indonesia*
PT Pertamina EP	121.015	116.305	*PT Pertamina EP*
PT Kilang Pertamina Internasional	117.532	38.244	*PT Kilang Pertamina International*
PT Patra Niaga Konsolidasi	52.497	20.163	*PT Patra Niaga Konsolidasi*

29. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

29. BALANCE AND TRANSACTION WITH RELATED PARTIES (continued)

c. Transaksi dengan pihak berelasi (lanjutan)

c. Transactions with related parties (continued)

Pendapatan (Catatan 25) (lanjutan)

Revenues (Note 25) (continued)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,*		
	2022	**2021**	
PT Pertamina (Persero)	40.567	189.926	*PT Pertamina (Persero)*
PT Pertamina Hulu Energi	25.060	27.628	*PT Pertamina Hulu Energi*
PT Pertamina International Shipping	23.567	3.444	*PT Pertamina International Shipping*
PT Pertamina Driling Service Indonesia	21.651	28.900	*PT Pertamina Driling Service Indonesia*
PT Pertamina Hulu Indonesia	18.996	22.973	*PT Pertamina Hulu Indonesia*
PT Pertamina Training and Consulting	11.789	4.064	*PT Pertamina Training and Consulting*
PT Pertamina Geothermal Energy	9.656	8.260	*PT Pertamina Geothermal Energy*
PT Elnusa Tbk	9.194	10.952	*PT Elnusa Tbk*
PT Pertamina Gas	8.617	6.124	*PT Pertamina Gas*
PT Pertamina Trans Kontinental	6.903	2.847	*PT Pertamina Trans Kontinental*
PT Pertamina EP Cepu	6.235	2.434	*PT Pertamina EP Cepu*
Lain-Lain	34.773	12.518	*Others*
Total	**2.612.186**	**4.278.076**	***Total***

Beban operasi (Catatan 26)

Operation expenses (Note 26)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Years Ended December 31,*		
	2022	**2021**	
PT Patra Jasa	31.631	1.177	*PT Patra Jasa*
PT Kilang Pertamina Internasional	11.005	2.768	*PT Kilang Pertamina International*
PT Pertamina (Persero	6.997	8.650	*PT Pertamina (Persero)*
PT Patra Niaga	1.855	-	*PT Patra Niaga*
PT Pertamina Training & Consulting	1.407	1.023	*PT Pertamina Training & Consulting*
PT Pertamina Patra Niaga Internasional	-	472	*PT Pertamina Patra Niaga International*
PT Tugu Pratama Indonesia	463	433	*PT Tugu Pratama Indonesia*
Total	**53.358**	**14.523**	***Total***

Jumlah beban kompensasi bagi manajemen kunci adalah Rp20.580 dan Rp14.840 (tidak diaudit) masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021.

Total compensation costs for key management is Rp20,580 and Rp14,840 (unaudited) for year ended December 31, 2022 and 2021, respectively.

30. INSTRUMEN KEUANGAN

Instrumen keuangan yang disajikan di dalam laporan posisi keuangan dicatat sebesar nilai wajar, atau disajikan dalam jumlah tercatat baik karena jumlah tersebut adalah kurang lebih sebesar nilai wajarnya atau karena nilai wajarnya tidak dapat diukur secara handal. Penjelasan lebih lanjut diberikan pada paragraf-paragraf berikut.

Aset dan liabilitas keuangan lancar Perusahaan terdiri dari kas dan setara kas, aset keuangan tersedia untuk dijual, piutang usaha, pendapatan yang masih harus diterima, piutang lain-lain, utang usaha, utang lain-lain, dan beban yang masih harus dibayar. Nilai tercatat aset (kecuali aset keuangan tersedia untuk dijual) dan liabilitas keuangan lancar Perusahaan mendekati nilai wajar karena sifat dasar jangka pendek dari akun tersebut. Aset keuangan tersedia untuk dijual diukur pada nilai wajar dengan mengacu pada harga pasar asset yang beredar pada tanggal laporan posisi keuangan.

Tabel berikut menunjukkan nilai tercatat dan estimasi nilai wajar instrumen keuangan Perusahaan pada tanggal 31 Desember 2022 dan 2021 :

30. FINANCIAL INSTRUMENTS

Financial instruments presented in the statement of financial position are carried at fair value or amortized cost, otherwise, they are presented at carrying amounts as either these are reasonable approximation of fair values or their fair values cannot be reliably measured. Further explanations are provided in the following paragraphs.

The Group's current financial assets and liabilities consist of cash and cash equivalents, available-for-sale financial assets, trade receivables, accrued revenues, other receivables, trade payables, other payables, and accrued expenses. The carrying values of the Group's current financial assets (except available-for-sale financial assets) and liabilities approximate their fair values due to the short-term nature of the accounts. Available-for-sale financial assets are measured at fair value by reference to the asset quoted market price as of the statement of financial position date.

The following table sets out the carrying values and estimated fair values of the Group's financial instruments as of December 31, 2022 and 2021:

	31 Desember 2022/ *December 31, 2022*		31 Desember 2021/ *December 31, 2021*		
	Nilai tercatat/ *Carrying values*	Nilai wajar/ *Fair values*	Nilai tercatat/ *Carrying values*	Nilai wajar/ *Fair values*	
Aset keuangan					***Financial assets***
Kas dan setara kas	1.673.095	1.673.095	2.691.676	2.691.676	*Cash and cash equivalents*
Aset keuangan tersedia untuk dijual	9.602	9.602	5.121	5.121	*Available-for-sale financial assets*
Piutang usaha, neto	1.258.699	1.258.699	1.484.569	1.484.569	*Trade receivables, net*
Piutang lain-lain	28.128	28.128	43.809	43.809	*Other receivables*
Aset yang dibatasi penggunaannya	676.704	676.704	61.808	61.808	*Restricted assets*
Aset tidak lancar lainnya	20.554	20.554	21.820	21.820	*Other non-current assets*
Total	**3.666.782**	**3.666.782**	**4.308.803**	**4.308.803**	***Total***
Liabilitas keuangan					***Financial liabilities***
Utang usaha	517.667	517.667	421.276	421.276	*Trade payables*
Utang lain-lain	368.707	368.707	437.290	437.290	*Other payables*
Beban yang masih harus dibayar	734.427	734.427	976.401	976.401	*Accrued expenses*
Pinjaman wajib konversi	563.884	563.884	-	-	*Mandatory convertible loan*
Utang bank jangka pendek	6.221	6.221	60.334	60.334	*Short term bank loan*
Utang bank jangka panjang	559.602	559.602	239.471	239.471	*Long term bank loan*
Pinjaman Lembaga keuangan	14.176	14.176	103.929	103.929	*Financial institution loan*
Liablitas sewa	228.796	228.796	171.928	171.928	*Lease liabilities*
Total	**2.993.480**	**2.993.480**	**2.410.629**	**2.410.629**	***Total***

Hirarki Nilai Wajar

Pada tanggal 31 Desember 2022 dan 2021, Perusahaan tidak memiliki instrumen keuangan yang dinilai dengan menggunakan hirarki nilai wajar, kecuali aset keuangan tersedia untuk dijual yang nilai wajarnya ditentukan dengan menggunakan teknik penilaian tingkat satu (1); yaitu harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik.

Fair Value Hierarchy

As of December 31, 2022 and 2021, the Group has no financial instruments which are measured using the fair value hierarchy except for available-for-sale financial assets which its fair values were determined using level one (1) valuation technique; that is a quoted (unadjusted) market prices in active markets for identical assets or liabilities.

31. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN

Aktivitas Perusahaan mengandung berbagai macam risiko keuangan, seperti risiko pasar (termasuk risiko tingkat suku bunga), risiko kredit dan risiko likuiditas. Secara keseluruhan, program manajemen risiko keuangan Perusahaan bertujuan untuk meminimalkan kerugian atas nilai aset dan liabilitas yang dapat timbul dari pergerakan tingkat suku bunga.

Fungsi manajemen risiko keuangan dijalankan oleh unit Portofolio Bisnis dan Manajemen Risiko di bawah kebijakan-kebijakan yang disetujui oleh Direksi. Unit Portofolio Bisnis dan Manajemen Risiko mengidentifikasi, mengevaluasi, dan melakukan aktivitas lindung nilai risiko-risiko keuangan.

Risiko utama dari instrumen keuangan Perusahaan adalah risiko kredit dan risiko likuiditas. Penelaahan dan persetujuan kebijakan oleh Dewan Direksi untuk mengelola masing-masing risiko ini di jelaskan sebagai berikut:

a. Risiko kredit

Risiko kredit Perusahaan timbul terutama dari kas dan setara kas yang ditempatkan di bank, dan piutang dari debitur. Risiko kredit yang terkait dengan kas dan setara kas dikelola dengan menempatkan aset-aset tersebut pada bank yang bereputasi baik.

Bagian signifikan dari piutang Perusahaan berasal dari jasa kesehatan yang diberikan kepada Grup Pertamina, pihak berelasi. Risiko kredit dari piutang ini relatif rendah.

Sementara itu, piutang dari pihak ketiga terutama berasal dari jasa kesehatan yang diberikan Perusahaan kepada klien-klien perusahaan asuransi dan pasien-pasien korporat. Risiko kredit dari piutang-piutang ini dikelola dengan menelaah kelayakan kredit pelanggan dan menganalisa umur piutang secara berkala.

b. Risiko likuiditas

Perusahaan mengelola risiko likuiditas dengan memonitor arus kasnya dan menjaga fasilitas pinjaman bank.

Tabel berikut ini menganalisis liabilitas keuangan Perusahaan pada tanggal pelaporan kedalam kelompok jatuh tempo yang relevan berdasarkan periode yang tersisa sampai dengan tanggal jatuh tempo kontrak. Jumlah yang diungkapkan dalam tabel adalah arus kas kontraktual yang tidak didiskontokan yang meliputi estimasi pembayaran bunga.

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's activities may have different type of financial risk, such as market risk (included interest rate risk), credit risk and liquidity risk. In general, the financial risk management program of the Group is aimed to minimize the potential loss on assets and liabilities value which may occur due to changes of interest rate.

Function of financial risk management is performed by the Business Portfolio and Risk Management unit based on the approval by the Board of Directors. The function of Business Portfolio and Risk Management unit is to identify, evaluate and perform hedging activities over financial risks.

The main risks arising from the Group's financial instruments are credit risk and liquidity risk. The Board of Directors reviews and approves policies for managing each of these risks, which are described in more detail as follows:

a. Credit risk

The credit risk of the Group arises mainly from its cash and cash equivalents placed in banks, and its receivables from debtors. The credit risk related to the cash and cash equivalents is managed by placing those assets in reputable banks.

A significant portion of the Group's receivables is originated from the provision of its services to the Pertamina Group, its related parties. The credit risk from such receivables is considered relatively low.

Meanwhile, receivables from third parties are mostly arising from the Group's provision of healthcare services to the clients of insurance companies and corporate patients. The credit risk from these receivables is managed by reviewing the creditworthiness of the customers and analysing the aging schedule of receivables on a regular basis.

b. Liquidity risk

The Group manages its liquidity risk by monitoring its cash flows and maintaining the bank loan facility.

The following table analyzes the Group's financial liabilities at the reporting date into relevant maturity groupings based on the remaining period to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows including estimated interest payments.

31. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

	1-3 bulan/ *1-3 months*	4-12 bulan/ *4-12 months*	1-5 tahun/ *1-5 years*	Lebih dari 5 tahun/ *Over 5 years*	Jumlah/ *Total*	
31 Desember 2022						***December 31, 2022***
Utang usaha	517.667	-	-	-	517.667	*Trade payables*
Utang lain-lain	368.707	-	-	-	368.707	*Other payables*
Beban akrual	734.427	-	-	-	734.427	*Accrued expenses*
Pinjaman wajib konversi	-	563.884	-	-	563.884	Mandatory convertible loan
Utang bank jangka pendek	6.221	-	-	-	6.221	*Short term bank loan*
Liabilitas sewa	12.274	36.823	175.577	4.122	228.796	*Lease liabilities*
Utang bank jangka panjang	12.644	37.931	409.621	99.406	559.602	*Long term bank loan*
Pinjaman lembaga keuangan	3.544	10.632	-	-	14.176	*Financial institution loan*
Jumlah	**1.655.484**	**649.270**	**585.198**	**103.528**	**2.993.480**	***Total***

	1-3 bulan/ *1-3 months*	4-12 bulan/ *4-12 months*	1-5 tahun/ *1-5 years*	Lebih dari 5 tahun/ *Over 5 years*	Jumlah/ *Total*	
31 Desember 2021						***December 31, 2021***
Utang usaha	421.276	-	-	-	421.276	*Trade payables*
Utang lain-lain	437.290	-	-	-	437.290	*Other payables*
Beban akrual	976.401	-	-	-	976.401	*Accrued expenses*
Utang bank jangka pendek	60.334	-	-	-	60.334	
Liabilitas sewa	13.266	31.323	127.079	260	171.928	*Lease liabilities*
Utang bank jangka panjang	7.184	24.792	174.735	32.760	239.471	*Long term bank loan*
Pinjaman lembaga keuangan	7.386	21.066	75.477	-	103.929	*Financial institution loan*
Jumlah	**1.923.137**	**77.181**	**377.291**	**33.020**	**2.410.629**	***Total***

32. PERJANJIAN PENTING

Kerjasama pengelolaan, pengembangan, dan pemasaran rumah sakit

Perusahaan mengadakan perjanjian kerjasama pengelolaan rumah sakit dengan beberapa rumah sakit swasta dalam bentuk pengelolaan, pengembangan dan pemasaran rumah sakit. Kerjasama ini mencakup sebagai berikut:

1. Penggunaan *Branding Name* sesuai dengan kesepakatan para pihak dan peraturan perundangan yang berlaku;
2. Jasa manajemen sumber daya manusia;
3. Sistem SOP Manajemen dan operasional rumah sakit;
4. Sistem informasi teknologi.

Jangka waktu kerjasama berkisar 2 sampai 3 tahun terhitung sejak tanggal efektif perjanjian dan akan dievaluasi setiap tahun dan dapat diperpanjang.

32. SIGNIFICANT AGREEMENTS

Hospital management, development, and marketing of hospitals

The Company entered into cooperation agreements with several private hospitals in the form of management of the hospital management, development and marketing of the hospital. The cooperation includes the following:

1. *Branding Name, in accordance with agreement by the parties and the applicable legislation;*
2. *Human resources (HR) management services;*
3. *SOP system of management and hospitals operating services;*
4. *System of information and technology.*

The terms of agreements ranged from 2 to 3 years commencing from the effective date of the agreements and will be evaluated for each year and can be extended.

32. PERJANJIAN PENTING (lanjutan)

Kerjasama pengelolaan, pengembangan, dan pemasaran, rumah sakit (lanjutan)

Berdasarkan perjanjian, atas jasa yang diberikan tersebut Perusahaan akan memperoleh imbalan sebagai berikut:

- Sebesar persentase tertentu yang disepakati dari laba bersih setiap periode masing-masing rumah sakit;
- Kompensasi atas penggunaan *Branding Name* dan jasa manajemen sebesar persentase tertentu terhadap pendapatan kotor rumah sakit.

Pada tanggal 30 Oktober 2021, Perusahaan mengadakan Perjanjian konsultasi dengan Mayo Clinic (”Mayo”), di mana Mayo membantu memberikan konsultasi kepada Perusahaan dalam peningkatan layanan kesehatan yang mencakup proyek peningkatan kualitas, desain fasilitas baru, konstruksi dan aktivasi, serta kerja sama jaringan dan kolaborasi dalam pendidikan dan penelitian.

Pada tanggal 10 Desember 2021, berdasarkan Perjanjian Sewa Lahan No. 1486/A00000/2021-S0 antara PT Hotel Indonesia Natour (Perseroan) (’’HIN’’) dan Perusahaan, dimana HIN selaku pemegang Hak Guna Bangunan atas tanah seluas 412.598m^2 yang terletak di Jalan Hang Tuah, Desa Sanur Kaja, Denpasar Selatan, Denpasar, Bali, dalam upaya mendukung terwujudnya kerjasama pengembangan KEK Pariwisata Kesehatan, Perusahaan dan HIN bersepakat untuk melakukan kerjasama pemanfaatan lahan tersebut seluas ± 5 ha (lima hektar) dengan total harga sewa sebesar Rp258.000 melalui skema sewa menyewa selama 30 (tiga puluh) tahun terhitung sejak tanggal ditandatanganinya Berita Acara Serah Terima Lahan dan dapat diperpanjang. Perusahaan sebagai mitra strategis untuk membangun fasilitas kesehatan berupa rumah sakit dan pengoperasiannya.

32. SIGNIFICANT AGREEMENTS (continued)

Hospital management, development, and marketing of hospitals (continued)

Based on the agreements, for the services rendered, the Company will receive fees as follows:

- *Certain percentage agreed by the parties, of net income of each hospital;*
- *Compensation for use of Branding Name and management services amounted to certain percentage of gross revenues of the hospitals.*

As of October 30, 2021, the Company entered into a consulting agreement with Mayo Clinic ("Mayo"), in which Mayo assist to provide consultations to the Company with healthcare improvement that may include quality improvement projects, new facility design, contruction and activation as well as network cooperation and Education and Research collaborations.

As of December 10, 2021, based on Land Lease Agreement No. 1486/A00000/2021-S0 between PT Hotel Indonesia Natour (Perseroan) (’’HIN’’) and the Company, whereby HIN as the owner of Building Use Rights over a land area of 412,598m^2 located at Jalan Hang Tuah, Desa Sanur Kaja, Denpasar South, Denpasar, Bali, in effort to support the realization of cooperation in the development of KEK Health Tourism, the company and HIN agreed to cooperate in the use of the land area of ± 5 ha (five hectares) with a total rental price of Rp258,000 through a 30 (thirty) years from the date of signing of the Minutes of Land Handover and can be extended. The Company as a strategic partner to build health facilities in the form of hospitals and their operations.

33. TAMBAHAN INFORMASI ARUS KAS

Perusahaan melakukan aktivitas investasi non-kas yang tidak tercermin dalam laporan arus kas sebagai berikut:

33. SUPPLEMENTARY CASH FLOWS INFORMATION

The Company entered into the following non-cash investing activities which are not reflected in the statement of cash flows as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ *Years ended December 31,*		
	2022	**2021**	
Penambahan aset tetap melalui utang	70.036	45.742	*Addition of fixed assets through payables*

33. TAMBAHAN INFORMASI ARUS KAS (lanjutan)

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut:

33. SUPPLEMENTARY CASH FLOWS INFORMATION (continued)

The changes of movements in liabilities arising from financing activities in the statement of cash flows are as follows:

31 Desember 2022 / December 31, 2022

	Saldo awal/ *Beginning balance*	Penerimaan/ *Receipt*	Pembayaran/ *Payment*	Non-arus kas/ *Non-cashflow*	Saldo akhir/ *Ending balance*	
Utang bank jangka pendek	60.334	6.221	(60.334)	-	6.221	*Short-term bank loan*
Utang bank jangka panjang	239.471	364.735	(44.604)	-	559.602	*Long-term bank loan*
Pinjaman lembaga keuangan	103.929	14.176	(103.929)	-	14.176	*Financial institution loan*
Pinjaman wajib konversi	-	612.380	-	(48.496)	563.884	*Mandatory convertible loan*
	403.734	997.512	(208.867)	(48.496)	1.143.883	

31 Desember 2021 / December 2021

	Saldo awal/ *Beginning balance*	Penerimaan/ *Receipt*	Pembayaran/ *Payment*	Non-arus kas/ *Non-cashflow*	Saldo akhir/ *Ending balance*	
Utang bank jangka pendek	68.845	60.334	(68.845)	-	60.334	*Short-term bank loan*
Utang bank jangka panjang	250.216	123.769	(134.514)	-	239.471	*Long-term bank loan*
Pinjaman lembaga keuangan	131.120	-	(30.673)	3.482	103.929	*Financial institution loan*
	450.181	184.103	(234.032)	3.482	403.734	

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Laporan Tahunan

PT Pertamina Bina Medika IHC

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